



Clackamas County, Oregon

Fiscal Year 2024-2025 Adopted Budget



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

CLACKAMAS COUNTY, OREGON

ADOPTED BUDGET

FISCAL YEAR 2024-25



Submitted by the

Clackamas County Budget Committee:

James Karn – Chairperson

Jan Lee – Public Member

Wendy Rader – Public Member

James Rhodes – Public Member

Kenneth Sernach – Public Member

Board of County Commissioners

Tootie Smith – Commission Chair

Paul Savas - Commissioner

Martha Schrader - Commissioner

Mark Shull – Commissioner

Ben West - Commissioner

Prepared By:

Gary Schmidt – County Administrator

Elizabeth Comfort - Finance Director

Sandra Montoya - Budget Manager

Blaze Riggins – Budget Analyst, Sr.

Roxann Fisher – Budget Analyst

Jian Zhang – Budget Analyst

Priscila Montoya – Budget Coordinator



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**Clackamas County
Oregon**

For the Fiscal Year Beginning

July 01, 2023

Christopher P. Morill

Executive Director

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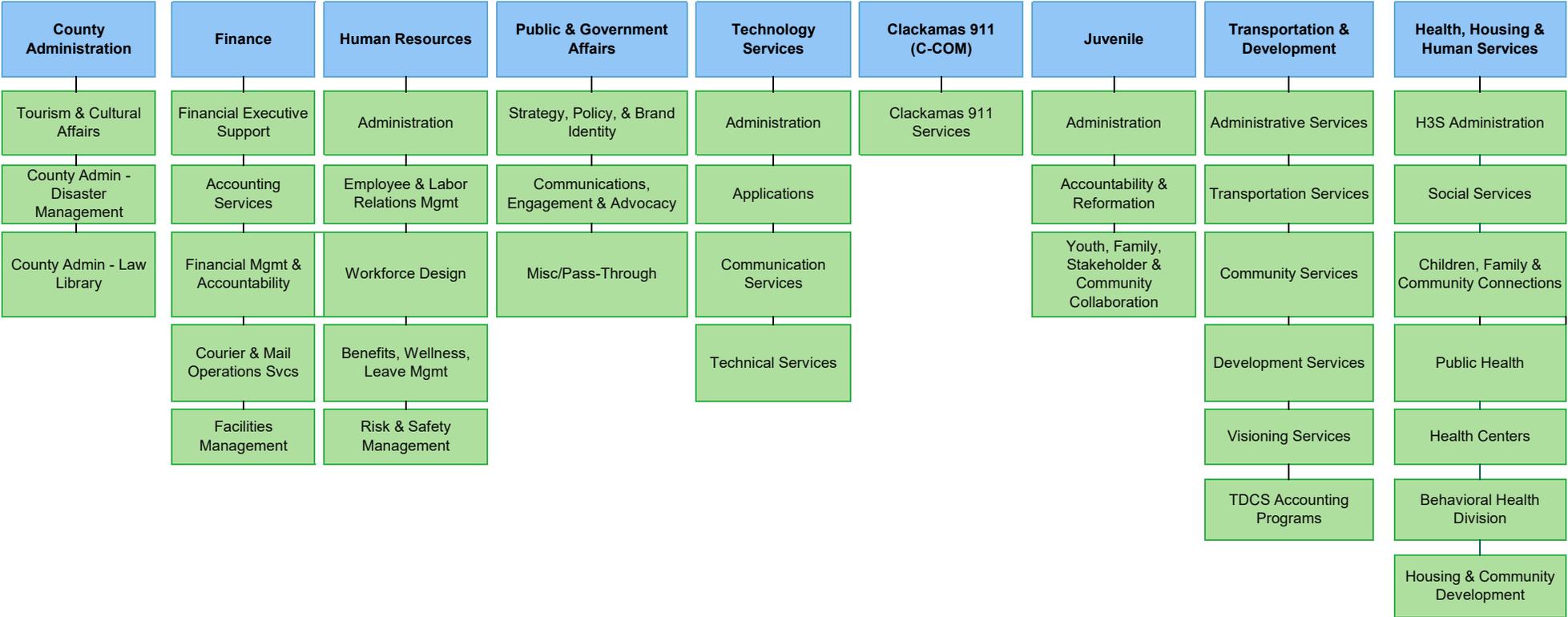
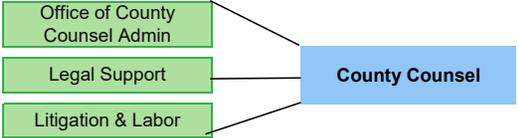
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**Clackamas County Departments
Overseen by the Board of County Commissioners**

Citizens

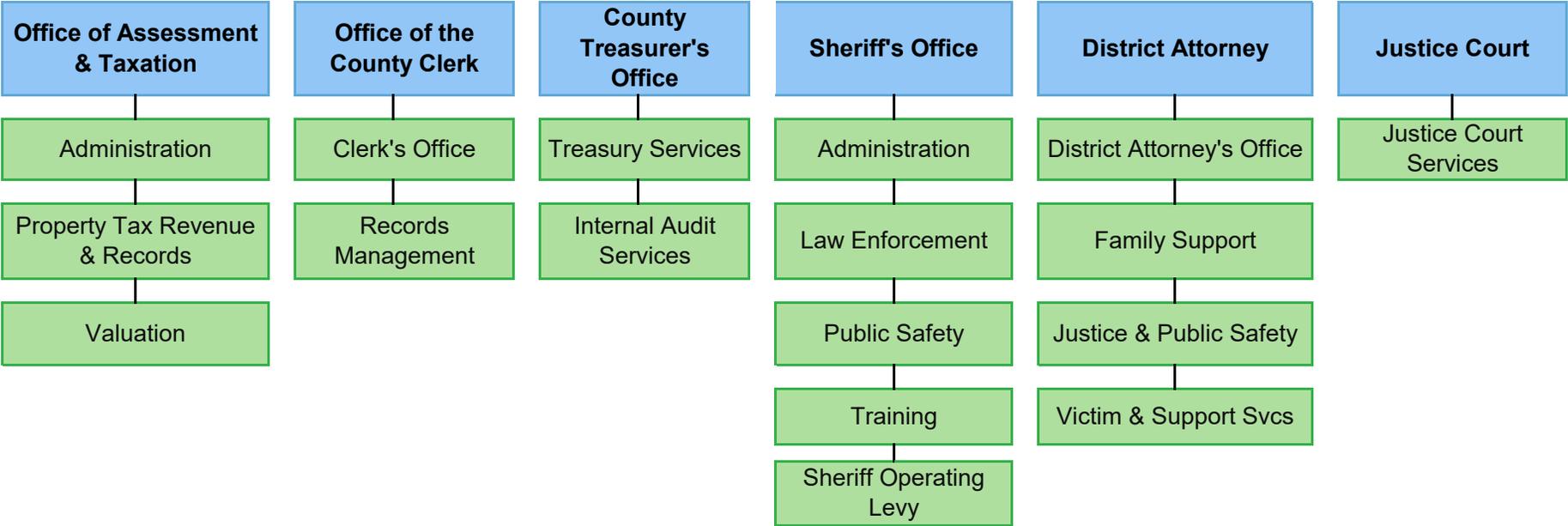
Board of County Commissioners

County Administrator



**Clackamas County Departments
Overseen by Elected Officials**

CITIZENS



Budget Message

Fiscal Year 2024-2025 (FY24-25)

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

The Clackamas County, Oregon FY24-25 Proposed Budget is \$1,569,745,275 and is balanced as required by Oregon budget law.

Like all local government, Clackamas County continues to face the challenge of aligning increasing costs and increasing demand with limitations on property taxes, the primary source of discretionary revenue. The infusion of other funds – such as the American Rescue Plan Act (ARPA) funds, the Opioid settlement funds, and Supportive Housing Services Measure funds - have enabled investments this past year. These funds will not last. As such, these funds will not resolve future pressures on the General Fund.

To address these issues over the long term, the County’s Finance Department prepares and updates a 30-year General Fund forecast to reflect changes in funding at the county, state, and federal levels that may impact the General Fund. More information about the Forecast is on page 8 of this message.

The chart below displays the proposed budget amount for the County along with eight Service Districts governed by the Board of County Commissioners.

Clackamas County Proposed Budget	\$1,569,745,275
Service Districts	
• Water Environment Services	\$ 275,940,118
• Clackamas County Development Agency	\$ 41,083,194
• North Clackamas County Parks & Rec. District	\$ 48,281,237
• Library Service District or Clackamas County	\$ 24,827,949
• Extension and 4-H Service District	\$ 15,889,342
• Enhanced Law Enforcement District	\$ 9,762,663
• Street Lighting District	\$ 5,449,676
• Housing Authority of Clackamas County	\$107,792,548
TOTAL	\$ 2,098,772,002

Budget Committee

County Staff

BCC Members

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

Public Members

James Karn
 Jan Lee
 Wendy Rader
 James Rhodes
 Kenneth Sernach

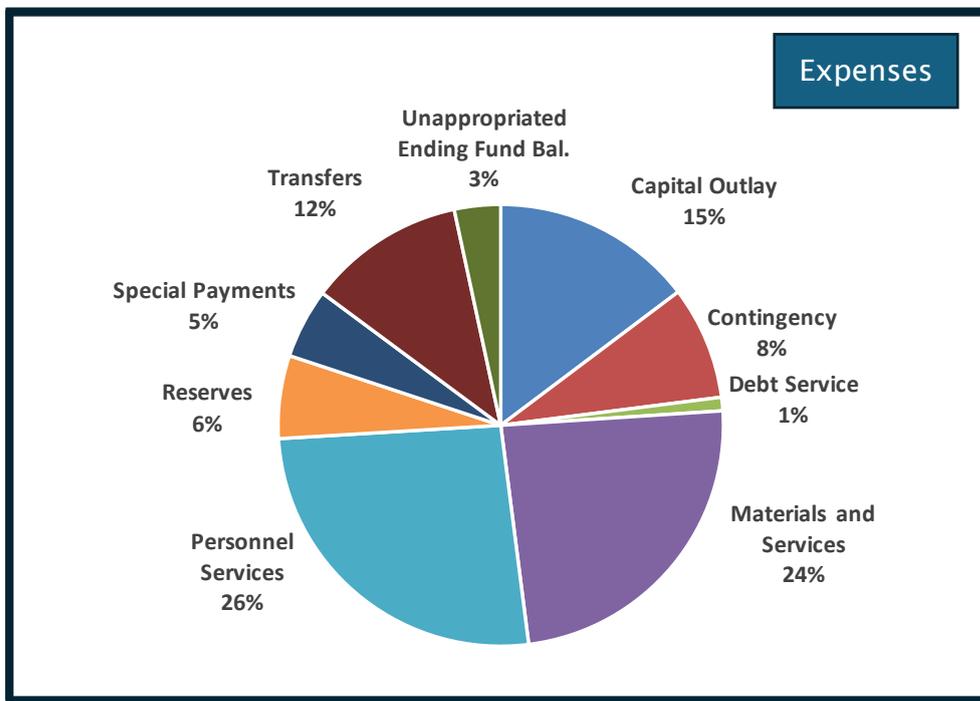
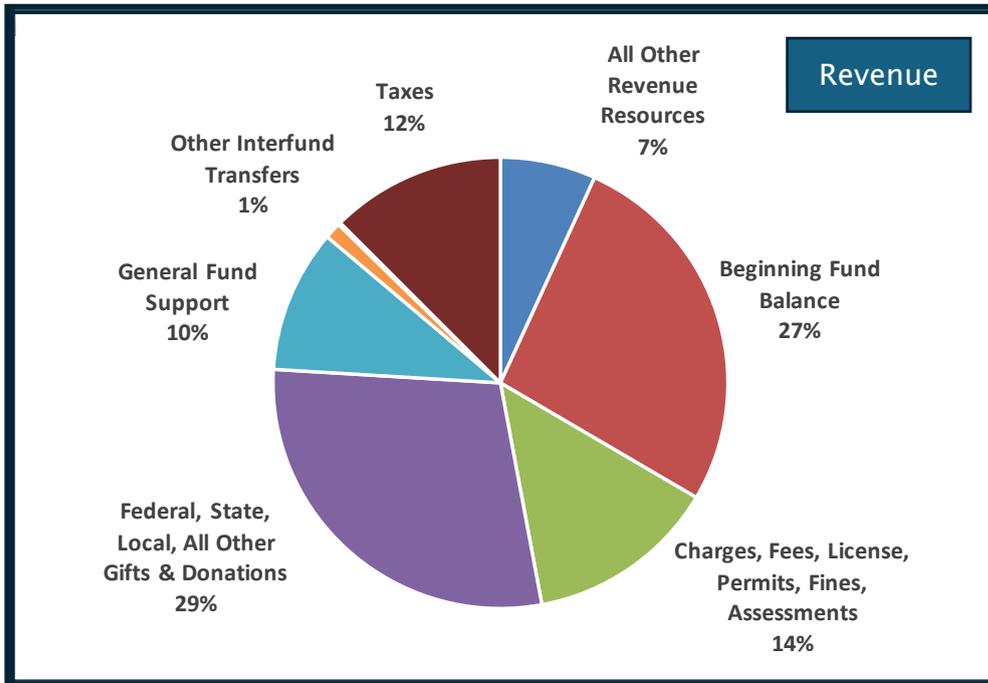
Gary Schmidt

Elizabeth Comfort
 Cindy Becker
 Sandra Montoya
 Blaze Riggins
 Roxann Fisher
 Jian Zhang
 Priscila Montoya

Administrator & Budget Officer

Finance Director
 Project Manager
 Budget Manager
 Senior Budget Analyst
 Budget Analyst
 Budget Analyst
 Budget Coordinator

Summary of Revenues and Expenses (All Funds)



County Staffing

The chart below includes all regular and limited-term full time equivalent (FTE) in departments and elected offices. The FTE is a net number and includes any proposed additional positions. The additional FTEs are primarily funded through non-General Fund sources of income as outlined previously.

Budget Year	FY21-22 Actual	FY22-23 Actual	FY23-24 Estimated	FY24-25 Proposed
FTE	2,358.9	2,397.7	2,435.6	2,450.9

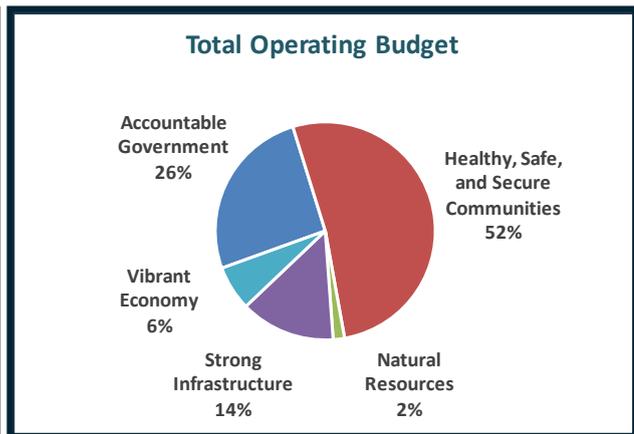
Performance Clackamas and Budget Alignment

The budget information below and on the next page is organized using the Board’s Performance Clackamas Strategic Priority Areas. Additional information about Performance Clackamas, including Board initiatives and department metrics, can be found at <https://www.clackamas.us/performance>.



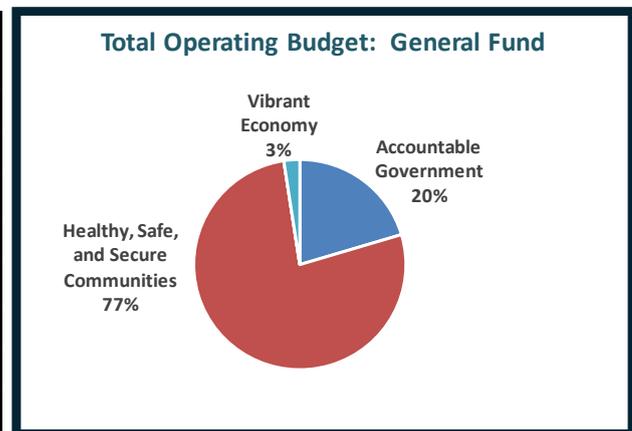
Total FY24-25 Budget By Priority

BCC Priority	Total Budget
Accountable Government	321,034,701
Healthy, Safe, and Secure Communities	646,556,184
Natural Resources	20,828,095
Strong Infrastructure	173,986,132
Vibrant Economy	82,295,418
Total Operating	1,244,700,530
Total Non Operating *	325,044,745
Grand Total	1,569,745,275



Total FY24-25 General Fund Support Budget

BCC Priority	Total GF Support Budget
Accountable Government	31,806,060
Healthy, Safe, and Secure Communities	120,413,091
Natural Resources	-
Strong Infrastructure	-
Vibrant Economy	3,776,071
Total Operating	155,995,222
Total Non Operating *	4,917,877
Grand Total	160,913,099



*Non-Operating includes Debt Service

FY24-25 Proposed Budget Summary

The summary below compares Clackamas County resources and requirements in the FY23-24 Amended Budget to the FY24-25 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 Districts/Agencies) Resources and Requirements

	Category	FY23-24 Amended	FY24-25 Budget	\$ Change	% Change
Resources/Revenue by Category					
	Beginning Fund Balance	346,045,617	418,899,581	72,853,964	21.1%
Current Revenues					
	Taxes	185,073,280	195,357,150	10,283,870	5.6%
	Federal, State, Local, Other Donations	300,987,465	453,320,094	152,332,630	50.6%
	Charges/Fees/License/Permits/Fines	198,004,039	213,486,023	15,481,984	7.8%
	Revenue from Bonds & Other Debts	8,181,584	2,667,189	(5,514,395)	-67.4%
	All Other Revenue Resources	98,400,588	106,663,988	8,263,400	8.4%
	Interfund Transfers	17,990,135	18,438,148	448,013	2.5%
	General Fund Support	153,467,761	160,913,099	7,445,337	4.9%
Subtotal Current Revenues		962,104,852	1,150,845,691	188,740,840	19.6%
Total Resources/Revenue		1,308,150,469	1,569,745,273	261,594,804	20.0%
Requirements/Expenses by Category					
	Personnel Services	382,323,577	408,810,015	26,486,438	6.9%
	Materials & Services	289,352,723	377,305,247	87,952,524	30.4%
	Capital Outlay	120,882,115	230,422,351	109,540,236	90.6%
Subtotal Current Expenditures		792,558,415	1,016,537,613	223,979,199	28.3%
	Debt Service	15,736,570	15,547,163	(189,407)	-1.2%
	Special Payments	85,405,734	80,154,901	(5,250,833)	-6.1%
	Interfund Transfer	15,966,348	18,474,644	2,508,296	15.7%
	General Fund Support *	153,467,761	160,913,099	7,445,337	4.9%
	Contingency	122,613,010	130,063,653	7,450,643	6.1%
	Reserve for Future Expenditures	93,134,122	95,339,792	2,205,670	2.4%
	Unappropriated Ending Fund Balance	29,268,508	52,714,410	23,445,902	80.1%
Total Requirements/Expenses		1,308,150,468	1,569,745,275	261,594,807	20.0%

Notes:

- General Fund Support reflects the receipt and distribution of property tax dollars to the operating departments which results in the duplication of revenue and expenses
- Increase in Materials & Services driven by Supported Housing Services tax collections
- Increase in Capital Outlay primarily due to State share of Courthouse replacement

Overarching Issues

Investing in Affordable Housing

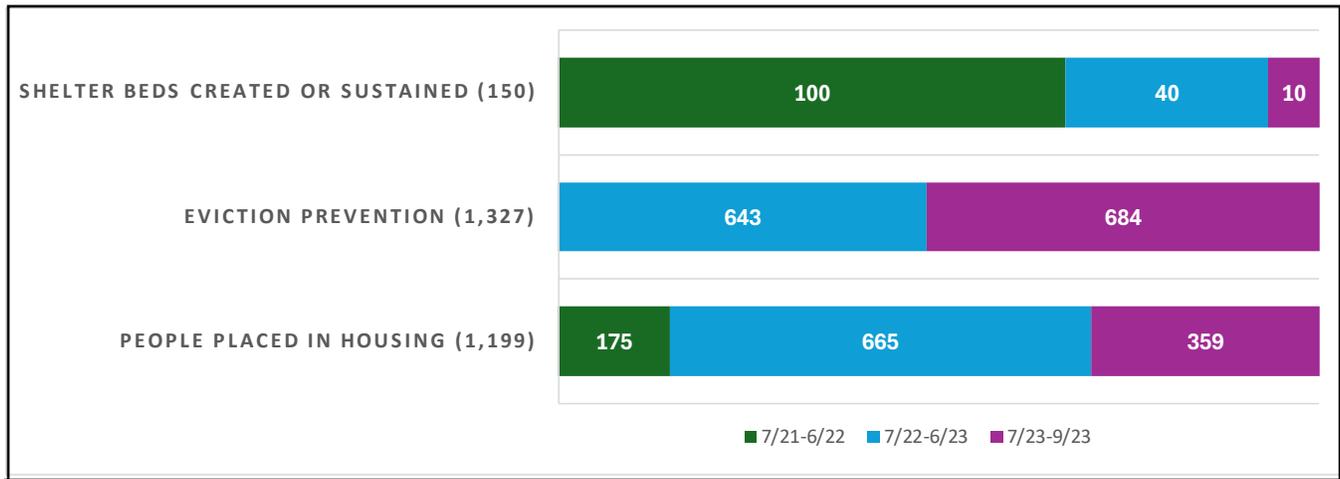
In 2018, voters approved a \$652.8 million general obligation bond to address the shortage of affordable housing within Metro’s urban growth boundary in the region. The County receives 21.3% of bond proceeds which is spent on approved projects.

In addition, the Supported Housing Services tax was implemented in 2020. In FY23-24, the County anticipates spending \$68 million of this tax. The FY24-25 proposed budget includes an additional expenditure of \$73 million plus carryover for one-time and limited duration expenses. More information about the Supportive Housing Services tax can be found at www.clackamas.us/housingauthority/supportive-housing-services.

Bond Funding:



SHS Tax

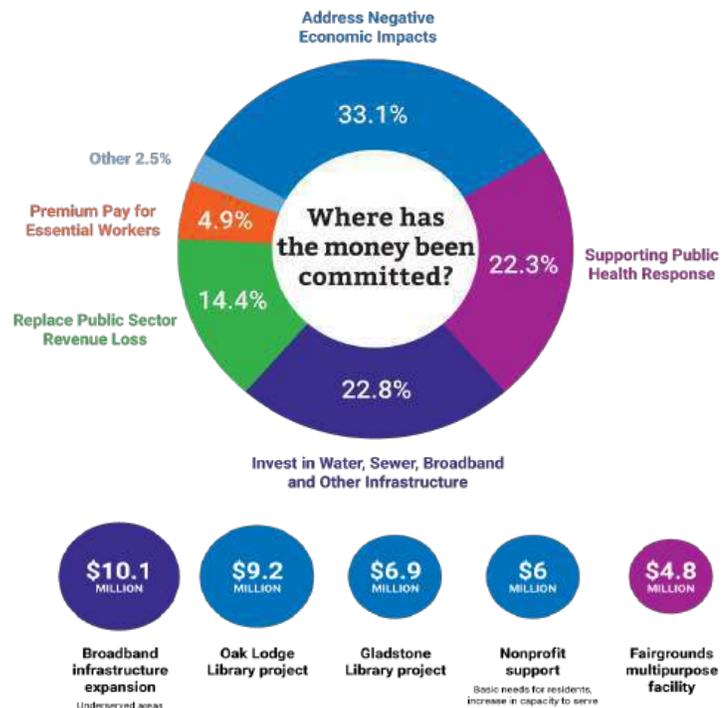


One-Time Federal Aid

American Rescue Plan Act (ARPA)

ARPA provided relief funding to local governments during the COVID-19 pandemic. Criteria to spend these funds is outlined by the federal government. Clackamas County received approximately \$81.2 million, which must be obligated by December 2024 and spent by December 2026.

100% of the \$81,227,922 has been committed to projects.



Opioid Settlement Funds

The County and several cities have received their first funding allocations to mitigate harms associated with opioid and other drug crisis impacting the County and the nation. Over the next 18 years, Oregon will receive \$600 million, and Clackamas will receive \$24 million. Approximately \$5.2 million of the Settlement funding was received by the County this year, a portion of which will be contracted to community providers to address the opioid crisis.

Investments in Infrastructure that Serves the Public

The County is continuing design, construction, and renovation of several buildings that house key services for the public. None of these projects require increased property taxes.

Planning/Design

- 24-hour Crisis Stabilization Center
- Recovery Center for people with substance abuse disorders

Construction/Renovation

- Lake Road Health Center (Outpatient Behavioral Health)
- Gladstone and Oak Lodge Libraries

Courthouse Replacement Project

The replacement County Courthouse is paid from State matching funds and County property tax dollars. The County is not taking out debt for the Courthouse and instead opted for the Public Private Partnership (P3) model. In FY23-24 the County created capacity within the budget by tightening spending to make monthly operational payments for 30 years.

Facts about the Courthouse project:

- The Courthouse is paid from State matching funds and from County property tax dollars. The County is not taking out debt for the monthly payments,
- To meet its obligation, the County reduced its operating budget by \$15 million (or approximately 10%) in FY23-24. Reductions were strategically made, rather than across the board, and included changes in the way internal service costs were allocated.
- The project is on time and on budget.

Cost Allocation Plan Update

The cost allocation process calculates the distribution of overhead costs from internal service departments – Finance/Facilities, Utilities, Technology, Human Resources, Public & Government Affairs (PGA), Records Management, and County Counsel - to the operating departments.

Two years ago, the County hired a consultant to review its cost allocation methodology and provide recommendations for changes to align with best practices that would offset the dependency on the General Fund for internal services. The recommendations and resulting cost plan also paved the way for the County to recover overhead costs from federal/state grants.

The FY24-25 Proposed Budget reflects costs associated with the second year of implementing a hybrid cost allocation model with a few changes. Due to cost allocation increases that operating departments absorbed last year combined with reductions in General Funds, rates were kept flat for Finance, Human Resources, County Counsel and PGA. However, rates for Facilities and Technology Services were recalibrated based on each operating department's utilization.

Budget Development Summary

Forecast

To ensure financial sustainability for the replacement Courthouse project and the General Fund overall, the County built a 30-year General Fund forecast using data-informed assumptions on growth or changes in both Revenues and Expenses. This extended view enables the County to keep on top of shifts in policy or funding at the local, federal, and state levels. The following items are key data variables:

Revenue Considerations:

- Property taxes
- Franchise fees
- Federal and State grants
- State Sharing revenues
- Charges and fees for services
- Interest
- Cost Allocation for Internal Services

Expense considerations:

- PERS
- Cost of living changes (CPI)
- Personnel wages and benefits
- Vacancy Factors
- Cost of goods and services
- Capital projects and maintenance
- Contingency & Reserve requirements

The forecast is an important tool that is used in the budget process overall. It is sensitive to real time changes and enables the County to analyze the short- and long-term impact of revenue assumptions or expenditure decisions made today into the future. The forecast is a dynamic tool that is regularly updated as new information is available.

Budget Instructions

This year the base budget for each department was established by analyzing actuals over the past two fiscal years plus this year's projections. This is a significant departure from prior years when budgets were routinely increased, regardless of actual revenue and expenses. Additionally, the Budget Manual outlining the following and more was provided to all departments and offices:

- Align program budgets with Board Priority Areas
- Prioritize mandated services and cost-effective alternatives to service delivery
- Seek to maximize revenue and reduce the need for General Fund Support
- Eliminate long-term FTE vacancies (over 2+ years)
- Estimate proposed budgets to most realistic revenue and expenditure projections
- Distribute administrative overhead to the benefitting programs
- If proposing a new program, identify a new revenue source or reductions to balance

County Policies

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

Key Revenues

Countywide, tax revenue is expected to increase by 5.6% or \$10.3 million. Charges for Services is estimated to increase by \$15.5 million, primarily driven by cost allocation and indirect cost revenue.

Expenditures

Personnel Services

Total County personnel services costs are increasing by 6.9% or \$26.5 million, composed of an increase for COLA, longevity wages, medical, and dental. The PERS rate of 8.3% is the same as last year.

Materials & Services (M&S)

Expenses are proposed to increase by 30.4% or \$87.9 million. The majority of this increase is due to the proceeds from the Supported Housing Services tax revenue.

Capital Outlay

Capital outlay increased by 90.6% to \$109.5 million. Most of this increase is for construction of the replacement Courthouse including the State's share. All projects that comprise this number are subject to Board approval.

Contingency

Board policy requires Contingency to be calculated at 5% of operating expense. For FY24-25, General Fund Contingency is budgeted at \$22.5 million.

Reserves

Board policy requires Reserves for Future Expenditures to be calculated at 10% of combined Taxes, Fees, Fine and Permits. In FY24-25 General Fund Reserves are budgeted at \$19.5 million.

Self-Insurance and Benefits Administration

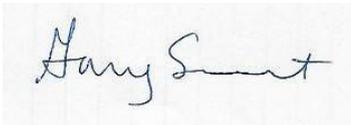
Clackamas County is self-insured for employee health benefits. In the event the County ends its self-insurance plan and has to pay out claims, State statute requires that a reserve be maintained. Additionally, there is a claims margin if claims exceed predicted rates. For FY24-25 the Benefits Administration budget increased 15.6%, or \$8.9 million. The model considers cost increases and decreases as needed.

Conclusion

This FY24-25 proposed budget builds on the County's commitment to public safety along with strategic investments in community health and infrastructure. To the credit of departments and offices, the financial reductions made in FY23-24 did not result in significant reductions in services to the public. The ongoing challenge is reconciling limited resources with the increasing cost of services and increasing demand. Staff will continue to exercise fiscal restraint, identify efficiencies, and focus on core county services.

Thank you to the County's elected and appointed leadership along with the many employees involved in preparing this proposed budget. Special thanks to Elizabeth Comfort, Finance Director, Cindy Becker, Project Manager, Sandra Montoya, Budget Manager, and the entire budget team for their dedicated work. Thank you to the Budget Committee for its commitment and consideration of this proposed budget.

Sincerely,

A handwritten signature in blue ink that reads "Gary Schmidt". The signature is written in a cursive style and is positioned above the printed name and title.

Gary Schmidt
County Administrator & Budget Officer

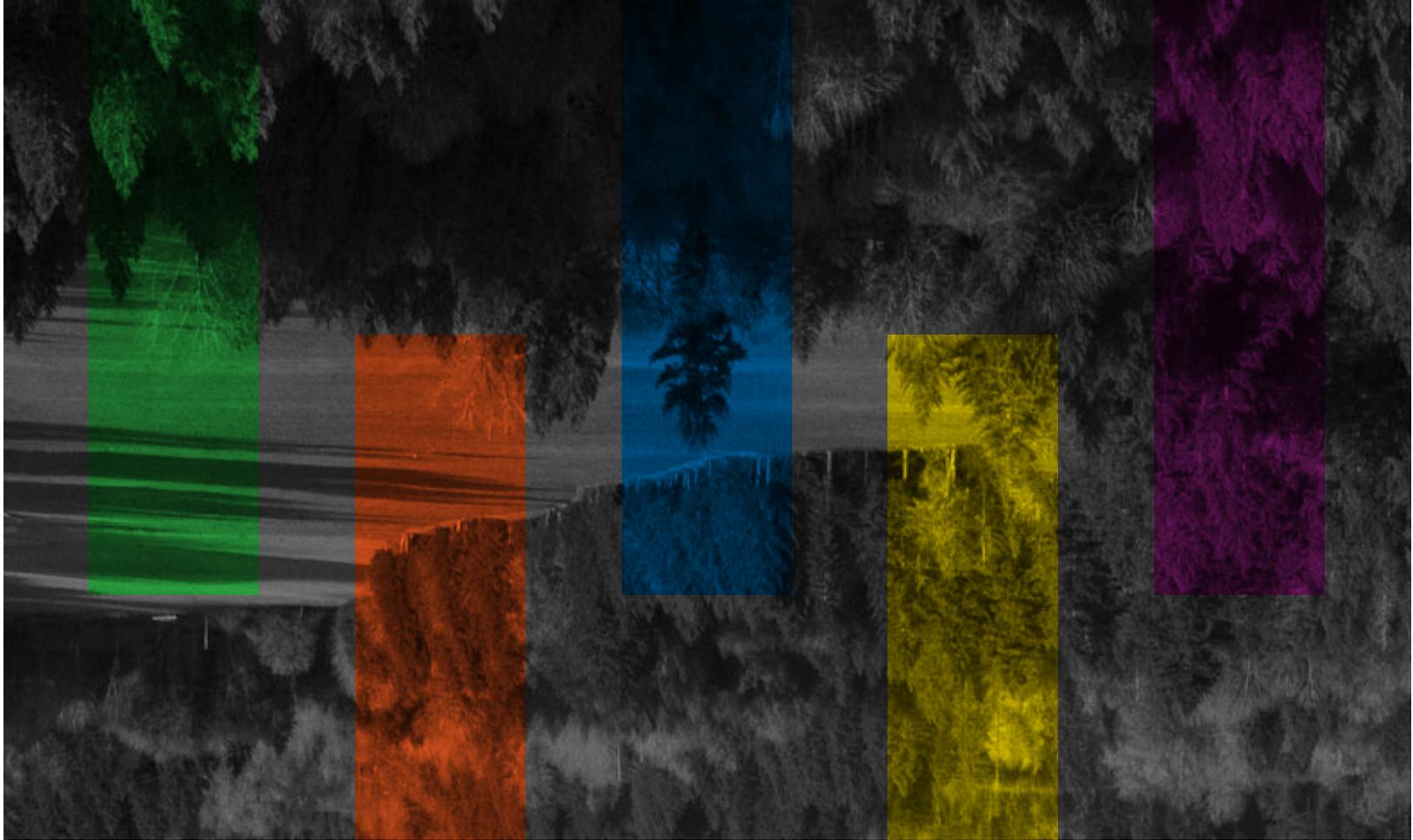
Clackamas County (Excluding Districts/Agencies)
Changes in Resources and Requirements Between Proposed, Approved, Adopted
FY24-25 Budget

	Proposed Budget	Changes 5/30/24**	Approved Budget	Changes 6/20/24***	Adopted Budget	Change \$	Change %
Resources by Category							
Beginning Fund Balance	418,899,581	-	418,899,581	-	418,899,581	-	0.0%
Current Revenues							
Taxes	195,357,150	-	195,357,150	-	195,357,150	-	0.0%
Federal, State, Local, Donations	453,320,094	-	453,320,094	-	453,320,094	-	0.0%
Charges/Fees/License/Permits/Fines	213,486,023	-	213,486,023	-	213,486,023	-	0.0%
Revenue from Bonds & Other Debts	2,488,287	-	2,488,287	-	2,488,287	-	0.0%
All Other Revenue Resources	106,842,890	-	106,842,890	-	106,842,890	-	0.0%
Interfund Transfers	18,438,148	-	18,438,148	-	18,438,148	-	0.0%
General Fund Support *	160,913,099	(3,500,000)	157,413,099	91,029	157,504,128	91,029	0.1%
Subtotal Current Revenues	1,150,845,691	(3,500,000)	1,147,345,691	91,029	1,147,436,720	91,029	0.0%
Total Resources	1,569,745,273	(3,500,000)	1,566,245,273	91,029	1,566,336,302	91,029	0.0%
Requirements by Category							
Personnel Services	408,810,014	-	408,810,014	-	408,810,014	-	0.0%
Materials & Services	377,305,247	(2,351,373)	374,953,874	-	374,953,874	-	0.0%
Capital Outlay	230,422,351	(1,148,627)	229,273,724	-	229,273,724	-	0.0%
Subtotal Operating Expenditures	1,016,537,612	(3,500,000)	1,013,037,612	-	1,013,037,612	-	0.0%
General Fund Support *	160,913,099	(3,500,000)	157,413,099	91,029	157,504,128	91,029	0.1%
Subtotal Current Expenditures	1,177,450,711	(7,000,000)	1,170,450,711	91,029	1,170,541,740	91,029	0.0%
Debt Service	15,547,163	-	15,547,163	-	15,547,163	-	0.0%
Special Payments	80,154,901	-	80,154,901	-	80,154,901	-	0.0%
Interfund Transfer	18,474,644	-	18,474,644	-	18,474,644	-	0.0%
Contingency	130,063,653	-	130,063,653	-	130,063,653	-	0.0%
Appropriated Expenditures	1,421,691,073	(7,000,001)	1,414,691,072	91,029	1,414,782,101	91,029	0.0%
Reserve for Future Expenditures	95,339,792	-	95,339,792	-	95,339,792	-	0.0%
Year End Projected Balance	-	-	-	-	-	-	-
Unappropriated Ending Fund Bal	52,714,410	3,500,000	56,214,410	-	56,214,410	-	0.0%
Total Requirements	1,569,745,275	(3,500,001)	1,566,245,274	91,029	1,566,336,303	91,029	0.0%
Full-Time Equivalent (FTE's)	2,450.9	-	2,450.9	-	2,450.9	-	0.0%

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

**5/30/24 changes reflect a reduction in General Fund Support to CCSO with related reductions in M&S and Capital Outlay.

***6/30/24 changes reflect a General Fund Support transfer from Non Departmental to Elected Offices to cover comp board salary increases.



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

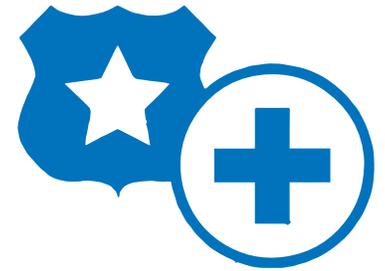


The future prosperity of County residents will be built on good paying jobs that support families, housing affordability, a growing diverse qualified workforce, capital investments that grow current businesses, and on the availability of lands where new businesses can easily locate and expand within 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 is the county's strategic plan that emphasizes the relationship between providing budget resources and measurable progress toward the 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. The five strategic goals include:

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

Build Public Trust Through Good Government

Budget: Clackamas County's budget is based on the following principles:

- **Balanced** (required by Oregon Budget Law): Our planned revenues match or exceed our planned expenses each year.
- **Structurally sound**: We use recurring revenues to cover recurring expenses and one-time revenues to cover one-time expenses.
 - Recurring revenues are those that are expected to continue year to year, with some degree of predictability. Property taxes are an example of recurring revenue. (A settlement from a lawsuit is a good example of non-recurring revenue.)
 - Recurring expenditures appear in the budget each year. Examples include salaries, benefits, materials and services, and asset maintenance costs.
- **Sustainable**: We strategically allocate resources, manage our finances, and meet our spending commitments to maintain our financial health both now and in the future. We have adopted a 30-year forecast model to ensure that our cost structure and strategies are financially sustainable. The forecast is regularly reviewed and updated in real time as changes in assumptions, funding, or policy occur.
- **Forecasting Model**: Our forecast is built around data-informed assumptions on growth or changes in both Revenues and Expenses. Changes may be driven by policy shifts or local, federal, and state funding availability.

Grow A Vibrant Economy

Economic Development: Clackamas County is proud to announce a new series of Economic Development Assistance Awards. Using a portion of the county's allocated lottery dollars, grants

will be made available in the following categories: Economic Development Assistance, Food Production Assistance, Education and Workforce, and Arts and Culture.

Workforce Development Grants: Using a portion of state lottery funds, Clackamas County is moving forward with Workforce Development Grants, which would provide monetary support through scholarships to students enrolled in Career and Technical Education (CTE) courses at Clackamas Community College.

The budget of this program is approximately \$100,000. Clackamas Community College would administer the funding distribution through the funds awarded to the college. Funds could be applied toward student scholarships for those enrolled in accredited Career and Technical Education (CTE) programs offered by the college. These are industries/tracks such as agriculture, timber, health care, manufacturing, automotive, utilities, business management, renewable energy, and information technology.

The County invested \$70,000 through a similar program last year and supported 58 students in 22 accredited programs. We're looking at setting aside \$100,000 annually for this effort.

Build A Strong Infrastructure

Courthouse: Clackamas County broke ground in February 2023, on a replacement courthouse. The current courthouse was built in 1936, with a population of 50,000 residents, and one courtroom. The building faces earthquake and safety risks coupled with an inadequate number of courtrooms. The replacement courthouse will house 14 courtrooms, meet the projected community needs for the next 50 years, generate hundreds of local jobs, and add to the economy, all without raising new taxes.

When completed in mid-2025, this project will mark the first time in Oregon state history that a courthouse building is delivered through a public-private partnership known as P3; a combination of the best partnership between business and government converging to deliver a public safety service the public demands.

Thanks to state legislators in the Clackamas Caucus, this year Clackamas County secured an additional \$15 million to contribute to the state's match for the courthouse replacement project. We are pleased to report the replacement project is currently on time and budget.

Housing: Continual investments made in affordable housing development, transitional housing, emergency shelter, eviction prevention, rental assistance, and supportive services are key to making our communities safe, healthy, and prosperous.

Clackamas County aims to make homelessness and housing instability rare, short, and not reoccurring. In 2023, #ClackCo served more than 19,000 people through our homeless prevention and housing programs. Homelessness in our county decreased by 31% from the 2022 calendar year, according to the January 2023 point-in-time homeless count. From 2019 to 2023, homelessness in our county decreased by 65%.

- Resource Center: The Homeless Solutions of Clackamas County was awarded \$10 million in funding for the acquisition and construction of a resource center in Oregon City. This resource center will be a safe, welcoming, and supportive space where people can get connected with permanent housing opportunities, access supportive services to address housing barriers, and enroll in public benefits. The site is a former warehouse and when complete will have the capacity to serve hundreds of people daily with plenty of space for on-site service providers and resources. The resource center is expected to open in 2025.
- Clackamas Village: We are currently laying the groundwork for a new transitional pod village located next to the Veterans Village. Clackamas Village will use a similar model, where individual sleeping pods with supporting common facilities will be provided while participants work with service providers to move into permanent housing.
- Recently launched services for youth and survivors of violence: We are expanding services for youth and survivors of interpersonal violence, including shelter and rapid rehousing. For youth, we have expanded access to shelter, permanent housing, rapid rehousing, and rental assistance. For survivors of interpersonal violence, we have increased funding to service providers including the Casa Esperanza shelter, motel-based shelter, case management, and rapid rehousing in urban and rural areas.

Metro Affordable Housing Bond Funds: Metro voters passed the Affordable Housing Bond fund in 2018, which will bring in over \$135 million to Clackamas County for:

- Purchasing and renovation of existing housing to ensure long-term affordability

Nine total projects are approved by the BCC and Metro. The county has committed more than \$112 million in bond funds (93% of our total allocation). The awarded developments are:

- Tukwila Springs (Gladstone), 48 units
- Fuller Station (North Clackamas), 99 units
- Good Shepherd Village (Happy Valley), 142 units
- Las Flores (Oregon City), 171 units
- Mercy Greenbrae (Lake Oswego), 171 units
- Lake Grove (Lake Oswego), 100 units
- Hillside Park Phase 1 (Milwaukie), 221 bond-funded units
- Shortstack (Milwaukie), 120 units
- Wilsonville TOD, 120 units
- Shortstack (Milwaukie), 15 homes for purchase

Ensure Safe, Healthy, and Secure Communities

Evacuation Planning: The county continues to work with our law enforcement, fire district, city partners, and neighboring counties to improve evacuation planning in the county. During an incident such as a wildfire, evacuation routes may change during the event as the wildfire

changes. This planning helps identify routes out of a neighborhood that can best handle large volumes of traffic and areas that may be prone to congestion during an evacuation.

Our partners have completed their review of the evacuation planning. In the coming year, we will be engaging the community for review. As our planning work is underway, community members can pre-plan and practice their evacuation routes out of their neighborhood.

American Rescue Plan Act (ARPA): Provided federal emergency relief funding to local governments. Clackamas County received approximately \$81.2 million, which must be obligated by December 2024 and spent by December 2026. All funds have been earmarked at this time and staff are working to obligate all funds as defined by the US Treasury.

With these funds, Clackamas County is committed to supporting our community. Federal government regulations detail how this money can be used, which must be within certain program areas. Below is a quick breakdown of the funding allocations and highlights:

- Broadband infrastructure expansion, \$10.1 million: The Board of County Commissioners dedicated \$10.1 million of our \$81.2 million to expanding the Clackamas County Broadband Project, known as the Clackamas Broadband Express (CBX).

Our CBX network is a cable infrastructure system that has a very high bandwidth capacity. The goal of the ARPA money influx was to extend cost-effective broadband services to rural communities in Clackamas County. We seek to expand and cover nearly 1,400 additional households, allowing more reliable connectivity for residents to telecommute, conduct virtual health appointments, educational reasons, and more. Once finalized, this project will establish an open-access network, enabling any existing internet service provider to furnish internet services to individual households.

- Career Restart Services (Workforce Training), \$735,213: Helps develop skills for unemployed/underemployed workers so they can rejoin the workforce.

Supporting Public Health Response (~\$20.1 million)

- Fairgrounds Multipurpose Facility, \$4.8 million
- COVID Emergency Operations Center staffing/activities, \$4 million
- Behavioral Health Center Relocation, \$2.85 million
- Hotel/motel emergency sheltering program, \$2,234,455
- C-800 Communication Towers, \$2 million
- Clackamas Fire District, \$1,002,563
- Shared Housing Project (SB 1020), \$1,002,563
- Temporary hotel shelter/Other warming shelter activities, \$156,000
- Voice Emergency Tracking Software, \$100,256
- Adult and Teen Challenge NW, \$1,336,750
- PreventNet program, \$200,000
- Molalla Adult Community Center, \$200,000

- Children of Incarcerated Parents program, \$180,000

Address Negative Economic Impacts (~\$25 million)

- Oak Lodge Library project, \$9.2 million
- Gladstone Library project, \$6.9 million
- Nonprofit support, \$6 million
- Habitat for Humanity, \$800,000
- Career Restart Services – Workforce Training, \$735,213
- OSU Extension, \$668,375
- Canby Center, \$640,000
- WIC Relocation, \$50,000

Replace Public Sector Revenue Loss (~\$11.7 million)

- North Clackamas Parks and Recreation District, \$3,263,443
- Tourism, \$2,158,952
- Various services within the Department of Transportation and Development, \$2,016,845
- Sheriff's Office, \$1,725,286
- Restaurant inspection licensing fees, \$1,291,461
- Clackamas Water Environment Services, \$710,431
- County parks, \$249,378
- County Fair, \$166,560
- Law Library, \$108,798
- County library support, \$27,949

Invest in Water, Sewer, and Broadband Infrastructure (~\$18.4 million)

- Clackamas Broadband Exchange expansion, \$10.1 million
- Stormwater repairs, \$3,897,116
- Road projects, \$3,447,807
- Technology Services, \$1,000,000

Libraries: Since 2018, Clackamas County has been working with community task forces, the North Clackamas Parks & Recreation District (NCPRD), and the city of Gladstone to plan and design two new libraries in Oak Lodge and Gladstone, and a park and community center in the Oak Lodge area. Both libraries are now under construction, and work is scheduled to begin by June on the park and community center.

- The groundbreaking ceremony for the Gladstone Public Library was held in June 2023; construction is expected to be concluded in late summer 2024.
- The groundbreaking ceremony for the Oak Lodge Public Library was held in September 2023; construction is expected to be completed in early 2025.

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

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 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:

- *Climate Action Plan* report
- *Climate Action Plan Implementation* Guide – strategies and mechanisms to achieve carbon neutrality countywide by 2050.
- *Climate Lens* – a proposed new tool to use to evaluate future county activities in light of the need to reach the carbon-neutral goal.

2024 Federal Legislative Priorities: The 2024 legislative session was very successful for Clackamas County. We secured \$15 million for the courthouse replacement project and \$4 million for a 23-hour crisis stabilization center that brings portions of our Behavioral Health and Sheriff's Offices together to establish a jail diversion program for our community members experiencing behavioral health crises. When law enforcement is called out to those situations, as they often are, in the past, we've had to bring people to jail to stabilize. That's the wrong place, and this project provides a very important alternative and provides more appropriate care in those situations.

The legislature also made an effort to address the lingering issues of addiction resulting from Measure 110. HB 4002 creates a new misdemeanor crime for possession of certain drugs that goes into effect starting this September. Additionally, the legislature provided funds so the District Attorney could establish a localized "deflection program" that allows multiple chances for people to pursue recovery and stay out of jail.

The other top legislative priority was to continue addressing the governor's housing production goals. The legislature allocated a lot of money to this, over \$300 million to various projects and programs. Several communities in the county benefited from that.

BUDGET DOCUMENT

The FY24-25 adopted budget for Clackamas County is detailed in this book and contains information regarding the County budget, as well as individual departments, fund descriptions, and summaries. It is designed to provide budget focus in a concise format and convey summary financial and service level information to increase the readers' understanding of the budget process and functions of Clackamas County. It makes generous use of narrative explanations and graphic displays to enhance readability.

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

ABOUT THE COUNTY

Profile of the Government

Clackamas County is one of 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.



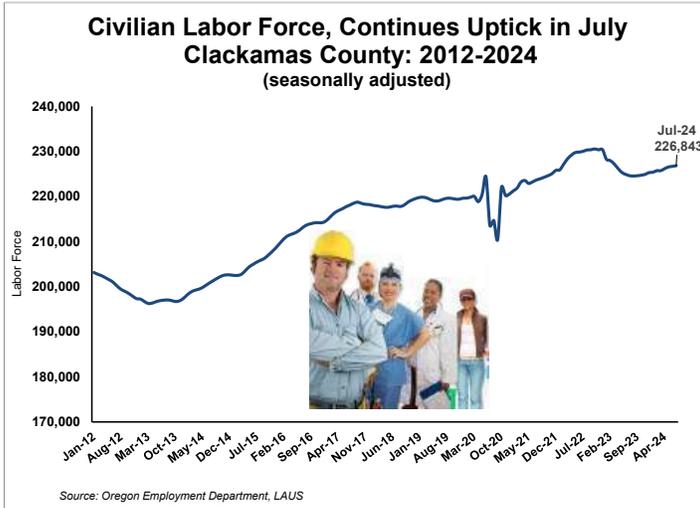
According to the Portland State University Population Research Center, Clackamas County has an estimated population of 422,793 in 2023. Clackamas County remains one of the more developable parts of the tri-county metropolitan area. Due to low supply and increasing demand, home buyers are looking to urban areas within Clackamas County as housing prices continue to rise in the Portland metropolitan area.

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

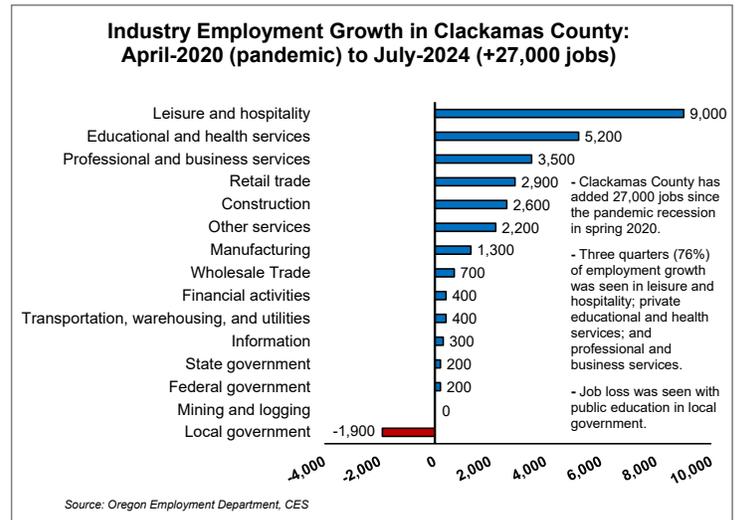
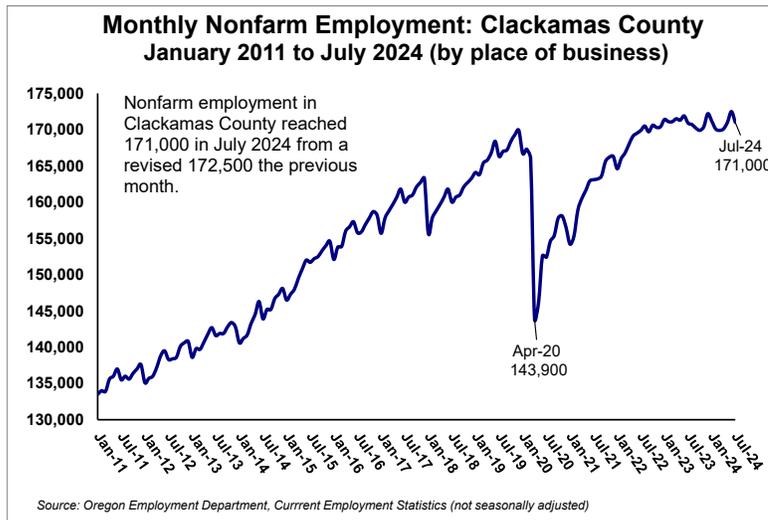
Clackamas County

ECONOMIC INDICATORS

August 2024 (July data)

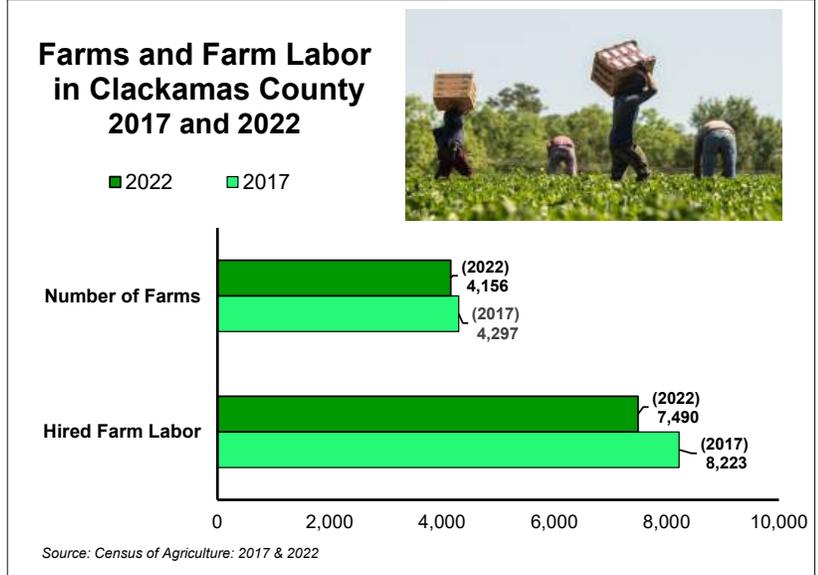


- The *seasonally adjusted* unemployment rate in Clackamas County during July remained unchanged at 3.7% from the previous month. The county's labor force reached 226,843 in July and has continued to grow since March 2024.
- Covered, nonfarm employment fell to 171,000 in July from a revised 172,500 the previous month.
- Clackamas County has added back 27,000 jobs since the employment losses during the pandemic. Three quarters of job growth was in leisure and hospitality; private education and health services; and professional and business services.



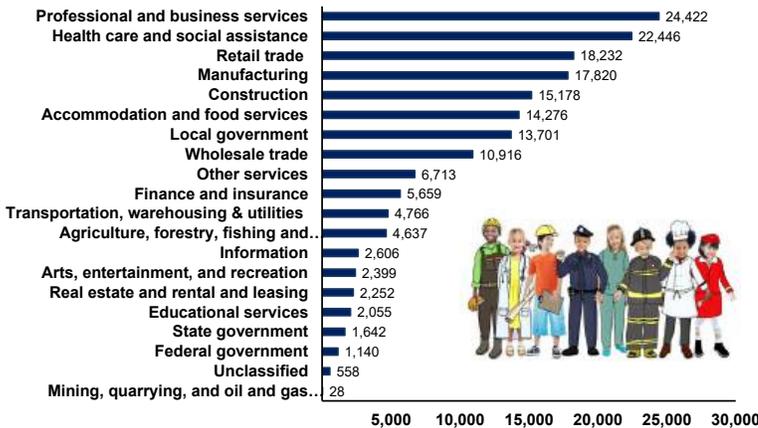
Graph of the Month: Farms in Clackamas County according to the Census of Agriculture Survey.

- The number of farms in Clackamas County totaled 4,156 farms in 2022 compared to 4,297 in 2017.
- Farm lands in the county increased from 157,426 acres in 2017 to 157,937 acres in 2022.
- The number of the county's hired farm labor fell to 7,490 workers in 2022 from 8,223 in 2017. Migrant workers made up 12.6% of all hired farm labor in 2017 and 13.8% in 2022.



Industry and Labor Force

Average Broad Industry Employment, Clackamas County: 2022



Source: Oregon Employment Department, QCEW, 2022

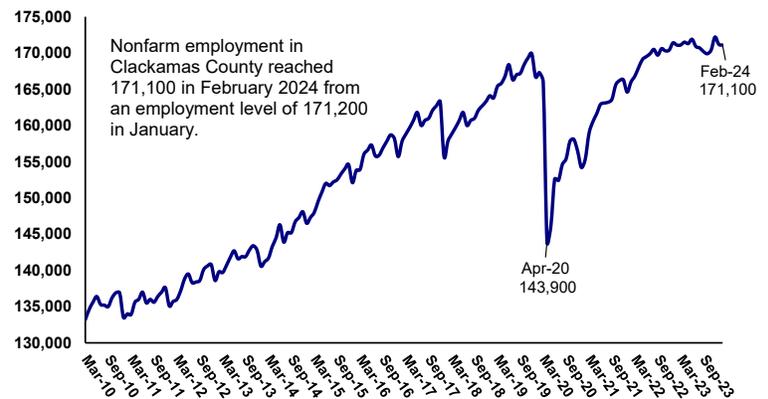
Industry Employment

- The average covered employment in Clackamas County was 171,447 in 2022. This was an increase of 7,223 jobs since 2021.
- Eight broad industries made up nearly three-fourths (80%) of all employment and these industries included professional and business services (24,422); health care & social assistance (22,446); retail trade (18,232); manufacturing (17,820); construction (15,178); accommodation and food services (14,276); local government (13,701); and wholesale trade (10,916).

Monthly Employment Statistics

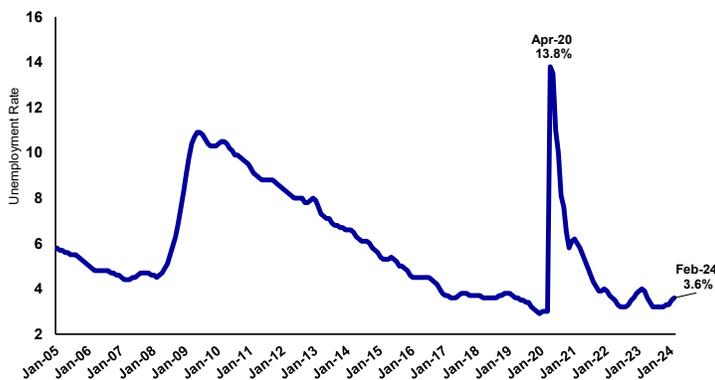
- During the start of the pandemic, nonfarm employment in Clackamas County fell from 167,400 in February 2020 to 143,900 in April 2020 with a loss of -23,400 jobs. Since February 2024, the county has added back 27,200 or 116% of the jobs lost.
- The *seasonally adjusted* unemployment rate in Clackamas County was at 3.6% in February 2024 and has fallen by 10.2 percentage points since the highest unemployment rate in April 2020 at 13.8%.
- All incorporated cities within Clackamas County have experienced job growth at 17% or above since the COVID pandemic. The cities with the most jobs added were Oregon City (2,990) and Lake Oswego (2,932). Cities with the highest rate of growth included Estacada (30%) and Happy Valley (23%).

Monthly Nonfarm Employment: Clackamas County January 2007 to February 2024 (by place of business)



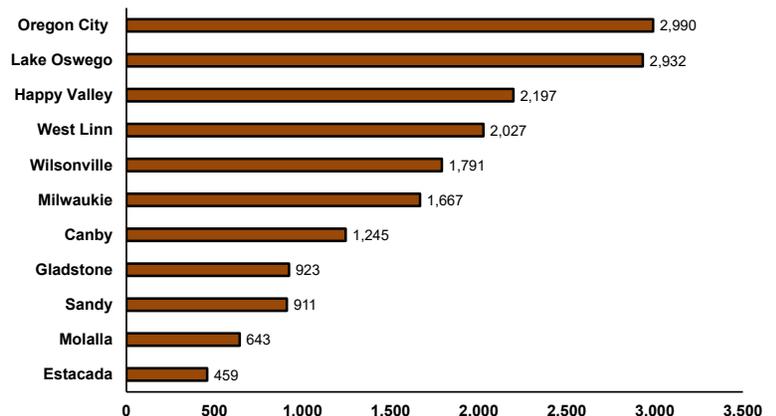
Source: Oregon Employment Department, Current Employment Statistics (not seasonally adjusted)

Clackamas County Unemployment Rate January 2005 to February 2024 (seasonally adjusted)



Source: Oregon Employment Department, LAUS

Growth in Resident Employment Incorporated Cities in Clackamas County April 2020 to February 2024

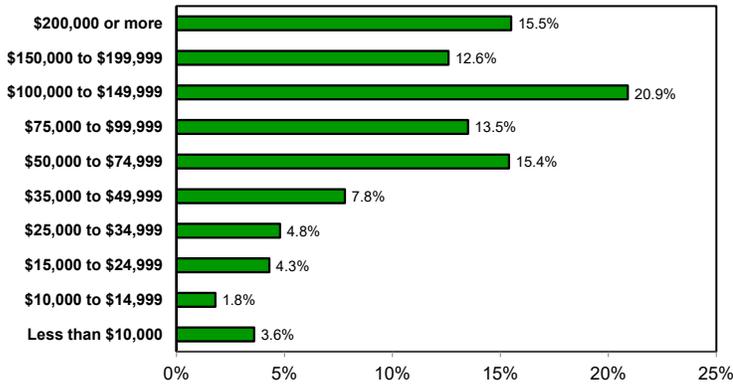


Source: Oregon Employment Department, LAUS

Household Income and Educational Attainment

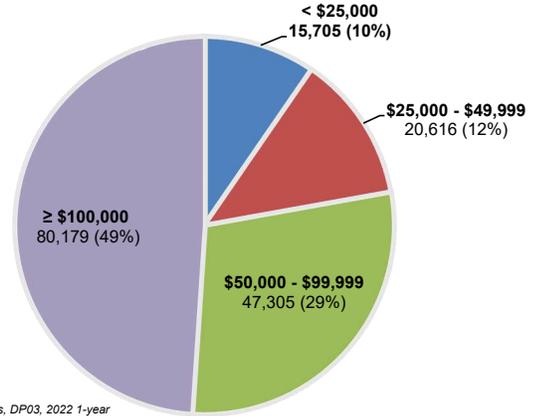
- During 2022, the median household income in Clackamas County was \$97,419 compared with \$106,759 a year ago.
- Nearly one-half of households had incomes \geq \$100,000 whereas one-tenth of households had incomes $<$ \$25,000.

**Household Income
Clackamas County, 2022**
(Median Household Income: \$97,419)



Source: Census, ACS, 2022, 1-Year Estimates, Table DP03

**Household Income by Broad Category
Clackamas County, 2022**

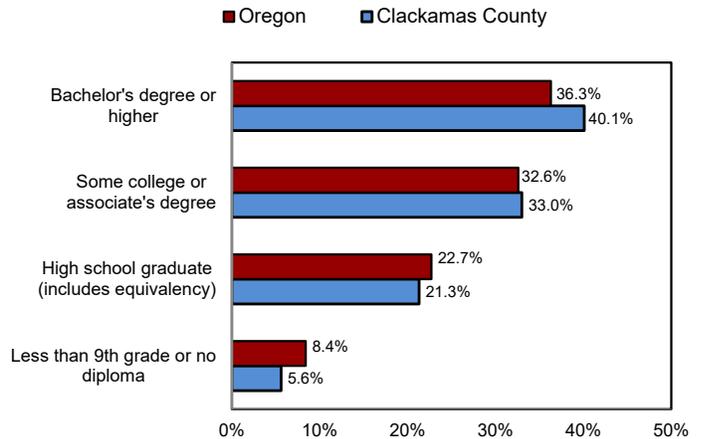


Source: U.S. Census, DP03, 2022 1-year

Education

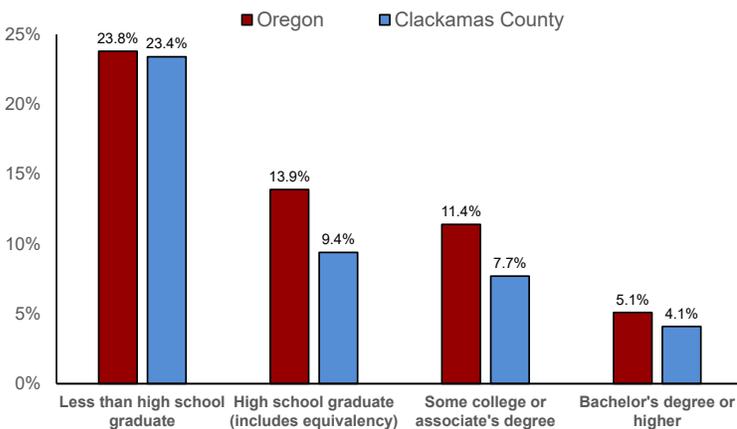
- Compared with Oregon, Clackamas County had a higher portion of its population (25 years and older) who were college educated with a bachelor's degree or higher (40.1%) in 2022.
- Contrastingly, the county had a lower portion of its population with less than 9th grade or no diploma (5.6%) and a slightly lower portion of its population who were high school graduates (21.3%).
- About one-third of both the county and state population had some college or an associates degree in 2022.

Educational Attainment: 2022
(Population 25 years and over)



Source: Census, 2022 ACS 1-year estimates, Table S1501

Poverty Rate for Population 25+ by Educational Attainment: Clackamas County and Oregon (2022)

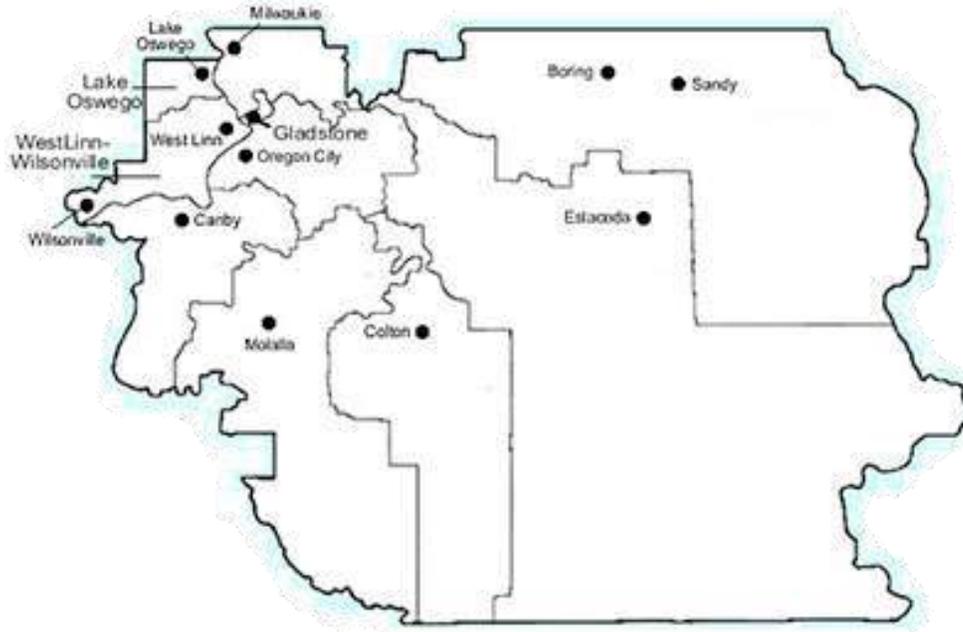


Source: Census, ACS, 2022, 1-year estimates, Table S1501

Poverty

- In 2022, the average poverty rate of all people living in Clackamas County was at 8.2% compared with 12.1% in Oregon.
- The level of educational attainment seemed to significantly influence the rate of poverty in the county in 2022.
- Clackamas County residents with less than a high school education had a much higher poverty rate at 23.4% than residents with either a high school diploma (9.4%), some college or associate's degree (7.7%), or a bachelor's degree or higher (4.1%).

Cities in Clackamas County



City Demographic Fast Facts

2022	Median Age	Bachelor's Degree or Higher (25 years and older)	Median Household Income	Worked from Home	People whose income in past 12 months is below the poverty level	Veteran Status	Disability Status	Households with broadband internet subscription
Clackamas County	42.4	39.2%	\$ 95,740	16.2%	7.6%	7.1%	12.6%	91.6%
Canby	37.8	28.5%	\$ 91,823	11.2%	8.8%	7.9%	13.7%	89.0%
Estacada	33.5	16.0%	\$ 78,594	8.5%	20.1%	15.9%	13.6%	84.3%
Gladstone	38.5	25.7%	\$ 88,043	14.8%	16.8%	9.7%	18.2%	87.3%
Happy Valley	38.9	48.6%	\$ 126,108	18.7%	5.6%	5.5%	8.5%	94.3%
Lake Oswego	47.0	73.0%	\$ 127,252	24.5%	3.9%	6.0%	8.9%	95.8%
Milwaukie	40.8	38.3%	\$ 78,676	17.2%	6.8%	7.1%	13.7%	89.1%
Molalla	33.7	14.6%	\$ 77,442	11.2%	7.0%	7.0%	16.0%	90.2%
Oregon City	37.9	30.2%	\$ 90,174	12.8%	7.8%	7.3%	14.4%	92.6%
Sandy	34.2	21.8%	\$ 98,341	12.2%	5.2%	9.2%	13.8%	93.7%
West Linn	42.4	63.1%	\$ 134,116	25.5%	5.6%	5.6%	8.4%	95.8%
Wilsonville	35.6	46.2%	\$ 83,210	11.7%	8.7%	6.1%	11.6%	92.1%

Source: Census, ACS, 2022, 5-year estimates, Tables S0101, DP02, DP03, and B01002

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 taxing authority; therefore, this document does not include their budgets. The component units include:

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

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 the 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 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 County Clerk conducts elections and maintains official records.
- The District Attorney prosecutes criminal charges and maintains family support enforcement.
- The Justice of the Peace oversees the hearing of traffic violation cases, small claims, and other judicial matters coming before the Circuit Court.
- The Sheriff provides patrol, investigation, civil process, and corrections services.
- The Treasurer is the investor and custodian of County funds.

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 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/committee.html>.

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. Information about each of these groups can be found online at <https://www.clackamas.us/community/abc>.

FINANCIAL STRUCTURE

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

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

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 per Generally Accepted Accounting Principles (GAAP).

The County budgets its funds on a 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 (e.g. vacation expenses) are accrued for GAAP purposes but not budgeted. For many years, the County's ACFR has been awarded the Government Finance Officers Association (GFOA) 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, county counsel, human resources services, records management, financial services, and facilities management costs, 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 (BC) is composed of the County Commissioners and an equal number of appointed citizen members serving staggered terms. The Budget Committee reviews 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 Budget Manual. A budget training is held to distribute manuals to those staff members charged with the preparation of the upcoming year's budget. At that meeting, new policies and guidelines are discussed, as are any changes in procedure. Departments then spend the next several weeks compiling their budget requests for the upcoming year.

Each department submits its requested budget to the Finance-Budget staff who review the information to verify that all required components are included and that anticipated revenues balance expenditures in all funds. The Budget Manager then completes a 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 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 County budget. The County Administrator presents his budget message during the first meeting. The Budget Committee has the opportunity to ask 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.

BUDGET REVISION PROCESS

Throughout the fiscal year, departments 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 one of four methods.

Budgetary Change	Approval Level
Transfer within a fund - within the operating budget	1. Director 2. Finance-Budget Team
Transfer within a fund - between budget categories	Board
Supplemental budget (changes in expenditures)	Board
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 share 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.

BUDGET POLICIES

Please see the itemized list below of current budget policies:

- **Cost Recovery for Fines, Fees, and Revenue Agreements**
Establishes a long-term financially sustainable practice for cost recovery of fines, fees, and revenue agreements, or other sources of revenue for the County.
- **Debt Management Policy**
This policy governs the County in decisions regarding when to issue debt financing, the structure, size and type of debt issues, and the responsibilities of various parties.
- **Reserve for Future Expenditure and Contingency Accounts in Annual Budget**
Defines Budget Reserves, what they are comprised of, and their uses.



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

Clackamas County Policy

Name of Policy	Cost Recovery for Fines, Fees, and Revenue Agreements	Policy #	FIN- 1.100
Policy Owner Name	Elizabeth Comfort	Effective Date	June 1, 2020
Policy Owner Position	Finance Director	Approved Date	April 28, 2020
Approved By	Gary Schmidt, County Administrator	Next Review Date	June 1, 2023

I. PURPOSE AND SCOPE

The purpose of this policy is to set forth long-term financially sustainable practices for cost recovery and preservation of the County’s discretionary funds.

This policy applies to all County departments, Districts, and Elected Officials.

II. AUTHORITY

County Code 2.09.060 authorizes the County Administrator to draft administrative rules and implement operational policies.

III. GENERAL POLICY

It is the general policy of Clackamas County to fully recover costs to the extent legally possible for all services or programs provided whether from fees, fines, revenue agreements, or other revenue generating arrangements for which fees may be charged.

The County shall maximize and diversify its revenue base to raise sufficient revenue to support essential county services and to maintain services during periods of declining economic activity. County services providing private benefits should be paid for by fees and charges as much as possible to maximize flexibility in the use of county general revenue sources to meet the cost for services of broader public benefit.

Exceptions to this policy require specific Board approval for the non-reimbursed or non-recovered costs. See paragraph on Charging Less than Full Cost Recovery and Fees Outside of the County’s Control.

IV. DEFINITIONS

- a. Cost recovery – Refers to the requirement for the organization to ensure that regular resources are not used to subsidize the program.
- b. CPI – Consumer Price Index West Region Size A.
- c. Direct costs – Costs that are directly attributed to the delivery of a program or service.
- d. GFOA – Government Finance Officers Association of the United States and Canada.
- e. Indirect costs – Costs (such as administration and overhead) that are indirectly linked to the delivery of a program or service and should be recovered through the cost recovery rate.
- f. Methodology – a rate based on a system-wide cost per unit, where the cost associated with meeting future growth needs are divided by the projected growth in a plan area.
- g. Program – the entire suite of services, including all permits, outreach, public information, which a particular workgroup provides.
- h. Public good – a service, or program, provided for the benefit and/or well-being of the public despite the inability to recover costs for the service provision or program.
- i. Overhead – Overhead includes costs such as payroll processing, accounting services, computer usage, rent(of county owned properties) and other central administrative services.

- j. Service – a service such as plan review, inspections, recycling education or animal control officer response.

V. POLICY GUIDELINES

New revenues:

When proposing new programs, services, or fees - departments are required to inform the Board of all proposed services, their full costs (both direct and indirect), proposed rate structure and corresponding anticipated revenues. The analysis must include a comparison of rates for similar services charged by neighboring jurisdictions and consideration of alternate service delivery options. If the proposed rate structure results in less than full recovery the rationale for this recommendation needs to be outlined and full cost recovery rate structure needs to be presented in full detail (ie list of all fees and full recovery rates) as an alternate option. This can be accomplished at a Policy Session or through a Budget presentation.

Departments are expected to have vetted the financial aspects of their proposal with the Budget Office prior to making a presentation to the Board. Citizen engagement and feedback is strongly encouraged.

Rate Development:

Cost recovery development should reflect the true and full cost of providing the program or service, with the intent to achieve full cost recovery. This includes both direct and indirect costs, including materials, labor, cost of fee collection, charges for the use of capital facilities and/or equipment, program and department administration and overhead.

The County recommends using GFOA best practice tools such as Full Cost Accounting for Governmental Services (program level analysis) or Activity Based Costing (service level analysis) for calculating service costs and corresponding rates. In some cases, i.e. System Development Charges, rates must be established in accordance with legislative standards. In other cases there are industry standards, historical pretense or service complexities for which it may make sense to contract the rate development out to subject matter expert consultants.

Certain rates, including monthly utility charges, are established with the goal of achieving full cost recovery in the present while also considering future full cost recovery requirements with the goal of keeping annual rate adjustments to a minimum. Also, bond covenants may require the collection of revenues beyond operating and debt service costs. These factors may result in going beyond full cost recovery.

Periodic Reviews and Changes:

Updating rates on a schedule helps smooth charges and fees rather than having uneven impacts with sharp increases. The County sets rates annually by resolution. Departments are required to review rates no less frequently than biannually (unless otherwise specified in approved model/plan) for the impact of inflation, cost increases, adequacy of cost recovery, service demand and competition (as applicable). The analysis must include a comparison of rates for similar services charged by neighboring jurisdictions and consideration of alternate service delivery options. If no significant changes are noted in the evaluation, then rates should at least be increased by the combined CPI since the last rate adjustment.

Charging Less than Full Cost Recovery:

Only the Board has the authority to grant an exception for charging less than full cost recovery. There are specific instances in which the Board will allow this.

1. If the Board determines that it is in the best interest of the County not to fully recover costs, direction will be provided to clarify the cost recovery level expected from the subsidized

service/program. Some examples of subsidized programs may include:

- a. A program or service for the public good (examples would be parks, libraries, programming for summer camp).
 - b. A service which provides a general benefit in addition to the private benefit provided to a specific business, property, or individual.
 - c. A program where the impact of imposing or increasing fees on economically at-risk populations or businesses would be detrimental or cost-prohibitive.
 - d. A program or service that supports the overall achievement of County goals.
 - e. A program or service funded primarily by either revenue restricted to such purpose or other new specifically identified revenue which the Board of County Commissioners commits to such purpose.
2. If the Board has entered into contractual agreements to provide programs/services without full cost recovery, or made similar commitments in ballot measures presented to County/special district voters.
 3. A cost recovery model or rate plan previously approved by the governing board with a specified life and/or including a long-term escalation term in process. At which time the model/plan is re-evaluated such plan should conform to this policy.

Fees Outside of the County's Control:

Where fees/fines are established by the State of Oregon, another governing body that the County is subject to, or has entered into a legally enforceable agreement that cannot be renegotiated – the County cannot recover full costs as the County has no control over the setting of these rates. These circumstances do not require a Board exception; however, they do require disclosure during the budget presentations and in the budget materials.

Departments are strongly encouraged to work with the Department of Public and Government Affairs as well as professional associations to employ Oregon legislative action as necessary to ensure appropriate cost recovery.

VI. PROCESS AND PROCEDURES

Departments should consult with the Budget Office, if needed, for assistance with implementation of the policy.

VII. ACCESS TO POLICY

PowerDMS

VIII. ADDENDA

Clackamas County Code, Appendix A: Fees Clackamas County Code, Appendix B: Fines

This policy conforms to the guidance found in the following source publication: GFOA Best Practice on Establishing Government Charges and Fees



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

Clackamas County Policy

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

I. PURPOSE AND SCOPE

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

II. AUTHORITY

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

III. GENERAL POLICY

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

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

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

IV. DEFINITIONS

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

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

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

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

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

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

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

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

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

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

I) Interfund Loans:

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

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

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

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

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

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

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

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

V. POLICY GUIDELINES

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

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

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

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

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

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

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

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

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

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

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

VI. PROCESS AND PROCEDURES

A. Type and Use of Debt

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

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

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

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

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

Board of Commissioners.

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

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

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

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

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

B. Federal, State, or Other Loan Programs

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

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

County's outstanding obligations.

C. Debt Refinancing

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

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

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

D. Debt Structure Considerations

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

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

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

E. Method of Sale

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

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

F. Investment of Bond Proceeds

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

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

G. Credit Ratings/Objectives

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

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

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

H. Bond Issuance Investor Relations

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

I. Post Issuance Tax and Arbitrage Rebate Compliance

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

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

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

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

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

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

involving the bond proceeds.

3. Arbitrage Rebate and Yield - Unless the Tax Certificate documents that arbitrage rebate will not be applicable to an issue of bonds, the Finance Director or Treasurer, shall be responsible for:
- a. Either (1) engaging the services of a rebate service provider and, prior to each rebate calculation date, causing the County Treasurer¹ and the County's selected Trustee² to deliver periodic statements concerning the investment of bond proceeds to the rebate service provider, or (2) undertaking rebate calculations themselves and retaining and obtaining periodic statements concerning the investment of bond proceeds³;
 - b. Providing to the rebate service provider additional documents and information reasonably requested;
 - c. Monitoring efforts of the rebate service provider;
 - d. Assuring payment of required rebate amounts, if any, no later than 60 days after each five-year anniversary of the issue date of the bonds, and no later than 60 days after the last bond of each issue is redeemed;
 - e. During the construction period of each capital project financed in whole or in part by bonds, monitoring the investment and expenditure of bond proceeds and consulting with the rebate service provider to determine compliance with any exceptions from the arbitrage rebate requirements during each 6-month spending period up to 6 months, 18 months, or two years, as applicable, following the issue date of the bonds; and
 - f. Retaining copies of all arbitrage reports, investment records and trustee statements.

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

The Finance Director shall be responsible for:

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

J. Disclosure and Continuing Disclosure

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

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

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

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

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

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

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

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

K. Consultants and Advisors

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

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

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

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

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

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

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

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

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

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

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

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

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

L. Interfund Loans

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

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

Interfund loans can be of two types:

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

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

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

or other penalties.

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

M. Reporting Requirements

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

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

VII. ACCESS TO POLICY

PowerDMS

VIII. ADDENDA

N/A

**BEFORE THE BOARD OF COUNTY COMMISSIONERS
OF CLACKAMAS COUNTY, STATE OF OREGON**

A Resolution Adopting A Budget Policy
As to Providing Reserve for Future
Expenditure and Contingency Accounts
In the Annual Budget

RESOLUTION NO. 2012 - 14
Page 1 of 2

WHEREAS, the annual budget for Clackamas County will exceed half a billion dollars, and the full breadth of programs and activities overseen by the Board of County Commissioners brings their total budgetary responsibilities to more than eight hundred million dollars; and

WHEREAS, the responsible allocation of those sums requires that the budget reflect an annual financial and operational plan that clearly reflects County priorities as established by the County Commissioners; and

WHEREAS, the budget shall be a balanced budget for each fund, requiring that budgeted expenditures plus contingencies and reserves be met by an equal amount of budgeted resources; and

WHEREAS, the budget is a measure of the performance of departments, with accountability determined in the context of performance within the budget;

NOW, THEREFORE, BE IT RESOLVED that in order to best attain the Vision, Mission, Principles, and Areas of Focus of the annual budget, and to articulate the budget according to a strategic plan and budget priorities, the Board of County Commissioners declares its Policy as to the Reserve for Future Expenditure and Contingency accounts to be as follows:

**Clackamas County Policy on
Reserve for Future Expenditure and Contingency Accounts**

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

1. **Contingency** – a nonspendable account which under Local Budget Law may be accessed during the fiscal year to transfer appropriations to a spendable account, when the need for such appropriations is approved by the Board of County Commissioners;
2. **Reserve for Future Expenditure** – an unappropriated nonspendable 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 accounts exist for a twelve month fiscal year period and then are subject to reconsideration 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 reallocated 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.

**BEFORE THE BOARD OF COUNTY COMMISSIONERS
OF CLACKAMAS COUNTY, STATE OF OREGON**

A Resolution Adopting A Budget Policy
As to Providing Reserve for Future
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In the Annual Budget

RESOLUTION NO. 2012 - 14
Page 2 of 2

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 resource fluctuations, 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**" in the General Fund should be targeted each year to measure 5% of the overall County General Fund budget.

The amount to be identified in the 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 reappropriated 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.

BE IT FURTHER RESOLVED that any budget policy contrary to the aforesaid declaration shall be replaced by this statement of the County's Policy on Reserve for Future Expenditure and Contingency accounts.

Dated this 16th day of February, 2012.

Board of County Commissioners



Chair


Recording Secretary

Summary of Resources and Requirements

Total Budget Summary

Below is a summary of four years of Clackamas County’s financial resources and requirements. Audited figures are shown for FY21-22 and FY22-23 both the amended budget (through April 2024) and projected budgets for FY23-24, and the FY24-25 Proposed budget. Since actual data and budgets are shown, caution is recommended when comparing the budgeted spending plan. As the Beginning Fund Balance line indicates, not all resources are spent during a year and actual expenditures should be less than budgeted expenditures.

The Clackamas County budget for FY24-25 totals \$1.57 billion, which amounts to an increase of \$247.8 million or 18.8% from the FY23-24 Amended budget. This overview is intended to provide explanations of the major categories and highlight significant changes, with particular attention paid to differences between the two budget columns. More complete information about the fund and department-specific resources and expenditures is presented throughout the subsequent sections of this book.

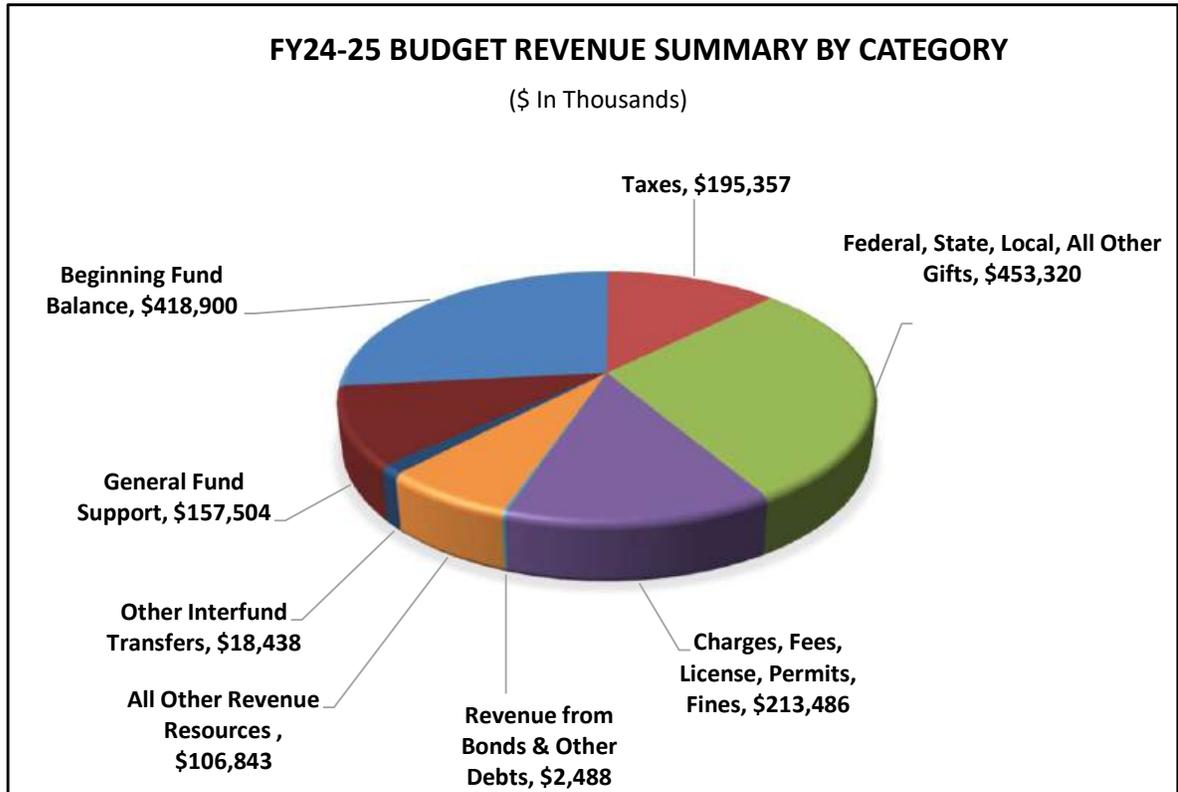
Summary of Resources and Requirements

Total Budget Summary

	FY21-22 Actuals	FY22-23 Actuals	FY23-24 Amended	FY23-24 Projected	FY24-25 Budget	\$ Change	% Change
Resources by Category							
Beginning Fund Balance	277,521,967	322,766,167	346,045,617	414,443,573	418,899,581	72,853,964	21.1%
Current Revenues							
Taxes	163,808,078	179,331,896	185,073,280	186,739,966	195,357,150	10,283,870	5.6%
Federal, State, Local, Other Donations	224,090,154	271,445,027	306,218,456	316,421,840	453,320,094	147,101,639	48.0%
Charges/Fees/License/Permits/Fines	175,857,791	174,530,419	197,801,002	183,669,753	213,486,023	15,685,021	7.9%
Revenue from Bonds & Other Debts	6,395,125	581,270	7,899,980	7,968,206	2,488,287	(5,411,693)	-68.5%
All Other Revenue Resources	80,831,166	96,283,853	99,109,697	100,921,361	106,842,890	7,733,193	7.8%
Interfund Transfers	2,069,680	5,066,045	18,448,880	15,019,334	18,438,148	(10,732)	-0.1%
General Fund Support *	139,366,663	148,385,207	157,928,856	150,610,474	157,504,128	(424,729)	-0.3%
Subtotal Current Revenues	792,418,656	875,623,718	972,480,151	961,350,934	1,147,436,720	174,956,570	18.0%
Total Resources	1,069,940,624	1,198,389,885	1,318,525,768	1,375,794,506	1,566,336,302	247,810,534	18.8%
Requirements by Category							
Personnel Services	309,237,803	328,091,727	386,430,482	356,565,723	408,810,013	22,379,532	5.8%
Materials & Services	199,818,452	209,914,168	310,281,906	266,705,586	374,953,874	64,671,968	20.8%
Capital Outlay	31,754,429	44,433,129	125,780,490	71,948,274	229,273,724	103,493,234	82.3%
General Fund Support *	139,366,663	148,385,207	157,928,856	150,610,474	157,504,128	(424,729)	-0.3%
Subtotal Current Expenditures	680,177,348	730,824,231	980,421,734	845,830,057	1,170,541,740	190,120,006	19.4%
Debt Service	14,720,104	14,865,263	15,736,570	15,736,570	15,547,163	(189,407)	-1.2%
Special Payments	49,168,429	33,190,761	66,326,445	77,811,253	80,154,901	13,828,456	20.8%
Interfund Transfer	2,070,512	5,066,045	16,925,093	17,482,043	18,474,644	1,549,551	9.2%
Contingency	-	-	116,713,295	-	130,063,653	13,350,358	11.4%
Appropriated Expenditures	746,136,393	783,946,299	1,196,123,137	956,859,924	1,414,782,100	218,658,964	18.3%
Reserve for Future Expenditures	-	-	93,134,122	-	95,339,792	2,205,670	2.4%
Year End Projected Balance	-	-	-	418,934,583	-	-	-
Unappropriated Ending Fund Balance	-	-	29,268,508	-	56,214,410	26,945,902	92.1%
Total Requirements	746,136,393	783,946,299	1,318,525,767	1,375,794,506	1,566,336,303	247,810,536	18.8%
Full-Time Equivalent (FTE's)	2,358.9	2,397.7	2,435.6	2,435.6	2,450.9	15.3	0.6%

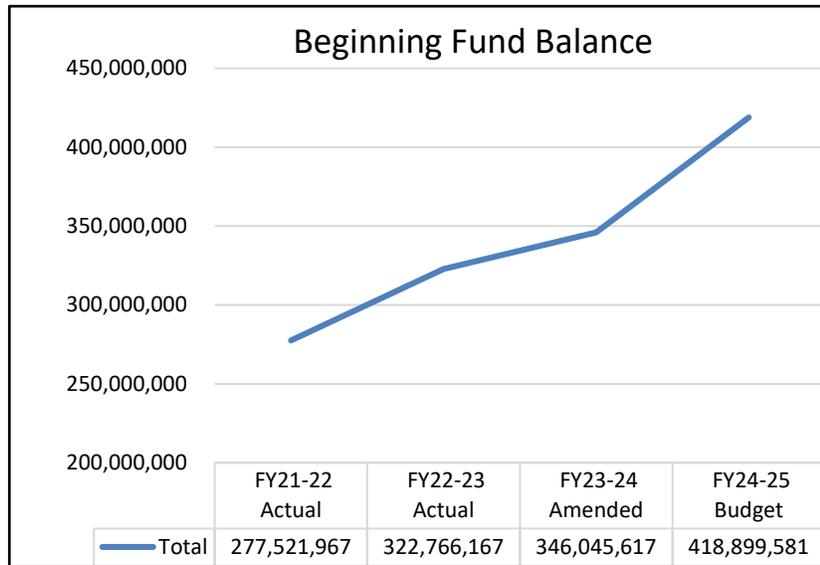
*General Fund Support reflects the receipt and distribution of tax dollars to the operating departments which results in the duplication of revenue and expenses.

REVENUE ANALYSIS



Revenue (Resources) Category	FY23-24 Amended	FY24-25 Budget	\$ Change	% Change
Beginning Fund Balance	346,046	418,899	72,854	21.1%
Taxes	185,073	195,357	10,284	5.6%
Federal, State, Local, All Other Gifts	306,218	453,320	147,102	48.0%
Charges, Fees, License, Permits, Fines	197,801	213,486	15,685	7.9%
Revenue from Bonds & Other Debts	7,900	2,488	(5,412)	-68.5%
All Other Revenue Resources	99,110	106,843	7,733	7.8%
Other Interfund Transfers	18,449	18,438	(11)	-0.1%
General Fund Support	157,929	157,504	(425)	-0.3%
Total Revenue (Resources)	1,318,526	1,566,336	247,811	18.8%

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 the County to curtail spending to preserve resources. Variations occur from year to year. For FY24-25, the beginning fund balance is \$418.9 million. This is 21.1% higher than FY23-24.



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 \$10.3 million, or 5.6%, for FY24-25 including delinquencies and penalties/interest.

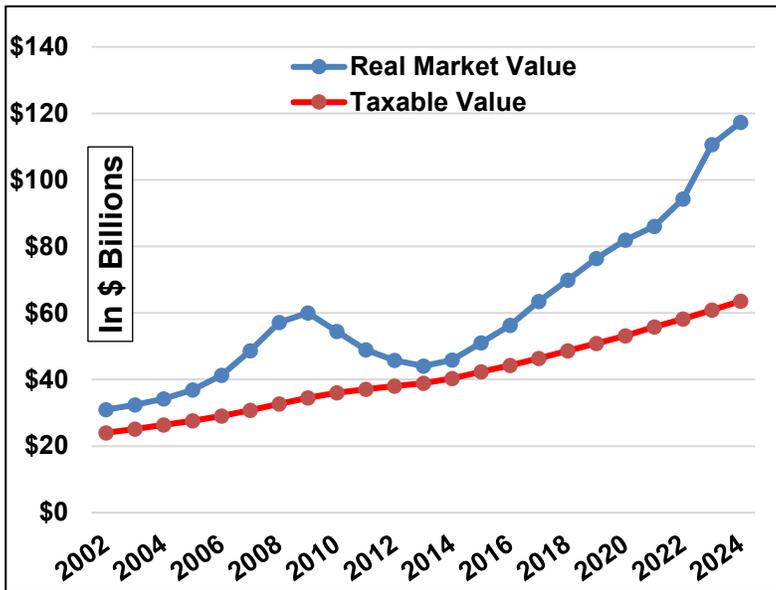
Property tax merits particularly careful analysis because it is the largest single source of County revenue. Property tax can be allocated where needed to fund operations that are necessary but don't generate revenue streams. Most other revenues such as gasoline tax and grants are restricted to use for 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 the 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 \$1,000 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 2021 approved an increase of \$0.368 per \$1,000 of assessed property value).

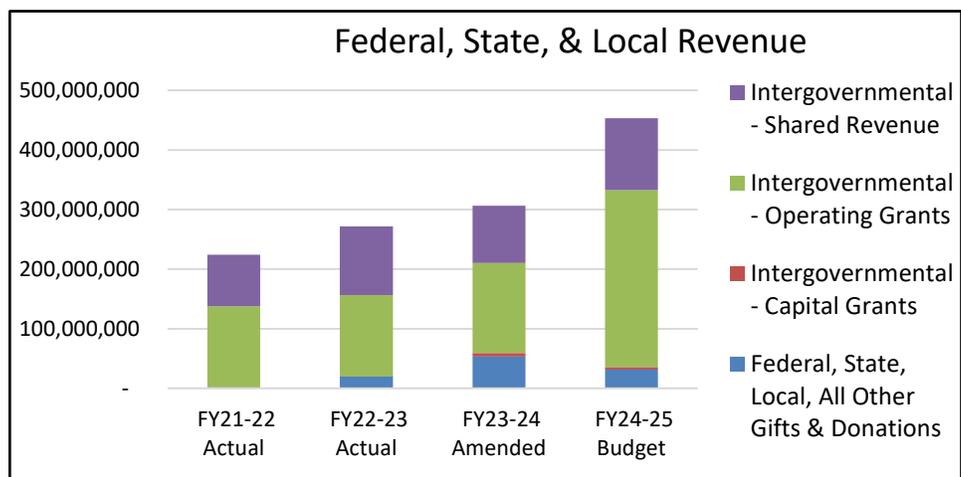
As of January 1, 2024, the most recent valuation date available, the market value of property in Clackamas County was \$117.4 billion. This is the eighth year the total has exceeded the previous high of \$60 billion which was reached in 2008. Nine years ago, the market value was 6.1% below the 2008 high value so the market has been improving during this period.



The assessed value of an average home is equal to about 54% of its real market value. The Assessor’s value represents the property values as of the assessment date, which is January 1, 2024, and reflects the change in value from January 1, 2023, to January 1, 2024.

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.

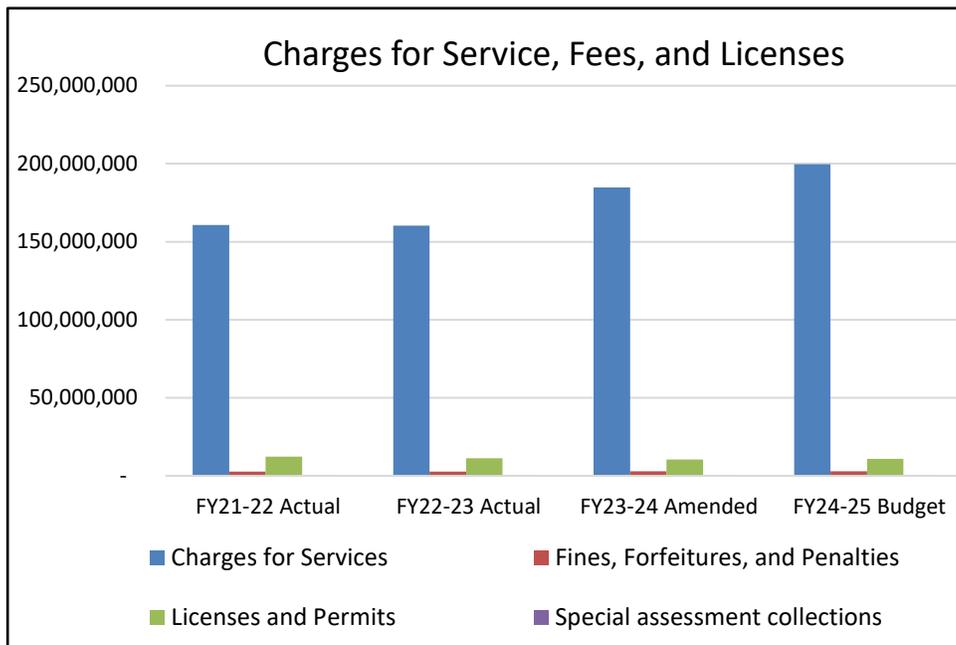
Federal, State, and Local Revenue is budgeted to increase by \$147.1 million, or 48.0%. Clackamas County reports revenue from other jurisdictions in three classifications within this revenue category; Capital Grants, Operating Grants, and Shared Revenues. These amounts of money are alike in that they are provided (except for shared revenue from federal lands) for the operation of specific programs mandated or otherwise designated by those jurisdictions. They make up 29% of total resources. Departments estimate the grant revenues that they will receive based on the most current information provided by their grantors.



Operating Grants – Budgeted at \$296.4 million in FY24-25, Operating Grants provide the largest share of support for designated activities. The FY24-25 budget represents an increase of \$145.6 million from FY23-24. The budget increase is driven by a \$129.5 million state reimbursement for the new county courthouse currently under construction.

Shared Revenues - Refers to funds that are provided to cities, counties, and regional agencies and represent the second largest revenue source in the category. These sources combined to add \$121.0 million in revenue to Clackamas County. This includes the Metro Supportive Housing funds for Health, Housing, and Human Services and \$36.1 million for gas and state highway taxes. Also included in this revenue source for FY24-25 are liquor tax revenue and video lottery money for economic development activities.

Charges for Service, Fees, and Licenses provide 14% of Clackamas County’s resources and are budgeted to generate \$213.5 million in FY24-25 which is \$15.7 million more than was budgeted in FY23-24. These revenues come from payments for services and support to the units that provide those services.



Charge for Services – These are payments for services provided by County departments to residents or 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. Charges for services are expected to bring in \$199.7 million to the County in FY24-25, an increase of \$15.0 million, or 7.9%.

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

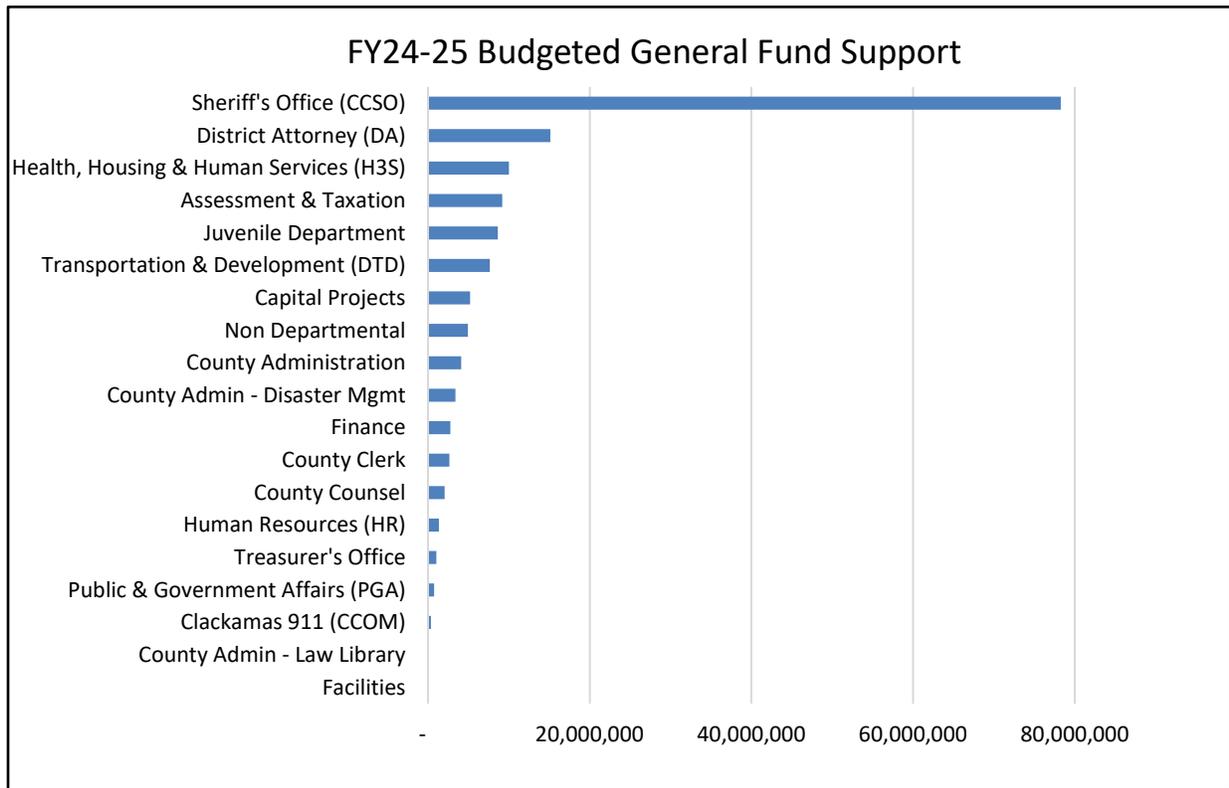
Another significant component of Charges for Services revenue is within the Health Centers Fund totaling \$55.2 million in FY24-25, representing an increase of \$5.1 million from last year. This increase is driven by Medicaid fees and Wellness Recovery Action Plan (WRAP).

Licenses, Fees, and Fines – Represent the granting of authority to do something such as build a house or provide cable or garbage hauling service within the County’s jurisdiction. Countywide, this source is budgeted at \$13.8 million for FY24-25. The Development Services Fund within the Department of Transportation collects fees for building, electrical, plumbing, and other permits totaling \$6.8M. 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 FY24-25.

Revenue from Bonds & Other Debts is budgeted at \$2.5 million in FY24-25 versus \$7.9 million in FY23-24. The decrease is driven by a one-time bond sale of \$7.0 million for the purchase and renovation of the Lake Road Health Center facility in FY23-24.

All Other Revenue Resources are budgeted at \$106.8 million. This category includes \$35.8 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. Also included in this total is \$6.9 million that the Sheriff budgeted in salary reimbursements for employees funded by external entities. As in the General Fund, costs are reimbursed dollar for dollar. The Self-Insurance Fund has budgeted \$31.1 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 amounts of money sent from one County fund to another.



Presentation changes of these categories starting 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 \$157.5 million in FY24-25.

The largest recipients of General Fund Support include:

- Sheriff’s Office at 50%, \$78.3 million;
- District Attorney at 10%, \$15.1 million;
- Health, Housing & Human Services at 6%, \$10 million.

**Resources by Fund Type, Fund and Category
FY24-25 Adopted Budget**

<u>Fund Type / Fund #-Name</u>	Beginning Fund Balance	Federal, State, Local, & Taxes	Charges, Fees, Donations	Revenue from Permits, Fines	Revenue from Bonds & Debts	All Other Revenue Resources	Other Interfund Transfers	General Fund Support	Total
General Fund									
100-General Fund	91,358,699	165,800,000	27,836,157	47,037,787		45,320,885	1,502,310	134,211,872	513,067,710
General Fund Total	91,358,699	165,800,000	27,836,157	47,037,787		45,320,885	1,502,310	134,211,872	513,067,710
Special Revenue Fund									
201-County Fair	807,533		1,998,412	725,500	1,856,423	2,629,563	615,745		8,633,176
204-County School			576,000			1,000			577,000
205-Development Services	8,405,076		23,719	7,726,130		497,143			16,652,068
206-Sheriff's Operating Levy	7,684,147	23,821,825	2,200			165,000			31,673,172
207-Inmate Welfare Special				125,000		1,500			126,500
208-Community Services	7,674,905		2,403,327	987,346		305,950			11,371,528
209-CCSO Forfeitures	563,742		350,000			20,000			933,742
211-Law Library	194,415			370,069		13,000		6,011	583,495
212-Library Services	8,603,829		2,790,955	225,600		1,344,322	6,572,549	2,788,550	22,325,806
215-Road Fund	56,620,668		54,785,260	16,552,047		1,560,874	5,010,532		134,529,382
218-Property Resources	2,361,588					247,194	120,854		2,729,637
223-Countywide Transportation SDC	18,664,548			1,030,300		600,000			20,294,848
224-Public Land Cor Pres	359,202			966,611		9,967			1,335,779
230-Special Grants	55,923		47,651,373			7,296,146			55,003,442
240-Health Housing & Human Services	125,496,534		171,610,942	13,790,957	260,000	1,435,391		10,004,633	322,598,457
253-Clackamas Health Centers	16,300,298		7,514,128	55,186,475	45,970	506,230			79,553,101
255-Transient Lodging Tax	6,712,125		530,000			5,765,000			13,007,125
257-Parks & Forestry	2,736,078		1,102,350	1,273,400	325,894	1,514,080	701,000		7,652,802
Special Revenue Fund Total	263,240,612	23,821,825	291,338,665	98,959,434	2,488,287	23,912,360	13,020,681	12,799,194	729,581,059
Debt Service Fund									
320-Clackamas County Debt Service	30,054					2,948,750	1,915,157	4,917,877	9,811,838
321-Clackamas County Debt Service - GO		5,735,325							5,735,325
Debt Service Fund Total	30,054	5,735,325				2,948,750	1,915,157	4,917,877	15,547,163
Capital Projects Fund									
420-Capital Projects	13,081,054		129,500,000			200,000		5,200,000	147,981,054
Capital Projects Fund Total	13,081,054		129,500,000			200,000		5,200,000	147,981,054
Enterprise Funds									
601-Stone Creek Golf Course	3,474,004			3,884,800		74,990			7,433,794
602-Clackamas Broadband Utility	114,000			2,861,672		37,000			3,012,672
605-911 Center	3,031,739		4,055,272	7,446,094		51,000		375,185	14,959,290
Enterprise Funds Total	6,619,743		4,055,272	14,192,566		162,990		375,185	25,405,756
Internal Service Funds									
744-Facilities Management	747,133			16,276,161		463			17,023,757
747-Technology Services	2,987,955			20,891,176		118,000			23,997,131
760-Self-Insurance	29,853,323			2,144,596		34,036,442			66,034,361
761-Risk Management Claims	10,660,880			6,000,000		100,000	2,000,000		18,760,880
770-Fleet Services	320,128		590,000	7,984,303		43,000			8,937,431
Internal Service Funds Total	44,569,419		590,000	53,296,235		34,297,905	2,000,000		134,753,559
Total	418,899,581	195,357,150	453,320,094	213,486,023	2,488,287	106,842,890	18,438,148	157,504,128	1,566,336,302

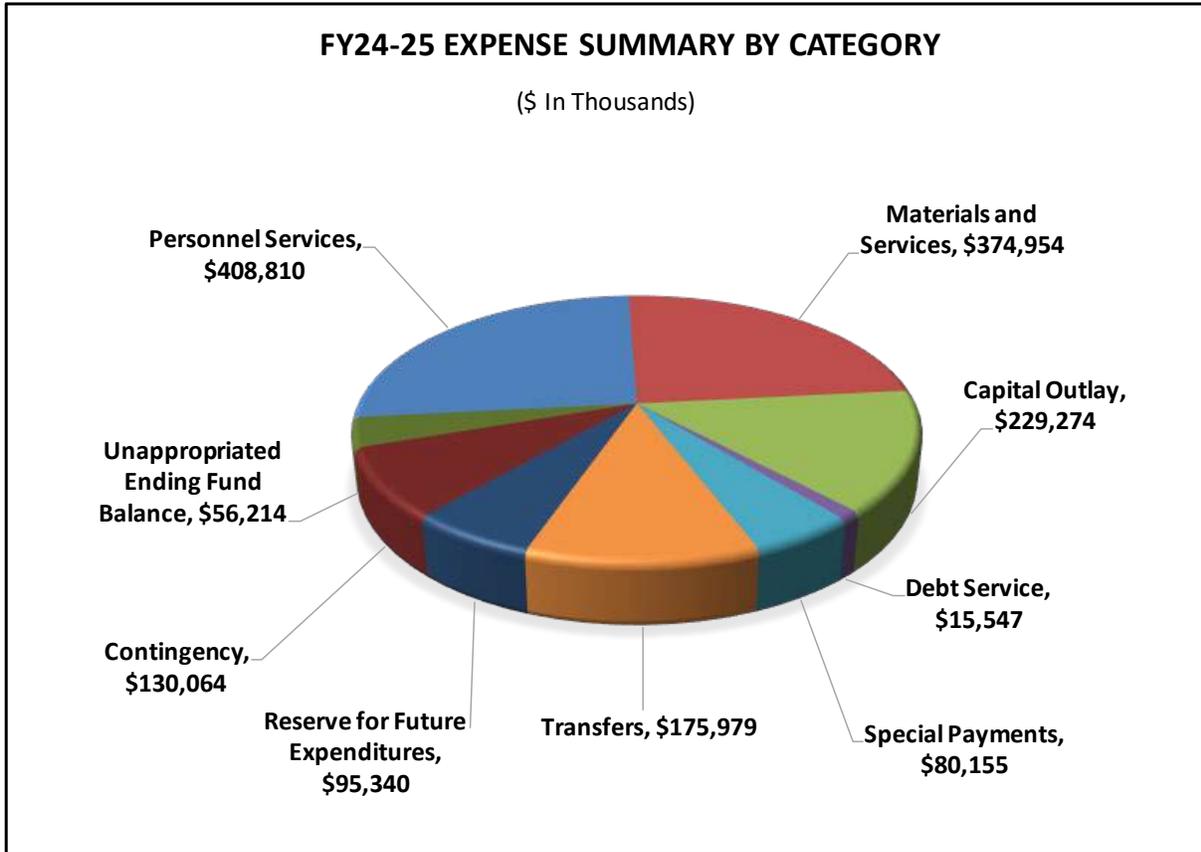
Resources by Fund Type, Fund and Department
FY24-25 Adopted Budget

Fund Type / Fund #-Name	Assessment & Taxation	Capital Projects	Clackamas 911	County Administration	County Admin- Disaster Mgmt	County Admin - Law Library	County Clerk	County Counsel	District Attorney	Facilities	Finance
General Fund											
100-General Fund	10,803,870			4,168,610	4,396,468		6,160,612	3,664,449	19,683,548		8,152,784
General Fund Total	10,803,870			4,168,610	4,396,468		6,160,612	3,664,449	19,683,548		8,152,784
Special Revenue Fund											
201-County Fair											
204-County School											
205-Development Services											
206-Sheriff's Operating Levy											
207-Inmate Welfare Special											
208-Community Services											
209-CCSO Forfeitures											
211-Law Library						583,495					
212-Library Services											
215-Road Fund											
218-Property Resources											
223-Countywide Transportation SDC											
224-Public Land Cor Pres											
230-Special Grants	-		-	6,728,132	55,923		-		200,000		267,000
240-Health Housing & Human Services											
253-Clackamas Health Centers											
255-Transient Lodging Tax				12,242,125							
257-Parks & Forestry											
Special Revenue Fund Total	-		-	18,970,257	55,923	583,495	-		200,000		267,000
Debt Service Fund											
320-Clackamas County Debt Service											
321-Clackamas County Debt Service - GO											
Debt Service Fund Total											
Capital Projects Fund											
420-Capital Projects		147,981,054									
Capital Projects Fund Total		147,981,054									
Enterprise Funds											
601-Stone Creek Golf Course											
602-Clackamas Broadband Utility											
605-911 Center			14,959,290								
Enterprise Funds Total			14,959,290								
Internal Service Funds											
744-Facilities Management										17,023,757	
747-Technology Services											
760-Self-Insurance											
761-Risk Management Claims											
770-Fleet Services											
Internal Service Funds Total										17,023,757	
Total	10,803,870	147,981,054	14,959,290	23,138,867	4,452,391	583,495	6,160,612	3,664,449	19,883,548	17,023,757	8,419,784

Resources by Fund Type, Fund and Department
FY24-25 Adopted Budget

Fund Type / Fund #-Name	Health, Housing & Human Services	Human Resources	Justice Court	Juvenile	Misc/Pass-Through	Non Departmental	Public & Government Affairs	Sheriff's Office	Technology Services	Transportation & Development	Treasurer's Office	Total
General Fund												
100-General Fund		6,394,579	3,814,670	10,786,860	31,037,014	260,880,620	5,047,809	120,159,689		16,325,316	1,590,813	513,067,710
General Fund Total		6,394,579	3,814,670	10,786,860	31,037,014	260,880,620	5,047,809	120,159,689		16,325,316	1,590,813	513,067,710
Special Revenue Fund												
201-County Fair					8,633,176							8,633,176
204-County School					577,000							577,000
205-Development Services										16,652,068		16,652,068
206-Sheriff's Operating Levy								31,673,172				31,673,172
207-Inmate Welfare Special								126,500				126,500
208-Community Services										11,371,528		11,371,528
209-CCSO Forfeitures								933,742				933,742
211-Law Library												583,495
212-Library Services										22,325,806		22,325,806
215-Road Fund										134,529,382		134,529,382
218-Property Resources					323,754					2,405,882		2,729,637
223-Countywide Transportation SDC					20,294,848					-		20,294,848
224-Public Land Cor Pres										1,335,779		1,335,779
230-Special Grants	1,035,655	-	-	300,000	4,800,000	21,128,435	-	-	7,264,281	13,224,016	-	55,003,442
240-Health Housing & Human Services	322,598,457											322,598,457
253-Clackamas Health Centers	79,553,101											79,553,101
255-Transient Lodging Tax					765,000							13,007,125
257-Parks & Forestry										7,652,802		7,652,802
Special Revenue Fund Total	403,187,213	-	-	300,000	35,393,778	21,128,435	-	32,733,414	7,264,281	209,497,264	-	729,581,059
Debt Service Fund												
320-Clackamas County Debt Service							9,811,838					9,811,838
321-Clackamas County Debt Service - GO							5,735,325					5,735,325
Debt Service Fund Total							15,547,163					15,547,163
Capital Projects Fund												
420-Capital Projects												147,981,054
Capital Projects Fund Total												147,981,054
Enterprise Funds												
601-Stone Creek Golf Course										7,433,794		7,433,794
602-Clackamas Broadband Utility									3,012,672			3,012,672
605-911 Center												14,959,290
Enterprise Funds Total									3,012,672	7,433,794		25,405,756
Internal Service Funds												
744-Facilities Management												17,023,757
747-Technology Services									23,997,131			23,997,131
760-Self-Insurance		66,034,361										66,034,361
761-Risk Management Claims		18,760,880										18,760,880
770-Fleet Services										8,937,431		8,937,431
Internal Service Funds Total		84,795,241							23,997,131	8,937,431		134,753,559
Total	403,187,213	91,189,820	3,814,670	11,086,860	66,430,792	297,556,218	5,047,809	152,893,103	34,274,084	242,193,804	1,590,813	1,566,336,302

EXPENSE ANALYSIS



Expense (Requirements) Category	FY23-24 Amended	FY24-25 Budget	\$ Change	% Change
Personnel Services	386,430	408,810	22,380	5.8%
Materials and Services	310,282	374,954	64,672	20.8%
Capital Outlay	125,780	229,274	103,493	82.3%
Debt Service	15,737	15,547	(189)	-1.2%
Special Payments	66,326	80,155	13,828	20.8%
Transfers	174,854	175,979	1,125	0.6%
Reserve for Future Expenditures	93,134	95,340	2,206	2.4%
Contingency	116,713	130,064	13,350	11.4%
Unappropriated Ending Fund Balance	29,269	56,214	26,946	92.1%
Total Expense (Requirements)	1,318,526	1,566,336	247,811	18.8%

Personnel Services are budgeted to increase by \$22.4 million or 5.8% for a total FY24-25 budget of \$408.8 million. Budgeted COLA increases in FY24-25 were 4.5%. Countywide changes in personnel are discussed in the Financial Summaries section in greater detail as they relate to specific work units in the Budget by Department section. Included in this budget is an increase in FTE of 12.1 full-time equivalent positions within H3S. Budgets for Personnel Services almost always exceed actual expenditures due to vacancies that occur during the year.

Materials and Services (M&S) are budgeted to increase by \$64.6 million or 20.8% compared to the prior year's budget. This includes an increase of \$58.1 million for the H3S Housing & Community Development Line of Business related to the Metro Supportive Housing funds referenced in the above Revenue section (Other Contracted Services). The increase in Other Contracted Services is for expenses that don't qualify as sub-recipient payments due to the nature of the work being performed. Allocated Costs are also included within this category and represent the spending through which county operations charge each other for services such as payroll processing, computer support, and facilities maintenance. The Materials and Service category can be impacted by many factors, such as; personnel levels and weather-related expenditures.

Capital Outlay is budgeted at \$229.2 million vs an FY23-24 budget of 125.8 million. The increase is driven by \$138.1 million in construction costs for the new county courthouse budgeted in FY24-25. This category includes both capital purchases such as vehicles and projects such as bridge construction. Budgets in this category typically exceed actual costs as they are established at a level that provides sufficient authorization to allow work to proceed under the most favorable possible conditions during the construction season. Project funds not used by year-end can be re-budgeted for continuation the following year.

Debt Service has remained relatively flat year over year with a \$15.5 million budget in FY24-25. This balance is comprised of principal payments of \$11.9 million and interest payments of \$3.7 million.

Special Payments of \$80.2 million in FY24-25 represent a \$5.3 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. This includes a decrease for H3S' Housing & Community Development division related to the Metro Supportive Housing funds and payment to the Housing Authority of Clackamas County (HACC). The decrease in H3S Special Payments is partially offset by an increase in Non-Departmental Special Payments related to ARPA funding.

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

General Fund Support is budgeted at \$157.5 million. The largest recipients of General Fund Support include the Sheriff's Office at \$78.3 million, the District Attorney at \$15.1 million, and Health, Housing & Human Services at \$10.0 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 FY24-25 by \$2.2 million. Contingencies are funds set aside and available if needed for unforeseen circumstances that may arise in the current year. Contingencies are budgeted at \$130.1 million representing a \$13.4 million increase.

The increase in combined Reserves and Contingency is driven by the Health, Housing & Human Services (H3S) department for \$13.0 million, Human Resources at \$6.6 million, and the Department of Transportation at \$3.8 million.

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

Requirements by Fund Type, Fund and Category FY24-25 Budget

Fund Type / Fund #-Name	Personnel Services	Materials & Services	Capital Outlay	Debt Service	Special Payments	Transfers	Reserves	Contingency	Unapprop. Ending Fund Balance	Total
General Fund										
100-General Fund	190,020,383	50,313,514	3,352,712		6,641,937	164,519,040	19,518,049	22,487,663	56,214,410	513,067,707
General Fund Total	190,020,383	50,313,514	3,352,712		6,641,937	164,519,040	19,518,049	22,487,663	56,214,410	513,067,707
Special Revenue Fund										
201-County Fair Fund	863,495	1,707,740	5,461,668					600,274		8,633,177
204-County School Fund		-			577,000					577,000
205-Development Services Fund	7,836,268	3,680,545	100,000				2,237,888	2,797,366		16,652,067
206-Sheriff's Operating Levy	17,076,686	7,473,779	1,240,739					5,881,967		31,673,172
207-Inmate Welfare Special Fund		126,500								126,500
208-Community Services Fund	1,676,294	2,129,761			950,000		5,805,474	810,000		11,371,529
209-CCSO Forfeitures		164,357	769,385							933,742
211-Law Library Fund	346,103	195,221						42,171		583,495
212-Library Services	3,608,083	2,674,088	11,886,478		75,000		2,100,288	1,981,869		22,325,806
215-Road Fund	24,917,354	31,340,942	28,921,928		5,679,400	3,063,835	23,605,922	17,000,000		134,529,382
218-Property Resources Fund	185,830	170,717				120,854	1,510,048	742,188		2,729,637
223-Countywide Transportation SDC Fund		464,697				2,752,932	11,577,219	5,500,000		20,294,848
224-Public Land Cor Pres Fund	896,084	221,028						218,667		1,335,779
230-Special Grants Fund	865,119	11,134,454	25,179,939		17,823,930					55,003,443
240-Health Housing & Human Services Fund	68,399,306	170,893,612	2,130,008		46,920,634	953,570	14,730,067	18,571,261		322,598,458
253-Clackamas Health Centers	50,615,941	13,204,368				631,950		15,100,842		79,553,101
255-Transient Lodging Tax Fund	1,636,299	5,255,826			500,000	615,000		5,000,000		13,007,125
257-Parks & Forestry Fund	1,917,089	1,718,785	2,203,274			400,000	885,925	527,729		7,652,802
Special Revenue Fund Total	180,839,951	252,556,421	77,893,419		72,525,964	8,538,141	62,452,831	74,774,334		729,581,062
Debt Service Fund										
320-Clackamas County Debt Service				9,811,838						9,811,838
321-Clackamas County Debt Service - GO				5,735,325						5,735,325
Debt Service Fund Total				15,547,163						15,547,163
Capital Projects Fund										
420-Capital Projects		1,239,665	142,075,074				3,860,335	805,980		147,981,054
Capital Projects Fund Total		1,239,665	142,075,074				3,860,335	805,980		147,981,054
Enterprise Funds										
601-Stone Creek Golf Course		3,180,057	3,100,000			225,000		928,736		7,433,793
602-Clackamas Broadband Utility	1,096,804	874,869	1,000,001		41,000			-		3,012,673
605-911 Center Fund	10,303,477	1,475,987	15,000		946,000		1,836,426	382,400		14,959,290
Enterprise Funds Total	11,400,281	5,530,913	4,115,001		987,000	225,000	1,836,426	1,311,136		25,405,757
Internal Service Funds										
744-Facilities Management Fund	8,134,913	8,078,321	210,522					600,000		17,023,756
747-Technology Services Fund	11,009,451	10,419,595	1,571,786				650,000	346,300		23,997,132
760-Self-Insurance Fund	2,499,580	36,257,365				2,696,590	3,352,151	21,228,675		66,034,361
761-Risk Management Claims Fund	1,660,339	5,412,032					3,670,000	8,018,508		18,760,880
770-Fleet Services Fund	3,245,116	5,146,048	55,210					491,057		8,937,431
Internal Service Funds Total	26,549,399	65,313,362	1,837,518			2,696,590	7,672,151	30,684,540		134,753,559
Grand Total	408,810,013	374,953,874	229,273,724	15,547,163	80,154,901	175,978,771	95,339,792	130,063,653	56,214,410	1,566,336,303

Requirements by Fund Type, Fund and Department
FY24-25 Adopted Budget

Fund Type / Fund #-Name	Assessment & Taxation	Capital Projects	Clackamas 911 (CCOM)	County Administration	County Admin - Disaster Mgmt	County Admin - Law Library	County Clerk	County Counsel	District Attorney (DA)	Facilities	Finance	Health, Housing & Human Services (H3S)
General Fund												
100-General Fund	10,803,870			4,168,609	4,396,469		6,160,612	3,664,449	19,683,547		8,152,782	
General Fund Total	10,803,870			4,168,609	4,396,469		6,160,612	3,664,449	19,683,547		8,152,782	
Special Revenue Fund												
201-County Fair												
204-County School												
205-Development Services												
206-Sheriff's Operating Levy												
207-Inmate Welfare Special												
208-Community Services												
209-CCSO Forfeitures												
211-Law Library						583,495						
212-Library Services												
215-Road												
218-Property Resources												
223-Countywide Transportation SDC												
224-Public Land Cor Pres												
230-Special Grants				6,728,132	55,923				200,000		267,001	1,035,655
240-Health Housing & Human Services												322,598,458
253-Clackamas Health Centers												79,553,101
255-Transient Lodging Tax				12,242,125								
257-Parks & Forestry												
Special Revenue Fund Total				18,970,257	55,923	583,495			200,000		267,001	403,187,214
Debt Service Fund												
320-Clackamas County Debt Service												
321-Clackamas County Debt Service - GO												
Debt Service Fund Total												
Capital Projects Fund												
420-Capital Projects		147,981,054										
Capital Projects Fund Total		147,981,054										
Enterprise Funds												
601-Stone Creek Golf Course												
602-Clackamas Broadband Utility												
605-911 Center			14,959,290									
Enterprise Funds Total			14,959,290									
Internal Service Funds												
744-Facilities Management										17,023,756		
747-Technology Services												
760-Self-Insurance												
761-Risk Management Claims												
770-Fleet Services Fund												
Internal Service Funds Total										17,023,756		
Total	10,803,870	147,981,054	14,959,290	23,138,866	4,452,392	583,495	6,160,612	3,664,449	19,883,547	17,023,756	8,419,783	403,187,214

Requirements by Fund Type, Fund and Department
FY24-25 Adopted Budget

Fund Type / Fund #-Name	Human Resources (HR)	Justice Court	Juvenile Department	Misc/Pass-Through	Non Departmental	Public & Government Affairs (PGA)	Sheriff's Office (CCSO)	Technology Services (TS)	Transportation & Development (DTD)	Treasurer's Office	Total
General Fund											
100-General Fund	6,394,579	3,814,670	10,786,860	31,037,014	260,880,620	5,047,808	120,159,690		16,325,316	1,590,813	513,067,707
General Fund Total	6,394,579	3,814,670	10,786,860	31,037,014	260,880,620	5,047,808	120,159,690		16,325,316	1,590,813	513,067,707
Special Revenue Fund											
201-County Fair				8,633,177							8,633,177
204-County School				577,000							577,000
205-Development Services									16,652,067		16,652,067
206-Sheriff's Operating Levy							31,673,172				31,673,172
207-Inmate Welfare Special							126,500				126,500
208-Community Services									11,371,529		11,371,529
209-CCSO Forfeitures							933,742				933,742
211-Law Library											583,495
212-Library Services									22,325,806		22,325,806
215-Road									134,529,382		134,529,382
218-Property Resources				323,754					2,405,883		2,729,637
223-Countywide Transportation SDC				20,294,848					-		20,294,848
224-Public Land Cor Pres									1,335,779		1,335,779
230-Special Grants			300,000	4,800,000	21,128,434			7,264,281	13,224,016		55,003,443
240-Health Housing & Human Services											322,598,458
253-Clackamas Health Centers											79,553,101
255-Transient Lodging Tax				765,000							13,007,125
257-Parks & Forestry									7,652,802		7,652,802
Special Revenue Fund Total			300,000	35,393,779	21,128,434		32,733,414	7,264,281	209,497,264		729,581,062
Debt Service Fund											
320-Clackamas County Debt Service						9,811,838					9,811,838
321-Clackamas County Debt Service - GO						5,735,325					5,735,325
Debt Service Fund Total						15,547,163					15,547,163
Capital Projects Fund											
420-Capital Projects											147,981,054
Capital Projects Fund Total											147,981,054
Enterprise Funds											
601-Stone Creek Golf Course									7,433,793		7,433,793
602-Clackamas Broadband Utility								3,012,673			3,012,673
605-911 Center											14,959,290
Enterprise Funds Total								3,012,673	7,433,793		25,405,757
Internal Service Funds											
744-Facilities Management											17,023,756
747-Technology Services								23,997,132			23,997,132
760-Self-Insurance	66,034,361										66,034,361
761-Risk Management Claims	18,760,880										18,760,880
770-Fleet Services Fund									8,937,431		8,937,431
Internal Service Funds Total	84,795,241							23,997,132	8,937,431		134,753,559
Total	91,189,820	3,814,670	11,086,860	66,430,793	297,556,218	5,047,808	152,893,104	34,274,086	242,193,804	1,590,813	1,566,336,303

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 any 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 on June 30, 2025, based on the current budget. This is money that should be available for the FY24-25 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 that is being made with the best information available at the time the budget was formulated. Not all transactions and end-of-year adjustments for FY23-24 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 FY23-24 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	Revenues (Increases)	Expenses (Decreases)	Ending Fund Bal	% Change
	Balance 07/01/2024			06/30/2025	
100-General Fund	91,358,699	421,709,011	414,847,585	98,220,122	8%
201-County Fair Fund	807,533	7,825,643	8,032,903	600,274	-26%
204-County School Fund	-	577,000	577,000	-	-
205-Development Services Fund	8,405,076	8,246,992	11,616,813	5,035,254	-40%
206-Sheriff's Operating Levy	7,684,147	23,989,025	25,791,205	5,881,967	-23%
207-Inmate Welfare Special Fund	-	126,500	126,500	-	-
208-Community Services Fund	7,674,905	3,696,623	4,756,055	6,615,474	-14%
209-CCSO Forfeitures	563,742	370,000	933,742	-	-100%
211-Law Library Fund	194,415	389,080	541,324	42,171	-78%
212-Library Services	8,603,829	13,721,976	18,243,649	4,082,157	-53%
215-Road Fund	56,620,668	77,908,713	93,923,460	40,605,922	-28%
218-Property Resources Fund	2,361,588	368,048	477,401	2,252,236	-5%
223-Countywide Transportation SDC Fund	18,664,548	1,630,300	3,217,629	17,077,219	-9%
224-Public Land Cor Pres Fund	359,202	976,577	1,117,112	218,667	-39%
230-Special Grants Fund	55,923	54,947,519	55,003,443	-	-100%
240-Health Housing & Human Services Fund	125,496,534	197,101,923	289,297,130	33,301,328	-73%
253-Clackamas Health Centers	16,300,298	63,252,803	64,452,259	15,100,842	-7%
255-Transient Lodging Tax Fund	6,712,125	6,295,000	8,007,125	5,000,000	-26%
257-Parks & Forestry Fund	2,736,078	4,916,724	6,239,148	1,413,654	-48%
320-Clackamas County Debt Service	30,054	9,781,784	9,811,838	-	-100%
321-Clackamas County Debt Service - GO	-	5,735,325	5,735,325	-	-
420-Capital Projects	13,081,054	134,900,000	143,314,739	4,666,315	-64%
601-Stone Creek Golf Course	3,474,004	3,959,790	6,505,057	928,736	-73%
602-Clackamas Broadband Utility	114,000	2,898,672	3,012,673	-	-100%
605-911 Center Fund	3,031,739	11,927,551	12,740,464	2,218,826	-27%
744-Facilities Management Fund	747,133	16,276,624	16,423,756	600,000	-20%
747-Technology Services Fund	2,987,955	21,009,176	23,000,832	996,300	-67%
760-Self-Insurance Fund	29,853,323	36,181,038	41,453,535	24,580,826	-18%
761-Risk Management Claims Fund	10,660,880	8,100,000	7,072,372	11,688,508	10%
770-Fleet Services Fund	320,128	8,617,303	8,446,374	491,057	53%
Grand Total	418,899,581	1,147,436,720	1,284,718,447	281,617,855	-33%

COUNTY DEBT SUMMARY

The County follows ORS 287A provisions which set debt limits based on real market value. As of June 30, 2024, the real market value of the taxable property in the County is \$117.4 billion. The table below shows the breakdown of outstanding debt and the percentage of capacity issued by the County.

General Obligation Debt: ORS 287A.100 establishes a limit on bonded indebtedness for counties. Counties may issue an aggregate principal amount of 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.

Clackamas County Outstanding Long-Term Debt

	Date of Issue	Date of Maturity	Amount Issued	Amount Outstanding
<u>General Obligation Debt</u>				
2016B (Tax-Exempt)	9/29/2016	6/1/2031	59,000,000	38,345,000
<u>Full Faith and Credit Debt</u>				
2012 Refunding (PSB and Sheriff)	9/6/2012	1/1/2033	18,750,000	10,060,000
2018 Refunding (DSB)	2/16/2018	6/1/2027	28,255,000	9,820,000
2020 Refunding (Jail, Red Soils, Light Rail)	8/20/2020	6/1/2029*	26,690,000	18,535,000
2020 Obligation (DTD)	8/20/2020	6/1/2040	20,000,000	17,225,000
2023 Health Clinics	8/29/2023	6/1/2038	7,000,000	6,590,000
			<u>100,695,000</u>	<u>62,230,000</u>

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

Clackamas County Debt Capacity

Measure 5 Real Market Value ⁽¹⁾ (FY24-25)		<u>\$117,356,192,517</u>			
	Debt Limit (% of RMV)	Total Debt Capacity	Outstanding Debt Subject to Limit	Remaining Legal Capacity	% of Capacity Issued
General Obligation Bonds ²	2%	\$2,347,123,850	38,345,000	2,308,778,850	1.6%
Limited Tax Pension Bonds ³	5%	\$4,095,424,126	-	4,095,424,126	0.0%
Limited Tax Obligations ⁴	1%	\$1,173,561,925	62,230,000	1,111,331,925	5.3%

(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.

- 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 \$38.4 million to be repaid by 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 for the 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 \$10.1 million outstanding, with the final payment due in 2033.
- 2018 Refunding Bonds: Originally issued in 2007 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 expenses. The outstanding balance is \$9.8 million with final maturity in 2027.
- 2020 Refunding Bonds (original issuance was 2009): A debt of \$34.8 million was issued in 2009 to finance remodeling, and repurposing facilities used by the Sheriff Department and reimburse project costs at the Development Services Building. The County-owned Brooks Building (formerly known as the Sunnybrook Service Center) was remodeled for use as a central Sheriff’s Office in the Clackamas area. At the existing jail, facility improvements, 50 additional beds, and a medical care unit were added. In 2010, a warehouse was purchased adjacent to the Red Soils campus which now houses an evidence processing facility. The outstanding balance of \$12.9 million was refunded in August 2020 at a 0.89% interest rate, with final maturity in 2029.
- 2020 Refunding Bonds (original issuance was 2012): In 2012, Clackamas County issued a \$20.1 million bond to finance its share of the Portland-Milwaukie Light Rail project. The balance of \$10.0 million was refunded in August 2020 at a 0.89% interest rate, with final maturity in 2028. A \$6.8 million balloon payment is due in 2028.

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

FY Debt Service	Total Debt Service (DS)		
	Principal	Interest	Total DS
24-25	11,885,500	3,661,663	15,547,163
25-26	12,685,400	3,109,900	15,795,300
26-27	13,480,900	2,520,612	16,001,512
27-28 to 39-40	62,523,200	6,816,838	69,340,038
Total	100,575,000	16,109,013	116,684,013

**Clackamas County (Excluding Agencies) Outstanding Bonds
Bond Rating: Aaa by Moody's Investor Service**

FY Debt Services	Series 2012 Refund		Series 2016 GO Bond (Fund 321)		2018 Refunding Bond		Series 2020 (Refunding FFC 2009 Bonds)		Milwaukee Light Rail Proj)		Series 2020 (DTD Rd Proj)		Series 2023 Health Clinics		Total FY Debt Services	Total Fund 320 Debt Services						
	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest		Principal	Interest	Total	FY Rent Collection	Transfer in from Road Fund	General Fund Support	
Amt Issued	\$18,875,000		\$59,000,000		\$ 28,255,000		\$ 16,115,000		\$ 10,575,000		\$ 20,000,000		\$ 7,000,000									
Interest Rate*	2.83%		2.22%		2.00%		0.893%		0.89%		0.89%		4.195%									
Date of Issue	09/06/12		09/29/16		2/16/2018		08/20/20		8/20/2020		08/20/20		8/29/2023									
Date of Maturity	01/01/33		06/01/31		6/1/27		06/01/40		6/1/28		06/01/40		6/1/2038									
	PSB & Sheriff Training Ctr		Fund 321		DSB		Sunnybrook/Jail/Red Soils Campus															
2024	1,135,000	368,213	4,020,000	1,561,325	2,930,000	475,269	1,645,000	546,350	610,000	471,500	775,000	506,956	410,000	221,869	\$ 15,676,481	7,505,000	2,590,156	10,095,156	3,118,360	1,913,825	5,062,971	
2025	845,000	322,813	4,375,000	1,360,325	3,120,000	328,769	1,735,000	464,100	640,000	441,000	815,000	468,206	355,500	276,451	\$ 15,547,163	7,510,500	2,301,338	9,811,838	2,940,750	1,915,157	4,955,931	
2026	915,000	289,013	4,755,000	1,141,575	3,285,000	203,969	1,830,000	377,350	675,000	409,000	855,000	427,456	370,400	261,537	\$ 15,795,300	7,930,400	1,968,325	9,898,725	3,028,973	1,914,394	4,955,359	
2027	985,000	252,413	5,155,000	903,825	3,415,000	72,569	1,935,000	285,850	705,000	375,250	900,000	384,706	385,900	245,999	\$ 16,001,512	8,325,900	1,616,787	9,942,687	3,119,842	1,916,605	4,906,240	
2028	1,045,000	222,863	5,475,000	749,175			2,050,000	189,100	6,800,000	340,000	940,000	339,706	402,100	229,811	\$ 18,782,754	11,237,100	1,321,479	12,558,579	3,213,437	1,911,617	7,433,526	
2029	1,110,000	191,513	5,840,000	557,550			2,165,000	86,600			990,000	292,706	419,000	212,942	\$ 11,865,311	4,684,000	783,761	5,467,761	3,309,840	1,914,649		
2030	1,180,000	158,213	6,190,000	382,350							1,030,000	253,106	436,600	195,365	\$ 9,825,634	2,646,600	606,684	3,253,284	3,409,135	1,915,072		
2031	1,250,000	122,813	6,555,000	196,650							1,070,000	211,906	454,900	177,050	\$ 10,038,319	2,774,900	511,769	3,286,669	3,511,409	1,913,856		
2032	1,325,000	85,313									1,115,000	169,106	474,000	157,967	\$ 3,326,386	2,914,000	412,386	3,326,386	3,616,752	1,916,073		
2033	1,405,000	43,906									1,125,000	155,169	493,800	138,083	\$ 3,360,958	3,023,800	337,158	3,360,958	3,725,254	1,912,051		
2034											1,145,000	139,700	514,500	117,368	\$ 1,916,568	1,659,500	257,068	1,916,568	3,837,012	1,916,568		
2035											1,160,000	123,956	536,100	95,784	\$ 1,915,841	1,696,100	219,741	1,915,841	3,952,122	1,915,841		
2036											1,175,000	106,556	558,600	73,295	\$ 1,913,451	1,733,600	179,851	1,913,451	4,070,686	1,913,451		
2037											1,195,000	87,463	582,100	49,862	\$ 1,914,424	1,777,100	137,324	1,914,424	4,192,806	1,914,424		
2038											1,215,000	68,044	606,500	25,443	\$ 1,914,986	1,821,500	93,486	1,914,986	4,318,591	1,914,986		
2039											1,235,000	46,781			\$ 1,281,781	1,235,000	46,781	1,281,781	4,448,148	1,281,781		
2040											1,260,000	23,625			\$ 1,283,625	1,260,000	23,625	1,283,625	4,581,593	1,283,625		
	<u>\$10,060,000</u>	<u>\$ 1,688,856</u>	<u>\$38,345,000</u>	<u>\$ 5,291,450</u>	<u>\$ 9,820,000</u>	<u>\$ 605,306</u>	<u>\$ 9,715,000</u>	<u>\$ 1,403,000</u>	<u>\$ 8,820,000</u>	<u>\$1,565,250</u>	<u>17,225,000</u>	<u>\$ 3,298,194</u>	<u>\$ 6,590,000</u>	<u>\$ 2,256,956</u>	<u>\$ 116,684,013</u>	<u>62,230,000</u>	<u>10,817,563</u>	<u>\$ 73,047,563</u>				

FY24-25 Outstanding Bond Principal \$10,060,000 \$38,345,000 \$ 9,820,000 \$ 9,715,000 \$ 8,820,000 \$ 17,225,000 \$ 6,590,000 \$ 100,575,000

Clackamas County - Fund Structure

FY24-25 Budget

Total = \$1,566,336,303

Governmental Funds						Proprietary Funds		
General Fund	Special Revenue Funds	Special Revenue Funds	Special Revenue Funds	Debt Service Funds	Capital Projects Fund	Internal Service Funds	Internal Service Funds	Enterprise Funds
Major Funds	Major Funds					Major Funds		
100-General Fund \$513,067,707	215-Road Fund \$134,529,382	201-County Fair Fund \$8,633,177	211-Law Library Fund \$583,495	320-Clackamas County Debt Service \$9,811,838	420-Capital Projects \$147,981,054	760-Self-Insurance Fund \$66,034,361	744-Facilities Management Fund \$17,023,756	601-Stone Creek Golf Course \$7,433,793
	230-Special Grants Fund \$55,003,443	204-County School Fund \$577,000	212-Library Network \$22,325,806	321-Clackamas County Debt Service - GO \$5,735,325			747-Technology Services Fund \$23,997,132	602-Clackamas Broadband Utility \$3,012,673
	240-Health Housing & Human Services Fund \$322,598,458	205-Development Services Fund \$16,652,067	218-Property Resources Fund \$2,729,637				761-Risk Management Claims Fund \$18,760,880	605-911 Center Fund \$14,959,290
	253-Clackamas Health Centers \$79,553,101	206-Sheriff's Operating Levy \$31,673,172	223-Countywide Transportation SDC Fund \$20,294,848				770-Fleet Services Fund \$8,937,431	
		207-Inmate Welfare Special Fund \$126,500	224-Public Land Cor Pres Fund \$1,335,779					
		208-Community Services \$11,371,529	255-Transient Lodging Tax Fund \$13,007,125					
		209-CCSO Forfeitures \$933,742	257-Parks & Forestry Fund \$7,652,802					

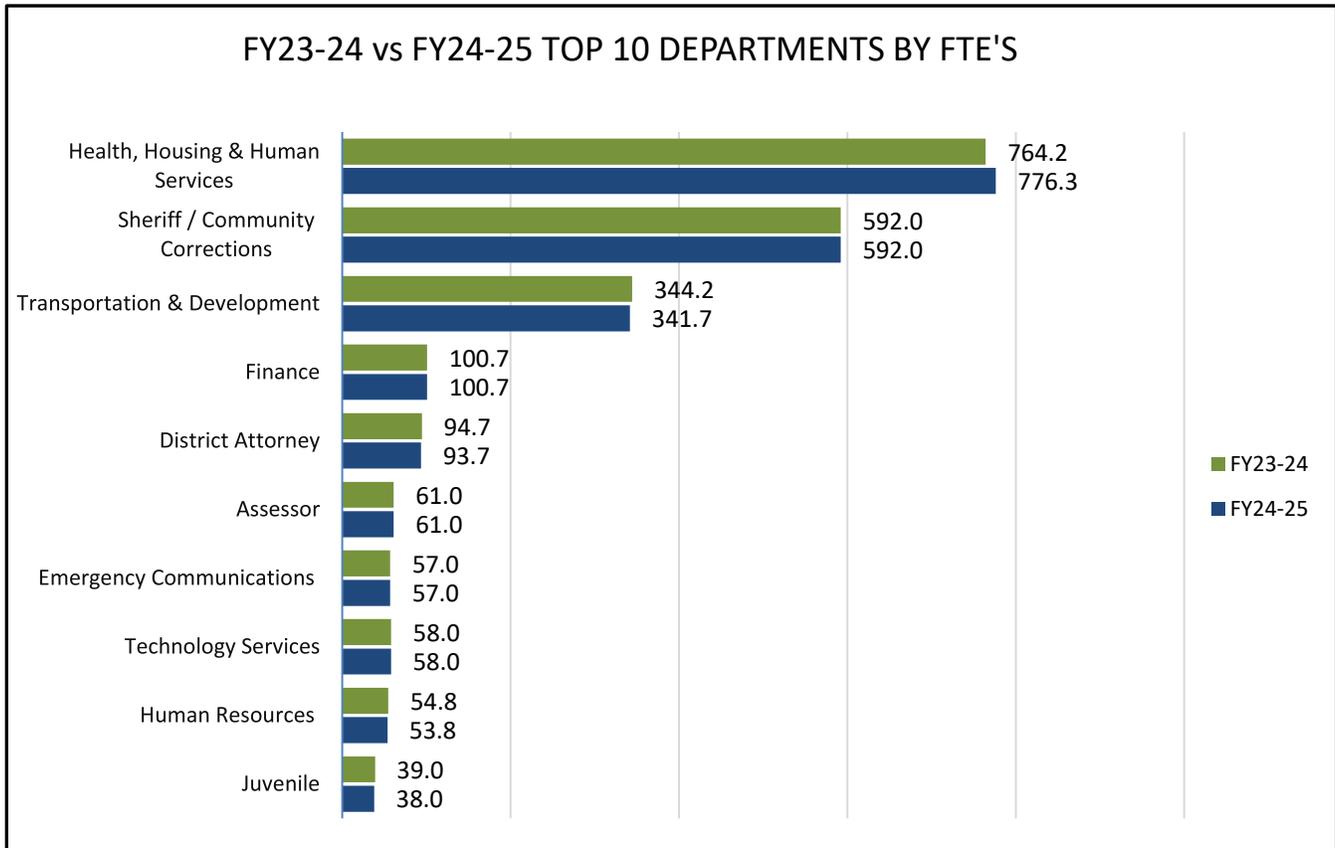
Bold orange font considered "Major Funds" for purposes of the FY24-25 Adopted Budget Book.

**Clackamas County - Fund Structure Detail
FY24-25 Budget**

Fund Type	Fund Full	FY24-25 Adopted Expenses	% of Fund Type	% of Total County
General Fund	100-General Fund	513,067,707	100%	33%
General Fund Total		513,067,707		
Special Revenue Fund	201-County Fair Fund	8,633,177	1%	1%
	204-County School Fund	577,000	0%	0%
	205-Development Services Fund	16,652,067	2%	1%
	206-Sheriff's Operating Levy	31,673,172	4%	2%
	207-Inmate Welfare Special Fund	126,500	0%	0%
	208-Community Services Fund	11,371,529	2%	1%
	209-CCSO Forfeitures	933,742	0%	0%
	211-Law Library Fund	583,495	0%	0%
	212-Library Services	22,325,806	3%	1%
	215-Road Fund	134,529,382	18%	9%
	218-Property Resources Fund	2,729,637	0%	0%
	223-Countywide Transportation SDC Fund	20,294,848	3%	1%
	224-Public Land Cor Pres Fund	1,335,779	0%	0%
	230-Special Grants Fund	55,003,443	8%	4%
	240-Health Housing & Human Services Fund	322,598,458	44%	21%
	253-Clackamas Health Centers	79,553,101	11%	5%
	255-Transient Lodging Tax Fund	13,007,125	2%	1%
	257-Parks & Forestry Fund	7,652,802	1%	0%
Special Revenue Fund Total		729,581,062	100%	47%
Capital Projects Fund	420-Capital Projects	147,981,054	100%	9%
Capital Projects Fund Total		147,981,054	100%	9%
			0%	0%
Debt Service Fund	320-Clackamas County Debt Service	9,811,838	39%	1%
	321-Clackamas County Debt Service - GO	5,735,325	23%	0%
Debt Service Fund Total		15,547,163	100%	1%
Internal Service Funds	744-Facilities Management Fund	17,023,756	67%	1%
	747-Technology Services Fund	23,997,132	94%	2%
	760-Self-Insurance Fund	66,034,361	260%	4%
	761-Risk Management Claims Fund	18,760,880	74%	1%
	770-Fleet Services Fund	8,937,431	35%	1%
Internal Service Funds Total		134,753,559	100%	9%
			0%	0%
Enterprise Funds	601-Stone Creek Golf Course	7,433,793	29%	0%
	602-Clackamas Broadband Utility	3,012,673	12%	0%
	605-911 Center Fund	14,959,290	59%	1%
Enterprise Funds Total		25,405,757	100%	2%
Total		1,566,336,303	100%	100%

Indicates "Major Fund"

The FY24-25 budget provides for 2,450.9 full-time equivalent positions (FTE). This is an increase of 4.6 FTE from the FY22-23 Amended Budget as of July 2024.



The largest employers are:

- Health, Housing, and Human Services with 776.3 positions (31.7%).
- CCSO with 592 positions (24.2%). The number of filled positions budgeted is 530.
- Department of Transportation & Development with 341.7 positions (14.3%).

Included in the Non-Departmental & Pass-Through classification are 163.5 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

<u>Department</u>	FY21-22 Actual	FY22-23 Actual	FY23-24 Estimated	FY24-25 Budget	% Change
Health, Housing & Human Services	719.7	710.5	764.2	776.3	31.7%
Sheriff / Community Corrections	557.0	592.0	592.0	592.0	24.2%
Transportation & Development	301.7	301.7	344.2	341.7	13.9%
Finance	99.7	101.7	100.7	100.7	4.1%
District Attorney	90.7	91.7	94.7	93.7	3.8%
Assessor	61.0	61.0	61.0	61.0	2.5%
Clackamas 911 (CCOM)	56.0	57.0	57.0	57.0	2.3%
Technology Services	58.0	57.0	58.0	58.0	2.4%
Human Resources	45.0	50.0	54.8	53.8	2.2%
Juvenile	45.0	41.0	39.0	38.0	1.6%
Public & Government Affairs	24.5	24.5	24.0	23.0	0.9%
County Administration	22.3	21.8	17.8	16.8	0.7%
Clerk	19.0	19.0	21.0	21.0	0.9%
County Admin - Disaster Management	17.8	19.7	14.5	14.5	0.6%
County Counsel	12.8	12.8	14.0	14.0	0.6%
Tourism & Cultural Affairs	7.5	9.7	9.7	9.7	0.4%
Treasurer	7.0	7.0	7.0	7.0	0.3%
Justice Court	7.0	7.0	7.0	7.0	0.3%
County Admin - Law Library	2.4	2.4	2.3	2.3	0.1%
Business & Community Services	43.5	43.5	-	-	0.0%
Resolution Services	6.8	6.2	-	-	0.0%
Miscellaneous & Pass-Through	154.5	160.5	163.5	163.5	6.7%
Total Budgeted Full-Time Equivalents (FTE's)	2,358.9	2,397.7	2,446.4	2,450.9	100%

FY24-25 FTE by Fund

Active Funds	Fund Name	FY21-22 Actual	FY22-23 Actual	FY23-24 Projected	FY24-25 Adopted
100	General Fund	1,091.7	1,092.7	1,094.2	1,090.2
205	Development Services Fund	52.3	52.3	49.3	49.3
206	Sheriff's Operating Levy Fund	63.0	63.0	92.0	92.0
208	Lottery/Community Services Fund	11.7	11.7	9.5	9.0
211	Law Library Fund	2.4	2.4	2.3	2.3
212	Library Network	22.0	22.0	24.0	22.0
215	Road Fund	162.5	162.5	164.5	164.5
218	Property Resources Fund	1.0	1.0	1.0	1.0
224	Public Land Cor Pres Fund	5.5	5.5	5.5	5.5
230	Special Grants Fund	2.8	4.5	4.8	3.8
240	Health Housing & Human Services Fund	468.6	501.7	477.0	471.0
253	Clackamas Health Centers Fund	251.0	255.0	286.2	304.3
255	Transient Lodging Tax Fund	7.5	7.5	9.7	9.7
257	Parks & Forestry Fund	8.8	8.8	10.0	10.0
602	Clackamas Broadband Utility Fund	6.0	6.0	6.0	6.0
605	911 Center Fund	56.0	56.0	57.0	57.0
744	Facilities Management Fund	52.0	52.0	55.7	55.7
747	Technology Service Fund	52.0	52.0	52.0	52.0
760	Self-Insurance Fund	11.3	11.3	15.3	15.3
761	Casualty Fund	8.8	7.8	8.5	8.5
770	Fleet Services Fund	22.0	22.0	22.0	22.0
Total			2,397.7	2,446.3	2,450.9

* The Chart of Accounts update merged and/or closed some funds, affecting FTE historical actuals.

5 Year General Fund Forecast

(Data As Of 4-29-24)

	Actuals FY 22-23	Fcst Yr 1 FY 23-24	Fcst Yr 2 FY 24-25	Fcst Yr 3 FY 25-26	Fcst Yr 4 FY 26-27	Balloon Pymt Fcst Yr 5 FY 27-28
Beginning Fund Balance	83,717,166	87,305,803	92,198,697	98,686,671	95,766,636	93,509,315
Taxes	152,567,794	159,100,000	165,800,000	172,505,953	179,328,542	186,424,457
Federal, State, Local, All Other Gifts & Donations	23,580,761	28,019,717	27,836,157	25,369,691	25,423,386	26,160,165
Charges, Fees, License, Permits	41,095,650	42,456,741	47,037,787	51,436,007	53,402,257	55,288,660
All Other Revenue Resources	37,196,671	41,239,940	42,746,822	44,717,131	46,069,990	47,698,207
Other Interfund Transfers	158,394	557,925	1,502,310	1,554,891	1,609,312	1,665,638
GF Support Transfer Revenue	122,989,012	125,258,413	137,620,843	143,125,677	148,850,704	154,804,732
Operating Revenue	377,588,282	396,632,736	422,543,920	438,709,349	454,684,192	472,041,859
% Change from prior year	5.1%	5.0%	6.5%	3.8%	3.6%	3.8%
Personnel Services	166,812,968	173,018,565	184,319,773	194,284,856	200,954,762	209,067,514
Materials and Services	48,178,686	50,421,478	52,664,887	54,742,901	56,910,048	58,935,843
Capital Outlay	3,742,348	2,603,470	4,501,339	4,085,156	4,262,373	4,446,438
Special Payments	5,489,493	4,405,432	6,641,937	8,335,031	8,282,218	8,613,507
GF Support Transfer Departments	135,993,267	149,767,917	157,810,134	157,549,990	163,851,990	170,406,070
GF Support Transfer Debt	4,897,989	5,062,980	4,917,877	4,955,359	4,906,240	7,433,526
Operating Expense	365,114,751	385,279,842	410,855,946	423,953,293	439,167,631	458,902,897
Net Operating Income (Loss)	12,473,531	11,352,894	11,687,973	14,756,057	15,516,561	13,138,962
Total Fund 420 Transfer	8,140,132	5,500,000	5,200,000	17,676,091	17,773,882	17,852,063
Total GF Transfers	149,031,388	161,290,897	167,928,011	180,181,440	186,532,111	195,691,659
Other GF Support (Not In OpenGov)	-	960,000	-	-	-	-
Ending Fund Balance	88,050,565	92,198,697	98,686,671	95,766,636	93,509,315	88,796,214
Contingency*			20,542,797	21,197,665	21,958,382	22,945,145
Reserves**			18,389,182	19,119,167	19,863,411	20,630,609
Unappropriated Ending Fund Balance	88,050,565	92,198,697	59,754,692	55,449,805	51,687,523	45,220,460

*Contingency calculated as 5% of operating expense.

**Reserves calculated as 10% of combined Taxes, Fees, Fines, & Permits.

Assumptions:

- Property assessed value growth Yr 1: 4.1%, Yr 2: 4.1%, Yr 3: 4.0%, Yr 4: 3.9% forward
- Cost Allocation Revenue Flat in FY24-25; FY25-26 increase CPI + \$581K
- Courthouse Security Revenue of \$2.3M added in FY24-25
- Courthouse Security Expense of \$272K added in FY24-25
- Personnel costs: 3% vacancy rate assumed in out years
- Personnel costs: POA \$2M for incentive increases beginning FY23-24
- CPI growth: Yr 1-2: 5.0%, Yr 3-5: 4.5%, Yr 5: 4.0% and 2.6% forward
- GF Support: 4.0% through FY27-28 and 3.5% in all out years
- FY22-23 to FY24-25: \$27.0 million related to Courthouse Construction Prep
- FY24-25 and all future years transfer of \$1.0M to Capital Projects Reserve
- Funds in excess of Contingency and Reserves are used to offset operating and capital costs
- Personnel costs: PERS increase alternating fiscal years at 8.0% and 1.5% beginning FY31-32.
- Contingency at 5% of operating expense in all forecast years; Reserves at 10% of taxes and fines in all forecast years
- Reduced Capital Reserves From \$1M to \$500K.
- Vacancy rate at 97%.
- Adding \$8.2M GFS to elected departments.
- Updated FY23-24, FY24-25, from OpenGov 4-29-24.
- Eliminated special proj incorporated in OpenGov.
- Adjusted BFB to remove resolution services.
- FY23-24 Personnel Proj adj to reflect historic averages.
- FY24-25 GFS includes 1 time library transfer \$6.6M.
- \$960K H3S Cost Allocation Coverage FY23-24
- FY27-28 \$6.7M Debt balloon payment

Clackamas County’s budget is adopted by fund. There are federal and state requirements for local governments to budget by fund to maintain records for resources designated to carry out specific activities or meet particular objectives. Oregon Administrative Rules define a fund as, “a fiscal and accounting entity with self-balancing accounts to record cash and other financial resources, related liabilities, balances, and changes, all segregated for specific, regulated activities and objectives” ([OAR 150-294-0420](#)).

This section contains financial and narrative summaries for each of the County’s budgeted funds. Resources and requirements are summarized by category. Operating revenues are compared with operating expenditures and changes in each are graphed. In the narrative discussion, significant revenue and expenditure items are highlighted and issues and changes in the current budget are explained. Funds are grouped in this section by type. The following is a brief explanation of the purpose of each fund type.

General Fund – The General Fund records transactions relating to activities for which specific types of funds are not required. It is the general operating fund for local governments.

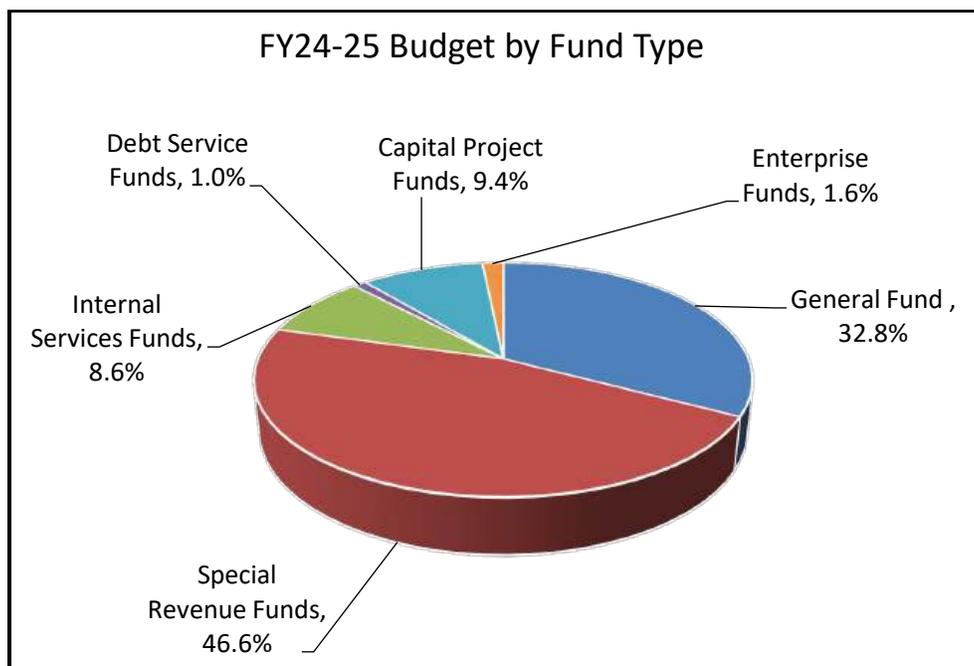
Special Revenue Funds – This type of fund accounts for specific revenue sources restricted to expenditures for designated purposes.

Internal Services Funds – An Internal Service Fund accounts for services furnished by one County department to other departments within the County.

Debt Service Funds – Principal and interest payments on general obligation long-term debt are recorded in a Debt Service Fund. Resources cannot be diverted or used for any other purpose.

Capital Project Funds – A Capital Project fund accounts for the receipt and disbursement of money used to finance the building or acquisition of capital facilities. These activities are non-recurring, major expenditures.

Enterprise Fund – This type of fund accounts for a business activity operated by the County for which a customer pays a fee or charge for a service or product.



Summary of Resources and Requirements

General Fund (100) Budget Summary

	FY21-22 Actuals	FY22-23 Actuals	FY23-24 Amended	FY23-24 Projected	FY24-25 Budget	\$ Change	% Change
Resources by Category							
Beginning Fund Balance	84,648,811	83,717,166	85,054,584	87,305,804	91,358,699	6,304,115	7.4%
Current Revenues							
Taxes	144,681,203	152,567,794	155,936,480	159,100,000	165,800,000	9,863,520	6.3%
Federal, State, Local, Other Donations	23,907,851	23,580,761	27,774,314	28,019,717	27,836,157	61,843	0.2%
Charges/Fees/License/Permits/Fines	40,409,817	41,095,650	46,456,157	42,456,741	47,037,787	581,630	1.3%
All Other Revenue Resources	33,752,327	37,196,671	42,308,160	42,539,940	45,320,885	3,012,725	7.1%
Interfund Transfers	164,686	158,394	557,925	557,925	1,502,310	944,385	169.3%
General Fund Support *	116,188,362	122,989,012	129,696,156	127,258,413	134,211,872	4,515,716	3.5%
Subtotal Current Revenues	359,104,246	377,588,282	402,729,192	399,932,736	421,709,011	18,979,819	4.7%
Total Resources	443,753,057	461,305,448	487,783,776	487,238,540	513,067,710	25,283,934	5.2%
Requirements by Category							
Personnel Services	156,903,446	166,812,968	183,495,791	176,118,565	190,020,383	6,524,592	3.6%
Materials & Services	48,867,671	48,178,686	50,836,942	50,386,478	50,313,514	(523,429)	-1.0%
Capital Outlay	2,093,751	3,742,348	3,100,605	2,603,470	3,352,712	252,107	8.1%
General Fund Support *	116,188,362	122,989,012	129,696,156	127,258,413	134,211,872	4,515,716	3.5%
Subtotal Current Expenditures	324,053,229	341,723,013	367,129,494	356,366,926	377,898,480	10,768,986	2.9%
Special Payments	11,805,946	5,489,493	8,325,476	4,405,432	6,641,937	(1,683,539)	-20.2%
Interfund Transfer	23,376,605	26,042,376	35,422,743	35,072,484	30,307,168	(5,115,575)	-14.4%
Contingency	-	-	18,519,755	-	22,487,663	3,967,908	21.4%
Appropriated Expenditures	359,235,781	373,254,882	429,397,468	395,844,842	437,335,248	7,937,780	1.8%
Reserve for Future Expenditures	-	-	29,117,799	-	19,518,049	(9,599,750)	-33.0%
Year End Projected Balance**	-	-	-	91,393,699	-	-	-
Unappropriated Ending Fund Balance	-	-	29,268,508	-	56,214,410	26,945,902	92.1%
Total Requirements	359,235,781	373,254,882	487,783,775	487,238,540	513,067,707	25,283,932	5.2%

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

**General Fund (100) - Resources by Department and Category
FY24-25 Budget**

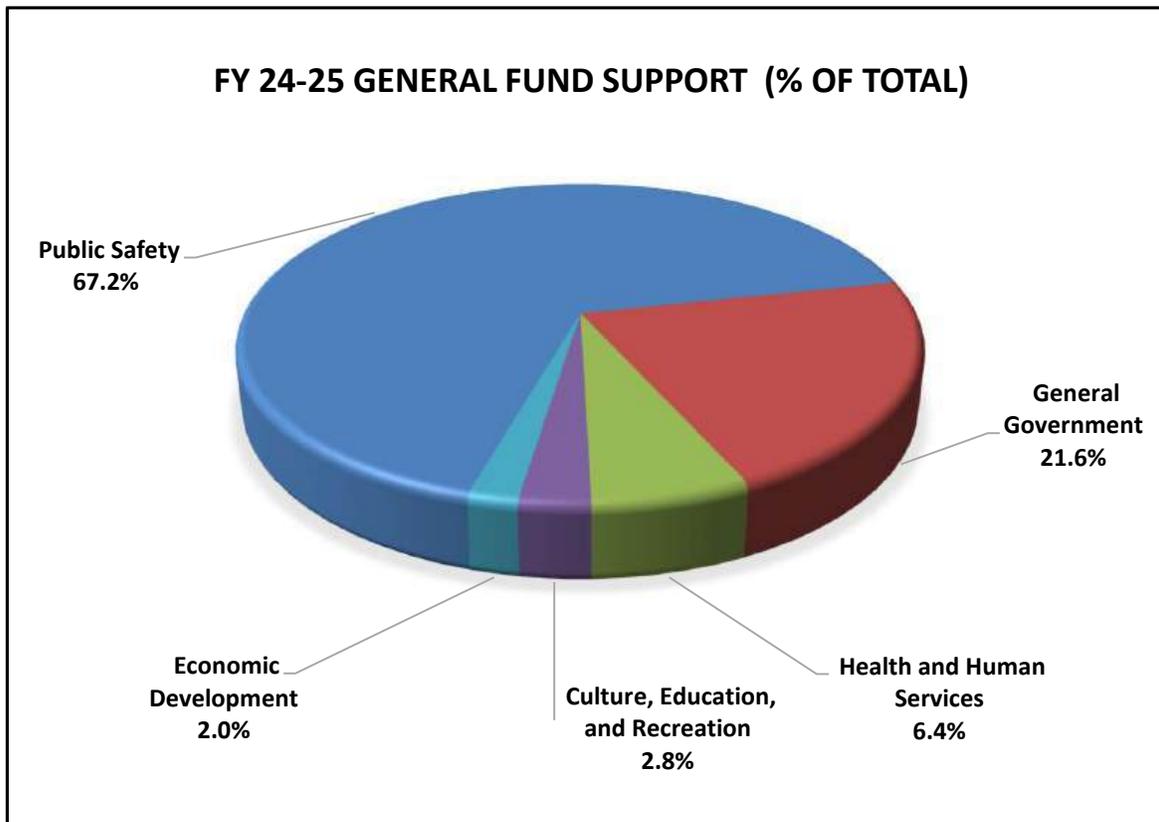
Department	Beginning Fund Balance	Taxes	Federal, State, Local, All Other Gifts & Donations	Charges, Fees, License, Permits, Fines, Assessments	All Other Revenue Resources	Other Interfund Transfers	General Fund Support	Total
Assessment & Taxation			1,347,187	2,500	253,237		9,200,946	10,803,870
County Admin - Disaster Mgmt	583,844		418,874				3,393,750	4,396,468
County Administration				52,528			4,116,082	4,168,610
County Clerk	503,494			2,508,868	500,000		2,648,250	6,160,612
County Counsel	13,645			1,603,804			2,047,000	3,664,449
District Attorney (DA)	511,102		3,559,224	481,108			15,132,114	19,683,548
Finance	367,000			4,265,165	650,619	120,000	2,750,000	8,152,784
Human Resources (HR)	164,351			4,036,077	137,561	696,590	1,360,000	6,394,579
Justice Court	370,000			3,281,701	155,000		7,969	3,814,670
Juvenile Department			1,922,951			222,908	8,641,001	10,786,860
Misc/Pass-Through	100,000		136,982	3,311,505	27,488,527			31,037,014
Non Departmental	85,405,620	165,800,000	5,640,000		4,035,000			260,880,620
Public & Government Affairs (PGA)				1,675,061	2,632,748		740,000	5,047,809
Sheriff's Office (CCSO)	80,904		13,577,726	20,625,423	7,152,429	441,720	78,281,487	120,159,689
Transportation & Development (DTD)	3,258,739		1,233,213	4,621,057	2,315,764	21,092	4,875,451	16,325,316
Treasurer's Office				572,991			1,017,822	1,590,813
Total	91,358,699	165,800,000	27,836,157	47,037,787	45,320,885	1,502,310	134,211,872	513,067,710

**General Fund (100) - Requirements by Department and Category
FY24-25 Budget**

Department	Personnel Services	Materials and Services	Capital Outlay	Special Payments	Transfers	Reserve for Future Expenditures	Contingency	Unappropriated Ending Fund Balance	Total
Assessment & Taxation	7,816,622	2,987,248							10,803,870
County Admin - Disaster Mgmt	2,760,104	1,052,520		583,844					4,396,469
County Administration	3,263,536	777,073		128,000					4,168,609
County Clerk	2,626,508	2,043,943	600,000	240,000			650,162		6,160,612
County Counsel	3,482,984	167,820	13,645						3,664,449
District Attorney (DA)	16,531,691	2,593,856		558,000					19,683,547
Finance	6,920,020	1,232,762							8,152,782
Human Resources (HR)	5,468,031	926,548							6,394,579
Justice Court	956,504	1,177,048		1,200,000				481,118	3,814,670
Juvenile Department	6,666,687	4,120,172							10,786,860
Misc/Pass-Through	27,488,527			3,548,487					31,037,014
Non Departmental	8,651	1,445,740		139,686	164,076,251	18,389,000	21,088,000	55,733,292	260,880,620
Public & Government Affairs (PGA)	4,458,055	578,753		11,000					5,047,808
Sheriff's Office (CCSO)	91,419,972	25,557,035	2,689,067	232,920	260,696				120,159,690
Transportation & Development (DTD)	8,888,994	5,325,679	50,000		182,093	1,129,049	749,501		16,325,316
Treasurer's Office	1,263,497	327,317							1,590,813
Total	190,020,383	50,313,514	3,352,712	6,641,937	164,519,040	19,518,049	22,487,663	56,214,410	513,067,707

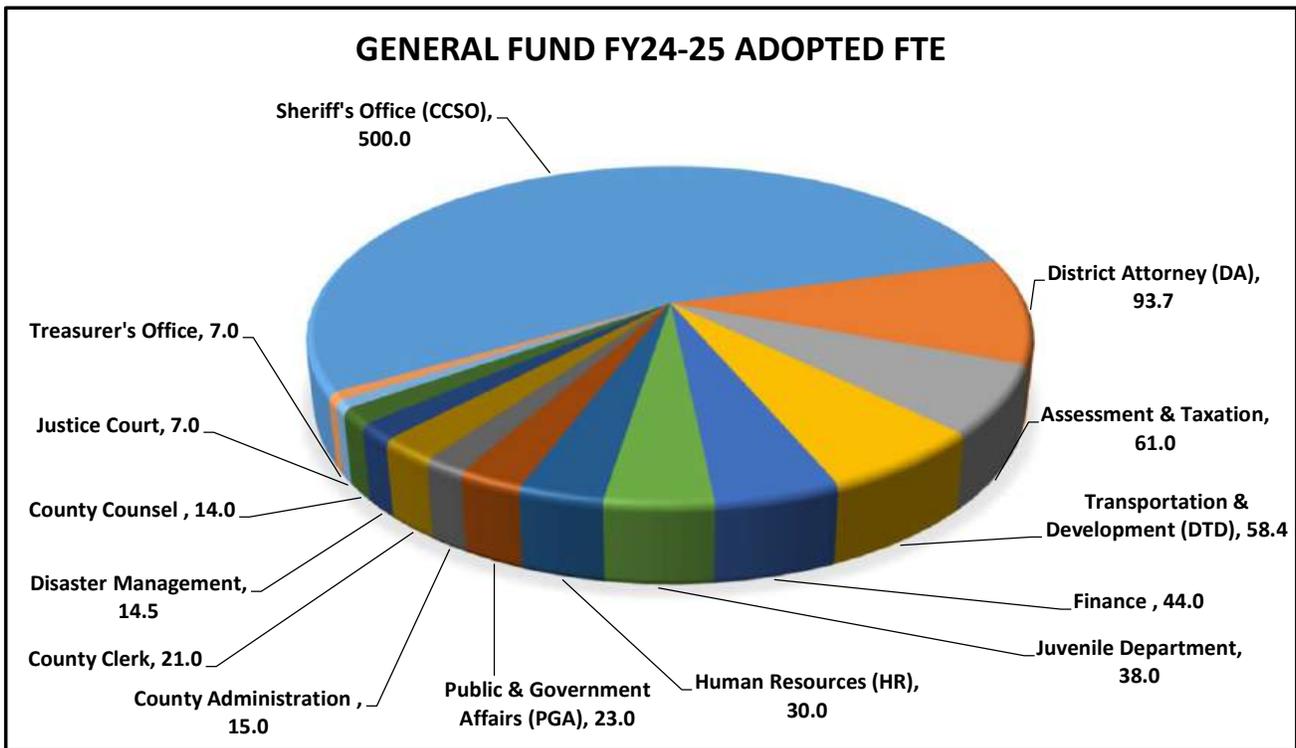
FY24-25 Adopted General Fund Support By Function

Function	FY 24-25 Budget	FY 24-25 General Fund Support	% of Total GF Support
Public Safety	207,673,357	105,837,517	67.2%
General Government	646,851,136	33,997,977	21.6%
Health and Human Services	403,187,213	10,004,633	6.4%
Culture, Education, and Recreation	57,892,813	4,487,930	2.8%
Economic Development	42,644,432	3,176,071	2.0%
Pass-Through/Misc	66,430,792		0.0%
Roads & Infrastructure	141,656,560		0.0%
Total	1,566,336,302	157,504,128	100.0%



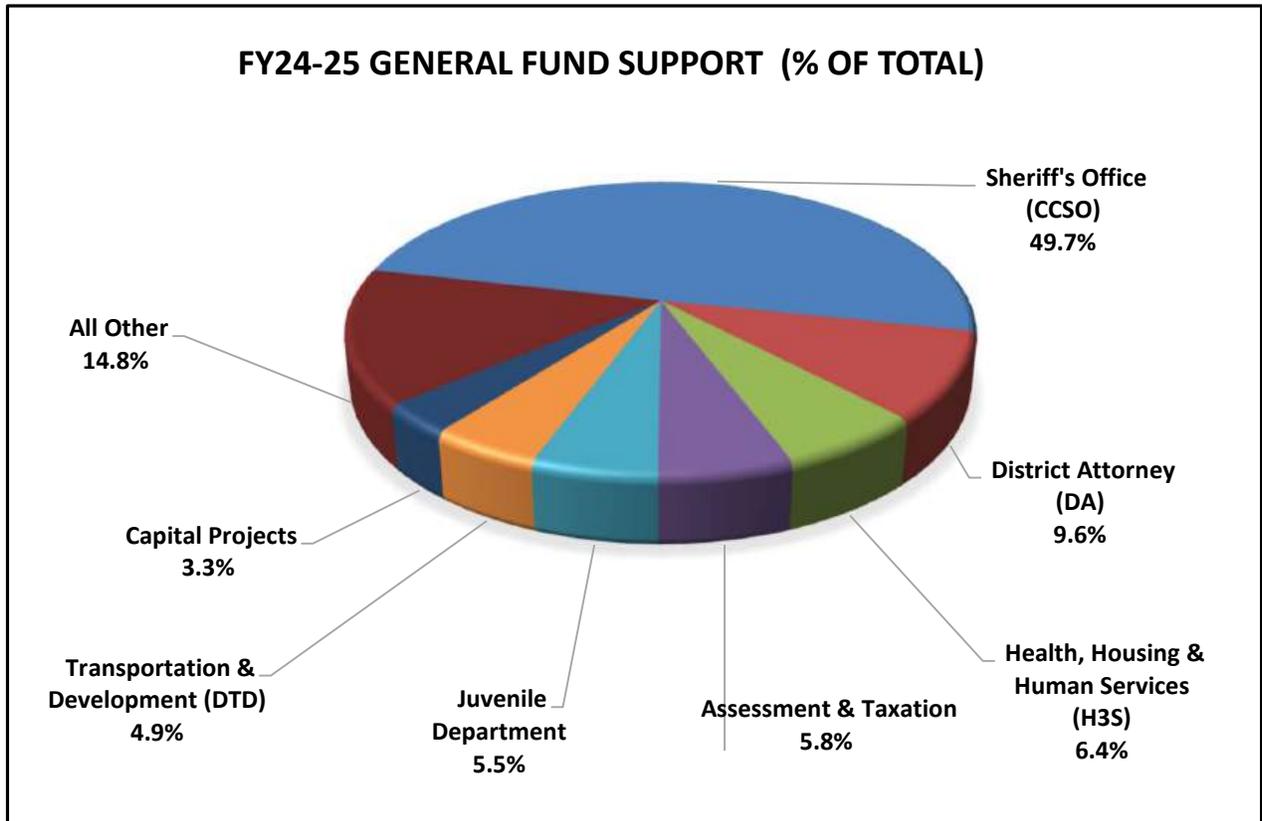
General Fund FTE By Department

Department	FY23-24 Estimated FTE	FY24-25 Budget FTE	Change
Sheriff's Office (CCSO)	500.0	500.0	0.0
District Attorney (DA)	93.7	93.7	0.0
Assessment & Taxation	61.0	61.0	0.0
Transportation & Development (DTD)	58.4	58.4	0.0
Finance	44.0	44.0	0.0
Juvenile Department	39.0	38.0	(1.0)
Human Resources (HR)	31.0	30.0	(1.0)
Public & Government Affairs (PGA)	24.0	23.0	(1.0)
County Administration	16.0	15.0	(1.0)
County Clerk	21.0	21.0	0.0
Disaster Management	14.5	14.5	0.0
County Counsel	14.0	14.0	0.0
Justice Court	7.0	7.0	0.0
Treasurer's Office	7.0	7.0	0.0
Grand Total	930.6	926.6	(4.0)



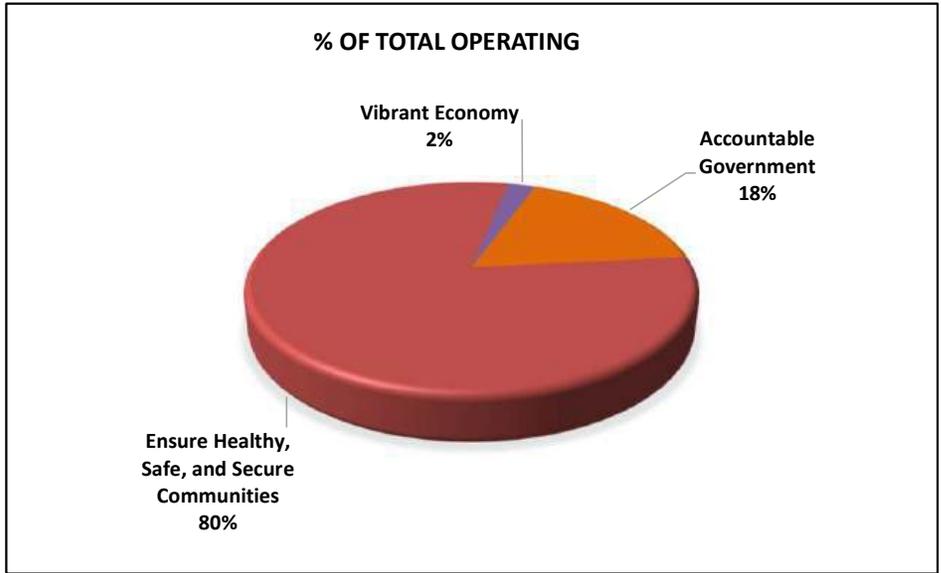
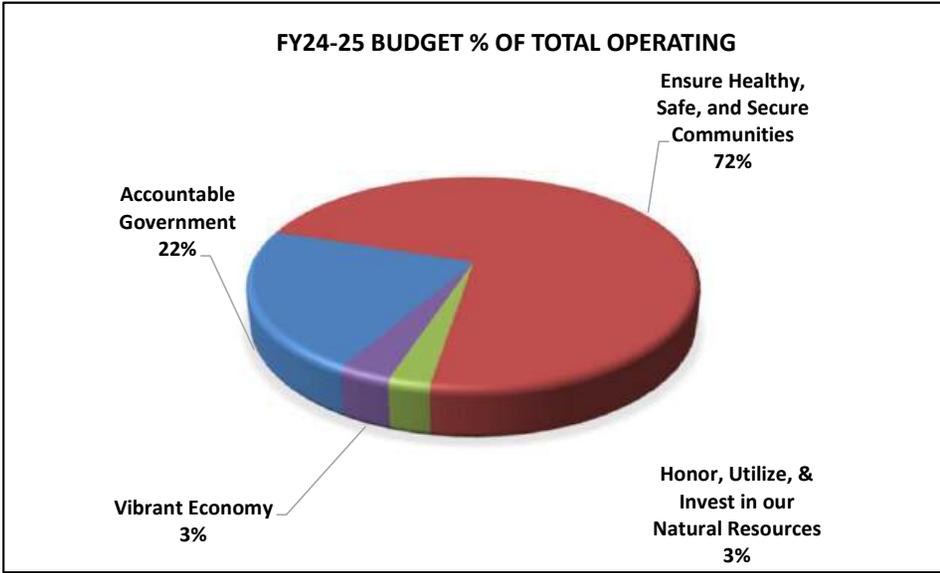
FY24-25 General Fund Support By Department

Department	FY 24-25 Budget	FY 24-25 GF Support	% of Total GF Support
Sheriff's Office (CCSO)	152,893,103	78,281,487	49.7%
District Attorney (DA)	19,883,548	15,132,114	9.6%
Health, Housing & Human Services (H3S)	403,187,213	10,004,633	6.4%
Assessment & Taxation	10,803,870	9,200,946	5.8%
Juvenile Department	11,086,860	8,641,001	5.5%
Transportation & Development (DTD)	242,193,804	7,664,001	4.9%
Capital Projects	147,981,054	5,200,000	3.3%
All Other	578,306,850	23,379,946	14.8%
Total	1,566,336,302	157,504,128	100.0%

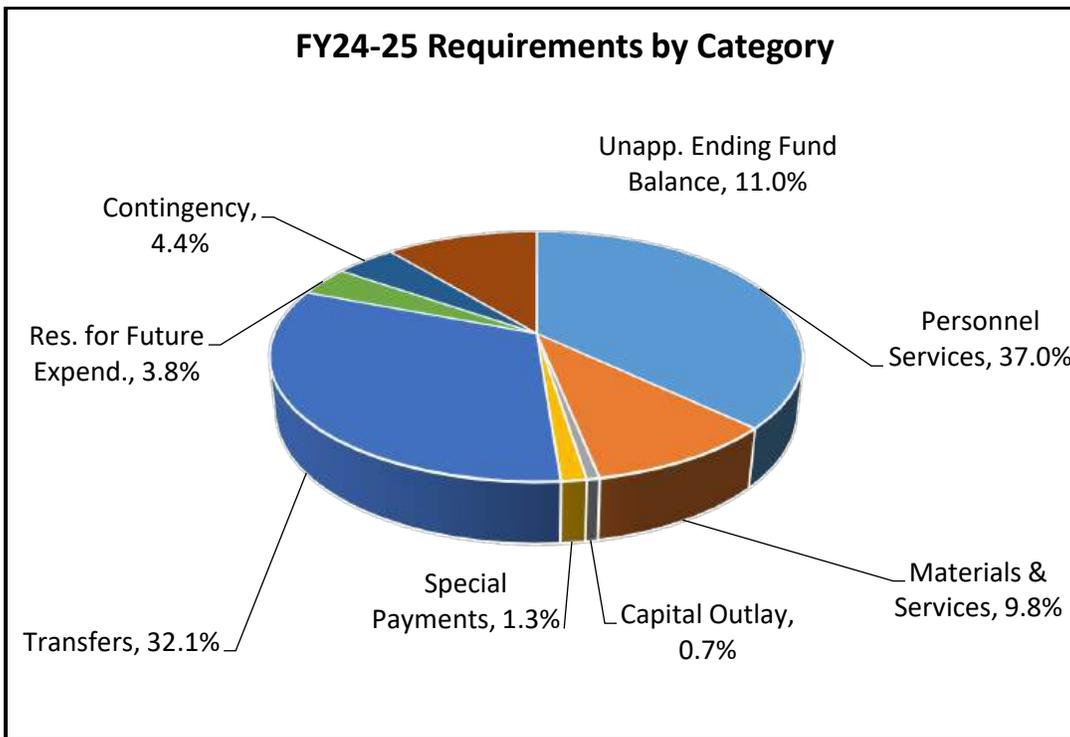
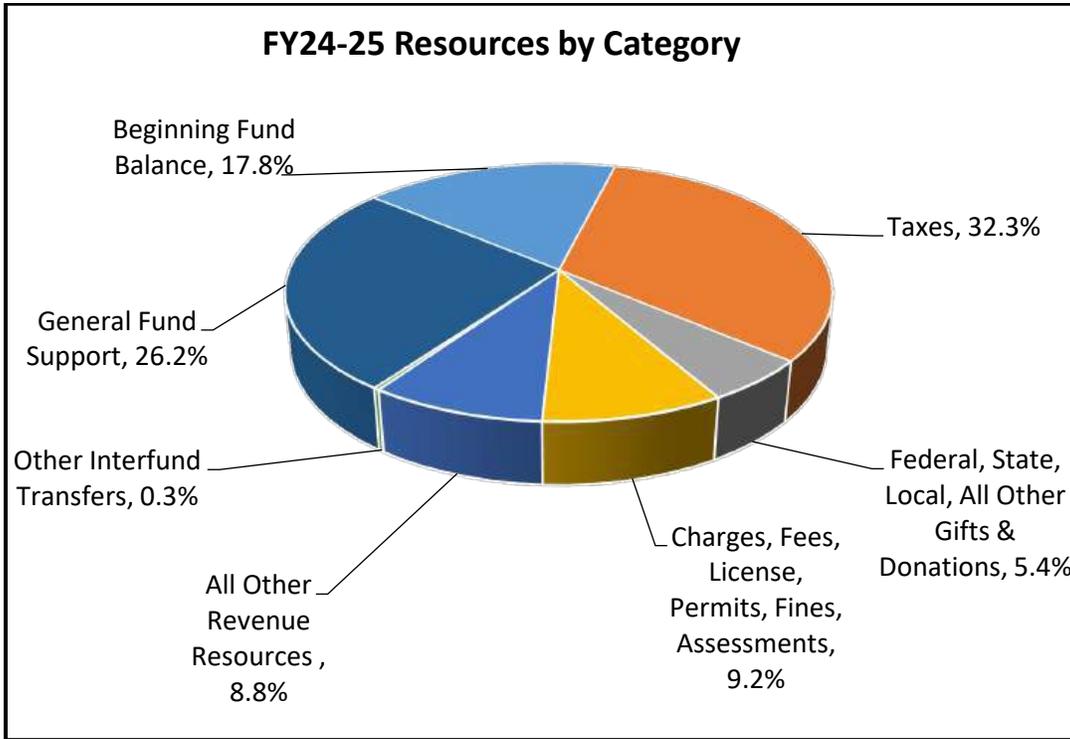


FY24-25 Budget by Priority - General Fund (100) Departments

Priority	FY24-25 GF Support	% of GF Support	FY24-25 Budget by Priority	% of Total Operating Budget	GF Support % of Budget
Accountable Government	23,880,100	18%	48,784,644	22%	49.0%
Ensure Healthy, Safe, and Secure Communities	107,155,701	80%	162,960,759	73%	65.8%
Honor, Utilize, & Invest in our Natural Resources			5,741,499	3%	0.0%
Vibrant Economy	3,176,071	2%	7,211,661	3%	44.0%
Total Operating Budget			224,698,563		0.0%
Not Applicable - Non Operating			288,369,147		0.0%
Total	134,211,872		513,067,710		26.2%



General Fund





Description of Fund

The General Fund is the main operating fund of Clackamas County, and it accounts for the activities of elected officials and departments primarily funded with tax dollars. Elected officials include County Commissioners, Assessment and Taxation, Clerk, District Attorney, Justice of the Peace (Justice Court), Sheriff, and Treasurer.

Revenue Summary

The Beginning Fund Balance is budgeted at \$91.4 million for FY24-25. This is \$6.3 million more than the FY23-24 Amended Budget. \$6.0 million of restricted fund balance is remaining with the fund 100 departments and the remainder is budgeted in Non-Departmental.

Revenues not designated for special purposes are recorded in the General Fund.

- Property Tax receipts are budgeted in Non-Departmental and transferred to other funds/departments. For FY24-25, property tax revenue (current and delinquent) is budgeted at \$165.8 million, an increase of \$9.8 million over the previous year's budget. Property tax growth has remained strong since the COVID-19 pandemic, exceeding the previous year's budget.
- Federal, State, and Local Operating Grants are budgeted at \$27.8 million. This represents an increase from the prior year's budget of \$0.1 million. Some Federal Revenue has been slightly unpredictable over the past few years due to annual changes in timber legislation, the Secure Rural Schools and Community Self-Determination Act not being extended after 2000, and reverting to prior legislation.

State Shared Revenues are \$4.9 million; including Cigarette Tax of \$290K, Liquor Tax of \$3.0 million, Payment in place of Taxes (PILOT) of \$600K, Public Education and Government revenue of \$137K, and other State Shared Revenue of \$506K make up this category.

- Charges for Services are revenue for services rendered. The total budget for this category in FY24-25 is \$47.0 million. Internal charges include administration, legal, accounting, personnel, and purchasing services, which are budgeted at \$1.9 million. Charges for Services to Other Governments are budgeted at \$12.3 million. Another significant revenue in this category is recording fees which are estimated to total \$1.8 million in the Clerk's Office.

Licenses and Permits are budgeted at \$1.6 million for FY24-25. Dog licenses make up approximately half of the budget in this category.

Fines and Penalties are budgeted at \$3.0 million for FY24-25, representing a slight increase of \$0.2 million from the prior year's budget. Fines collected from the Justice Court make up the year-over-year increase in this category.

- All Other Revenue Resources are budgeted to increase by \$3.0 million in FY24-25 to \$45.3 million. This category includes salary reimbursements from other County agencies and departments of \$36.4 million and \$3.6 million in Franchise Fees.
- General Fund Support Transfer Revenues are budgeted at \$134.2 million in FY24-25. This represents an increase of \$4.5 million from FY23-24. The largest department increases in FY24-25 are from the County Clerk at \$2.0 million, the Sheriff's Office at \$0.9 million and the Assessor's Office at \$0.5 million.

Expenditure Summary

Personnel Services expenditures account for \$190.0 million in FY24-25, an increase of \$6.5 million from the prior fiscal year. The annual increase includes a 4.5% COLA wage adjustment. Additionally, included in personnel is \$27.5 million of reimbursed payroll costs from other agencies: Water Environment Services, North Clackamas Parks and Recreation District, and Clackamas County Development Agency.

The Materials and Services (M&S) category encompasses a wide variety of items totaling \$50.3 million, representing a decrease of \$0.5 million. Items classified as materials and services include office rental, postage, printing, supplies, election costs, professional services, and communications costs. M&S also includes allocated costs for technology services, facilities maintenance, records management, and financial services. Allocated costs total \$15.2 million for FY24-25.

The Capital Outlay budget is \$3.4 million in FY24-25 compared to a prior year's budget of \$3.1 million. This is an allowance for items such as computer software/hardware, vehicles, and building improvements. The Sheriff's Office makes up a majority of this category expense with a vehicle cost of \$2.1 million.

Special Payments is a category that includes contributions made by Clackamas County to other governments and agencies to support programs that benefit county residents. The overall Special Payments category has decreased by \$1.7 million down to \$6.7 million in FY24-25. Other large expenditures in this category include Clackamas County water meters, fire patrols, predation control, and a variety of small grants.

The Transfer category includes intrafund transfers (from Non-Departmental to other General Fund departments), and interfund transfers (from Non-Departmental to other funds). These transfers are subsidies from the County's property tax and state-shared revenues to the departments that require General Fund Support. In FY24-25, intrafund transfers total \$134.2 million, and interfund transfers total \$30.4 million. Among the larger recipients in the General Fund are the Sheriff's Office (\$78.3 million), the District Attorney (\$15.1 million), and the Health Services Department (\$10.0 million).

In FY24-25, Contingency dollars, which are available for unforeseen expenses in the current year, have increased by \$4.0 million to \$22.5 million. As the need arises throughout the year, the Board may transfer budget authority from Contingency to another operating category in the General Fund or other fund.

Reserves, which are funds available for future expenses, have decreased by \$9.6 million to \$19.5 million in FY24-25. Reserves may not be used in the current fiscal year, rather they must be programmed into a spendable budget category in future years. This decrease was offset by a non-budgeted unappropriated ending fund balance of \$56.2 million. This category is intended to provide working capital to finance activities between July 1 and the time when property tax and other general revenue become available to meet the cash flow needs of the fund.

Significant Issues & Changes

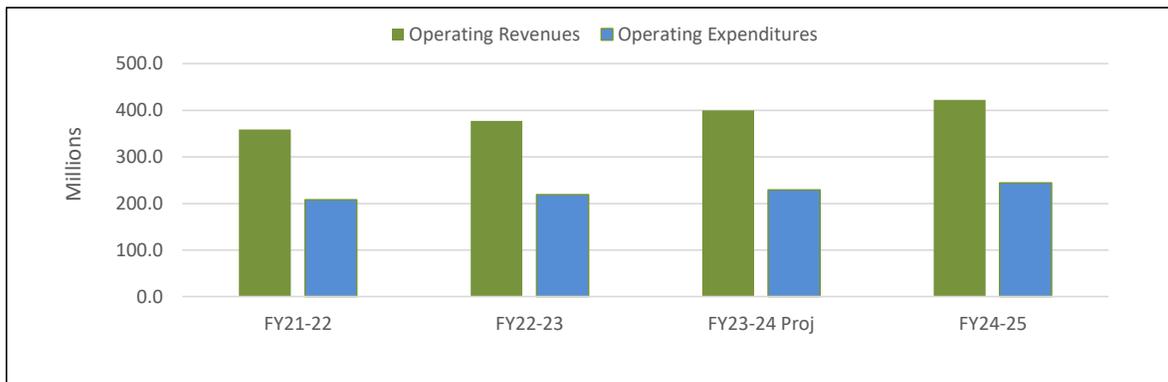
Inflation has impacted all expense categories from personnel costs, materials and services, capital outlay, and construction costs. If inflation continues to remain elevated it could mean budget shortfalls in these areas or further pulling back on projects.

Property tax revenue, by far the largest source of non-restricted revenue in the County is accounted for in the General Fund. After several years of steady growth following the 2008 recession and through COVID-19, collection rates have remained relatively stable. The housing market may be cooling after several years of double-digit price appreciation.



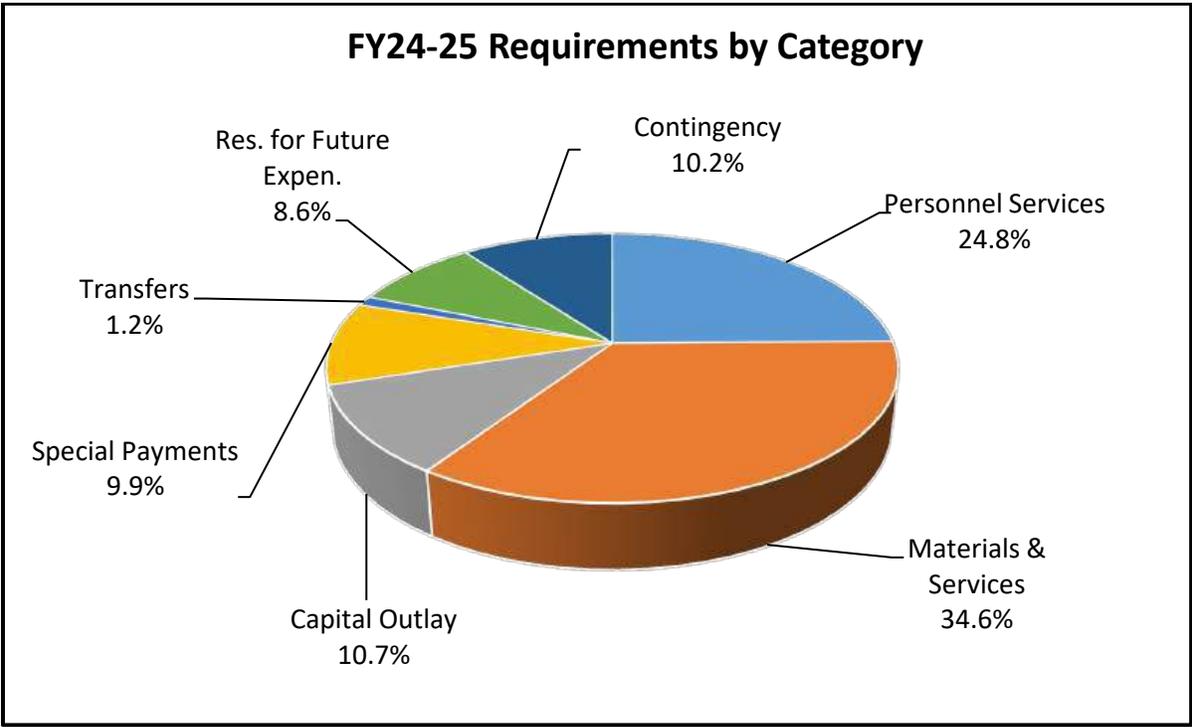
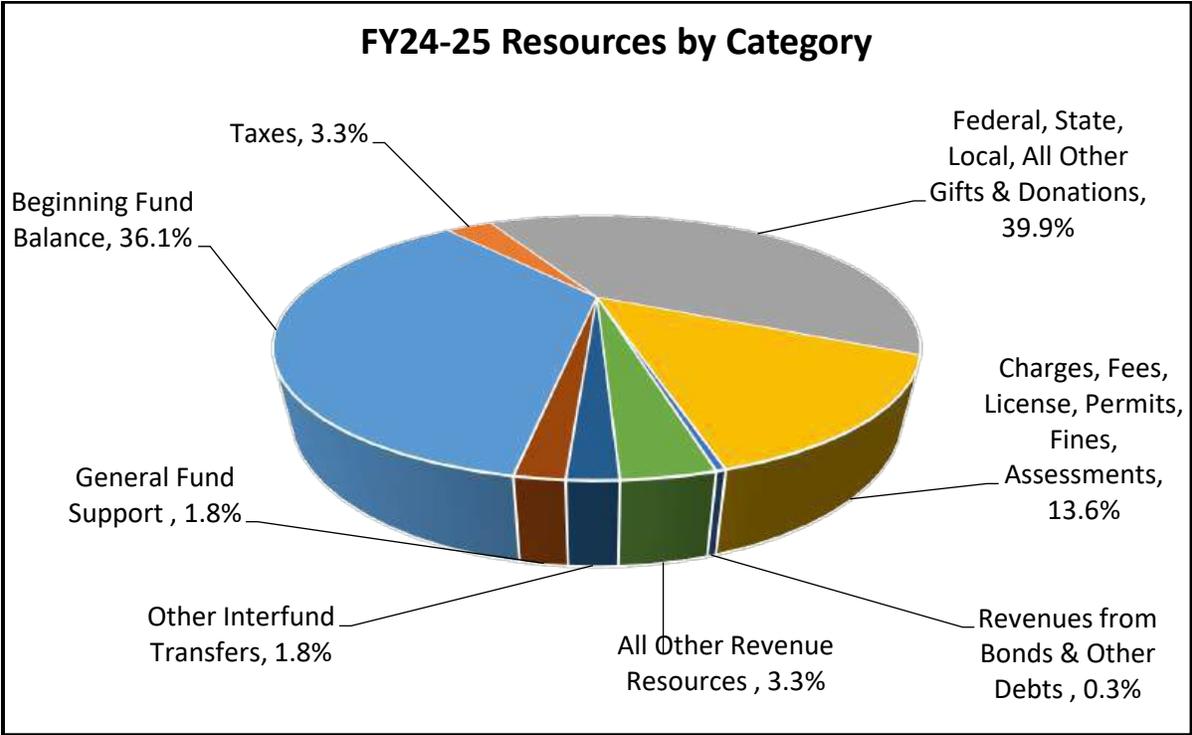
General Fund (100)

<i>Resources and Requirements by Fund</i>	FY21-22 Actual	FY22-23 Actual	FY23-24 Amended	FY23-24 Projected YE	FY24-25 Adopted
Resources by Category					
Beginning Fund Balance	84,648,811	83,717,166	85,054,584	87,305,804	91,358,699
Current Revenues					
Taxes	144,681,203	152,567,794	155,936,480	159,100,000	165,800,000
Federal, State, Local, All Other Gifts & Donations	23,907,851	23,580,761	27,774,314	28,019,717	27,836,157
Charges, Fees, License, Permits, Fines, Assessments	40,409,817	41,095,650	46,456,157	42,456,741	47,037,787
Revenue from Bonds & Other Debts	80,160	90,972	34,000	71,631	70,000
All Other Revenue Resources	33,672,167	37,105,699	42,274,160	42,468,309	45,250,885
Other Interfund Transfers	164,686	158,394	557,925	557,925	1,502,310
General Fund Support	116,188,362	122,989,012	129,696,156	127,258,413	134,211,872
Subtotal Current Revenues	359,104,246	377,588,282	402,729,192	399,932,736	421,709,011
Total Resources	443,753,057	461,305,448	487,783,776	487,238,540	513,067,710
Requirements by Category					
Operating Expenditures					
Personnel Services	156,903,446	166,812,968	183,495,791	176,118,565	190,020,383
Materials and Services	48,867,671	48,178,686	50,836,942	50,386,478	50,313,514
Capital Outlay	2,093,751	3,742,348	3,100,605	2,603,470	3,352,712
Subtotal Operating Expenditures	207,864,868	218,734,001	237,433,338	229,108,513	243,686,608
Debt Service	-	-	-	-	-
Special Payments	11,805,946	5,489,493	8,325,476	4,405,432	6,641,937
Transfers	139,564,967	149,031,388	165,118,899	162,330,897	164,519,040
Reserve for Future Expenditures	-	-	29,117,799	-	19,518,049
Contingency	-	-	18,519,755	-	22,487,663
Unappropriated Ending Fund Bal	-	-	29,268,509	-	56,214,413
Total Requirements	359,235,781	373,254,882	487,783,776	395,844,842	513,067,710
Revenue Less Expenses	84,517,276	88,050,566	-	91,393,699	-



**FY23-24 General Fund Resolution Service Department merged to Health Housing & Human Services Fund.

Special Revenue Funds



Funds In This Section		Managing Department
201	County Fair	Department of Transportation & Development
204	County School	Treasurer's Office
205	Development Services	Department of Transportation & Development
206	Sheriff's Operating Levy	Sheriff's Office
207	Inmate Welfare	Sheriff's Office
208	Community Services	Department of Transportation & Development
209	CCSO Forfeitures	Sheriff's Office
211	Law Library	County Admin - Law Library
212	Library Network	Department of Transportation & Development
215	Road	Department of Transportation & Development
218	Property Resources	Department of Transportation & Development
223	Countywide Transportation SDC	Department of Transportation & Development
224	Public Land Corner Preservation	Department of Transportation & Development
230	Special Grants	Finance
240	Health, Housing and Human Services	Health, Housing & Human Services
253	Clackamas Health Centers	Health, Housing & Human Services
255	Transient Lodging Tax	Tourism
257	Parks & Forestry	Department of Transportation & Development



Description of Fund

The purpose of the County Fair Fund is to account for the general operation, facility maintenance, and capital outlay needs of the Clackamas County Fair and Events Center (CCFEC). This fund accounts for expenses related to the Clackamas County Fair & Rodeo held in August, as well as all other facility rental and special events services held annually, such as the Spring Garden Fair, Scare Fair, Winter Fair, and many music concerts.

Revenue Summary

Revenues include admission fees, parking, facilities rentals, and concessions. An interfund transfer of Transient Lodging Tax provides additional operating revenue.

Expenditure Summary

Personnel services include full-time, temporary part-time staff, and seasonal workers. Materials and services include all fair expenses, building and grounds maintenance, insurance, and utilities. Capital outlay includes building improvements and equipment.

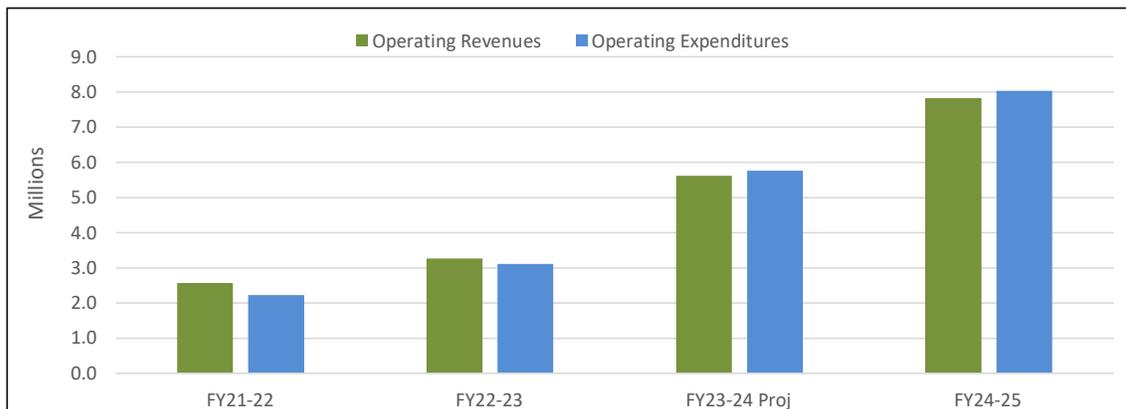
Significant Issues & Changes

- In FY21-22, the County Fair was the fortunate recipient of State ARPA dollars from Senator Kennemer and Representative Drazan. These funds have been received and will be used to replace the Livestock Building with a Multi-use Facility and other associated improvements.
- The County provided \$4,800,000 in County ARPA funds to be used toward the construction of the Livestock Building, and Business Oregon provided \$277,777 through funds distributed to County fairgrounds.
- The Fair & Event Center Board of Directors and staff have been creative in expanding their programming with new events. There are many bookings for the Fair and Events Center and operations have returned to normal post-COVID, and are expanding.
- The County maintains the County Fair Fund; however, the Fair Board, according to the Fair Management Agreement between Clackamas County and the County Fair Board, assumes responsibility for the accuracy of all financial activities.
- “The County Fair Board has the exclusive management of the Clackamas County Fairgrounds and Events Center and all other property owned, leased, used or controlled by the County and devoted to the use of the county fair, and is entrusted and charged with the entire business management and financial and other affairs of such fair.” ORS 565.230(1)



County Fair (201)

<i>Resources and Requirements by Fund</i>	FY21-22	FY22-23	FY23-24	FY23-24	FY24-25
	Actual	Actual	Amended	Projected YE	Adopted
Resources by Category					
Beginning Fund Balance	456,009	802,293	324,162	956,273	807,533
Current Revenues					
Federal, State, Local, All Other Gifts & Donations	251,231	640,909	5,121,744	3,176,499	1,998,412
Charges, Fees, License, Permits, Fines, Assessments	685,844	749,405	725,500	725,500	725,500
Revenue from Bonds & Other Debts					1,856,423
All Other Revenue Resources	1,118,720	1,325,560	1,169,092	1,129,563	2,629,563
Other Interfund Transfers	516,588	553,266	589,230	589,230	615,745
Subtotal Current Revenues	2,572,383	3,269,139	7,605,566	5,620,792	7,825,643
Total Resources	3,028,393	4,071,433	7,929,728	6,577,065	8,633,176
Requirements by Category					
Operating Expenditures					
Personnel Services	628,983	777,765	807,000	827,000	863,495
Materials and Services	1,478,389	1,662,743	1,608,625	1,714,755	1,707,740
Capital Outlay	116,630	674,651	5,243,577	3,227,777	5,461,668
Subtotal Operating Expenditures	2,224,002	3,115,159	7,659,202	5,769,532	8,032,903
Special Payments	2,097	-	2,000	-	-
Contingency	-	-	268,526	-	600,273
Total Requirements	2,226,099	3,115,159	7,929,728	5,769,532	8,633,176
Revenue Less Expenses	802,293	956,273	-	807,533	-





Description of Fund

The County School Fund is a pass-through repository for contributions to school districts that flow through Clackamas County's books. These collections are then distributed to school districts in the County based on the resident average daily attendance for the preceding fiscal year, as reported by the County Education Service District's administrative office. All activities in this fund are mandated by Oregon statute.

Revenue Summary

Historically most of the revenue has come through the Secure Rural Schools and Community Self-Determination Act. Smaller amounts have been provided by other federal and state forest-related sources.

Expenditure Summary

Dollars collected in this fund are paid to the Education Service District for distribution to school districts in Clackamas County.

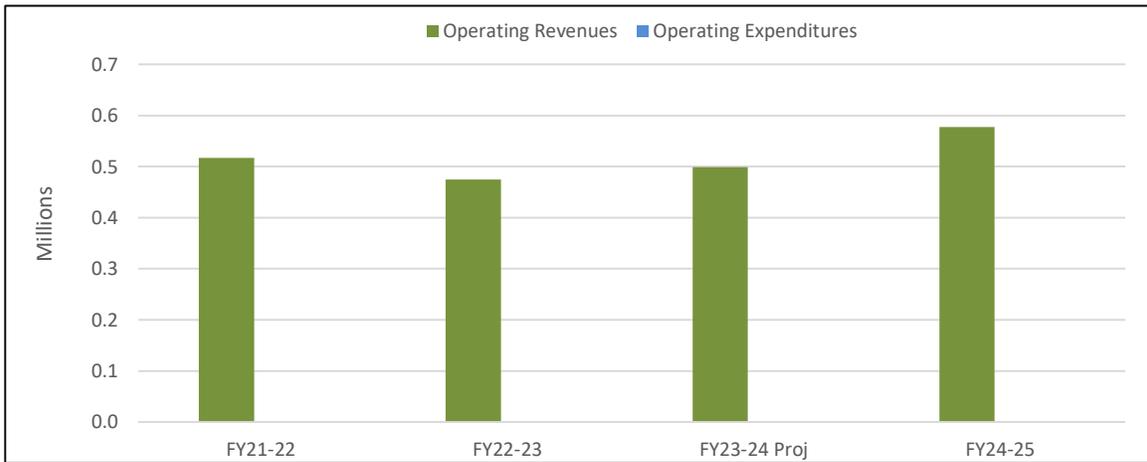
Significant Issues & Changes

None.



County School (204)

<i>Resources and Requirements by Fund</i>	FY21-22 Actual	FY22-23 Actual	FY23-24 Amended	FY23-24 Projected YE	FY24-25 Adopted
Resources by Category					
Beginning Fund Balance	366,463	512,360	142,821	34,074	-
Current Revenues					
Federal, State, Local, All Other Gifts & Donations	515,437	465,555	1,000,000	497,962	576,000
All Other Revenue Resources	1,248	8,816	-	1,200	1,000
Subtotal Current Revenues	516,685	474,371	1,000,000	499,162	577,000
Total Resources	883,148	986,731	1,142,821	533,236	577,000
Requirements by Category					
Operating Expenditures					
Materials & Services	377	546	10,000	-	-
Subtotal Operating Expenditures	377	546	10,000	-	-
Special Payments	370,410	952,111	1,132,821	533,236	577,000
Total Requirements	370,788	952,658	1,142,821	533,236	577,000
Revenue Less Expenses	512,360	34,074	-	-	-





BUILDING CODES

Description of Fund

Per ORS 455.210(3)(c) Building Codes revenue is used solely for the administration of the County's Building Codes Program and related building codes activities. This program receives revenue from the permitting and construction activity within unincorporated Clackamas County and in cities that contract with the County for building code administration and enforcement services.

Revenue Summary

The Building Codes Program is funded exclusively by dollars collected through permitting activity. It does not receive any money from the General Fund for its operation. Due to the cyclical nature of the construction industry, it is both prudent and appropriate for the Program to establish a reserve to weather those periodic downturns that are typical of the industry. Best practice suggests that a 6-12 month reserve is appropriate to retain key personnel and those with special skills and/or certifications, such as building inspectors and plans examiners. Revenue is primarily generated from three basic sources: building, plumbing, and electrical permits.

- The building category includes revenues from permits for structural, life safety, and mechanical construction activity including related plan reviews and inspections.
- The plumbing category includes revenues from plumbing permits and related plan reviews and inspections.
- The electrical category includes revenues from electrical permits and related plan reviews and inspections.

Expenditure Summary

The most significant expenditures are for personnel services. The very nature of the work is labor intensive and requires significant personnel time to provide five-day-a-week service to the construction community including permitting, customer service, plans reviews, and next-day inspection services. Expenditures for materials and services fluctuate due to permit activity and inspection demands (for example fuel costs).

Significant Issues & Changes

As revenue for this Program is based upon permitting activity, this fund closely tracks construction cycles and interest rates.

SEPTIC & ONSITE WASTEWATER (SOWP)

Description of Fund

This program is responsible for the review, permitting, and inspection of the septic systems in unincorporated Clackamas County for customers not served by a sanitary sewer provider, and works collaboratively with the Code Enforcement Program to enforce complex violations of the DEQ subsurface sewage disposal regulations.

Revenue Summary

Exclusively funded by permitting activity. It does not receive any money from the General Fund for its operation.

Expenditure Summary

Personnel costs for 5-day-a-week service for permitting, plans reviews, and inspections, are the biggest expense.

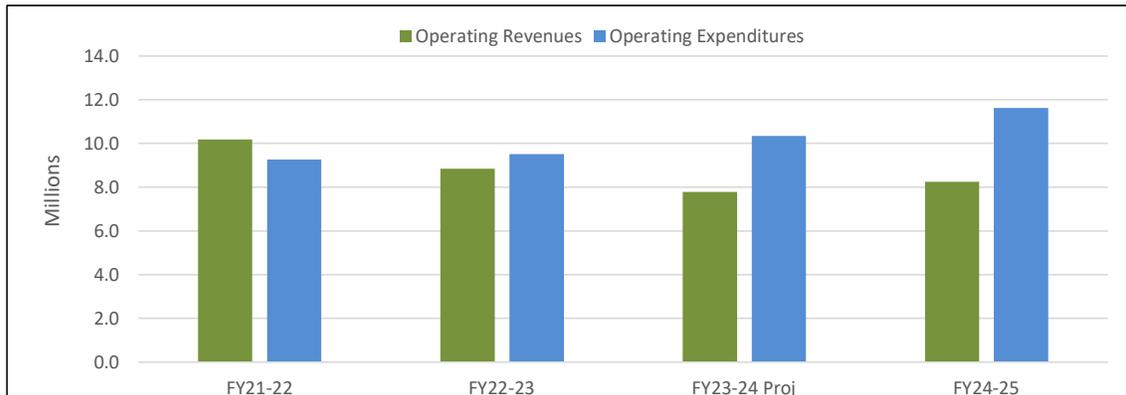
Significant Issues and Changes

Program revenue is based upon permitting activity as this fund closely tracks construction cycles and interest rates.



Development Services (205)

<i>Resources and Requirements by Fund</i>	FY21-22 Actual	FY22-23 Actual	FY23-24 Amended	FY23-24 Projected YE	FY24-25 Adopted
<u>Resources by Category</u>					
Beginning Fund Balance	10,720,338	11,647,315	11,234,875	10,965,502	8,405,076
Current Revenues					
Federal, State, Local, All Other Gifts & Donations	2,164	18,180	40,767	23,477	23,719
Charges, Fees, License, Permits, Fines, Assessments	10,059,009	8,440,147	7,566,838	7,266,810	7,726,130
Revenue from Bonds & Other Debts	700	9,478	2,000	5,535	5,238
All Other Revenue Resources	130,771	375,991	226,270	484,299	491,906
Other Interfund Transfers	-	-	-	-	-
Subtotal Current Revenues	10,192,645	8,843,795	7,835,875	7,780,121	8,246,992
Total Resources	<u>20,912,983</u>	<u>20,491,111</u>	<u>19,070,750</u>	<u>18,745,623</u>	<u>16,652,068</u>
<u>Requirements by Category</u>					
Operating Expenditures					
Personnel Services	6,117,649	6,960,473	7,837,189	6,935,334	7,836,268
Materials and Services	3,141,264	2,565,010	3,192,490	3,345,213	3,680,545
Capital Outlay	5,490	125	114,000	60,000	100,000
Subtotal Operating Expenditures	9,264,404	9,525,608	11,143,679	10,340,547	11,616,813
Reserve for Future Expenditures	-	-	5,613,581	-	2,237,888
Contingency	-	-	2,313,490	-	2,797,367
Total Requirements	<u>9,264,404</u>	<u>9,525,608</u>	<u>19,070,750</u>	<u>10,340,547</u>	<u>16,652,068</u>
Revenue Less Expense	11,648,579	10,965,503	-	8,405,076	-





Description of Fund

The Sheriff's Operating Levy Fund was established to track personnel and related expenses supported by a local option tax. The Levy was first approved by voters in November 2006 and subsequently renewed in 2011 and 2016. The latest five-year Levy, passed by voters in May 2021, and changed the prior fixed-rate Levy of \$0.248 per \$1,000 of assessed value in the County to \$0.368 per \$1,000 of assessed value. The Clackamas County Sheriff's Office (CCSO) received the first collections at the new Levy rate in November 2022.

As of FY23-24, the Levy funds 92 FTE positions, including patrol deputies, jail deputies, detectives, and the Clackamas County Interagency Taskforce members. In addition to personnel, the Levy funds body-worn and vehicle cameras.

Revenue Summary

Revenue generated by the Levy is primarily from tax collections.

Expenditure Summary

Levy expenditures pay for personnel costs, materials and services, and public safety equipment.

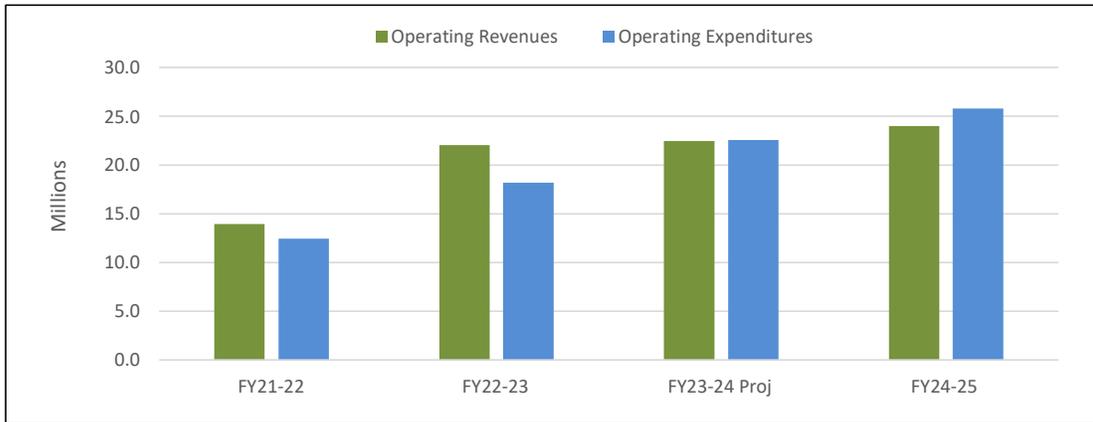
Significant Issues & Changes

Beginning in FY24-25, the Levy has begun to pay indirect costs to reimburse the Sheriff's Operations Fund for expenses. The Levy also continues to pay County allocated costs.



Sheriff's Operating Levy (206)

<i>Resources and Requirements by Fund</i>	FY21-22	FY22-23	FY23-24	FY23-24	FY24-25
	Actual	Actual	Amended	Projected YE	Adopted
Resources by Category					
Beginning Fund Balance	2,503,197	3,981,389	6,610,707	7,808,077	7,684,147
Current Revenues					
Taxes	13,760,383	21,531,563	23,793,000	22,248,966	23,821,825
Federal, State, Local, All Other Gifts & Donations	168,918	225,676	-	36,209	2,200
Charges, Fees, License, Permits, Fines, Assessments	-	-	-	-	-
All Other Revenue Resources	14,808	280,831	85,000	174,955	165,000
Subtotal Current Revenues	13,944,110	22,038,070	23,878,000	22,460,130	23,989,025
Total Resources	16,447,306	26,019,459	30,488,707	30,268,207	31,673,172
Requirements by Category					
Operating Expenditures					
Personnel Services	9,645,457	9,792,606	15,087,089	13,223,340	17,076,686
Materials and Services	2,816,733	7,267,903	8,109,957	8,672,861	7,473,779
Capital Outlay	-	1,127,565	175,000	687,859	1,240,739
Subtotal Operating Expenditures	12,462,190	18,188,074	23,372,046	22,584,060	25,791,205
Special Payments	3,727	23,308	-	-	-
Contingency	-	-	7,116,661	-	5,881,967
Total Requirements	12,465,917	18,211,382	30,488,707	22,584,060	31,673,172
Revenue Less Expenses	3,981,389	7,808,077	-	7,684,147	-





Description of Fund

The Sheriff's Inmate Welfare Fund is mandated by Oregon Revised Statute (ORS) 169.685, which states that any city or county maintaining a local regional correctional facility must establish a distinct Inmate Welfare Fund Account. This account is required to be separate from the city's or county's general fund. Funds within the Inmate Welfare Account must be used solely to promote inmate welfare as defined in the governing ORS.

Revenue Summary

Revenue for the Inmate Welfare Fund comes from the fees obtained from the inmate telephone services provider and commissary fees. Per ORS 169.685, any fee or commission that a local or regional correctional facility receives must be deposited into the Inmate Welfare Fund Account.

Expenditure Summary

Expenditures from the Inmate Welfare Fund, as mandated by the ORS, will be used to improve the quality of life for inmates. The Clackamas County Sheriff's Office (CCSO) Jail Division administers the Inmate Welfare Account and appropriates funds for expenses such as completion of a General Education Degree (GED) and program materials and supplies.

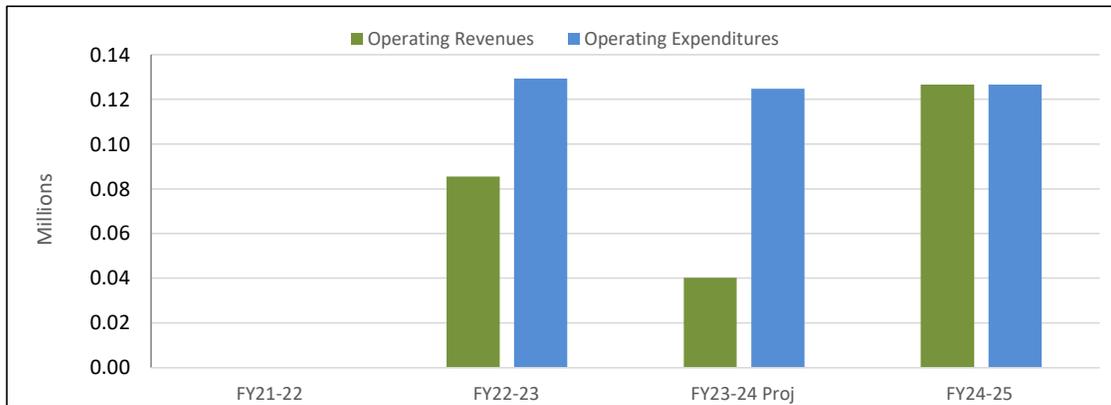
Significant Issues & Changes

Clackamas County established this fund at the end of Fiscal Year 2022-23. No changes have occurred since the fund was adopted.



Inmate Welfare Special (207)

<i>Resources and Requirements by Fund</i>	FY21-22 Actual	FY22-23 Actual	FY23-24 Amended	FY23-24 Projected YE	FY24-25 Adopted
Resources by Category					
Beginning Fund Balance	-	128,301	104,801	84,534	-
Current Revenues					
Federal, State, Local, All Other Gifts & Donations	-	-	-	-	-
Charges, Fees, License, Permits, Fines, Assessments	-	85,462	125,699	37,286	125,000
All Other Revenue Resources	-	14	-	2,835	1,500
Subtotal Current Revenues	-	85,476	125,699	40,121	126,500
Total Resources	-	213,778	230,500	124,655	126,500
Requirements by Category					
Operating Expenditures					
Personnel Services	-	-	-	-	-
Materials and Services	-	129,244	230,500	124,655	126,500
Capital Outlay	-	-	-	-	-
Subtotal Operating Expenditures	-	129,244	230,500	124,655	126,500
Contingency	-	-	-	-	-
Total Requirements	-	129,244	230,500	124,655	126,500
Revenue Less Expenses	-	84,534	-	-	-



*Fund 207 was newly created out of Fund 100 in FY22-23 Amended and FY23-24 Adopted.



Community Services (208)

Overview

Description of Fund

The Community Services Fund is comprised of the Administration Program and Economic Development line of business. The Department of Transportation & Development (DTD) Administration program provides leadership and direction, budgeting, and financial management support to the DTD Community Services programs.

The Economic Development line of business, comprised of the Economic Development Program, supports and manages programs related to business retention, expansion or relocation of established businesses, recruitment of new businesses, forest and agriculture economic development, as well as business assistance. Other economic development programs include facilitating economic development incentive programs, tracking employment lands, studying business supply chains, and implementing initiatives to expand the County's economic base.

Revenue Summary

Funding for the Administration Program is provided through indirect cost allocation to the majority of Community Services programs.

Revenue for the Economic Development line of business is provided almost entirely from Oregon State Video Lottery revenue that is legislated to provide for economic development efforts throughout the County.

Expenditure Summary

The Administration program expenditures are primarily personnel expenditures. The remaining expenditures are related to supporting the staff in all Community Services programs.

In the Economic Development line of business, personnel, projects, programs, and economic development initiatives make up the majority of expenditures.

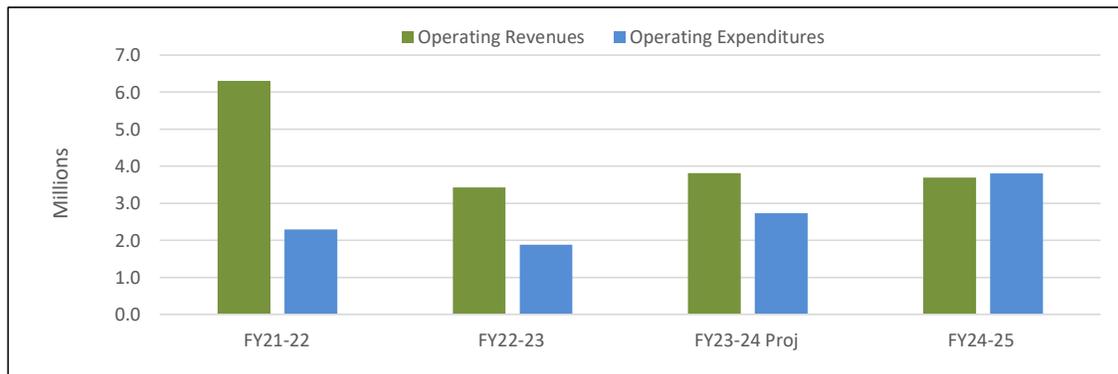
Significant Issues & Changes

- The Administration program consists of the Office of the Director program which provides leadership, direction, and financial support on the various DTD Community Services programs initiatives, projects, and issues.
- The Economic Development Program is located within the Visioning Services Line of Business within DTD.



Community Services (208)

<i>Resources and Requirements by Fund</i>	FY21-22	FY22-23	FY23-24	FY23-24	FY24-25
	Actual	Actual	Amended	Projected YE	Adopted
Resources by Category					
Beginning Fund Balance	5,588,249	6,215,250	6,407,579	7,534,317	7,674,905
Current Revenues					
Federal, State, Local, All Other Gifts & Donations	5,002,721	2,384,398	2,379,532	2,379,532	2,403,327
Charges, Fees, License, Permits, Fines, Assessments	1,274,847	906,139	1,005,120	999,820	987,346
All Other Revenue Resources	26,233	142,362	130,867	347,767	305,950
Other Interfund Transfers	-	-	-	-	-
General Fund Support	-	-	92,039	92,039	-
Subtotal Current Revenues	6,303,801	3,432,900	3,607,558	3,819,158	3,696,623
Total Resources	11,892,050	9,648,150	10,015,137	11,353,475	11,371,528
Requirements by Category					
Operating Expenditures					
Personnel Services	1,144,397	1,101,305	1,715,874	1,108,647	1,676,294
Materials and Services	1,148,902	783,882	1,896,359	1,619,923	2,129,761
Subtotal Operating Expenditures	2,293,299	1,885,188	3,612,233	2,728,570	3,806,055
Special Payments	3,320,500	165,645	1,030,000	950,000	950,000
Transfers	63,000	63,000	-	-	-
Reserve for Future Expenditures	-	-	4,737,003	-	5,805,473
Contingency	-	-	635,900	-	810,000
Total Requirements	5,676,799	2,113,833	10,015,137	3,678,570	11,371,528
Revenue Less Expense	6,215,250	7,534,317	-	7,674,905	-





Description of Fund

The Clackamas County Sheriff's Office (CCSO) Forfeitures Fund was established to accommodate audit and financial compliance for activities related to the United States Department of Justice, United States Department of Treasury, and Oregon Civil Forfeitures. Previously, forfeiture activities were tracked in Fund 100's Investigation program. Forfeiture funds must be used to increase or supplement the resources of the CCSO and shall not be used to replace or supplant appropriated resources of the agency.

Revenue Summary

Revenues for the CCSO Forfeitures Fund are collected from the sale of real and/or personal property confiscated from individuals involved in substantial drug-related criminal activity. The CCSO receives revenue from both federal and state sources by participating in cases that result in asset seizures.

Expenditure Summary

Allowable expenditures for forfeiture funds are outlined in Oregon Revised Statutes and federal guidelines. Shared funds are required to augment the resources of the receiving state or local law enforcement agency. The CCSO must directly benefit from the use of these funds.

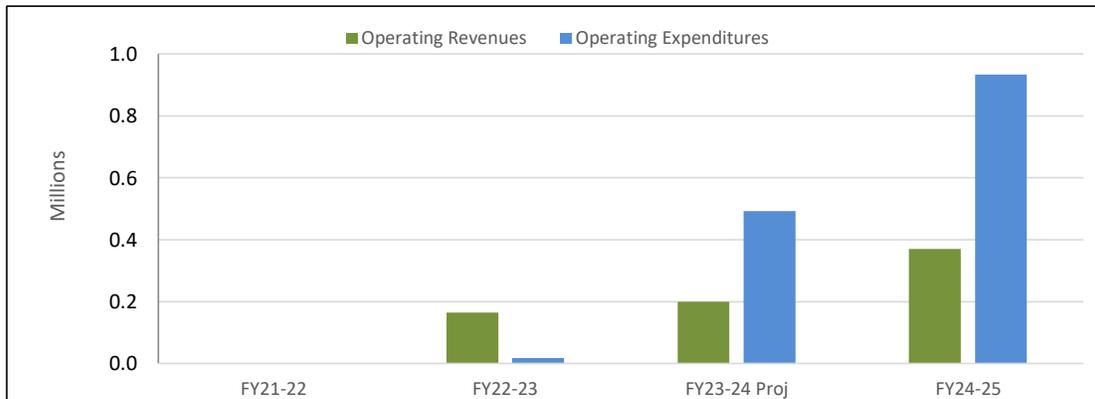
Significant Issues & Changes

Clackamas County established this fund at the end of Fiscal Year 2022-23. No changes have occurred since establishment of the fund.



CCSO Forfeitures (209)

<i>Resources and Requirements by Fund</i>	FY21-22 Actual	FY22-23 Actual	FY23-24 Amended	FY23-24 Projected YE	FY24-25 Adopted
Resources by Category					
Beginning Fund Balance	-	710,075	541,893	856,677	563,742
Current Revenues					
Federal, State, Local, All Other Gifts & Donations	-	161,943	425,000	111,000	350,000
Revenue from Bonds & Other Debts	-	-	-	2,003	3,000
All Other Revenue Resources	-	2,151	-	86,878	17,000
Subtotal Current Revenues	-	164,094	425,000	199,881	370,000
Total Resources	-	874,168	966,893	1,056,558	933,742
Requirements by Category					
Operating Expenditures					
Personnel Services	-	-	-	-	-
Materials and Services	-	85	966,893	500	164,357
Capital Outlay	-	17,406	-	492,316	769,385
Subtotal Operating Expenditures	-	17,491	966,893	492,816	933,742
Special Payments	-	-	-	-	-
Total Requirements	-	17,491	966,893	492,816	933,742
Revenue Less Expenses	-	856,677	-	563,742	-



*Fund 209 was newly created out of Fund 100 in FY22-23 Amended and FY23-24 Adopted.



Description of Fund

Clackamas County maintains and operates a Law Library available at reasonable hours to the public at a convenient location in accordance with state statute. Law Library resources, materials, professional staff and offerings are available to everyone including but not limited to Clackamas County Circuit Court Judges, County Counsel, the District Attorney's office, County Departments, attorneys, litigants, self-represented litigants, potential self-represented litigants, legal professional staff, authors, reporters, students, and others. The Law Library has a carefully curated and well-balanced collection of legal research resources and materials available in both print and electronic formats. It is necessary to make legal research materials available in multiple formats to help people perform thorough, reliable, and accurate legal research. The physical Law Library collection includes approximately 15,000 legal titles, the majority of which are not available online or not available for free or at a low cost online. Many titles in the print collection are no longer being updated regularly due to largely static revenue and rising costs. The Law Library electronic collection includes subscriptions to Westlaw, LexisNexis, Oregon State Bar BarBooks, Checkpoint and access to other free and low-cost computer-assisted legal research databases. Purchasing access to commercial online legal research subscription databases is only available for public access in bundled formats and costs continue to rise. The Law Library also provides conference or study rooms, legislative history and appellate court briefs on microfilm/fiche, self-service and staff-assisted photocopy/scan/print machines, legal forms and remote legal document procurement options. The Law Library employs professionals with experience, education, and training to manage, operate and maintain the Law Library and provide patrons with legal research assistance, legal information dissemination, and other legal reference assistance. The Law Library is a high-tech, high-touch atmosphere that includes a quiet, contemplative space for reading, accessing documents and information to navigate the court system, filling out forms, small meetings, and legal research.

Revenue Summary

The Law Library revenue source was altered by the 2011 Oregon State Legislature (2011 House Bills 2710, 2712, and 5056). Before this shift, since 1927, all Law Library revenue was generated from a portion of the filing fees collected in each civil suit, action, or proceeding. Beginning with the 2011-2013 biennium, Law Library revenue has been derived from a set appropriation. The Chief Justice distributes these funds to counties based on revenue received from filing fees collected in the respective county courts. The Law Library's beginning fund balance, which comprises the majority of the Law Library's total resources, is funding accumulated by the Law Library for anticipated necessary expenditures for the future of the Law Library. Minor contributions to revenue come from earned interest, copier/printer fees, and Steven Ness Legal Publishing Company form fees. The 2013 Oregon State Legislature appropriated \$100,000 less funding for county law libraries for the 2013-2015 biennium. Clackamas received 9.64% of this total appropriation. The 2017 Oregon State Legislature further cut the law library allocation resulting in approximately \$50,000 less revenue for Clackamas. Law Library funding remained static until 2023 when the Legislature passed Senate Bill 5512, which included a modest 9% increase for county law libraries.

Expenditure Summary

The majority of available Law Library funds have been held in dwindling reserve and contingency for the sole purpose of helping to continue providing a robust, modern Law Library program at existing levels. Even with drastic and significant expenditure adjustments, due to the changes in Law Library funding among other things, the revenue and contingency are almost depleted. The modest increase in funding and continued frugality will help allow the Law Library to continue maintaining existing operation levels for this fiscal year.

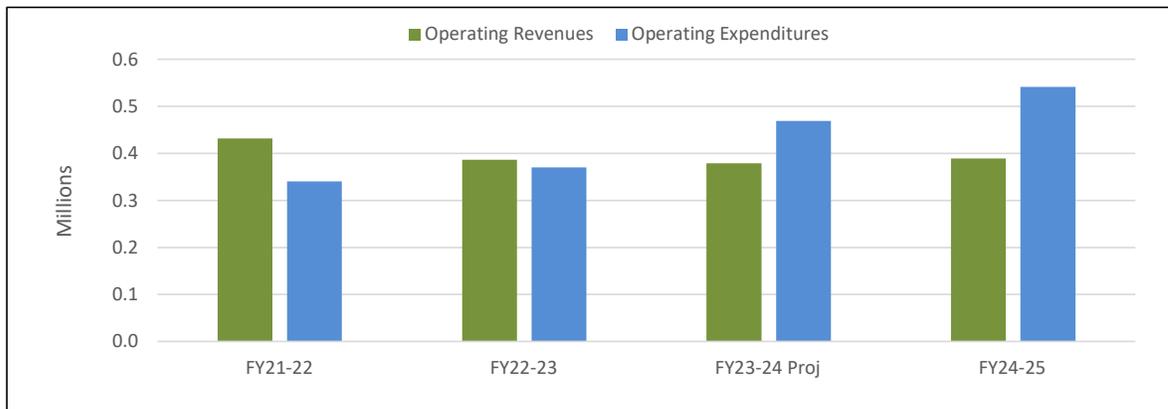
Significant Issues and Changes

N/A



Law Library (211)

<i>Resources and Requirements by Fund</i>	FY21-22	FY22-23	FY23-24	FY23-24	FY24-25
	Actual	Actual	Amended	Projected YE	Adopted
Resources by Category					
Beginning Fund Balance	176,632	268,541	192,543	284,874	194,415
Current Revenues					
Federal, State, Local, All Other Gifts & Donations	83,001	25,797	-	-	-
Charges, Fees, License, Permits, Fines, Assessments	347,059	351,135	356,386	367,069	370,069
All Other Revenue Resources	1,767	9,012	9,620	11,500	13,000
General Fund Support	-	-	-	-	6,011
Subtotal Current Revenues	431,827	385,944	366,006	378,569	389,080
Total Resources	608,459	654,485	558,549	663,443	583,495
Requirements by Category					
Operating Expenditures					
Personnel Services	206,492	237,845	287,987	298,588	346,103
Materials and Services	133,427	131,765	170,561	170,440	195,221
Subtotal Operating Expenditures	339,919	369,611	458,549	469,028	541,324
Contingency	-	-	100,000	-	42,171
Total Requirements	339,919	369,611	558,549	469,028	583,495
Revenue Less Expense	268,541	284,873	-	194,415	-





Description of Fund

The Library Network Fund includes the operations of the Library Support Services Program, Oak Lodge Library Program, and Gladstone Library Program.

The Library Support Services Program provides centralized hardware, software, cataloging, and technical support services to all member libraries of the Clackamas County Library District, including two County-operated locations (the Oak Lodge Library and Gladstone Library), and eleven locations operated by the cities of Canby, Estacada, Happy Valley, Lake Oswego, Milwaukie, Molalla, Oregon City, Sandy, West Linn, and Wilsonville. It also provides the delivery of centralized materials handling, administrative, and other support services to these same customer libraries so they can collaborate as a Library District.

The Oak Lodge Library Program and Gladstone Library Program provide and promote informational, educational, cultural, and recreational materials, and resources to enhance the economic, social, and cultural vitality of their respective communities.

Revenue Summary

The primary revenue sources for the Library Support Services Program are interfund transfers from the General Fund. In addition, the Library Support Services Program is estimated to receive reimbursements from local jurisdictions in Clackamas County for purchases of computer hardware, software, or other goods and/or services on behalf of these government agencies.

The primary revenue for operations of the Oak Lodge Library Program is from the annual distribution of Library District funds.

The primary revenue for operations of the Gladstone Library Program is from the annual distribution of Library District funds, as well as an annual contribution from the City of Gladstone.

Expenditure Summary

Total expenditures for the Library Support Services Program include reimbursable purchases made on behalf of customer libraries. The remaining expenditures are related to the provision of services to the eleven City-operated and two County-operated library locations in the Library District of Clackamas County.

The expenditures for operations of the Oak Lodge Library Program include personnel costs and capital related to the construction of the Oak Lodge Library building.

The expenditures for operations of the Gladstone Library Program include personnel costs and capital related to the construction of the Gladstone Library building.

Significant Issues & Changes

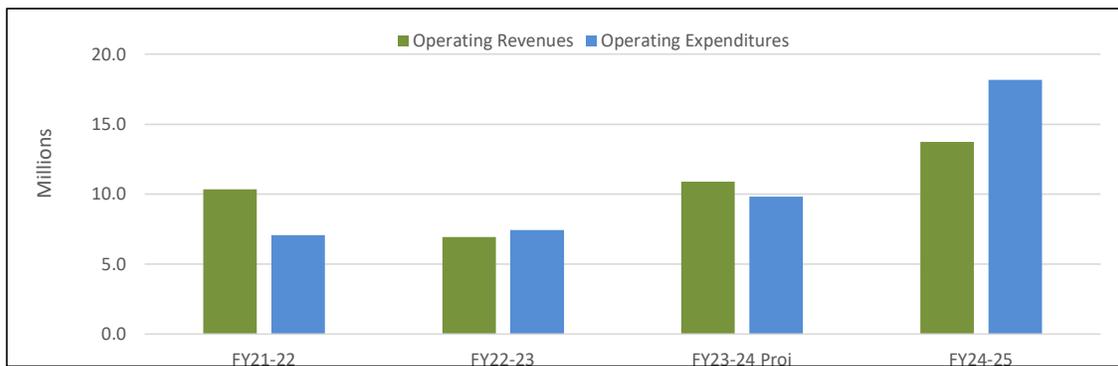
- The Library Support Services program provides essential services to libraries in Clackamas County per individual IGAs with each library city and relies upon the General Fund to do so.
- Demand for library support services continues to increase and is growing in complexity, increasing the amount of time and resources needed for service provision. 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.

- In FY 17-18, the county entered into a Settlement Agreement with the City of Gladstone which contemplates the construction of two new libraries, one at the site of the former Gladstone City Hall and one in unincorporated Clackamas County within the Oak Lodge Library service area, co-located with the Concord School Renovation project under the direction of the North Clackamas Parks and Recreation District (NCPRD). This "one library, two buildings" model envisioned sharing staff and resources to realize operational efficiencies and achieve economies of scale. The BCC has pledged General Fund support to fill the funding gap and allow for the construction of both libraries.
- Construction of the new Gladstone Library will be completed in August 2024. The Oak Lodge Library construction project is on track to be completed in August 2025.



Library Services (212)

<i>Resources and Requirements by Fund</i>	FY21-22 Actual	FY22-23 Actual	FY23-24 Amended	FY23-24 Projected YE	FY24-25 Adopted
<u>Resources by Category</u>					
Beginning Fund Balance	5,741,828	8,173,996	6,818,540	7,620,887	8,603,829
Current Revenues					
Federal, State, Local, All Other Gifts & Donations	5,297,174	2,742,118	4,011,957	4,011,870	2,790,955
Charges, Fees, License, Permits, Fines, Assessments	1,142,817	192,503	225,154	217,100	225,600
All Other Revenue Resources	750,946	1,093,235	989,103	1,198,929	1,344,322
Other Interfund Transfers	-	-	7,710,580	2,677,451	6,572,549
General Fund Support	3,153,818	2,906,620	2,776,689	2,776,689	2,788,550
Subtotal Current Revenues	10,344,754	6,934,476	15,713,483	10,882,038	13,721,976
Total Resources	16,086,583	15,108,472	22,532,023	18,502,925	22,325,806
<u>Requirements by Category</u>					
Operating Expenditures					
Personnel Services	3,036,768	3,203,475	3,463,004	3,417,048	3,608,083
Materials and Services	3,083,249	2,270,550	2,545,539	2,429,021	2,674,088
Capital Outlay	942,570	1,960,759	13,252,949	3,978,026	11,886,478
Subtotal Operating Expenditures	7,062,587	7,434,784	19,261,492	9,824,095	18,168,649
Special Payments	850,000	52,802	77,000	75,000	75,000
Reserve for Future Expenditures	-	-	2,141,671	-	2,100,288
Contingency	-	-	1,051,860	-	1,981,869
Total Requirements	7,912,587	7,487,586	22,532,023	9,899,095	22,325,806
Revenue Less Expenses	8,173,996	7,620,886	-	8,603,829	-





Description of Fund

The Clackamas County road fund provides the resources needed to provide safety, maintenance, construction, and operations services to users of the transportation system so they can travel safely in Clackamas County. This revenue is focused on operations that ensure a safe and well-maintained County system of over 1,400 road miles and 179 bridges. The County road network includes approximately 40,000 traffic signs and 150 traffic signals. The workgroups responsible for this system include Transportation Maintenance, Traffic Safety, Transportation Development Review, Transportation Engineering & Construction, Long Range Transportation Planning, Damascus Roads, Community Road Fund (CRF), and Department Administration. Each workgroup performs essential activities that ensure the system remains safe and efficient for all users.

Transportation Maintenance

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

Transportation Engineering & Construction

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

Capital project expenditures include planning, design, construction, and right-of-way purchase for road projects, bike/pedestrian projects, safety projects, bridge projects, and storm drainage projects.

The major sources of capital project revenues are from:

- Community Road Fund (Local Vehicle Registration Fees)
- Countywide System Development Charge (SDC)
- Tax Increment Financing Districts (Urban Renewal)
- Federal and State Grants
- State Highway Fund (Road Fund)

Traffic Safety

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

Land Use & Permitting: Transportation Development Review

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

Long-Range Transportation Planning

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

Damascus Roads

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

Community Road Fund (CRF)

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.

Department Administration

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

Revenue Summary

Transportation funds available to Clackamas County over the last decade have come from a variety of state and federal sources, including the State Highway Fund (motor vehicle fund), Secure Rural Schools, and other state and federal competitive grants.

Historically, we have relied on local funds, such as Tax Increment Financing (TIF) in urban renewal districts and transportation system development charges to fill the gap between the state and federal revenues for new project construction. TIF funds are dwindling and system development charges can only be used for a percentage of the total project cost. With the passage of the Community Road Fund, the County now has a local funding source that can be used to prioritize projects based on local priorities.

Expenditure Summary

The Transportation Maintenance program uses four primary treatments for the repair and maintenance of road surfaces: contracted roadway paving/preservation, maintenance paving/patching, chip/slurry seal applications, and crack sealing.

The Transportation Engineering & Construction program will continue to provide the technical services of project scoping, planning, survey, design, construction inspection, project management, and program administration for capital and large-scale maintenance projects.

The Traffic Safety program operates the County's traffic signals, manages safety projects, and provides education and outreach to the public.

The Transportation Development Review program expenses are primarily staffing expenses. This group performs the plan review and inspection of civil drawings for parking and public improvements.

The Long Range Transportation Planning program continues to focus on its role of coordinating with local and regional partners, working with the North Clackamas School District to identify key routes where improvements create safer places for children to bike and walk to school, the implementation of the ADA transition plan and other transportation planning activities. In addition, this program will be starting a major update to the County's Transportation System Plan.

Significant Issues and Changes

The passage of House Bill 2017 provided the relief of some additional road funding that continues to increase over its 10 year phase-in, ultimately forecasted to provide an additional \$13 million each year for Clackamas County transportation programs.

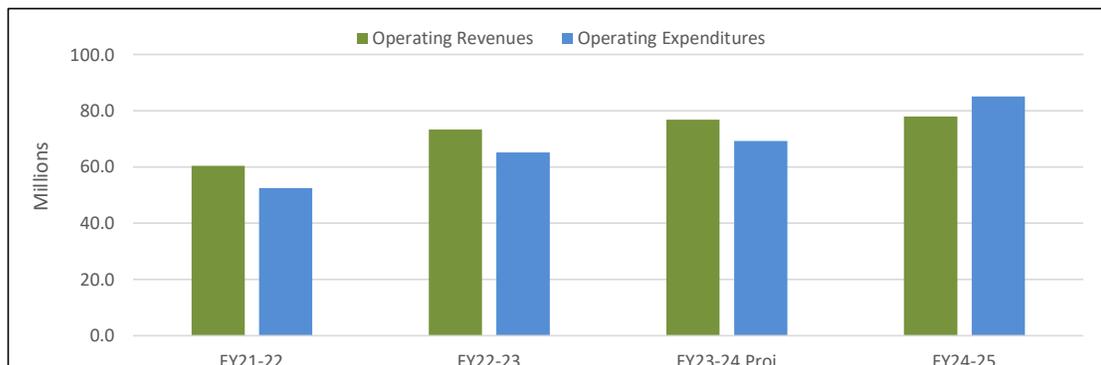
The Community Road Fund program tracks the collection, distribution, and expense of the countywide Vehicle Registration Fee, which went into effect on registrations renewing in January 2020. The county has committed to spending approximately \$5.5 million per year of Clackamas County revenue on three major road priorities: congestion relief, local road maintenance, and safety improvements.

The road fund does not have a sustainable funding source for capital projects. This is due to funding being largely dependent on state and federal funds and programs that may or may not exist in the future. We forecast that we can only fund 15% of our 20-year Transportation System Plan (TSP) (Tier 1).



Road (215)

<i>Resources and Requirements by Fund</i>	FY21-22 Actual	FY22-23 Actual	FY23-24 Amended	FY23-24 Projected YE	FY24-25 Adopted
<u>Resources by Category</u>					
Beginning Fund Balance	51,628,806	53,138,868	48,147,496	55,451,564	56,620,668
Current Revenues					
Federal, State, Local, All Other Gifts & Donations	42,823,044	53,769,830	57,189,759	50,743,075	54,785,260
Charges, Fees, License, Permits, Fines, Assessments	16,872,851	15,868,440	16,520,965	16,829,182	16,552,047
Revenue from Bonds & Other Debts	142,987	45,588	182,604	31,826	60,665
All Other Revenue Resources	314,567	3,263,826	552,685	2,003,575	1,500,209
Other Interfund Transfers	-	432,429	5,593,315	7,050,949	5,010,532
General Fund Support	165,105	-	257,961	257,961	-
Subtotal Current Revenues	60,318,553	73,380,113	80,297,289	76,916,567	77,908,713
Total Resources	111,947,359	126,518,981	128,444,785	132,368,132	134,529,382
<u>Requirements by Category</u>					
Operating Expenditures					
Personnel Services	18,108,889	19,177,525	23,908,737	21,111,408	24,917,354
Materials and Services	15,047,518	21,617,744	31,060,274	30,069,817	31,340,942
Capital Outlay	19,288,321	24,406,882	32,413,518	18,080,110	28,921,928
Subtotal Operating Expenditures	52,444,728	65,202,151	87,382,529	69,261,336	85,180,225
Special Payments	5,083,357	4,481,310	6,158,754	5,081,400	5,679,400
Transfers	1,280,406	1,383,956	2,567,585	1,404,727	3,063,835
Reserve for Future Expenditures	-	-	15,435,092	-	23,605,922
Contingency	-	-	16,900,825	-	17,000,000
Total Requirements	58,808,491	71,067,417	128,444,785	75,747,463	134,529,382
Revenue Less Expenses	53,138,868	55,451,564	-	56,620,668	-





Description of Fund

The Property Resources Fund includes two programs, the Tax Title Land Program and the Property Disposition Program.

The Tax Title Land Program accounts for tax foreclosed property proceeds. The County annually forecloses upon tax-delinquent properties following a six-year notification process. After the sixth year of delinquency, the property is deeded to the County in place of the uncollected taxes. The properties are then typically sold at public auction. The Tax Title Land Program receives the proceeds from the sale of those properties. In return, it reimburses the Property Disposition Program for all costs associated with the management and disposal of the foreclosed properties. Before FY 2023-2024, any funds remaining were distributed to the taxing districts of the County. The Tyler vs. Hennepin Supreme Court finding directs surplus funds from the sale of tax foreclosed properties to be returned to the prior property owner. Clackamas County has policies and procedures to ensure former owners are notified of potential surplus funds and provided an opportunity to claim them.

The Property Disposition Program is responsible for the management and disposition of County real properties. It is generally self-supporting and is not dependent upon the County's General Fund. Areas of responsibility include:

- Managing and disposing of surplus real properties that are deeded to the County through statutory tax foreclosure through a public oral auction, transferred to another county department, county agency, or municipality, or through a private sale.
- Providing property management services including title/deed documentation, inspection, maintenance, marketing, contracting, and administration as needed to the tax foreclosed real properties until properties can be sold or transferred.

Revenue Summary

The primary source of revenue for this fund is receipts from the sale of tax-foreclosed properties generated by an auction or private sale.

Expenditure Summary

Tax Title Land Program expenditures include an internal county charge paid to the Property Disposition Program to reimburse the program for costs related to the management of tax foreclosed properties in Clackamas County.

Property Disposition Program expenditures include a Property Agent position and other expenditures including legal services, property management services, and other costs associated with the holding, sale, and transfer of surplus real properties.

Significant Issues & Changes

- Before fiscal year 2023-2024, per ORS Chapter 275, when net proceeds from surplus property sales and transfers exceeded Tax Title Land program expenses, excess funds were distributed to all taxing entities

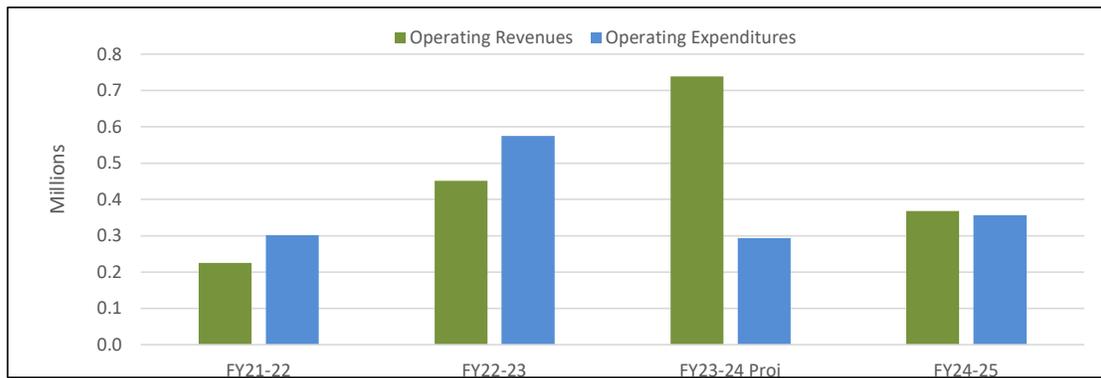
within Clackamas County. Since the Tyler vs. Hennepin Supreme Court finding requires that all excess funds from a property sale be returned to either the former owner or an eligible claimant, funds are now retained and processed in accordance with surplus funds policy and procedures.

- The Tyler vs. Hennepin Supreme Court case may change how this program is funded; since the county is restricted in what funds can be held from foreclosed property sales. The county is currently seeking guidance from the Oregon Department of Revenue regarding allowable costs.



Property Resources (218)

<i>Resources and Requirements by Fund</i>	FY21-22	FY22-23	FY23-24	FY23-24	FY24-25
	Actual	Actual	Amended	Projected YE	Adopted
<u>Resources by Category</u>					
Beginning Fund Balance	2,495,487	2,418,425	2,380,168	2,294,653	2,361,588
Current Revenues					
Charges, Fees, License, Permits, Fines, Assessments	-	300,000	400,000	-	-
Revenue from Bonds & Other Debts	10,500	-	-	-	-
All Other Revenue Resources	214,737	150,859	295,711	360,145	247,194
Other Interfund Transfers	-	-	-	378,949	120,854
Subtotal Current Revenues	225,237	450,859	695,711	739,095	368,048
Total Resources	<u>2,720,723</u>	<u>2,869,284</u>	<u>3,075,879</u>	<u>3,033,748</u>	<u>2,729,637</u>
<u>Requirements by Category</u>					
Operating Expenditures					
Personnel Services	85,839	163,449	175,412	174,684	185,830
Materials and Services	216,461	411,181	621,300	118,526	170,717
Capital Outlay	-	-	5,000	-	-
Subtotal Operating Expenditures	302,299	574,630	801,712	293,210	356,547
Special Payments	-	-	249,047	-	-
Transfers	-	-	-	378,949	120,854
Reserve for Future Expenditures	-	-	1,268,729	-	1,510,048
Contingency	-	-	756,391	-	742,188
Total Requirements	<u>302,297</u>	<u>574,630</u>	<u>3,075,879</u>	<u>672,160</u>	<u>2,729,637</u>
Revenue Less Expenses	2,418,426	2,294,653	-	2,361,588	-





Description of Fund

The Transportation System Development Charge (TSDC) Program was established in 1993 to construct new road facilities and to address the increased capacity needs in arterial, boulevard, connector, and collector roads resulting from new development throughout the County. New and expanded development in Clackamas County will use existing excess road capacity. These developments contribute to the need for increased capacity roads and the development charge provides the developer's share of the funding for increasing the capacity of these facilities, based on the vehicle trips being generated. The TSDC equitably spreads the cost of these increased capacity road projects to new and expanded development within Clackamas County.

Historically, the county had two funds for collecting transportation system development charges. We combined these two funds and track the revenue using unique program numbers.

- Countywide TSDCs collected in the unincorporated area are receipted into Fund 223 to track the revenue and expenses, the use of which is restricted by the Oregon Revised Statutes.
- With the dissolution of the Joint District on January 1, 2018, we chose to move the County's distribution of Joint Area funds into Fund 223 to be held for future county projects within the Joint District boundary.

Revenue Summary

Revenues for the Transportation System Development Charge Program are included in the total permit fees that are collected for on-site development and building permits that are issued approving development that increases vehicle trips. This can include new construction and redevelopment projects that change the use of the site.

Expenditure Summary

Funds are transferred as needed as eligible projects are brought from the preliminary planning and design stage through to the construction phase.

Significant Issues & Changes

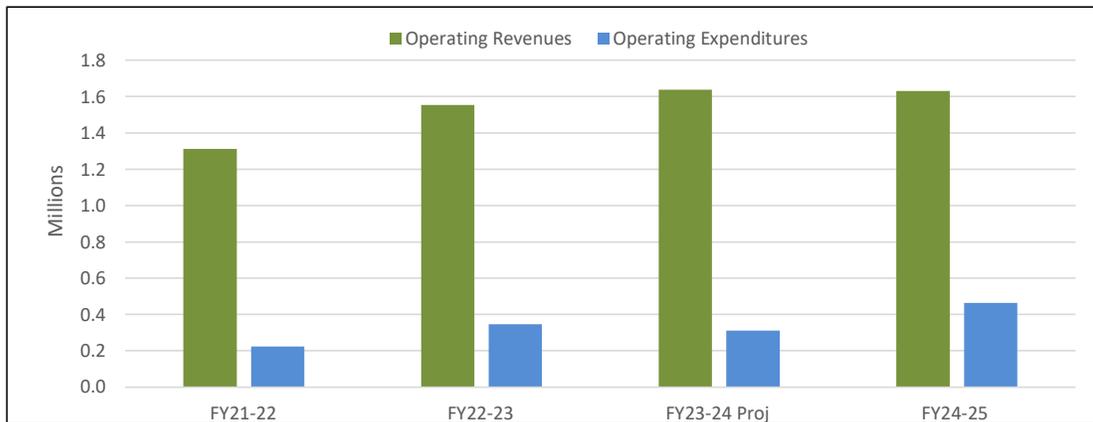
The SDC revenue requires a matching revenue source. Only a percentage of each project in the area can be funded with system development charges. The amount eligible for SDC funding is based on the additional transportation capacity needed to serve new development that will use existing excess road capacity. Before the collected TSDC revenue can be applied to an active project the county must identify the additional revenue source(s).

Clackamas County staff has strived to use this revenue on eligible projects in conjunction with secured federal, state, and local funding sources as funding becomes available. Pairing these limited funding sources is the most efficient method of using SDC funding to construct needed capacity improvements in the county.



Countywide Transportation SDC (223)

<i>Resources and Requirements by Fund</i>	FY21-22	FY22-23	FY23-24	FY23-24	FY24-25
	Actual	Actual	Amended	Projected YE	Adopted
Resources by Category					
Beginning Fund Balance	18,088,294	18,100,528	17,776,800	18,974,995	18,664,548
Current Revenues					
Charges, Fees, License, Permits, Fines, Assessments	1,241,867	1,195,856	1,772,200	1,037,000	1,030,300
All Other Revenue Resources	69,338	357,559	150,000	600,000	600,000
Subtotal Current Revenues	1,311,204	1,553,415	1,922,200	1,637,000	1,630,300
Total Resources	19,399,499	19,653,943	19,699,000	20,611,995	20,294,848
Requirements by Category					
Operating Expenditures					
Materials and Services	140,971	166,601	370,488	311,488	464,697
Capital Outlay	81,339	179,919	-	-	-
Subtotal Operating Expenditures	222,310	346,520	370,488	311,488	464,697
Special Payments	1,076,661	-	-	-	-
Transfers	-	332,429	3,987,711	1,635,959	2,752,932
Reserve for Future Expenditures	-	-	9,840,801	-	11,577,219
Contingency	-	-	5,500,000	-	5,500,000
Total Requirements	1,298,971	678,948	19,699,000	1,947,447	20,294,848
Revenue Less Expense	18,100,528	18,974,995	-	18,664,548	-





Description of Fund

The Public Land Corner Preservation Fund (PLCPF) was originally authorized by the Oregon Legislature in 1985 to provide a funding mechanism for the preservation and re-establishment of the Public Land Survey System (PLSS), which was originally implemented by the Federal Government in the early-1850s. Oregon Law places the responsibility for the preservation and maintenance of the PLSS with the County Surveyor.

These monuments (survey markers) comprise the basic infrastructure of all property descriptions in Clackamas County and Oregon. The PLSS monuments are used by surveyors, map makers, planners, GIS systems, local, state, and federal agencies, and the public to establish the boundaries of the property. This fund exists to maintain, protect and re-monument those survey markers in Clackamas County.

Revenue Summary

The Public Land Corner Preservation Fund is funded entirely by a fee collected by the County Clerk when a document is recorded conveying an interest in real property. These documents include deeds, easements, mortgages, and other documents related to real property. Increasing interest rates greatly impact this fund's revenue, with low interest rates increasing funding and high rates resulting in lower revenue.

Expenditure Summary

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

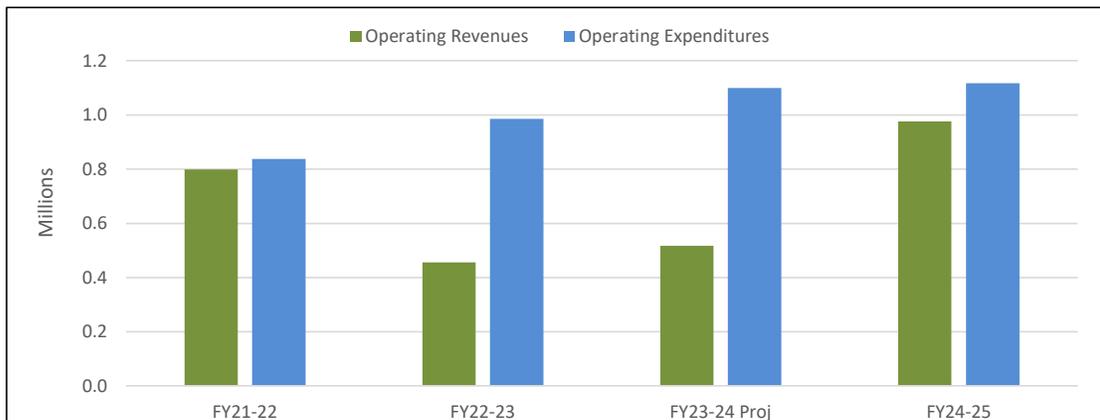
Significant Issues & Changes

The current fee of \$10 for each recorded document was established in 1985 and has not been legislatively approved for an increase since that time. Therefore, the need to monitor expenses is crucial since the revenue does not keep up with inflation and current costs.



Public Land Corner Preservation (224)

<i>Resources and Requirements by Fund</i>	FY21-22	FY22-23	FY23-24	FY23-24	FY24-25
	Actual	Actual	Amended	Projected YE	Adopted
<u>Resources by Category</u>					
Beginning Fund Balance	1,508,968	1,471,280	1,044,189	942,121	359,202
Current Revenues					
Charges, Fees, License, Permits, Fines, Assessments	791,452	367,136	442,808	486,805	966,611
All Other Revenue Resources	7,903	88,794	-	29,900	9,967
Subtotal Current Revenues	799,355	455,930	442,808	516,705	976,577
Total Resources	<u>2,308,324</u>	<u>1,927,210</u>	<u>1,486,997</u>	<u>1,458,825</u>	<u>1,335,779</u>
<u>Requirements by Category</u>					
Operating Expenditures					
Personnel Services	658,485	791,587	897,117	888,358	896,084
Materials and Services	168,058	164,583	210,138	211,265	221,028
Capital Outlay	10,500	28,919	-	-	-
Subtotal Operating Expenditures	837,043	985,089	1,107,255	1,099,623	1,117,112
Reserve for Future Expenditures	-	-	219,433	-	-
Contingency	-	-	160,309	-	218,667
Total Requirements	<u>837,043</u>	<u>985,089</u>	<u>1,486,997</u>	<u>1,099,623</u>	<u>1,335,779</u>
Revenue Less Expense	1,471,280	942,121	-	359,202	-





Description of Fund

This fund is used to track:

In March, the American Rescue Plan Act of 2021 (ARPA) was signed into law. The bill gives emergency funding for state, local, territorial, and tribal governments to provide relief to support public health response work and equitable economic recovery.

Opioid Settlement Funding: In April 2024, the opioid funding was transferred from the General Fund to the Special Grants Fund. The use of these funds is limited to programs that provide opioid prevention, treatment, and recovery services at the local level.

Revenue Summary

The \$55 million in ARPA and Opioid funding is budgeted in the Beginning Fund Balance, Federal, State, Local, All Other Gifts & Donations, and Other Revenue Resources.

Expenditure Summary

These funds are budgeted in the following categories, Personnel Services, Materials and Services, Capital Outlay, and Special Payments. As funding is awarded, budget amendments may be necessary to ensure compliance with Oregon Local Budget Law.

Significant Issues & Changes

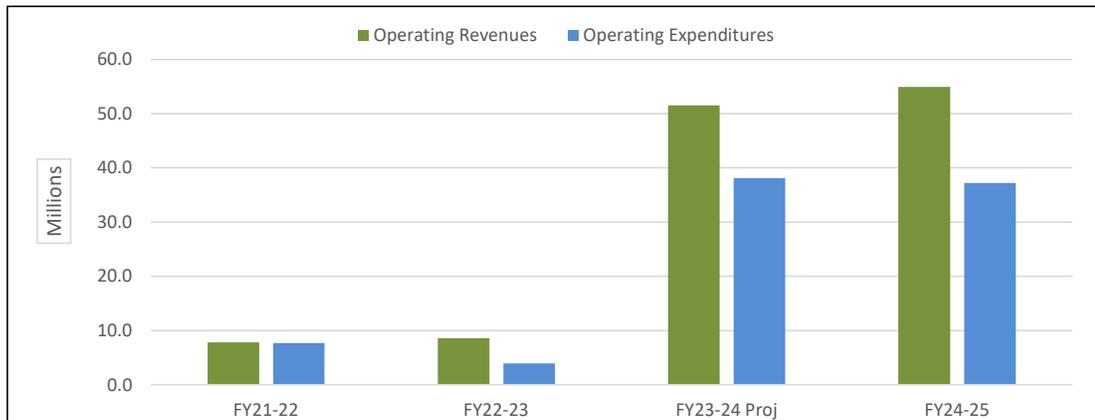
The ARPA funding is a historic grant that has given jurisdictions a great opportunity. With a historic opportunity comes challenges. These challenges include reporting requirements to the US Treasury. Many of the reporting requirements are very detailed and create a burden for some organizations that may receive the funds. It is important as the stewards of this funding to ensure that all receiving departments are appropriately educated and prepared to receive federal funds and provide support throughout the funding period.



Special Grants (230)

<i>Resources and Requirements by Fund</i>	FY21-22	FY22-23	FY23-24	FY23-24	FY24-25
	Actual	Actual	Amended	Projected YE	Adopted
Resources by Category					
Beginning Fund Balance	8,715	107,419	300,000	4,100,350	55,923
Current Revenues					
Federal, State, Local, All Other Gifts & Donations	7,640,588	4,504,691	47,914,509	47,766,927	47,651,373
All Other Revenue Resources	143,291	4,062,860	8,442,824	3,739,000	7,296,146
Subtotal Current Revenues	7,783,879	8,567,551	56,357,333	51,505,927	54,947,519
Total Resources	7,792,594	8,674,970	56,657,333	55,606,277	55,003,443
Requirements by Category					
Operating Expenditures					
Personnel Services	5,862,540	768,400	1,146,244	1,313,447	865,119
Materials and Services	1,463,310	2,223,407	5,995,556	15,305,544	11,134,454
Capital Outlay	359,326	887,822	34,415,584	21,510,106	25,179,939
Subtotal Operating Expenditures	7,685,176	3,879,629	41,557,384	38,129,097	37,179,513
Special Payments	-	694,990	9,696,125	17,421,258	17,823,930
Contingency	-	-	5,403,824	-	-
Total Requirements	7,685,176	4,574,619	56,657,333	55,550,355	55,003,443

Revenue Less Expense 107,419 4,100,350 - 55,922 -





Description of Fund

The Health, Housing, and Human Services (H3S) Fund aligns its programs with the Clackamas County priority areas to Ensure Healthy, Safe, and Secure Communities and a Vibrant Economy. The H3S Fund accounts for the H3S Director's Office, the Behavioral Health Division, the Children, Family and Community Connections Division, the Housing & Community Development Division, the Public Health Division, and the Social Services Division. Clackamas Health Centers and the Housing Authority of Clackamas County are accounted for in their respective funds. The overall management of the H3S Fund, the Health Centers Fund, and the Housing Authority Fund is through the H3S Director's Office, which provides departmental oversight of programs, services, contracts, procurement, budget, finance, grants, personnel, quality improvement, and performance management for the entire department.

Revenue Summary

The H3S Fund's total revenue is \$322,598,457, which is primarily local, state, and federal grants. The H3S Fund is also supported through contracts, fees, fines, licenses, and charges for services, including patient fees and inspection fees. The H3S Fund is budgeted to receive \$10,004,633 in General Fund support, which funds programs and leverages more than \$300 million in other local, state, and federal funding opportunities. The H3S Director's Office closely monitors revenues at all levels of the H3S Fund. The H3S Director's Office coordinates and manages all H3S lines of business to utilize funds efficiently, assures the greatest delivery of services with current resources, and strategically seeks new funding opportunities that are not dependent on the County General Fund.

Expenditure Summary

The H3S Fund supports 470.97 full-time employees (FTE). This is budgeted under Personnel Services, at \$68,399,306. Materials and Services are \$170,893,612. Items classified as Materials and Services include smaller line items, like office rental, postage, printing, and supplies, and larger line items, like internal services and contracted services. Contracted services are over \$125 million of that total (approximately 73%), which is largely programs and services contracted through community based organizations. Contingency is budgeted at \$18,571,261, which is restricted for program and service delivery. The H3S Fund continues to control costs while maintaining the highest level of effectiveness and delivery of quality services.

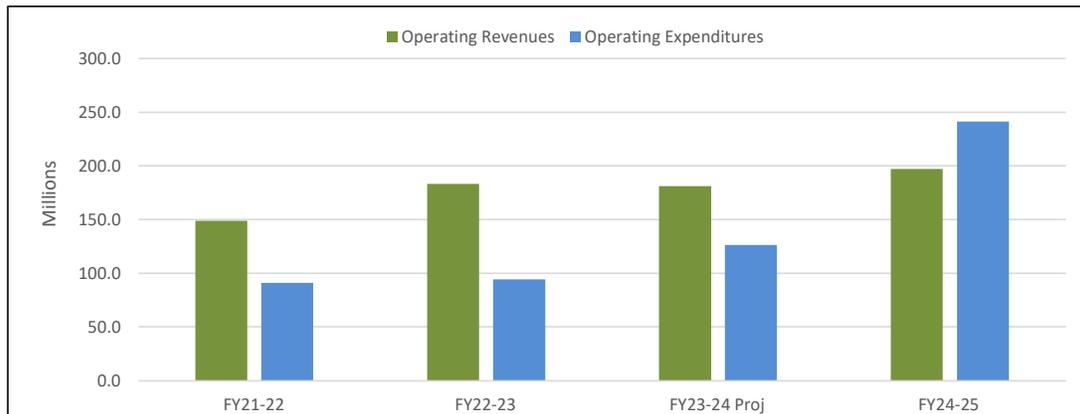
Significant Issues & Changes

The Health, Housing, and Human Services Fund has increased for FY 2024-25. This is largely a result of the continued and substantial increase in funding from the Supportive Housing Services (SHS) Measure, which is primarily budgeted within the Housing & Community Development Division (HCDD). HCDD continues to expand homeless services and is partnering with other H3S divisions to utilize SHS funds across the county's entire recovery-oriented system of care. Aside from this large increase, the H3S Fund has seen decreases in funding as the department has continued to spend down one-time resources allocated by local, state, and federal agencies in response to the COVID-19 pandemic. The H3S fund continues to face budget challenges due to increased internal infrastructure costs and uncertainty about funding levels from local, state, and federal sources.



Health, Housing & Human Services (240)

<i>Resources and Requirements by Fund</i>	FY21-22	FY22-23	FY23-24	FY23-24	FY24-25
	Actual	Actual	Amended	Projected YE	Adopted
Resources by Category					
Beginning Fund Balance	18,621,431	49,621,739	74,660,829	118,423,200	125,496,534
Current Revenues					
Federal, State, Local, All Other Gifts & Donations	123,171,920	160,781,283	141,869,819	157,918,991	171,610,942
Charges, Fees, License, Permits, Fines, Assessments	11,170,498	10,093,808	11,894,789	11,156,570	13,790,957
Revenue from Bonds & Other Debts	5,791,019	291,247	260,000	324,354	260,000
All Other Revenue Resources	396,572	2,790,790	1,178,851	2,467,283	1,435,391
Other Interfund Transfers	63,000	63,000	-	-	-
General Fund Support	8,310,448	9,248,520	11,036,356	9,301,323	10,004,633
Subtotal Current Revenues	148,903,458	183,268,649	166,239,815	181,168,521	197,101,923
Total Resources	167,524,889	232,890,388	240,900,644	299,591,721	322,598,458
Requirements by Category					
Operating Expenditures					
Personnel Services	42,524,530	48,933,666	64,610,383	53,433,313	68,399,306
Materials and Services	48,428,460	45,140,388	114,118,688	72,041,881	170,893,612
Capital Outlay	224,032	492,482	2,778,494	896,001	2,130,008
Subtotal Operating Expenditures	91,177,023	94,566,536	181,507,564	126,371,195	241,422,926
Debt Service	21,392	-	-	-	-
Special Payments	26,029,708	20,633,199	37,738,402	47,428,107	46,920,634
Transfers	12,213	12,213	1,001,816	295,885	953,570
Reserve for Future Expenditures	-	-	9,333,396	-	14,730,067
Contingency	-	-	11,319,466	-	18,571,261
Total Requirements	117,240,335	115,211,948	240,900,644	174,095,187	322,598,458
Revenue Less Expense	50,284,554	117,678,440	-	125,496,534	-





Description of Fund

The Clackamas Health Centers Fund aligns its programs with the Clackamas County priority areas to Ensure Healthy, Safe, and Secure Communities. The Clackamas Health Centers, a Federally Qualified Health Center (FQHC), is a mission-driven organization that works to promote the oral, physical, and mental health of its community members, and strives to prevent disease, injury, and disability.

Our clinics are in Clackamas, Gladstone, Milwaukie, Oregon City, Happy Valley, and Sandy for easy access by the community. Under Section 330 of the Public Health Service Act, the Health Centers Division provides health care to Oregon Health Plan members, Medicare recipients, and uninsured and underinsured families in Clackamas County.

The division is organized as follows:

Administration & Finance provides centralized administrative management services across all the division's service areas. Administrative services include quality improvement, medical records, contracts, policy development, and the management of the 340B Pharmacy Program, which provides discounted outpatient drugs. Financial services include medical billing, accounting, grant management, and budget.

Primary Care Program provides comprehensive health services at three primary care clinics. These resources allow comprehensive health services to be provided to patients focusing on the treatment and improvement of the physical and mental health of each patient.

Gladstone Pediatric Clinic and the School-based Health Centers Program provide comprehensive health services at one pediatric primary care clinic and four school-based health centers. These resources allow comprehensive health services to be provided to patients focusing on the treatment and improvement of the physical and mental health of each patient.

Dental Program provides comprehensive dental services at four dental clinics with the focus on treating and improving the oral health of each patient. Preventative dental services are also available at two school-based health centers.

Behavioral Health Centers Program provides a variety of mental health and addiction treatment services to children, adolescents, adults, and their families. Services include case management, individual and group therapy, short-term stabilization outside a hospital setting, and court-ordered mental health and addiction service programs.

Revenue Summary

The Health Centers Division projected FY24-25 budget is \$79.5 million. It receives the majority of its revenue from charges for services in conjunction with a combination of federal and state funding. Budget assumptions for FY24-25 revenue predict conservative growth in existing revenue streams when compared to FY23-24 budget totals.

Expenditure Summary

In the FY24-25 budget, personnel services costs account for about 64% of total expenditures and support 304.29 FTE. Materials and Services and Cost Allocations are operating expenditures, which account for 17% of the budget. The remaining 19% is budgeted as Contingency, which represents the resources available for unanticipated expenditures as well as funding for the behavioral health relocation. The use of contingency requires prior approval by the Board of County Commissioners and the Clackamas County Community Health Council.

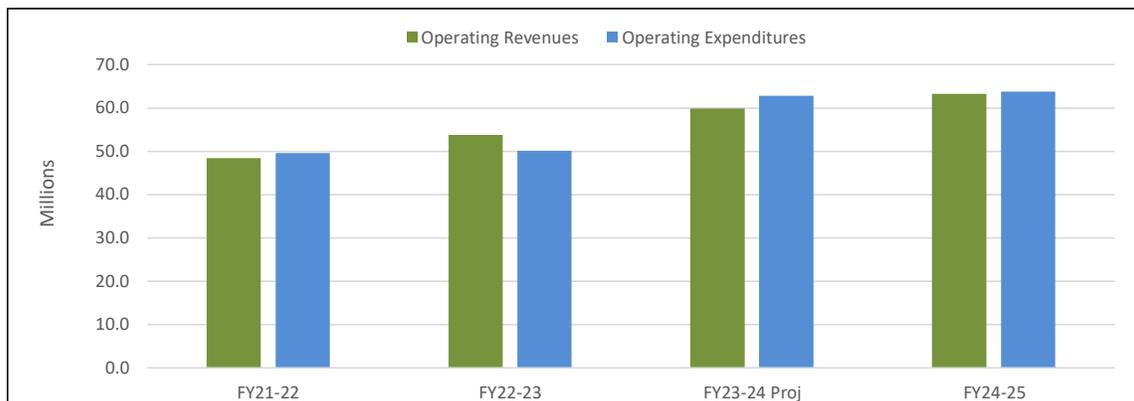
Significant Issues & Changes

Health Centers behavioral health services are transitioning from the Red Soils campus into a new clinic location on Lake Road, near Milwaukie. This transition is estimated to be completed during the first quarter of FY24-25, following renovation of the newly acquired location. In-person services will continue to be limited until construction is complete. Health Centers will continue to monitor and managing the costs associated with this transition. Additionally, monitoring and managing revenue and expenditures more generally, which can be impacted by federal and state legislation, will continue to be a top priority. Health Centers continues to work toward revenue growth, sustainable operations, and the expansion of health care services by investing in underserved areas.



Clackamas Health Centers (253)

<i>Resources and Requirements by Fund</i>	FY21-22	FY22-23	FY23-24	FY23-24	FY24-25
	Actual	Actual	Amended	Projected YE	Adopted
Resources by Category					
Beginning Fund Balance	17,472,869	16,308,015	16,771,886	19,942,402	16,300,298
Current Revenues					
Federal, State, Local, All Other Gifts & Donations	8,470,589	12,858,938	5,844,880	8,897,795	7,514,128
Charges, Fees, License, Permits, Fines, Assessments	38,892,006	40,466,174	50,129,898	41,999,541	55,186,475
Revenue from Bonds & Other Debts	45,963	45,963	7,045,960	7,045,960	45,970
All Other Revenue Resources	496,563	350,253	170,230	851,857	506,230
Other Interfund Transfers	-	-	1,000,000	1,000,000	-
General Fund Support	496,039	-	52,510	52,510	-
Subtotal Current Revenues	48,401,160	53,721,328	64,243,478	59,847,663	63,252,803
Total Resources	65,874,029	70,029,343	81,015,364	79,790,065	79,553,101
Requirements by Category					
Operating Expenditures					
Personnel Services	33,321,456	35,982,657	44,247,482	41,117,926	50,615,941
Materials and Services	11,346,124	13,213,449	11,995,996	13,355,542	13,204,368
Capital Outlay	4,898,434	890,835	9,323,500	8,324,429	-
Subtotal Operating Expenditures	49,566,014	50,086,941	65,566,978	62,797,897	63,820,309
Debt Service	-	-	60,000	60,000	-
Transfers	-	-	631,870	631,870	631,950
Contingency	-	-	14,756,516	-	15,100,842
Total Requirements	49,566,014	50,086,941	81,015,364	63,489,767	79,553,101
Revenue Less Expense	16,308,015	19,942,402	-	16,300,298	-





Description of Fund

In July 1980, Clackamas County voters, in a special election, approved the Transient Room Tax Ordinance. This ordinance and its amendment, voter-approved in September 1985, set forth a complex formula by which revenues collected by this tax were to be distributed. In June 1992, voters once again amended this ordinance, rewriting certain aspects of it. A nine-member citizen Tourism Development Council was appointed to oversee tourism development and promotion in Clackamas County.

In July 2020 Fund 255 became the main operating fund for all tourism programs, guided and directed by the Clackamas County Tourism Development Council (TDC) and delivered by Clackamas County Tourism. This change was made to streamline the County's accounting process and eliminate Fund 256 of the Tourism Development Fund.

Revenue Summary

New transient room tax receipts, anticipated at \$5.6 million, provide nearly all the revenue for this fund.

The Transient Room Tax Ordinance (TRT) specifies that after an allotment to the Clackamas County Fair and a 2% administrative fee taken by the Finance Department acting as the tax administrator are transferred out, "The balance shall be placed with the County Treasurer for deposit until transferred to the TDC monthly to pay expenditures authorized." This fund has become the repository for those transfers from the Transient Room Tax Fund. The remaining revenue is regional funds, interest, miscellaneous fees, sales, reimbursements, and monies carried forward from the prior fiscal year.

Expenditure Summary

The Clackamas County Fair is guaranteed an annual income indexed for inflation, under the amended Transient Room Tax Ordinance. The balance of all revenues collected, less a 2% administrative service charge (shown in materials and services), is distributed to the Tourism Development Council Fund. This fiscal year the interfund transfer reflects an expenditure of \$615,745 for the County Fair and \$ \$5,000,000 for the Tourism Development Council.

Significant Issues & Changes

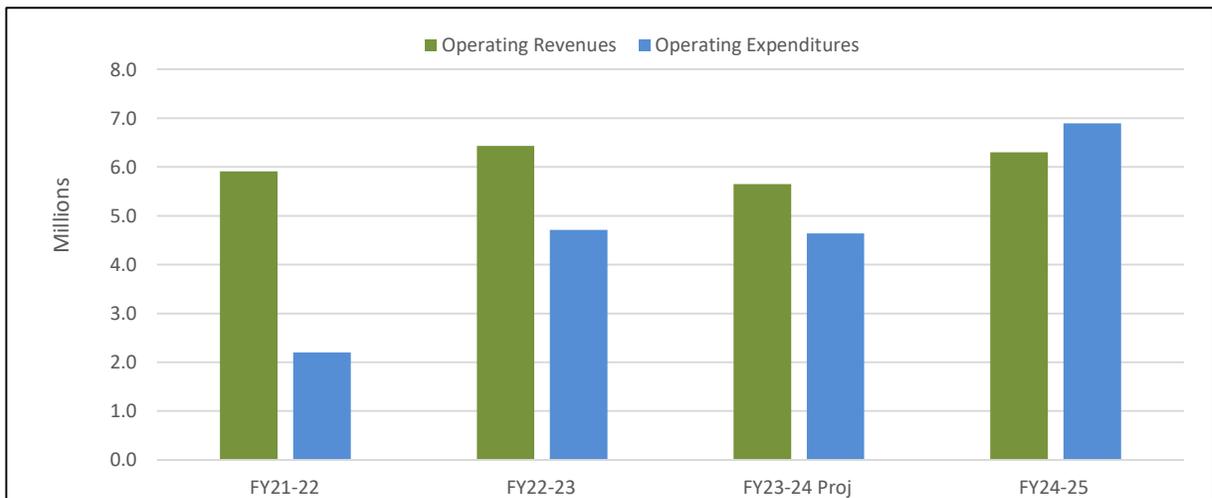
In FY19-20 TRT revenue dropped precipitously due to the pandemic. Revenue for FY 2020-21 was forecasted to be deeply impacted as well. As a result, Tourism reduced staff and programming but continued to implement the Tourism Master Plan on behalf of the TDC. Tourism became a division of County Administration. This impacted the County's revenue for the administration of the TRT by the Finance Department. There was no change to the revenue for the County Fair.

TRT collections in FY20-21, FY21-22, and FY22-23 were higher than anticipated. Transient Room Tax collections exceeded pre-pandemic levels in FY21-22 and FY22-23. The FY24-25 beginning fund balance continues to reflect the unique circumstances of the pandemic impact and recovery. Including significant carryover and maintaining the Tourism program contingency equal to one year of revenue so each fiscal year's budget spends the collections from the prior year. This is a change from budgeting before the pandemic when revenue was forecasted for collections for the same year. Carryover will be used for projects that support Tourism's 5-year strategic priorities.



Transient Lodging Tax (255)

<i>Resources and Requirements by Fund</i>	FY21-22	FY22-23	FY23-24	FY23-24	FY24-25
	Actual	Actual	Amended	Projected YE	Adopted
<u>Resources by Category</u>					
Beginning Fund Balance	3,186,872	6,382,569	7,126,829	7,402,015	6,712,125
Current Revenues					
Federal, State, Local, All Other Gifts & Donations	471,150	556,018	424,000	424,000	530,000
Revenue from Bonds & Other Debts	-	15,900	-	-	-
All Other Revenue Resources	5,438,293	5,857,400	5,249,961	5,224,961	5,765,000
Subtotal Current Revenues	5,909,443	6,429,318	5,673,961	5,648,961	6,295,000
Total Resources	9,096,315	12,811,888	12,800,790	13,050,976	13,007,125
<u>Requirements by Category</u>					
Operating Expenditures					
Personnel Services	990,589	1,264,816	1,516,984	1,526,154	1,636,299
Materials and Services	1,206,569	3,444,237	4,720,415	3,112,047	5,255,826
Subtotal Operating Expenditures	2,197,158	4,709,053	6,237,398	4,638,201	6,892,125
Special Payments	-	147,553	911,420	911,420	500,000
Transfers	516,588	553,266	789,230	789,230	615,000
Contingency	-	-	4,862,742	-	5,000,000
Total Requirements	2,713,746	5,409,872	12,800,790	6,338,851	13,007,125
Revenue Less Expense	6,382,569	7,402,016	-	6,712,125	-





Parks & Forestry (257)

Overview

Description of Fund

The Parks and Forestry Fund was established to maintain capital reserves to sustain ongoing park and forest capital and operations requirements. Timber harvest activity on County-owned forest land is currently receipted into the fund along with proceeds from land sales. The fund contains the County Parks Program and Forestry Program.

The Clackamas County Parks system was created in 1934 with the purchase of property from the Bear Creek Logging Company. This was followed in 1937 by a donation of contiguous property from the US Government under the Roosevelt Administration. This 300-acre property is now known as Eagle Fern Park. The park system has continued to grow, with most of its development occurring in the mid-1960s. Today, the County Parks Program employs full-time staff and hires numerous summer temporary employees to operate and maintain facilities to serve park patrons during the peak season.

The Forestry Program currently owns and manages 3,200 acres of forestlands. The lands are managed to have 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 Forestry Program operations and capital needs, along with contributing to the County Parks operations and capital repair and replacement budget.

Revenue Summary

Parks' revenue includes an interfund transfer from the Stone Creek Golf Club for operations, and a transfer from Forestry to support capital improvements. Parks also bring in revenue from fees and services. In addition, the County Parks Program will use its share of the Oregon State Parks RV Licensing distribution to fund deferred maintenance projects.

Forestry revenues include major timber sales, interfund transfer from the Department of Transportation and Development Office of Sustainability, and interest.

Expenditure Summary

County Parks personnel expenditures are a large portion of the County Parks Program budget. The County Parks Program will continue concentrating on operations and maintenance of the camping and day-use areas in the County parks and at the Boones Ferry Marina. Capital construction costs are also budgeted.

Forestry expenditures include personnel services. Materials and services will facilitate timber harvesting costs and provide for the reforestation of newly harvested forest stands.

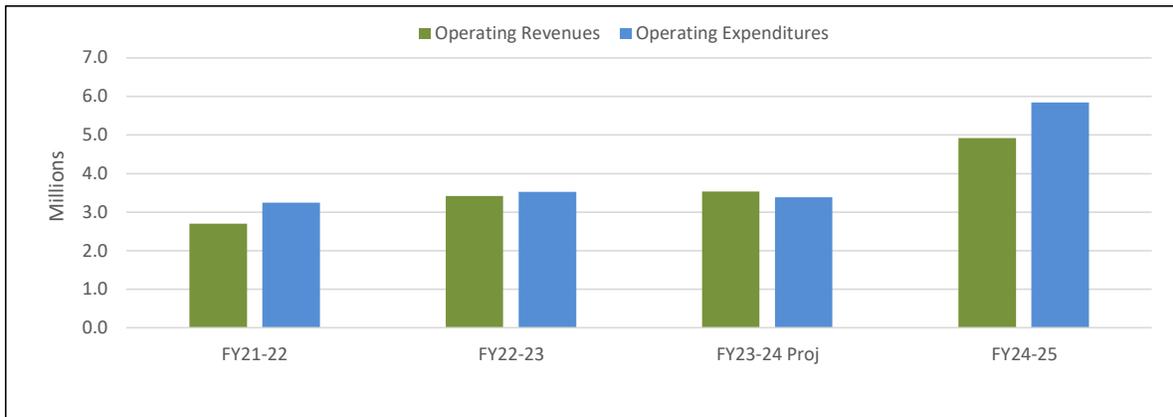
Significant Issues & Changes

- Parks plans to continue to leverage partnerships to accomplish maintenance and capital projects, including anticipating financial support through State Grants and Metro Bonds. Parks continue to provide safe, healthy outdoor recreational experiences, and continue to be a draw for travel and tourism dollars into our communities.
- In 2020, the Forestry program was significantly impacted by devastating wildfires. Approximately 400 acres of County Forest land were burned with several plantations being a total loss. Program activities focus on harvest activities, replanting, inter-planting, and pre-commercial thinning.

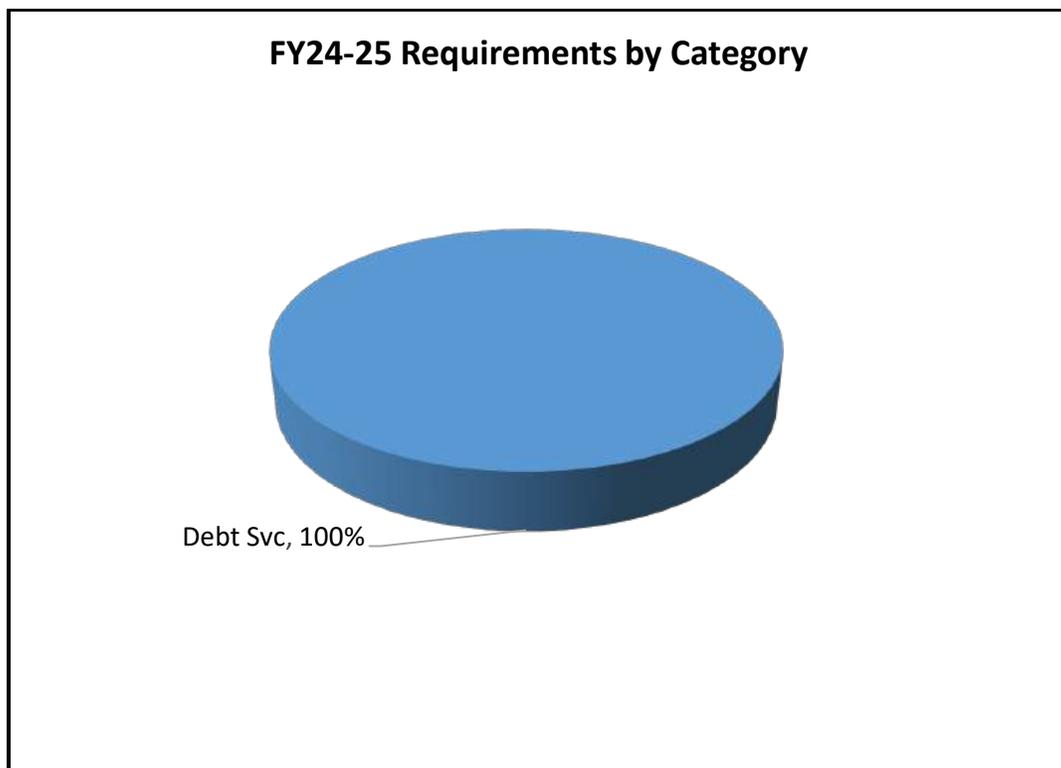
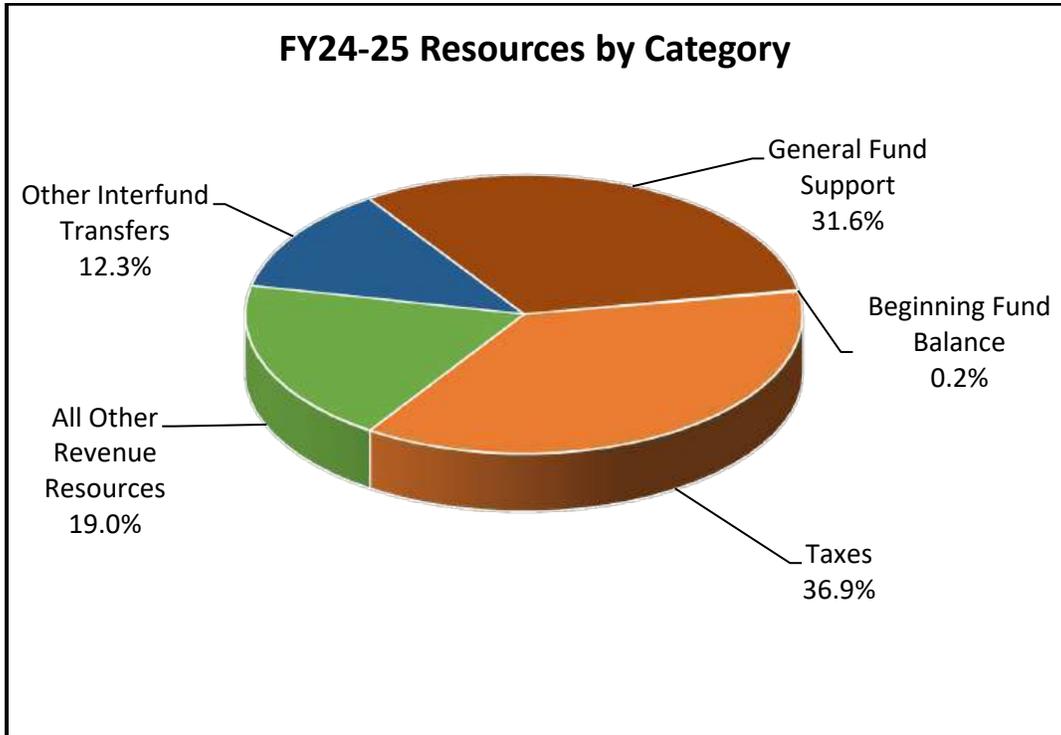


Parks & Forestry (257)

<i>Resources and Requirements by Fund</i>	FY21-22	FY22-23	FY23-24	FY23-24	FY24-25
	Actual	Actual	Amended	Projected YE	Adopted
Resources by Category					
Beginning Fund Balance	3,636,132	3,096,275	3,162,124	2,988,722	2,736,078
Current Revenues					
Federal, State, Local, All Other Gifts & Donations	603,975	1,089,828	951,787	552,962	1,102,350
Charges, Fees, License, Permits, Fines, Assessments	1,063,060	1,236,403	1,126,750	1,230,760	1,273,400
Revenue from Bonds & Other Debts	559,212	253,884	622,020	630,892	325,894
All Other Revenue Resources	276,816	357,964	2,040,815	418,430	1,514,080
Other Interfund Transfers	45,000	275,000	701,000	701,000	701,000
General Fund Support	153,910	202,934	-	-	-
Subtotal Current Revenues	2,701,973	3,416,013	5,442,372	3,534,044	4,916,724
Total Resources	6,338,104	6,512,288	8,604,496	6,522,766	7,652,802
Requirements by Category					
Operating Expenditures					
Personnel Services	1,550,666	1,588,855	1,771,501	1,667,184	1,917,089
Materials and Services	1,488,699	1,195,506	1,607,441	1,445,493	1,718,785
Capital Outlay	202,463	739,206	1,051,999	274,010	2,203,274
Subtotal Operating Expenditures	3,241,830	3,523,567	4,430,941	3,386,688	5,839,148
Transfers	-	-	400,000	400,000	400,000
Reserve for Future Expenditures	-	-	3,149,571	-	885,925
Contingency	-	-	623,983	-	527,729
Total Requirements	3,241,830	3,523,567	8,604,496	3,786,688	7,652,802
Revenue Less Expense	3,096,274	2,988,722	-	2,736,078	-



Debt Service Fund



Funds Included In This Section

Managing Department

320	Clackamas County Debt Service	Finance
321	Clackamas County Debt Service - General Obligation	Finance



Description of Fund

This fund was created to account for the debt service requirements of the various county issues in one common fund. Previously, each debt had its own fund.

Revenue Summary

Funding for debt service payments is provided from various sources including the General Fund, office rent, training center facility use, and local improvement district assessments.

Expenditure Summary

Principal and interest payments required to meet debt service obligations for each issue are tracked separately with unique project numbers. Total Principal payments in FY24-25 are budgeted at \$7.5 million and total Interest payments are \$2.3 million.

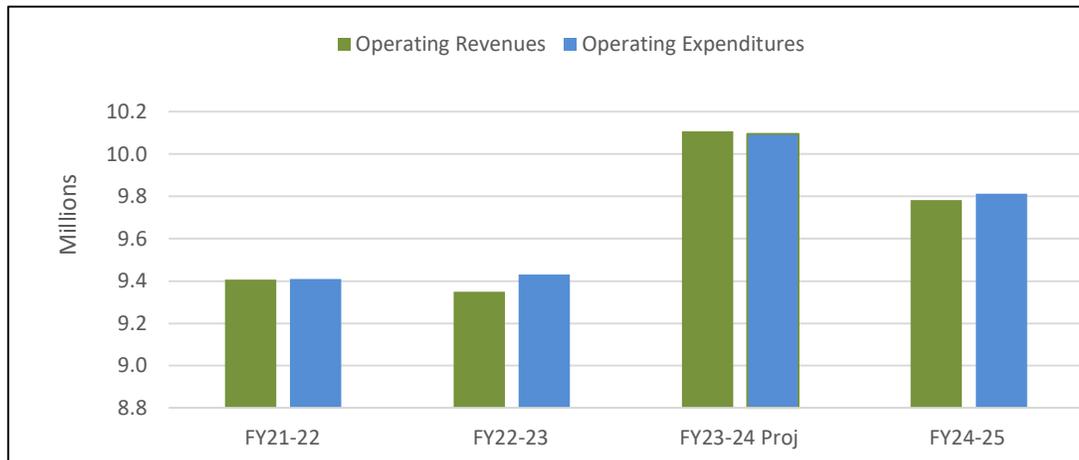
Significant Issues & Changes

None.



Clackamas County Debt Service (320)

<i>Resources and Requirements by Fund</i>	FY21-22	FY22-23	FY23-24	FY23-24	FY24-25
	Actual	Actual	Amended	Projected YE	Adopted
Resources by Category					
Beginning Fund Balance	100,968	98,217	-	18,054	30,054
Current Revenues					
Charges, Fees, License, Permits, Fin	-	304,570	-	-	-
All Other Revenue Resources	3,381,281	2,862,759	3,118,360	3,130,360	2,948,750
Other Interfund Transfers	1,280,406	1,283,956	1,913,830	1,913,830	1,915,157
General Fund Support	4,744,699	4,897,989	5,062,980	5,062,980	4,917,877
Subtotal Current Revenues	9,406,387	9,349,275	10,095,170	10,107,170	9,781,784
Total Resources	9,507,355	9,447,492	10,095,170	10,125,224	9,811,838
Requirements by Category					
Debt Service	9,409,138	9,429,438	10,095,170	10,095,170	9,811,838
Total Requirements	9,409,138	9,429,438	10,095,170	10,095,170	9,811,838
Revenue Less Expense	98,217	18,054	-	30,054	-





Description of Fund

The Clackamas County Debt Service Fund – General Obligation was created to account for property tax revenue and principal and interest payments of the 2016 General Obligation debt.

Revenue Summary

Revenue to satisfy the debt comes from property tax collections.

Expenditure Summary

Principal and interest payments required to meet debt service obligations for the current year are budgeted in this fund. FY24-25 budgeted principal payments are \$4.4 million and interest payments are \$1.4 million.

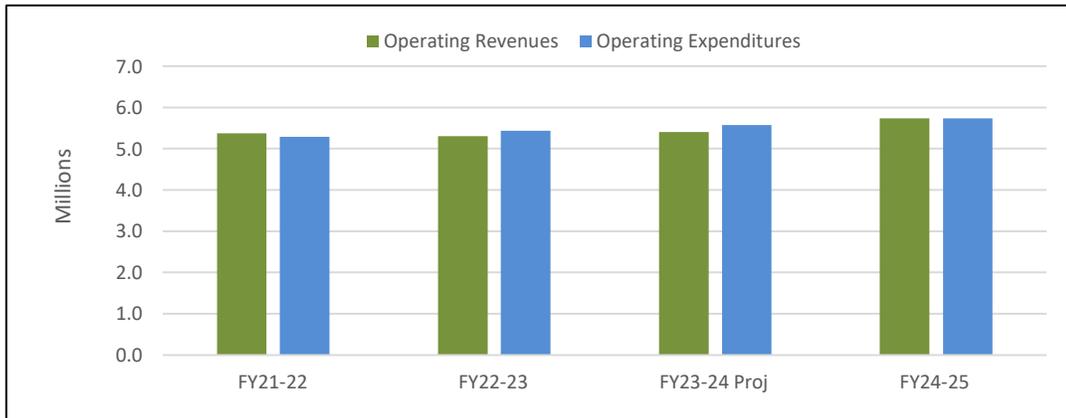
Significant Issues & Changes

Bonds were issued on December 1, 2016, for \$59.6 million and will mature on June 1, 2031 (15-year maturity).

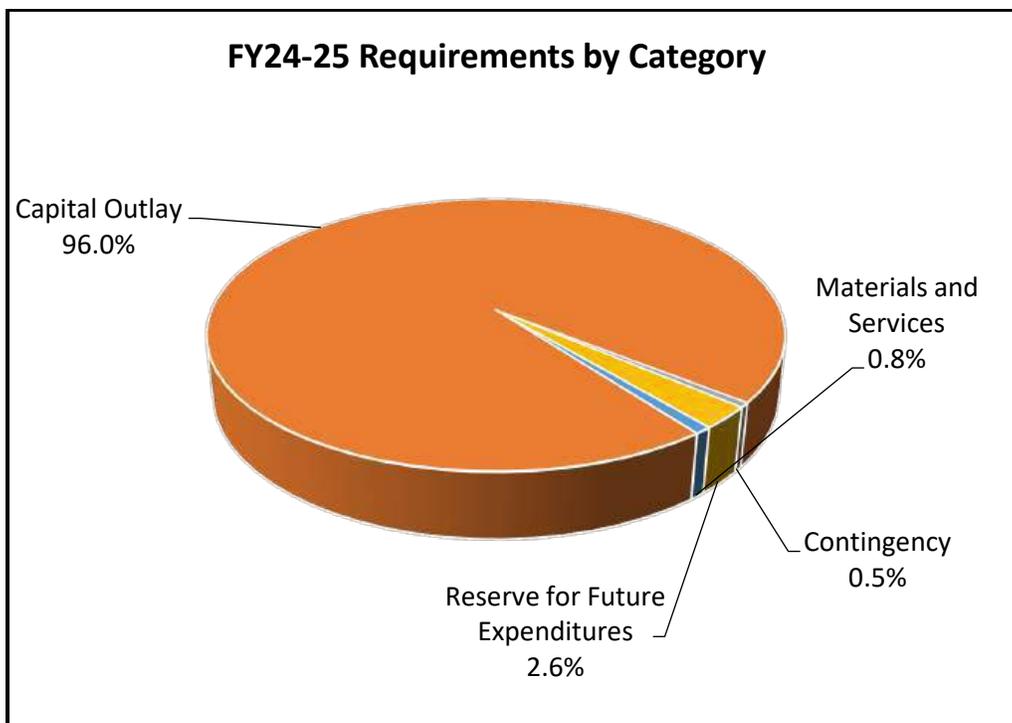
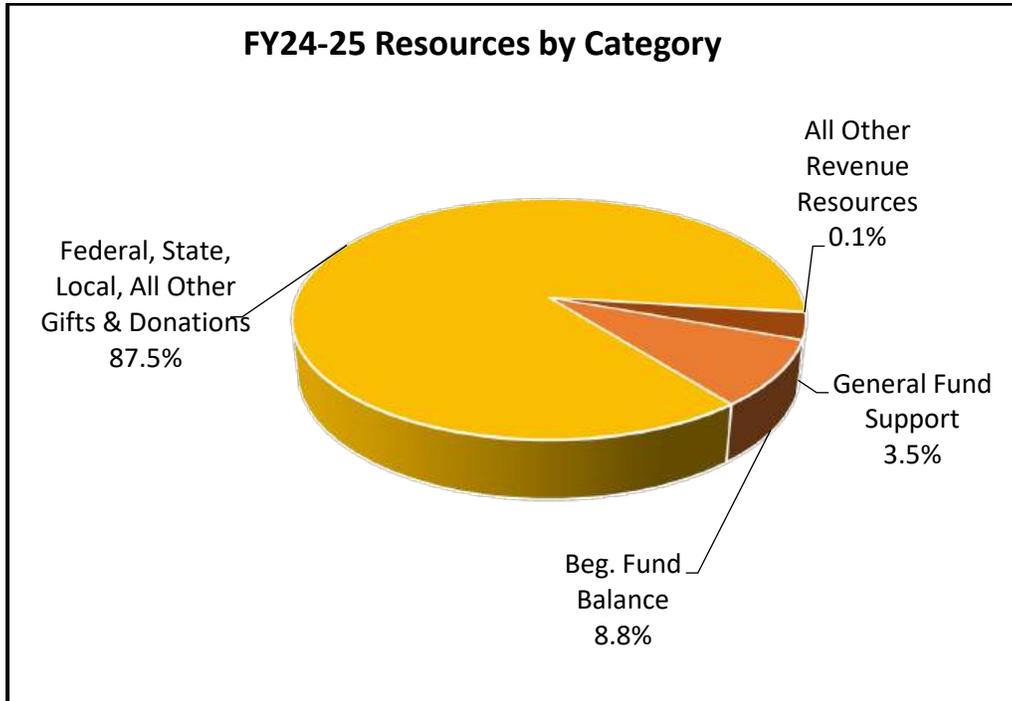


Clackamas County Debt Service - GO (321)

<i>Resources and Requirements by Fund</i>	FY21-22	FY22-23	FY23-24	FY23-24	FY24-25
	Actual	Actual	Amended	Projected YE	Adopted
Resources by Category					
Beginning Fund Balance	215,307	304,796	233,700	173,715	-
Current Revenues					
Taxes	5,366,492	5,232,540	5,343,800	5,391,000	5,735,325
Federal, State, Local, All Other Gifts & Donations	1,714	546	-	340	-
All Other Revenue Resources	10,858	71,658	3,900	16,345	-
Subtotal Current Revenues	5,379,064	5,304,744	5,347,700	5,407,685	5,735,325
Total Resources	5,594,371	5,609,540	5,581,400	5,581,400	5,735,325
Requirements by Category					
Debt Service	5,289,575	5,435,825	5,581,400	5,581,400	5,735,325
Total Requirements	5,289,575	5,435,825	5,581,400	5,581,400	5,735,325
Revenue Less Expense	304,796	173,715	-	-	-



Capital Projects Fund



Funds Included In This Section

420 Capital Projects

Managing Department

Finance



Capital Projects (420)

Overview

Description of Fund

The Capital Projects Fund was established to accumulate resources for new facilities and to fund improvements to county buildings and account for the expenditure of those resources.

Revenue Summary

Beginning Fund Balance represents prior year transfers received for existing projects still in progress. Each year, budgeted projects are funded with a mix of Beginning Fund Balance, new transfers, interest earnings, and other revenue. In FY24-25, the Courthouse construction project included State revenue that reimburses the County 50% for eligible related projects.

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 include \$4.7M to rebuild the Red Soils Campus' Parking Lot F, the northern section of Loop Rd, along with security upgrades. The fund has also established a \$3.9 million reserve balance.

Significant Issues & Changes

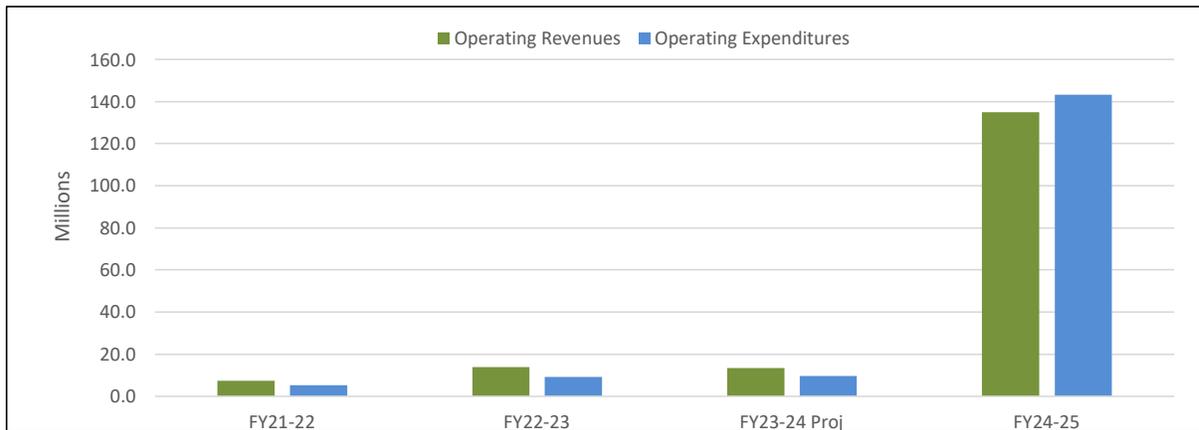
The Courthouse project was moved into this Capital Projects program at the end of FY20-21. The future construction, capital outlay, and maintenance projects are detailed in the Finance-Facilities Department budget.

The FY24-25 revenue includes \$1.2M in General Fund Support specific to the Courthouse project, and a State revenue matching contribution of \$129.5M to use towards the \$130.3M for the Courthouse Milestone payment.

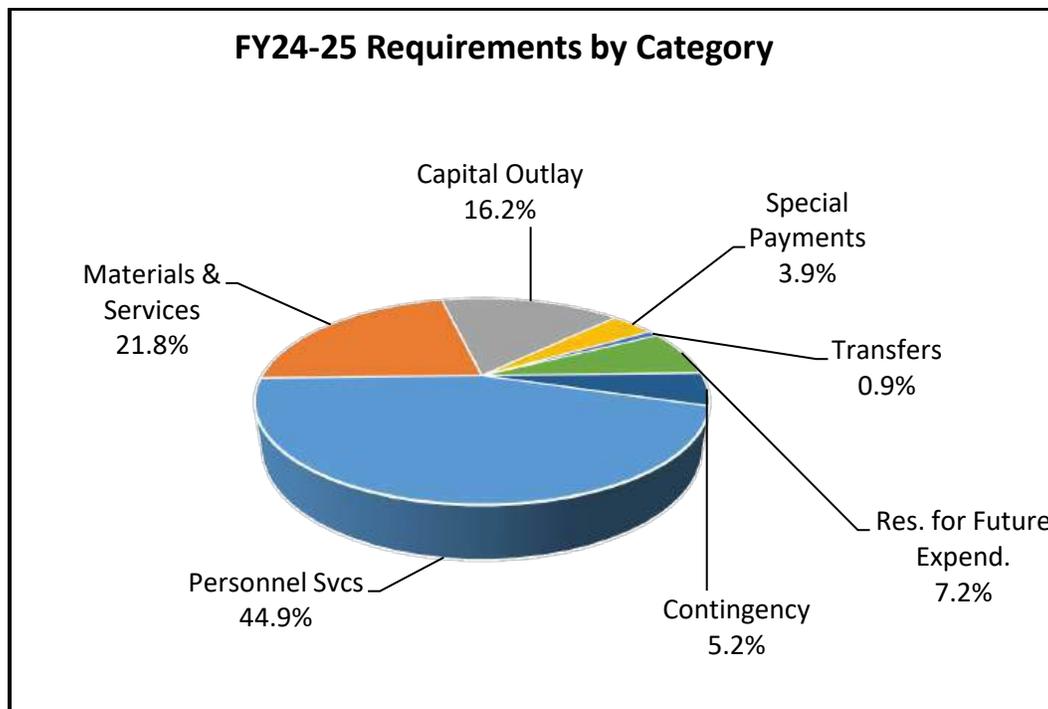
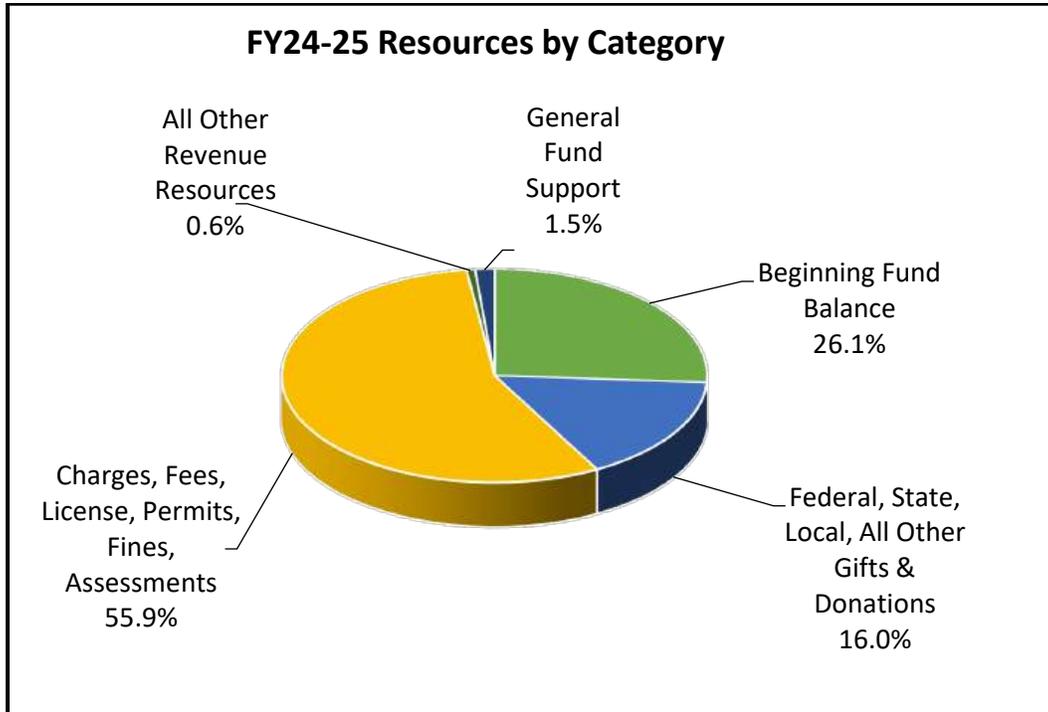


Capital Projects (420)

<i>Resources and Requirements by Fund</i>	FY21-22	FY22-23	FY23-24	FY23-24	FY24-25
	Actual	Actual	Amended	Projected YE	Adopted
Resources by Category					
Beginning Fund Balance	3,056,895	4,730,507	7,556,396	9,307,263	13,081,054
Current Revenues					
Federal, State, Local, All Other Gifts & Donations	1,268,261	3,818,065	6,600,000	7,737,416	129,500,000
All Other Revenue Resources	17,923	50,960	35,000	200,000	200,000
Other Interfund Transfers	-	1,800,000	-	-	-
General Fund Support	6,154,282	8,140,132	8,645,606	5,500,000	5,200,000
Subtotal Current Revenues	7,440,465	13,809,157	15,280,606	13,437,416	134,900,000
Total Resources	10,497,360	18,539,664	22,837,002	22,744,679	147,981,054
Requirements by Category					
Operating Expenditures					
Materials and Services	3,281,524	917,656	1,844,407	417,731	1,239,665
Capital Outlay	2,109,829	8,314,745	18,992,595	9,245,894	142,075,074
Subtotal Operating Expenditures	5,391,353	9,232,401	20,837,002	9,663,625	143,314,739
Reserve for Future Expenditures	-	-	2,000,000	-	3,860,335
Contingency	-	-	-	-	805,980
Total Requirements	5,391,353	9,232,401	22,837,002	9,663,625	147,981,054
Revenue Less Expense	5,106,007	9,307,263	-	13,081,054	-



Enterprise Fund



Funds Included In This Section

601 Stone Creek Golf Course
602 Clackamas Broadband Utility
605 911 Center

Managing Department

Department of Transportation & Development
Technology Services
C-COM 911



Description of Fund

The Stone Creek Golf Course Fund was established to deposit and disburse funds from the daily operations of the Stone Creek golf course. The land was purchased and developed by County Parks with the intent to generate a long-term sustainable revenue stream from golf course operations that would go directly to County Parks to support park operations and maintenance needs.

The Stone Creek Golf Club features a Peter Jacobsen/Jim Hardy scenically designed course with spectacular views of Mt. Hood and is an International Audubon Sanctuary. The golf course is laid out over 120 acres of land with old-growth Douglas Firs, lakes, four wetlands, and forty-three bunkers. The County contracts with Gordon Tolbert, owner of Total Golf Management Services, LLC (TGMS), who manages, operates, and maintains the golf course. Stone Creek has received several awards and recognitions over the years, most notably:

- Ranked #5 on golfpass.com's Golfer's Choice 2022: Best Golf Courses in Oregon
- Voted # 6 on the list of most Eco-Friendly Golf Courses in America by Links Golf Magazine – January 2013
- Oregon PGA Senior Player of the Year – Gordon Tolbert – 2013
- Pacific Northwest PGA Section Professional of the Year – Gordon Tolbert – 2010
- Environmental Leaders in Golf Award – National Public Winner 2008, Chapter Public Winner 2005, 2006, 2007, Merit Public Winner 2004
- Golf Digest Best Places to Play (4 Stars) – 2006-2007
- Voted # 1 Best Value in the Pacific Northwest – Brainstorm Magazine 2004

Revenue Summary

Revenue is composed primarily of golf course fees.

Expenditure Summary

Expenditures for contracted services to operate and maintain the golf course and the popular walking trail around the perimeter of the course make up the largest portion of the expenses. Operating equipment and land and building improvements for the golf course are also included in the budget each year.

Significant Issues & Changes

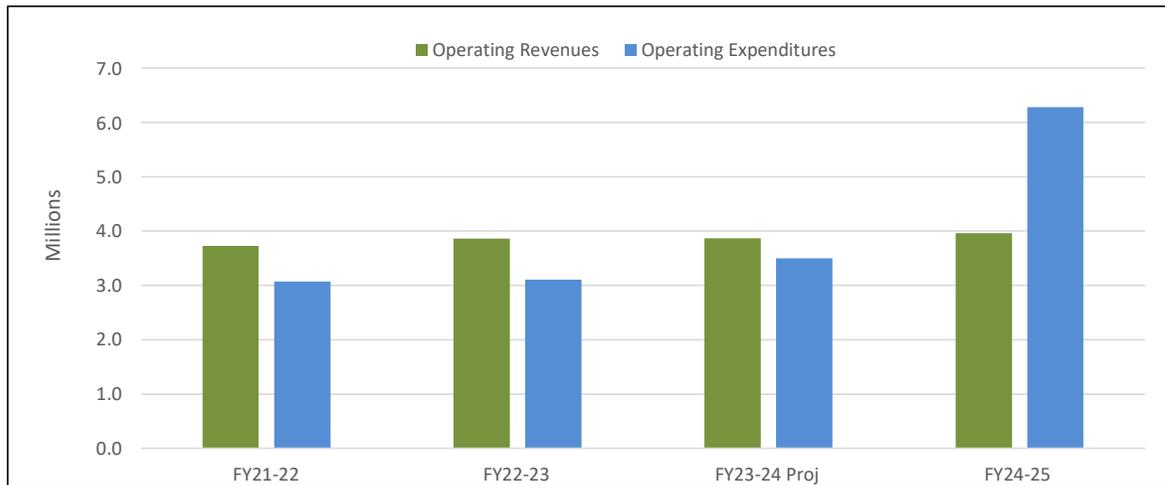
- The County is working with Total Golf Management Services, LLC (TGMS), the contracted management firm for the Stone Creek Golf Club, to set up a capital asset repair and replacement schedule to determine the funds that need to be set aside annually to pay for the future repair and replacement of the Stone Creek Golf Course Program's capital assets.
- The golf club is experiencing record revenues as golf continues to be a popular outdoor activity.
- The golf course irrigation system, the largest asset replacement project on the capital asset list, is nearing its end of life and will soon need to be replaced.



Stone Creek Golf Course (601)

<i>Resources and Requirements by Fund</i>	FY21-22	FY22-23	FY23-24	FY23-24	FY24-25
	Actual	Actual	Amended	Projected YE	Adopted
Resources by Category					
Beginning Fund Balance	2,188,398	2,845,189	2,659,381	3,328,783	3,474,004
Current Revenues					
Charges, Fees, License, Permits, Fines, Assessments	3,511,023	3,802,537	3,247,600	3,789,630	3,884,800
All Other Revenue Resources	215,784	59,997	43,201	79,551	74,990
Subtotal Current Revenues	3,726,808	3,862,533	3,290,801	3,869,181	3,959,790
Total Resources	5,915,205	6,707,722	5,950,182	7,197,964	7,433,793
Requirements by Category					
Operating Expenditures					
Materials and Services	2,735,454	3,035,584	3,135,783	3,203,960	3,180,057
Capital Outlay	334,562	68,355	1,650,000	295,000	3,100,000
Subtotal Operating Expenditures	3,070,017	3,103,939	4,785,783	3,498,960	6,280,057
Transfers	-	275,000	225,000	225,000	225,000
Contingency	-	-	939,399	-	928,736
Total Requirements	3,070,016	3,378,939	5,950,182	3,723,960	7,433,793

Revenue Less Expense 2,845,190 3,328,783 - 3,474,004 -





Description of Fund

The Clackamas Broadband eXchange (CBX) Fund was initially funded from federal and matching funds for the American Recovery and Reinvestment Act (ARRA) grant under the Broadband Technology Opportunities Program (BTOP) grant project. With the completion of the grant in September 2013, the project has now moved into a self-support model much like a utility business. As such it has continued to slowly expand and grow through either self-funded or customer-funded construction. In FY2021-22, the County received an American Rescue Plan Act (ARPA) Grant of which CBX tentatively awarded \$10.1M to expand broadband into under-served areas of the County. Phase 1 and Phase 2 of the project budgeted for \$7.6M in FY2023-24. Primary activities include:

- Management of the Clackamas Broadband eXchange capital, engineering, and construction funds, projects, and personnel for continued expansion of dark fiber infrastructure.
- Coordination of all project contractors including engineering, design, environmental, and construction.
- Coordination with all required agencies, partners, companies, and clients.
- Coordination with partner Internet Providers on utilization/expansion of CBX, partner projects in the delivery of Internet services, and programs for improving access and increasing broadband speeds.
- Development and coordination of policies, procedures, outreach, and required documentation related to the management, construction, and operation of the CBX Project.
- Maintenance, repair, and monitoring (24*7*365) of services to maintain the fiber plant.
- Continued marketing and partnering with local agencies, telecom providers, and businesses to provide both sales opportunities for CBX and economic growth opportunities for the County.
- Where possible, development of partnerships with other agencies on the expansion of CBX services including Continuance of Operations services.
- Coordination with County departments such as Business & Economic Development to leverage CBX to assist in the marketing of the County to prospective businesses.
- Continued Coordination with County Administration and ISPs on options to utilize CBX to expand various services throughout the County and progress on the Board of County Commissioners' goal of Access for All.
- Continued research and application for grants, subsidies, or other funding sources to help expand CBX services.

Revenue Summary

Ongoing funding is either from grant sources or from fees assessed to connected sites and telecom/cable service providers utilizing the fiber. This revenue is expected to grow as additional connections are made and the fiber plant is expanded. CBX is also aggressively pursuing any qualified funding from State & Federal sources such as recovery or infrastructure funds.

Expenditure Summary

For FY24-25 the total initial fund 602 CBX budget is \$3,012,672 with the estimated remaining balance of the ARPA grant of \$7,100,000 for a total of \$10,112,672 combined for fund 602 and CBX ARPA funds in fund 230. The ARPA portion of the program is expected to last until 2026 so any unused ARPA funds will be rolled into the next FY until the ARPA work is completed.

Continued growth is expected as new reimbursed construction projects are added along with additional phases of ARPA funds. Expenditures planned for the fiscal year including staffing for the project manager, network engineer, and 4 fiber technicians (\$1,096,804 / 36.4% of fund 602) and fiber plant maintenance/repairs/relocations (\$306,000 / 10.2% of fund 602). Estimated construction costs could be

budgeted for \$1,000,000 (33.2% of fund 602). Any additional net revenue will be utilized in the construction of expanded fiber opportunities as funding permits or partnerships with other agencies and businesses.

Significant Issues & Changes

- Continued planning/construction for the expansion of the fiber plant as funding allows providing new business, service, and economic opportunities for agencies, businesses, and the public while remaining fully self-sufficient.
- Continued to develop partnerships with several local Telecommunication Companies.
- Completed ISP Partnership beta projects, connected the initial block of homes in the Kiwanis Road project.
- Additional expanded fiber plant to agencies in adjacent Counties (Washington and Multnomah).
- Changed the Denver hub route to the Bend hub as a backup for the potential loss of the Portland Internet connection.

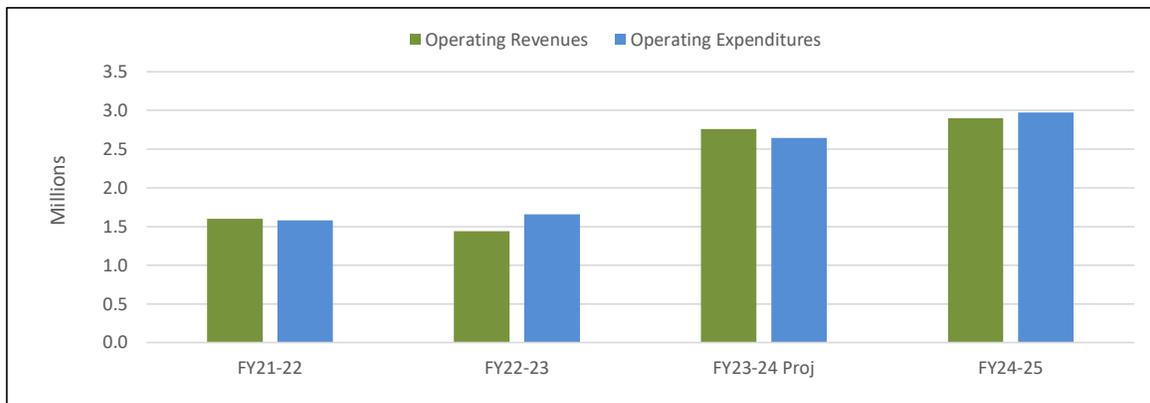
Goals for Next Fiscal Year

- Continue Marketing Program utilizing services of PGA and other sources to expand outreach.
- Continue to work with PGA in identifying and supporting legislation, both state and federal, that will be beneficial to the expansion of broadband in Clackamas County.
- Continue to implement and expand the Business Plan to include the creation of more partnerships with local ISPs and identification of proposed under-served areas to expand Internet services provided by the partner ISPs.
- Maintain positive revenue growth to increase maintenance coverage and capital construction budgets.
- Continue to sell new services via the 3rd route to an Internet Point-of-Presence in Bend, Oregon for COOP redundancy
- Continued coordination with the Department of Business and Economic Development into potential partnerships with local businesses. Research potential incentive programs to promote the development of knowledge-based and home-based businesses.
- Develop a program for partnership with local public entities to expand the fiber plant into the greater Portland area and other counties as possible.
- Continue to connect additional school districts, businesses, local telecoms, and agencies to the CBX network. Expand CBX fiber into Marion County to new public agencies.
- Coordinate with broadband transport vendors to provide additional services.
- Expand the use of DWDM equipment to maximize utilization of the fiber optic plant.
- Under guidance from County Administration, investigate and pursue potential revenue sources and programs to develop internet subsidy options to help keep ISP services affordable.
- Continue to monitor state and federal grants that focus on broadband expansion for future funding to rural areas within Clackamas County.
- Continue the design and construction of Phase 2.
- Research, and as applicable, develop new funding and service models to enhance CBX services and revenue.



Clackamas Broadband Utility (602)

<i>Resources and Requirements by Fund</i>	FY21-22	FY22-23	FY23-24	FY23-24	FY24-25
	Actual	Actual	Amended	Projected YE	Adopted
<u>Resources by Category</u>					
Beginning Fund Balance	373,699	336,916	45,000	78,114	114,000
Current Revenues					
Federal, State, Local, All Other Gifts & Donations	32,270	-	-	-	-
Charges, Fees, License, Permits, Fines, Assessments	1,527,237	1,402,671	2,681,091	2,681,091	2,861,672
All Other Revenue Resources	38,761	35,164	45,000	45,000	37,000
Subtotal Current Revenues	1,598,267	1,437,835	2,726,091	2,726,091	2,898,672
Total Resources	1,971,966	1,774,751	2,771,091	2,804,205	3,012,673
<u>Requirements by Category</u>					
Operating Expenditures					
Personnel Services	692,190	758,902	814,940	814,939	1,096,804
Materials and Services	710,901	771,917	856,095	856,095	874,869
Capital Outlay	174,606	123,665	1,000,000	974,170	1,000,001
Subtotal Operating Expenditures	1,577,697	1,654,483	2,671,034	2,645,204	2,971,673
Special Payments	57,353	42,154	45,000	45,000	41,000
Contingency	-	-	55,057	-	-
Total Requirements	1,635,050	1,696,638	2,771,091	2,690,204	3,012,673
Revenue Less Expense	336,916	78,113	-	114,000	-





Description of Fund

The 911 Center Fund accounts for the operation of the Clackamas 911 department (CCOM). CCOM is self-supporting and is not dependent upon the County General Fund. Six law enforcement agencies and eight fire districts/departments contract with CCOM for dispatching services.

Revenue Summary

The major source of funding for the Department is from fire and law enforcement member agency dispatch fees accounting for 50% of revenue. The State 9-1-1 fund provides 22% of revenue. The remaining revenue is comprised of a contract with the U.S. Forest Service and dispatching fees paid by numerous Clackamas County entities including Community Corrections, Code Enforcement, District Attorney's Office, Dog Services, Medical Examiner, Juvenile Department, and Weigh Master. In addition, audio reproduction fees and interest income are included as minor sources of revenue.

CCOM also serves as the fiscal agent for regional 9-1-1 communications projects and receives funds for these projects from the Urban Area Security Initiative (UASI) grant funds that are allocated from the Regional Disaster Preparedness Organization (RDPO), located in the City of Portland. These regional communications projects serve the 9-1-1 centers throughout the Portland metro area.

For FY24-25 only, there is a one-time County General Fund subsidy of \$375,185 to offset a 43% increase in allocated costs.

Expenditure Summary

Personnel Services account for 69% of total expenditures and support 57 FTE including dispatch, technical, training, and administrative support personnel.

The Materials and Services category accounts for 9% of expenditures with Cost Allocation for County services being 6% of this category costs.

CCOM's budget reflects \$500,000 from UASI Grants. These funds are managed through CCOM and are a passthrough to regional partners for projects which provide benefit to all of the 9-1-1 centers inside the Portland UASI footprint.

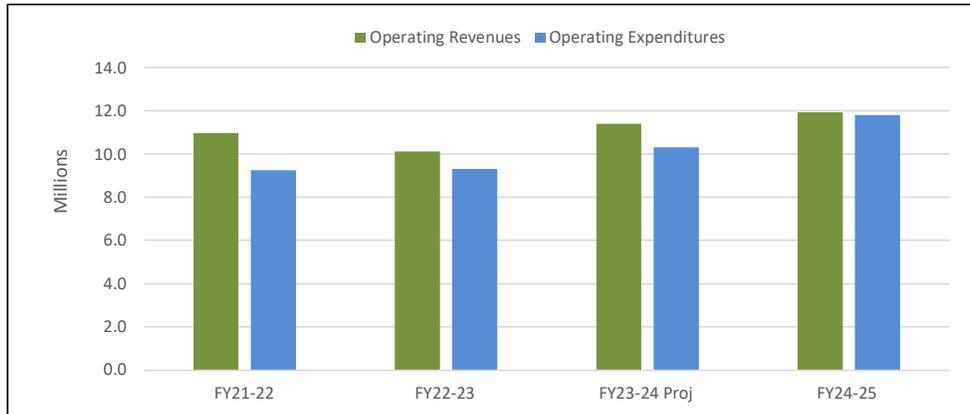
Significant Issues & Changes

The CCOM Member Board made no changes in services in FY24-25 due to cost increases related to both inflation and county cost allocation changes. This resulted in an overall 5% increase in user fees.

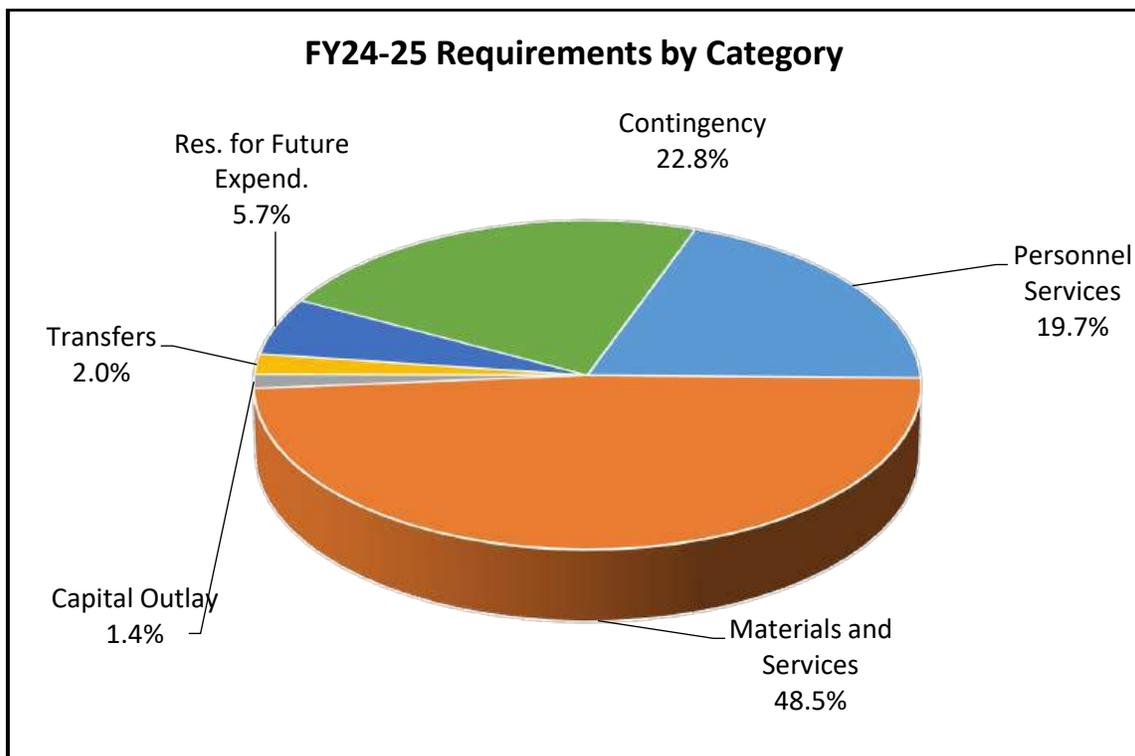
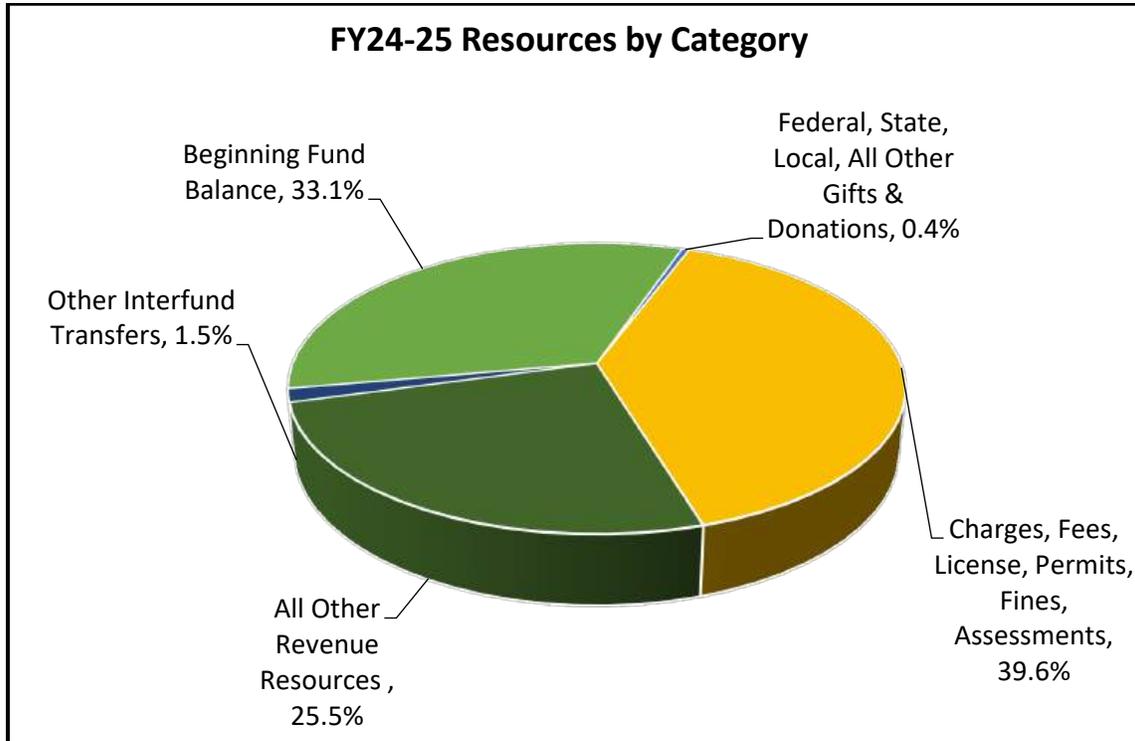


911 Center (605)

<i>Resources and Requirements by Fund</i>	FY21-22 Actual	FY22-23 Actual	FY23-24 Amended	FY23-24 Projected YE	FY24-25 Adopted
Resources by Category					
Beginning Fund Balance	1,455,432	2,613,833	3,055,304	2,911,306	3,031,739
Current Revenues					
Federal, State, Local, All Other Gifts & Donations	4,353,998	3,421,158	3,766,188	4,030,849	4,055,272
Charges, Fees, License, Permits, Fines, Assessments	6,588,204	6,618,963	7,103,463	7,103,463	7,446,094
All Other Revenue Resources	25,731	73,405	24,700	51,000	51,000
General Fund Support	-	-	209,014	209,014	375,185
Subtotal Current Revenues	10,967,933	10,113,526	11,103,365	11,394,326	11,927,551
Total Resources	12,423,366	12,727,360	14,158,669	14,305,632	14,959,290
Requirements by Category					
Operating Expenditures					
Personnel Services	8,053,426	8,467,103	9,538,564	9,124,757	10,303,477
Materials and Services	1,181,864	825,807	1,169,898	1,183,736	1,475,987
Capital Outlay	5,572	14,948	15,000	5,000	15,000
Subtotal Operating Expenditures	9,240,862	9,307,858	10,723,462	10,313,493	11,794,464
Special Payments	568,670	508,196	960,400	960,400	946,000
Reserve for Future Expenditures	-	-	2,124,807	-	1,836,426
Contingency	-	-	350,000	-	382,400
Total Requirements	9,809,532	9,816,054	14,158,669	11,273,893	14,959,290
Revenue Less Expense	2,613,833	2,911,306	-	3,031,739	-



Internal Services Fund



Funds Included In This Section

Managing Department

744	Facilities Management	Facilities
747	Technology Services	Technology Services
760	Self-Insurance	Human Resources
761	Risk Management Claims	Human Resources
770	Fleet Services	Department of Transportation & Development

Description of Fund

Facilities Management provides both maintenance and management services to owned and leased facilities, housing County departments, and services. In FY24-25, the Facilities Management team will support over a million square feet of space, in more than 100 owned and leased buildings, ranging in size from 500 to 241,073 square feet.

Services provided include (but are not limited to) the following:

- 24/7/365 Facilities availability and on-call/after-hours emergency response.
- Planned Maintenance and Corrective Repair(s).
- A complete range of facilities services including heating, ventilating and air conditioning, plumbing, electrical, general building, landscaping and grounds maintenance, janitorial services, and an extensive preventative maintenance program designed to support and maintain County assets.
- Contract management for janitorial, alarm monitoring, groundskeeping, and other key facilities services.
- Building access control, security alarm maintenance and repairs, annual system testing and evacuation drills, and County-wide ID/access badging program.
- Lease management for County-rented offices, health centers, pharmacies, and storage space.
- Consulting, space planning, and project management services on building retrofits remodels, and new construction.
- Utility Management includes electricity, natural gas, water, sewer, trash, recycling, and various energy management/sustainability programs.
- Construction, remodeling, and moving services to County facilities and departments.
- Inclement weather response and support to drive public and employee safety and the continued operations of services during inclement weather events.
- Declared Emergency support (Essential Personnel).

Revenue Summary

Revenue for ongoing operations and maintenance comes primarily from charges to building occupant fees collected through the County's cost allocation process, which covers projected expenditures for the coming year. Revenue in Charges, Fees, Licenses, Permits, Fines, and Assessments account for 77.6% of the FY24-25 resources.

Cost allocation process of Charges, Fees, Licenses, Permits, Fines, and Assessments, accounts for 77.6% of the projected revenue in FY24-25.

Special projects remodels, and new construction are estimated and billed to departments as performed. Approximately 18.1% of facility operating revenue in FY24-25 comes from sources outside the cost allocation system. The remaining 4.3% consists of a beginning fund balance.

Expenditure Summary

Materials and Services, which account for 47.6% of total expenditures, consist of maintenance services, contracted services, supplies, and regulatory agency fees.

Personnel Services account for 47.7% of this year's expenditures.

Capital Outlay and Contingency funds account for the remaining 4.7% of planned expenditures.

Utility costs have their revenue and expense accounts budgeted under a separate program (150504) for better tracking and transparency. Utility costs account for 19.6% of the overall Facilities' budget.

FY23-24 Major Accomplishments

- Administrative Services
 - In FY23-24, Facilities Administrative Services updated the Maintenance and Utilities allocation methodology to include the actual work order and utility bill costs, along with the previous square footage cost driver. This change in the budget, improves transparency but provides our County partners with a more accurate and fair allocation of Facilities Maintenance and Utility costs in FY24-25.
- Systems and Software Asset/ Property Management
 - In FY23-24 we completed the implementation of a new "Real Property and Lease Management" module within the Facilities asset management system, zLink, was completed. This new module allows better tracking, manage, and provides reporting on County owned and leased buildings and properties.
- Utility Management
 - Streamlining continued in FY23-24 of the utility payment process by setting up additional online accounts with the auto-pay option. It is important to note that this new process still maintains the appropriate checks and balances by including a detailed review of utility usage and charges by the appropriate budget authority before the Utility P-card approval in PeopleSoft.
- Construction
 - In FY23-24 a new \$1.7M, 42-month Landscaping/Grounds contract with a new vendor (based in Clackamas County) for county-wide landscape services. The new vendor has incorporated a different approach to maintaining greenspaces, with excellent results and feedback from County partners.
- Maintenance
 - Maintenance increased the focus on preventative maintenance to more proactively maintain buildings and County assets while reducing the volume of reactive or direct bill work requests. This increased focus on preventative maintenance will also better align with some of the new Clackamas 2.0 Performance measures which drive productivity while stabilizing the allocated work costs.

- Security and Access Control
 - Upgrade of the security systems. Work includes additional card access and an upgrades to alarm panels and cameras.
 - Worked with Technology Services on Security upgrades including \$300,000 for the Code Blue Emergency Phone Tower System installation project. Currently in Phase 3 of this project.
 - Replaced access cards (ID badges) with a higher-level security badge to reduce the possibility of access card cloning.

- Central Utility Plant (CUP) HVAC System Upgrades
 - Upgrading and installation of one (1) new 1,000-ton chiller, one (1) new 1,000-ton cooling tower, two (2) 2 million btu boilers, two (2) 3 million btu dual-fuel boilers, and all pumps, motors, and piping to support uninterrupted emergency Courthouse operations for up to a minimum of 72 hours.
 - Connection of the CUP cooling and hot water piping to the new Courthouse for continuous operation.

- Electrical Projects
 - New Courthouse support project with the installation of three (3) 750kw emergency generators and a large 10,000 gallon diesel fuel tank to support emergency Courthouse operations for a minimum of 72 hours.
 - Installation of five (5) new and improved pedestrian crosswalks on the Red Soils Campus.
 - Installation of 10 EV Charging Stations - Install 10 new EV Charging stations at various County buildings annually. Four (4) have been installed at the DSB, four (4) are in progress at the PSB, one (1) at the WES Tri-City Treatment Plant and one (1) at Barton Park.

- Major Construction Projects
 - New County Courthouse integral partnership for the planning, design, construction, implementation, and ongoing operations of the New County Courthouse.
 - Execution of 10 ancillary construction projects directly related to the new Clackamas County Courthouse Project that support and align with the existing schedule of the FP3 contractor entity.
 - Procurement and improvements to the 40,000sf Lake Road Health Center including demolition of interior spaces, space planning, construction of offices, cubicle areas, and a new pharmacy, etc.
 - Support and planning for the new Gladstone and Oak Lodge Libraries.
 - Partnership with the Clackamas County Fairgrounds Groups for the planning, design, and construction of a new Multi-use Fairgrounds Event Center Facility.

Significant Issues & Changes

- Contracted service expenditures are increasing to support new County buildings (Example: Lake Road Health Center, TSB, etc.). As new buildings are added, the materials and services costs that are associated with the various contracted services, such as janitorial, landscaping and window washing are increasing the overall operating costs of those facilities. While

managing responsibly, this increase in facilities can create over budget issues or the need to reduce other needed services to meet budget.

- Facilities Management Construction is currently seeing an increase in solicitation responses, with bids near or below the engineer's estimates in several occurrences. Watching for this trend to continue to aid in lowering our proposed overall project costs and increase the number of competitive bidders on future projects.
- Facilities Management negotiated a new \$1.7M, 42-month Landscaping/Grounds contract with a new vendor (based in Clackamas County) for county-wide landscape services. The new vendor has incorporated a different approach to maintaining greenspaces, with excellent results and feedback from our County partners.
- There is a continued need to establish clearly defined Inter-Governmental Agreements (IGAs) and Service Level Agreements (SLAs) across the County.
 - Without a clearly defined IGA or SLA, it is difficult to support other groups' maintenance requests.
- Significant increase in the volume of after-hours meetings that are being scheduled in the PSB and DSB that require Facilities Lobby Staff to be on-site.
 - This change in demand has resulted in the need to increase the (Part-time/Temporary) hours of Facilities Lobby Staff personnel to provide the required coverage and support.
- Continued impacts related to the new Courthouse project
 - Impact on Red Soils Campus, relocation or demolition of buildings, roads, and parking lots.

Facilities Management work in the new fiscal year includes:

- Provide information, coordination, analysis, and support with financial and asset management services to the Facilities Staff and Occupants of County Facilities.
- Provide coordinated mail processing services, U.S. Mail, and small parcel distribution services to County employees so they can convey mail, small parcels, and other materials most cost-effectively.
- Provide consultation, design, estimation, and project management services to County Departments and Agencies, so they can serve their customers in well-planned, efficient, and effective facilities.
- Provide preventive maintenance and corrective repair services to County Departments and Agencies, so they can provide services to their customers in safe, secure, and well-maintained environments.
- Monitor and analyze utility data with a focus on improving the energy usage and operation of buildings to meet County sustainability goals.

- FY24-25 Capital Projects

New Courthouse:

- Construct Loop Rd and Parking Lot F
- CUP Utilidor Expansion to Support New Courthouse
- Decommission and demolition of the Technology Services 2, WIC Clinic, Stewart Community Center, Oregon City Hilltop Clinic, Juvenile Projects Building, and Old Dog Shelter Buildings. Plus, the removal of the Juvenile Skills Center modular.

Vintage Courthouse:

- Annual State Court Support

Red Soils Campus:

- Security upgrades including \$300,000 for TS emergency phone installation project.
- Drill well and construct well shed
- Replace flora of various calipers due to ice storm damage Phase 3
- Phase 2 Irrigation upgrade project.

All County:

- Install 10 EV Charging Stations - Install 10 new EV Charging stations at various County buildings (TBD)

PSB/DSB:

- The project is for additional security upgrades to access and entry points.

DSB-Development Services Building:

- Elevator program change

PSB-Public Services Building:

- Rey Key Building to Primus Everest

PSTC:

- Repaint the interior of the building including offices and classrooms.
- Replace carpeting in rooms 110 and 111.

McBrod:

- Replace RTUs for end-of-life
- Replace the existing roof with TPO and flashing.

Clackamas County Jail:

- Repair/replace the nearly 7,000 square feet of water-damaged and worn flooring in the jail kitchen.
- Replace key cylinders
- Upgrade to LED lighting in AIC housing areas: Systematic replacement of fluorescent lighting to LED options to reduce energy consumption and gain compliance with HB 2531,
- Replace the control mechanism for the Bi-fold vehicle sally port doors
- Resurface or reseal parking lot, restripe parking areas

Lagoon:

- Remove the smaller, dilapidated boathouse, refurbish the main boathouse to working condition, replace the gangway, and update dock access.

Brightwood Sand Shed:

- Drill well and connect water to the office

CCOM:

- Security upgrades including Access system upgrades and window Armor coat.

CUP-Central Utility Plant:

- Purchase and installation of a new Key management system

Silver Oak Building:

- Purchase and installation of two 1000-gallon fuel tanks for emergency backup fuel supply

Juvenile Building:

- Replace hardware of the Juvenile Building to ADA and the County standard

Juvenile DA Modular:

- Remodel the existing DA Modular into the new Skills Center

Stokes Building:

- Replace "end of life" water source heat pumps
- Replace hardware and re-keying the Stokes Building to the County standard of Primus and ADA req.

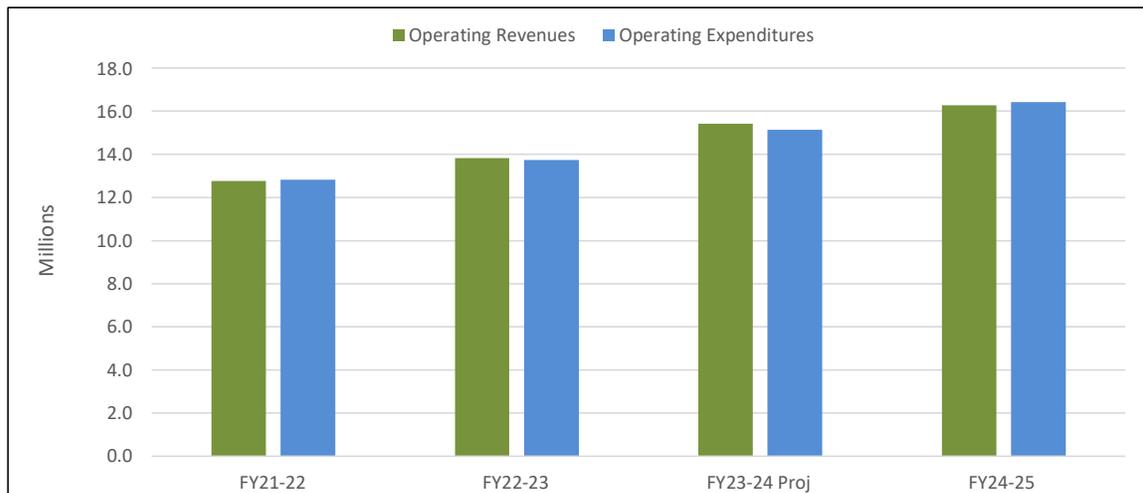
Various Locations:

- Replacement of the BAS system engines on the Metasys server. The current engines are obsolete and no longer supported.



Facilities Management (744)

<i>Resources and Requirements by Fund</i>	FY21-22	FY22-23	FY23-24	FY23-24	FY24-25
	Actual	Actual	Amended	Projected YE	Adopted
Resources by Category					
Beginning Fund Balance	2,239,471	2,163,456	209,897	461,751	747,133
Current Revenues					
Federal, State, Local, All Other Gifts & Donations	21,761	399,333	-	-	-
Charges, Fees, License, Permits, Fines, Assessments	10,033,719	10,662,963	12,670,851	12,470,537	16,276,161
Revenue from Bonds & Other Debts	5,175	-	-	-	-
All Other Revenue Resources	2,702,659	2,772,882	2,865,181	2,860,681	463
General Fund Support	-	-	99,545	99,545	-
Subtotal Current Revenues	12,763,314	13,835,178	15,635,577	15,430,763	16,276,624
Total Resources	15,002,785	15,998,634	15,845,474	15,892,514	17,023,757
Requirements by Category					
Operating Expenditures					
Personnel Services	5,968,202	6,337,104	7,746,715	7,022,778	8,134,913
Materials and Services	6,779,895	7,265,248	7,721,271	8,026,726	8,078,321
Capital Outlay	82,915	134,530	106,711	95,877	210,522
Subtotal Operating Expenditures	12,831,011	13,736,883	15,574,697	15,145,381	16,423,756
Transfers	-	1,800,000	-	-	-
Contingency	-	-	270,776	-	600,000
Total Requirements	12,831,011	15,536,884	15,845,474	15,145,381	17,023,757
Revenue Less Expense	2,171,774	461,750	-	747,133	-



Description of Fund

Technology Services (TS) is an internal service fund providing technology direction, support, and services for County departments, some outside agencies, and many services to the public. Primary responsibilities include:

- Technology administration, including policy recommendations and setting of standards, for the County;
- Infrastructure services such as; storage, backups, user management, monitoring, operations, email, server support, virtualization, networking, security, mobility, databases, and other critical systems;
- Cloud solution management services and security (SaaS, PaaS, Hosted, etc.);
- Application design, development, and support; including vendor and document management;
- Administration, design, and support of the enterprise telecommunications network, voice servers, voicemail, long-distance, call centers, unified communications, WebRTC, Voice over IP, business services, & Private Network E911;
- Web development and technology support including Internet / Intranet / Mobile support of security and applications, workflow solutions, and applications integration;
- Technology security inclusive of anti-virus, anti-malware, firewalls, alerts, permissions, intrusion detection, SPAM, mobile security, multi-factor, encryption, audit and compliance management, etc.;
- Server management including physical and virtual systems, web servers, database servers, and application hosting (SaaS);
- Storage solutions include multi-tier solutions for primary data storage, backups, recovery, performance monitoring, and disaster recovery.
- Account management including identity administration, permissions, security, licensing, allocation, forecasting, etc.;
- License and contract management (e.g. Microsoft Office Suite, M365, infrastructure hardware and software, security solutions, Databases, etc.);
- Enterprise Resource Management System including PeopleSoft (Finance, Human Resources), Budgeting, (OpenGov), Performance Clackamas Metrics, Workforce Timekeeping, and related business systems;
- Geographic Information Systems including data layers, mapping, aerial photography, applications, and LIDAR;
- Procurement & support for PCs, laptops, pads, printers, scanners, and peripherals including full call center, technician support, technical bench, and parts inventory;
- 365*24*7 technical support services including after-hours emergency support;
- Disaster Avoidance / Assessment & Recovery (COOP) design, development & coordination related to technical support & services;
- Technology consulting, project management, planning, business analysis & design, budgeting, and design;
- Administration of mobile technology including mobile devices, remote access, certification, and application delivery;
- Support of much of the County Audio Visual (A/V) equipment and specialized A/V Conference Rooms including ZOOM rooms and other conference capable rooms;

- Business systems integration and analysis;
- Data analytics, warehousing, integration, mapping, security, and data governance/security support;
- Secure hybrid integration with on-premise services and vendor-hosted (SaaS) cloud-based solutions;
- Database administration design, management, analytics, integration, governance, and consulting;
- Continuity of Operations support for Enterprise Telecommunications, including registering key facilities with the Department of Homeland Security for Telecommunications Service Priority. Life / Safety Systems such as access controls, fire and intrusion alarms, Alertus Emergency Notification System, and Building Entry intercoms;
- Installation, maintenance, and management of VHF/UHF radio communication systems, antennas & licensing, including IP and Microwave backhaul of radio signaling & payload.
- Video Arrangement, Video Conferencing, Video and Audio solutions and equipment, paging systems;
- Closed-circuit video security including cameras, video storage, discovery, and management for >1100 cameras;
- Low-voltage wiring for data/telephone/security/cable TV/door access controls/fire & intrusion alarm and campus fiber optics for County facilities.
- Design, consult, document, and maintain TS standards for County buildings/facilities; Applications management, development, integrations, support, and maintenance for applications that are custom-built and third-party hosted either on-premises or in the cloud.

Revenue Summary

Develop an efficient budget to support three data centers, 2,800+ accounts, 3,000+ computing devices, 500+ network devices, 850+ peripherals, 2,000+ mobile devices, 80+ locations, over 350 servers (including virtual), thousands of other devices, and hundreds of applications throughout the County. Technology Services (TS) receives a majority of its revenue from charges to County departments and outside agencies via an allocation system and direct billings. Some costs are also recovered for providing application/web support and development, internet access, e-mail administration, and software licensing/maintenance as well as the sale of Geographic Information System (GIS) products and services. The GIS Technology Fee also provides funding from land-use document recordings.

Expenditure Summary

For FY24-25 the total Technology Services (Fund 747) budget is \$23,997,131

- Maintenance, support, and communication contracts including licensing for hardware and software products account for approximately 24.1% (\$5,772,185) of our budget
- Staffing requirements account for 45.9% (\$11,009,451)
- Capital hardware/software purchases including reserves are 9.3% (\$2,221,786)
- Total Materials & Services to 43.4% (\$10,419,595)
- Contingency for 1.4% (\$346,300)

In FY21-22 & FY22-23, TS completed several multi-year infrastructure upgrade projects. FY23-24 had a decrease in spending but a rise in reserves as preparation for the next round of capital projects and large maintenance contracts in FY24-25 and the following years.

Significant Issues & Changes

- Continue development of security and policies for numerous increasing threats, including implementation of new SPAM/web filter, enhanced security protocols, multi-factor authentication, and data encryption. Several new & upgraded technology policies. Coordinate the utilization and expansion of the County Security Committee.
- Refined the Information Security Standards Handbook and continued to build partnerships with Federal & State information security agencies.
- Worked closely with Finance on the implementation of the Billing and Accounts Receivable module in PeopleSoft. Continued development of Microsoft 365 Platform and cloud services. Designed and implemented processes for data, process, and workflow development and governance.
- Completed three-year Cybersecurity Strategic Planning process.
- Upgraded Internet performance and perimeter network security.
- Continued the balanced moving to hybrid Cloud / Premise architecture for both applications (SaaS) & services (PaaS).
- Continue to enhance telephony and mobile services to provide additional capabilities and services. New remote worker solutions, unified communications functionality, and preparing for additional video conferencing capability.
- Continuous evaluation of new services to save taxpayer dollars and determine the technical and business feasibility for County utilization.
- Implemented Alertus for DSB and PSB Buildings.
- Continued addition of new CCTV video surveillance around the County including expanded use of high definition cameras and recording, upgraded storage array.
- Continued to assist in the technical design, requirements, and review for the new Courthouse, DTD Roads Building, and new Sandy Clinic, as well as staff and departmental moves.
- Continued development of new communication outlets such as the Gazette, Parity, Contacts Tele-meeting & User Groups.
- Increased usage of SharePoint for document management and collaboration, list management such as project tracking, and many other workflows. Integrated SharePoint with other county systems including public document retrieval, Accela permitting system, and Treasury systems.
- Assisted DTD and Health Centers with numerous process improvements.
- Migrated Workforce from on-premises to cloud-hosted.
- Began migration from ArcMap to ArcGIS Pro.
- Implemented Change Advisory Board process to review proposed changes to any production IT systems.
- Developed and formalized the annual performance review process to coincide with the fiscal year.
- Trained nearly 50% of the department on formal project management and developed standardized project management templates.
- Planned a multiyear ARPA Cyber-Disaster Recovery project.
- Continue expanding the Software Evaluation Group. Increased requests for software review. Established review, approval process, and tracking system for all the requests. Partnered with Procurement to establish a process when software and hardware would need to be reviewed by TS before purchasing.
- Implemented a new virtual-private network solution for remote workers.
- Retired numerous end-of-life legacy systems.
- Planned and installed emergency call towers on the county's Red Soils campus.

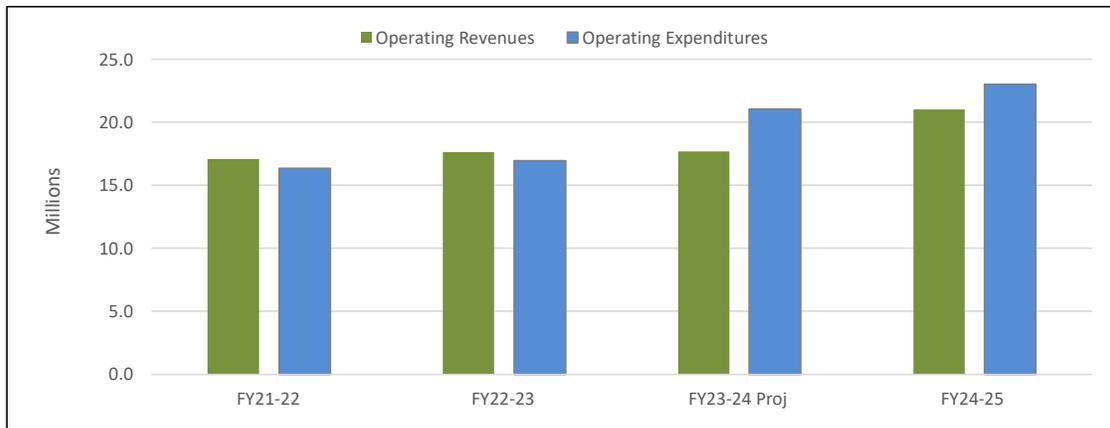
Goals for the Next Fiscal Year

- Develop Artificial Intelligence (AI) roadmap/strategy and policy



Technology Services (747)

<i>Resources and Requirements by Fund</i>	FY21-22	FY22-23	FY23-24	FY23-24	FY24-25
	Actual	Actual	Amended	Projected YE	Adopted
<u>Resources by Category</u>					
Beginning Fund Balance	4,984,782	5,693,695	6,365,840	6,365,840	2,987,955
Current Revenues					
Federal, State, Local, All Other Gifts & Donations	2,386	-	-	-	-
Charges, Fees, License, Permits, Fines, Assessments	16,970,939	16,997,119	18,060,797	17,401,303	20,891,176
Revenue from Bonds & Other Debts	78,796	131,739	33,000	110,000	118,000
All Other Revenue Resources	-	500,000	383,000	150,000	-
Subtotal Current Revenues	17,052,122	17,628,858	18,476,797	17,661,303	21,009,176
Total Resources	<u>22,036,904</u>	<u>23,322,553</u>	<u>24,842,637</u>	<u>24,027,143</u>	<u>23,997,131</u>
<u>Requirements by Category</u>					
Operating Expenditures					
Personnel Services	8,532,278	9,029,831	10,369,143	10,133,956	11,009,451
Materials and Services	6,996,348	7,311,806	9,604,602	9,730,232	10,419,595
Capital Outlay	814,583	615,076	2,041,958	1,175,000	1,571,786
Subtotal Operating Expenditures	16,343,209	16,956,713	22,015,703	21,039,188	23,000,832
Reserve for Future Expenditures	-	-	1,200,000	-	650,000
Contingency	-	-	1,626,934	-	346,300
Total Requirements	<u>16,343,209</u>	<u>16,956,713</u>	<u>24,842,637</u>	<u>21,039,188</u>	<u>23,997,131</u>
Revenue Less Expense	5,693,695	6,365,840	-	2,987,955	-





Description of Fund

The purpose of the Self-Insurance Fund is to maintain adequate operating and reserve funds to pay current and future claims and administrative costs related to providing cost-effective, responsive, and comprehensive employee benefits.

Revenue Summary

Revenues are generated through contributions and fees paid by county departments, employees, retirees, COBRA beneficiaries, and other agencies contracting with the County for employee benefits administration. Self-insured medical, dental, and disability rates are based on projected claims, claims margin, and fixed expenses related to third-party administration. The benefits and wellness administration fees establish revenue to address the county's operating costs of administering health and welfare, non-PERS retirement plans, and leave management programs. Additional revenue sources may include medical stop loss and pharmacy reimbursements and interest on contingency and reserve funds.

Expenditure Summary

Primary expenditures include medical, dental, and disability claims, administrative costs, and professional and consulting services. Claims reserves are statutorily required and would be expended to pay out claims if the relevant self-insured benefit is terminated. Claims margins will not be expended unless the relevant claims paid exceed the revenue received, or in the event claims margin balances exceed the established maximum claim margin target.

Significant Issues & Changes

Self-insured medical utilization has remained largely consistent with the prior year's levels with good utilization of preventative services and lower cost of care site of service. Network improvements continue, including in the area of mental health services. Access to mental health care continues to be a challenge for provider networks across the nation. Fixed costs for third-party administration will increase by 2.9% in January 2025, coming off of a 3-year rate hold. The number of high-cost claimants has increased modestly. We are anticipating renewal rates in the 5% and 10% range for two plan groups respectively, with the potential for modest plan design changes.

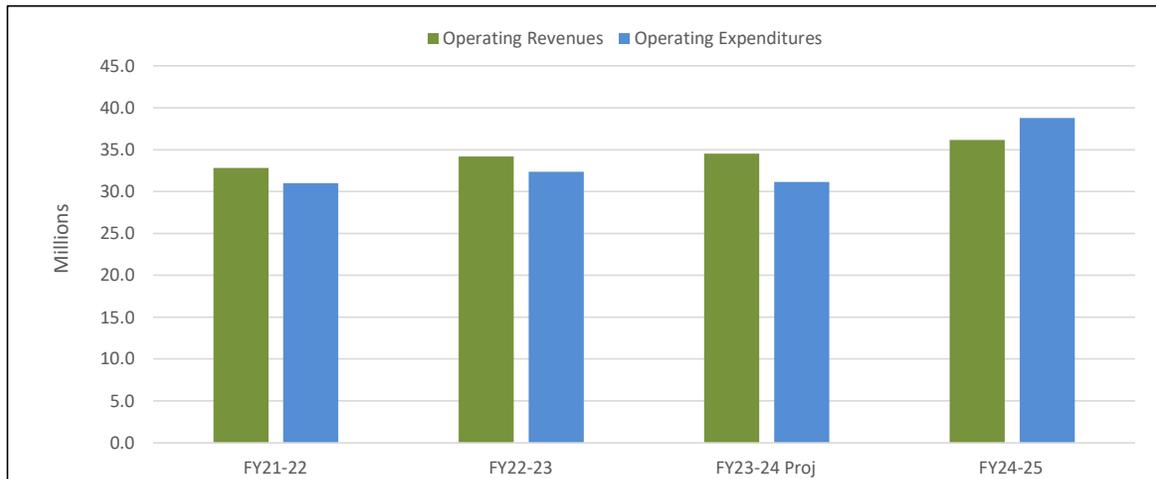
The contract with an employee benefits third-party administrator closed without implementing their solution due to the significant amount of work that remained prior to go-live and the limited amount of time to successfully complete before the County's Open Enrollment period. Efforts to improve and optimize our administrative and data processes continue, seeking to leverage existing vendor partnerships and internal resources, and in alignment with our benefits service delivery strategy. The service delivery strategy is focused on enhanced customer service, plan sponsor best practices, program compliance and controls, and improved access to program data and analysis to better inform business decisions.

The County contracts with a third-party administrator to provide and administer our Paid Family and Medical Leave (PFML) fully insured equivalent plan. There has been significant utilization of these benefits since it was initiated in September 2023. The focus remains on maintaining compliance with PFML requirements, improving customer experience, providing effective coordination of benefits, and accessing utilization data. The County is currently on a rate hold until January 2025. Renewal rates for these benefits and services are expected in the fall based on third-party fixed costs and benefit utilization.



Self-Insurance (760)

<i>Resources and Requirements by Fund</i>	FY21-22 Actual	FY22-23 Actual	FY23-24 Amended	FY23-24 Projected YE	FY24-25 Adopted
<u>Resources by Category</u>					
Beginning Fund Balance	22,792,734	24,597,171	25,476,496	26,447,179	29,853,323
Current Revenues					
Charges, Fees, License, Permits, Fines, Assessments	1,825,986	2,007,487	1,989,008	2,063,136	2,144,596
All Other Revenue Resources	30,987,062	32,183,540	29,638,858	32,460,878	34,036,442
Subtotal Current Revenues	32,813,048	34,191,026	31,627,866	34,524,014	36,181,038
Total Resources	55,605,782	58,788,196	57,104,362	60,971,193	66,034,361
<u>Requirements by Category</u>					
Operating Expenditures					
Personnel Services	1,276,785	1,809,456	2,414,862	2,048,480	2,499,580
Materials and Services	29,731,826	30,531,553	35,461,787	29,069,390	36,257,365
Subtotal Operating Expenditures	31,008,611	32,341,009	37,876,649	31,117,870	38,756,945
Transfers	-	-	131,838	-	2,696,590
Reserve for Future Expenditures	-	-	3,283,239	-	3,352,151
Contingency	-	-	15,812,636	-	21,228,675
Total Requirements	31,008,611	32,341,009	57,104,362	31,117,870	66,034,361
Revenue Less Expense	24,597,171	26,447,187	-	29,853,323	-





Description of Fund

The Risk Management Claims Fund (“Fund”) accounts for the administration and payment of casualty/liability claims and workers’ compensation claims brought against the County and managed by the Risk and Safety Division. The Fund carries a self-insured reserve balance for each of these functional areas based on an actuarially recommended level. Unemployment claims are paid out of the Fund, but the costs for this are reimbursed directly to the Fund by the individual departments. The annual operating overhead and expenses for the Risk and Safety Division are also supported by this Fund. The Fund’s targeted funding balance is an actuarially determined 75th percentile confidence level for each functional area.

Revenue Summary

The Fund receives revenue from County department contributions through cost allocations for casualty/liability and workers’ compensation. This process allocates the cost of casualty/liability and workers’ compensation claims to individual departments relative to each department’s size, industry risk index and claims history. Other small sources of Fund revenue include interest income, department inter-fund reimbursement for unemployment costs, refunds/reimbursements from insurance policies, refunds from state programs, inter-fund reimbursements for insurance purchased for specific departments or programs, and third-party subrogation recoveries.

Expenditure Summary

The Fund is expended for all expenses necessary to run the Risk and Safety Division. This includes but is not limited to; the costs of casualty/liability claims (internal/external legal services, settlements for bodily injury, property loss, etc.), workers’ compensation claims (payment of wage continuation and time loss, temporary and permanent disability, medical treatment, legal services, etc.), insurance premiums, public official/DEQ bonds, unemployment charges, State of Oregon workers’ compensation premium assessments, administrative program salaries/benefits and other division overhead.

Significant Issues & Changes

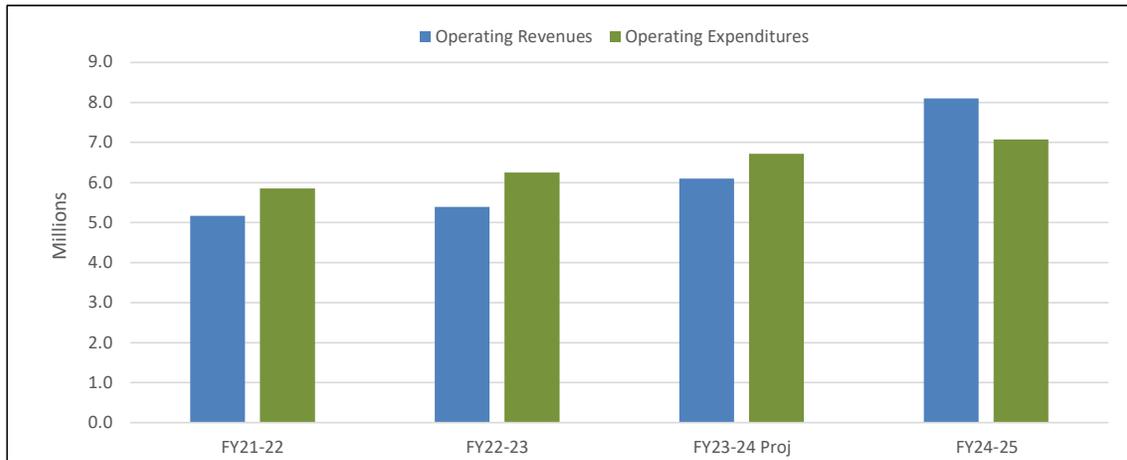
Claims payments and program costs continued to increase in FY23-24, but at a slower rate than previous years. Medical costs and liability settlement amounts continue to rise locally and nationally, which in turn raises our costs, even with the same or a similar amount of losses as in prior years. Reserves for the Fund are actuarially sound, continuing to target the 75th percentile confidence level for future liabilities.

Rising inflation and large claims verdicts continue to bring uncertainty to the world’s risk and insurance markets. The impact of this has been an increase in insurance premiums and a steady increase in claims costs. Until the global risk factors stabilize, the total cost of risk will likely continue increasing for Clackamas County in the years to come.



Risk Management Claims (761)

<i>Resources and Requirements by Fund</i>	FY21-22	FY22-23	FY23-24	FY23-24	FY24-25
	Actual	Actual	Amended	Projected YE	Adopted
Resources by Category					
Beginning Fund Balance	12,813,277	12,135,003	11,169,390	11,280,065	10,660,880
Current Revenues					
Charges, Fees, License, Permits, Fines, Assessments	5,136,448	5,190,837	6,075,378	6,000,378	6,000,000
All Other Revenue Resources	36,740	200,183	50,000	100,000	100,000
Other Interfund Transfers	-	-	-	-	2,000,000
Subtotal Current Revenues	5,173,188	5,391,020	6,125,378	6,100,378	8,100,000
Total Resources	17,986,465	17,526,024	17,294,768	17,380,443	18,760,880
Requirements by Category					
Operating Expenditures					
Personnel Services	1,316,214	1,382,692	1,496,142	1,532,390	1,660,339
Materials and Services	4,535,247	4,863,265	5,265,183	5,187,173	5,412,032
Subtotal Operating Expenditures	5,851,461	6,245,958	6,761,325	6,719,563	7,072,372
Reserve for Future Expenditures	-	-	3,669,000	-	3,670,000
Contingency	-	-	6,864,443	-	8,018,508
Total Requirements	5,851,461	6,245,958	17,294,768	6,719,563	18,760,880
Revenue Less Expense	12,135,003	11,280,066	-	10,660,880	-





Description of Fund

Fleet Services is a division of the Department of Transportation & Development. The Fleet Services Division maintains County owned motor vehicles, trailers, boats, and other miscellaneous rescue vehicles (i.e. wave runners, snowmobiles, etc.) for use by various County departments on either a rental basis or as a permanent assignment. The Sheriff's Department and Transportation Maintenance are the largest customers, with a variety of vehicles that require service.

Operational and overhead costs are recovered through user fees, which cover a variety of services, such as:

- Vehicle replacement analysis
- Specification
- Procurement
- Licensing and titling including UC and fictitious registrations
- Vehicle maintenance and repair including warranty tracking and administration
- Vehicle recall administration
- DEQ inspections and reporting
- Disposal
- Track and report vehicle commuting valuation reporting for IRS reporting

Negotiate and maintain contracts for:

- Fuel (including emergency fueling)
- Auction Services
- Up-fit of Police Patrol Vehicles

Revenue Summary

Operating revenue is generated through vehicle rental, maintenance, and a monthly administrative fee for each vehicle or piece of equipment maintained by Fleet Services. Fees have been increased to keep up with inflation.

Expenditure Summary

Personal services, materials and services, and cost allocations are the largest expenses in this fund.

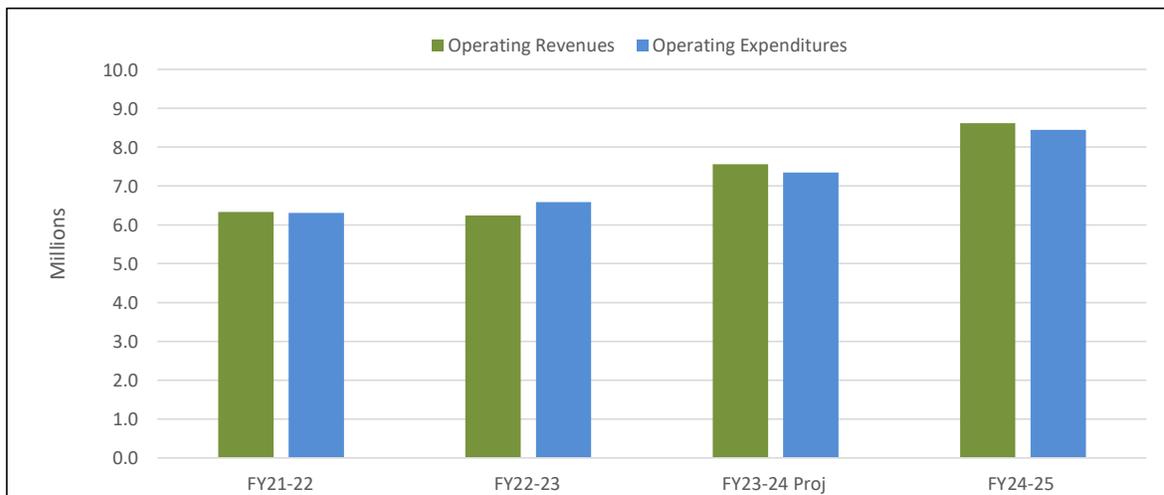
Significant Issues & Changes

Fleet Services has restructured its fee schedule as noted above to eliminate its reliance on fuel purchases and create more predictable revenue streams. Fleet does not receive any direct general fund from the County and is 100% dependent on cost recovery through user fees. This can be challenging if an employee goes on extended leave and cannot charge out for services. Fleet Services has moved to a new facility that has consolidated the separate heavy and light shops into one combined shop.



Fleet Services (770)

<i>Resources and Requirements by Fund</i>	FY21-22	FY22-23	FY23-24	FY23-24	FY24-25
	Actual	Actual	Amended	Projected YE	Adopted
Resources by Category					
Beginning Fund Balance	423,968	445,579	471,387	100,461	320,128
Current Revenues					
Federal, State, Local, All Other Gifts & Donations	-	-	904,200	93,219	590,000
Charges, Fees, License, Permits, Fines, Assessments	6,313,107	6,195,014	7,224,550	7,350,032	7,984,303
Revenue from Bonds & Other Debts	19,674	51,824	35,000	40,000	40,000
All Other Revenue Resources	565	(5,997)	5,704	82,165	3,000
Other Interfund Transfers	-	-	-	-	-
Subtotal Current Revenues	6,333,346	6,240,841	8,169,454	7,565,416	8,617,303
Total Resources	6,757,314	6,686,421	8,640,841	7,665,877	8,937,431
Requirements by Category					
Operating Expenditures					
Personnel Services	2,612,521	2,749,246	3,082,323	2,727,428	3,245,116
Materials & Services	3,689,211	3,823,820	4,954,717	4,595,093	5,146,048
Capital Outlay	9,507	12,893	100,000	23,229	55,210
Subtotal Operating Expenditures	6,311,239	6,585,958	8,137,040	7,345,749	8,446,374
Contingency	-	-	503,801	-	491,057
Total Requirements	6,311,239	6,585,958	8,640,841	7,345,749	8,937,431
Revenue Less Expense	446,076	100,462	-	320,128	-



This section is designed to provide an opportunity for departments to share significant operational issues. Analyzing the budget by department provides a different perspective from the previous “by fund” section. A countywide organizational chart is provided on pages 2 and 3.

Performance Clackamas is the county’s based on a process that focuses on measurable results for customers. This plan was adopted by the County Commissioners in September 2014, after consideration of public input received over the prior 18 months at business meetings, open houses, community events, surveys, and other methods. Performance Clackamas is built around strategic priorities and measurable goals with specific outcomes, monitored at the department level. The 5 strategic priorities are:

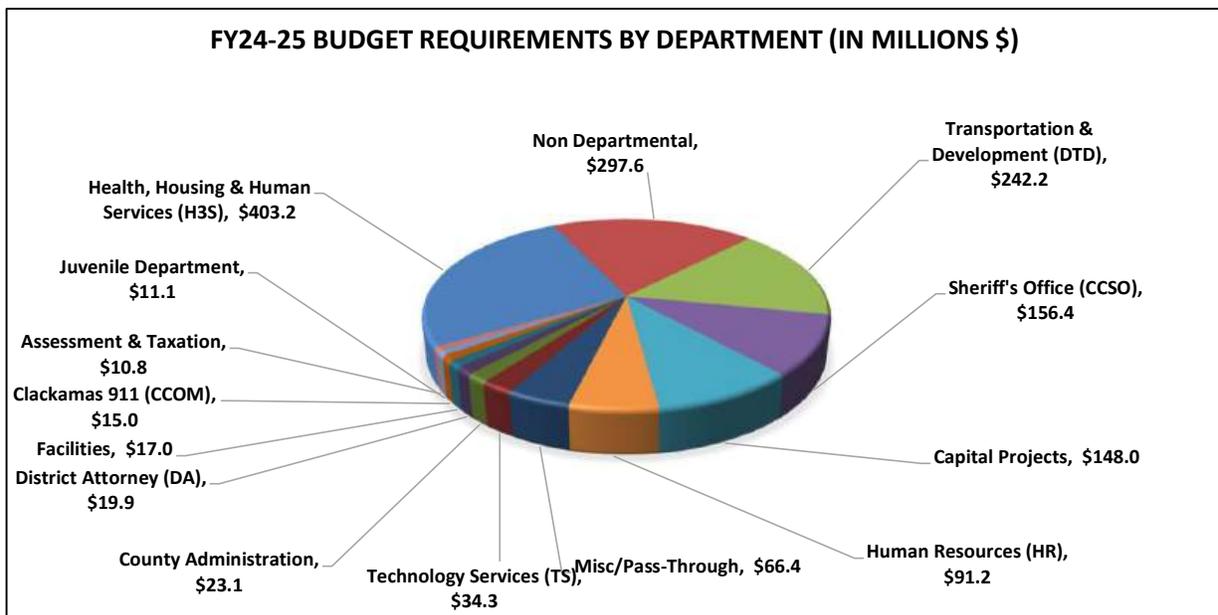
1. Grow a vibrant economy
2. Build a strong infrastructure
3. Ensure safe, healthy, and secure communities
4. Honor, utilize, promote, and invest in our natural resources
5. Build trust through good government.

These plans are a result of a rigorous process undertaken over several months. First, each department’s key staff spent several days receiving training in Performance Clackamas principles. With that background, they identified and articulated the priorities and results they are trying to address on behalf of their customers and then determined how to track and report on those results and their costs in a way that allows the department and the public to easily evaluate their progress.

Work is divided into broader Lines of Business and more specific Programs for sets of services that have a common purpose or result. A Program is the building block of performance-based budgeting. It is here that performance, revenues and expenses, staffing, and General Fund support are detailed.

Each section will begin with a one-page summary of the department's expenditures by fund, and then by program. Each department then discusses its mission and details its primary goals and objectives for the accomplishment of its mission.

Requirements by Department	FY21-22 Actuals	FY22-23 Actuals	FY23-24 Amended	FY23-24 Projected	FY24-25 Budget
Assessment & Taxation	9,078,378	8,967,663	10,169,708	9,670,135	10,803,870
Capital Projects	5,391,353	9,232,401	22,837,002	22,744,679	147,981,054
Clackamas 911 (CCOM)	9,963,509	9,816,054	14,158,669	14,305,632	14,959,290
Community Corrections	15,273,461	-	-	-	-
County Admin - Disaster Mgmt	3,190,889	3,727,923	4,446,991	4,039,519	4,452,392
County Admin - Law Library	339,919	369,611	558,549	663,443	583,495
County Administration	7,669,724	11,422,417	26,193,298	21,368,885	23,138,866
County Clerk	3,723,409	4,180,755	5,130,247	3,915,023	6,160,612
County Counsel	3,127,829	3,336,015	3,363,415	3,363,415	3,664,449
District Attorney (DA)	15,527,205	16,529,646	18,804,119	18,657,686	19,883,547
Facilities	12,831,011	15,536,883	15,845,473	15,892,514	17,023,756
Finance	8,272,308	8,102,509	8,163,939	8,159,475	8,419,783
Health, Housing & Human Services (H3S)	170,563,712	167,359,920	326,542,506	383,724,403	403,187,214
Human Resources (HR)	41,780,599	43,899,326	80,302,102	83,837,677	91,189,820
Justice Court	2,441,673	2,242,384	3,752,660	3,848,000	3,814,670
Juvenile Department	8,448,108	8,633,630	11,211,348	10,797,394	11,086,860
Misc/Pass-Through	20,947,685	23,187,832	65,954,509	54,966,348	66,430,793
Non Departmental	166,257,325	173,246,963	262,948,398	290,225,006	297,556,218
Public & Government Affairs (PGA)	5,026,207	5,118,446	4,906,432	4,510,088	5,047,808
Resolution Services	1,334,784	1,270,781	-	-	-
Sheriff's Office (CCSO)	101,812,607	124,811,775	151,505,653	142,921,871	152,893,104
Technology Services (TS)	18,372,436	19,711,155	35,679,552	33,897,170	34,274,086
Transportation & Development (DTD)	113,508,564	121,962,324	244,527,240	234,479,296	242,193,804
Treasurer's Office	1,253,699	1,279,887	1,523,956	1,523,956	1,590,813
Total Requirements by Department	746,136,393	783,946,299	1,318,525,767	1,367,511,615	1,566,336,303





Office of Assessment and Taxation

Bronson Rueda, County Assessor

Website: <http://www.clackamas.us/at>



Assessment & Taxation (10)

Department Budget Summary by Fund

Line of Business Name	Program Name	FY24-25	FY24-25	FY24-25	% of	FY24-25 FTE **			
		General Fund (100)	Total Budget	General Fund Support in Budget*	Total	Total	Filled	Vacant	
Administration	Office of the Assessor & Tax Collector	1,335,091	1,335,091	9,200,946	689%	2.0	2.0	-	
Property Tax Revenue & Records	Property Records & Customer Service	1,988,447	1,988,447	-	0%	14.5	12.5	2.0	
	Tax Certification, Collection, & Distribution	1,847,497	1,847,497	-	0%	11.5	10.5	1.0	
Valuation	Annual Property Valuation	3,041,532	3,041,532	-	0%	17.5	15.5	2.0	
	Value Adjustment	2,591,303	2,591,303	-	0%	15.5	14.5	1.0	
TOTAL		10,803,870	10,803,870	9,200,946	85%	61.0	55.0	6.0	
		<i>FY23-24 Budget (Amended)</i>	10,169,709	10,169,709	8,679,708	85%	61.0	56.0	5.0
		<i>\$ Increase (Decrease)</i>	634,161	634,161	521,238		0.0	(1.0)	1.0
		<i>% Increase (Decrease)</i>	6%	6%	6%		0%	-2%	20%

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

** FY24-25 FTE aligns to department's final budgeted All Position Report (APOS).



Administration Line of Business
Office of the Assessor & Tax Collector

Purpose Statement

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

Performance Narrative Statement

For over 30 years the Clackamas County Assessor's office has advanced a work culture dedicated to providing excellent customer service. We work to accomplish this by providing outstanding public service. We are responsive to the needs of taxpayers, citizens, internal partners, and taxing districts. We provide outreach to the public and business community through meetings, training sessions, town halls, public service videos, and online information. Annual legislative sessions can bring changes to the requirements of Oregon's property tax system, and an ongoing challenge to help Oregonians understand our complicated tax system. Since 2000, the County has seen significant growth with over 24,000 added tax accounts and market value increases of 303%, from \$29 billion to \$117 billion. Taxes extended for collection have increased from \$342 million to over \$1.128 billion, which equates to 230%.

The County's growth has far outpaced our staffing levels which have increased by only 6%. From the mid-1990's until 2016, A&T remained stationary at 57.5 positions, we currently have 61. This demonstrates our continuous efforts to increase processing efficiencies and our diligent efforts to maintain a well-qualified, competent staff. We have been steadfast in maintaining clear goals and direction for meeting our performance objectives. However, it's important to address our vulnerability in sustaining these goals and meeting workload demands. In past years we have successfully qualified for the CAFFA Grant based on our output performance and successful completion of required work. While we appreciate three separate budget approvals since 2016 adding 3.5 positions, we continue to fall more than 11 FTE below the Department of Revenue's recommended staffing guidelines for Clackamas County. For FY 2024, we requested adding one FTE but that request was not granted. Insufficient appraisal staffing could potentially put future CAFFA grant 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 21-22 Actual	FY 22-23 Actual	FY 23-24 Target	FY 23-24 Projected Performance	FY 24-25 Target
Result	Department will operate within 95% of its annual adopted budget	86%	91%	95%	95%	95%
Result	A partnership funding agreement will be in place to achieve annual flights of oblique aerial imagery by 2023	75%	75%	75%	0%	0%
Efficiency	Total cost per account	\$51	\$50	\$49	\$54	\$60
Efficiency	Tax revenue generated per \$ of budgeted expenditure	\$107	\$115	\$106	\$113	\$100

Program includes:

Mandated Services Yes

Shared Services Yes

Grant Funding Yes

Explain all "Yes" boxes below

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

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

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

The State reviews the adequacy of our program by looking at the following areas: 1. Assessment, 2. Cartography and GIS Administration, 3. Property Valuation, 4. Processing of the Board of Property Tax Appeals, Magistrate and Regular Division Tax Court Appeals, and 5. A&T Data Processing.

The County submits an annual grant application. The budgeted expenditures identify the resources necessary to maintain minimum A&T adequacy. If the department of Revenue determines a County's Assessment and Taxation budget is adequate, it certifies the County to participate in the grant. If the Department of Revenue finds the County's budget to be inadequate to meet program requirements, the County is denied the grant for that year.

There is no specific formula to determine program adequacy because the demographics of each County are different. Most recently, the Department of Revenue has focused on A&T outcomes more than process looking at the effectiveness of our County's operations by function.



100101-Office of the Assessor & Tax Collector
 BCC Priority Alignment: Accountable Government

Budget Summary

	FY21-22	FY22-23	FY23-24	FY23-24	FY24-25	Budget-to-Budget Changes:	
	Actuals	Actuals	Amended Budget	Projected Year-End	Budget	\$ FY23-24 to FY24-25	% FY23-24 to FY24-25
Beginning Fund Balance	-	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	51,693	34,688	40,984	40,375	44,170	3,186	8%
Charges, Fees, License, Permits, Fines	-	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	359,046	991,996	395,606	271,331	9,200,946	8,805,340	2226%
Operating Revenue	410,739	1,026,684	436,590	311,706	9,245,116	8,808,526	2018%
Total Revenue	410,739	1,026,684	436,590	311,706	9,245,116	8,808,526	2018%
Personnel Services	410,698	351,301	351,707	223,528	384,543	32,836	9%
Materials and Services	62,983	682,524	84,883	88,178	950,548	865,665	1020%
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	473,681	1,033,825	436,590	311,706	1,335,091	898,501	206%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	473,681	1,033,825	436,590	311,706	1,335,091	898,501	206%
Revenues Less Expenses	(62,942)	(7,141)	-	-	7,910,025		

Notes:
 None.



Property Tax Revenue & Records Line of Business

Property Records & Customer Service

Purpose Statement

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

Performance Narrative Statement

This program processed just over 13,000 deeds in 2023 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 this upcoming year we will begin a condo mapping project to continue to make all our mapping records digital and available. 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 21-22 Actual	FY 22-23 Actual	FY 23-24 Target	FY 23-24 Projected Performance	FY 24-25 Target
Result	# of property record changes completed	19,063	13,255	12,142	11,437	11,665
Result	>95% of phone calls returned within one business day	>95%	>95%	>95%	>95%	>95%
Result	% of Assessor's tax maps digitized	98%	99%	99%	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

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

The State reviews the adequacy of our program by looking at the following areas: 1. Assessment, 2. Cartography and GIS Administration, 3. Property Valuation, 4. Processing of the Board of Property Tax Appeals, Magistrate and Regular Division Tax Court Appeals, and 5. A&T Data Processing.

The County submits an annual grant application. The budgeted expenditures identify the resources necessary to maintain minimum A&T adequacy. If the department of Revenue determines a County's Assessment and Taxation budget is adequate, it certifies the County to participate in the grant. If the Department of Revenue finds the County's budget to be inadequate to meet program requirements, the County is denied the grant for that year.

There is no specific formula to determine program adequacy because the demographics of each County are different. Most recently, the Department of Revenue has focused on A&T outcomes more than process looking at the effectiveness of our County's operations by function.



100202-Property Records & Customer Service
 BCC Priority Alignment: Accountable Government

Budget Summary

	FY21-22	FY22-23	FY23-24	FY23-24	FY24-25	Budget-to-Budget Changes:	
	Actuals	Actuals	Amended Budget	Projected Year-End	Budget	\$ FY23-24 to FY24-25	% FY23-24 to FY24-25
Beginning Fund Balance	-	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	522,152	335,320	297,131	298,118	320,233	23,102	8%
Charges, Fees, License, Permits, Fines	-	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	41,890	33,910	40,800	71,271	62,236	21,436	53%
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	1,439,812	1,306,757	1,762,449	1,763,239	-	(1,762,449)	-100%
Operating Revenue	2,003,854	1,675,987	2,100,380	2,132,628	382,469	(1,717,911)	-82%
Total Revenue	2,003,854	1,675,987	2,100,380	2,132,628	382,469	(1,717,911)	-82%
Personnel Services	1,319,948	1,361,348	1,600,720	1,616,943	1,622,834	22,114	1%
Materials and Services	437,978	265,787	499,660	508,985	365,614	(134,046)	-27%
Capital Outlay	-	7,633	-	6,700	-	-	-
Operating Expense	1,757,926	1,634,769	2,100,380	2,132,628	1,988,447	(111,932)	-5%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	1,757,926	1,634,769	2,100,380	2,132,628	1,988,447	(111,932)	-5%
Revenues Less Expenses	245,928	41,218	-	-	(1,605,978)		

Notes:
 None.



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

Annexations and withdrawals were processed timely and accurately to be correctly reflected on the 2023-24 tax roll. The program successfully processed levy requirements for 129 taxing districts used to produce a total tax roll of \$1,128,677,429. Tax notifications were mailed for 171,978 accounts by October 25, 2023. Collection and distribution was timely with taxing districts receiving funds equivalent to 88% of the total tax roll within 15 days of the November collection date. We are on target to be 97% collected by the end of FY23-24.

Key Performance Measures

		FY 21-22 Actual	FY 22-23 Actual	FY 23-24 Target	FY 23-24 Projected Performance	FY 24-25 Target
Result	87% of tax dollars distributed by November 30th each year	88%	87%	87%	88%	87%
Result	97% of tax dollars are collected by the end of the fiscal year	97%	98%	97%	97%	97%
Output	# of credit, debit and E-check online payment postings	16,381	19,875	21,000	21,500	22,500

Program includes:

Mandated Services Yes

Shared Services Yes

Grant Funding Yes

Explain all "Yes" boxes below

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

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

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

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The County submits an annual grant application. The budgeted expenditures identify the resources necessary to maintain minimum A&T adequacy. If the department of Revenue determines a County's Assessment and Taxation budget is adequate, it certifies the County to participate in the grant. If the Department of Revenue finds the County's budget to be inadequate to meet program requirements, the County is denied the grant for that year.

There is no specific formula to determine program adequacy because the demographics of each County are different. Most recently, the Department of Revenue has focused on A&T outcomes more than process looking at the effectiveness of our County's operations by function.



100203-Tax Certification, Collection, & Distribution
 BCC Priority Alignment: Accountable Government

Budget Summary

	FY21-22	FY22-23	FY23-24	FY23-24	FY24-25	Budget-to-Budget Changes:	
	Actuals	Actuals	Amended Budget	Projected Year-End	Budget	\$ FY23-24 to FY24-25	% FY23-24 to FY24-25
Beginning Fund Balance	-	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	235,066	208,130	235,656	232,155	253,978	18,322	8%
Charges, Fees, License, Permits, Fines	-	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	61,015	60,211	175,200	56,525	49,360	(125,840)	-72%
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	1,476,886	1,146,592	1,527,681	1,603,491	-	(1,527,681)	-100%
Operating Revenue	1,772,967	1,414,933	1,938,537	1,892,171	303,338	(1,635,199)	-84%
Total Revenue	1,772,967	1,414,933	1,938,537	1,892,171	303,338	(1,635,199)	-84%
Personnel Services	1,273,222	1,142,188	1,332,111	1,282,404	1,299,547	(32,564)	-2%
Materials and Services	489,590	383,910	606,426	595,901	547,950	(58,476)	-10%
Capital Outlay	-	-	-	13,866	-	-	-
Operating Expense	1,762,812	1,526,098	1,938,537	1,892,171	1,847,497	(91,040)	-5%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	1,762,812	1,526,098	1,938,537	1,892,171	1,847,497	(91,040)	-5%
Revenues Less Expenses	10,156	(111,166)	-	-	(1,544,159)		

Notes:
 None.



Valuation Line of Business

Annual Property Valuation

Purpose Statement

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

Performance Narrative Statement

Our business efficiencies in Valuation continue to evolve offering more transparency and delivering more integrated and better services designed to build public trust that will result in the best allocation of resources. Our appraisers primarily complete field work, make and review value decisions and assist the public on valuation issues. Real estate sales activity, new construction and other exception events were similar to last year and remain slower than previous years. However, with limited resources it will remain a challenge to meet all of our statutory mandated functions. Updates and enhancements to our automated appraisal database allow us to monitor our appraisal activity in real time and increase the efficiency of our business practices. While still impacted by resource limitations we have made good progress in the conversion of paper records for commercial, industrial, and multi-family properties into our mass appraisal database. This data conversion will allow us to build income property valuation models to enable valuation and recalculation of these types of properties within our system.

The Property Valuation Program is still in the process of fine tuning one new software program: Mobile Assessor allows for field entry of new construction that will then upload into our Computer Assisted Mass Appraisal system. This initiative 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, and improve the quality of our inventory; the initiative 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. For the current year we reappraised 6,687 properties in the Estacada urban and rural areas of the County. Excluding new construction, approximately 143,000 or 90% of real property accounts have not been physically reappraised within the last 6 years and many have not been inspected in over 20 years.

Key Performance Measures

		FY 21-22 Actual	FY 22-23 Actual	FY 23-24 Target	FY 23-24 Projected Performance	FY 24-25 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	10,819	11,352	8,500	9,446	8,500
Demand	# of real properties not physically re-appraised in the past six years	155,000	155,000	153,000	148,000	136,000

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 (w/funding source)

Explanation

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

1. Maintenance of constitutionally required real market value on all property
2. Creation of an Assessment Roll and a Tax Roll
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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, and 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.



100302-Annual Property Valuation
 BCC Priority Alignment: Accountable Government
Budget Summary

	FY21-22	FY22-23	FY23-24	FY23-24	FY24-25	Budget-to-Budget Changes:	
	Actuals	Actuals	Amended Budget	Projected Year-End	Budget	\$ FY23-24 to FY24-25	% FY23-24 to FY24-25
Beginning Fund Balance	-	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	390,637	289,069	358,607	353,280	386,488	27,881	8%
Charges, Fees, License, Permits, Fines	-	-	-	-	2,500	2,500	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	10	-	-	86,017	75,113	75,113	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	2,334,055	2,264,294	2,607,144	2,497,172	-	(2,607,144)	-100%
Operating Revenue	2,724,702	2,553,363	2,965,751	2,936,469	464,101	(2,501,650)	-84%
Total Revenue	2,724,702	2,553,363	2,965,751	2,936,469	464,101	(2,501,650)	-84%
Personnel Services	2,124,335	1,890,983	1,942,637	1,951,485	2,319,356	376,719	19%
Materials and Services	808,130	690,952	1,023,114	984,984	722,176	(300,938)	-29%
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	2,932,465	2,581,935	2,965,751	2,936,469	3,041,532	75,781	3%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	2,932,465	2,581,935	2,965,751	2,936,469	3,041,532	75,781	3%
Revenues Less Expenses	(207,762)	(28,572)	-	-	(2,577,431)		

Notes:
 None.



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 opposing pressures of higher interest rates and low inventory appears to have flattened the growth curve of the residential real estate market with some areas showing some slight decline. Commercial/industrial is holding fairly steady in most sectors. Residential appeals to the Board of Property Tax Appeals increased 29% over last year while Commercial/Industrial appeals were up a whopping 92%. We expect the percentage of Commercial/Industrial appeals to increase again in 2024-25. Appeals to BOPTA were more than anticipated and appeals to the Magistrate Division of the Tax Court continue to increase. Typically we are able to resolve the majority of Commercial/Industrial appeals at BOPTA however as they move to the next level they require a significant amount of resources. 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.

We have a new commercial appeal to the regular division of the Oregon Tax Court in which a controversial valuation theory will be examined, potentially having statewide implications. This will be an expensive and time consuming appeal. An increasing level of sales activity is helpful but continues to require significant appraisal resources to verify sales, research listings and field inspect property to support appeals, general market analysis and the ratio study. In the previous year over 1,700 new or continued exemption and deferral eligibility determinations were reviewed as well as maintenance on the existing approximate 24,000 accounts that have previously qualified so property owners can have confidence they are paying the correct tax consistent with the use of the property. For 2024-25 we will continue to focus on a more consistent and regular reappraisal of our 300 plus neighborhoods in Clackamas County in lieu of examining outlier sales. This will ensure a more uniform and equitable valuation of each property in those neighborhoods and help maintain the overall health of our valuation program.

Key Performance Measures

		FY 21-22 Actual	FY 22-23 Actual	FY 23-24 Target	FY 23-24 Projected Performance	FY 24-25 Target
Result	Board of Property Tax Appeals will remain below 1% annually	<1%	<1%	<1%	<1%	<1%
Output	# of Board of Property Tax Appeals	196	184	400	279	300
Output	# of real property accounts with tax roll corrections completed for omitted property	226	150	200	130	125

Program includes:

Mandated Services Yes

Shared Services Yes

Grant Funding Yes

Explain all "Yes" boxes below

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

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

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

The State reviews the adequacy of our program by looking at the following areas: 1. Assessment, 2. Cartography and GIS Administration
3. Property Valuation, 4. Processing of the Board of Property Tax Appeals, Magistrate and Regular Division Tax Court Appeals, and 5. A&T Data Processing.

The County submits an annual grant application. The budgeted expenditures identify the resources necessary to maintain minimum A&T adequacy. If the department of Revenue determines a County's Assessment and Taxation budget is adequate, it certifies the County to participate in the grant. If the Department of Revenue finds the County's budget to be inadequate to meet program requirements, the County is denied the grant for that year.

There is no specific formula to determine program adequacy because the demographics of each County are different. Most recently, the Department of Revenue has focused on A&T outcomes more than process looking at the effectiveness of our County's operations by function.



100303-Value Adjustment
BCC Priority Alignment: Accountable Government
Budget Summary

	FY21-22	FY22-23	FY23-24	FY23-24	FY24-25	Budget-to-Budget Changes:	
	Actuals	Actuals	Amended Budget	Projected Year-End	Budget	\$ FY23-24 to FY24-25	% FY23-24 to FY24-25
Beginning Fund Balance	-	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	390,637	289,069	317,623	312,905	342,318	24,695	8%
Charges, Fees, License, Permits, Fines	-	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	1,424,547	140,293	24,000	76,186	66,528	42,528	177%
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	1,842,737	1,867,336	2,386,828	2,008,070	-	(2,386,828)	-100%
Operating Revenue	3,657,921	2,296,698	2,728,451	2,397,161	408,846	(2,319,605)	-85%
Total Revenue	3,657,921	2,296,698	2,728,451	2,397,161	408,846	(2,319,605)	-85%
Personnel Services	1,680,669	1,868,720	2,114,717	1,728,457	2,190,342	75,625	4%
Materials and Services	470,825	322,315	613,734	668,704	400,961	(212,773)	-35%
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	2,151,495	2,191,035	2,728,451	2,397,161	2,591,303	(137,148)	-5%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	2,151,495	2,191,035	2,728,451	2,397,161	2,591,303	(137,148)	-5%
Revenues Less Expenses	1,506,426	105,662	-	-	(2,182,457)		

Notes:
None.



County Administration

Board of County Commissioners

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

Website: <http://www.clackamas.us/bcc/>

County Administration

Gary Schmidt – County Administrator
Nancy Bush – County Operating Officer

Website: <https://www.clackamas.us/countyadmin>



County Administration (12)

Department Budget Summary by Fund

<i>Line of Business Name</i>	<i>Program Name</i>	FY24-25	FY24-25	FY24-25	FY24-25	% of	FY24-25 FTE **		
		General Fund (100)	Special Grants Fund (230)	Total Budget	General Fund Support in Budget*	Total	Total	Filled	Vacant
County Administration Line of Business	Office of County Administrator	2,996,057	6,728,132	9,724,189	2,996,057	31%	11.8	9.8	2.0
	Equity, Diversity & Inclusion	-	-	-	-		0.0	-	-
	Outreach Program	52,528	-	52,528	-	0%	0.0	-	-
	BCC Office	1,120,024		1,120,025	1,120,025	100%	5.0	5.0	-
TOTAL		4,168,610	6,728,132	10,896,742	4,116,082	38%	16.8	14.8	2.0
<i>FY23-24 Budget (Amended)</i>		4,690,176	9,441,562	14,131,738	3,922,530	28%	17.8	15.8	2.0
<i>\$ Increase (Decrease)</i>		-521,567	-2,713,430	-3,234,997	193,552		(1.0)	(1.0)	0.0
<i>% Increase (Decrease)</i>		-11%	-29%	-23%	5%		-6%	-6%	0%

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

** FY24-25 FTE aligns to department's final budgeted All Position Report (APOS).



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 FY24-25 of \$4,130,875. This is a decrease of \$720,595 from FY23-24 (exclusive of ARPA Funds). During FY23-24 significant progress was made towards building the replacement County Courthouse and Goal 7 - 100% of reserve and contingency funds for general fund supported programs will reside at the County, not departmental level was completed.

Key Performance Measures

		FY 21-22 Actual	FY 22-23 Actual	FY 23-24 Target	FY 23-24 Actuals	FY 24-25 Target
Result	By 2023, Build a new County Courthouse	Not measured	Not measured	45%	45%	100% Completion
Result	Courthouse Milestones Groundbreaking - February 2022 Concrete Top off - December 2023 Crane Removal - June 2024 Commissioning - January 2025 Turnover - May 2025 End of Commissioning - August 2025					
Result	By 2022, 100% of reserve and contingency funds for general fund supported programs will reside at the County, not departmental level.	Not measured	Not measured	100%	100%	Completed

Programs Include

Mandated Services N

Shared Services N

Grant Funding N



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

	Budget-to-Budget Changes:						
	FY21-22 Actuals	FY22-23 Actuals	FY23-24 Amended Budget	FY23-24 Projected Year-End	FY24-25 Budget	\$ FY23-24 to FY24-25	% FY23-24 to FY24-25
Beginning Fund Balance	-	-	102,879	-	-	(102,879)	-100%
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	3,465	54	5,713,710	171,848	6,728,132	1,014,422	18%
Charges, Fees, License, Permits, Fines	1,350,617	1,049,460	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	1,762	625	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	2,734,843	3,094,027	2,688,836	2,423,399	2,996,057	307,221	11%
Operating Revenue	4,090,688	4,144,166	8,402,546	2,595,247	9,724,189	1,321,643	16%
Total Revenue	4,090,688	4,144,166	8,505,425	2,595,247	9,724,189	1,218,764	14%
Personnel Services	2,269,897	2,460,548	2,300,265	2,039,434	2,534,355	234,091	10%
Materials and Services	987,360	1,102,815	444,291	435,467	648,802	204,511	46%
Capital Outlay	-	18,335	-	4,602	-	-	-
Operating Expense	3,257,257	3,581,698	2,744,556	2,479,503	3,183,157	438,602	16%
Debt Service	-	-	-	-	-	-	-
Special Payments	709,162	499,121	5,760,869	115,744	6,541,032	780,163	14%
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	3,966,419	4,080,818	8,505,425	2,595,247	9,724,189	1,218,765	14%
Revenues Less Expenses	124,268	63,348	-	-	-	-	-

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



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

	FY21-22	FY22-23	FY23-24	FY23-24	FY24-25	Budget-to-Budget Changes:	
	Actuals	Actuals	Amended Budget	Projected Year-End	Budget	\$ FY23-24 to FY24-25	% FY23-24 to FY24-25
Beginning Fund Balance	-	95,000	-	-	-	-	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	15,890	804,795	3,624,973	4,737,053	-	(3,624,973)	-100%
Charges, Fees, License, Permits, Fines	-	-	757,646	446,100	-	(757,646)	-100%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	98,870	35,660	10,000	10,000	-	(10,000)	-100%
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	588,021	719,706	-	-	-	-	-
Operating Revenue	702,781	1,560,161	4,392,619	5,193,153	-	(4,392,619)	-100%
Total Revenue	702,781	1,655,161	4,392,619	5,193,153	-	(4,392,619)	-100%
Personnel Services	519,633	643,179	675,127	334,646	-	(675,127)	-100%
Materials and Services	86,272	187,227	217,492	210,600	-	(217,492)	-100%
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	605,905	830,407	892,619	545,246	-	(892,619)	-100%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	694,990	3,500,000	4,647,907	-	(3,500,000)	-100%
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	605,905	1,525,397	4,392,619	5,193,153	-	(4,392,619)	-100%
Revenues Less Expenses	96,875	129,764	-	-	-	-	-

Notes:

Moved to new County Allocation Model



120103-Outreach Program
 BCC Priority Alignment: Accountable Government
Budget Summary

	FY21-22	FY22-23	FY23-24	FY23-24	FY24-25	Budget-to-Budget Changes:	
	Actuals	Actuals	Amended	Projected	Budget	\$ FY23-24	% FY23-24
			Budget	Year-End		to FY24-25	to FY24-25
Beginning Fund Balance	-	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	6,151	-	-	-	-	-
Charges, Fees, License, Permits, Fines	-	-	-	-	52,528	52,528	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	157,518	159,299	-	-	-	-	-
Operating Revenue	157,518	165,450	-	-	52,528	52,528	-
Total Revenue	157,518	165,450	-	-	52,528	52,528	-
Personnel Services	150,918	165,810	-	-	-	-	-
Materials and Services	-	-	-	-	52,528	52,528	-
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	150,918	165,810	-	-	52,528	52,528	-
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	150,918	165,810	-	-	52,528	52,528	-
Revenues Less Expenses	6,600	(360)	-	-	-	-	-

Notes:

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



	FY21-22	FY22-23	FY23-24	FY23-24	FY24-25	Budget-to-Budget Changes:	
	Actuals	Actuals	Amended Budget	Projected Year-End	Budget	\$ FY23-24 to FY24-25	% FY23-24 to FY24-25
Beginning Fund Balance	-	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines	-	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	3	-	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	855,906	909,211	1,233,694	1,243,739	1,120,025	(113,669)	-9%
Operating Revenue	855,909	909,211	1,233,694	1,243,739	1,120,025	(113,669)	-9%
Total Revenue	855,909	909,211	1,233,694	1,243,739	1,120,025	(113,669)	-9%
Personnel Services	833,434	868,700	1,000,171	1,002,216	1,044,281	44,110	4%
Materials and Services	22,472	40,511	233,523	241,523	75,743	(157,780)	-68%
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	855,906	909,211	1,233,694	1,243,739	1,120,024	(113,670)	-9%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	855,906	909,211	1,233,694	1,243,739	1,120,024	(113,670)	-9%
Revenues Less Expenses	-	-	-	-	-	-	-

Notes:

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



Tourism

Samara Phelps, Executive Director

<http://www.mthoodterritory.com>



County Administration - Tourism (12)

Department Budget Summary by Fund

Line of Business Name	Program	FY24-25	FY24-25	FY24-25	% of	FY24-25 FTE **			
		Transient Lodging Tax Fund (255)	Total Budget	General Fund Support in Budget*	Total	Total	Filled	Vacant	
Tourism & Cultural Affairs Services	Leadership & Administration	8,039,070	8,039,070	-	-	3.3	3.3	-	
	Destination Development & Community Relations	1,362,304	1,362,304	-	-	2.0	2.0	-	
	Region Cooperative Tourism Program	530,000	530,000	-	-	0.8	0.8	-	
	Marketing & Communication	2,310,750	2,310,750	-	-	3.7	3.7	-	
TOTAL		12,242,125	12,242,125	-	-	9.7	9.7	0.0	
		<i>FY23-24 Budget (Amended)</i>	12,061,560	12,061,560	-	-	9.7	9.7	0.0
		<i>\$ Increase (Decrease)</i>	180,565	180,565	-	-	0.0	0.0	0.0
		<i>% Increase (Decrease)</i>	1%	1%	-	-	0%	0%	-

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

** FY24-25 FTE aligns to department's final budgeted All Position Report (APOS).



Tourism

Leadership & Administration

Purpose Statement

The purpose of Tourism is to provide sustainable countywide tourism services so stakeholders experience economic benefit from the optimized application of the County Transient Room Tax (TRT). Tourism is guided by the Tourism Development Council (TDC) as defined by the County TRT ordinance. Leadership works with the TDC to ensure programs align with the Tourism Master Plan and with identified strategic priorities and outcomes.

Performance Narrative Statement

Tourism's overall measurements of success are based on industry best practices for performance measurement. Transient Room Tax (TRT) collection and visitor spending in Clackamas County are the key performance measures to support the County's priority to support a vibrant economy. Leadership also supports building public trust through good government. The Leadership & Administration budget reflects the TDC's direction to keep a contingency approximately equal to one year of TRT revenue, build an opportunity fund and program prior year carryover through high impact projects under professional services.

Key Performance Measures

	FY 21-22 Actual	FY 22-23 Actual	FY 23-24 Target	FY 23-24 Actuals as of 12/31/22	FY 24-25 Target
Annual collection of revenues resulting from the TRT tax collections - County	\$5.4M	\$5.7M	\$4.5M	\$4.15M	\$5.8M
Annual destination spending in Clackamas County as calculated by Dean Runyan Associates for Travel Oregon (reported calendar year)	\$494M (year 2022)	\$510M (year 2023)	\$549M	***	\$555M

***These figures are unavailable at this time as they are obtained from Dean Runyan in 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



120201-Leadership & Administration
 BCC Priority Alignment: Vibrant Economy
Budget Summary

	Budget-to-Budget Changes:						
	FY21-22 Actuals	FY22-23 Actuals	FY23-24 Amended Budget	FY23-24 Projected Year-End	FY24-25 Budget	\$ FY23-24 to FY24-25	% FY23-24 to FY24-25
Beginning Fund Balance	3,181,798	6,635,868	5,893,420	5,874,179	6,712,125	818,705	14%
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines	-	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	15,900	-	-	-	-	-
All Other Revenue Resources	4,754,503	458,732	2,186,213	2,026,263	1,326,945	(859,268)	-39%
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-
Operating Revenue	4,754,503	474,632	2,186,213	2,026,263	1,326,945	(859,268)	-39%
Total Revenue	7,936,302	7,110,500	8,079,633	7,900,442	8,039,070	(40,563)	-1%
Personnel Services	990,589	515,605	539,125	540,527	612,327	73,201	14%
Materials and Services	309,845	764,880	2,477,766	447,790	2,426,744	(51,022)	-2%
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	1,300,434	1,280,485	3,016,891	988,317	3,039,070	22,179	1%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	200,000	200,000	-	(200,000)	-100%
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	4,862,742	-	5,000,000	137,258	3%
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	1,300,434	1,280,485	8,079,633	1,188,317	8,039,070	(40,563)	-1%
Revenues Less Expenses	6,635,868	5,830,015	-	6,712,125	-		

Notes:
 Transient Room Tax revenue continues to grow. Aligning with TDC priorities to be resilient and nimble. Contingency is approximately one year of TRT revenue so spending is based on collected TRT instead of anticipated revenues. Additional revenue was added to the opportunity fund to nimbly respond to unforeseen opportunities without taking away from other programs.



Destination Development & Community Relations

Purpose Statement

The Destination Development & Community Relations program is responsible for strategies that develop and enhance tourism attractions, facilities and products through engagement and collaborations that contribute to economic development and local vitality.

Performance Narrative

The Destination Development & Community Relations budget is budgeted at continuation of service level with the exception of the strategic investment program which is returned to sustainable levels after a one time increase in FY23/24. This budget includes product development, direct investments in community efforts, staff outreach to partners, convening of stakeholders, support for collaborative projects, trainings, visitor information services, trade and consumer show representation. Development monitors the number and diversity of partners engaged with Tourism program offerings, direct investment, and community involvement helping to achieve strategic outcomes through partnerships and contributes to Tourism's overall measurements of success in Transient Room Tax (TRT) collections and annual visitor spending to support the County's vibrant economy priority.

Key Performance Measures

	FY 21-22 Actual	FY 22-23 Actual	FY 23-24 Target	FY 23-24 Actuals as of 12/31/22	FY 24-25 Target
Annual collection of revenues resulting from the TRT tax collections - County	\$5.4M	\$5.7M	\$4.5M	\$4.15M	\$5.8M
Annual destination spending in Clackamas County as calculated by Dean Runyan Associates for Travel Oregon (reported calendar year)	\$494M (year 2022)	\$510M (year 2023)	\$549M	***	\$555M

***These figures are unavailable at this time as they are obtained from Dean Runyan in June each year.

Program includes:

Mandated Services N

Shared Services N

Grant Funding N

Explain all "Yes" boxes below

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

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

Explanation



120202-Destination Development & Community Relations

BCC Priority Alignment: Vibrant Economy

Budget Summary

	FY21-22 Actuals	FY22-23 Actuals	FY23-24 Amended Budget	FY23-24 Projected Year-End	FY24-25 Budget	Budget-to-Budget Changes:	
						\$ FY23-24 to FY24-25	% FY23-24 to FY24-25
Beginning Fund Balance	-	(49,695)	620,221	831,641	-	(620,221)	-100%
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines	-	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	-	1,590,558	846,317	886,317	1,362,304	515,987	61%
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-
Operating Revenue	-	1,590,558	846,317	886,317	1,362,304	515,987	61%
Total Revenue	-	1,540,863	1,466,538	1,717,958	1,362,304	(104,234)	-7%
Personnel Services	-	268,077	284,988	286,584	299,354	14,366	5%
Materials and Services	49,695	293,592	270,130	519,954	562,950	292,820	108%
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	49,695	561,669	555,118	806,538	862,304	307,186	55%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	147,553	911,420	911,420	500,000	(411,420)	-45%
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	49,695	709,222	1,466,538	1,717,958	1,362,304	(104,234)	-7%
Revenues Less Expenses	(49,695)	831,641	-	-	-		

Notes:

No significant change.



Region Cooperative Tourism Program

Purpose Statement

The purpose of the Regional Cooperative Tourism Program is to provide regional destination management through marketing, public relations, global sales, destination development, and partnership services and opportunities to local stakeholders in each region. Tourism leads the Mt. Hood & Columbia River Gorge Region as the Regional Destination Management Organization (RDMO) and collaborates with the designated RDMO in the Portland and Willamette Valley regions.

Performance Narrative Statement

Tourism receives a portion of state transient lodging tax funds as pass through to support the regional efforts for the Mt. Hood/Gorge region and provide program support within our geographic boundaries of the Portland region. The program delivers destination management leadership to regional stakeholders and supports the County's vibrant economy priority.

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 21-22 Actuals	FY 22-23 Actual	FY 23-24 Target	FY 23-24 Actuals as of 12/31/23	FY 24-25 Target
Quarterly reviews with Travel Oregon program staff	4	4	4	2	4
Annual reports to be completed by the RDMO	1	1	1		1
Biennial regional stakeholder feedback via Travel Oregon's Industry Survey	0	0	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



120203-Region Cooperative Tourism Program
BCC Priority Alignment: Vibrant Economy
Budget Summary

	FY21-22	FY22-23	FY23-24	FY23-24	FY24-25	Budget-to-Budget Changes:	
	Actuals	Actuals	Amended Budget	Projected Year-End	Budget	\$ FY23-24 to FY24-25	% FY23-24 to FY24-25
Beginning Fund Balance	-	141,825	-	83,007	-	-	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	471,150	556,018	424,000	424,000	530,000	106,000	25%
Charges, Fees, License, Permits, Fines	-	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	49,783	17,500	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-
Operating Revenue	520,933	573,518	424,000	424,000	530,000	106,000	25%
Total Revenue	520,933	715,343	424,000	507,007	530,000	106,000	25%
Personnel Services	-	105,312	117,881	122,316	126,768	8,886	8%
Materials and Services	379,107	535,627	306,119	384,691	403,233	97,114	32%
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	379,107	640,938	424,000	507,007	530,000	106,000	25%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	379,107	640,938	424,000	507,007	530,000	106,000	25%
Revenues Less Expenses	141,825	74,405	-	-	-	-	-

Notes:

No significant change in this program.

Marketing & Communication



Purpose Statement

The Marketing & Communication program is responsible for strategies that deepen awareness of the destination and critical messages that support a sustainable destination through advertising, promotions, public relations, sales materials and trip planning tools that facilitate a positive visitor experience that benefits the community.

Performance Narrative Statement

The Marketing & Communication budget is a continuation of service levels from last fiscal year and a couple one time projects programed from department carryover. This budget allows for owned and earned messaging strategies that include staff and contracted expertise and Support. Marketing monitors and measures performance for individual campaigns, channels and public relations for effectiveness in achieving strategic outcomes and contributes to Tourism's overall measurements of success in Transient Room Tax (TRT) collections and annual visitor spending to support the County's vibrant economy priority.

Key Performance Measures

	FY 21-22 Actual	FY 22-23 Actual	FY 23-24 Target	FY 23-24 Actuals as of 12/31/22	FY 24-25 Target
Annual collection of revenues resulting from the TRT tax collections - County	\$5.4M	\$5.7M	\$4.5M	\$4.15M	\$5.8M
Annual destination spending in Clackamas County as calculated by Dean Runyan Associates for Travel Oregon (reported calendar year)	\$494M (year 2022)	\$510M (year 2023)	\$549M	***	\$555M

***These figures are unavailable at this time as they are obtained from Dean Runyan in 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



120204-Marketing & Communication
 BCC Priority Alignment: Vibrant Economy
 Budget Summary

	FY21-22 Actuals	FY22-23 Actuals	FY23-24 Amended Budget	FY23-24 Projected Year-End	FY24-25 Budget	Budget-to-Budget Changes:	
						\$ FY23-24 to FY24-25	% FY23-24 to FY24-25
Beginning Fund Balance	-	(351,517)	613,188	613,188	-	(613,188)	-100%
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines	-	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	9,821	3,075,240	1,478,201	1,598,151	2,310,751	832,550	56%
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-
Operating Revenue	9,821	3,075,240	1,478,201	1,598,151	2,310,751	832,550	56%
Total Revenue	9,821	2,723,724	2,091,389	2,211,339	2,310,751	219,362	10%
Personnel Services	-	375,822	574,989	576,727	597,850	22,861	4%
Materials and Services	361,338	1,734,713	1,516,400	1,634,612	1,712,900	196,500	13%
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	361,338	2,110,536	2,091,389	2,211,339	2,310,750	219,361	10%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	361,338	2,110,536	2,091,389	2,211,339	2,310,750	219,361	10%
Revenues Less Expenses	(351,517)	613,188	-	-	-		

Notes:



**County Administration -
Disaster Management**
Daniel Nibouar, Program Director

<http://www.clackamas.us/dm/>



County Admin - Disaster Management (23)

Department Budget Summary by Fund

Line of business Name	Program Name	FY24-25	FY24-25	FY24-25	FY24-25	% of	FY24-25 FTE **		
		General Fund (100)	Special Grants Fund (230)	Total Budget	General Fund Support in Budget*	Total	Total	Filled	Vacant
Disaster Management & Medical Examiner	Disaster Management	2,129,620	55,923	2,185,543	2,024,020	93%	8.5	7.0	1.5
	Medical Examiner's Office	1,349,730	-	1,349,730	1,349,730	100%	6.0	6.0	-
	Disaster Activation	20,000	-	20,000	20,000	100%	-	-	-
	Disaster Management Grants	897,118	-	897,118	-	0%	-	-	-
TOTAL		4,396,469	55,923	4,452,392	3,393,750	76%	14.5	13.0	1.5
FY23-24 Budget (Amended)		4,346,735	100,256	4,446,991	3,045,048	68%	14.5	13.0	1.5
\$ Increase (Decrease)		49,734	-44,333	5,401	348,702		-	-	-
% Increase (Decrease)		1%	-44%	0%	11%		0%	0%	0%

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

** FY24-25 FTE aligns to department's final budgeted All Position Report (APOS).



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 \$2,185,543 budget. The Emergency Management Performance Grant (EMPG) is expected to be around \$100,000, which helps offset personnel costs. This federal funding is unstable for future years and has steadily decreased over the past few years. These resources will provide coordination and integration of emergency planning and preparedness efforts for community members of Clackamas County. Achieving these targets will provide a more resilient community before, during, and after disasters.

Key Performance Measures

		FY 21-22 Actuals	FY 22-23 Actual	FY 23-24 Target	FY 23-24 Actuals as of 12/31/23	FY 24-25 Target
Result Measure	90% of required Disaster Management Plans that are up to date and approved	Discontinued	Discontinued	Discontinued	Discontinued	Discontinued
Result Measure	75% Clackamas County Departments have up to date, approved Continuity of Operations Plans in place ¹	34%	35%	85%	70%	85%
Output	75% of Public Alert calls connected to residents	85%	89%	85%	89%	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 Y
- Shared Services N
- Grant Funding Y

Explain all "Yes" boxes below

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

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

Explanation Mandated Services: Oregon Revised Statutes Section 401 requires the County to have an emergency management program, Emergency Operations Plan (EOP), and Emergency Operations Center (EOC) and a staff trained to manage critical incident tasks during an emergency or major incident. Grant Funding: The Emergency Management Performance Grant (EMPG) for FY24 is anticipated to provide approximately \$100,000 to offset salaries for Clackamas County Disaster Management Program staff. The EMPG renews annually, has a 50% match requirement, and has been steadily decreasing. In order to get federal funding for federally declared events and mitigation dollars the program must also adhere to the federal Stafford Act.



230101-Disaster Management
BCC Priority Alignment: Ensure Healthy, Safe, and Secure Communities
Budget Summary

	FY21-22	FY22-23	FY23-24	FY23-24	FY24-25	Budget-to-Budget Changes:	
	Actuals	Actuals	Amended Budget	Projected Year-End	Budget	\$ FY23-24 to FY24-25	% FY23-24 to FY24-25
Beginning Fund Balance	-	-	-	-	55,923	55,923	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	785,756	314,452	230,856	228,414	105,600	(125,256)	-54%
Charges, Fees, License, Permits, Fines	19,905	7,807	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	145,041	6,602	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	1,514,122	1,955,460	1,831,930	1,522,627	2,024,020	192,090	10%
Operating Revenue	2,464,824	2,284,321	2,062,786	1,751,041	2,129,620	66,834	3%
Total Revenue	2,464,824	2,284,321	2,062,786	1,751,041	2,185,543	122,757	6%
Personnel Services	1,019,273	1,297,146	1,554,443	1,221,698	1,667,848	113,405	7%
Materials and Services	574,656	834,778	408,087	429,087	461,772	53,685	13%
Capital Outlay	47,143	-	100,256	44,333	55,923	(44,333)	-44%
Operating Expense	1,641,071	2,131,924	2,062,786	1,695,118	2,185,543	122,757	6%
Debt Service	-	-	-	-	-	-	-
Special Payments	174,115	27,884	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	1,815,186	2,159,808	2,062,786	1,695,118	2,185,543	122,757	6%
Revenues Less Expenses	649,638	124,513	-	55,923	-		

Notes:

Some reductions in Program Materials & Supplies and Computer Hardware, increased cost allocation, and grant decrease.



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 \$1,349,730 budget. These resources will provide approximately 420 on-scene death investigations and 1000 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 21-22 Actual	FY 22-23 Actual	FY 23-24 Target	FY 23-24 Actuals as 12/31/23	FY 24-25 Target
Result	% of on-scene investigations with associated interviews and investigations where Quality Assurance Reviews are conducted.	5%	5%	4%	3%	4%
Result	% of the conducted Quality Assurance Reviews demonstrated to have no exceptions or non-compliance with protocols and established professional standards.	85%	85%	95%	98%	98%
Result	Total Number of Medical Examiner Cases	1326*	1348*	1,200	745	1,420
	Number of On-Scene Investigations	394*	404*	366	259	420
	Number of Reportable - Limited Investigations	932*	944*	834	486	1000

*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 (w/funding source)

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



230102-Medical Examiner's Office

BCC Priority Alignment: Ensure Healthy, Safe, and Secure Communities

Budget Summary

Budget-to-Budget Changes:

	FY21-22 Actuals	FY22-23 Actuals	FY23-24 Amended Budget	FY23-24 Projected Year-End	FY24-25 Budget	\$ FY23-24 to FY24-25	% FY23-24 to FY24-25
Beginning Fund Balance	-	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	17,998	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines	-	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	993,182	1,312,045	1,198,118	1,223,571	1,349,730	151,612	13%
Operating Revenue	1,011,180	1,312,045	1,198,118	1,223,571	1,349,730	151,612	13%
Total Revenue	1,011,180	1,312,045	1,198,118	1,223,571	1,349,730	151,612	13%
Personnel Services	828,456	963,016	986,956	987,573	1,092,256	105,301	11%
Materials and Services	178,665	171,366	211,162	235,998	257,474	46,312	22%
Capital Outlay	-	177,663	-	-	-	-	-
Operating Expense	1,007,121	1,312,045	1,198,118	1,223,571	1,349,730	151,613	13%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	1,007,121	1,312,045	1,198,118	1,223,571	1,349,730	151,613	13%
Revenues Less Expenses	4,060	-	-	-	-	-	-

Notes:

Increased staff costs, increased case load requiring temp employee support, State no longer providing most ME services and county needs to contract with a ME to provide



Disaster Management

Disaster Activation

Purpose Statement

The purpose of the Disaster Management Activation Program is to coordinate County response to the Emergency Operations Center (EOC) activations for undeclared disasters and 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 EOC works towards equitable access to resources to aid in a quick recovery.

Performance Narrative Statement

The Disaster Activation Program proposes a \$20,000 budget. These resources will provide coordination and integration of emergency response and recovery efforts for the community members of Clackamas County.

Key Performance Measures

		FY 21-22 Actuals	FY 22-23 Actuals	FY 23-24 Target	FY 23-24 Actuals as of 12/31/23	FY 23-24 Target
Output	Number of Animals sheltered during an event ¹	N/A	142	N/A	N/A	N/A
Output	Number of RV's and families Sheltered by Clackamas County during an event ²	N/A	6	N/A	N/A	N/A
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	397,819	194,385	N/A	265,552	N/A
Output	Reportable Staff time dedicated to disaster event establishing shelters, delivering messaging, fulfilling resources requests and providing resources to residents. ⁴	953	1,819	N/A	3000	N/A
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	891	N/A	N/A	N/A	N/A

¹ FY 21-22 no events required evacuations. FY 22-23 numbers are from Mclver Fire.

² FY 21-22 no events required evacuations. FY 22-23 numbers are from Mclver Fire.

³ FY 21-22 numbers include 380,531 page views and 17,188 engagements by community members, as well as 100 social media posts produced by PIO staff. FY22-23 numbers include 26 published social media posts using Twitter and Facebook; 184,371 impressions; 9,273 engagements and 715 post links. FY 23-24 numbers include 241,372 page views by citizens and 43 social media posts produced by PIO Staff.

⁴ For FY 21-22 Staff time is from Disaster Management staff working in the EOC for minor activations. FY 22-23 1,377 total hours of staff time worked for COVID-19 response and 442 hours of staff over time (OT) worked for the Mclver Fire. FY23-24 total hours are estimated at 3000 hours from the 224 Fire, Molalla Fire, Camp Creek Fire and Otty Road Fire.

⁵ We are unable to provide the percentage of calls answered due to data collection system constraints. For FY 21-22 The numbers of calls have been related to COVID topics. For FY 22-23 and 23-24 211 managed calls from Clackamas community members through direct support from the State.

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.



230103-Disaster Activation
 BCC Priority Alignment: Ensure Healthy, Safe, and Secure Communities
Budget Summary

	FY21-22	FY22-23	FY23-24	FY23-24	FY24-25	Budget-to-Budget Changes:	
	Actuals	Actuals	Amended Budget	Projected Year-End	Budget	\$ FY23-24 to FY24-25	% FY23-24 to FY24-25
Beginning Fund Balance	-	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	459,814	192,051	-	-	-	-	-
Charges, Fees, License, Permits, Fines	-	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	-	12,302	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	19,162	3,999	15,000	33,000	20,000	5,000	33%
Operating Revenue	478,976	208,352	15,000	33,000	20,000	5,000	33%
Total Revenue	478,976	208,352	15,000	33,000	20,000	5,000	33%
Personnel Services	288,021	148,037	-	-	-	-	-
Materials and Services	80,561	17,979	15,000	33,000	20,000	5,000	33%
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	368,583	166,016	15,000	33,000	20,000	5,000	33%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	368,583	166,016	15,000	33,000	20,000	5,000	33%
Revenues Less Expenses	110,394	42,336	-	-	-		

Notes:
 No significant changes



230104-Disaster Management Grants
 BCC Priority Alignment: Ensure Healthy, Safe, and Secure Communities
Budget Summary

	FY21-22 Actuals	FY22-23 Actuals	FY23-24 Amended Budget	FY23-24 Projected Year-End	FY24-25 Budget	Budget-to-Budget Changes:	
						\$ FY23-24 to FY24-25	% FY23-24 to FY24-25
Beginning Fund Balance	-	423,844	573,844	573,844	583,844	10,000	2%
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	175,050	597,243	458,063	313,274	(283,969)	-48%
Charges, Fees, License, Permits, Fines	-	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-
Operating Revenue	-	175,050	597,243	458,063	313,274	(283,969)	-48%
Total Revenue	-	598,895	1,171,087	1,031,907	897,118	(273,969)	-23%
Personnel Services	-	-	-	-	-	-	-
Materials and Services	-	90,054	447,243	308,063	313,274	(133,969)	-30%
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	-	90,054	447,243	308,063	313,274	(133,969)	-30%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	723,844	140,000	583,844	(140,000)	-19%
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	-	90,054	1,171,087	448,063	897,118	(273,969)	-23%
Revenues Less Expenses	-	508,841	-	583,844	-		

Notes:
 Additional grant projects



County Administration - Law Library

Jennifer Dalglish, Director

<https://www.clackamas.us/lawlibrary>



County Admin - Law Library (27)

Department Budget Summary by Fund

Line of Business Name	Program Name	FY24-25 Law Library Fund (211)	FY24-25 Total Budget	FY24-25 General Fund Support in Budget*	% of Total	FY24-25 FTE **		
						Total	Filled	Vacant
Law Library Administration	Law Library Services	583,495	583,495	6,011	1%	2.3	1.8	0.5
TOTAL		583,495	583,495	6,011	1%	2.3	1.8	0.5
<i>FY23-24 Budget (Amended)</i>		558,549	558,549	-	-	2.3	1.8	0.5
<i>\$ Increase (Decrease)</i>		24,946	24,946	-		0.0	0.0	0.0
<i>% Increase (Decrease)</i>		4%	4%	-		0%	0%	0%

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

** FY24-25 FTE aligns to department's final budgeted All Position Report (APOS).



	FY21-22 Actuals	FY22-23 Actuals	FY23-24 Amended Budget	FY23-24 Projected Year-End	FY24-25 Budget	Budget-to-Budget Changes:	
						\$ FY23-24 to FY24-25	% FY23-24 to FY24-25
Beginning Fund Balance	176,632	268,541	192,543	284,874	194,415	1,872	1%
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	83,001	25,797	-	-	-	-	-
Charges, Fees, License, Permits, Fines	347,059	351,135	356,386	367,069	370,069	13,683	4%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	1,767	9,012	9,620	11,500	13,000	3,380	35%
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	6,011	6,011	-
Operating Revenue	431,827	385,944	366,006	378,569	389,080	23,074	6%
Total Revenue	608,459	654,485	558,549	663,443	583,495	24,946	4%
Personnel Services	206,492	237,845	287,987	298,588	346,103	58,116	20%
Materials and Services	133,427	131,765	170,561	170,440	195,221	24,660	14%
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	339,919	369,611	458,549	469,028	541,324	82,776	18%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	100,000	-	42,171	(57,829)	-58%
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	339,919	369,611	558,549	469,028	583,495	24,947	4%
Revenues Less Expenses	268,541	284,874	-	194,415	-		

Notes:

None.



County Clerk

Catherine McMullen, Clerk

<http://www.clackamas.us/clerk/>



County Clerk (13)

Department Budget Summary by Fund

<i>Line of Business Name Program Name</i>		FY24-25	FY24-25	FY24-25	% of	FY24-25 FTE **		
		General Fund (100)	Total Budget	General Fund Support in Budget*	Total	Total	Filled	Vacant
Clerk's Office	Office of the Clerk	1,134,799	1,134,799	7,250	1%	3.5	3.5	-
	Board of Property Tax Appeals (BOPTA)	12,000	12,000	12,000	100%	-	-	-
	Elections	2,897,788	2,897,788	2,397,788	83%	7.0	5.0	2.0
	Recording	1,368,656	1,368,656	231,212	17%	5.5	5.5	-
Records Management	Records Management	747,368	747,368	-	0%	5.0	5.0	-
		6,160,612	6,160,612	2,648,250	43%	21.0	19.0	2.0
<i>FY23-24 Budget (Amended)</i>		4,466,329	4,466,329	-	-	21.0	18.0	3.0
<i>\$ Increase (Decrease)</i>		1,694,283	1,694,283	2,648,250		0.0	1.0	(1.0)
<i>% Increase (Decrease)</i>		38%	38%	-		0%	6%	-33%

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

**** FY24-25 FTE aligns to department's final budgeted All Position Report (APOS).**



County Clerk

Office of the Clerk

Purpose Statement

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

Performance Narrative Statement

The Office of the Clerk program proposed a budget of \$1,134,799, a continuation of current funding levels. These resources will support office materials and services, training, and administrative costs of supporting elections, records management, property recording, property tax appeals, marriage and liquor licenses, wedding officiation, and passport services to the general public.

Key Performance Measures

		FY 22-23 Actual	FY 23-24 Target	FY 23-24 Projected	FY 24-25 Target
 Result	% Employees with annual performance summary completed	100%	100%	100%	100%
 Result	Number of community-focused events/meetings that the Clerk attends & engages with residents about services.	35	55	60	55
 Result	% of elections administered that meet all statutory deadlines including certification.	75%	100%	100%	100%

*The program applies new measures moving into FY23-24.

Program includes:

Mandated Services

Shared Services

Grant Funding

Explain all "Yes" boxes below

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

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

Explanation



130101-Office of the Clerk
BCC Priority Alignment: Accountable Government
Budget Summary

	FY21-22 Actuals	FY22-23 Actuals	FY23-24 Amended Budget	FY23-24 Projected Year-End	FY24-25 Budget	Budget-to-Budget Changes:	
						\$ FY23-24 to FY24-25	% FY23-24 to FY24-25
Beginning Fund Balance	-	929,497	330,700	108,232	-	(330,700)	-100%
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines	3,244,254	1,662,602	2,577,308	1,403,096	1,616,500	(960,808)	-37%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	350,000	663,918	25,739	7,250	(656,668)	-99%
Operating Revenue	3,244,254	2,012,602	3,241,226	1,428,835	1,623,750	(1,617,476)	-50%
Total Revenue	3,244,254	2,942,099	3,571,926	1,537,067	1,623,750	(1,948,176)	-55%
Personnel Services	133,487	572,694	535,147	513,212	563,607	28,459	5%
Materials and Services	473,987	318,718	46,975	24,759	571,193	524,218	1116%
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	607,474	891,412	582,122	537,971	1,134,799	552,677	95%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	663,918	-	-	(663,918)	-100%
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	607,474	891,412	1,246,040	537,971	1,134,799	(111,241)	-9%
Revenues Less Expenses	2,636,780	2,050,687	2,325,886	999,096	488,951		

Notes:
 None.



County Clerk

Board of Property Tax Appeals

Purpose Statement

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

Performance Narrative Statement

The Board of Property Tax Appeals program proposed a budget of \$12,000, a continuation of current funding levels. These resources will support office materials and board members, training, and administrative costs of reviewing property tax appeals and holding property tax appeals hearings.

Key Performance Measures

		FY 22-23 Actual	FY 23-24 Target	FY 23-24 Projected	FY 24-25 Target
 Result	% Petitioners who received a decision/order from the Clerk's office within five business days	90%	100%	100%	100%

Program includes:

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

Explain all "Yes" boxes below

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

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

Explanation

The FTE for the BOPTA program is an employee who works and is paid by the Office of the Clerk program.



130102-Board of Property Tax Appeals (BOPTA)
 BCC Priority Alignment: Accountable Government
 Budget Summary

	FY21-22	FY22-23	FY23-24	FY23-24	FY24-25	Budget-to-Budget Changes:	
	Actuals	Actuals	Amended Budget	Projected Year-End	Budget	\$ FY23-24 to FY24-25	% FY23-24 to FY24-25
Beginning Fund Balance	-	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	10,379	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines	-	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	12,000	12,000	-
Operating Revenue	10,379	-	-	-	12,000	12,000	-
Total Revenue	10,379	-	-	-	12,000	12,000	-
Personnel Services	1,056,062	-	-	-	-	-	-
Materials and Services	4,527	7,887	4,000	6,000	12,000	8,000	200%
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	1,060,589	7,887	4,000	6,000	12,000	8,000	200%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	8,000	-	-	(8,000)	-100%
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	1,060,589	7,887	12,000	6,000	12,000	-	0%
Revenues Less Expenses	(1,050,210)	(7,887)	(12,000)	(6,000)	-		

Notes:

None.



County Clerk

Elections

Purpose Statement

The purpose of the Elections program is to provide voter registration, information, ballot delivery, ballot return drop sites, and election services to Clackamas County voters and local governments so they can participate in a secure, impartial, and transparent electoral process.

Performance Narrative Statement

The Elections program proposed a \$2,897,788 budget, an increase in funding levels due to the need to replace our aging mail ballot sorter, be prepared for the upcoming presidential election cycle (May 2024). These resources will serve all Clackamas County residents, candidates for elected office, those who file measures, and allowing local districts and jurisdictions to hold elections.

Key Performance Measures

		FY 22-23 Actual	FY 23-24 Target	FY 23-24 Projected	FY 24-25 Target	
	Result	Overall election cost per eligible voter.	\$1.41	\$1.26	\$1.32	\$1.32
	Result	Election personnel cost per 1,000 ballots processed.	\$1,032	\$550	\$718	\$446
	Result	% Elections open to observation	100%	100%	100%	100%
	Result	% Ballot correspondence sent to voter within two business days	Unknown	100%	100%	100%
	Result	% Election filings on the County's website within one business day	Unknown	100%	100%	100%

*The program applies new measures moving into FY23-24.

Program includes:

Mandated Services

Shared Services

Grant Funding

Explain all "Yes" boxes below

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

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

Explanation

The Elections Office receives UASI and EAC grant funding.



130103-Elections

BCC Priority Alignment: Accountable Government

Budget Summary

	FY21-22 Actuals	FY22-23 Actuals	FY23-24 Amended Budget	FY23-24 Projected Year-End	FY24-25 Budget	Budget-to-Budget Changes:	
						\$ FY23-24 to FY24-25	% FY23-24 to FY24-25
Beginning Fund Balance	-	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	8,004	-	-	-	-	-
Charges, Fees, License, Permits, Fines	-	93,141	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	412,751	193,165	350,000	523,000	500,000	150,000	43%
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	2,397,788	2,397,788	-
Operating Revenue	412,751	294,309	350,000	523,000	2,897,788	2,547,788	728%
Total Revenue	412,751	294,309	350,000	523,000	2,897,788	2,547,788	728%
Personnel Services	336,416	598,533	624,154	563,548	824,288	200,135	32%
Materials and Services	620,581	1,152,313	944,849	821,399	1,233,500	288,651	31%
Capital Outlay	-	-	600,000	-	600,000	-	0%
Operating Expense	956,997	1,750,846	2,169,003	1,384,947	2,657,788	488,786	23%
Debt Service	-	-	-	-	-	-	-
Special Payments	173,304	202,849	240,000	115,000	240,000	-	0%
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	1,130,301	1,953,695	2,409,003	1,499,947	2,897,788	488,786	20%
Revenues Less Expenses	(717,550)	(1,659,386)	(2,059,003)	(976,947)	-		

Notes:

None.



County Clerk

Recording

Purpose Statement

The purpose of the Recording program is to provide marriage license, real property records access, and document recording services to the public so they can effectively research records, record documents, and obtain marriage licenses.

Performance Narrative Statement

The Recording program proposed a \$1,368,656 budget, a slight increase of current funding levels. These resources will provide the public access so they can receive marriage licenses, have weddings officiated; and certify ownerships, interest, and definitions of property within Clackamas County.

Key Performance Measures

		FY 22-23 Actual	FY 23-24 Target	FY23-24 Projected	FY 24-25 Target
 Result	% Recorded documents returned within 10 business days	100%	100%	100%	100%
 Result	% Requests for certified documents fulfilled within two business days of request	90%	100%	100%	100%
 Result	% Recorded documents indexed within five business days of being recorded	not tracked	75%	100%	100%

Program includes:

Mandated Services Yes

Shared Services No

Grant Funding No

Explain all "Yes" boxes below

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

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

Explanation The Recording Office records official documents on behalf of the County and citizens per ORS.



130105-Recording
BCC Priority Alignment: Accountable Government
Budget Summary

Budget-to-Budget Changes:

	FY21-22 Actuals	FY22-23 Actuals	FY23-24 Amended Budget	FY23-24 Projected Year-End	FY24-25 Budget	\$ FY23-24 to FY24-25	% FY23-24 to FY24-25
Beginning Fund Balance	391,460	247,353	358,718	-	503,494	144,776	40%
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	1,628	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines	319,175	146,475	144,776	144,127	145,000	224	0%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	121	-	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	-	-	1,006,000	231,212	231,212	-
Operating Revenue	320,924	146,475	144,776	1,150,127	376,212	231,436	160%
Total Revenue	712,384	393,828	503,494	1,150,127	879,706	376,212	75%
Personnel Services	150,150	346,459	557,309	507,512	592,241	34,933	6%
Materials and Services	115,046	135,779	182,000	139,121	126,253	(55,747)	-31%
Capital Outlay	4,690	-	-	-	-	-	-
Operating Expense	269,887	482,237	739,309	646,633	718,494	(20,814)	-3%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	650,162	650,162	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	269,887	482,237	739,309	646,633	1,368,656	629,348	85%
Revenues Less Expenses	442,497	(88,409)	(235,815)	503,494	(488,950)		

Notes:

None.



County Clerk

Records Management

Purpose Statement

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

Performance Narrative Statement

Records Management proposed a \$747,368 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 22-23 Actual	FY 23-24 Target	FY 23-24 Projected	FY 24-25 Target
 Result	% Permanent, hardcopy documents stored in Records Management will be converted to archival film (target 100% by 2023)	100%	100%	40%	48%
 Result	% Department Records Requests delivered within one business day	100%	100%	100%	100%
 Result	% Records destruction lists signed and returned within 30 calendar days of issuance (target 50% by 2023)	50%	50%	25%	70%

Mandated Services YES

Shared Services NO

Grant Funding NO

Explain all "Yes" boxes below

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

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

Explanation

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



130201-Records Management
 BCC Priority Alignment: Vibrant Economy
 Budget Summary

	FY21-22	FY22-23	FY23-24	FY23-24	FY24-25	Budget-to-Budget Changes:	
	Actuals	Actuals	Amended	Projected	Budget	\$ FY23-24	% FY23-24
			Budget	Year-End		to FY24-25	to FY24-25
Beginning Fund Balance	-	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines	-	-	-	-	747,368	747,368	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-
Operating Revenue	-	-	-	-	747,368	747,368	-
Total Revenue	-	-	-	-	747,368	747,368	-
Personnel Services	-	-	-	-	646,371	646,371	-
Materials and Services	-	-	-	-	100,997	100,997	-
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	-	-	-	-	747,368	747,368	-
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	-	-	-	-	747,368	747,368	-
Revenues Less Expenses	-	-	-	-	-	-	-

Notes:

Do to the increased demand for passports we have now increased our appointment schedule to up to 40 passports per day. This has made a welcome increase to Records Managements revenue.



130106-Records Management OLD
 BCC Priority Alignment: Accountable Government
 Budget Summary

	FY21-22	FY22-23	FY23-24	FY23-24	FY24-25	Budget-to-Budget Changes:	
	Actuals	Actuals	Amended Budget	Projected Year-End	Budget	\$ FY23-24 to FY24-25	% FY23-24 to FY24-25
Beginning Fund Balance	-	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	1,900	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines	518,591	657,269	704,829	704,829	-	(704,829)	-100%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-
Operating Revenue	520,491	657,269	704,829	704,829	-	(704,829)	-100%
Total Revenue	520,491	657,269	704,829	704,829	-	(704,829)	-100%
Personnel Services	407,082	572,235	625,359	627,136	-	(625,359)	-100%
Materials and Services	248,076	273,288	98,537	93,842	-	(98,537)	-100%
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	655,158	845,523	723,896	720,978	-	(723,896)	-100%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	655,158	845,523	723,896	720,978	-	(723,896)	-100%
Revenues Less Expenses	(134,667)	(188,254)	(19,067)	(16,149)	-		

Notes:

Do to the increased demand for passports we have now increased our appointment schedule to up to 40 passports per day. This has made a welcome increase to Records Managements revenue.



130104-Passport
BCC Priority Alignment: Accountable Government
Budget Summary

	Budget-to-Budget Changes:						
	FY21-22 Actuals	FY22-23 Actuals	FY23-24 Amended Budget	FY23-24 Projected Year-End	FY24-25 Budget	\$ FY23-24 to FY24-25	% FY23-24 to FY24-25
Beginning Fund Balance	-	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines	-	1,481	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-
Operating Revenue	-	1,481	-	-	-	-	-
Total Revenue	-	1,481	-	-	-	-	-
Personnel Services	-	-	-	-	-	-	-
Materials and Services	-	-	-	-	-	-	-
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	-	-	-	-	-	-	-
Revenues Less Expenses	-	1,481	-	-	-	-	-

Notes:
 None.



County Counsel

Jane Vetto, County Counsel

<https://www.clackamas.us/counsel>



County Council (14)

Department Budget Summary by Fund

Line of Business Name	Program	FY24-25	FY24-25	FY24-25	% of	FY24-25 FTE **			
		General Fund (100)	Total Budget	General Fund Support in Budget*	Total	Total	Filled	Vacant	
Office of the County Counsel Administration	Office of the County Counsel	619,284	619,284	604,639	98%	2.0	2.0	-	
Legal Support	Advisory, Regulatory, & Transactional	1,460,703	1,460,703	469,249	32%	5.5	4.5	1.0	
Litigation & Labor	Labor & Employment	211,359	211,359	211,359	100%	1.0	1.0	-	
	Litigation	1,373,103	1,373,103	761,753	55%	5.5	5.5	-	
TOTAL		3,664,449	3,664,449	2,047,000	56%	14.0	13.0	1.0	
		<i>FY23-24 Budget (Amended)</i>	3,363,415	3,363,415	1,953,416	58%	14.0	13.0	1.0
		<i>\$ Increase (Decrease)</i>	301,034	301,034	93,584		-	-	-
		<i>% Increase (Decrease)</i>	9.0%	9.0%	4.8%		0.0%	0.0%	0.0%

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

** FY24-25 FTE aligns to department's final budgeted All Position Report (APOS).



Office of the County Counsel

Office of the County Counsel Administration

Purpose Statement

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

Performance Narrative

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

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

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

Key Performance Measures

Measure		FY 21-22 Actual	FY 22-23 Actual	FY 23-24 Target	FY 23-24 Actual	FY 24-25 Target
Result	% of County Counsel staff will attend educational programs on emerging legal issues	87%	87%	100%	70%	85%
Output	# of presentation/trainings provided to county employees in regards to legal principals and compliance	N/A	N/A	N/A	2	4
Customer Service	% of County Departments happy with the services they are receiving	N/A	N/A	N/A	97%	95%
Ratio	% savings county-wide utilizing in house Legal Services	N/A	N/A	N/A	32%	30%

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



140101-Office of the County Council
 BCC Priority Alignment: Accountable Government
 Budget Summary

	Budget-to-Budget Changes:						
	FY21-22 Actuals	FY22-23 Actuals	FY23-24 Amended Budget	FY23-24 Projected Year-End	FY24-25 Budget	\$ FY23-24 to FY24-25	% FY23-24 to FY24-25
Beginning Fund Balance	-	42,770	26,000	-	13,645	(12,355)	-48%
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines	3,007	887	1,000	1,000	1,000	-	0%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	-	496	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	783,171	672,525	590,804	616,804	604,639	13,835	2%
Operating Revenue	786,178	673,908	591,804	617,804	605,639	13,835	2%
Total Revenue	786,178	716,678	617,804	617,804	619,284	1,480	0%
Personnel Services	439,628	482,297	518,779	520,748	560,936	42,157	8%
Materials and Services	75,021	192,901	73,025	71,056	44,703	(28,322)	-39%
Capital Outlay	17,753	736	26,000	12,355	13,645	(12,355)	-48%
Operating Expense	532,403	675,934	617,804	604,159	619,284	1,480	0%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	532,403	675,934	617,804	604,159	619,284	1,480	0%
Revenues Less Expenses	253,776	40,744	-	13,645	-		

Notes:
 No significant changes to this program.



Legal Support Line of Business

Advisory, Regulatory & Transactional

Purpose Statement

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

Performance Narrative

This Line of Business has three Programs:

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

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

Key Performance Measures

Measure		FY 21-22 Actual	FY 22-23 Actual	FY 23-24 Target	FY 23-24 Actual	FY 24-25 Target
Result	By 2025, provide an answer, consultation, or strategic plan within 7 business days of legal support being requested.	N/A	N/A	N/A	100%	100%
Output	# Legal Consultations provided	3332	3021	2200	2075	2500
Customer Service Measure	95% clients receive an initial response from County Counsel to requests for advice within 3 business days	N/A	N/A	N/A	95%	95%
Ratio Measure	Average time spent per contract reviewed	N/A	N/A	N/A	42 min	45 min

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



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

	FY21-22	FY22-23	FY23-24	FY23-24	FY24-25	Budget-to-Budget Changes:	
	Actuals	Actuals	Amended Budget	Projected Year-End	Budget	\$ FY23-24 to FY24-25	% FY23-24 to FY24-25
Beginning Fund Balance	-	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines	288,313	296,789	858,799	858,799	991,454	132,655	15%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	223,193	306,915	325,380	325,380	469,249	143,869	44%
Operating Revenue	511,506	603,704	1,184,179	1,184,179	1,460,703	276,524	23%
Total Revenue	511,506	603,704	1,184,179	1,184,179	1,460,703	276,524	23%
Personnel Services	724,300	464,386	1,127,742	1,128,530	1,405,553	277,811	25%
Materials and Services	82,448	49,601	56,437	55,649	55,150	(1,287)	-2%
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	806,748	513,987	1,184,179	1,184,179	1,460,703	276,523	23%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	806,748	513,987	1,184,179	1,184,179	1,460,703	276,523	23%
Revenues Less Expenses	(295,242)	89,717	-	-	-	-	-

Notes:

We have added a position, personnel services cost increased, one paralegal position went full time. I am also moving the cost proportion for the copiers to reflect more accurately per usage.



	Budget-to-Budget Changes:						
	FY21-22 Actuals	FY22-23 Actuals	FY23-24 Amended Budget	FY23-24 Projected Year-End	FY24-25 Budget	\$ FY23-24 to FY24-25	% FY23-24 to FY24-25
Beginning Fund Balance	-	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines	-	4,363	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	76,701	67,934	-	-	-	-	-
Operating Revenue	76,701	72,297	-	-	-	-	-
Total Revenue	76,701	72,297	-	-	-	-	-
Personnel Services	11,529	64,680	-	-	-	-	-
Materials and Services	18,407	5,332	-	-	-	-	-
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	29,937	70,012	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	29,937	70,012	-	-	-	-	-
Revenues Less Expenses	46,764	2,285	-	-	-	-	-

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



140204-Transactional
BCC Priority Alignment: Accountable Government
Budget Summary

	Budget-to-Budget Changes:						
	FY21-22 Actuals	FY22-23 Actuals	FY23-24 Amended Budget	FY23-24 Projected Year-End	FY24-25 Budget	\$ FY23-24 to FY24-25	% FY23-24 to FY24-25
Beginning Fund Balance	-	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines	-	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	185,995	170,238	-	-	-	-	-
Operating Revenue	185,995	170,238	-	-	-	-	-
Total Revenue	185,995	170,238	-	-	-	-	-
Personnel Services	33,163	161,913	-	-	-	-	-
Materials and Services	21,789	8,325	-	-	-	-	-
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	54,952	170,238	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	54,952	170,238	-	-	-	-	-
Revenues Less Expenses	131,043	-	-	-	-	-	-

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



Litigation & Labor

Litigation, Labor & Employment

Purpose Statement

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

Performance Narrative

This Line of Business has two programs:

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

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

Key Performance Measures

Measure		FY 21-22 Actual	FY 22-23 Actual	FY 23-24 Target	FY 23-24 Actual	FY 24-25 Target
Result	% of directors, managers or supervisors will receive post-event debriefing from County Counsel for cases in which verdicts or settlements exceed \$50,000	100%	100%	100%	100%	100%
Output	# Cases managed	56	52	45	56	45
Output	# of hours of advice given regarding labor and employment issues	N/A	N/A	N/A	754	950
Customer Service	% Grievance arbitrations found in the County's favor	100%	100%	50%	0 to date	75%
Ratio Measure	% of matters resolved through early resolution	100%	97%	50%	100%	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



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

	Budget-to-Budget Changes:						
	FY21-22 Actuals	FY22-23 Actuals	FY23-24 Amended Budget	FY23-24 Projected Year-End	FY24-25 Budget	\$ FY23-24 to FY24-25	% FY23-24 to FY24-25
Beginning Fund Balance	-	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines	-	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	157,167	181,158	197,327	197,327	211,359	14,032	7%
Operating Revenue	157,167	181,158	197,327	197,327	211,359	14,032	7%
Total Revenue	157,167	181,158	197,327	197,327	211,359	14,032	7%
Personnel Services	35,185	181,157	197,327	197,327	211,359	14,033	7%
Materials and Services	451	-	-	-	-	-	-
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	35,636	181,157	197,327	197,327	211,359	14,033	7%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	35,636	181,157	197,327	197,327	211,359	14,033	7%
Revenues Less Expenses	121,531	-	-	-	-	-	-

Notes:

No significant changes to this program.



140303-Litigation
BCC Priority Alignment: Accountable Government
Budget Summary

	FY21-22	FY22-23	FY23-24	FY23-24	FY24-25	Budget-to-Budget Changes:	
	Actuals	Actuals	Amended Budget	Projected Year-End	Budget	\$ FY23-24 to FY24-25	% FY23-24 to FY24-25
Beginning Fund Balance	-	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines	495,493	540,949	524,200	524,200	611,350	87,150	17%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	957,559	1,050,994	839,905	839,905	761,753	(78,152)	-9%
Operating Revenue	1,453,052	1,591,943	1,364,105	1,364,105	1,373,103	8,998	1%
Total Revenue	1,453,052	1,591,943	1,364,105	1,364,105	1,373,103	8,998	1%
Personnel Services	1,518,362	1,580,541	1,298,375	1,296,583	1,305,136	6,761	1%
Materials and Services	149,791	144,146	65,730	67,522	67,967	2,237	3%
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	1,668,153	1,724,687	1,364,105	1,364,105	1,373,103	8,998	1%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	1,668,153	1,724,687	1,364,105	1,364,105	1,373,103	8,998	1%
Revenues Less Expenses	(215,101)	(132,744)	-	-	-	-	-

Notes:
 No significant changes to this program.



Finance

Elizabeth Comfort, Director

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



Department Budget Summary by Fund

Line of Business Name	Program Name	FY24-25	FY24-25	FY24-25	FY24-25	% of	FY24-25 FTE **		
		General Fund (100)	Special Grants Fund (230)	Total Budget	General Fund Support in Budget*	Total	Total	Filled	Vacant
Financial Executive Support	Executive Leadership & Administration	938,971	-	938,971	403,900	43%	4.0	4.0	-
	Financial Systems Support	398,560		398,560	258,216	65%	2.0	2.0	-
Accounting Services	Accounts Payable	609,655		609,655	-	0%	5.0	5.0	-
	Accounting	1,558,495	-	1,558,495	467,820	30%	8.0	8.0	-
	Payroll	757,705		757,705	352,822	47%	5.0	5.0	-
Financial Management & Accountability	Budget	1,233,270		1,233,270	303,780	25%	5.0	5.0	-
	Grants	1,366,017	267,001	1,633,018	188,821	12%	8.0	7.0	1.0
	Procurement & Contract Services	1,290,110	-	1,290,110	774,641	60%	8.0	8.0	-
TOTAL		8,152,782	267,001	8,419,783	2,750,000	33%	45.0	44.0	1.0
FY23-24 Budget (Amended)		7,955,830	208,109	8,163,939	2,847,729	35%	45.0	44.0	1.0
\$ Increase (Decrease)		196,951	58,893	255,844	(97,729)		-	-	-
% Increase (Decrease)		2%	28%	3%	-3%		0%	0%	0%

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

** FY24-25 FTE aligns to department's final budgeted All Position Report (APOS).



Financial Executive Support

Executive Leadership & Administration

Purpose Statement

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

Performance Narrative Statement

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

Key Performance Measures

		FY 21-22 Actual	FY 22-23 Actual	FY 23-24 Target	FY 23-24 Actuals	FY 24-25 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	87%	N/A	Survey in development	Annual Survey	85%
	Result % Accounting periods closing by end of fiscal year for Timely, Accurate and Transparent Financials	NEW	NEW	100%	End of FY reporting	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 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. Actively manages the County's debt within statutory limits.



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

	FY21-22	FY22-23	FY23-24	FY23-24	FY24-25	Budget-to-Budget Changes:	
	Actuals	Actuals	Amended Budget	Projected Year-End	Budget	\$ FY23-24 to FY24-25	% FY23-24 to FY24-25
Beginning Fund Balance	-	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	2,035	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines	-	-	539,738	539,740	535,071	(4,667)	-1%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	-	317	-	200	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	472,702	899,333	529,690	317,900	403,900	(125,790)	-24%
Operating Revenue	474,737	899,650	1,069,428	857,840	938,971	(130,457)	-12%
Total Revenue	474,737	899,650	1,069,428	857,840	938,971	(130,457)	-12%
Personnel Services	774,034	807,439	1,008,525	820,680	905,044	(103,481)	-10%
Materials and Services	71,989	78,417	60,903	37,160	33,927	(26,976)	-44%
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	846,023	885,856	1,069,428	857,840	938,971	(130,457)	-12%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	846,023	885,856	1,069,428	857,840	938,971	(130,457)	-12%
Revenues Less Expenses	(371,286)	13,794	-	-	-		

Notes:
 None.



Financial Executive Support

Financial System Support

Purpose Statement

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

Performance Narrative Statement

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

Key Performance Measures

		FY 21-22 Actual	FY 22-23 Actual	FY 23-24 Target	FY 23-24 Actuals	FY 24-25 Target
 Result	% of PeopleSoft Financial System trainees who report that they have the knowledge and tools necessary to record, monitor, manage or report their financial information from the County's systems of record	NEW	65%	85%	Annual Survey	85%

Program includes:

Mandated Services N

Shared Services N

Grant Funding N

Explain all "Yes" boxes below

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

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

Explanation



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

	Budget-to-Budget Changes:						
	FY21-22 Actuals	FY22-23 Actuals	FY23-24 Amended Budget	FY23-24 Projected Year-End	FY24-25 Budget	\$ FY23-24 to FY24-25	% FY23-24 to FY24-25
Beginning Fund Balance	1,092,116	483,810	230,000	239,524	-	(230,000)	-100%
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines	-	-	142,281	142,280	140,344	(1,937)	-1%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	107,088	154,301	243,143	181,096	258,216	15,073	6%
Operating Revenue	107,088	154,301	385,424	323,376	398,560	13,136	3%
Total Revenue	1,199,204	638,111	615,424	562,900	398,560	(216,864)	-35%
Personnel Services	326,790	341,236	361,285	362,070	373,418	12,133	3%
Materials and Services	557,682	57,349	254,138	200,830	25,142	(228,996)	-90%
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	884,472	398,586	615,423	562,900	398,560	(216,863)	-35%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	884,472	398,586	615,423	562,900	398,560	(216,863)	-35%
Revenues Less Expenses	314,732	239,525	-	-	-		

Notes:
 None.



Accounting Services

Accounts Payable

Purpose Statement

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

Performance Narrative Statement

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

Key Performance Measures

		FY 21-22 Actual	FY 22-23 Actual	FY 23-24 Target	FY 23-24 Actuals	FY 24-25 Target
 Result	Payments issued within 7 days of Accounts Payable receiving properly completed payment request	23%	24%	100%	50%	N/A
 Result	% of vendor payments issued via ACH	49%	40%	50%	50%	60%

Program includes:

Mandated Services

Shared Services

Grant Funding

Explain all "Yes" boxes below

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

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

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



150202-Accounts Payable
 BCC Priority Alignment: Accountable Government
 Budget Summary

	FY21-22 Actuals	FY22-23 Actuals	FY23-24 Amended Budget	FY23-24 Projected Year-End	FY24-25 Budget	Budget-to-Budget Changes:	
						\$ FY23-24 to FY24-25	% FY23-24 to FY24-25
Beginning Fund Balance	-	488	-	-	-	-	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines	512,154	502,965	265,695	57,900	79,036	(186,659)	-70%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	-	265,172	200,000	500,000	530,619	330,619	165%
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	-	89,857	-	-	(89,857)	-100%
Operating Revenue	512,154	768,137	555,552	557,900	609,655	54,103	10%
Total Revenue	512,154	768,625	555,552	557,900	609,655	54,103	10%
Personnel Services	378,421	397,666	528,185	531,000	575,542	47,356	9%
Materials and Services	207,847	73,078	27,367	26,900	34,113	6,746	25%
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	586,268	470,743	555,552	557,900	609,655	54,102	10%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	586,268	470,743	555,552	557,900	609,655	54,102	10%
Revenues Less Expenses	(74,114)	297,882	-	-	-	-	-

Notes:
 None.



Accounting Services

Accounting

Purpose Statement

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

Performance Narrative Statement

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

Key Performance Measures

		FY 21-22 Actual	FY 22-23 Actual	FY 23-24 Target	FY 23-24 Actuals	FY 24-25 Target
	Result % Accounts and billings collected within 60 days	NEW	NEW	75%	N/A	75%

Program includes:

Mandated Services Y

Shared Services N

Grant Funding N

Explain all "Yes" boxes below

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

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

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



150203-Accounting
BCC Priority Alignment: Accountable Government
Budget Summary

	FY21-22	FY22-23	FY23-24	FY23-24	FY24-25	Budget-to-Budget Changes:	
	Actuals	Actuals	Amended Budget	Projected Year-End	Budget	\$ FY23-24 to FY24-25	% FY23-24 to FY24-25
Beginning Fund Balance	-	-	-	-	167,000	167,000	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	10,177	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines	655,020	702,380	597,675	829,520	803,675	206,000	34%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	-	45	-	-	-	-	-
Other Interfund Transfers	-	-	200,000	200,000	120,000	(80,000)	-40%
General Fund Support	-	-	791,859	589,535	467,820	(324,039)	-41%
Operating Revenue	665,197	702,425	1,589,534	1,619,055	1,391,495	(198,039)	-12%
Total Revenue	665,197	702,425	1,589,534	1,619,055	1,558,495	(31,039)	-2%
Personnel Services	362,893	390,872	1,073,677	1,074,700	1,126,820	53,142	5%
Materials and Services	85,444	145,068	515,857	377,355	431,675	(84,182)	-16%
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	448,337	535,940	1,589,534	1,452,055	1,558,495	(31,040)	-2%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	448,337	535,940	1,589,534	1,452,055	1,558,495	(31,040)	-2%
Revenues Less Expenses	216,861	166,485	-	167,000	-		

Notes:

None.



Accounting Services

Payroll

Purpose Statement

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

Performance Narrative Statement

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

Key Performance Measures

		FY 21-22 Actual	FY 22-23 Actual	FY 23-24 Target	FY 23-24 Actuals	FY 24-25 Target
 Result	% Employees paid accurately and on time per pay period	95%	96%	100%	98%	100%
 Output	Number of timesheet amendments completed	4,041	2,117	N/A	949	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.



150204-Payroll
BCC Priority Alignment: Accountable Government
Budget Summary

	FY21-22	FY22-23	FY23-24	FY23-24	FY24-25	Budget-to-Budget Changes:	
	Actuals	Actuals	Amended Budget	Projected Year-End	Budget	\$ FY23-24 to FY24-25	% FY23-24 to FY24-25
Beginning Fund Balance	-	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines	632,721	504,985	419,581	419,580	404,883	(14,698)	-4%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	116,382	122,298	309,325	257,820	352,822	43,497	14%
Operating Revenue	749,103	627,283	728,906	677,400	757,705	28,799	4%
Total Revenue	749,103	627,283	728,906	677,400	757,705	28,799	4%
Personnel Services	668,032	721,952	705,759	652,400	728,542	22,783	3%
Materials and Services	62,507	73,747	23,147	25,000	29,163	6,016	26%
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	730,539	795,700	728,906	677,400	757,705	28,799	4%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	730,539	795,700	728,906	677,400	757,705	28,799	4%
Revenues Less Expenses	18,564	(168,417)	-	-	-	-	-

Notes:
None.



Financial Management & Accountability

Budget

Purpose Statement

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

Performance Narrative Statement

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

Key Performance Measures

		FY 21-22 Actual	FY 22-23 Actual	FY 23-24 Target	FY 23-24 Actuals	FY 24-25 Target
 Result	Appropriation in which year-end actual is within 5% of final budget	NEW	NEW	75%	10%	75%
 Result	% of departmental budgets where expenditures do not exceed appropriations at end of fiscal year.	98%	100%	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 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.



150302-Budget
BCC Priority Alignment: Accountable Government
Budget Summary

	FY21-22	FY22-23	FY23-24	FY23-24	FY24-25	Budget-to-Budget Changes:	
	Actuals	Actuals	Amended Budget	Projected Year-End	Budget	\$ FY23-24 to FY24-25	% FY23-24 to FY24-25
Beginning Fund Balance	-	-	-	-	200,000	200,000	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines	457,633	457,730	641,701	641,700	729,490	87,789	14%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	544,837	686,310	469,317	660,300	303,780	(165,537)	-35%
Operating Revenue	1,002,470	1,144,040	1,111,018	1,302,000	1,033,270	(77,748)	-7%
Total Revenue	1,002,470	1,144,040	1,111,018	1,302,000	1,233,270	122,252	11%
Personnel Services	866,578	845,924	874,427	865,000	921,901	47,473	5%
Materials and Services	236,372	378,892	236,591	237,000	311,369	74,778	32%
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	1,102,951	1,224,816	1,111,018	1,102,000	1,233,270	122,251	11%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	1,102,951	1,224,816	1,111,018	1,102,000	1,233,270	122,251	11%
Revenues Less Expenses	(100,481)	(80,776)	-	200,000	-		

Notes:

None.



Financial Management & Accountability

Grants

Purpose Statement

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

Performance Narrative Statement

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

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

Resources support approximately 30 new subrecipient federal grant awards per year as well as monitoring of on-going multi-year awards to not-for-profit organizations and local governments delivering services in the community. This work is reflected in the performance metrics through maintaining compliance, timely submission of reporting, and supporting the work between the County and subrecipients. Achieving these performance targets allows the County departments to remain in compliance with funding requirements, support retention of existing funding and obtain new funding, and remain in good standing with grantors.

Key Performance Measures

		FY 21-22 Actual	FY 22-23 Actual	FY 23-24 Target	FY 23-24 Actuals	FY 24-25 Target
Result	Grants without financial audit & monitoring findings	N/A	N/A	100%	N/A	100%
Result	% Financial reports filed on or before the due date	83%	94%	100%	97%	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.



150303-Grants
BCC Priority Alignment: Accountable Government
Budget Summary

	FY21-22	FY22-23	FY23-24	FY23-24	FY24-25	Budget-to-Budget Changes:	
	Actuals	Actuals	Amended Budget	Projected Year-End	Budget	\$ FY23-24 to FY24-25	% FY23-24 to FY24-25
Beginning Fund Balance	-	7,829	-	-	-	-	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	7,576	49,708	208,108	115,380	267,000	58,892	28%
Charges, Fees, License, Permits, Fines	1,088,161	1,232,850	1,050,038	1,050,540	1,177,197	127,159	12%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	578,044	855,638	-	176,460	188,821	188,821	-
Operating Revenue	1,673,782	2,138,196	1,258,146	1,342,380	1,633,018	374,872	30%
Total Revenue	1,673,782	2,146,025	1,258,146	1,342,380	1,633,018	374,872	30%
Personnel Services	934,856	1,231,548	978,529	923,600	1,246,518	267,989	27%
Materials and Services	682,651	737,226	279,617	418,780	386,500	106,883	38%
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	1,617,507	1,968,773	1,258,146	1,342,380	1,633,018	374,872	30%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	1,617,507	1,968,773	1,258,146	1,342,380	1,633,018	374,872	30%
Revenues Less Expenses	56,275	177,252	-	-	-	-	-

Notes:
 None.



Financial Management & Accountability

Procurement and Contract Services

Purpose Statement

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

Performance Narrative Statement

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

Key Performance Measures

		FY 21-22 Actual	FY 22-23 Actual	FY 23-24 Target	FY 23-24 Actuals	FY 24-25 Target
 Result	% of customers surveyed respond that communication from Procurement was clear and supportive for a timely and smooth process	80%	N/A	Survey in development	Annual Survey	100%
 Output	Purchase Orders Created	947	968	N/A	657	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 The process for procuring goods and services is governed by County codes, State law (ORS 279), and Federal regulations.



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

Budget Summary

	FY21-22	FY22-23	FY23-24	FY23-24	FY24-25	Budget-to-Budget Changes:	
	Actuals	Actuals	Amended Budget	Projected Year-End	Budget	\$ FY23-24 to FY24-25	% FY23-24 to FY24-25
Beginning Fund Balance	-	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	4,798	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines	995,371	895,067	691,392	691,400	395,469	(295,923)	-43%
Revenue from Bonds & Other Debts	31,884	19,837	30,000	30,000	20,000	(10,000)	-33%
All Other Revenue Resources	281,487	6,521	100,000	100,000	100,000	-	0%
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	151,840	178,567	414,538	418,600	774,641	360,103	87%
Operating Revenue	1,465,381	1,099,991	1,235,930	1,240,000	1,290,110	54,180	4%
Total Revenue	1,465,381	1,099,991	1,235,930	1,240,000	1,290,110	54,180	4%
Personnel Services	803,370	916,352	1,173,788	1,176,000	1,211,867	38,079	3%
Materials and Services	240,939	147,447	62,142	64,000	78,243	16,101	26%
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	1,044,309	1,063,798	1,235,930	1,240,000	1,290,110	54,180	4%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	1,044,309	1,063,798	1,235,930	1,240,000	1,290,110	54,180	4%
Revenues Less Expenses	421,072	36,193	-	-	-		

Notes:

None.



**Finance (15)
Facilities Only**

Department Budget Summary by Fund

Line of Business Name	Program Name	FY24-25	FY24-25	FY24-25	% of	FY24-25 FTE **		
		Facilities Management Fund (744)	Total Budget	General Fund Support in Budget*	Total	Total	Filled	Vacant
Courier & Mail Operations Services	Courier & Mail Operations	712,586	712,586	-	0%	3.7	3.7	-
Facilities Management	Facilities Administrative Services	3,092,188	3,092,188	-	0%	11.5	11.0	0.5
	Facilities Construction	1,674,082	1,674,082	-	0%	11.0	10.0	1.0
	Facilities Maintenance	8,195,688	8,195,688	-	0%	29.0	28.0	1.0
	Utilities	3,349,212	3,349,212	-	0%	0.5	-	0.5
TOTAL		17,023,756	17,023,756	-	0%	55.7	52.7	3.0
FY23-24 Budget (Amended)		15,845,473	15,845,473	99,545	1%	55.7	51.7	4.0
\$ Increase (Decrease)		1,178,282	1,178,282	(99,545)		-	1.0	(1.0)
% Increase (Decrease)		7%	7%	-100%	-100%	0%	2%	-25%

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

** FY24-25 FTE aligns to department's final budgeted All Position Report (APOS).



Courier and Mail Operations

Courier and Mail Operations

Purpose Statement

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

Performance Narrative Statement

The Courier and Mail Program proposes a budget of \$712,586 in FY24-25. The reduction reflects a continued realignment of resources realized through the Performance Clackamas process. It 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 and coordinated mail processing, US mail, and small parcel distribution services so they can successfully fulfill their strategic goals.

Key Performance Measures

		FY 21-22 Actual	FY 22-23 Actual	FY 23-24 Actual	FY24-25 Target
Result	Surveyed respondents who “agree” or “strongly agree” that Courier and Mail Operations provides services that support their business operations	96%	90%	90%	90%
Result	Surveyed respondents who “agree” or “strongly agree” that Courier and Mail Operations provides quality customer services	100%	90%	90%	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)

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



1504-Courier & Mail Operations Services

150402-Courier & Mail Operations
 BCC Priority Alignment: Accountable Government
 Budget Summary

	FY21-22	FY22-23	FY23-24	FY23-24	FY24-25	Budget-to-Budget Changes:	
	Actuals	Actuals	Amended Budget	Projected Year-End	Budget	\$ FY23-24 to FY24-25	% FY23-24 to FY24-25
Beginning Fund Balance	-	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	16,450	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines	726,087	751,391	580,127	607,609	712,586	132,459	23%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	364	56	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	102,313	102,393	99,545	99,545	-	(99,545)	-100%
Operating Revenue	845,214	853,840	679,672	707,154	712,586	32,914	5%
Total Revenue	845,214	853,840	679,672	707,154	712,586	32,914	5%
Personnel Services	359,234	352,497	283,634	310,616	323,197	39,564	14%
Materials and Services	475,475	405,800	369,327	369,827	389,389	20,062	5%
Capital Outlay	-	-	26,711	26,711	-	(26,711)	-100%
Operating Expense	834,709	758,297	679,672	707,154	712,586	32,915	5%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	834,709	758,297	679,672	707,154	712,586	32,915	5%
Revenues Less Expenses	10,504	95,544	-	-	-		

Notes:
 None.



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 \$3,092,188 budget in FY24-25. These resources will allow this program to effectively and efficiently manage County assets and submitted work requests, along with the submittal of payments and financial accounting while continuing to provide a high level of service to our partners and customers.

Key Performance Measures

		FY 21-22 Actual	FY 22-23 Actual	FY 23-24 Actual	FY24-25 Target
Result	100% service requests converted to work orders within 24 hours	99%	100%	100%	100%
Result	75% of completed work orders closed within 2 weeks	0%	75%	75%	75%
Result	By January 1, 2021, the County will fully implement an asset management system allowing departments to track projects from beginning to end. (Strategic Result #4)	100%	100%	100%	100%
Result	# service requests converted to work orders	1,243	N/A	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)

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



150501-Facilities Administrative Services
 BCC Priority Alignment: Accountable Government
 Budget Summary

	FY21-22 Actuals	FY22-23 Actuals	FY23-24 Amended Budget	FY23-24 Projected Year-End	FY24-25 Budget	Budget-to-Budget Changes:	
						\$ FY23-24 to FY24-25	% FY23-24 to FY24-25
Beginning Fund Balance	1,049,272	2,921,785	209,897	50,000	388,523	178,626	85%
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	58,242	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines	4,194,571	1,771,137	2,508,754	2,328,199	2,703,202	194,448	8%
Revenue from Bonds & Other Debts	5,175	-	-	-	-	-	-
All Other Revenue Resources	2,671,335	43,141	5,000	500	463	(4,537)	-91%
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-
Operating Revenue	6,929,323	1,814,278	2,513,754	2,328,699	2,703,665	189,911	8%
Total Revenue	7,978,595	4,736,063	2,723,651	2,378,699	3,092,188	368,537	14%
Personnel Services	1,842,372	1,525,047	1,797,723	1,601,298	1,826,118	28,394	2%
Materials and Services	3,139,974	1,013,587	645,928	632,524	655,548	9,620	1%
Capital Outlay	74,464	129,189	80,000	69,000	210,522	130,522	163%
Operating Expense	5,056,810	2,667,823	2,523,651	2,302,822	2,692,188	168,536	7%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	522,290	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	200,000	-	400,000	200,000	100%
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	5,056,810	3,190,113	2,723,651	2,302,822	3,092,188	368,536	14%
Revenues Less Expenses	2,921,785	1,545,950	-	75,877	-		

Notes:

We are seeing an increase in the volume of after-hours meetings that require PSB/DSB lobby staff to be on-site. This has resulted in the need to increase hours of PT Facilities personnel. Another area that is impacting program 150501 is the increased Fleet costs (Leases-Vehicle Rental) associated with the (43) FM Maint vehicles which now include new administrative and work order fee's, as well as an increase to shop labor. Lastly, we have a number of computer towers at end of life that need to be replaced.



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 \$1,674,082 budget in FY24-25. These resources will allow this program to continue to provide project estimation, design, construction, and project management services for tenants and the County. These funds will allow us to make changes and improvements to County facilities that will better serve the department and citizens of Clackamas County.

Key Performance Measures

		FY 21-22 Actual	FY 22-23 Actual	FY 23-24 Actual	FY24-25 Target
Result	% of customers rate communication as Effectively or Very Effectively.	100%	85%	85%	85%
Result	75% projects completed with 2 or fewer internal change orders	100%	75%	75%	75%
Result	75% of work orders received requesting project estimates assigned and a customer meeting scheduled within 2 weeks	100%	75%	75%	75%
Result	75% completed within timeline estimate determined at project meeting	100%	75%	75%	75%
Result	# Projects completed	63	N/A	N/A	N/A

Shared Services N

Grant Funding N

Explain all "Yes" boxes below

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

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

Explanation We must meet American with Disability Act (ADA), Occupational Safety and Health Administration (OSHA) and National Fire Protection Association (NFPA) requirements for the buildings.

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



150502-Facilities Construction
 BCC Priority Alignment: Accountable Government
 Budget Summary

	FY21-22	FY22-23	FY23-24	FY23-24	FY24-25	Budget-to-Budget Changes:	
	Actuals	Actuals	Amended Budget	Projected Year-End	Budget	\$ FY23-24 to FY24-25	% FY23-24 to FY24-25
Beginning Fund Balance	30,892	761	-	106,275	-	-	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	32,952	3,291	-	-	-	-	-
Charges, Fees, License, Permits, Fines	1,225,002	819,632	1,487,960	1,264,928	1,674,082	186,122	13%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-
Operating Revenue	1,257,953	822,922	1,487,960	1,264,928	1,674,082	186,122	13%
Total Revenue	1,288,845	823,683	1,487,960	1,371,203	1,674,082	186,122	13%
Personnel Services	1,105,513	1,336,931	1,427,933	1,281,114	1,614,443	186,510	13%
Materials and Services	93,595	104,971	60,027	90,089	59,639	(388)	-1%
Capital Outlay	88,977	-	-	-	-	-	-
Operating Expense	1,288,084	1,441,902	1,487,960	1,371,203	1,674,082	186,122	13%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	1,288,084	1,441,902	1,487,960	1,371,203	1,674,082	186,122	13%
Revenues Less Expenses	761	(618,219)	-	-	-	-	-

Notes:

Construction picking up landscaping to better align with Performance Clackamas goals in regards to projects and direct billing. This change will also allow our Maintenance team to re-direct their focus from small projects towards more planned/preventative Maintenance. We are also still seeing the impact of inflation, as the rising cost of building materials and supplies continues to increase the overall project costs.



Facilities Management

Facilities Maintenance

Purpose Statement

The purpose of the Facilities Maintenance program is to provide preventive and corrective asset maintenance services to County Departments and Agencies, so they can provide services to their customers in a safe, secure and well-maintained environment.

Performance Narrative Statement

The Facilities Maintenance program proposes a budget of 8,195,688 in FY24-25. These resources will allow us to quickly respond to work requests and proactively complete preventative maintenance on county assets.

Key Performance Measures

		FY 21-22 Actual	FY 22-23 Actual (as of Q3)	FY 23-24 Actual	FY24-25 Target
Result	\$ Corrective repairs/ \$ preventive maintenance	\$1,462,228 Corrective Repair / \$671,477 Preventive	\$1,018,496 Corrective Repair / \$520,250 Preventative	N/A	Actual
Result	100% Facilities where required fire evacuation drills are successfully conducted annually	100%	100%	100%	100%
Result	100% Janitorial inspections that meet maintenance and cleanliness standards	0%	50%	100%	100%
Result	100% Facilities with intrusion alarm systems	80%	92%	100%	100%
Result	75% of work orders completed within 2 weeks	75%	72%	75%	75%
Result	# Planned Corrective Actions completed	7,744	8214	N/A	N/A

Program includes:

Mandated Services Y

Shared Services N

Grant Funding N

Explain all "Yes" boxes below

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

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

Explanation We must meet American with Disability Act (ADA), Occupational Safety and Health Administration (OSHA) and National Fire Protection Association (NFPA) requirements for the buildings.

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



150503-Facilities Maintenance
 BCC Priority Alignment: Accountable Government
 Budget Summary

	FY21-22 Actuals	FY22-23 Actuals	FY23-24 Amended Budget	FY23-24 Projected Year-End	FY24-25 Budget	Budget-to-Budget Changes:	
						\$ FY23-24 to FY24-25	% FY23-24 to FY24-25
Beginning Fund Balance	1,159,307	1,040,146	-	255,476	-	-	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	107,760	396,042	-	-	-	-	-
Charges, Fees, License, Permits, Fines	4,605,830	8,068,758	8,094,010	8,269,801	8,195,688	101,678	1%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	15,607	21,281	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-
Operating Revenue	4,729,197	8,486,081	8,094,010	8,269,801	8,195,688	101,678	1%
Total Revenue	5,888,504	9,526,227	8,094,010	8,525,277	8,195,688	101,678	1%
Personnel Services	3,197,510	3,475,127	4,237,426	3,829,750	4,311,770	74,344	2%
Materials and Services	1,638,060	3,371,699	3,856,584	4,144,881	3,883,918	27,334	1%
Capital Outlay	12,788	547	-	166	-	-	-
Operating Expense	4,848,357	6,847,373	8,094,010	7,974,797	8,195,688	101,678	1%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	1,277,710	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	4,848,357	8,125,083	8,094,010	7,974,797	8,195,688	101,678	1%
Revenues Less Expenses	1,040,146	1,401,145	-	550,480	-		

Notes:

Major change in moving Landscaping (Grounds Maintenance) out of 150503-Maintenance to 150502-Construction. This move will allow Maintenance to be more PM (Preventative Maintenance) focused which also better aligns with new strategic measures of Performance Clackamas. In addition, we have updated our Janitorial Services contract (TVW) to better support the current cleaning standards and requirements (post-pandemic). This contract update will result in an increase to our contracted service costs under material



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 \$3,349,212 budget in FY24-25. The resources for this program will continue to be used to pay the utility bills for all of the county-owned and leased locations that Facilities Management oversees.

Key Performance Measures

		FY 21-22 Actuals	FY 22-23 Actual	FY23-24 Actual	FY24-25 Target
Result	Reduce overall energy intensity (per sq. ft.)	N/A	N/A	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)



150504-Utilities
BCC Priority Alignment: Accountable Government
Budget Summary

	FY21-22 Actuals	FY22-23 Actuals	FY23-24 Amended Budget	FY23-24 Projected Year-End	FY24-25 Budget	Budget-to-Budget Changes:	
						\$ FY23-24 to FY24-25	% FY23-24 to FY24-25
Beginning Fund Balance	-	(1,848,936)	-	50,000	358,610	358,610	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines	-	3,436	-	-	2,990,602	2,990,602	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	15,717	2,708,460	2,860,181	2,860,181	-	(2,860,181)	-100%
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-
Operating Revenue	15,717	2,711,896	2,860,181	2,860,181	2,990,602	130,421	5%
Total Revenue	15,717	862,961	2,860,181	2,910,181	3,349,212	489,031	17%
Personnel Services	-	-	-	-	59,385	59,385	-
Materials and Services	1,864,652	2,769,442	2,789,405	2,789,405	3,089,827	300,422	11%
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	1,864,652	2,769,442	2,789,405	2,789,405	3,149,212	359,807	13%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	70,776	-	200,000	129,224	183%
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	1,864,652	2,769,442	2,860,181	2,789,405	3,349,212	489,031	17%
Revenues Less Expenses	(1,848,936)	(1,906,481)	-	120,776	-		

Notes:

Currently seeing significant increases to both Electricity (15.9%) and Natural Gas (variable) costs with a potential for additional increases that would likely be staggered throughout the next fiscal year. Facilities has been working with our partners (PGE, NW Naturals etc.) but they are unable to communicate any specific information around additional increases at this time. This is one of the major challenges of internal service departments having to start our budget so early in the year.



Finance Department (15)
Capital Projects
Department Budget Summary by Fund

<i>Line of Business Name</i>	<i>Program Name</i>	FY24-25 Capital Projects Fund (420)	FY24-25 Total Budget	FY24-25 General Fund Support in Budget*	% of Total	FY24-25 Total FTE	
Facilities Management	Capital Projects	147,981,054	147,981,054	5,200,000	4%	-	
TOTAL		147,981,054	147,981,054	5,200,000	4%	-	
		<i>FY23-24 Budget (Amended)</i>	22,837,002	22,837,002	8,645,606	38%	-
		<i>\$ Increase (Decrease)</i>	125,144,052	125,144,052	(3,445,606)		-
		<i>% Increase (Decrease)</i>	548%	548%	-40%		-

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



	FY21-22 Actuals	FY22-23 Actuals	FY23-24 Amended Budget	FY23-24 Projected Year-End	FY24-25 Budget	Budget-to-Budget Changes:	
						\$ FY23-24 to FY24-25	% FY23-24 to FY24-25
Beginning Fund Balance	3,056,895	4,780,207	7,556,396	9,307,263	13,081,054	5,524,658	73%
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	1,268,261	3,818,065	6,600,000	7,737,416	129,500,000	122,900,000	1862%
Charges, Fees, License, Permits, Fines	-	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	17,923	50,960	35,000	200,000	200,000	165,000	471%
Other Interfund Transfers	-	1,800,000	-	-	-	-	-
General Fund Support	6,154,282	8,140,132	8,645,606	5,500,000	5,200,000	(3,445,606)	-40%
Operating Revenue	7,440,465	13,809,157	15,280,606	13,437,416	134,900,000	119,619,394	783%
Total Revenue	10,497,360	18,589,364	22,837,002	22,744,679	147,981,054	125,144,052	548%
Personnel Services	-	-	-	-	-	-	-
Materials and Services	3,325,138	923,206	1,844,407	417,731	1,239,665	(604,743)	-33%
Capital Outlay	2,016,515	8,319,539	18,992,595	9,245,894	142,075,074	123,082,479	648%
Operating Expense	5,341,653	9,242,745	20,837,002	9,663,625	143,314,739	122,477,736	588%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	2,000,000	-	3,860,335	1,860,335	93%
Contingency	-	-	-	-	805,980	805,980	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	5,341,653	9,242,745	22,837,002	9,663,625	147,981,054	125,144,051	548%
Revenues Less Expenses	5,155,707	9,346,619	-	13,081,054	-		

Notes:

We are expecting to see a reduction in the volume of Department Submitted, and low-priority Capital Projects approved, due to the alignment of funds dedicated to the construction of the new Clackamas County Courthouse. Capital Projects that we move forward with will be more focused on grounds and the lifecycle maintenance of our assets.



Human Resources

Evelyn Minor Lawrence, Director

<http://www.clackamas.us/des/>



Human Resources Department (16)

Department Budget Summary by Fund

Line of Business Name	Program Name	FY24-25	FY24-25	FY24-25	FY24-25	FY24-25	% of	FY24-25 FTE **		
		General Fund (100)	Self-Insurance Fund (760)	Risk Mgmt Claims Fund (761)	Total Budget	General Fund Support in Budget*	Total	Total	Filled	Vacant
Administration	Director's Office	1,060,245			1,060,245	219,196	21%	5.0	3.5	1.5
	Workforce Data Management	1,082,861			1,082,861	215,435	20%	5.5	4.5	1.0
Employee & Labor Relations Management	Employee & Labor Relations	748,197			748,197	84,510	11%	2.5	2.5	-
Workforce Design	Classification & Compensation	1,231,693			1,231,693	363,289	29%	6.0	5.0	1.0
	Recruitment & Selection	1,707,425			1,707,425	285,271	17%	9.0	9.0	-
	Workforce Planning & Development	564,158			564,158	192,299	34%	2.0	2.0	-
Benefits, Wellness, Leave Management	Benefits Administration		4,356,443		4,356,443	-	0%	15.3	14.0	1.3
	Medical Insurance		53,682,505		53,682,505	-	0%	-	-	-
	Dental Insurance		5,214,192		5,214,192	-	0%	-	-	-
	Disability Insurance		1,987,124		1,987,124	-	0%	-	-	-
	EAP/Wellness		787,126		787,126	-	0%	-	-	-
	Deferred Compensation		6,971		6,971	-	0%	-	-	-
Risk & Safety Management	Risk Administration			1,932,140	1,932,140	-	0%	8.5	8.3	0.3
	Casualty/Liability			11,963,058	11,963,058	-	0%	-	-	-
	Workers' Compensation			4,358,367	4,358,367	-	0%	-	-	-
	Unemployment			507,315	507,315	-	0%	-	-	-
TOTAL		6,394,579	66,034,361	18,760,880	91,189,820	1,360,000	1%	53.8	48.8	5.0
FY23-24 Budget (Amended)		5,902,972	57,104,362	17,294,768	80,302,102	1,288,584	2%	54.8	48.8	6.0
\$ Increase (Decrease)		491,607	8,929,999	1,466,112	10,887,718	71,416		1.0	0.0	1.0
% Increase (Decrease)		8%	16%	8%	14%	6%		-2%	0%	-17%

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

** FY24-25 FTE aligns to department's final budgeted All Position Report (APOS).



Purpose Statement

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

Performance Narrative Statement

Major Initiatives:

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

Employee Policy and Practices (EPP)/County Code Integration

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

Internal Complaint Process

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

Key Performance Measures

		FY 21-22 Actuals	FY 22-23 Actuals	FY 23-24 Target	FY 23-24 Actuals as of 04/29/24	FY 24-25 Target
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% ¹	100%	80%	N/A*	80%
Output	Number of revised Employee Policies and Procedures and County Code. ³	5	3	12	7	12
Output (NEW)	Number of Internal Complaints investigated per fiscal year ³	8	14	10	10	7
Result	80% of Clackamas County managers agree or strongly agree that Human Resources is a strategic business partner. ⁴	100% ¹	N/A	80%	N/A*	80%
Output (NEW)	By 2025, all Employment Policies and Practices will be current and reviewed every three years thereafter. ³	5	5	20	N/A**	20

*=Surveys were unable to be conducted during the current FY; **Unable to collect data

Performance Measures Narrative:

*****Note-HR program areas are in the process of realigning our performance measures to accurately reflect the work we are do.**

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

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

³ This data is collected each Fiscal Year in June.



160101-Director's Office
BCC Priority Alignment: Accountable Government
Budget Summary

	Budget-to-Budget Changes:						
	FY21-22 Actuals	FY22-23 Actuals	FY23-24 Amended Budget	FY23-24 Projected Year-End	FY24-25 Budget	\$ FY23-24 to FY24-25	% FY23-24 to FY24-25
Beginning Fund Balance	-	43,866	-	-	13,979	13,979	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	8,183	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines	725,491	629,839	695,612	695,612	694,531	(1,081)	0%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	-	-	-	-
Other Interfund Transfers	-	-	44,179	44,179	132,539	88,360	200%
General Fund Support	205,691	221,512	214,764	170,271	219,196	4,432	2%
Operating Revenue	939,365	851,351	954,555	910,062	1,046,266	91,711	10%
Total Revenue	939,365	895,217	954,555	910,062	1,060,245	105,690	11%
Personnel Services	724,078	694,669	728,475	669,617	824,363	95,888	13%
Materials and Services	202,066	229,682	226,080	226,466	235,882	9,802	4%
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	926,144	924,351	954,555	896,083	1,060,245	105,690	11%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	926,144	924,351	954,555	896,083	1,060,245	105,690	11%
Revenues Less Expenses	13,222	(29,134)	-	13,979	-		

Notes:

None.



Purpose Statement

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

Performance Narrative Statement

Major Initiatives:

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

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

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

Key Performance Measures

		FY 21-22 Actuals	FY 22-23 Actuals	FY 23-24 Target	FY 23-24 Actuals as of 04/29/24	FY 24-25 Target
Result	95% of departments submitting Personnel Actions not needing material corrections.	94% ¹	97% ¹	95%	n/a*	95%
Result (NEW)	80% of HR Managers, HR Staff, and PA Processors reporting by survey that business and system enhancements have improved their daily operations and achieve strategic results.	97% ¹	77% ¹	80%	75%	80%
Output	Number of data transactions provided	7,884	20,295 ¹	7,200	9,446	7,200
Output (NEW)	Number of Employee Self Service password resets.	1,349	212 ³	400	780	400
Output (NEW)	Number of HR system enhancements.	19	6 ³	10	2	10
Output (NEW)	Number of HR business process improvements.	14	9 ³	10	n/a**	10

*=Surveys were unable to be conducted during the current FY; **=Unable to collect data

*****Note-HR program areas are in the process of realigning our performance measures to accurately reflect the work we are do.**

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

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

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

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

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

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



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

	FY21-22 Actuals	FY22-23 Actuals	FY23-24 Amended Budget	FY23-24 Projected Year-End	FY24-25 Budget	Budget-to-Budget Changes:	
						\$ FY23-24 to FY24-25	% FY23-24 to FY24-25
Beginning Fund Balance	-	16,812	-	-	60,000	60,000	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines	602,943	658,230	612,213	612,213	610,894	(1,319)	0%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	10	-	-	-	-	-	-
Other Interfund Transfers	-	-	50,783	50,783	196,532	145,749	287%
General Fund Support	217,499	221,512	214,764	202,406	215,435	671	0%
Operating Revenue	820,452	879,742	877,760	865,402	1,022,861	145,101	17%
Total Revenue	820,452	896,554	877,760	865,402	1,082,861	205,101	23%
Personnel Services	738,995	821,877	797,421	788,427	949,485	152,064	19%
Materials and Services	139,269	120,461	80,339	16,975	133,376	53,037	66%
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	878,264	942,337	877,760	805,402	1,082,861	205,101	23%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	878,264	942,337	877,760	805,402	1,082,861	205,101	23%
Revenues Less Expenses	(57,812)	(45,783)	-	60,000	-		

Notes:
 None.



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.

Key Performance Measures

		FY 21-22 Actual	FY 22-23 Actuals	FY 23-24 Target	FY 23-24 Actuals as of 04/29/24	FY 24-25 Target
Result (NEW)	90% of corrective actions involving written reprimands, suspensions, demotions and employee terminations will have been vetted with E&LR before imposition.	100% ¹	90%	90%	N/A*	90%
Result (NEW)	90% of managers/supervisors/will have E&LR training biannually.	0% ²	90%	90%	N/A*	90%
Output	Number of collective bargaining agreements and/or other labor agreements negotiated to resolution.	11	5 ³	5 ³	17	5 ³
Output (NEW)	Number of managers and supervisors completing employee/labor relations training courses.	68 ⁴	171	171	137	171
Output (NEW)	Number of corrective actions involving written reprimand and above vetted with E&LR before imposing.	26	20	20	68	20

*=Surveys were unable to be conducted during the current FY

Performance Measures Narrative:

***Note-HR program areas are in the process of realigning our performance measures to accurately reflect the work we are do.

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

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

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

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

Program includes:

Mandated Services Y

Shared Services N

Grant Funding N

Explain all "Yes" boxes below

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

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

Explanation

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



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

	Budget-to-Budget Changes:						
	FY21-22 Actuals	FY22-23 Actuals	FY23-24 Amended Budget	FY23-24 Projected Year-End	FY24-25 Budget	\$ FY23-24 to FY24-25	% FY23-24 to FY24-25
Beginning Fund Balance	-	10,000	40,000	40,000	90,372	50,372	126%
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines	590,625	590,209	566,208	566,208	573,315	7,107	1%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	226,333	160,435	58,586	147,817	84,510	25,924	44%
Operating Revenue	816,958	750,644	624,794	714,025	657,825	33,031	5%
Total Revenue	816,958	760,644	664,794	754,025	748,197	83,403	13%
Personnel Services	551,840	489,158	521,957	486,823	559,531	37,574	7%
Materials and Services	124,445	121,909	142,837	176,830	188,666	45,829	32%
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	676,285	611,067	664,794	663,653	748,197	83,403	13%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	676,285	611,067	664,794	663,653	748,197	83,403	13%
Revenues Less Expenses	140,673	149,577	-	90,372	-		

Notes:

This Program has lost a manager/Deputy Director/Chief Negotiator all while in the kickoff of Union contracts negotiations. We have had to use more professional services to fill the gap in staff loss.



Workforce Design

Classification and Compensation

Purpose Statement

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

Performance Narrative Statement

Major Initiatives:

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

Pay Equity

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

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

Structured Classification Reviews

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

Key Performance Measures

		FY 21-22 Actuals	FY 22-23 Actuals	FY 23-24 Target	FY 23-24 Actuals as of 04/29/24	FY 24-25 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%	26%	35%	n/a*	35%
Result (NEW)	By 2025, County Departments will have access to tools and data necessary to support hiring decisions. ¹	50%	75%	75%	n/a*	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.	25%	65%	50%	85%	50%
Output	Number of position allocations, recommendations and determinations provided.	362	241	250	248	250
Output	Number of market studies conducted (individual classifications and job families).	80	61	100	50	100
Output (NEW)	Number of new or revised classification specifications.	17	33	24	22	24
Output (NEW)	Number of Equal Pay Analysis recommendations. ²	827	645	700	929	700

*=Surveys were unable to be conducted during the current FY

Performance Measures Narrative:

***Note-HR program areas are in the process of realigning our performance measures to accurately reflect the work we are do.

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

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

² Current terminology should replace "Equal Pay Analysis Recommendations" with "Salary Placement Approvals".



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

	FY21-22 Actuals	FY22-23 Actuals	FY23-24 Amended Budget	FY23-24 Projected Year-End	FY24-25 Budget	Budget-to-Budget Changes:	
						\$ FY23-24 to FY24-25	% FY23-24 to FY24-25
Beginning Fund Balance	-	-	60,000	60,000	-	(60,000)	-100%
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines	661,394	857,801	735,652	735,652	727,500	(8,152)	-1%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	-	-	-	-
Other Interfund Transfers	-	-	36,876	36,876	140,904	104,028	282%
General Fund Support	282,808	177,316	214,764	134,884	363,289	148,525	69%
Operating Revenue	944,202	1,035,117	987,292	907,412	1,231,693	244,401	25%
Total Revenue	944,202	1,035,117	1,047,292	967,412	1,231,693	184,401	18%
Personnel Services	746,558	790,464	935,954	745,931	1,099,547	163,594	17%
Materials and Services	177,914	73,620	111,338	221,481	132,146	20,808	19%
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	924,472	864,085	1,047,292	967,412	1,231,693	184,402	18%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	924,472	864,085	1,047,292	967,412	1,231,693	184,402	18%
Revenues Less Expenses	19,730	171,032	-	-	-		

Notes:

None.



Workforce Design

Recruitment and Selection

Purpose Statement

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

Performance Narrative Statement

Major Initiatives:

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

Recruitment Backlog

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

Improvements

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

Partnership

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

Key Performance Measures

		FY 21-22 Actuals	FY 22-23 Actuals	FY 23-24 Target	FY 23-24 Actuals as of 04/29/24	FY 24-25 Target
Result	70% of open positions are filled within 90 days from the date of requisition ¹	52%	70%	70%	N/A*	70%
Output	Number of hires per year (including temps and seasonal)	461	320	320	256	320
Output	Number of job postings (recruitments) per year	361	260	260	190	260

*=Surveys were unable to be conducted during the current FY

Performance Measures Narrative:

*****Note-HR program areas are in the process of realigning our performance measures to accurately reflect the work we are do.**

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

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



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

	Budget-to-Budget Changes:						
	FY21-22 Actuals	FY22-23 Actuals	FY23-24 Amended Budget	FY23-24 Projected Year-End	FY24-25 Budget	\$ FY23-24 to FY24-25	% FY23-24 to FY24-25
Beginning Fund Balance	-	5,000	-	-	-	-	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines	706,076	917,449	1,068,733	1,068,733	1,057,978	(10,755)	-1%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	-	214,768	327,878	341,200	137,561	(190,317)	-58%
Other Interfund Transfers	-	-	-	-	226,615	226,615	-
General Fund Support	217,500	300,435	370,942	92,230	285,271	(85,671)	-23%
Operating Revenue	923,576	1,432,652	1,767,553	1,502,163	1,707,425	(60,128)	-3%
Total Revenue	923,576	1,437,652	1,767,553	1,502,163	1,707,425	(60,128)	-3%
Personnel Services	841,932	1,236,741	1,669,214	1,414,281	1,605,187	(64,028)	-4%
Materials and Services	110,345	112,581	98,339	87,882	102,238	3,899	4%
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	952,277	1,349,322	1,767,553	1,502,163	1,707,425	(60,129)	-3%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	952,277	1,349,322	1,767,553	1,502,163	1,707,425	(60,129)	-3%
Revenues Less Expenses	(28,701)	88,330	-	-	-	-	-

Notes:
 Fund 760 will be funding 2 limited-term positions once salary reimbursements end from H3S and County Administration in the Fall of 2024.



Workforce Design

Workforce Development and Planning

Purpose Statement

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

Performance Narrative Statement

Major Initiatives:

The Workforce Planning and Development (WPD) program supports countywide learning and development, change initiatives, leadership development and provides custom workforce planning and team building 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.

- **Manager Communications and Development:** We are performing a training needs assessment, and defining core competences, for our supervisors and managers. In FY 24/25, we will focus on building a curriculum that will support these leaders of people, clarify performance expectations, and better support them in their complex roles. We host Leadership Academy cohort #9 in 24/25. Through Monthly Manager Meetings (MMM), we continue to support our County Administrator to enhance communications and transparency on important topics.

- **Performance Feedback:** The County's performance feedback process, Clarify, Converse, Capture, remains relevant and useful to all employees. The 24/25 fiscal year brings an opportunity to re-energize this framework with recommendations from our training needs assessment and develop an accountability structure. Prior to putting this framework in place in 2018, less than 40% of employees received reviews. In 2023 we improved to 70%, and our goal is 90% countywide. While this gain is strong, the variance of success across departments is significant. We have 4 below 50%, 5 between 50% and 70%, 7 between 70% and 90%, and 4 at 90% or higher.

- **Organizational Learning and Development:** Countywide offerings remain strong in supporting employees, including organizational skills, project management, conflict management, communications, stress management, mental health and wellness. We continue to leverage our online learning platform to expand more efficient and transparent enrollment processes.

- **Employee Engagement:** In FY 24/25, we will partner with Gallup, a new vendor, for our third County-wide employee engagement survey in October 2024. Gallup's survey has fewer questions (up to 20), and the data will be more easily accessible and actionable as compared to the initial two. We also support a team of engagement champions with 14 representatives from across the county whose purpose is to positively influence a work culture where employees are motivated by, passionate about, and invested in the purpose of the work they do, and feel supported and respected.

Key Performance Measures

		FY 21-22 Actual	FY 22-23 Actual	FY 23-24 Target	FY 23-24 Actuals as of 04/29/24	FY 24-25 Target
Result (NEW)	50% of County departments will have workforce planning strategies looking ahead 2-5 years that are aligned with their strategic business plan in consultation with the Workforce Planning and Development program.	25%	25%	50%	25%	50%
Result	90% of Learning & Development participants "agree" or "strongly agree" that Learning & Development events were a valuable investment of their time.	91% ¹	94% ¹	90%	92% ¹	90%
Result	90% of employees will have a documented summary of performance at least annually.	60%	70%	90%	70%	90%
Output (NEW)	Number of Workforce planning consultations.	32	35	50	n/a**	50
Output	Number of County employees engaged in learning events.	9862	1215	2000	1528	2000
Output (NEW)	Number of employees with a documented summary of performance each year.	828	1120	1800	1911	1800

*=Surveys were unable to be conducted during the current FY; **=Unable to collect data

Performance Measures Narrative:

***Note-HR program areas are in the process of realigning our performance measures to accurately reflect the work we are do.

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

We'll see volatility in number of employees registered for events depending on required annual trainings.¹ Average percentage of quarterly data



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

	FY21-22	FY22-23	FY23-24	FY23-24	FY24-25	Budget-to-Budget Changes:	
	Actuals	Actuals	Amended Budget	Projected Year-End	Budget	\$ FY23-24 to FY24-25	% FY23-24 to FY24-25
Beginning Fund Balance	-	27,966	-	-	-	-	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines	466,826	401,142	376,254	376,254	371,859	(4,395)	-1%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	174,096	211,495	214,764	110,723	192,299	(22,465)	-10%
Operating Revenue	640,922	612,637	591,018	486,977	564,158	(26,860)	-5%
Total Revenue	640,922	640,603	591,018	486,977	564,158	(26,860)	-5%
Personnel Services	389,419	428,747	444,181	341,995	429,919	(14,262)	-3%
Materials and Services	158,343	192,450	146,837	144,982	134,240	(12,597)	-9%
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	547,762	621,197	591,018	486,977	564,159	(26,859)	-5%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	547,762	621,197	591,018	486,977	564,159	(26,859)	-5%
Revenues Less Expenses	93,160	19,406	-	-	-	-	-

Notes:

None.



Benefits and Wellness

Benefits Administration

Purpose Statement

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

Performance Narrative Statement

Major Initiatives:

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

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

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

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

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

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

Key Performance Measures

		FY 21-22 Actuals	FY 22-23 Actuals	FY 23-24 Target	FY 23-24 Actuals as of 4/29/24	FY 24-25 Target
Result (NEW)	80% of employees return to work within 90 days of initial non-occupational short-term disability.	n/a ¹	90% ³	90%	90% ³	90%
Result (NEW)	90% of supervisor and manager survey responses indicate "agree or strongly agree" they have timely and accurate information about their employees' protected leaves and disability.	70%	N/A ²	90%	N/A ²	90%
Result (NEW)	Annual alignment of wellness programs with workforce need.	n/a ¹	n/a ¹	20%	n/a ¹	20%
Output (NEW)	Number of medical leave requests.	368	249	450	438	450
Output (NEW)	Number of Wellness Program class participants.	n/a ¹	n/a ¹	150	n/a ¹	150
Output (NEW)	Number of enrollment changes.	7890	2970	3690	n/a ¹	3690

Performance Measures Narrative:

***Note-HR program areas are in the process of realigning our performance measures to accurately reflect the work we are do.

¹ This data was not available due to staff changes.

² This data was not collected by the annual survey from County Administration in Dec 2023.

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

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

Program includes:

Mandated Services Y

Shared Services N

Grant Funding N

Explain all "Yes" boxes below

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

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



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

	FY21-22 Actuals	FY22-23 Actuals	FY23-24 Amended Budget	FY23-24 Projected Year-End	FY24-25 Budget	Budget-to-Budget Changes:	
						\$ FY23-24 to FY24-25	% FY23-24 to FY24-25
Beginning Fund Balance	2,896,090	2,555,561	3,304,078	2,631,944	1,800,987	(1,503,091)	-45%
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	6,210	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines	1,746,745	1,923,516	1,912,764	1,977,630	2,063,985	151,221	8%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	50,369	483,052	150,101	408,798	491,471	341,370	227%
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-
Operating Revenue	1,803,324	2,406,568	2,062,865	2,386,428	2,555,456	492,591	24%
Total Revenue	4,699,415	4,962,129	5,366,943	5,018,372	4,356,443	(1,010,500)	-19%
Personnel Services	1,285,538	1,809,456	2,414,862	2,048,480	2,499,580	84,718	4%
Materials and Services	858,316	520,719	2,710,751	1,168,905	1,682,368	(1,028,383)	-38%
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	2,143,854	2,330,175	5,125,613	3,217,385	4,181,948	(943,664)	-18%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	241,330	-	174,495	(66,835)	-28%
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	2,143,854	2,330,175	5,366,943	3,217,385	4,356,443	(1,010,499)	-19%
Revenues Less Expenses	2,555,561	2,631,954	-	1,800,987	-		

Notes:

None.



160402-Medical Insurance
 BCC Priority Alignment: Accountable Government
 Budget Summary

	FY21-22 Actuals	FY22-23 Actuals	FY23-24 Amended Budget	FY23-24 Projected Year-End	FY24-25 Budget	Budget-to-Budget Changes:	
						\$ FY23-24 to FY24-25	% FY23-24 to FY24-25
Beginning Fund Balance	16,418,677	18,216,944	17,815,326	19,304,760	23,067,357	5,252,031	29%
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines	-	352	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	28,265,928	28,510,724	26,972,971	29,235,050	30,615,148	3,642,177	14%
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-
Operating Revenue	28,265,928	28,511,076	26,972,971	29,235,050	30,615,148	3,642,177	14%
Total Revenue	44,684,605	46,728,019	44,788,297	48,539,810	53,682,505	8,894,208	20%
Personnel Services	-	-	-	-	-	-	-
Materials and Services	26,467,661	27,423,259	30,167,877	25,472,453	31,746,077	1,578,200	5%
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	26,467,661	27,423,259	30,167,877	25,472,453	31,746,077	1,578,200	5%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	131,838	-	2,696,590	2,564,752	1945%
Reserve for Future Expenditures	-	-	2,997,000	-	2,965,000	(32,000)	-1%
Contingency	-	-	11,491,582	-	16,274,838	4,783,256	42%
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	26,467,661	27,423,259	44,788,297	25,472,453	53,682,505	8,894,208	20%
Revenues Less Expenses	18,216,944	19,304,760	-	23,067,357	-		

Notes:

None.



160403-Dental Insurance
 BCC Priority Alignment: Accountable Government
 Budget Summary

	Budget-to-Budget Changes:						
	FY21-22 Actuals	FY22-23 Actuals	FY23-24 Amended Budget	FY23-24 Projected Year-End	FY24-25 Budget	\$ FY23-24 to FY24-25	% FY23-24 to FY24-25
Beginning Fund Balance	1,800,854	1,972,926	2,579,788	2,139,890	2,735,162	155,374	6%
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines	-	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	2,311,624	2,364,497	2,151,212	2,372,724	2,479,030	327,818	15%
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-
Operating Revenue	2,311,624	2,364,497	2,151,212	2,372,724	2,479,030	327,818	15%
Total Revenue	4,112,478	4,337,424	4,731,000	4,512,614	5,214,192	483,192	10%
Personnel Services	(2,543)	-	-	-	-	-	-
Materials and Services	2,142,095	2,197,534	1,894,788	1,777,452	1,866,325	(28,463)	-2%
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	2,139,552	2,197,534	1,894,788	1,777,452	1,866,325	(28,463)	-2%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	248,000	-	347,000	99,000	40%
Contingency	-	-	2,588,212	-	3,000,867	412,655	16%
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	2,139,552	2,197,534	4,731,000	1,777,452	5,214,192	483,192	10%
Revenues Less Expenses	1,972,926	2,139,889	-	2,735,162	-		

Notes:

None.



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 21-22 Actuals	FY 22-23 Actuals	FY 22-23 Target	FY 22-23 Actuals as of 03/31/23	FY 23-24 Target
Result (NEW)	80% of employees return to work within 90 days of initial non-occupational short-term disability.	95%	90%	90%	N/A ²	
Result (NEW)	90% of supervisor and manager survey responses indicate "agree or strongly agree" they have timely and accurate information about their employees' protected leaves and disability.	70%	N/A ²	90%	N/A ²	90%
Output (NEW)	Number of medical leave requests.	368	249	450	438	450

Performance Measures Narrative:

*****Note-HR program areas are in the process of realigning our performance measures to accurately reflect the work we do.**

- 1 This data was not available due to staff changes.
- 2 This data was not collected by the annual survey from the County Administration in Dec 2023.
- 3 Return to Work data isn't available until July so this data is an estimate.



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

	Budget-to-Budget Changes:						
	FY21-22 Actuals	FY22-23 Actuals	FY23-24 Amended Budget	FY23-24 Projected Year-End	FY24-25 Budget	\$ FY23-24 to FY24-25	% FY23-24 to FY24-25
Beginning Fund Balance	992,564	1,102,805	1,190,546	1,576,057	1,639,833	449,287	38%
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines	-	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	276,081	731,170	285,142	330,753	347,291	62,149	22%
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-
Operating Revenue	276,081	731,170	285,142	330,753	347,291	62,149	22%
Total Revenue	1,268,645	1,833,975	1,475,688	1,906,810	1,987,124	511,436	35%
Personnel Services	-	-	-	-	-	-	-
Materials and Services	165,839	257,918	466,977	266,977	480,326	13,349	3%
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	165,839	257,918	466,977	266,977	480,326	13,349	3%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	38,239	-	40,151	1,912	5%
Contingency	-	-	970,472	-	1,466,647	496,175	51%
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	165,839	257,918	1,475,688	266,977	1,987,124	511,436	35%
Revenues Less Expenses	1,102,805	1,576,058	-	1,639,833	-		

Notes:

None.



160405-EAP/Wellness

BCC Priority Alignment: Accountable Government

Budget Summary

	FY21-22 Actuals	FY22-23 Actuals	FY23-24 Amended Budget	FY23-24 Projected Year-End	FY24-25 Budget	Budget-to-Budget Changes:	
						\$ FY23-24 to FY24-25	% FY23-24 to FY24-25
Beginning Fund Balance	682,466	746,852	582,876	792,846	606,013	23,137	4%
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines	79,241	83,619	76,244	85,506	80,611	4,367	6%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	83,061	94,097	79,432	109,607	100,502	21,070	27%
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-
Operating Revenue	162,302	177,716	155,676	195,113	181,113	25,437	16%
Total Revenue	844,768	924,568	738,552	987,959	787,126	48,574	7%
Personnel Services	-	-	-	-	-	-	-
Materials and Services	97,916	131,722	219,594	381,946	476,119	256,525	117%
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	97,916	131,722	219,594	381,946	476,119	256,525	117%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	518,958	-	311,007	(207,951)	-40%
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	97,916	131,722	738,552	381,946	787,126	48,574	7%
Revenues Less Expenses	746,852	792,845	-	606,013	-		

Notes:

None.



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

	FY21-22	FY22-23	FY23-24	FY23-24	FY24-25	Budget-to-Budget Changes:	
	Actuals	Actuals	Amended Budget	Projected Year-End	Budget	\$ FY23-24 to FY24-25	% FY23-24 to FY24-25
Beginning Fund Balance	2,082	2,082	3,882	1,682	3,971	89	2%
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines	-	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	3,946	3,000	3,000	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-
Operating Revenue	-	-	-	3,946	3,000	3,000	-
Total Revenue	2,082	2,082	3,882	5,628	6,971	3,089	80%
Personnel Services	-	-	-	-	-	-	-
Materials and Services	-	400	1,800	1,657	6,150	4,350	242%
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	-	400	1,800	1,657	6,150	4,350	242%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	2,082	-	821	(1,261)	-61%
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	-	400	3,882	1,657	6,971	3,089	80%
Revenues Less Expenses	2,082	1,682	-	3,971	-		

Notes:
 None.



Risk & Safety Management

Risk Administration

Purpose Statement

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

Performance Narrative Statement

Major Initiatives/Goals:

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

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

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

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

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

Key Performance Measures

		FY 21-22 Actuals	FY 22-23 Actuals	FY 23-24 Target	FY 23-24 Actuals as of 04/29/24	FY 24-25 Target
Result	Clackamas County will maintain a workers' compensation rating below the state's industry average. ¹	74%	77%	100%	n/a**	100%
Results	Maintain Clackamas County's ratio of actual liability claims losses paid to the actuarial estimate at 1 or below. ¹	0.60	0.8	1	n/a**	1
Result	By 2025, all classification specifications will contain risk management responsibilities. ¹	0%	100%	100%	n/a**	100%
Result	By 2025, departments will have access to real time risk management data (examples: injury trends, claim expenses).	100%	100%	100%	n/a**	100%
Output	Number of ergonomic assessments provided quarterly	63	40	100	n/a**	100
Output	Number of liability claims.	96	86	120	83	120
Output	Number of workers' compensation claims processed quarterly	120	73	120	n/a**	30
Output	Number of driving checks ¹	497	278	400	n/a**	400
Output	Number of unemployment claims.	193	68	120	n/a**	150

**=Unable to collect data

Performance Measures Narrative:

***Note-HR program areas are in the process of realigning our performance measures to accurately reflect the work we do.

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 costs of injuries and future chances of risk. One (1) is the 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.



160501-Risk Administration
 BCC Priority Alignment: Accountable Government
 Budget Summary

	FY21-22 Actuals	FY22-23 Actuals	FY23-24 Amended Budget	FY23-24 Projected Year-End	FY24-25 Budget	Budget-to-Budget Changes:	
						\$ FY23-24 to FY24-25	% FY23-24 to FY24-25
Beginning Fund Balance	383,111	81,138	-	54,468	-	-	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	9,112	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines	1,228,659	1,610,327	1,719,025	1,692,355	1,932,140	213,115	12%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-
Operating Revenue	1,237,771	1,610,327	1,719,025	1,692,355	1,932,140	213,115	12%
Total Revenue	1,620,882	1,691,465	1,719,025	1,746,823	1,932,140	213,115	12%
Personnel Services	1,306,602	1,403,452	1,496,142	1,532,390	1,660,339	164,197	11%
Materials and Services	233,142	233,545	222,883	214,433	268,732	45,849	21%
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	1,539,744	1,636,997	1,719,025	1,746,823	1,929,072	210,046	12%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	3,068	3,068	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	1,539,744	1,636,997	1,719,025	1,746,823	1,932,140	213,114	12%
Revenues Less Expenses	81,138	54,468	-	-	-	-	-

Notes:

The administration program for Risk & Safety that contains the salaries, fringe, software and allocation costs of Fund 761. Costs here have risen mostly in-step with economic inflation. .



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 21-22 Actuals	FY 22-23 Actuals	FY 23-24 Target	FY 23-24 Actuals as of 03/31/23	FY 24-25 Target
Output	Number of liability claims.	96	86	120	83	120
Results	Maintain Clackamas County's ratio of actual liability claims losses paid to the actuarial estimate at 1 or below. ¹	0.60	0.8	1	n/a**	1

**=Unable to collect data

Performance Measures Narrative:

***Note-HR program areas are in the process of realigning our performance measures to accurately reflect the work we do.

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



160502-Casualty/Liability
 BCC Priority Alignment: Accountable Government
 Budget Summary

	FY21-22 Actuals	FY22-23 Actuals	FY23-24 Amended Budget	FY23-24 Projected Year-End	FY24-25 Budget	Budget-to-Budget Changes:	
						\$ FY23-24 to FY24-25	% FY23-24 to FY24-25
Beginning Fund Balance	10,053,303	9,772,288	9,001,994	9,268,933	8,609,641	(392,353)	-4%
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines	2,087,482	1,680,092	2,034,769	1,973,648	2,253,417	218,648	11%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	36,740	200,183	50,000	100,000	100,000	50,000	100%
Other Interfund Transfers	-	-	-	-	1,000,000	1,000,000	-
General Fund Support	-	-	-	-	-	-	-
Operating Revenue	2,124,222	1,880,275	2,084,769	2,073,648	3,353,417	1,268,648	61%
Total Revenue	12,177,524	11,652,563	11,086,763	11,342,581	11,963,058	876,295	8%
Personnel Services	-	-	-	-	-	-	-
Materials and Services	2,405,236	2,383,630	2,677,500	2,732,940	2,833,500	156,000	6%
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	2,405,236	2,383,630	2,677,500	2,732,940	2,833,500	156,000	6%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	2,669,000	-	2,670,000	1,000	0%
Contingency	-	-	5,740,263	-	6,459,558	719,295	13%
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	2,405,236	2,383,630	11,086,763	2,732,940	11,963,058	876,295	8%
Revenues Less Expenses	9,772,288	9,268,934	-	8,609,641	-		

Notes:

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



Risk & Safety Management

Workers' Compensation

Purpose Statement

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

Performance Narrative Statement

SERVICES:

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

Key Performance Measures

		FY 21-22 Actuals	FY 22-23 Actuals	FY 23-24 Target	FY 23-24 Actuals as of 4/29/24	FY 24-25 Target
Result	Clackamas County will maintain a workers' compensation rating below the state's industry average. ¹	74%	77%	100%	n/a**	100%
Output	Number of workers' compensation claims processed quarterly	120	73	120	101	30

**=Unable to collect data

Performance Measures Narrative:

***Note-HR program areas are in the process of realigning our performance measures to accurately reflect the work we are do.



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

	Budget-to-Budget Changes:						
	FY21-22 Actuals	FY22-23 Actuals	FY23-24 Amended Budget	FY23-24 Projected Year-End	FY24-25 Budget	\$ FY23-24 to FY24-25	% FY23-24 to FY24-25
Beginning Fund Balance	2,082	2,082	3,882	1,682	3,971	89	2%
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines	-	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	3,946	3,000	3,000	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-
Operating Revenue	-	-	-	3,946	3,000	3,000	-
Total Revenue	2,082	2,082	3,882	5,628	6,971	3,089	80%
Personnel Services	-	-	-	-	-	-	-
Materials and Services	-	400	1,800	1,657	6,150	4,350	242%
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	-	400	1,800	1,657	6,150	4,350	242%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	2,082	-	821	(1,261)	-61%
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	-	400	3,882	1,657	6,971	3,089	80%
Revenues Less Expenses	2,082	1,682	-	3,971	-		

Notes:
None.



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

	FY21-22 Actuals	FY22-23 Actuals	FY23-24 Amended Budget	FY23-24 Projected Year-End	FY24-25 Budget	Budget-to-Budget Changes:	
						\$ FY23-24 to FY24-25	% FY23-24 to FY24-25
Beginning Fund Balance	2,207,713	2,115,836	2,005,455	1,795,549	1,893,924	(111,531)	-6%
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines	1,593,038	1,637,614	1,896,584	1,984,375	1,464,443	(432,141)	-23%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	1,000,000	1,000,000	-
General Fund Support	-	-	-	-	-	-	-
Operating Revenue	1,593,038	1,637,614	1,896,584	1,984,375	2,464,443	567,859	30%
Total Revenue	3,800,751	3,753,450	3,902,039	3,779,924	4,358,367	456,328	12%
Personnel Services	18,725	(20,760)	-	-	-	-	-
Materials and Services	1,666,190	1,978,661	1,936,000	1,886,000	1,956,000	20,000	1%
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	1,684,915	1,957,901	1,936,000	1,886,000	1,956,000	20,000	1%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	1,000,000	-	1,000,000	-	0%
Contingency	-	-	966,039	-	1,402,367	436,328	45%
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	1,684,915	1,957,901	3,902,039	1,886,000	4,358,367	456,328	12%
Revenues Less Expenses	2,115,836	1,795,549	-	1,893,924	-		

Notes:

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



160504-Unemployment
BCC Priority Alignment: Accountable Government
Budget Summary

	FY21-22 Actuals	FY22-23 Actuals	FY23-24 Amended Budget	FY23-24 Projected Year-End	FY24-25 Budget	Budget-to-Budget Changes:	
						\$ FY23-24 to FY24-25	% FY23-24 to FY24-25
Beginning Fund Balance	169,150	165,741	161,941	161,115	157,315	(4,626)	-3%
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines	227,269	262,804	425,000	350,000	350,000	(75,000)	-18%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-
Operating Revenue	227,269	262,804	425,000	350,000	350,000	(75,000)	-18%
Total Revenue	396,419	428,545	586,941	511,115	507,315	(79,626)	-14%
Personnel Services	-	-	-	-	-	-	-
Materials and Services	230,678	267,430	428,800	353,800	353,800	(75,000)	-17%
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	230,678	267,430	428,800	353,800	353,800	(75,000)	-17%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	158,141	-	153,515	(4,626)	-3%
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	230,678	267,430	586,941	353,800	507,315	(79,626)	-14%
Revenues Less Expenses	165,741	161,115	-	157,315	-		

Notes:

Unemployment costs continue to be managed and paid as incurred. Departments are charged for all unemployment costs associated to their areas.



Public & Government Affairs

Tonia Holowetzki, Deputy Director

<http://www.clackamas.us/pga/>



Public and Government Affairs (17)

Department Budget Summary by Fund

Line of Business Name	Program Name	FY24-25	FY24-25	FY24-25	FY24-25	% of	FY24-25 FTE **		
		General Fund (100)	Special Grants Fund (230)	Total Budget	General Fund Support in Budget*	Total	Total	Filled	Vacant
Strategy, Policy & Brand Identity	Strategy & Policy	728,477	-	728,477	176,863	24%	3.0	3.0	-
	County Brand Identity	-	-	-	-	-	-	-	-
Communications, Engagement & Advocacy	Communications & Community Engagement	4,050,211	-	4,050,211	423,452	10%	19.6	16.8	2.8
	Government & External Relations	269,121	-	269,121	139,685	52%	0.4	0.2	0.2
Misc/Pass-Through	Public, Education, & Government (PEG)	298,487	-	298,487	-	0%	-	-	-
TOTAL		5,346,296	-	5,346,296	740,000	14%	23.0	20.0	3.0
<i>FY23-24 Budget (Amended)</i>		5,539,370	-	5,539,370	604,551	11%	24.0	20.0	4.0
<i>\$ Increase (Decrease)</i>		-193,074	-	-193,074	135,449		(1.0)	-	(1.0)
<i>% Increase (Decrease)</i>		-3%	-	-3%	22%		-4%	0%	-25%

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

** FY24-25 FTE aligns to department's final budgeted All Position Report (APOS).



Strategy, Policy and 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 continues to see a decrease in funding, primarily due to a decrease in franchise fees that help support PGA's operating expenses. The PEG fees are dedicated funds that can only be used for cable TV access channels and access centers were moved out of this budget to a pass-thru program. PGA plans to develop new performance metrics in FY 24-25.

		FY 21-22 Actual	FY 22-23 Actual	FY 23-24 Actual	FY 24-25 Target
	Result	% of employees receive annual performance evaluations	100%	100%	100%
	Result	% PGA employees receive training annually in plain language, language access laws, and other Title VI requirements to ensure we are working toward meeting the needs of all county residents.	95%	New Measure	100%

Program includes:

Mandated Services Yes

Shared Services Yes

Grant Funding No

Explain all "Yes" boxes below

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

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

Explanation

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



170101-Strategy & Policy
BCC Priority Alignment: Accountable Government
Budget Summary

	FY21-22 Actuals	FY22-23 Actuals	FY23-24 Amended Budget	FY23-24 Projected Year-End	FY24-25 Budget	Budget-to-Budget Changes:	
						\$ FY23-24 to FY24-25	% FY23-24 to FY24-25
Beginning Fund Balance	106,970	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	238,928	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines	61,505	-	-	-	1	1	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	1,714,021	741,664	618,746	618,746	551,613	(67,133)	-11%
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	61,539	109,437	59,437	31,327	176,863	117,426	198%
Operating Revenue	2,075,993	851,101	678,183	650,073	728,477	50,294	7%
Total Revenue	2,182,963	851,101	678,183	650,073	728,477	50,294	7%
Personnel Services	746,943	864,681	634,224	607,414	694,553	60,330	10%
Materials and Services	143,060	138,221	43,959	42,659	33,923	(10,036)	-23%
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	890,003	1,002,902	678,183	650,073	728,476	50,294	7%
Debt Service	-	-	-	-	-	-	-
Special Payments	270,740	573	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	1,160,742	1,003,475	678,183	650,073	728,476	50,294	7%
Revenues Less Expenses	1,022,220	(152,374)	-	-	-	-	-

Notes:

PGA is projecting an 11% percent decrease for the Franchise Fee revenue and an increase in salary/benefit costs due to COLA and merit raises



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

This program was initiated in 2020, but has been paused until further notice in agreement with County Administration. The program budget was \$70,000 and these funds have been returned to the county's General Fund. The program will not be included in PGA performance measures starting in FY24-25 and until the county is ready to resume the county brand initiative.

		FY 21-22 Actual	FY 22-23 Actual	FY 22-23 Target	FY 22-24 Target
	Result: By 2023, a random survey of Oregonians is conducted to get a baseline perception of the County.	New Measure	100%	NA	NA

Program includes:

Mandated Services No

Shared Services Yes

Grant Funding No

Explain all "Yes" boxes below

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

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

Explanation



170102-County Brand Identity
 BCC Priority Alignment: Accountable Government
 Budget Summary

	FY21-22	FY22-23	FY23-24	FY23-24	FY24-25	Budget-to-Budget Changes:	
	Actuals	Actuals	Amended Budget	Projected Year-End	Budget	\$ FY23-24 to FY24-25	% FY23-24 to FY24-25
Beginning Fund Balance	-	70,000	70,000	-	-	(70,000)	-100%
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines	-	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-
Operating Revenue	-	-	-	-	-	-	-
Total Revenue	-	70,000	70,000	-	-	(70,000)	-100%
Personnel Services	-	-	-	-	-	-	-
Materials and Services	-	-	70,000	-	-	(70,000)	-100%
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	-	-	70,000	-	-	(70,000)	-100%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	-	-	70,000	-	-	(70,000)	-100%
Revenues Less Expenses	-	70,000	-	-	-		

Notes:
 Work in this program has been put on hold



Communications & Engagement Advocacy

Communications & Community Engagement

Purpose Statement

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.

Performance Narrative Statement

The Communications & Community Engagement Program continues to seek efficiency and cost-cutting strategies, particularly in materials and services, and implementing emerging strategies in digital communication and community engagement. PGA has kept its FTE count consistent with no new positions added, except for one new FTE that was transferred to PGA's community engagement program as a result of the restructuring of the Equity and Inclusion Office.

		FY 21-22 Actual	FY 22-23 Actual	FY 23-24 Actual	FY 24-25 Target
 Result	% of communication plans include public engagement input consistent with community engagement standards.	New Measure	100%	100%	100%

Program includes:

Mandated Services Yes

Shared Services No

Grant Funding No

Explain all "Yes" boxes below

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

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

Explanation: The county is required to provide access to public information, obtain public input, and provide community engagement opportunities when appropriate and necessary. PGA is the public information arm of the county and ensures these requirements are met. This includes managing the CPO and hamlet programs under State Goal 1.



170202-Communications & Community Engagement
 BCC Priority Alignment: Accountable Government
Budget Summary

	FY21-22	FY22-23	FY23-24	FY23-24	FY24-25	Budget-to-Budget Changes:	
	Actuals	Actuals	Amended Budget	Projected Year-End	Budget	\$ FY23-24 to FY24-25	% FY23-24 to FY24-25
Beginning Fund Balance	-	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	60,114	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines	1,300,822	1,299,289	1,299,289	1,299,289	1,675,060	375,771	29%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	1,104,925	1,702,416	2,182,117	2,078,294	1,951,699	(230,418)	-11%
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	562,133	605,971	426,373	253,868	423,452	(2,921)	-1%
Operating Revenue	3,027,994	3,607,676	3,907,779	3,631,451	4,050,211	142,432	4%
Total Revenue	3,027,994	3,607,676	3,907,779	3,631,451	4,050,211	142,432	4%
Personnel Services	2,485,132	2,597,850	3,567,804	3,195,493	3,674,607	106,803	3%
Materials and Services	844,864	757,377	328,975	424,959	364,603	35,628	11%
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	3,329,995	3,355,226	3,896,779	3,620,452	4,039,210	142,431	4%
Debt Service	-	-	-	-	-	-	-
Special Payments	2,512	6,271	11,000	11,000	11,000	-	0%
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	3,332,507	3,361,498	3,907,779	3,631,452	4,050,210	142,431	4%
Revenues Less Expenses	(304,513)	246,178	-	-	-	-	-

Notes:

PGA is projecting an 11 percent decrease for the Franchise Fee revenue and an increase in salary/benefit costs due to COLA and merit raises. Position paid for by SHS was eliminated.



Communications, Engagement, and 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 county departments, so they can achieve their policy priorities and the people of Clackamas County can thrive.

Performance Narrative Statement

The Government and External Relations Program manages all contracts for government affairs and 20% of the 2.0 FTE dedicated to lobbying on behalf of the county. PGA plans to develop new performance metrics in FY24-25.

		FY 21-22 Actual	FY 22-23 Actual	FY 23-24 Actual	FY 24-25 Target
	Result # of bills tracked during the long legislative session (160-day sessions in odd-numbered years).	**	1844	**	1500

***Short session occurred during this fiscal year.*

Program includes:

Mandated Services

Shared Services

Grant Funding

Explain all "Yes" boxes below

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

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

Explanation: PGA provides legislative strategy, support, and advocacy both at the state and federal levels to pursue the county's legislative priorities and funding to support these priorities.



	FY21-22 Actuals	FY22-23 Actuals	FY23-24 Amended Budget	FY23-24 Projected Year-End	FY24-25 Budget	Budget-to-Budget Changes:	
						\$ FY23-24 to FY24-25	% FY23-24 to FY24-25
Beginning Fund Balance	61,678	57,698	-	-	-	-	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines	-	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	6,479	453,371	131,729	131,729	129,436	(2,293)	-2%
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	92,012	87,619	118,741	96,834	139,685	20,944	18%
Operating Revenue	98,491	540,990	250,470	228,563	269,121	18,651	7%
Total Revenue	160,169	598,688	250,470	228,563	269,121	18,651	7%
Personnel Services	379,612	497,237	86,493	66,241	88,894	2,402	3%
Materials and Services	153,346	198,538	163,977	162,322	180,227	16,250	10%
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	532,957	695,776	250,470	228,563	269,121	18,652	7%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	57,698	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	532,957	753,474	250,470	228,563	269,121	18,652	7%
Revenues Less Expenses	(372,788)	(154,785)	-	-	-	-	-

Notes:

PGA is projecting an 11% percent decrease for the Franchise Fee revenue and an increase in salary/benefit costs due to COLA and merit raises. GR program is budgeting for higher travel expenses due to a long legislative session.



800217-Public, Education, & Government (PEG)

BCC Priority Alignment: Accountable Government

Budget Summary

	Budget-to-Budget Changes:						
	FY21-22 Actuals	FY22-23 Actuals	FY23-24 Amended Budget	FY23-24 Projected Year-End	FY24-25 Budget	\$ FY23-24 to FY24-25	% FY23-24 to FY24-25
Beginning Fund Balance	-	115,000	393,868	102,546	100,000	(293,868)	-75%
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	147,914	177,565	200,584	136,982	(40,583)	-23%
Charges, Fees, License, Permits, Fines	-	61,505	61,505	61,505	61,505	-	0%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-
Operating Revenue	-	209,419	239,070	262,089	198,487	(40,583)	-17%
Total Revenue	-	324,419	632,938	364,635	298,487	(334,451)	-53%
Personnel Services	-	-	-	-	-	-	-
Materials and Services	-	-	-	-	-	-	-
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-
Special Payments	-	221,873	632,938	264,635	298,487	(334,451)	-53%
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	-	221,873	632,938	264,635	298,487	(334,451)	-53%
Revenues Less Expenses	-	102,546	-	100,000	-	-	-

Notes:

100% of all leftover revenue at the end of FY24 must be rolled over in accordance to our legal franchise documents. Budget authority has been created to allow for all rollover revenue to be recognized.



Technology Services

Linu Parappilly, Director

<http://www.clackamas.us/ts>



Technology Services (18)

Department Budget Summary by Fund

Line of Business Name	Program Name	FY24-25	FY24-25	FY24-25	FY24-25	FY24-25	% of	FY24-25 FTE **		
		Special Grants Fund (230)	Clackamas Broadband Utility Fund (602)	Technology Services Fund (747)	Total Budget	General Fund Support in Budget*	Total	Total	Filled	Vacant
Administration	Executive Leadership & Administration	164,281		2,001,209	2,165,490	-	0%	7.0	7.0	-
Applications	Business Systems			2,339,300	2,339,300	-	0%	5.0	4.0	1.0
	County Wide Applications			2,153,104	2,153,104	-	0%	8.0	8.0	-
	Departmental Applications			693,027	693,027	-	0%	3.0	1.0	2.0
	Geographic Information (GIS)			1,340,430	1,340,430	-	0%	5.0	5.0	-
Communication Services	Telecommunication Services			5,432,559	5,432,559	-	0%	7.0	7.0	-
	Clackamas Broadband eXchange	7,100,000	3,012,673		10,112,673	-	0%	6.0	5.0	1.0
Technical Services	Network Services			1,380,597	1,380,597	-	0%	3.0	3.0	-
	Technical Operations			8,656,905	8,656,905	-	0%	14.0	13.0	1.0
TOTAL		7,264,281	3,012,673	23,997,132	34,274,086	-	0%	58.0	53.0	5.0
FY23-24 Budget (Amended)		8,065,823	2,771,091	24,842,638	35,679,552	-	0%	58.0	54.0	4.0
\$ Increase (Decrease)		(801,542)	241,582	(845,506)	(1,405,466)	-		0.0	-1.0	1.0
% Increase (Decrease)		-10%	9%	-3%	-4%	-		0%	-2%	25%

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

** FY24-25 FTE aligns to department's final budgeted All Position Report (APOS).



Administration

Executive Leadership & Administration

Purpose Statement

The purpose of the Technology Services Office (TS) of the Director Program is to provide administrative, leadership, cybersecurity, finance, budget, policy, and planning services to Technology Services staff so they can make well informed and cost effective strategic decisions.

Performance Narrative

The Executive Leadership & Administration Program proposed a budget of \$2,165,490; an increase of \$333,995 from current amended funding levels from current funding levels of this program from the 747 Technology Services Fund. The increase is primarily due to rent costs related to our relocation to the county's Development Services Building and the transfer of two staff members into this program from other departmental programs. 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.

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.

Key Performance Measures

		FY 21-22 Actual	FY 22-23 Actual	FY 23-24 Target	FY 23-24 Actuals as of 03/01/24	FY 24-25 Target
 Result	Technology Services will develop, and maintain, a County Technology Strategic Plan(s) that covers Technology Services and Initiatives.	5% *1	50%	50%	100%	100%
 Result	% of staff with documented professional goals and/or training plan	~60%	~60%	100%	100%	100%

Program includes:

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

Explanation

*1 Progress has been slow with reduced resources. Now with new resources and returned direction, the momentum is progressing on both Strategic and Departmental Technology Plans.



180101-Executive Leadership & Administration
 BCC Priority Alignment: Accountable Government
 Budget Summary

	FY21-22 Actuals	FY22-23 Actuals	FY23-24 Amended Budget	FY23-24 Projected Year-End	FY24-25 Budget	Budget-to-Budget Changes:	
						\$ FY23-24 to FY24-25	% FY23-24 to FY24-25
Beginning Fund Balance	31,040	354,555	677,000	678,000	149,159	(527,841)	-78%
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines	1,400,177	1,408,480	1,154,495	1,154,495	1,852,050	697,555	60%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	1,000,000	-	164,281	(835,719)	-84%
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-
Operating Revenue	1,400,177	1,408,480	2,154,495	1,154,495	2,016,331	(138,164)	-6%
Total Revenue	1,431,217	1,763,035	2,831,495	1,832,495	2,165,490	(666,005)	-24%
Personnel Services	647,797	950,141	1,088,693	1,089,477	1,414,090	325,397	30%
Materials and Services	428,865	475,365	1,592,802	593,859	700,100	(892,702)	-56%
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	1,076,662	1,425,505	2,681,495	1,683,336	2,114,190	(567,305)	-21%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	150,000	-	51,300	(98,700)	-66%
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	1,076,662	1,425,505	2,831,495	1,683,336	2,165,490	(666,005)	-24%
Revenues Less Expenses	354,555	337,529	-	149,159	-		

Notes:

Two existing positions in TS were reallocated to this program.



Applications

Business Systems

Purpose Statement

The purpose of the Business Systems Program is to provide development, maintenance, integration, and support services for County Enterprise Resource Planning (ERP) applications, including Human Resources management, Finance, Payroll, and Budget systems, to the Board of County Commissioners, County leadership and County staff so they can plan and manage their financial and human resources assets. The major mission-critical supported applications include PeopleSoft Finance, PeopleSoft Human Capital Management, Workforce Software, and OpenGov.

Performance Narrative

The Business Services Program proposes a budget of \$2,339,300. 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.

Key Performance Measures

		FY 21-22 Actual	FY 22-23 Actual	FY 23-24 Target	FY 23-24 Actuals as of 03/01/24	FY 24-25 Target
Result	% of days where core systems are operational (during normal business hours / excluding scheduled maintenance)	~99.7%	~ 99.8%	99+%	99.9%	99+%

Program includes:

Mandated Services **No**

Shared Services **No**

Grant Funding **No**

Explanation



180202-Business Systems
 BCC Priority Alignment: Accountable Government
 Budget Summary

	FY21-22 Actuals	FY22-23 Actuals	FY23-24 Amended Budget	FY23-24 Projected Year-End	FY24-25 Budget	Budget-to-Budget Changes:	
						\$ FY23-24 to FY24-25	% FY23-24 to FY24-25
Beginning Fund Balance	439,095	76,166	239,000	239,000	75,000	(164,000)	-69%
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines	1,212,822	1,529,547	2,065,762	1,930,762	2,264,300	198,538	10%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	-	-	-	-
Other Interfund Transfers	-	390,000	70,000	-	-	(70,000)	-100%
General Fund Support	-	-	-	-	-	-	-
Operating Revenue	1,212,822	1,919,547	2,135,762	1,930,762	2,264,300	128,538	6%
Total Revenue	1,651,917	1,995,713	2,374,762	2,169,762	2,339,300	(35,462)	-1%
Personnel Services	745,685	635,578	1,007,959	911,740	1,035,403	27,444	3%
Materials and Services	830,066	1,236,240	1,366,803	1,183,022	1,303,897	(62,906)	-5%
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	1,575,750	1,871,819	2,374,762	2,094,762	2,339,300	(35,462)	-1%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	1,575,750	1,871,819	2,374,762	2,094,762	2,339,300	(35,462)	-1%
Revenues Less Expenses	76,166	123,895	-	75,000	-		

Notes:
 reverting partial embeds back to directed allocation



Applications

County Wide Applications

Purpose Statement

The purpose of the County Wide Applications Program is to provide applications management, development, integrations, support, and maintenance for applications that are custom-built and third-party hosted either on-premises or in the cloud. This program offers various cost-effective, innovative tools and solutions to County staff, the public, businesses, and other public agencies to enhance their services, streamline processes, increase efficiency and collaboration, maximize the use of evolving technologies, and achieve their business needs. The primary in-house developed web applications include CMap, Asset Management, Resource Scheduling Tools, and E-Payment Portals. Some major third-party supported applications include Drupal, PowerDMS, Adobe Acrobat Sign, MS SharePoint, MS Power Apps, and MS Power Automate.

Performance Narrative

The County Wide Applications Program proposed a budget of \$2,153,104. 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).

Key Performance Measures

		FY 21-22 Actual	FY 22-23 Actual	FY 23-24 Target	FY 23-24 Actuals as of 03/01/24	FY 24-25 Target
Output	# of Software Evaluation Group (SEG) requests for evaluation	40	159 ^{*1}	100	78	100
Output	Annual total # of developed or redesigned applications		11	10	64 ^{*2}	10

Program includes:

Mandated Services **No**

Shared Services **No**

Grant Funding **No**

Explanation *1 In FY22-23 SEG process was expanded to include additional types of requests and provide improved reporting
 *2 FY23-24, included a project to update the architecture on an unusually large number of developed applications



180203-County Wide Applications
BCC Priority Alignment: Strong Infrastructure
Budget Summary

	FY21-22 Actuals	FY22-23 Actuals	FY23-24 Amended Budget	FY23-24 Projected Year-End	FY24-25 Budget	Budget-to-Budget Changes:	
						\$ FY23-24 to FY24-25	% FY23-24 to FY24-25
Beginning Fund Balance	1,000	138,522	367,000	367,000	110,230	(256,770)	-70%
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines	1,819,155	1,878,563	1,821,526	1,821,526	2,042,874	221,348	12%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	-	-	-	-
Other Interfund Transfers	-	-	90,000	-	-	(90,000)	-100%
General Fund Support	-	-	-	-	-	-	-
Operating Revenue	1,819,155	1,878,563	1,911,526	1,821,526	2,042,874	131,348	7%
Total Revenue	1,820,155	2,017,085	2,278,526	2,188,526	2,153,104	(125,422)	-6%
Personnel Services	1,319,544	1,556,718	1,677,665	1,678,809	1,795,217	117,552	7%
Materials and Services	362,090	366,718	305,861	399,487	342,887	37,026	12%
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	1,681,633	1,923,436	1,983,526	2,078,296	2,138,104	154,578	8%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	295,000	-	15,000	(280,000)	-95%
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	1,681,633	1,923,436	2,278,526	2,078,296	2,153,104	(125,422)	-6%
Revenues Less Expenses	138,522	93,649	-	110,230	-		

Notes:

No significant changes



Applications

Departmental Applications

Purpose Statement

The purpose of the Departmental Applications Program is to provide business system support, maintenance, integrations, and customizations to County departments so they can have timely, reliable, and cost-effective use of their business-critical systems in support of their customers. Services provided include but are not limited to issue analysis & troubleshooting, reporting & analytics, user support, and vendor coordination. This program's primary area of expertise is county permitting and electronic health record systems. It also provides part-time support for other applications.

Performance Narrative

The Department Applications Program proposed a budget of \$693,027. 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.

Key Performance Measures

		FY 21-22 Actual	FY 22-23 Actual	FY 23-24 Target	FY 23-24 Actuals as of 03/01/24	FY 24-25 Target
Result	Estimated % Uptime for major supported systems (w/o upgrades or emergencies)	99.50%	> 99%	99.8%	99.9%	99.8%
Output	# Major supported departmental applications / Reports with dedicated technical staff (*1)	25	9 *1	10	9	9

Program includes:

Mandated Services **No**

Shared Services **No**

Grant Funding **No**

Explanation *1 The definition of "application" was modified in FY22-23 to better relate to the support services provided by Technology Services - this results in fewer "counted" apps.



180204-Departmental Applications
 BCC Priority Alignment: Strong Infrastructure
Budget Summary

	FY21-22	FY22-23	FY23-24	FY23-24	FY24-25	Budget-to-Budget Changes:	
	Actuals	Actuals	Amended Budget	Projected Year-End	Budget	\$ FY23-24 to FY24-25	% FY23-24 to FY24-25
Beginning Fund Balance	16,000	82,697	199,500	199,500	-	(199,500)	-100%
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines	581,491	611,427	605,971	361,370	693,027	87,056	14%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-
Operating Revenue	581,491	611,427	605,971	361,370	693,027	87,056	14%
Total Revenue	597,491	694,124	805,471	560,870	693,027	(112,444)	-14%
Personnel Services	420,038	470,368	529,703	474,602	548,304	18,601	4%
Materials and Services	94,756	103,090	86,268	86,268	129,723	43,455	50%
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	514,794	573,457	615,971	560,870	678,027	62,056	10%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	189,500	-	15,000	(174,500)	-92%
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	514,794	573,457	805,471	560,870	693,027	(112,444)	-14%
Revenues Less Expenses	82,697	120,667	-	-	-	-	-

Notes:

Departmental embedded employees



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 \$1,340,430. 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.

Key Performance Measures

		FY 21-22 Actual	FY 22-23 Actual	FY 23-24 Target	FY 23-24 Actuals as of 03/01/24	FY 24-25 Target
 Result	% of GIS projects completed that meet customer requirements (survey)	97%	100%	99%	100%	99%

Program includes:

Mandated Services

Shared Services

Grant Funding

Explanation



180205-Geographic Information (GIS)
BCC Priority Alignment: Strong Infrastructure
Budget Summary

	FY21-22 Actuals	FY22-23 Actuals	FY23-24 Amended Budget	FY23-24 Projected Year-End	FY24-25 Budget	Budget-to-Budget Changes:	
						\$ FY23-24 to FY24-25	% FY23-24 to FY24-25
Beginning Fund Balance	501,000	634,058	423,280	423,280	70,280	(353,000)	-83%
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	1,357	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines	1,359,359	1,309,320	1,031,933	911,933	1,252,150	220,217	21%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	17,531	17,036	33,000	10,000	18,000	(15,000)	-45%
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-
Operating Revenue	1,378,247	1,326,355	1,064,933	921,933	1,270,150	205,217	19%
Total Revenue	1,879,247	1,960,413	1,488,213	1,345,213	1,340,430	(147,783)	-10%
Personnel Services	1,005,038	879,165	939,722	940,204	986,979	47,257	5%
Materials and Services	240,204	257,750	262,211	405,009	338,451	76,240	29%
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	1,245,242	1,136,914	1,201,933	1,345,213	1,325,430	123,497	10%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	286,280	-	15,000	(271,280)	-95%
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	1,245,242	1,136,914	1,488,213	1,345,213	1,340,430	(147,783)	-10%
Revenues Less Expenses	634,005	823,499	-	-	-		

Notes:

Adjusted to better use county allocation model



Communication Services

Telecommunication Services

Purpose Statement

The purpose of Telecommunication Services is to provide phone, radio, security systems, audio visual, wiring and communications technical support services to County staff and other agencies so they can be secure in the work place and communicate reliably across unified leading edge systems with 24/7 support.

Performance Narrative

The Telecommunications Services Program proposed a budget of \$5,432,559. These resources will continue to provide analysis, installation and reliable support of critical County communications, Life / Safety systems and physical data / voice infrastructure to efficiently meet the business requirements of the County departments. In order to provide stable revenue and ensure that the county's telecommunications infrastructure maintenance needs are met, this program's revenue will primarily come from departmental allocations rather than direct billing in FY24-25.

Key Performance Measures

		FY 21-22 Actual	FY 22-23 Actual	FY 23-24 Target	FY 23-24 Actuals as of 03/01/24	FY 24-25 Target
Result	% of days where there are no service interruptions to core telecom services (excluding scheduled maintenance or loss of County electricity)	~ 100%	~ 100%	99.0%	100.0%	99.0%
Result	Average response time for work orders (during scheduled business hours) in hours	3.67 (*1)	5.13 (*1)	2.00	4.26	2.00

Program includes:

Mandated Services **No**

Shared Services **No**

Grant Funding **No**

Explanation *1 - The increased response time is due to continuing large increase in the work order count and many large scale projects, such as the new Courthouse. Also the disperse support area with most staff offsite.



180302-Telecommunication Services
 BCC Priority Alignment: Strong Infrastructure
Budget Summary

	FY21-22 Actuals	FY22-23 Actuals	FY23-24 Amended Budget	FY23-24 Projected Year-End	FY24-25 Budget	Budget-to-Budget Changes:	
						\$ FY23-24 to FY24-25	% FY23-24 to FY24-25
Beginning Fund Balance	1,321,889	963,431	1,445,958	1,444,958	897,286	(548,672)	-38%
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	9,529	1,342	-	-	-	-	-
Charges, Fees, License, Permits, Fines	3,611,646	3,508,239	3,865,357	3,705,464	4,435,273	569,916	15%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	11,008	114,636	-	100,000	100,000	100,000	-
Other Interfund Transfers	-	110,000	73,000	-	-	(73,000)	-100%
General Fund Support	-	-	-	-	-	-	-
Operating Revenue	3,632,184	3,734,218	3,938,357	3,805,464	4,535,273	596,916	15%
Total Revenue	4,954,073	4,697,648	5,384,315	5,250,422	5,432,559	48,244	1%
Personnel Services	1,134,153	1,274,907	1,396,679	1,397,796	1,459,536	62,857	5%
Materials and Services	2,354,045	2,189,290	2,700,678	2,535,340	2,955,737	255,059	9%
Capital Outlay	502,444	54,972	1,286,958	420,000	1,017,286	(269,672)	-21%
Operating Expense	3,990,643	3,519,169	5,384,315	4,353,136	5,432,559	48,244	1%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	3,990,643	3,519,169	5,384,315	4,353,136	5,432,559	48,244	1%
Revenues Less Expenses	963,431	1,178,479	-	897,286	-		

Notes:

Proposal under consideration to allocate some costs



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 \$10,112,673, which includes \$7,100,000 of specially designated grant funds. These resources will continue to provide design, construction and reliable support of the fiber infrastructure to efficiently provide connectivity to public and private customers, maintain self sufficiency and managed growth. Continued expansion via construction to new customers is expected to continue. This program is fully self supportive.

Key Performance Measures

		FY 21-22 Actual	FY 22-23 Actual	FY 23-24 Target	FY 23-24 Actuals as of 03/01/24	FY 24-25 Target
Result	% Days (24/7) where no interruptions occur due to problems or issues with the fiber network. (Excludes maintenance or emergency repairs)	99.9%	100.0%	99.9%	100.0%	100.0%
Result	# of miles of fiber supported	370 miles	389 miles	350 miles	389 miles	396 miles

Program includes:

Mandated Services **No**

Shared Services **No**

Grant Funding **YES** CBX is part of the ARPA Grant - 5 year total is \$10,100,000

Explanation CBX is part of the ARPA Grant - 5 year total is \$10,100,000



180303-Clackamas Broadband eXchange
 BCC Priority Alignment: Vibrant Economy
Budget Summary

	Budget-to-Budget Changes:						
	FY21-22 Actuals	FY22-23 Actuals	FY23-24 Amended Budget	FY23-24 Projected Year-End	FY24-25 Budget	\$ FY23-24 to FY24-25	% FY23-24 to FY24-25
Beginning Fund Balance	373,699	330,914	45,000	78,114	114,000	69,000	153%
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	402,317	1,056,462	7,065,823	7,065,823	7,100,000	34,177	0%
Charges, Fees, License, Permits, Fines	1,527,237	1,402,671	2,681,091	2,681,091	2,861,672	180,581	7%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	38,761	35,164	45,000	45,000	37,000	(8,000)	-18%
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-
Operating Revenue	1,968,314	2,494,298	9,791,914	9,791,914	9,998,672	206,758	2%
Total Revenue	2,342,013	2,825,212	9,836,914	9,870,028	10,112,672	275,758	3%
Personnel Services	721,944	828,036	1,064,940	1,064,939	1,096,804	31,864	3%
Materials and Services	835,463	1,184,721	1,506,095	1,506,095	874,869	(631,226)	-42%
Capital Outlay	396,338	703,396	7,165,823	7,139,993	8,100,001	934,178	13%
Operating Expense	1,953,746	2,716,153	9,736,857	9,711,027	10,071,673	334,816	3%
Debt Service	-	-	-	-	-	-	-
Special Payments	57,353	42,154	45,000	45,000	41,000	(4,000)	-9%
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	55,057	-	-	(55,057)	-100%
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	2,011,099	2,758,308	9,836,914	9,756,027	10,112,673	275,759	3%
Revenues Less Expenses	330,914	66,904	-	114,001	-		

Notes:
 ARPA Grant continues to provide funding for additional construction



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 \$1,380,597. 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.

Key Performance Measures

		FY 21-22 Actual	FY 22-23 Actual	FY 23-24 Target	FY 23-24 Actuals as of 03/01/24	FY 24-25 Target
Result	% of days where all core networking infrastructure is operational (excluding scheduled maintenance)	99.9+%	98.8%	99%	99.0%	99%

Program includes:

Mandated Services **No**

Shared Services **No**

Grant Funding **No**

Explanation



180402-Network Services
 BCC Priority Alignment: Strong Infrastructure
 Budget Summary

	FY21-22 Actuals	FY22-23 Actuals	FY23-24 Amended Budget	FY23-24 Projected Year-End	FY24-25 Budget	Budget-to-Budget Changes:	
						\$ FY23-24 to FY24-25	% FY23-24 to FY24-25
Beginning Fund Balance	(218,200)	367,638	159,000	159,000	36,000	(123,000)	-77%
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines	1,373,072	1,276,315	1,192,228	1,192,228	1,344,597	152,369	13%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	50,000	-	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-
Operating Revenue	1,423,072	1,276,315	1,192,228	1,192,228	1,344,597	152,369	13%
Total Revenue	1,204,872	1,643,953	1,351,228	1,351,228	1,380,597	29,369	2%
Personnel Services	486,841	654,341	658,306	658,307	695,174	36,868	6%
Materials and Services	350,393	296,007	692,922	656,921	685,423	(7,499)	-1%
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	837,234	950,348	1,351,228	1,315,228	1,380,597	29,369	2%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	837,234	950,348	1,351,228	1,315,228	1,380,597	29,369	2%
Revenues Less Expenses	367,638	693,605	-	36,000	-		

Notes:
 No significant changes



Technical Services

Technical Operations

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 Operations Program proposed a budget of \$8,656,905.

The proposed budget has lowered reserves and increased capital and operating expenses due to scheduled replacement of infrastructure software and hardware systems in FY24-25.

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.

Key Performance Measures

		FY 21-22 Actual	FY 22-23 Actual	FY 23-24 Target	FY 23-24 Actuals as of 03/01/24	FY 24-25 Target
Output	# of Technology Procurements	429	282	300	296	300
Output	# of Call Center Requests Resolved	4,890	6,112	6,000	8,278	6,000

Program includes:

Mandated Services **No**

Shared Services **No**

Grant Funding **No**



180403-Technical Operations
 BCC Priority Alignment: Strong Infrastructure
 Budget Summary

	FY21-22 Actuals	FY22-23 Actuals	FY23-24 Amended Budget	FY23-24 Projected Year-End	FY24-25 Budget	Budget-to-Budget Changes:	
						\$ FY23-24 to FY24-25	% FY23-24 to FY24-25
Beginning Fund Balance	2,892,958	3,082,630	2,855,102	2,855,102	1,650,000	(1,205,102)	-42%
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	15,630	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines	5,613,165	5,475,228	6,323,525	6,323,525	7,006,905	683,380	11%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	257	68	-	-	-	-	-
Other Interfund Transfers	-	-	150,000	150,000	-	(150,000)	-100%
General Fund Support	-	-	-	-	-	-	-
Operating Revenue	5,629,052	5,475,295	6,473,525	6,473,525	7,006,905	533,380	8%
Total Revenue	8,522,010	8,557,926	9,328,627	9,328,627	8,656,905	(671,722)	-7%
Personnel Services	2,797,313	2,608,613	3,070,415	2,983,021	3,074,747	4,332	0%
Materials and Services	2,329,929	2,383,098	3,597,057	3,870,326	4,127,658	530,601	15%
Capital Outlay	312,138	560,488	755,000	755,000	554,500	(200,500)	-27%
Operating Expense	5,439,380	5,552,199	7,422,472	7,608,347	7,756,905	334,433	5%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	1,200,000	-	650,000	(550,000)	-46%
Contingency	-	-	706,155	-	250,000	(456,155)	-65%
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	5,439,380	5,552,199	9,328,627	7,608,347	8,656,905	(671,722)	-7%
Revenues Less Expenses	3,082,630	3,005,727	-	1,720,280	-		

Notes:

No significant changes



Treasurer

Brian Nava, County Treasurer

<http://www.clackamas.us/treasurer>



Office of the County Treasurer (19)

Department Budget Summary by Fund

Line of Business Name	Program Name	FY24-25	FY24-25	FY24-25	% of	FY24-25 FTE **		
		General Fund (100)	Total Budget	General Fund Support in Budget**	Total	Total	Filled	Vacant
Treasury Services	Treasury	1,172,846	1,172,846	599,855	51%	5.0	5.0	-
Internal Audit Services	Internal Audit	417,967	417,967	417,967	100%	2.0	2.0	-
TOTAL		1,590,813	1,590,813	1,017,822	64%	7.0	7.0	0.0
FY23-24 Budget (Amended)		1,523,956	1,523,956	1,000,259	66%	7.0	7.0	0.0
\$ Increase (Decrease)		66,857	66,857	17,563		0.0	0.0	0.0
% Increase (Decrease)		4%	4%	2%		0%	0%	-

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

** FY24-25 FTE aligns to department's final budgeted All Position Report (APOS).



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 20-21 Actual	FY 21-22 Actual	FY 22-23 Actual	FY 23-24 Actuals as of Qtr. 3	FY 24-25 Target
Result	% of identified cash handlers that received cash controls training.	34 trained to date	113 trained to date	163 trained to date	184 trained to date	90%
Result	% of accurate deposit summaries are processed within 4 business days.	100%	100%	100%	100%	95%
Result	% of bank reconciliations completed within 30 days of receipt of bank statement, % of bank reconciliations completed within 45 days of receipt of bank statement.	100% and 100%	100% and 100%	95% and 100%	99% and 100%	90% and 100%
Result	% of fraudulent checks denied.	100%	100%	100%	100%	100%
Result	% of tax distributions done timely, in accordance with the law, to the over 120 taxing districts in Clackamas County.	100%	100%	100%	100%	100%
Result	% of County funds being in qualified depositories or adequately collateralized in accordance with law.	100%	100%	100%	100%	100%
Output	# of deposit summaries posted (Just for the quarter ended, not a running total).	4864	4971	4700	4769	N/A Note 2
Output	# of people receiving cash handling training.	34 trained to date	113 trained to date	163 trained to date	184 trained to date	N/A Note 2
Output	# of bank reconciliations completed (Just for the quarter ended, not a running total.)	56	72	101	135	N/A Note 2
Output	# of reoccurring EFT/ACH set-up (Total)	30	38	42	46	N/A Note 2
Milestone	All organizations will have the ability to set up reoccurring EFT/ACH payments to the County.	Complete	Complete	Complete	Complete	Achieved Note 3
Milestone	The Treasurer's Office will implement a macro to upload deposit summaries into the financial management application.	Complete	Complete	Complete	Complete	Achieved Note 3
Milestone	% of non-confidential information currently mailed will be available electronically or posted online.	90%	100%	100%	100%	Achieved Note 3

Note 1 Fiscal Year 20-21 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 The County and the Treasurer's Office are in the process of updating performance Clackamas for the Treasurer's Office.

Program includes:

Mandated Services

Shared Services

Grant Funding

Explain all "Yes" boxes below

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

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

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



190101-Treasury
BCC Priority Alignment: Accountable Government
Budget Summary

	FY21-22	FY22-23	FY23-24	FY23-24	FY24-25	Budget-to-Budget Changes:	
	Actuals	Actuals	Amended Budget	Projected Year-End	Budget	\$ FY23-24 to FY24-25	% FY23-24 to FY24-25
Beginning Fund Balance	-	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	6,189	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines	643,221	804,155	523,697	523,697	572,991	49,294	9%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	30,735	-	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	619,607	593,129	640,048	640,048	599,855	(40,193)	-6%
Operating Revenue	1,299,753	1,397,284	1,163,745	1,163,745	1,172,846	9,101	1%
Total Revenue	1,299,753	1,397,284	1,163,745	1,163,745	1,172,846	9,101	1%
Personnel Services	735,193	652,192	876,912	884,247	886,144	9,232	1%
Materials and Services	193,428	278,719	286,833	279,498	286,702	(131)	0%
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	928,621	930,911	1,163,745	1,163,745	1,172,846	9,101	1%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	928,621	930,911	1,163,745	1,163,745	1,172,846	9,101	1%
Revenues Less Expenses	371,132	466,373	-	-	-	-	-

Notes:
 Costs have risen faster and higher than the increase in general fund support received. After ARPA funds are expended and courthouse payments begin our miscellaneous fees will drastically decrease and require a significant amount more of general fund support to cover our costs. This has been communicated to Administrator Schmidt and I plan to work with Gary to communicate this to the budget committee in a constructive manner.



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, waste and abuse reviews and audits
4. Follow-up audits

Key Performance Measures

		FY 20-21 Actual	FY 21-22 Actual	FY 22-23 Actual	FY 23-24 Actual as of Qtr. 3	FY 23-24 Target
Result	% of accepted audit recommendations that are implemented within 2 years.	70%	80%	80%	78%	90%
Result	% of audit plan that will be completed each fiscal year. Note 6	63%	85%	40%	30%	90%
Output	# of audit reports issued (since IA inception).	11	14	16	19	N/A Note 2
Output	# of audit recommendations (since IA inception).	92	96	117	132	N/A Note 2
Output	# of reports made to the Good Government Hotline alleging fraud, waste and/or abuse (since hotline inception).	138	144	152	167	N/A Note 2
Milestone	Develop survey of consultation and assurance service recipients.	2021	Achieved Note 3	Achieved Note 3	Achieved Note 3	Achieved Note 3
Milestone	Contract for peer review of Internal Audit.	In progress	In progress	In progress	In progress	2025
Milestone	Research will be completed to determine if the Internal Audit function should be codified into County Code.	2021	Achieved Note 3	Achieved Note 3	Achieved Note 3	Achieved Note 3
Milestone	Hire a new staff/senior auditor.	2021	Achieved Note 3	Achieved Note 3	Achieved Note 3	Achieved 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 The County and the Treasurer's Office are in the process of updating performance Clackamas for the Treasurer's Office.

Note 6 FY22-23 is a transition period for internal audit as the audit plan moves from a calendar year plan to a fiscal year audit plan.

Program includes:

Mandated Services Y

Shared Services Y

Grant Funding N

Explain all "Yes" boxes below

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

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

Explanation The Office of the County Treasurer's, Internal Audit Line of Business and Program within the Treasurer's Office, works with all county departments, offices, service districts, component units and more as mandated and outlined in County Code 2.15.



190202-Internal Audit
BCC Priority Alignment: Accountable Government
Budget Summary

	FY21-22	FY22-23	FY23-24	FY23-24	FY24-25	Budget-to-Budget Changes:	
	Actuals	Actuals	Amended Budget	Projected Year-End	Budget	\$ FY23-24 to FY24-25	% FY23-24 to FY24-25
Beginning Fund Balance	-	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines	-	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	325,078	337,152	360,211	360,211	417,967	57,756	16%
Operating Revenue	325,078	337,152	360,211	360,211	417,967	57,756	16%
Total Revenue	325,078	337,152	360,211	360,211	417,967	57,756	16%
Personnel Services	324,646	336,726	351,211	351,986	377,353	26,141	7%
Materials and Services	432	12,249	9,000	8,225	40,615	31,615	351%
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	325,078	348,976	360,211	360,211	417,967	57,756	16%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	325,078	348,976	360,211	360,211	417,967	57,756	16%
Revenues Less Expenses	-	(11,824)	-	-	-	-	-

Notes:

Costs continue to rise faster and higher than the increase in general fund support received.



Clackamas 911 (C-COM)

Cheryl Bledsoe, Director

<https://www.clackamas.us/911>



Clackamas 911 (CCOM) (20)

Department Budget Summary by Fund

Line of Business Name	Program Name	FY24-25	FY24-25	FY24-25	% of	FY24-25 FTE **			
		911 Center Fund (605)	Total Budget	General Fund Support in Budget*	Total	Total	Filled	Vacant	
Clackamas 911 Services	Clackamas 911	14,959,290	14,959,290	375,185	3%	57.0	46.0	11.0	
TOTAL		14,959,290	14,959,290	375,185	3%	57.0	46.0	11.0	
		<i>FY23-24 Budget (Amended)</i>	14,158,669	14,158,669	209,014	1%	57.0	51.0	6.0
		<i>\$ Increase (Decrease)</i>	800,621	800,621	166,171		0.0	(5.0)	5.0
		<i>% Increase (Decrease)</i>	6%	6%	80%		0%	-10%	83%

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

** FY24-25 FTE aligns to department's final budgeted All Position Report (APOS).



Clackamas 911 Services

Clackamas 911

Purpose Statement

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

Performance Narrative Statement

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

Key Performance Measurers

		FY 20-21 Actual	FY 21-22 Actual	FY 22-23 Target	FY 22-23 Actuals as of 12/31/22	FY 23-24 Target
Result	By 2021, CCOM will be staffed at least 95% of budgeted capacity	94%	86%	95%	82%	95%
Output	By 2021, Clackamas County callers will experience 6 dedicated call-takers on duty 10 hours per day, 4 days per week	5	3	6	3	6
Output	By 2023, CCOM will enhance its in-house Quality Improvement program that evaluates customer service for 2% of our call volume	0.50%	1.00%	1.00%	1.00%	2.00%
Result	By 2025, 100% of callers will reach a live 9-1-1 call taker without being filtered through a cell phone filtering message system	20%	20.00%	100%	100.00%	100%

Program includes:

Mandated Services 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.



200101-Clackamas 911
BCC Priority Alignment: Ensure Healthy, Safe, and Secure Communities
Budget Summary

	FY21-22 Actuals	FY22-23 Actuals	FY23-24 Amended Budget	FY23-24 Projected Year-End	FY24-25 Budget	Budget-to-Budget Changes:	
						\$ FY23-24 to FY24-25	% FY23-24 to FY24-25
Beginning Fund Balance	1,455,432	2,613,833	3,055,304	2,911,306	3,031,739	(23,565)	-1%
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	4,507,975	3,421,158	3,766,188	4,030,849	4,055,272	289,084	8%
Charges, Fees, License, Permits, Fines	6,588,204	6,618,963	7,103,463	7,103,463	7,446,094	342,631	5%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	25,731	73,405	24,700	51,000	51,000	26,300	106%
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	-	209,014	209,014	375,185	166,171	80%
Operating Revenue	11,121,910	10,113,526	11,103,365	11,394,326	11,927,551	824,186	7%
Total Revenue	12,577,342	12,727,360	14,158,669	14,305,632	14,959,290	800,621	6%
Personnel Services	8,207,403	8,467,103	9,538,564	9,124,757	10,303,477	764,913	8%
Materials and Services	1,181,864	825,807	1,169,898	1,183,736	1,475,987	306,089	26%
Capital Outlay	5,572	14,948	15,000	5,000	15,000	-	0%
Operating Expense	9,394,839	9,307,858	10,723,462	10,313,493	11,794,464	1,071,002	10%
Debt Service	-	-	-	-	-	-	-
Special Payments	568,670	508,196	960,400	960,400	946,000	(14,400)	-1%
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	2,124,807	-	1,836,426	(288,381)	-14%
Contingency	-	-	350,000	-	382,400	32,400	9%
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	9,963,509	9,816,054	14,158,669	11,273,893	14,959,290	800,621	6%
Revenues Less Expenses	2,613,833	2,911,306	-	3,031,739	-		

Notes:
None.



Sheriff's Office
Angela Brandenburg, Sheriff

<http://www.clackamas.us/sheriff>



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

Line of Business Name	Program Name	FY24-25	FY24-25	FY24-25	FY24-25	FY24-25	FY24-25	FY24-25	% of	FY24-25 FTE ***		
		General Fund (100)	Sheriff's Operating Levy Fund (206)	Inmate Welfare Special Fund (207)	CCSO Forfeitures (209)	Special Grants Fund (230)	Total Budget	General Fund Support in Budget*	Total	Total	Filled	Vacant
Administration	Office of the Sheriff	2,966,606					2,966,606	1,733,152	58%	10.0	10.0	
	Finance	1,396,277					1,396,277	839,270	60%	7.0	6.0	1.0
	Operational Support	7,003,139					7,003,139	4,219,997	60%	27.0	27.0	
	Professional Standards	144,404					144,404	89,456	62%	1.0		1.0
	Public Information Office (PIO)	931,915					931,915	559,815	60%	5.0	5.0	
Law Enforcement	City of Estacada	1,142,539					1,142,539		0%	4.3	3.3	1.0
	City of Happy Valley	5,044,793					5,044,793		0%	18.0	17.0	1.0
	City of Wilsonville	5,815,426					5,815,426		0%	21.0	21.0	
	Critical Incident Response	365,310					365,310	365,310	100%	1.0	1.0	
	Enhanced Law Enforcement District (ELED)	6,852,587					6,852,587	64,783	1%	36.0	36.0	
	Family Justice Center (FJC)	2,074,984					2,074,984	2,074,984	100%	9.0	8.0	1.0
	Investigations	8,726,280					8,726,280	8,373,154	96%	34.0	30.0	4.0
	Patrol	18,516,579					18,516,579	17,580,715	95%	73.8	68.8	5.0
	Traffic Enforcement	1,226,896					1,226,896	1,031,896	84%	4.0	4.0	
CCSO Forfeitures				933,742		933,742		0%	0.0			
Public Safety	Civil	7,019,618					7,019,618	5,799,934	83%	28.0	26.0	2.0
	Parole and Probation	20,993,878					20,993,878	7,755,857	37%	94.0	78.0	16.0
	Jail	26,630,142					26,630,142	26,455,142	99%	115.0	109.0	6.0
	Inmate Welfare			126,500			126,500		0%	0.0		
Training	Public Safety Training Center (PSTC)	1,104,975					1,104,975		0%	4.0	4.0	
	Training & Wellness	2,203,341					2,203,341	1,338,022	61%	8.0	8.0	
Sheriff Operating Levy	Sheriff Operating Levy		31,673,172				31,673,172		0%	92.0	68.0	24.0
		120,159,690	31,673,172	126,500	933,742	-	152,893,104	78,281,487	51%	592.0	530.0	62.0
FY23-24 Budget (Amended)		119,619,554	30,488,707	230,500	966,893	200,000	151,505,654	77,418,074	51%	592.0	532.0	60.0
\$ Increase (Decrease)		540,136	1,184,465	(104,000)	(33,151)	(200,000)	1,387,450	863,413		0.0	-2.0	2.0
% Increase (Decrease)		0%	4%	-45%	-3%	-100%	1%	1%		0%	0%	3%

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

**ELED FTEs are in Sheriff Department's General Fund (100) budget and invoiced to ELED (216) in Materials and Services category.

*** FY24-25 FTE aligns to department's final budgeted All Position Report (APOS).



Office of the Sheriff

Executive Leadership

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

This program provides the administrative, leadership, and accountability functions to all 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

		CY21 Actual	CY22 Actual	CY22 Target	CY23 Actual	CY23 Target	FY23-24 Actual	FY23-24 Target
Result	% of community survey respondents who report they feel safe in Clackamas County	68.6%	N/A	No Baseline	FY Measure >>>		Survey TBD	No Baseline
Result	% of employee survey respondents will report they feel valued at work	Moved from Training/Wellness Program to Exec. Team					Survey TBD	55.0%
Result	<i>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</i>	33.3%	33.4%	33.4%	N/A	N/A	N/A	N/A
Result	<i>By 2025, law enforcement re-accreditation will be awarded</i>	20.0%	20.0%	20.0%	N/A	N/A	N/A	N/A
Result	By 2028, less than 3% of employees will leave CCSO prior to retirement	New	New	New	New	New	TBD	3.0%
Result	% of employees who understand and can articulate their contribution to the Strategic Business Plan	20.7%	27.4%	No Baseline	N/A	N/A	N/A	N/A
Result	% of Strategic Result measures achieved	71.4%	66.7%	No Baseline	FY Measure >>>		TBD	TBD
Result	% of Key Result measures achieved	30.0%	54.5%	No Baseline	FY Measure >>>		TBD	TBD

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.



210101-Office of the Sheriff

BCC Priority Alignment: Ensure Healthy, Safe, and Secure Communities

Budget Summary

	FY21-22 Actuals	FY22-23 Actuals	FY23-24 Amended Budget	FY23-24 Projected Year-End	FY24-25 Budget	Budget-to-Budget Changes:	
						\$ FY23-24 to FY24-25	% FY23-24 to FY24-25
Beginning Fund Balance	-	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	51,480	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines	-	409,246	477,564	477,564	1,229,954	752,390	158%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	150	8,037	-	2,500	3,500	3,500	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	2,583,090	3,840,967	2,491,972	2,009,102	1,733,152	(758,820)	-30%
Operating Revenue	2,634,720	4,258,250	2,969,536	2,489,166	2,966,606	(2,930)	0%
Total Revenue	2,634,720	4,258,250	2,969,536	2,489,166	2,966,606	(2,930)	0%
Personnel Services	2,259,117	2,200,226	2,630,249	2,611,218	2,596,294	(33,955)	-1%
Materials and Services	493,967	434,355	327,074	311,732	358,099	31,025	9%
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	2,753,084	2,634,580	2,957,323	2,922,950	2,954,393	(2,930)	0%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	12,213	12,211	12,213	12,213	12,213	-	0%
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	2,765,297	2,646,791	2,969,536	2,935,163	2,966,606	(2,930)	0%
Revenues Less Expenses	(130,578)	1,611,459	-	(445,997)	-		

Notes:

Provides executive leadership, management, & communication services to CCSO employees & the community so they can benefit from strong, visionary leadership & work together to advance the mission to provide trusted public safety & law enforcement services.



Professional Services

Finance and Business Services

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

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

		CY21 Actual	CY22 Actual	CY22 Target	CY23 Actual	CY23 Target	FY23-24 Actual	FY23-24 Target
Result	<i>Zero audit findings that result from CCSO Finance staff errors</i>	0	0	0	N/A	N/A	N/A	N/A
Result	% of operational programs that are on or under budget	74.1%	100%	100%	FY Measure >>>		TBD	100%
Result	By 2026, through the development of a sustainable funding model, the community will experience a public safety system that is aligned with the population growth	New	New	New	FY Measure >>>		TBD	100%
Result	% of contract and procurement requests that are completed within 10 business days	100%	92.2%	90%	FY Measure >>>		TBD	90%

Program includes:

Mandated Services Yes

Shared Services No

Grant Funding No

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



	Budget-to-Budget Changes:						
	FY21-22 Actuals	FY22-23 Actuals	FY23-24 Amended Budget	FY23-24 Projected Year-End	FY24-25 Budget	\$ FY23-24 to FY24-25	% FY23-24 to FY24-25
Beginning Fund Balance	-	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	4,071	-	128,575	128,575	-	(128,575)	-100%
Charges, Fees, License, Permits, Fines	-	160,600	255,887	255,887	557,007	301,120	118%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	1,002,404	1,035,231	905,948	951,862	839,270	(66,678)	-7%
Operating Revenue	1,006,475	1,195,831	1,290,410	1,336,324	1,396,277	105,867	8%
Total Revenue	1,006,475	1,195,831	1,290,410	1,336,324	1,396,277	105,867	8%
Personnel Services	604,480	951,225	1,118,144	1,166,797	1,254,183	136,040	12%
Materials and Services	82,922	84,006	172,266	155,794	142,094	(30,172)	-18%
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	687,402	1,035,231	1,290,410	1,322,591	1,396,277	105,868	8%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	687,402	1,035,231	1,290,410	1,322,591	1,396,277	105,868	8%
Revenues Less Expenses	319,073	160,600	-	13,733	-		

Notes:

This program provides financial management services to the Sheriff, CCSO employees, Advisory Committees, & County decision-makers so they can effectively manage public funds & tie resources to expected results in the interest of public safety.



Professional Services

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 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

		CY21 Actual	CY22 Actual	CY22 Target	CY23 Actual	CY23 Target	FY23-24 Actual	FY23-24 Target
Result	Fleet readiness rate	New	New	New	FY Measure >>>		TBD	No Baseline
Result	% of positions that are filled	92.5%	89.0%	95.0%	85.1%	95.0%	TBD	95.0%
Result	<i>% of time that critical technology is available</i>	99.6%	99.8%	99.0%	N/A	N/A	N/A	N/A
Result	% of records requests that are fulfilled within 5 calendar days	57.0%	43.0%	90.0%	67.0%	90.0%	TBD	75.0%

Program includes:

Mandated Services

Shared Services

Grant Funding

Explanation



210103-Operational Support

BCC Priority Alignment: Ensure Healthy, Safe, and Secure Communities

Budget Summary

	FY21-22	FY22-23	FY23-24	FY23-24	FY24-25	Budget-to-Budget Changes:	
	Actuals	Actuals	Amended Budget	Projected Year-End	Budget	\$ FY23-24 to FY24-25	% FY23-24 to FY24-25
Beginning Fund Balance	-	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	54,627	467,251	315,948	315,648	-	(315,948)	-100%
Charges, Fees, License, Permits, Fines	346,003	1,240,798	2,523,410	2,541,039	2,691,142	167,732	7%
Revenue from Bonds & Other Debts	45,935	62,714	-	39,281	45,000	45,000	-
All Other Revenue Resources	38,017	63,003	15,000	70,826	47,000	32,000	213%
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	7,063,633	8,791,012	6,919,009	6,921,116	4,219,997	(2,699,012)	-39%
Operating Revenue	7,548,215	10,624,779	9,773,367	9,887,910	7,003,139	(2,770,228)	-28%
Total Revenue	7,548,215	10,624,779	9,773,367	9,887,910	7,003,139	(2,770,228)	-28%
Personnel Services	4,237,088	4,325,321	4,911,571	5,049,653	4,976,552	64,981	1%
Materials and Services	3,487,389	2,962,194	3,296,396	4,287,760	1,505,214	(1,791,182)	-54%
Capital Outlay	1,411,874	2,450,031	1,565,400	1,555,534	521,373	(1,044,027)	-67%
Operating Expense	9,136,352	9,737,545	9,773,367	10,892,947	7,003,139	(2,770,228)	-28%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	9,136,352	9,737,545	9,773,367	10,892,947	7,003,139	(2,770,228)	-28%
Revenues Less Expenses	(1,588,137)	887,234	-	(1,005,037)	-		

Notes:

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



Office of the Sheriff
Professional Standards

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

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

		CY21 Actual	CY22 Actual	CY22 Target	CY23 Actual	CY23 Target	FY23-24 Actual	FY23-24 Target
Result	% of Internal Affairs Investigations (Level 1) that are completed within 90 days	96.0%	93.0%	80%	FY Measure >>>		TBD	80.0%
Result	% of Service Investigations (Level 2) that are completed within 30 days	69.9%	82.0%	75%	FY Measure >>>		TBD	75.0%

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]



210104-Professional Standards

BCC Priority Alignment: Ensure Healthy, Safe, and Secure Communities

Budget Summary

	FY21-22 Actuals	FY22-23 Actuals	FY23-24 Amended Budget	FY23-24 Projected Year-End	FY24-25 Budget	Budget-to-Budget Changes:	
						\$ FY23-24 to FY24-25	% FY23-24 to FY24-25
Beginning Fund Balance	-	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	8,441	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines	-	38,885	71,508	71,508	54,948	(16,560)	-23%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	658,796	251,044	45,732	41,265	89,456	43,724	96%
Operating Revenue	667,237	289,929	117,240	112,773	144,404	27,164	23%
Total Revenue	667,237	289,929	117,240	112,773	144,404	27,164	23%
Personnel Services	389,970	234,621	89,089	89,214	123,585	34,496	39%
Materials and Services	44,674	16,423	28,151	23,559	20,819	(7,332)	-26%
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	434,643	251,044	117,240	112,773	144,404	27,164	23%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	434,643	251,044	117,240	112,773	144,404	27,164	23%
Revenues Less Expenses	232,593	38,886	-	-	-		

Notes:

This program provides internal investigative services to the Sheriff, CCSO employees, & the public so they can continually improve the professional standards of the CCSO & receive thorough, impartial, & timely responses to complaints.



Office of the Sheriff

Communications

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 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

		CY21 Actual	CY22 Actual	CY22 Target	CY23 Actual	CY23 Target	FY23-24 Actual	FY23-24 Target
Result	% of community survey respondents who report they have a positive view of the Sheriff's Office	76.0%	N/A	No Baseline	N/A	N/A	N/A	N/A
Result	% change in social media followers	1.7%	1.9%	0%	N/A	N/A	N/A	N/A
Result	By 2024, CCSO will develop and implement a Communications Plan	New	New	New	New	New	TBD	2024
Result	% of community survey respondents who report they are informed about the role, direction, and activities of CCSO	New	New	New	New	New	Survey TBD	75.0%
Result	% of employee survey respondents who report they are informed about the role, direction, and activities of CCSO	New	New	New	New	New	Survey TBD	75.0%
Result	% change in Sheriff's Office website visits	-4%	-11.9%	0%	N/A	N/A	N/A	N/A

Program includes:

Mandated Services No

Shared Services No

Grant Funding No

Explanation



210105-Public Information Office (PIO)

BCC Priority Alignment: Ensure Healthy, Safe, and Secure Communities

Budget Summary

	FY21-22 Actuals	FY22-23 Actuals	FY23-24 Amended Budget	FY23-24 Projected Year-End	FY24-25 Budget	Budget-to-Budget Changes:	
						\$ FY23-24 to FY24-25	% FY23-24 to FY24-25
Beginning Fund Balance	-	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	4,071	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines	-	73,345	178,690	179,140	372,100	193,410	108%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	816,000	474,313	736,669	703,531	559,815	(176,854)	-24%
Operating Revenue	820,071	547,658	915,359	882,671	931,915	16,556	2%
Total Revenue	820,071	547,658	915,359	882,671	931,915	16,556	2%
Personnel Services	355,163	421,127	823,748	783,070	832,641	8,893	1%
Materials and Services	84,867	53,186	91,611	99,601	99,274	7,663	8%
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	440,031	474,312	915,359	882,671	931,915	16,556	2%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	440,031	474,312	915,359	882,671	931,915	16,556	2%
Revenues Less Expenses	380,040	73,345	-	-	-		

Notes:

Provides information, multimedia communications, community outreach, & education services to CCSO employees, community partners, & the public so they can learn about CCSO activities, be informed of public safety matters, & engage with CCSO's mission.



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 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						
		CY21 Actual	CY22 Actual	CY22 Target	CY23 Actual	CY23 Target	FY23-24 Actual	FY23-24 Target
Result	% change in reported crimes against persons	41.0%	-2.6%	0.0%	N/A	N/A	N/A	N/A
Result	% change in reported property crimes	15.1%	-0.3%	0.0%	N/A	N/A	N/A	N/A
Result	By FY2026, the persons crime rate will be at or below ___ per 1,000 residents	New	New	New	FY Measure >>>		TBD	6 per 1,000
Result	By FY2026, the property crime rate will be at or below ___ per 1,000 residents	New	New	New	FY Measure >>>		TBD	30 per 1,000
Result	% of deputy activity that is self-initiated	38.3%	39.5%	40.0%	54.6%	40.0%	TBD	40.0%
Result	% of Priority 1 and Priority 2 Calls for Service that receive a response time within 5 minutes	37.9%	32.9%	50.0%	25.3%	50.0%	TBD	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]



210202-City of Estacada
BCC Priority Alignment: Ensure Healthy, Safe, and Secure Communities
Budget Summary

	FY21-22 Actuals	FY22-23 Actuals	FY23-24 Amended Budget	FY23-24 Projected Year-End	FY24-25 Budget	Budget-to-Budget Changes:	
						\$ FY23-24 to FY24-25	% FY23-24 to FY24-25
Beginning Fund Balance	-	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	12,605	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines	716,207	812,498	948,753	952,234	1,142,539	193,786	20%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	325	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-
Operating Revenue	728,811	812,498	948,753	952,559	1,142,539	193,786	20%
Total Revenue	728,811	812,498	948,753	952,559	1,142,539	193,786	20%
Personnel Services	586,613	600,513	685,044	684,050	813,983	128,939	19%
Materials and Services	118,252	106,575	226,598	231,398	296,462	69,864	31%
Capital Outlay	23,946	26,433	37,111	37,111	32,093	(5,018)	-14%
Operating Expense	728,811	733,520	948,753	952,559	1,142,539	193,786	20%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	728,811	733,520	948,753	952,559	1,142,539	193,786	20%
Revenues Less Expenses	-	78,978	-	-	-	-	-

Notes:

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



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 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

		CY21 Actual	CY22 Actual	CY22 Target	CY23 Actual	CY23 Target	FY23-24 Actual	FY23-24 Target
Result	% change in reported property crimes	12.2%	4.0%	0.0%	N/A	N/A	N/A	N/A
Result	By 2026, the persons crime rate will be at or below ___ per 1,000 residents	New	New	New	FY Measure >>>		TBD	5 per 1,000
Result	By 2026, the property crime rate will be at or below ___ per 1,000 residents	New	New	New	FY Measure >>>		TBD	35 per 1,000
Result	% of deputy activity that is self-initiated	52.1%	56.8%	50.0%	58.0%	50.0%	TBD	55.0%
Result	% of Priority 1 and Priority 2 Calls for Service that receive a response time within 5 minutes	33.6%	29.0%	50.0%	20.3%	50.0%	TBD	30.0%

Program includes:

Mandated Services No

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]



210203-City of Happy Valley
 BCC Priority Alignment: Ensure Healthy, Safe, and Secure Communities
Budget Summary

	FY21-22	FY22-23	FY23-24	FY23-24	FY24-25	Budget-to-Budget Changes:	
	Actuals	Actuals	Amended Budget	Projected Year-End	Budget	\$ FY23-24 to FY24-25	% FY23-24 to FY24-25
Beginning Fund Balance	-	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	67,261	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines	4,012,516	4,333,968	4,944,471	4,931,833	5,044,793	100,322	2%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	56	-	-	20,633	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-
Operating Revenue	4,079,833	4,333,968	4,944,471	4,952,466	5,044,793	100,322	2%
Total Revenue	4,079,833	4,333,968	4,944,471	4,952,466	5,044,793	100,322	2%
Personnel Services	3,278,367	3,507,608	3,586,043	3,594,038	3,712,833	126,790	4%
Materials and Services	676,788	616,978	1,179,518	1,179,518	1,185,246	5,728	0%
Capital Outlay	124,678	136,519	178,910	178,910	146,714	(32,196)	-18%
Operating Expense	4,079,833	4,261,105	4,944,471	4,952,466	5,044,793	100,322	2%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	4,079,833	4,261,105	4,944,471	4,952,466	5,044,793	100,322	2%
Revenues Less Expenses	-	72,863	-	-	-	-	-

Notes:

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



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 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

		CY21 Actual	CY22 Actual	CY22 Target	CY23 Actual	CY23 Target	FY23-24 Actual	FY23-24 Target
Result	% change in reported property crimes	2.1%	-5.0%	10.0%	N/A	N/A	N/A	N/A
Result	By 2026, the persons crime rate will be at or below ___ per 1,000 residents	New	New	New	FY Measure >>>		TBD	5 per 1,000
Result	By 2026, the property crime rate will be at or below ___ per 1,000 residents	New	New	New	FY Measure >>>		TBD	35 per 1,000
Result	% of deputy activity that is self-initiated	33.0%	40.5%	40.0%	47.6%	40.0%	TBD	47.0%
Result	% of Priority 1 and Priority 2 Calls for Service that receive a response time within 5 minutes	41.6%	45.0%	50.0%	28.2%	50.0%	TBD	30.0%

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]



210204-City of Wilsonville
 BCC Priority Alignment: Ensure Healthy, Safe, and Secure Communities
Budget Summary

	FY21-22	FY22-23	FY23-24	FY23-24	FY24-25	Budget-to-Budget Changes:	
	Actuals	Actuals	Amended Budget	Projected Year-End	Budget	\$ FY23-24 to FY24-25	% FY23-24 to FY24-25
Beginning Fund Balance	-	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	61,505	-	-	375	-	-	-
Charges, Fees, License, Permits, Fines	4,990,517	5,531,673	6,267,398	6,310,327	5,815,426	(451,972)	-7%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-
Operating Revenue	5,052,022	5,531,673	6,267,398	6,310,702	5,815,426	(451,972)	-7%
Total Revenue	5,052,022	5,531,673	6,267,398	6,310,702	5,815,426	(451,972)	-7%
Personnel Services	4,061,613	4,494,299	4,388,201	4,431,505	4,270,809	(117,392)	-3%
Materials and Services	834,173	826,763	1,659,828	1,659,828	1,377,842	(281,986)	-17%
Capital Outlay	156,236	164,123	219,369	219,369	166,775	(52,594)	-24%
Operating Expense	5,052,022	5,485,184	6,267,398	6,310,702	5,815,426	(451,972)	-7%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	5,052,022	5,485,184	6,267,398	6,310,702	5,815,426	(451,972)	-7%
Revenues Less Expenses	-	46,489	-	-	-	-	-

Notes:

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



Law Enforcement Specialized Teams

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 program includes SWAT, Crisis Negotiation Team (CNT), Explosive Device Unit (EDU), Search and Rescue (SAR), and DIVE.

Key Performance Measures

		CY21 Actual	CY22 Actual	CY22 Target	CY23 Actual	CY23 Target	FY23-24 Actual	FY23-24 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	100.0%	100.0%	100.0%	100.0%	100.0%	TBD	100.0%
Result	% of Search and Rescue (SAR) responses that result in the subject being rescued or recovered	New	New	New	FY Measure >>>		TBD	100.0%
Result	% of Water Rescue Team responses that result in the subject being rescued or recovered	New	New	New	FY Measure >>>		TBD	100.0%
Result	% of Search and Rescue (SAR) and Dive/Rescue Team responses that result in the subject being rescued or recovered	100.0%	99.0%	93.0%	N/A	N/A	N/A	N/A

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]



210205-Critical Incident Response
 BCC Priority Alignment: Ensure Healthy, Safe, and Secure Communities
Budget Summary

	FY21-22	FY22-23	FY23-24	FY23-24	FY24-25	Budget-to-Budget Changes:	
	Actuals	Actuals	Amended Budget	Projected Year-End	Budget	\$ FY23-24 to FY24-25	% FY23-24 to FY24-25
Beginning Fund Balance	-	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	4,237	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines	-	125,415	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	371,364	804,306	652,761	394,586	365,310	(287,451)	-44%
Operating Revenue	375,601	929,721	652,761	394,586	365,310	(287,451)	-44%
Total Revenue	375,601	929,721	652,761	394,586	365,310	(287,451)	-44%
Personnel Services	283,999	701,336	471,260	428,665	227,296	(243,964)	-52%
Materials and Services	144,451	102,969	181,501	236,815	107,839	(73,662)	-41%
Capital Outlay	13,798	-	-	66,873	30,175	30,175	-
Operating Expense	442,248	804,305	652,761	732,353	365,310	(287,451)	-44%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	442,248	804,305	652,761	732,353	365,310	(287,451)	-44%
Revenues Less Expenses	(66,647)	125,416	-	(337,767)	-		

Notes:

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



210206-Enhanced Law Enforcement District (ELED)
 BCC Priority Alignment: Ensure Healthy, Safe, and Secure Communities
Budget Summary

	FY21-22 Actuals	FY22-23 Actuals	FY23-24 Amended Budget	FY23-24 Projected Year-End	FY24-25 Budget	Budget-to-Budget Changes:	
						\$ FY23-24 to FY24-25	% FY23-24 to FY24-25
Beginning Fund Balance	-	61,014	-	200,584	-	-	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	171,568	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines	-	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	6,370,536	5,950,620	6,916,105	7,017,243	6,787,804	(128,301)	-2%
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	64,783	64,783	-
Operating Revenue	6,542,104	5,950,620	6,916,105	7,017,243	6,852,587	(63,518)	-1%
Total Revenue	6,542,104	6,011,634	6,916,105	7,217,827	6,852,587	(63,518)	-1%
Personnel Services	6,481,091	5,811,050	6,916,105	6,909,506	6,852,587	(63,518)	-1%
Materials and Services	(119)	-	-	657,864	-	-	-
Capital Outlay	-	-	-	154,100	-	-	-
Operating Expense	6,480,972	5,811,050	6,916,105	7,721,470	6,852,587	(63,518)	-1%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	6,480,972	5,811,050	6,916,105	7,721,470	6,852,587	(63,518)	-1%
Revenues Less Expenses	61,133	200,584	-	(503,643)	-		

Notes:

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



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

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

		CY21 Actual	CY22 Actual	CY22 Target	CY23 Actual	CY23 Target	FY23-24 Actual	FY23-24 Target
Result	<i>By 2025, the Clackamas County FJC will be operating in an adequate facility with appropriate staff capacity to deliver needed services to residents</i>	5.0%	10.0%	10.0%	N/A	N/A	N/A	N/A
Result	% of FJC cases that are referred to the District Attorney's Office for a prosecution decision	37.4%	44.0%	No Baseline	44.8%	No Baseline	TBD	41.0%
Result	% of FJC survey respondents who report that the information they received helped them make an informed choice	New	New	New	FY Measure >>>		TBD	No Baseline
Result	% of protective orders filed at FJC	New	New	New	FY Measure >>>		TBD	No Baseline
Result	% of new visitors who are referred by law enforcement	38.1%	26.0%	30.0%	N/A	N/A	N/A	N/A
Result	% of protective orders filed at the FJC that are granted	86.0%	86.0%	85.0%	N/A	N/A	N/A	N/A
Result	% of FJC survey respondents who report they were treated with respect	100.0%	100.0%	95.0%	N/A	N/A	N/A	N/A

Program includes:

Mandated Service No

Shared Services No

Grant Funding No

Explanation



210207-Family Justice Center (FJC)

BCC Priority Alignment: Ensure Healthy, Safe, and Secure Communities

Budget Summary

	Budget-to-Budget Changes:						
	FY21-22 Actuals	FY22-23 Actuals	FY23-24 Amended Budget	FY23-24 Projected Year-End	FY24-25 Budget	\$ FY23-24 to FY24-25	% FY23-24 to FY24-25
Beginning Fund Balance	-	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	30,130	3,053	87,299	-	-	(87,299)	-100%
Charges, Fees, License, Permits, Fines	-	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	15	-	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	1,945,778	1,531,757	2,022,362	2,094,677	2,074,984	52,622	3%
Operating Revenue	1,975,923	1,534,810	2,109,661	2,094,677	2,074,984	(34,677)	-2%
Total Revenue	1,975,923	1,534,810	2,109,661	2,094,677	2,074,984	(34,677)	-2%
Personnel Services	1,628,646	1,343,242	1,856,287	1,863,853	1,703,626	(152,661)	-8%
Materials and Services	204,245	188,373	253,374	230,824	330,545	77,171	30%
Capital Outlay	-	-	-	-	40,813	40,813	-
Operating Expense	1,832,891	1,531,616	2,109,661	2,094,677	2,074,984	(34,677)	-2%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	1,832,891	1,531,616	2,109,661	2,094,677	2,074,984	(34,677)	-2%
Revenues Less Expenses	143,032	3,194	-	-	-	-	-

Notes:

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



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 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

		CY21 Actual	CY22 Actual	CY22 Target	CY23 Actual	CY23 Target	FY23-24 Actual	FY23-24 Target
Result	% of Investigations cases that are referred to the District Attorney's Office for a prosecution decision	30%	28.1%	No Baseline	52.3%	No Baseline	TBD	20%
Result	% compliance with the annual property room audit	100%	100%	100%	100%	100%	TBD	100%

Program includes:

Mandated Service: 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]



210208-Investigations
 BCC Priority Alignment: Ensure Healthy, Safe, and Secure Communities
 Budget Summary

	FY21-22 Actuals	FY22-23 Actuals	FY23-24 Amended Budget	FY23-24 Projected Year-End	FY24-25 Budget	Budget-to-Budget Changes:	
						\$ FY23-24 to FY24-25	% FY23-24 to FY24-25
Beginning Fund Balance	344,659	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	716,900	-	342,326	7,500	342,326	0	0%
Charges, Fees, License, Permits, Fines	112	67	-	125	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	43,982	8,910	12,500	8,883	10,800	(1,700)	-14%
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	6,681,427	7,095,845	7,427,690	7,639,903	8,373,154	945,464	13%
Operating Revenue	7,442,420	7,104,821	7,782,515	7,656,411	8,726,280	943,765	12%
Total Revenue	7,787,079	7,104,821	7,782,515	7,656,411	8,726,280	943,765	12%
Personnel Services	5,469,401	6,169,584	6,863,611	6,727,792	6,891,167	27,556	0%
Materials and Services	612,416	413,593	748,419	746,464	1,369,463	621,044	83%
Capital Outlay	179,694	-	150,485	162,155	435,650	285,165	189%
Operating Expense	6,261,511	6,583,178	7,762,515	7,636,411	8,696,280	933,765	12%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	20,000	20,000	30,000	10,000	50%
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	6,261,511	6,583,178	7,782,515	7,656,411	8,726,280	943,765	12%
Revenues Less Expenses	1,525,568	521,643	-	-	-		

Notes:

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



Law Enforcement

Patrol

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 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

		CY21 Actual	CY22 Actual	CY22 Target	CY23 Actual	CY23 Target	FY23-24 Actual	FY23-24 Target
Result	% change in reported crimes against persons	-2.0%	2.3%	0.0%	N/A	N/A	N/A	N/A
Result	% change in reported property crimes	12.2%	-3.7%	0.0%	N/A	N/A	N/A	N/A
Result	By FY2026, the persons crime rate will be at or below ___ per 1,000 residents	New	New	New	FY Measure >>>		TBD	6.7 per 1,000
Result	By FY2026, the property crime rate will be at or below ___ per 1,000 residents	New	New	New	FY Measure >>>		TBD	35.2 per 1,000
Result	% of deputy activity that is self-initiated	32.0%	34.7%	40.0%	41.4%	40.0%	TBD	40.0%
Result	% of inlying area Priority 1 and Priority 2 Calls for Service that receive a response time within 5 minutes	42.0%	45.3%	50.0%	33.1%	50.0%	TBD	25.0%
Result	% of outlying area Priority 1 and Priority 2 Calls for Service that receive a response time within 20 minutes	67.9%	65.0%	60.0%	61.3%	60.0%	TBD	60.0%

Program includes:

Mandated Service 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]



210209-Patrol
BCC Priority Alignment: Ensure Healthy, Safe, and Secure Communities
Budget Summary

	FY21-22 Actuals	FY22-23 Actuals	FY23-24 Amended Budget	FY23-24 Projected Year-End	FY24-25 Budget	Budget-to-Budget Changes:	
						\$ FY23-24 to FY24-25	% FY23-24 to FY24-25
Beginning Fund Balance	878,834	458,133	385,126	95,004	80,904	(304,222)	-79%
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	1,197,142	611,357	717,401	547,105	487,835	(229,566)	-32%
Charges, Fees, License, Permits, Fines	341,842	306,051	372,094	349,688	329,800	(42,294)	-11%
Revenue from Bonds & Other Debts	2,341	-	4,000	2,350	4,000	-	0%
All Other Revenue Resources	4,683	5,396	25,500	28,535	33,325	7,825	31%
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	14,096,521	13,717,232	15,558,349	15,387,104	17,580,715	2,022,366	13%
Operating Revenue	15,642,529	14,640,036	16,677,344	16,314,782	18,435,675	1,758,331	11%
Total Revenue	16,521,363	15,098,169	17,062,470	16,409,786	18,516,579	1,454,109	9%
Personnel Services	14,426,449	14,433,676	13,677,873	13,673,183	14,465,021	787,148	6%
Materials and Services	3,031,149	3,109,976	3,378,097	2,930,476	3,396,832	18,735	1%
Capital Outlay	34,517	18	6,500	16,250	654,726	648,226	9973%
Operating Expense	17,492,115	17,543,670	17,062,470	16,619,909	18,516,579	1,454,109	9%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	17,492,115	17,543,670	17,062,470	16,619,909	18,516,579	1,454,109	9%
Revenues Less Expenses	(970,752)	(2,445,501)	-	(210,123)	-		

Notes:

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



210210-Traffic Enforcement

BCC Priority Alignment: Ensure Healthy, Safe, and Secure Communities

Budget Summary

Budget-to-Budget Changes:

	FY21-22 Actuals	FY22-23 Actuals	FY23-24 Amended Budget	FY23-24 Projected Year-End	FY24-25 Budget	\$ FY23-24 to FY24-25	% FY23-24 to FY24-25
Beginning Fund Balance	-	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	62,084	69,390	253,650	38,010	195,000	(58,650)	-23%
Charges, Fees, License, Permits, Fines	-	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	575,929	854,449	722,374	858,778	1,031,896	309,522	43%
Operating Revenue	638,013	923,839	976,024	896,788	1,226,896	250,872	26%
Total Revenue	638,013	923,839	976,024	896,788	1,226,896	250,872	26%
Personnel Services	692,196	1,028,177	876,763	883,301	1,033,206	156,443	18%
Materials and Services	66,572	53,505	99,261	101,505	143,994	44,733	45%
Capital Outlay	-	-	-	-	49,696	49,696	-
Operating Expense	758,768	1,081,682	976,024	984,806	1,226,896	250,872	26%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	758,768	1,081,682	976,024	984,806	1,226,896	250,872	26%
Revenues Less Expenses	(120,755)	(157,843)	-	(88,018)	-		

Notes:

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



210211-CCSO Forfeitures

BCC Priority Alignment: Ensure Healthy, Safe, and Secure Communities

Budget Summary

	FY21-22 Actuals	FY22-23 Actuals	FY23-24 Amended Budget	FY23-24 Projected Year-End	FY24-25 Budget	Budget-to-Budget Changes:	
						\$ FY23-24 to FY24-25	% FY23-24 to FY24-25
Beginning Fund Balance	-	710,075	541,893	856,677	563,742	21,849	4%
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	161,943	425,000	111,000	350,000	(75,000)	-18%
Charges, Fees, License, Permits, Fines	-	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	2,003	3,000	3,000	-
All Other Revenue Resources	-	2,151	-	86,878	17,000	17,000	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-
Operating Revenue	-	164,094	425,000	199,881	370,000	(55,000)	-13%
Total Revenue	-	874,168	966,893	1,056,558	933,742	(33,151)	-3%
Personnel Services	-	-	-	-	-	-	-
Materials and Services	-	85	966,893	500	164,357	(802,536)	-83%
Capital Outlay	-	17,406	-	42,316	769,385	769,385	-
Operating Expense	-	17,491	966,893	42,816	933,742	(33,151)	-3%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	-	17,491	966,893	42,816	933,742	(33,151)	-3%
Revenues Less Expenses	-	856,677	-	1,013,742	-		

Notes:

The forfeiture fund as no significant issues or changes to report



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 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

		CY21 Actual	CY22 Actual	CY22 Target	CY23 Actual	CY23 Target	FY23-24 Actual	FY23-24 Target
Result	% change in security incident rate	0.01%	0.01%	0.0%	N/A	N/A	N/A	N/A
Result	# of security incidents at the courthouse	New	New	New	FY Measure >>>		TBD	No Baseline
Result	% of process delivered for service that are attempted within 7 business days	88.0%	93.0%	90.0%	90.0%	90.0%	TBD	90.0%
Result	% of process delivered for service that are entered or rejected within 3 business days	99.0%	96.0%	99.0%	92.0%	99.0%	TBD	99.0%

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]



210302-Civil
BCC Priority Alignment: Ensure Healthy, Safe, and Secure Communities
Budget Summary

	FY21-22	FY22-23	FY23-24	FY23-24	FY24-25	Budget-to-Budget Changes:	
	Actuals	Actuals	Amended Budget	Projected Year-End	Budget	\$ FY23-24 to FY24-25	% FY23-24 to FY24-25
Beginning Fund Balance	-	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	118,180	4,490	-	-	-	-	-
Charges, Fees, License, Permits, Fines	1,064,207	1,274,307	1,264,534	1,348,452	1,219,684	(44,850)	-4%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	1,001	-	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	4,341,694	4,755,234	5,288,885	4,928,218	5,799,934	511,049	10%
Operating Revenue	5,525,082	6,034,031	6,553,419	6,276,670	7,019,618	466,199	7%
Total Revenue	5,525,082	6,034,031	6,553,419	6,276,670	7,019,618	466,199	7%
Personnel Services	4,532,513	4,635,458	5,206,898	5,173,154	5,152,614	(54,284)	-1%
Materials and Services	890,488	985,093	1,346,521	1,103,516	1,743,973	397,452	30%
Capital Outlay	-	14,549	-	-	123,030	123,030	-
Operating Expense	5,423,001	5,635,100	6,553,419	6,276,670	7,019,618	466,198	7%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	5,423,001	5,635,100	6,553,419	6,276,670	7,019,618	466,198	7%
Revenues Less Expenses	102,081	398,931	-	-	-	-	-

Notes:

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



Justice, Accountability, and Reintegration

Parole & Probation

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

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

		CY21 Actual	CY22 Actual	CY22 Target	CY23 Actual	CY23 Target	FY23-24 Actual	FY23-24 Target
Strategic Result	20% reduction in new criminal convictions of parole and probation clients within a year following the end of their supervision	New	25%	20%	N/A	N/A	N/A	N/A
Strategic Result	By FY2026, ___% of victims will not be re-victimized by the same offender who is under supervision of Parole and Probation	New	New	New	FY Measure >>>		TBD	80%
Result	% of adults on supervision who do not return to supervision within 12 months following the end of supervision	New	New	New	FY Measure >>>		TBD	No Baseline
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	85%	N/A	N/A	N/A	N/A
Strategic Result	5% increase in parole and probation clients who live in stable housing by the end of supervision	New	New	5%	N/A	N/A	N/A	N/A
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	5%	N/A	N/A	N/A	N/A
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	N/A	N/A	N/A	N/A	N/A
Result	80% of victims who are due restitution receive it	New	New	N/A	N/A	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



210303-Parole and Probation
 BCC Priority Alignment: Ensure Healthy, Safe, and Secure Communities
Budget Summary

	FY21-22 Actuals	FY22-23 Actuals	FY23-24 Amended Budget	FY23-24 Projected Year-End	FY24-25 Budget	Budget-to-Budget Changes:	
						\$ FY23-24 to FY24-25	% FY23-24 to FY24-25
Beginning Fund Balance	-	-	1,333,252	-	-	(1,333,252)	-100%
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	8,941,448	11,316,554	12,247,716	12,422,565	1,106,011	10%
Charges, Fees, License, Permits, Fines	-	529,690	505,218	487,267	373,736	(131,482)	-26%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	-	43,524	383,354	5,408	-	(383,354)	-100%
Other Interfund Transfers	-	-	27,552	27,552	441,720	414,168	1503%
General Fund Support	-	4,196,477	5,823,507	5,823,507	7,755,857	1,932,350	33%
Operating Revenue	-	13,711,139	18,056,185	18,591,450	20,993,878	2,937,693	16%
Total Revenue	-	13,711,139	19,389,437	18,591,450	20,993,878	1,604,441	8%
Personnel Services	-	11,070,121	13,045,286	11,694,029	14,831,221	1,785,936	14%
Materials and Services	-	3,896,332	5,999,551	4,478,150	5,635,833	(363,718)	-6%
Capital Outlay	-	-	-	65,410	273,904	273,904	-
Operating Expense	-	14,966,453	19,044,837	16,237,589	20,740,958	1,696,122	9%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	250,697	344,600	417,253	202,920	(141,680)	-41%
Transfers	-	-	-	-	50,000	50,000	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	-	15,217,150	19,389,437	16,654,842	20,993,878	1,604,442	8%
Revenues Less Expenses	-	(1,506,011)	-	1,936,608	-		

Notes:

The purpose of the Parole and Probation program is to provide supervision, resources, intervention, treatment & victim services to justice involved individuals and crime victims so they can experience and contribute to a safe community.



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 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

		CY21 Actual	CY22 Actual	CY22 Target	CY23 Actual	CY23 Target	FY23-24 Actual	FY23-24 Target
Result	<i>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</i>	10.0%	30.0%	30.0%	N/A	N/A	N/A	N/A
Result	% change in forced released inmates	28.2%	-7.1%	-9.5%	N/A	N/A	N/A	N/A
Result	By FY2026, ___% of adults in custody will not be forced released due to lack of jail space	New	New	New	FY Measure >>>		TBD	31.0%
Result	Zero reported Prison Rape Elimination Act (PREA) violations that are sustained	1	0	0	0	0	TBD	0
Result	Zero inmate suicide deaths	3	0	0	0	0	TBD	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]



210304-Jail
BCC Priority Alignment: Ensure Healthy, Safe, and Secure Communities
Budget Summary

	FY21-22 Actuals	FY22-23 Actuals	FY23-24 Amended Budget	FY23-24 Projected Year-End	FY24-25 Budget	Budget-to-Budget Changes:	
						\$ FY23-24 to FY24-25	% FY23-24 to FY24-25
Beginning Fund Balance	-	-	-	200,000	-	-	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	541,123	136,563	1,244,811	1,236,336	130,000	(1,114,811)	-90%
Charges, Fees, License, Permits, Fines	349,118	5,570	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	5,625	-	200,000	45,549	45,000	(155,000)	-78%
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	23,895,028	23,574,813	25,759,164	26,145,690	26,455,142	695,978	3%
Operating Revenue	24,790,894	23,716,946	27,203,975	27,427,575	26,630,142	(573,833)	-2%
Total Revenue	24,790,894	23,716,946	27,203,975	27,627,575	26,630,142	(573,833)	-2%
Personnel Services	17,299,317	17,845,561	19,835,590	20,149,605	19,195,435	(640,154)	-3%
Materials and Services	5,896,587	5,773,760	7,194,276	8,236,453	7,022,106	(172,170)	-2%
Capital Outlay	33,718	709,542	-	509,945	214,118	214,118	-
Operating Expense	23,229,622	24,328,863	27,029,866	28,896,003	26,431,659	(598,206)	-2%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	133,970	174,109	174,109	198,483	24,374	14%
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	23,229,622	24,462,833	27,203,975	29,070,112	26,630,142	(573,832)	-2%
Revenues Less Expenses	1,561,272	(745,887)	-	(1,442,537)	-		

Notes:

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



Justice, Accountability, and Reintegration

Transitional Services

Purpose Statement

The purpose of the Transitional Services Program is to provide community reintegration services to individuals involved in the criminal justice system so they can successfully integrate into the community and reduce criminal behavior.

Performance Narrative Statement

Key Performance Measures

		CY21 Actual	CY22 Actual	CY22 Target	CY23 Actual	CY23 Target	FY23-24 Actual	FY23-24 Target
Strategic Result	By FY2028, *# of nonviolent individuals suffering from mental health or substance abuse disorders will be placed in the Crisis Stabilization Center by law enforcement	New	New	New	FY Measure >>>		TBD	No Baseline
Result	% of individuals who engage Transition Center services who are not returned to the custody of Clackamas County Jail within 12 months	New	New	New	FY Measure >>>		TBD	60.0%
Result	% of participants who graduate from the Clackamas Substance Abuse Program (CSAP) who are not arrested for a new crime within 12 months	New	New	New	FY Measure >>>		TBD	85.0%
Result	% of participants who graduate from the Clackamas Substance Abuse Program (CSAP) who are not arrested for a new crime within 36 months	New	New	New	FY Measure >>>		TBD	70.0%
Result	% of individuals sentenced to community service who are not arrested while they are serving their sentence	New	New	New	FY Measure >>>		TBD	60.0%

*Performance target will be set when base line is established
 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



210305-Inmate Welfare

BCC Priority Alignment: Ensure Healthy, Safe, and Secure Communities

Budget Summary

	FY21-22 Actuals	FY22-23 Actuals	FY23-24 Amended Budget	FY23-24 Projected Year-End	FY24-25 Budget	Budget-to-Budget Changes:	
						\$ FY23-24 to FY24-25	% FY23-24 to FY24-25
Beginning Fund Balance	-	128,301	104,801	84,534	-	(104,801)	-100%
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines	-	85,462	125,699	37,286	125,000	(699)	-1%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	-	14	-	2,835	1,500	1,500	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-
Operating Revenue	-	85,476	125,699	40,121	126,500	801	1%
Total Revenue	-	213,778	230,500	124,655	126,500	(104,000)	-45%
Personnel Services	-	-	-	-	-	-	-
Materials and Services	-	129,244	230,500	124,655	126,500	(104,000)	-45%
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	-	129,244	230,500	124,655	126,500	(104,000)	-45%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	-	129,244	230,500	124,655	126,500	(104,000)	-45%
Revenues Less Expenses	-	84,534	-	-	-		

Notes:

This is a statutorily required program to provide programs and services to adults in custody.



Professional Services

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 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

		CY21 Actual	CY22 Actual	CY22 Target	CY23 Actual	CY23 Target	FY23-24 Actual	FY23-24 Target
Result	% change in individual public class registrations	10.0%	13.0%	0.0%	N/A	N/A	N/A	N/A
Result	% of available training room hours utilized	New	New	New	FY Measure >>>		TBD	100.0%
Result	Avoided training costs	New	New	New	FY Measure >>>		TBD	No Baseline
Result	% change in public range visits	2.0%	-1.2%	0.0%	N/A	N/A	N/A	N/A
Result	% change in hours of training room utilization	4.8%	2.5%	5.0%	N/A	N/A	N/A	N/A

Program includes:

Mandated Service No

Shared Services No

Grant Funding No

Explanation



210402-Public Safety Training Center (PSTC)
BCC Priority Alignment: Ensure Healthy, Safe, and Secure Communities
Budget Summary

	FY21-22	FY22-23	FY23-24	FY23-24	FY24-25	Budget-to-Budget Changes:	
	Actuals	Actuals	Amended Budget	Projected Year-End	Budget	\$ FY23-24 to FY24-25	% FY23-24 to FY24-25
Beginning Fund Balance	-	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	152,278	4,450	-	-	-	-	-
Charges, Fees, License, Permits, Fines	923,963	917,785	850,000	910,415	937,475	87,475	10%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	185,664	163,007	33,000	123,690	167,500	134,500	408%
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	325,516	438,009	378,978	153,806	-	(378,978)	-100%
Operating Revenue	1,587,422	1,523,250	1,261,978	1,187,911	1,104,975	(157,003)	-12%
Total Revenue	1,587,422	1,523,250	1,261,978	1,187,911	1,104,975	(157,003)	-12%
Personnel Services	962,611	775,951	875,367	854,884	843,739	(31,628)	-4%
Materials and Services	682,283	333,532	386,611	327,027	261,236	(125,375)	-32%
Capital Outlay	44,833	-	-	6,000	-	-	-
Operating Expense	1,689,727	1,109,483	1,261,978	1,187,911	1,104,975	(157,003)	-12%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	1,689,727	1,109,483	1,261,978	1,187,911	1,104,975	(157,003)	-12%
Revenues Less Expenses	(102,305)	413,767	-	-	-	-	-

Notes:

This program provides facilities, skills development, and education services to Sheriff's Office employees, other law enforcement agencies, and the public so they can enhance their public safety knowledge and skills to build a more secure community.



Professional Services

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 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

		CY21 Actual	CY22 Actual	CY22 Target	CY23 Actual	CY23 Target	FY23-24 Actual	FY23-24 Target
Result	% of employees who report they are in good or excellent mental health	62.4%	67.3%	No Baseline	FY Measure >>>		Survey TBD	70.0%
Result	% of employees who report they are in good or excellent physical health	48.7%	51.8%	No Baseline	FY Measure >>>		Survey TBD	60.0%
Result	% of employees who participate in professional development training	34.1%	57.0%	No Baseline	N/A	N/A	N/A	N/A
Result	% of employees who report they feel valued at work	55.5%	57.8%	No Baseline	FY Measure >>>		Survey TBD	55.0%
Result	Employee readiness rate	New	New	New	FY Measure >>>		TBD	90.0%
Result	% change in the readiness rate of employees	-1.6%	-1.7%	No Baseline	N/A	N/A	N/A	N/A

Program includes:

Mandated Service

Shared Services

Grant Funding

Explanation



210403-Training & Wellness
BCC Priority Alignment: Ensure Healthy, Safe, and Secure Communities
Budget Summary

	FY21-22	FY22-23	FY23-24	FY23-24	FY24-25	Budget-to-Budget Changes:	
	Actuals	Actuals	Amended Budget	Projected Year-End	Budget	\$ FY23-24 to FY24-25	% FY23-24 to FY24-25
Beginning Fund Balance	-	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	17,561	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines	406	317,502	-	-	856,819	856,819	-
Revenue from Bonds & Other Debts	-	1,670	-	-	-	-	-
All Other Revenue Resources	6,810	15,310	-	8,554	8,500	8,500	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	2,176,661	2,010,358	2,684,675	2,576,002	1,338,022	(1,346,653)	-50%
Operating Revenue	2,201,438	2,344,839	2,684,675	2,584,556	2,203,341	(481,334)	-18%
Total Revenue	2,201,438	2,344,839	2,684,675	2,584,556	2,203,341	(481,334)	-18%
Personnel Services	1,369,256	1,432,806	1,798,952	1,783,234	1,643,178	(155,774)	-9%
Materials and Services	676,964	616,052	885,723	1,013,783	560,163	(325,560)	-37%
Capital Outlay	-	-	-	12,290	-	-	-
Operating Expense	2,046,220	2,048,859	2,684,675	2,809,307	2,203,341	(481,334)	-18%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	140,260	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	2,186,480	2,048,859	2,684,675	2,809,307	2,203,341	(481,334)	-18%
Revenues Less Expenses	14,958	295,981	-	(224,751)	-		

Notes:

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



210502-Sheriff Operating Levy
 BCC Priority Alignment: Ensure Healthy, Safe, and Secure Communities
 Budget Summary

	FY21-22 Actuals	FY22-23 Actuals	FY23-24 Amended Budget	FY23-24 Projected Year-End	FY24-25 Budget	Budget-to-Budget Changes:	
						\$ FY23-24 to FY24-25	% FY23-24 to FY24-25
Beginning Fund Balance	2,503,197	3,981,389	6,610,707	7,808,077	7,684,147	1,073,440	16%
Taxes	13,760,383	21,531,563	23,793,000	22,248,966	23,821,825	28,825	0%
Federal, State, Local, All Other Gifts	390,826	225,676	-	36,209	2,200	2,200	-
Charges, Fees, License, Permits, Fines	-	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	14,808	280,831	85,000	174,955	165,000	80,000	94%
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-
Operating Revenue	14,166,017	22,038,070	23,878,000	22,460,130	23,989,025	111,025	0%
Total Revenue	16,669,214	26,019,459	30,488,707	30,268,207	31,673,172	1,184,465	4%
Personnel Services	9,870,418	9,792,606	15,087,089	13,223,340	17,076,686	1,989,598	13%
Materials and Services	2,816,733	7,267,903	8,109,957	8,672,861	7,473,779	(636,178)	-8%
Capital Outlay	-	1,127,565	175,000	687,859	1,240,739	1,065,739	609%
Operating Expense	12,687,151	18,188,074	23,372,046	22,584,060	25,791,205	2,419,159	10%
Debt Service	-	-	-	-	-	-	-
Special Payments	3,727	23,308	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	7,116,661	-	5,881,967	(1,234,694)	-17%
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	12,690,878	18,211,382	30,488,707	22,584,060	31,673,172	1,184,465	4%
Revenues Less Expenses	3,978,336	7,808,077	-	7,684,147	-		

Notes:

The Levy gives CCSO additional support to fulfill its mission to provide public safety & law enforcement services to the people of Clackamas County so they can experience & contribute to a safe & secure community.



220101-Director's Office
BCC Priority Alignment: Not Applicable
Budget Summary

	FY21-22	FY22-23	FY23-24	FY23-24	FY24-25	Budget-to-Budget Changes:	
	Actuals	Actuals	Amended Budget	Projected Year-End	Budget	\$ FY23-24 to FY24-25	% FY23-24 to FY24-25
Beginning Fund Balance	327,668	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	1,111,765	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines	-	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	1,141,591	-	-	-	-	-	-
Operating Revenue	2,253,356	-	-	-	-	-	-
Total Revenue	2,581,024	-	-	-	-	-	-
Personnel Services	2,017,380	-	-	-	-	-	-
Materials and Services	624,848	-	-	-	-	-	-
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	2,642,228	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	2,642,228	-	-	-	-	-	-
Revenues Less Expenses	(61,205)	-	-	-	-	-	-

Notes:

This program is inactive. Merger with CCSO completed in December 2022. No further data will be added or transferred.



220102-Employment Development & Training
 BCC Priority Alignment: Not Applicable
 Budget Summary

	FY21-22	FY22-23	FY23-24	FY23-24	FY24-25	Budget-to-Budget Changes:	
	Actuals	Actuals	Amended	Projected	Budget	\$ FY23-24	% FY23-24
			Budget	Year-End		to FY24-25	to FY24-25
Beginning Fund Balance	4,246	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	(71,623)	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines	-	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-
Operating Revenue	(71,623)	-	-	-	-	-	-
Total Revenue	(67,377)	-	-	-	-	-	-
Personnel Services	-	-	-	-	-	-	-
Materials and Services	26,301	-	-	-	-	-	-
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	26,301	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	26,301	-	-	-	-	-	-
Revenues Less Expenses	(93,678)	-	-	-	-	-	-

Notes:

This program is inactive. Merger with CCSO completed in December 2022. No further data will be added or transferred.



220103-Operational Support Services
 BCC Priority Alignment: Not Applicable
 Budget Summary

	FY21-22	FY22-23	FY23-24	FY23-24	FY24-25	Budget-to-Budget Changes:	
	Actuals	Actuals	Amended	Projected	Budget	\$ FY23-24	% FY23-24
			Budget	Year-End		to FY24-25	to FY24-25
Beginning Fund Balance	23,424	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	445,129	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines	-	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	266,921	-	-	-	-	-	-
Operating Revenue	712,050	-	-	-	-	-	-
Total Revenue	735,474	-	-	-	-	-	-
Personnel Services	552,161	-	-	-	-	-	-
Materials and Services	75,497	-	-	-	-	-	-
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	627,658	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	627,658	-	-	-	-	-	-
Revenues Less Expenses	107,816	-	-	-	-	-	-

Notes:

This program is inactive. Merger with CCSO completed in December 2022. No further data will be added or transferred.



220202-Community Service
 BCC Priority Alignment: Not Applicable
 Budget Summary

	FY21-22	FY22-23	FY23-24	FY23-24	FY24-25	Budget-to-Budget Changes:	
	Actuals	Actuals	Amended Budget	Projected Year-End	Budget	\$ FY23-24 to FY24-25	% FY23-24 to FY24-25
Beginning Fund Balance	137,235	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	12,212	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines	239,421	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	307,200	-	-	-	-	-	-
Operating Revenue	558,833	-	-	-	-	-	-
Total Revenue	696,068	-	-	-	-	-	-
Personnel Services	509,791	-	-	-	-	-	-
Materials and Services	102,503	-	-	-	-	-	-
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	612,293	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	612,293	-	-	-	-	-	-
Revenues Less Expenses	83,775	-	-	-	-	-	-

Notes:
 This program is inactive. Merger with CCSO completed in December 2022. No further data will be added or transferred.



220203-Parole & Probation Supervision

BCC Priority Alignment: Not Applicable

Budget Summary

	FY21-22	FY22-23	FY23-24	FY23-24	FY24-25	Budget-to-Budget Changes:	
	Actuals	Actuals	Amended Budget	Projected Year-End	Budget	\$ FY23-24 to FY24-25	% FY23-24 to FY24-25
Beginning Fund Balance	559,742	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	2,866,150	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines	443,795	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	23,205	-	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	1,339,175	-	-	-	-	-	-
Operating Revenue	4,672,325	-	-	-	-	-	-
Total Revenue	5,232,067	-	-	-	-	-	-
Personnel Services	4,060,305	-	-	-	-	-	-
Materials and Services	1,360,249	-	-	-	-	-	-
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	5,420,553	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	5,420,553	-	-	-	-	-	-
Revenues Less Expenses	(188,487)	-	-	-	-	-	-

Notes:

This program is inactive. Merger with CCSO completed in December 2022. No further data will be added or transferred.



220204-Pretrial Services
 BCC Priority Alignment: Not Applicable
 Budget Summary

	FY21-22	FY22-23	FY23-24	FY23-24	FY24-25	Budget-to-Budget Changes:	
	Actuals	Actuals	Amended Budget	Projected Year-End	Budget	\$ FY23-24 to FY24-25	% FY23-24 to FY24-25
Beginning Fund Balance	772,634	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	(242,936)	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines	-	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-
Operating Revenue	(242,936)	-	-	-	-	-	-
Total Revenue	529,698	-	-	-	-	-	-
Personnel Services	753,166	-	-	-	-	-	-
Materials and Services	148,004	-	-	-	-	-	-
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	901,170	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	901,170	-	-	-	-	-	-
Revenues Less Expenses	(371,472)	-	-	-	-	-	-

Notes:
 This program is inactive. Merger with CCSO completed in December 2022. No further data will be added or transferred.



220205-Residential Treatment & Counseling
BCC Priority Alignment: Not Applicable
Budget Summary

	FY21-22	FY22-23	FY23-24	FY23-24	FY24-25	Budget-to-Budget Changes:	
	Actuals	Actuals	Amended Budget	Projected Year-End	Budget	\$ FY23-24 to FY24-25	% FY23-24 to FY24-25
Beginning Fund Balance	456,314	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	4,001,742	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines	15,404	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	956,830	-	-	-	-	-	-
Operating Revenue	4,973,976	-	-	-	-	-	-
Total Revenue	5,430,290	-	-	-	-	-	-
Personnel Services	3,287,434	-	-	-	-	-	-
Materials and Services	1,574,971	-	-	-	-	-	-
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	4,862,406	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-
Special Payments	46,906	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	4,909,312	-	-	-	-	-	-
Revenues Less Expenses	520,979	-	-	-	-	-	-

Notes:

This program is inactive. Merger with CCSO completed in December 2022. No further data will be added or transferred.



220206-Victim Services
 BCC Priority Alignment: Not Applicable
Budget Summary

	FY21-22	FY22-23	FY23-24	FY23-24	FY24-25	Budget-to-Budget Changes:	
	Actuals	Actuals	Amended Budget	Projected Year-End	Budget	\$ FY23-24 to FY24-25	% FY23-24 to FY24-25
Beginning Fund Balance	3,260	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	29,597	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines	-	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	103,359	-	-	-	-	-	-
Operating Revenue	132,956	-	-	-	-	-	-
Total Revenue	136,216	-	-	-	-	-	-
Personnel Services	127,917	-	-	-	-	-	-
Materials and Services	6,028	-	-	-	-	-	-
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	133,945	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	133,945	-	-	-	-	-	-
Revenues Less Expenses	2,271	-	-	-	-	-	-

Notes:
 This program is inactive. Merger with CCSO completed in December 2022. No further data will be added or transferred.



District Attorney

John Wentworth

<https://www.clackamas.us/da>



District Attorney (24)

Department Budget Summary by Fund

Line of Business Name	Program Name	FY24-25	FY24-25	FY24-25	FY24-25	% of	FY24-25 FTE **			
		General Fund (100)	Special Grants Fund (230)	Total Budget	General Fund Support in Budget*	Total	Total	Filled	Vacant	
District Attorney's Office	Business Administration	1,732,116	-	1,732,116	1,728,326	100%	2.0	2.0	-	
	Office of the District Attorney	2,644,719	-	2,644,719	2,437,407	92%	12.4	10.0	2.4	
	Policy, Performance & Partnerships	295,320	-	295,320	295,320	100%	2.0	2.0	-	
Family Support	Child Support Enforcement	2,329,615	-	2,329,615	308,230	13%	13.4	13.0	0.4	
								-	-	
Justice & Public Safety	Adult & Juvenile Criminal Prosecution & Case Resolution	7,780,975	200,000	7,980,975	7,280,975	91%	31.0	30.0	1.0	
	Adult & Juvenile Criminal Prosecution & Case Resolution Support	2,186,791	-	2,186,791	1,806,791	83%	20.0	20.0	-	
	Operational Development & Innovation	384,599	-	384,599	384,599	100%	2.0	2.0	-	
	Post-Adjudication	5,000	-	5,000	5,000	100%	0.0	-	-	
	Pre-Charging Assistance	96,739	-	96,739	96,739	100%	0.0	-	-	
Victim & Support Services	Victim Assistance	2,227,674	-	2,227,674	788,727	35%	11.0	11.0	-	
								-	-	
TOTAL		19,683,547	200,000	19,883,547	15,132,114	76%	93.7	90.0	3.7	
		FY23-24 Budget (Amended)	18,604,119	200,000	18,804,119	14,789,791	79%	94.7	90.0	4.7
		\$ Increase (Decrease)	1,079,428	-	1,079,428	342,323		(1.0)	0.0	(1.0)
		% Increase (Decrease)	6%	0%	6%	2%		-1%	0%	-21%

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

** FY24-25 FTE aligns to department's final budgeted All Position Report (APOS).



District Attorney's Office

District Attorney's Office

Purpose Statement

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

Performance Narrative Statement

As members of Oregon District Attorney's Association, we are very active in reviewing, editing, and testifying regarding numerous bills addressing the criminal justice system, including a bill designed to close a loophole in Oregon's sexual assault statutes, fully funding victim assistance units in DAs' offices and preventing the erosion of mandatory minimum sentences.

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

Key Performance Measures

		FY 21-22 Actual	FY 22-23 Actual	FY 23-24 Target	FY 23-24 Actuals as of 12/31/23	FY 24-25 Target
Result	Number of technology tickets submitted for assistance needed from County Tech Services and PbK (our Case Manager System)	686	360	400	181	450
Result	Avg number of vacancy positions in our office	4.0	12.0	4.0	3.7	0.0

Program includes:

Mandated Services Y

Shared Services Y

Grant Funding N

Explanation

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

Public Safety - District Attorney



240101-Business Administration

BCC Priority Alignment: Ensure Healthy, Safe, and Secure Communities

Budget Summary

	FY21-22 Actuals	FY22-23 Actuals	FY23-24 Amended Budget	FY23-24 Projected Year-End	FY24-25 Budget	Budget-to-Budget Changes:	
						\$ FY23-24 to FY24-25	% FY23-24 to FY24-25
Beginning Fund Balance	11,102	11,102	11,102	11,102	11,102	-	0%
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	151,064	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines	4,669	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	-	111	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	5,318,944	3,429,449	1,983,977	3,187,566	1,728,326	(255,651)	-13%
Operating Revenue	5,474,677	3,429,560	1,983,977	3,187,566	1,728,326	(255,651)	-13%
Total Revenue	5,485,779	3,440,662	1,995,079	3,198,668	1,739,428	(255,651)	-13%
Personnel Services	2,702,394	889,677	296,651	1,441,945	294,410	(2,242)	-1%
Materials and Services	1,141,594	1,676,326	1,698,427	1,745,621	1,437,706	(260,721)	-15%
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	3,843,989	2,566,003	1,995,079	3,187,566	1,732,116	(262,963)	-13%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	3,843,989	2,566,003	1,995,079	3,187,566	1,732,116	(262,963)	-13%
Revenues Less Expenses	1,641,790	874,659	-	11,102	7,312		

Notes:

We advocate for policy and laws that are in the best interest of the public and our communities.



240102-Office of the District Attorney
BCC Priority Alignment: Ensure Healthy, Safe, and Secure Communities
Budget Summary

	FY21-22	FY22-23	FY23-24	FY23-24	FY24-25	Budget-to-Budget Changes:	
	Actuals	Actuals	Amended	Projected	Budget	\$ FY23-24	% FY23-24
			Budget	Year-End		to FY24-25	to FY24-25
Beginning Fund Balance	-	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	-	-	-	200,000	200,000	-
Charges, Fees, License, Permits, Fines	618	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	4	-	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	331,321	958,821	2,416,348	1,840,900	2,437,407	21,059	1%
Operating Revenue	331,943	958,821	2,416,348	1,840,900	2,637,407	221,059	9%
Total Revenue	331,943	958,821	2,416,348	1,840,900	2,637,407	221,059	9%
Personnel Services	88,939	1,021,255	2,390,348	1,822,900	2,627,219	236,872	10%
Materials and Services	241,766	-	26,000	18,000	17,500	(8,500)	-33%
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	330,705	1,021,255	2,416,348	1,840,900	2,644,719	228,372	9%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	330,705	1,021,255	2,416,348	1,840,900	2,644,719	228,372	9%
Revenues Less Expenses	1,238	(62,434)	-	-	(7,312)		

Notes:

The purpose of the District Attorney Line of Business is to build and lead a highly effective environment, so employees and agency partners excel at providing direct services to the public, victims, offenders, and partner agencies.



240103-Policy, Performance & Partnerships
 BCC Priority Alignment: Ensure Healthy, Safe, and Secure Communities
Budget Summary

	FY21-22	FY22-23	FY23-24	FY23-24	FY24-25	Budget-to-Budget Changes:	
	Actuals	Actuals	Amended Budget	Projected Year-End	Budget	\$ FY23-24 to FY24-25	% FY23-24 to FY24-25
Beginning Fund Balance	-	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines	-	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	96,280	295,196	316,575	219,400	295,320	(21,255)	-7%
Operating Revenue	96,280	295,196	316,575	219,400	295,320	(21,255)	-7%
Total Revenue	96,280	295,196	316,575	219,400	295,320	(21,255)	-7%
Personnel Services	96,280	295,196	316,575	219,400	295,320	(21,255)	-7%
Materials and Services	-	-	-	-	-	-	-
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	96,280	295,196	316,575	219,400	295,320	(21,255)	-7%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	96,280	295,196	316,575	219,400	295,320	(21,255)	-7%
Revenues Less Expenses	-	-	-	-	-	-	-

Notes:
 We advocate for policy and laws that are in the best interest of the public and our communities.



Family Support

Child Support Enforcement

Purpose Statement

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

Performance Narrative Statement

The Clackamas County Family Support Enforcement Office (“Family Support Office”) continues to be one of the top three counties in the State of Oregon for percentage of current support collected and distributed. For the Federal Fiscal Year ending 9/20/24, the Family Support Office will have a Total Unweighted Collections of \$16.3 million and Weighted Collections of \$20.3 million to distribute to children and families. The office has also collected 79.02% of current support due as compared to the 55.75% collected by the Department of Child Support. Further, for every dollar spent by the Family Support Office, \$11.35 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 \$130,000 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 21-22 Actual	FY 22-23 Actual	FY 23-24 Target	FY 23-24 Actuals as of 12/31/23 (only 1/4 of Yr.)	FY 24-25 Target
Result	Collections - Percentage of Current Support Collected (Based on Fed FY Oct 1 - Sept 30)	80.4%	80.1%	79.5%	79.0%	80.0%
Result	Current Collections Total (Based on Fed FY Oct 1 - Sept 30)	15.4 M	21.2 M	20.3 M	5.2 M	20.5 M
Result	Arrears Collections Total (Based on Fed FY Oct 1 - Sept 30)	3.1 M	2.0 M	3.0 M	1.1 M	3.0 M
Result	Federal Performance Incentives - Federal rewards for operating an effective and efficient child support program	\$100,263	\$100,263	\$115,000	\$124,073	\$130,000

Program includes:

Mandated Services Y

Shared Services Y

Grant Funding Y

Funding is a complex mathematical formula; see federal guidelines.



240202-Child Support Enforcement
 BCC Priority Alignment: Ensure Healthy, Safe, and Secure Communities
Budget Summary

	FY21-22	FY22-23	FY23-24	FY23-24	FY24-25	Budget-to-Budget Changes:	
	Actuals	Actuals	Amended Budget	Projected Year-End	Budget	\$ FY23-24 to FY24-25	% FY23-24 to FY24-25
Beginning Fund Balance	-	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	1,511,100	1,424,374	1,765,690	1,650,761	2,021,385	255,695	14%
Charges, Fees, License, Permits, Fines	-	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	-	95	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	432,159	362,766	441,105	692,924	308,230	(132,875)	-30%
Operating Revenue	1,943,259	1,787,235	2,206,795	2,343,685	2,329,615	122,820	6%
Total Revenue	1,943,259	1,787,235	2,206,795	2,343,685	2,329,615	122,820	6%
Personnel Services	1,674,882	1,580,989	1,875,808	2,018,398	1,962,470	86,661	5%
Materials and Services	308,740	289,389	330,987	325,287	367,145	36,158	11%
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	1,983,622	1,870,377	2,206,795	2,343,685	2,329,615	122,819	6%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	1,983,622	1,870,377	2,206,795	2,343,685	2,329,615	122,819	6%
Revenues Less Expenses	(40,363)	(83,143)	-	-	-	-	-

Notes:

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



Adult & Juvenile Criminal Prosecution & Case Resolution & Support

Purpose Statement

The purpose of the Justice & Public Safety Line of Business is to provide leadership, accountability, and high-quality service in a fair and just manner, so that those who live, work, and play in Clackamas County can enjoy a safe and livable community.

Performance Narrative Statement

The District Attorney’s Office has a very important partnership with law enforcement, but we are separate entities with different duties and responsibilities. Local law enforcement agencies are responsible for investigating allegations of criminal conduct. The duration and intensity of those investigations depend on the type of crime being investigated.

Once the investigation is complete, the law enforcement agency submits the case to the District Attorney's Office for review. The type of crime that is alleged will determine which prosecution team, will handle the case. To provide better continuity and service to victims, every prosecutor in the Clackamas County District Attorney's handles their assigned cases from the charging stage through to the cases' conclusion. Vertical prosecution has shown to improve conviction rates, reduce victim trauma, and provide more consistent, appropriate sentencing.

Key Performance Measures

		FY 21-22 Actual	FY 22-23 Actual	FY 23-24 Target	FY 23-24 Actuals as of 12/31/23	FY 24-25 Target
Result	Total cases referred and charged	Ref: 8,082 Filed: 5,833	Ref: 8,622 Filed: 6,027	Ref: 8,800 Filed: 5,720	Ref: 4,494 Filed: 2,862	Ref: 9,616 Filed: 6,251
Result	Total cases resolved by Case Manager	1,987	3,393	2,500	1,635	3,500

Program includes:

Mandated Service Y

Shared Service Y

Grant Funding N

Explanation

Other significant policy and financial issues related to our prosecution and support for criminal cases include changes to the Expungements Laws, Adoption of a new Retention Policy, and the advent of Body Cam Roll Outs from all law enforcement agencies.

Public Safety - District Attorney



240302-Adult & Juvenile Criminal Prosecution & Case Resolution

BCC Priority Alignment: Ensure Healthy, Safe, and Secure Communities

Budget Summary

	Budget-to-Budget Changes:						
	FY21-22 Actuals	FY22-23 Actuals	FY23-24 Amended Budget	FY23-24 Projected Year-End	FY24-25 Budget	\$ FY23-24 to FY24-25	% FY23-24 to FY24-25
Beginning Fund Balance	-	-	289,274	489,274	500,000	210,726	73%
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	-	-	-	200,000	200,000	-
Charges, Fees, License, Permits, Fines	-	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	200,000	-	-	(200,000)	-100%
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	2,780,238	3,645,948	6,558,990	5,716,500	7,280,975	721,985	11%
Operating Revenue	2,780,238	3,645,948	6,758,990	5,716,500	7,480,975	721,985	11%
Total Revenue	2,780,238	3,645,948	7,048,264	6,205,774	7,980,975	932,711	13%
Personnel Services	4,800,988	4,504,133	6,960,735	5,581,500	7,519,900	559,165	8%
Materials and Services	84,252	143,253	87,529	124,274	461,075	373,546	427%
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	4,885,240	4,647,385	7,048,264	5,705,774	7,980,975	932,711	13%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	4,885,240	4,647,385	7,048,264	5,705,774	7,980,975	932,711	13%
Revenues Less Expenses	(2,105,002)	(1,001,437)	-	500,000	-	-	-

Notes:

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



240303-Adult & Juvenile Criminal Prosecution & Case Resolution Support

BCC Priority Alignment: Ensure Healthy, Safe, and Secure Communities

Budget Summary

	Budget-to-Budget Changes:						
	FY21-22 Actuals	FY22-23 Actuals	FY23-24 Amended Budget	FY23-24 Projected Year-End	FY24-25 Budget	\$ FY23-24 to FY24-25	% FY23-24 to FY24-25
Beginning Fund Balance	-	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines	317,360	329,175	376,390	422,190	380,000	3,610	1%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	1,540,306	1,946,741	1,745,836	1,580,810	1,806,791	60,955	3%
Operating Revenue	1,857,666	2,275,916	2,122,226	2,003,000	2,186,791	64,565	3%
Total Revenue	1,857,666	2,275,916	2,122,226	2,003,000	2,186,791	64,565	3%
Personnel Services	1,724,739	2,095,439	2,122,226	2,003,000	2,186,791	64,565	3%
Materials and Services	46,457	40,387	-	-	-	-	-
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	1,771,196	2,135,825	2,122,226	2,003,000	2,186,791	64,565	3%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	1,771,196	2,135,825	2,122,226	2,003,000	2,186,791	64,565	3%
Revenues Less Expenses	86,469	140,090	-	-	-	-	-

Notes:

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



240304-Operational Development & Innovation
 BCC Priority Alignment: Ensure Healthy, Safe, and Secure Communities
Budget Summary

	FY21-22	FY22-23	FY23-24	FY23-24	FY24-25	Budget-to-Budget Changes:	
	Actuals	Actuals	Amended Budget	Projected Year-End	Budget	\$ FY23-24 to FY24-25	% FY23-24 to FY24-25
Beginning Fund Balance	-	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines	-	1,580	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	233,334	814,561	358,489	456,400	384,599	26,110	7%
Operating Revenue	233,334	816,141	358,489	456,400	384,599	26,110	7%
Total Revenue	233,334	816,141	358,489	456,400	384,599	26,110	7%
Personnel Services	233,286	814,645	358,489	456,400	384,599	26,109	7%
Materials and Services	-	-	-	-	-	-	-
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	233,286	814,645	358,489	456,400	384,599	26,109	7%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	233,286	814,645	358,489	456,400	384,599	26,109	7%
Revenues Less Expenses	48	1,496	-	-	-		

Notes:
 We advocate for policy and laws that are in the best interest of the public and our communities.



240305-Post-Adjudication
BCC Priority Alignment: Ensure Healthy, Safe, and Secure Communities
Budget Summary

	FY21-22	FY22-23	FY23-24	FY23-24	FY24-25	Budget-to-Budget Changes:	
	Actuals	Actuals	Amended Budget	Projected Year-End	Budget	\$ FY23-24 to FY24-25	% FY23-24 to FY24-25
Beginning Fund Balance	-	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines	-	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	158,147	446,683	7,000	27,614	5,000	(2,000)	-29%
Operating Revenue	158,147	446,683	7,000	27,614	5,000	(2,000)	-29%
Total Revenue	158,147	446,683	7,000	27,614	5,000	(2,000)	-29%
Personnel Services	158,147	446,684	-	23,614	-	-	-
Materials and Services	-	-	7,000	4,000	5,000	(2,000)	-29%
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	158,147	446,684	7,000	27,614	5,000	(2,000)	-29%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	158,147	446,684	7,000	27,614	5,000	(2,000)	-29%
Revenues Less Expenses	-	-	-	-	-	-	-

Notes:

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



240306-Pre-Charging Assistance

BCC Priority Alignment: Ensure Healthy, Safe, and Secure Communities

Budget Summary

	FY21-22 Actuals	FY22-23 Actuals	FY23-24 Amended Budget	FY23-24 Projected Year-End	FY24-25 Budget	Budget-to-Budget Changes:	
						\$ FY23-24 to FY24-25	% FY23-24 to FY24-25
Beginning Fund Balance	-	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines	-	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	322,189	809,062	159,847	232,645	96,739	(63,108)	-39%
Operating Revenue	322,189	809,062	159,847	232,645	96,739	(63,108)	-39%
Total Revenue	322,189	809,062	159,847	232,645	96,739	(63,108)	-39%
Personnel Services	270,147	802,688	99,847	188,645	59,500	(40,347)	-40%
Materials and Services	51,246	6,374	60,000	44,000	37,239	(22,761)	-38%
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	321,393	809,062	159,847	232,645	96,739	(63,108)	-39%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	321,393	809,062	159,847	232,645	96,739	(63,108)	-39%
Revenues Less Expenses	796	-	-	-	-	-	-

Notes:

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



Victim & Support Services

Victim Assistance

Purpose Statement

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

Performance Narrative Statement

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

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

Key Performance Measures

		FY 21-22 Actual	FY 22-23 Actual	FY 23-24 Target	FY 23-24 Actuals as of 12/31/23	FY 24-25 Target
Result	Number of available victims notified of their rights within 5 days of arraignment	1,956	2,500	1,700	1,052	2,300
Result	Number of Victim Rights Request forms returned	1,028	928	1,000	382	800

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

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

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

Victim Assistance currently received the following grant funding:

VOCA Non-Competitive Grant / no match requirement/ Expires 9/30/25

CFA grant funds / no match requirement / Expires 9/30/25

BCC/DV Grant / no match requirement / Expires 6/30/26

OVW ICJR Grant / no match requirement / Expires 9/30/25



240401-Victim Assistance

BCC Priority Alignment: Ensure Healthy, Safe, and Secure Communities

Budget Summary

	FY21-22 Actuals	FY22-23 Actuals	FY23-24 Amended Budget	FY23-24 Projected Year-End	FY24-25 Budget	Budget-to-Budget Changes:	
						\$ FY23-24 to FY24-25	% FY23-24 to FY24-25
Beginning Fund Balance	-	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	1,401,342	1,266,487	1,272,729	1,195,425	1,337,839	65,110	5%
Charges, Fees, License, Permits, Fines	35,815	68,400	99,143	99,143	101,108	1,965	2%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	590,783	649,597	801,624	835,032	788,727	(12,897)	-2%
Operating Revenue	2,027,940	1,984,484	2,173,496	2,129,600	2,227,674	54,178	2%
Total Revenue	2,027,940	1,984,484	2,173,496	2,129,600	2,227,674	54,178	2%
Personnel Services	1,168,071	1,132,540	1,395,210	1,348,564	1,401,483	6,273	0%
Materials and Services	254,777	310,173	297,786	300,536	268,191	(29,595)	-10%
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	1,422,847	1,442,713	1,692,996	1,649,100	1,669,674	(23,322)	-1%
Debt Service	-	-	-	-	-	-	-
Special Payments	480,500	480,500	480,500	480,500	558,000	77,500	16%
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	1,903,347	1,923,213	2,173,496	2,129,600	2,227,674	54,178	2%
Revenues Less Expenses	124,593	61,271	-	-	-		

Notes:

The primary role of Victim Assistance is to provide crime victims support and information that enables them to understand and access the rights afforded them under the Oregon Constitution and the Oregon Revised Statutes. We hope to have a Victim Portal set up on our website this year, for Victim's to acquire information related to their case.



Justice Court

Karen Brisbin, Justice of the Peace

<http://www.clackamas.us/justice/>



Justice Court (25)

Department Budget Summary by Fund

Line of Business Name	Program Name	FY24-25	FY24-25	FY24-25	% of	FY24-25 FTE **			
		General Fund (100)	Total Budget	General Fund Support in Budget*	Total	Total	Filled	Vacant	
Justice Court Services	Criminal Division	3,679,670	3,679,670	-	0.0%	6.5	5.5	1.0	
	Civil Division	135,000	135,000	-	0.0%	0.5	0.5	-	
TOTAL		3,814,670	3,814,670	-	0.0%	7.0	6.0	1.0	
		<i>FY23-24 Budget (Amended)</i>	3,752,660	3,752,660	-	0.0%	7.0	6.0	1.0
		<i>\$ Increase (Decrease)</i>	62,010	62,010	-		0.0	0.0	0.0
		<i>% Increase (Decrease)</i>	2%	2%	-		0%	0%	0%

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

** FY24-25 FTE aligns to department's final budgeted All Position Report (APOS).



**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 22-23 Actual	FY23-24 Target	FY23-24 Projected Performance	FY24-25 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.	100%	100%	100%	100%

Program includes:

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

Explain all "Yes" boxes below

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

Explanation



250101-Criminal Division

BCC Priority Alignment: Ensure Healthy, Safe, and Secure Communities

Budget Summary

	FY21-22 Actuals	FY22-23 Actuals	FY23-24 Amended Budget	FY23-24 Projected Year-End	FY24-25 Budget	Budget-to-Budget Changes:	
						\$ FY23-24 to FY24-25	% FY23-24 to FY24-25
Beginning Fund Balance	631,900	685,859	485,859	528,000	370,000	(115,859)	-24%
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	9,064	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines	2,949,091	2,804,978	2,856,000	3,020,000	3,146,701	290,701	10%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	453,476	293,409	250,000	175,000	155,000	(95,000)	-38%
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	7,969	7,969	-
Operating Revenue	3,411,630	3,098,388	3,106,000	3,195,000	3,309,670	203,670	7%
Total Revenue	4,043,530	3,784,247	3,591,859	3,723,000	3,679,670	87,811	2%
Personnel Services	681,298	587,989	885,136	987,635	899,097	13,962	2%
Materials and Services	821,906	930,030	1,039,618	1,005,001	1,167,448	127,830	12%
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	1,503,204	1,518,018	1,924,753	1,992,636	2,066,545	141,792	7%
Debt Service	-	-	-	-	-	-	-
Special Payments	926,506	672,168	1,200,000	1,200,000	1,200,000	-	0%
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	467,106	-	413,125	(53,981)	-12%
Total Expense	2,429,710	2,190,186	3,591,859	3,192,636	3,679,670	87,811	2%
Revenues Less Expenses	1,613,821	1,594,060	-	530,364	-		

Notes:
None.



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			
		FY 22-23 Actual	FY23-24 Target	FY23-24 Projected Performance	FY24-25 Target
Result	100% of standard small claims, civil and landlord/tenant forms along with annual updates 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.	100%	100%	100%	100%
Result	90% of professionals will have access to the court's secure software in order to electronically file small claims, civil and landlord/tenant cases for efficiency and cost savings to the public.	90%	100%	100%	100%

Program includes:

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

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

Explanation



250102-Civil Division
 BCC Priority Alignment: Ensure Healthy, Safe, and Secure Communities
Budget Summary

	FY21-22 Actuals	FY22-23 Actuals	FY23-24 Amended Budget	FY23-24 Projected Year-End	FY24-25 Budget	Budget-to-Budget Changes:	
						\$ FY23-24 to FY24-25	% FY23-24 to FY24-25
Beginning Fund Balance	-	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines	68,634	152,331	160,800	125,000	135,000	(25,800)	-16%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	-	130	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-
Operating Revenue	68,634	152,461	160,800	125,000	135,000	(25,800)	-16%
Total Revenue	68,634	152,461	160,800	125,000	135,000	(25,800)	-16%
Personnel Services	10,412	51,738	54,956	55,299	57,407	2,450	4%
Materials and Services	1,551	460	-	9,600	9,600	9,600	-
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	11,963	52,198	54,956	64,899	67,007	12,050	22%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	105,844	-	67,993	(37,851)	-36%
Total Expense	11,963	52,198	160,800	64,899	135,000	(25,801)	-16%
Revenues Less Expenses	56,670	100,263	-	60,101	-		

Notes:

None.



Juvenile

Christina McMahan, Director

<http://www.clackamas.us/juvenile/>



Juvenile Department (26)

Department Budget Summary by Fund

Line of Business Name	Program Name	FY24-25	FY24-25	FY24-25	FY24-25	% of	FY24-25 FTE **			
		General Fund (100)	Special Grants Fund (230)	Total Budget	General Fund Support Included in Budget*	Total	Total	Filled	Vacant	
Administration	Office of the Director	818,693	-	818,693	815,931	100%	3.0	3.0	-	
	Policy, Performance & Research	705,020		705,020	701,404	99%	3.4	3.4	-	
Accountability & Reformation	Court Supervision Services	4,943,540		4,943,540	3,658,088	74%	16.8	16.8	-	
	Victim Services	-		-	-		0.0	-	-	
	Positive Youth Development New	951,191		951,191	780,403	82%	4.1	4.1	-	
Youth, Family, Stakeholder & Community Collaboration	Evaluation & Treatment	-		-	-		0.0	-	-	
	Positive Youth Development	-		-	-		0.0	-	-	
	Prevention, Early Intervention, & Family Support	1,210,250	300,000	1,510,250	535,999	35%	2.4	1.9	0.5	
	Juvenile Intake and Assessment Center	2,158,167		2,158,167	2,149,176	100%	8.5	7.9	0.6	
		10,786,860	300,000	11,086,860	8,641,001	78%	38.0	37.0	1.0	
		FY23-24 Budget (Amended)	11,011,348	200,000	11,211,348	8,832,754	79%	39.0	36.0	3.0
		\$ Increase (Decrease)	-224,488	100,000	-124,488	-191,753		-1.0	1.0	-2.0
		% Increase (Decrease)	-2%	50%	-1%	-2%		-3%	3%	-67%

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

** FY24-25 FTE aligns to department's final budgeted All Position Report (APOS).



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 21-22 Actual	FY 22-23 Actual	FY 23-24 Target	FY 23-24 Actuals as of 12/31/23	FY 24-25 Target
Result	Juvenile recidivism is 19% or lower ₁	19.08%	24.60%	19.00%	20.80%	19.00%
Result	70% of identified Strategic Results were achieved	77.78%	77.78%	70.00%	77.77%	70.00%
Result	100% of employees receive a performance evaluation annually that aligns with the department's strategic plan	88.00%	96.29%	100.00%	100.00%	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%	100.00%	100.00%	100.00%	100.00%
Result	100% of employees receive at least 8 hours of "diversity, equity, and inclusion training" annually	100.00%	100.00%	100.00%	97.00%	100.00%
Result	98% of youth ages 10-17 in Clackamas County do not become involved in the juvenile justice system	98.86%	98.51%	98.00%	98.30%	98.00%

₁ In order to calculate this measure youth are being tracked for 12 months following case closure, the reporting will always be for the previous calendar year. Meaning this year's data for this measure for the Calendar Year 2022, but is tracked for the following Calendar Year of 2023, and then reported annually in March of the 2024. Therefore, data entered for this measure is up to date (but represent results for youth closed in 2022), and no new data will be entered until March of year 2025 (and will represent results for youth closed in 2023).

Program includes:

- Mandated Services
- Shared Services
- Grant Funding

Explain all "Yes" boxes below

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

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

Explanation **Mandated Services:** ORS 419A.010 Appointment of counselors and director; juvenile director oversight committee (1)(a) Subject to paragraph (b) of this subsection, the governing body of any county, after consultation with the judges of the juvenile court in that county, shall appoint or designate one or more persons of good moral character as counselors of the juvenile department of the county, to serve at the pleasure of and at a salary designated by the governing body of the county. **Shared Services** with the State as listed on Association of Counties chart.



260101-Office of the Director
BCC Priority Alignment: Ensure Healthy, Safe, and Secure Communities
Budget Summary

	FY21-22	FY22-23	FY23-24	FY23-24	FY24-25	Budget-to-Budget Changes:	
	Actuals	Actuals	Amended Budget	Projected Year-End	Budget	\$ FY23-24 to FY24-25	% FY23-24 to FY24-25
Beginning Fund Balance	-	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	91,845	-	-	-	2,762	2,762	-
Charges, Fees, License, Permits, Fines	4,572	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	-	-	-	-
Other Interfund Transfers	17,499	-	-	-	-	-	-
General Fund Support	853,532	929,505	783,304	793,314	815,931	32,627	4%
Operating Revenue	967,448	929,505	783,304	793,314	818,693	35,389	5%
Total Revenue	967,448	929,505	783,304	793,314	818,693	35,389	5%
Personnel Services	767,306	688,570	661,231	651,778	687,254	26,024	4%
Materials and Services	199,568	176,462	122,073	141,536	131,439	9,366	8%
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	966,874	865,032	783,304	793,314	818,693	35,389	5%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	966,874	865,032	783,304	793,314	818,693	35,389	5%
Revenues Less Expenses	574	64,473	-	-	-		

Notes:

No Significant Changes



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.

Key Performance Measures

		FY 21-22 Actual	FY 22-23 Actual	FY 23-24 Target	FY 23-24 Actuals as of 12/31/23	FY 24-25 Target
Result	100% of identified Strategic Results are measured and reported	100.00%	100.00%	100.00%	100.00%	100.00%
Result	100% of identified Performance Measures results are measured and reported	100.00%	100.00%	100.00%	100.00%	100.00%

Program includes:

- Mandated Services
- Shared Services
- Grant Funding

Explain all "Yes" boxes below

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

Explanation **Mandated Services:** ORS 419C.001 Purposes of juvenile justice system in delinquency cases; audits; (1) The Legislative Assembly declares that in delinquency cases, the purposes of the Oregon juvenile justice system from apprehension forward are to protect the public and reduce juvenile delinquency and to provide fair and impartial procedures for the initiation, adjudication and disposition of allegations of delinquent conduct. The system is founded on the principles of personal responsibility, accountability and reformation within the context of public safety and restitution to the victims and to the community. The system shall provide a continuum of services that emphasize prevention of further criminal activity by the use of early and certain sanctions, reformation and rehabilitation programs and swift and decisive intervention in delinquent behavior. The system shall be open and accountable to the people of Oregon and their elected representatives; (2)(a) Programs, policies and services shall be regularly and independently audited. Audits performed under this subsection must include program audits and performance audits, as defined in ORS 297.070. Programs, policies and services that were established before, on or after June 30, 1995, are subject to audit under this subsection; (b) The programs, policies and services of county juvenile departments shall be subject to regular review pursuant to this subsection. **Shared Services** with the State as listed on Association of Counties chart.



260102-Policy, Performance & Research
BCC Priority Alignment: Ensure Healthy, Safe, and Secure Communities
Budget Summary

	FY21-22	FY22-23	FY23-24	FY23-24	FY24-25	Budget-to-Budget Changes:	
	Actuals	Actuals	Amended Budget	Projected Year-End	Budget	\$ FY23-24 to FY24-25	% FY23-24 to FY24-25
Beginning Fund Balance	-	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	-	-	-	3,617	3,617	-
Charges, Fees, License, Permits, Fines	-	1,662	2,494	-	-	(2,494)	-100%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	10	-	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	469,071	545,569	702,583	622,535	701,404	(1,179)	0%
Operating Revenue	469,081	547,231	705,077	622,535	705,021	(56)	0%
Total Revenue	469,081	547,231	705,077	622,535	705,021	(56)	0%
Personnel Services	379,790	452,549	582,915	494,182	585,341	2,426	0%
Materials and Services	89,352	93,019	122,162	128,353	119,679	(2,483)	-2%
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	469,142	545,568	705,077	622,535	705,020	(57)	0%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	469,142	545,568	705,077	622,535	705,020	(57)	0%
Revenues Less Expenses	(61)	1,663	-	-	-		

Notes:
 No Significant Changes



Accountability & Reformation

Court Supervision Services

Purpose Statement

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

Performance Narrative Statement

The Juvenile Department seeks to provide an appropriate level of intervention and supervision to youth who have cases pending in Juvenile Court, or those placed on formal court probation. The level of supervision youth receive is based on a variety of factors that includes a comprehensive assessment conducted by Juvenile Counselors, additional evaluation by community partners if deemed appropriate, followed by referrals to Juvenile Department programs and contracted services to develop interpersonal skills and increase awareness of their impact on their communities, or to community based treatment services. The Court Supervision Services Program ensures youth receive the appropriate level of supervision and case management while helping to develop natural supports that will continue beyond the involvement of the Juvenile Department. The Court Supervision Services Program conducts on-going assessment of risk and need and makes adjustments to services and interventions as appropriate.

In FY23-24, the department's programs were restructured. This change has resulted in retention of some existing measures. New measures for the program were approved in FY23-24.

Key Performance Measures

		FY 21-22 Actual	FY 22-23 Actual	FY 23-24 Target	FY 23-24 Actuals as of 12/31/23	FY 24-25 Target
Result	90% of youth are crime free a year after being on probation in the juvenile justice system ₁	93.50%	94.60%	90.00%	93.00%	90.00%
Result	95% of youth successfully complete their restitution obligation	83.72%	88.60%	95.00%	83.70%	95.00%
Result	95% of youth on probation will have a case plan for services which addresses their individual risk and needs	100.00%	100.00%	95.00%	100.00%	95.00%
Result	85% of identified youth successfully complete Sex Offense Specific Treatment	100.00%	100.00%	85.00%	100.00%	85.00%
Result	30% of youth have increased protective factors on the Juvenile Crime Prevention Risk Assessment instrument at case closure	40.90%	39.10%	30.00%	35.00%	30.00%
Result	65% of youth have decreased risk factors on the Juvenile Crime Prevention Risk Assessment instrument at case closure	61.40%	58.97%	65.00%	56.00%	65.00%

In order to calculate this measure youth are being tracked for 12 months following case closure, the reporting will always be for the previous calendar year. Meaning this year's data for this measure for the Calendar Year 2022, but is tracked for the following Calendar Year of 2023, and then reported annually in March of 2024. Therefore, data entered for this measure is up to date (but represent results for youth closed in 2022), and no new data will be entered until March of year 2025 (and will represent results for youth closed in 2023).

Program includes:

Mandated Services

Shared Services

Grant Funding

Explain all "Yes" boxes below

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

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

Explanation Mandated Services: ORS 419C.001 The system shall provide a continuum of services that emphasize prevention of further criminal activity by the use of early and certain sanctions, reformation and rehabilitation programs and swift and decisive intervention in delinquent behavior; 419C.230 Formal accountability agreements; when appropriate; consultation with victim. (1) A formal accountability agreement may be entered into when a youth has been referred to a county juvenile department, and a juvenile department counselor has probable cause to believe that the youth may be found to be within the jurisdiction of the juvenile court for one or more acts specified in ORS 419C.005; 419C.446 Probation; requirements. (1) When a court determines it would be in the best interest and welfare of a youth offender, the court may place the youth offender on probation. The court may direct that the youth offender remain in the legal custody of the youth offender's parents or other person with whom the youth offender is living, or the court may direct that the youth offender be placed in the legal custody of some relative or some person maintaining a foster home approved by the court, or in a child care center or a youth care center authorized to accept the youth offender; (2) The court may specify particular requirements to be observed during the probation consistent with recognized juvenile court practice, including but not limited to restrictions on visitation by the youth offender's parents, restrictions on the youth offender's associates, occupation and activities, restrictions on and requirements to be observed by the person having the youth offender's legal custody, requirements for visitation by and consultation with a juvenile counselor or other suitable counselor, requirements to make restitution under ORS 419C.450, requirements of a period of detention under ORS 419C.453, requirements to pay a fine under ORS 419C.459, requirements to pay a supervision fee under ORS 419C.449, requirements to perform community service under ORS 419C.462, or service for the victim under ORS 419C.465, or requirements to submit to blood or buccal testing under ORS 419C.473. **Shared Services** with the State as listed on Association of Counties chart. **Grant Funding:** Ongoing Title IV-E funding through Oregon, Department of Human Services (no match required); Ongoing Medicaid Reimbursement through Oregon, Department of Human Services (match required); 2 Year Juvenile Crime Prevention (JCP) Basic funding through State of Oregon, Oregon Youth Authority (no match required); 2 Year Juvenile Crime Prevention (JCP) Diversion funding through State of Oregon, Oregon Youth Authority (no match required); 2 Year Individualized Services funding through State of Oregon, Oregon Youth Authority (no match required).



260202-Court Supervision Services

BCC Priority Alignment: Ensure Healthy, Safe, and Secure Communities

Budget Summary

	FY21-22 Actuals	FY22-23 Actuals	FY23-24 Amended Budget	FY23-24 Projected Year-End	FY24-25 Budget	Budget-to-Budget Changes:	
						\$ FY23-24 to FY24-25	% FY23-24 to FY24-25
Beginning Fund Balance	-	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	185,495	156,839	864,097	639,988	1,086,969	222,872	26%
Charges, Fees, License, Permits, Fines	10,308	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	-	9,664	-	-	-	-	-
Other Interfund Transfers	-	-	174,109	174,109	198,483	24,374	14%
General Fund Support	1,751,457	1,816,402	4,066,177	4,014,868	3,658,088	(408,089)	-10%
Operating Revenue	1,947,259	1,982,905	5,104,383	4,828,965	4,943,540	(160,843)	-3%
Total Revenue	1,947,259	1,982,905	5,104,383	4,828,965	4,943,540	(160,843)	-3%
Personnel Services	1,436,388	1,332,808	2,509,827	2,414,594	2,591,611	81,784	3%
Materials and Services	400,773	627,930	2,594,556	2,414,371	2,351,929	(242,627)	-9%
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	1,837,162	1,960,738	5,104,383	4,828,965	4,943,540	(160,843)	-3%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	1,837,162	1,960,738	5,104,383	4,828,965	4,943,540	(160,843)	-3%
Revenues Less Expenses	110,098	22,167	-	-	-	-	-

Notes:

Increased contracts in 260202-Court Supervision Services and reduced contracts in 260405-Juvenile Intake and Assessment Center to better align with utilization. No additional signification changes.



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).

In FY23-24, the department's programs were restructured. This program was eliminated in FY23-24.

Key Performance Measures

		FY 21-22 Actual	FY 22-23 Actual	FY 23-24 Target	FY 23-24 Actuals as of 12/31/23	FY 24-25 Target
Result	87% of juvenile property crime victims report they feel respected and informed by Juvenile Department staff	90.62%	100.00%	N/A	N/A	N/A
Result	80% of property crime victims will be initially contacted to inform them of Victim Offender Dialogue services	94.11%	84.10%	N/A	N/A	N/A

Program includes:

Mandated Services Y

Shared Services Y

Grant Funding N/A

Explain all "Yes" boxes below

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

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

Explanation

Mandated Services: ORS 419C.001 The system shall provide a continuum of services that emphasize prevention of further criminal activity by the use of early and certain sanctions, reformation and rehabilitation programs and swift and decisive intervention in delinquent behavior; 419C.273 Right of victim to be present at proceedings; advice of rights; notice; (b) The victim must be informed of any constitutional rights of the victim; 419C.450 Restitution (1)(a) It is the policy of the State of Oregon to encourage and promote the payment of restitution and other obligations by youth offenders as well as by adult offenders. In any case within the jurisdiction of the juvenile court pursuant to ORS 419C.005 in which the youth offender caused another person any physical, emotional or psychological injury or any loss of or damage to property, the victim has the right to receive prompt restitution. **Shared Services** with the State as listed on Association of Counties chart.



260203-Victim Services
 BCC Priority Alignment: Ensure Healthy, Safe, and Secure Communities
Budget Summary

	FY21-22	FY22-23	FY23-24	FY23-24	FY24-25	Budget-to-Budget Changes:	
	Actuals	Actuals	Amended Budget	Projected Year-End	Budget	\$ FY23-24 to FY24-25	% FY23-24 to FY24-25
Beginning Fund Balance	-	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines	-	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	156,668	148,946	-	-	-	-	-
Operating Revenue	156,668	148,946	-	-	-	-	-
Total Revenue	156,668	148,946	-	-	-	-	-
Personnel Services	128,074	122,965	-	-	-	-	-
Materials and Services	28,574	25,981	-	-	-	-	-
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	156,649	148,946	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	156,649	148,946	-	-	-	-	-
Revenues Less Expenses	19	-	-	-	-	-	-

Notes:
 FY23-24 the department's programs were restructured. This program was eliminated in FY23-24.



Accountability & Reformation

Positive Youth Development

Purpose Statement

The purpose of the Positive Youth Development Program is to provide skill building, competency development, and restorative engagement services to victims and to youth so they can experience positive change, repair harm, and demonstrate skills to successfully transition to adulthood.

Performance Narrative Statement

The Positive Youth Development Program uses a variety of interventions to hold youth meaningfully accountable while providing rehabilitative services to reduce their risk of reoffending. All intervention programs include aspects of one or a number of the following components: engaging with education/GED, building employment skills, increasing problem solving skills, improving decision making, building coping skills and increasing empathy in the youth. Some of the intervention programs available to Juvenile Department youth include opportunities to earn money to pay restitution through community service work crews, pro-social activities, skills groups, educational support, job training/work readiness opportunities, and internships. This Program also includes restorative engagement of services to victims and youth.

Key Performance Measures

		FY 21-22 Actual	FY 22-23 Actual	FY 23-24 Target	FY 23-24 Actuals as of 12/31/23	FY 24-25 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	84.30%	85.10%	85.0%	85.00%	85.0%
Result	85% of youth develop enhanced competencies and life skills by the time they are no longer involved with the Juvenile Department	91.34%	96.30%	85.0%	95.00%	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

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

Explanation **Mandated Services:** ORS 419C.001 The system shall provide a continuum of services that emphasize prevention of further criminal activity by the use of early and certain sanctions, reformation and rehabilitation programs and swift and decisive intervention in delinquent behavior; 419C.470 Opportunities to fulfill obligations imposed by court. The Oregon Youth Authority and county juvenile departments, respectively, and to the extent practicable, shall create opportunities for youth offenders placed in the legal custody of the youth authority or under the supervision of a county juvenile department to pay restitution as ordered by the court and to perform any community service ordered by the court, as well as to fulfill any other obligation imposed by the court. 419C.273 Right of victim to be present at proceedings; advice of rights; notice; (b) The victim must be informed of any constitutional rights of the victim; 419C.450 Restitution (1)(a) It is the policy of the State of Oregon to encourage and promote the payment of restitution and other obligations by youth offenders as well as by adult offenders. In any case within the jurisdiction of the juvenile court pursuant to ORS 419C.005 in which the youth offender caused another person any physical, emotional or psychological injury or any loss of or damage to property, the victim has the right to receive prompt restitution. **Shared Services** with the State as listed on Association of Counties chart. **Grant Funding:** Department of Labor for Youth Workforce Innovation and Opportunity Act Services (C-TEC) through the Clackamas Education Service District.



260204-Positive Youth Development New
BCC Priority Alignment: Ensure Healthy, Safe, and Secure Communities
Budget Summary

	FY21-22 Actuals	FY22-23 Actuals	FY23-24 Amended Budget	FY23-24 Projected Year-End	FY24-25 Budget	Budget-to-Budget Changes:	
						\$ FY23-24 to FY24-25	% FY23-24 to FY24-25
Beginning Fund Balance	-	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	-	43,000	169,925	170,787	127,787	297%
Charges, Fees, License, Permits, Fines	-	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	-	881,455	800,957	780,403	(101,052)	-11%
Operating Revenue	-	-	924,455	970,882	951,190	26,735	3%
Total Revenue	-	-	924,455	970,882	951,190	26,735	3%
Personnel Services	-	-	569,222	552,001	628,979	59,757	10%
Materials and Services	-	-	355,233	418,881	322,212	(33,021)	-9%
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	-	-	924,455	970,882	951,191	26,736	3%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	-	-	924,455	970,882	951,191	26,736	3%
Revenues Less Expenses	-	-	-	-	-	-	-

Notes:

No Significant Changes



260403-Positive Youth Development
 BCC Priority Alignment: Ensure Healthy, Safe, and Secure Communities
Budget Summary

	FY21-22	FY22-23	FY23-24	FY23-24	FY24-25	Budget-to-Budget Changes:	
	Actuals	Actuals	Amended Budget	Projected Year-End	Budget	\$ FY23-24 to FY24-25	% FY23-24 to FY24-25
Beginning Fund Balance	-	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	230,461	155,976	-	-	-	-	-
Charges, Fees, License, Permits, Fines	-	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	50	150	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	442,858	441,124	-	-	-	-	-
Operating Revenue	673,369	597,250	-	-	-	-	-
Total Revenue	673,369	597,250	-	-	-	-	-
Personnel Services	374,788	318,244	-	-	-	-	-
Materials and Services	204,378	318,888	-	-	-	-	-
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	579,166	637,132	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	579,166	637,132	-	-	-	-	-
Revenues Less Expenses	94,203	(39,882)	-	-	-	-	-

Notes:
 FY23-24 the department's programs were restructured. This program was moved in FY23-24 to 260204 Positive Youth Development..



Youth, Family, Stakeholder & Community Collaboration

Prevention, Early Intervention, & Family Support

Purpose Statement

The purpose of the Prevention, Early Intervention, & Family Support Program is to provide community-based prevention, diversion, system navigation and connection, and family engagement services to youth and families so families receive the support needed to prevent or interrupt further involvement in the juvenile justice system.

Performance Narrative Statement

The Prevention, Early Intervention, & Family Support Program uses a variety of interventions to support youth and their families that prevent or reduce the risk for youth to offend or reoffend in order to keep youth safe in and connected to their communities. All youth, family, stakeholder and community collaboration programs include aspects of one or a number of the following components: screenings and assessments for early identification of at risk youth; prevention and early intervention community-based case management; connection to services and resources; restorative opportunities such as community service and diversion circles, family engagement and navigation services and parenting skills classes to support parental authority and involvement while addressing barriers and needs. Collaboration with other systems involved or supporting youth and families is a key component of this program.

Key Performance Measures

		FY 21-22 Actual	FY 22-23 Actual	FY 23-24 Target	FY 23-24 Actuals as of 12/31/23	FY 24-25 Target
Result	95% of youth are crime free a year after participation in diversion in the juvenile justice system ₁	92.40%	95.70%	95.00%	97.80%	95.00%
Result	80% of parents and guardians report they feel respected and included in their child's involvement with the Juvenile Department	85.71%	93.30%	80.00%	91.00%	85.00%
Result	70% of youth report they are respected and involved in their reformation	80.64%	100.00%	70.00%	89.00%	70.00%

Program includes:

Mandated Services	<input type="checkbox" value="Y"/>
Shared Services	<input type="checkbox" value="Y"/>
Grant Funding	<input type="checkbox" value="Y"/>

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 2022, but is tracked for the following Calendar Year of 2023, and then reported annually in March of 2024. Therefore, data entered for this measure is up to date (but represent results for youth closed in 2022), and no new data will be entered until March of year 2025 (and will represent results for youth closed in 2023).

Explain all "Yes" boxes below

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

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

Explanation

Mandated Services: ORS 419C.001 The system shall provide a continuum of services that emphasize prevention of further criminal activity by the use of early and certain sanctions, reformation and rehabilitation programs and swift and decisive intervention in delinquent behavior. **Shared Services** with the State as listed on Association of Counties chart. **Grant Funding:** 2 Year Juvenile Crime Prevention (JCP) Basic funding through State of Oregon, Oregon Youth Authority (no match required); 1 Year US Department of the Interior, Bureau of Land Management (no match required); 2 Year US Department of Justice, Edward Byrne Memorial Justice Assistance grant (no match required); 2 Year Juvenile Crime Prevention (JCP) through State of Oregon, Department of Education (no match required)



260404-Prevention, Early Intervention, & Family Support
 BCC Priority Alignment: Ensure Healthy, Safe, and Secure Communities
Budget Summary

	Budget-to-Budget Changes:						
	FY21-22 Actuals	FY22-23 Actuals	FY23-24 Amended Budget	FY23-24 Projected Year-End	FY24-25 Budget	\$ FY23-24 to FY24-25	% FY23-24 to FY24-25
Beginning Fund Balance	-	-	-	100,000	-	-	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	-	742,905	614,825	649,826	(93,079)	-13%
Charges, Fees, License, Permits, Fines	-	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	200,000	-	300,000	100,000	50%
Other Interfund Transfers	-	-	24,426	24,426	24,425	(1)	0%
General Fund Support	-	-	518,211	549,731	535,999	17,788	3%
Operating Revenue	-	-	1,485,542	1,188,982	1,510,250	24,708	2%
Total Revenue	-	-	1,485,542	1,288,982	1,510,250	24,708	2%
Personnel Services	-	-	430,948	453,819	435,375	4,428	1%
Materials and Services	-	-	1,005,744	835,163	1,074,874	69,130	7%
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	-	-	1,436,692	1,288,982	1,510,250	73,558	5%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	48,850	-	-	(48,850)	-100%
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	-	-	1,485,542	1,288,982	1,510,250	24,708	2%
Revenues Less Expenses	-	-	-	-	-	-	-

Notes:

FY23-24 the department's programs were restructured. This program was newly created in FY23-24.



260402-Evaluation & Treatment
 BCC Priority Alignment: Ensure Healthy, Safe, and Secure Communities
Budget Summary

	FY21-22	FY22-23	FY23-24	FY23-24	FY24-25	Budget-to-Budget Changes:	
	Actuals	Actuals	Amended Budget	Projected Year-End	Budget	\$ FY23-24 to FY24-25	% FY23-24 to FY24-25
Beginning Fund Balance	-	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	41,924	59,881	-	-	-	-	-
Charges, Fees, License, Permits, Fines	-	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	898,594	884,961	-	-	-	-	-
Operating Revenue	940,518	944,842	-	-	-	-	-
Total Revenue	940,518	944,842	-	-	-	-	-
Personnel Services	706,515	671,843	-	-	-	-	-
Materials and Services	264,309	281,027	-	-	-	-	-
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	970,823	952,870	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-
Special Payments	46,764	47,850	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	1,017,587	1,000,720	-	-	-	-	-
Revenues Less Expenses	(77,070)	(55,878)	-	-	-	-	-

Notes:

FY23-24 the department's programs were restructured. This program was eliminated in FY23-24.



260302-Assessment
 BCC Priority Alignment: Ensure Healthy, Safe, and Secure Communities
Budget Summary

	FY21-22	FY22-23	FY23-24	FY23-24	FY24-25	Budget-to-Budget Changes:	
	Actuals	Actuals	Amended Budget	Projected Year-End	Budget	\$ FY23-24 to FY24-25	% FY23-24 to FY24-25
Beginning Fund Balance	-	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	90,568	90,568	-	-	-	-	-
Charges, Fees, License, Permits, Fines	-	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	-	-	-	-
Other Interfund Transfers	24,426	24,424	-	-	-	-	-
General Fund Support	1,079,015	997,073	-	-	-	-	-
Operating Revenue	1,194,009	1,112,065	-	-	-	-	-
Total Revenue	1,194,009	1,112,065	-	-	-	-	-
Personnel Services	961,843	880,357	-	-	-	-	-
Materials and Services	284,159	310,328	-	-	-	-	-
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	1,246,002	1,190,686	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	1,246,002	1,190,686	-	-	-	-	-
Revenues Less Expenses	(51,993)	(78,621)	-	-	-	-	-

Notes:
 FY23-24 the department's programs were restructured. This program was eliminated in FY23-24.



	FY21-22 Actuals	FY22-23 Actuals	FY23-24 Amended Budget	FY23-24 Projected Year-End	FY24-25 Budget	Budget-to-Budget Changes:	
						\$ FY23-24 to FY24-25	% FY23-24 to FY24-25
Beginning Fund Balance	-	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	914,754	1,118,034	-	-	-	-	-
Charges, Fees, License, Permits, Fines	-	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	-	(1,032)	-	-	-	-	-
Other Interfund Transfers	122,761	133,970	-	-	-	-	-
General Fund Support	1,156,147	1,286,417	-	-	-	-	-
Operating Revenue	2,193,662	2,537,389	-	-	-	-	-
Total Revenue	2,193,662	2,537,389	-	-	-	-	-
Personnel Services	510,487	441,855	-	-	-	-	-
Materials and Services	1,665,040	1,842,954	-	-	-	-	-
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	2,175,528	2,284,810	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	2,175,528	2,284,810	-	-	-	-	-
Revenues Less Expenses	18,134	252,579	-	-	-	-	-

Notes:

FY23-24 the department's programs were restructured. This program was eliminated in FY23-24.



Youth, Family, Stakeholder & Community Collaboration

Juvenile Intake and Assessment Center

Purpose Statement

The purpose of the Juvenile Intake and Assessment Center (JIAC) Program is to provide a dedicated 24 hours-a-day/365 days a year resource to support youth, where parent and families and other youth serving agencies can call for supports and information, and law enforcement can bring youth in their custody to receive intake, screening, and assessment services that identify and address immediate youth needs and public safety concerns, while also identifying opportunities for prevention, intervention, and a safe release plan that values community connection while prioritizing community, victim, and youth safety, as well as providing to informal supervision and case management.

Performance Narrative Statement

The Clackamas County Juvenile Department manages the Juvenile Intake and Assessment Center (JIAC) which is a twenty-four hour/seven day a week assessment center. The JIAC provides a temporary holding facility for youth in custody allowing law enforcement to return to their patrol duties in a timely manner. JIAC staff conduct intake assessments, screen for community safety and arrange for appropriate release. All youth brought to the JIAC are screened for issues related to physical health, substance use, mental health issues, and suicide and self-harming behaviors. More in depth screenings for substance abuse, suicide, violence and self-injury are conducted as necessary. Youth posing community safety concern or flight risk may be placed in juvenile detention. JIAC staff coordinate services with other agencies and develop comprehensive plans which focus on community safety as well as the immediate needs of the youth.

Key Performance Measures

		FY 21-22 Actual	FY 22-23 Actual	FY 23-24 Target	FY 23-24 Actuals as of 12/31/23	FY 24-25 Target
Result	95% of youth are crime free a year after being on a formal accountability agreement with the juvenile justice system ₁	95.40%	95.50%	95.00%	84.50%	95.00%

Program includes:

Mandated Services Y

Shared Services Y

Grant Funding Y

Explain all "Yes" boxes below

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

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

Explanation

Mandated Services: ORS 419C.001 The system shall provide a continuum of services that emphasize prevention of further criminal activity by the use of early and certain sanctions, reformation and rehabilitation programs and swift and decisive intervention in delinquent behavior; 419C.080 (2) In any order issued under subsection (1)(b) of this section that may result in a substitute care placement or detention, the court shall include a written finding describing why it is in the best interests of the youth to be taken into custody. 419A.057 Payment of maintenance expenses. (1) All expenses incurred in the maintenance of the facilities for detention and the personnel required therefor, except as otherwise provided in subsection (2) of this section, shall be paid upon order of the board of county commissioners or county court from county funds duly levied and collected in any manner provided by law. When joint detention facilities are maintained as provided in ORS 419A.050 (2), each county shall pay its share of the costs and expenses of acquiring, equipping and maintaining the joint detention facilities, to be determined pursuant to an agreement between the counties. **Shared Services** with the State as listed on Association of Counties chart. **Grant Funding:** 2 Year Juvenile Crime Prevention (JCP) Diversion through State of Oregon, Oregon Youth Authority (no match required).



260405-Juvenile Intake and Assessment Center
 BCC Priority Alignment: Ensure Healthy, Safe, and Secure Communities
Budget Summary

	FY21-22	FY22-23	FY23-24	FY23-24	FY24-25	Budget-to-Budget Changes:	
	Actuals	Actuals	Amended Budget	Projected Year-End	Budget	\$ FY23-24 to FY24-25	% FY23-24 to FY24-25
Beginning Fund Balance	-	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	-	327,563	327,563	8,990	(318,573)	-97%
Charges, Fees, License, Permits, Fines	-	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	-	1,881,024	1,965,153	2,149,176	268,152	14%
Operating Revenue	-	-	2,208,587	2,292,716	2,158,166	(50,421)	-2%
Total Revenue	-	-	2,208,587	2,292,716	2,158,166	(50,421)	-2%
Personnel Services	-	-	1,506,312	1,626,885	1,738,128	231,815	15%
Materials and Services	-	-	702,275	665,831	420,039	(282,236)	-40%
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	-	-	2,208,587	2,292,716	2,158,167	(50,421)	-2%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	-	-	2,208,587	2,292,716	2,158,167	(50,421)	-2%
Revenues Less Expenses	-	-	-	-	-	-	-

Notes:
 Reduced contracts in 260405-Juvenile Intake and Assessment Center and increased contracts in 260202-Court Supervision Services to better align with utilization. No additional signification changes.



Transportation & Development

Dan Johnson, Director

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



Department of Transportation and Development (30/50/60/65/80)
Department Budget Summary by Fund

Line of Business Name	Program Name	FY24-25	FY24-25	FY24-25	FY24-25	FY24-25	FY24-25	FY24-25
		General Fund (100)	County Fair Fund (201)	Development Svcs Fund (205)	Community Services Fund (208)	Library Services (212)	Road Fund (215)	Prop Resources Fund (218)
Administrative Services	Office of the Director				2,039,066		1,934,584	
Transportation Services	Traffic Safety						6,713,155	
	Transportation Engineering & Construction						23,032,347	
	Transportation Maintenance						52,276,192	
	Community Road Fund						36,164,159	
	Damascus Roads						5,549,115	
	Fleet							
Community Services	Gladstone Library					2,856,717		
	Library Support Services					6,462,025		
	Oak Lodge Library					13,007,064		
	Code Enforcement	1,415,006						
	Dog Services	2,704,518						
	Sustainability & Solid Waste	5,741,499						
	County Parks							
	Forestry							
	Property Disposition							2,405,883
Development Services	County Surveyor	1,274,685						
	Public Land Corner							
	Current Planning	3,935,155						
	Building Codes			15,152,605				
	Septic			1,499,462				
	Development Engineering						3,064,907	
Visioning Services	Long Range Planning	1,254,452					2,343,783	
	Regional Policy Coordination						3,451,139	
	Office of Economic Development				9,332,463			
TDCS Accounting Programs	County Event Center		8,633,177					
	Tax Title Land							323,754
	\$ Coll On Behalf of Other Agcy	3,250,000						
	Countywide TSDC							
	HV Joint Area TSDC							
TOTAL		19,575,316	8,633,177	16,652,067	11,371,529	22,325,806	134,529,382	2,729,637
FY23-24 Budget (Amended)		20,858,094	7,929,728	19,070,750	10,015,136	22,532,024	128,444,784	3,075,879
\$ Increase (Decrease)		(1,282,778)	703,449	(2,418,683)	1,356,392	(206,218)	6,084,598	(346,243)
% Increase (Decrease)		-6%	9%	-13%	14%	-1%	5%	-11%

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

** FY24-25 FTE aligns to department's final budgeted All Position Report (APOS).



Department of Transportation and Development (30/50/60/65/80)
Department Budget Summary by Fund

Line of Business Name	Program Name	FY24-25	FY24-25	FY24-25	FY24-25	FY24-25	FY24-25	FY24-25	FY24-25	FY24-25	% of	FY24-25 FTE **		
		Countywide Transportation SDC Fund (223)	Public Land Cor Pres Fund (224)	Special Grants Fund (230)	Parks & Forestry Fund (257)	Stone Creek Golf Course (601)	Fleet Svcs Fund (770)	Total Budget	General Fund Support in Budget *	Total	Total	Filled	Vacant	
Administrative Services	Office of the Director							3,973,650	-	0%		9.7	7.7	2.0
Transportation Services	Traffic Safety							6,713,155	-	0%		12.1	12.1	-
	Transportation Engineering & Construction			5,010,510				28,042,857	-	0%		21.2	18.2	3.0
	Transportation Maintenance							52,276,192	-	0%		101.2	89.2	12.0
	Community Road Fund							36,164,159	-	0%		-	-	-
	Damascus Roads							5,549,115	-	0%		-	-	-
	Fleet						8,937,431	8,937,431	-	0%		22.0	20.0	2.0
Community Services	Gladstone Library							2,856,717	-	0%		4.4	4.4	-
	Library Support Services							6,462,025	2,788,550	43%		12.0	11.0	1.0
	Oak Lodge Library			8,213,506				21,220,570	-	0%		5.6	5.6	-
	Code Enforcement							1,415,006	-	0%		7.0	6.0	1.0
	Dog Services							2,704,518	1,699,380	63%		14.0	14.0	-
	Sustainability & Solid Waste							5,741,499	-	0%		12.9	9.2	3.7
	County Parks				4,812,089	7,433,793		12,245,883	-	0%		7.4	7.4	-
	Forestry				2,840,713			2,840,713	-	0%		2.6	1.6	1.0
	Property Disposition							2,405,883	-	0%		1.0	1.0	-
Development Services	County Surveyor							1,274,685	409,816	32%		6.5	5.5	1.0
	Public Land Corner		1,335,779					1,335,779	-	0%		5.5	5.5	-
	Current Planning							3,935,155	2,250,738	57%		14.6	10.6	4.0
	Building Codes							15,152,605	-	0%		43.1	39.1	4.0
	Septic							1,499,462	-	0%		6.3	4.3	2.0
	Development Engineering							3,064,907	-	0%		16.2	16.2	-
Visioning Services	Long Range Planning							3,598,235	515,517	14%		7.7	5.7	2.0
	Regional Policy Coordination							3,451,139	-	0%		4.0	1.0	3.0
	Office of Economic Development							9,332,463	-	0%		5.0	3.0	2.0
TDCS Accounting Programs	County Event Center			4,800,000				13,433,177	-	0%		-	-	-
	Tax Title Land							323,754	-	0%		-	-	-
	\$ Coll On Behalf of Other Agcy							3,250,000	-	0%		-	-	-
	Countywide TSDC	18,814,272						18,814,272	-	0%		-	-	-
	HV Joint Area TSDC	1,480,576						1,480,576	-	0%		-	-	-
TOTAL		20,294,848	1,335,779	18,024,016	7,652,802	7,433,793	8,937,431	279,495,583	7,664,001	3%		341.7	298.0	43.7
	FY23-24 Budget (Amended)	19,699,000	1,486,997	25,740,905	8,604,495	5,950,182	8,640,841	282,048,815	7,728,483	3%		344.2	291.7	52.5
	\$ Increase (Decrease)	595,848	(151,218)	(7,716,889)	(951,693)	1,483,611	296,590	(2,553,232)	(64,482)			(2.5)	6.3	(8.8)
	% Increase (Decrease)	3%	-10%	-30%	-11%	25%	3%	-1%	-1%			-1%	2%	-17%

*General Fund Support is a subsidy, net of any other revenue received by the department
 ** FY24-25 FTE aligns to department's final budgeted All Position Report (APO)



Administrative Services

Office of the Director

Purpose Statement

Provide leadership, strategic direction + prioritization, financial management + communication services

Performance Narrative Statement

DTD Administration coordinates the budget process for 33 Performance Clackamas programs within the department, six of which are pass-through programs with no Performance Clackamas plan. This includes each of the programs within this budget, plus our Urban Renewal, Street Lighting and Library District programs. Staff in this work group provide managerial oversight, financial monitoring, human resources coordination and support services, coordinate the annual review of our strategic plan update, lead policy coordination, plus transportation services and development services at a local and regional level in support of local goals.

- DTD Administration continues to assess general fund reduction options throughout the organization, these funds provide vital support to a number of the department's community facing programs, which provide needed services to the residents of Clackamas County. The assessment has included a review of the services provided by the department to determine those required by state or local statute and prioritized by the Board of County Commissioners, and available funding mechanisms, to right-size service delivery to available funding.

- Following the feedback from the Employee Engagement survey and as a part of the BCS/DTD merger, DTD Administration has focused on refining department structure. The department is adding specificity to program definitions and grouping programs that more efficiently align within shared lines of business.

- DTD is Identifying administrative efficiencies and defining departmental expectations and aligning policies and practices.

Key Performance Measures

		FY 21-22 Actual	FY 22-23 Actual	FY 23-24 Target	FY 23-24 Actuals as of 12/31/23	FY 24-25 Target
RESULT	By 2025, 75% programs with a 2-5 year work plan in place ¹	59%	63%	75%	70%	81%
OUTPUT	# employee performance evaluations completed	259	217	295	ANNUAL MEASURE	294
CUSTOMER SERVICE	90% of people surveyed will continue to report they were happy with the level of service received from all programs	96%	94%	90%	94%	90%
RATIO	Office of the Director FTE : Department FTE	6 FTE : 308.74 FTE	8.7 FTE : 299.74 FTE	9.7 FTE : 348.24 FTE	7.7 FTE : 308 FTE	9.7 FTE : 346.24 FTE
RATIO	Office of the Director Budget : Department Budget ³	\$3.77 M : \$281.7 M	\$3.72 M : \$301.2 M	\$4.33 M : \$344.5 M	\$4.29 M : \$337.7 M	\$3.97 M : \$345.97 M
RATIO	# employee performance evaluations completed : # employee performance evaluations due ²	95%	217 : 258	295 : 346	ANNUAL MEASURE	294 : 346

¹ DTD/BCS merger effective FY 2022-23.

² Previously reported as a percentage; beginning FY 2023/24 this will be reported as an output/ratio.

³ Finance prepared a supplemental budget to recognize ARPA lost revenue funds in FY21/22; this was removed from the results.



Program includes:

Mandated Services Yes

Shared Services No

Grant Funding No

Explanation



300101-Office of the Director
 BCC Priority Alignment: Accountable Government
Budget Summary

	FY21-22 Actuals	FY22-23 Actuals	FY23-24 Amended Budget	FY23-24 Projected Year-End	FY24-25 Budget	Budget-to-Budget Changes:	
						\$ FY23-24 to FY24-25	% FY23-24 to FY24-25
Beginning Fund Balance	1,000	-	1,197,898	1,202,915	1,116,725	(81,173)	-7%
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	49,608	195,784	95,565	17,296	218,793	123,228	129%
Charges, Fees, License, Permits, Fines	1,729,797	1,615,080	2,685,640	2,705,640	2,606,132	(79,508)	-3%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	700	5,712	-	18,513	32,000	32,000	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	-	350,000	350,000	-	(350,000)	-100%
Operating Revenue	1,780,105	1,816,577	3,131,205	3,091,449	2,856,925	(274,280)	-9%
Total Revenue	1,781,105	1,816,577	4,329,103	4,294,364	3,973,650	(355,453)	-8%
Personnel Services	1,112,348	1,084,201	1,902,489	1,674,656	2,035,978	133,489	7%
Materials and Services	668,757	732,376	1,487,959	1,502,982	1,589,679	101,720	7%
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	1,781,105	1,816,577	3,390,448	3,177,639	3,625,657	235,209	7%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	21,092	21,092	-
Reserve for Future Expenditures	-	-	742,750	-	70,901	(671,849)	-90%
Contingency	-	-	195,905	-	256,000	60,095	31%
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	1,781,105	1,816,577	4,329,103	3,177,639	3,973,650	(355,453)	-8%
Revenues Less Expenses	-	-	-	1,116,725	-		

Notes:

Refining line of business structure to more accurately reflect needs of Community Services under DTD. Identifying administrative efficiencies. Defining departmental expectations and aligning policies and practices. Vacant Financial Analyst was moved out of BCS Admin to DTD Admin and will be incorporated into the DTD Financial Team as a broader-based department support position. In year two of a 3-year phased plan for redistributing fund balance from the BCS Indirect Model to BCS programs.



500101-Office of the Director
 BCC Priority Alignment: Accountable Government
Budget Summary

	Budget-to-Budget Changes:						
	FY21-22 Actuals	FY22-23 Actuals	FY23-24 Amended Budget	FY23-24 Projected Year-End	FY24-25 Budget	\$ FY23-24 to FY24-25	% FY23-24 to FY24-25
Beginning Fund Balance	302,894	484,519	-	-	-	-	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines	615,226	407,711	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-
Operating Revenue	615,226	407,711	-	-	-	-	-
Total Revenue	918,120	892,230	-	-	-	-	-
Personnel Services	323,532	184,222	-	-	-	-	-
Materials and Services	110,069	62,723	-	-	-	-	-
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	433,601	246,944	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	433,601	246,944	-	-	-	-	-
Revenues Less Expenses	484,519	645,286	-	-	-	-	-

Notes:

Program was moved from the BCS Office of the Director program (500101) to the DTD Office of the Director program (300101) as part of the DTD/BCS reorganization.



500102-Financial Management & Analysis
BCC Priority Alignment: Accountable Government
Budget Summary

	FY21-22	FY22-23	FY23-24	FY23-24	FY24-25	Budget-to-Budget Changes:	
	Actuals	Actuals	Amended Budget	Projected Year-End	Budget	\$ FY23-24 to FY24-25	% FY23-24 to FY24-25
Beginning Fund Balance	443,049	517,723	-	-	-	-	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines	642,293	497,517	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-
Operating Revenue	642,293	497,517	-	-	-	-	-
Total Revenue	1,085,342	1,015,240	-	-	-	-	-
Personnel Services	508,134	399,512	-	-	-	-	-
Materials and Services	59,485	58,099	-	-	-	-	-
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	567,619	457,611	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	567,619	457,611	-	-	-	-	-
Revenues Less Expenses	517,723	557,629	-	-	-	-	-

Notes:

Program was moved from the BCS Financial Management & Analysis program (500102) to the DTD Office of the Director program (300101) as part of the DTD/BCS reorganization.



Transportation Services

Traffic Safety

Purpose Statement

Provide traffic operations + engineering services, safety-related education, and commercial vehicle inspections

Performance Narrative Statement

The Traffic Safety Program supports both infrastructure and non-infrastructure efforts in traffic safety and operations. All of this work is completed using a Safe System Approach and working with Public Health.

- Non-infrastructure work includes outreach to educate and improve safety culture through area high schools, safety outreach at the County Fair and various safety campaigns, focused on youth, pedestrian safety and other DUII.
- Infrastructure related traffic operations work includes signing, striping, speed zoning, signal operations, advanced transportation technology and management, motor carrier education/enforcement.
- Safety analysis includes the use of Vision Zero Suite software allowing for full and comprehensive road network screening, diagnostics evaluation, countermeasure performance testing and benefit-to-cost ratio analysis. This provides a thoughtful and strategic approach to safety investments on our road system.

More than \$4.3M is programmed for 16 of the DTD projects in the Traffic Safety program:

- 4 HB2017 Safety Projects
- 12 Road Fund Safety Projects

These projects and services all contribute to providing a safe transportation system and work toward our Department Strategic Goal of

Key Performance Measures

		FY 21-22 Actual	FY 22-23 Actual	FY 23-24 Target	FY 23-24 Actuals as of 12/31/23	FY 24-25 Target
RESULT	By 2035, reduce the number of fatalities resulting from crashes on roads in Clackamas County to zero ¹	30 [2021]	23 [2022]	0	15 [2023]	0
OUTPUT	# of service requests closed (speed zones, vegetation, signing, guard rail, etc.)	607	765	700	273	300
CUSTOMER SERVICE	# of speed zone reductions completed annually	3	4	10	3	8
RATIO	# temporary radar speed feedback sign placements : # temporary radar speed feedback sign requests ²	15 : 10	9 : 7	16 : 10	6 : 4	10 : 6

¹ Data reported by calendar year.

² Previously reported # of requests; not # of placements.

Program includes:

Mandated Services Yes

Shared Services Yes

Grant Funding Yes



Explanation Mandated Services: The Traffic Safety Program is mandated by the Federal Highway Administration (FHWA) to have a Traffic Safety Action Plan (TSAP) and an Intelligent Transportation System (ITS) Plan.

Shared Services: Infrastructure development is a state/county shared service.

Grant Funding: Safe Communities grant is on a 12 month cycle ending with the Federal Fiscal Year (September 30) and requires a 20% match, funded by County Road Fund.



300302-Traffic Safety
 BCC Priority Alignment: Ensure Healthy, Safe, and Secure Communities
 Budget Summary

	FY21-22 Actuals	FY22-23 Actuals	FY23-24 Amended Budget	FY23-24 Projected Year-End	FY24-25 Budget	Budget-to-Budget Changes:	
						\$ FY23-24 to FY24-25	% FY23-24 to FY24-25
Beginning Fund Balance	89,112	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	2,950,020	3,647,153	6,197,782	5,136,548	6,431,513	233,731	4%
Charges, Fees, License, Permits, Fines	235,609	173,829	327,900	255,090	246,642	(81,258)	-25%
Revenue from Bonds & Other Debts	-	8,350	-	3,326	-	-	-
All Other Revenue Resources	-	840	59,500	87,500	15,000	(44,500)	-75%
Other Interfund Transfers	-	100,000	-	12,000	20,000	20,000	-
General Fund Support	165,105	-	-	-	-	-	-
Operating Revenue	3,350,734	3,930,173	6,585,182	5,494,464	6,713,155	127,973	2%
Total Revenue	3,439,846	3,930,173	6,585,182	5,494,464	6,713,155	127,973	2%
Personnel Services	1,554,295	1,786,870	1,986,763	2,217,796	2,105,510	118,747	6%
Materials and Services	858,928	1,000,531	1,553,376	2,273,152	2,365,284	811,908	52%
Capital Outlay	1,026,623	1,142,772	3,045,043	1,003,516	2,242,361	(802,682)	-26%
Operating Expense	3,439,846	3,930,173	6,585,182	5,494,464	6,713,155	127,973	2%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	3,439,846	3,930,173	6,585,182	5,494,464	6,713,155	127,973	2%
Revenues Less Expenses	-	-	-	-	-	-	-

Notes:
 Transportation & Development (DTD) has 86 projects in various phases of Planning, Design & Construction during FY 2024/2025. More than \$4.3M is programmed for 16 of the DTD projects in the Traffic Safety program: - 4 HB2017 Safety Projects - 12 Road Fund Safety Projects. The staff in this program also manage projects in the Community Road Fund and Damascus Roads programs.



Purpose Statement

Provide survey + design, right-of-way, construction + project management services.

Performance Narrative Statement

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

More than \$20.6M is programmed for 24 of the DTD projects in the Transportation Engineering & Construction program:

- 10 Bridge Projects
- 4 Road Projects
- 1 Safety Projects
- 4 Storm Drain Projects; including two ARPA funded storm water projects.
- 5 Bike/Ped Projects
- The staff in this program also manage projects in the Community Road Fund and Damascus Roads programs.

These investments in our transportation infrastructure will generate commercial enterprise and jobs, and ensure services are accessible to all

Key Performance Measures

		FY 21-22 Actual	FY 22-23 Actual	FY 23-24 Target	FY 23-24 Actuals as of 12/31/23	FY 24-25 Target
RESULT	Complete Thiessen and El Camino ARPA funded storm drainage projects by 2025	NEW	NEW	15%	31%	50%
OUTPUT	# projects managed	36	36	34	36	36
OUTPUT	# road miles transferred	0.82	1.19	1.00	0.00	1.25
CUSTOMER SERVICE	90% completed Capital Improvement Plan (CIP) contracts completed before original contract completion date	71%	55%	90%	86%	90%
RATIO	# completed Capital Improvement Plan (CIP) contracts coming in under 110% of original contract value : # of completed CIP contracts ¹	89%	86%	23 : 25	13 : 14	90%

¹ Previously reported as a percentage; beginning FY 2023/24 this will be reported as an output/ratio.

Program includes:

- Mandated Services
- Shared Services
- Grant Funding



Explanation Mandated Services: The Transportation Construction Program is mandated to spend 1% of state gas tax funds received by the County on facilities for pedestrians and bicyclists (ORS 366.514).

Shared Services: Infrastructure development is a state/county shared service.

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



300303-Transportation Engineering & Construction
 BCC Priority Alignment: Strong Infrastructure
Budget Summary

	Budget-to-Budget Changes:						
	FY21-22 Actuals	FY22-23 Actuals	FY23-24 Amended Budget	FY23-24 Projected Year-End	FY24-25 Budget	\$ FY23-24 to FY24-25	% FY23-24 to FY24-25
Beginning Fund Balance	41,132	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	9,412,284	14,585,124	23,137,068	18,393,433	26,428,565	3,291,497	14%
Charges, Fees, License, Permits, Fines	897,303	891,355	929,024	1,205,000	997,866	68,842	7%
Revenue from Bonds & Other Debts	-	6,991	-	5,000	-	-	-
All Other Revenue Resources	-	337,154	39,000	80,307	39,000	-	0%
Other Interfund Transfers	-	2,050	434,362	317,436	577,426	143,064	33%
General Fund Support	-	-	-	-	-	-	-
Operating Revenue	10,309,587	15,822,674	24,539,454	20,001,176	28,042,857	3,503,403	14%
Total Revenue	10,350,719	15,822,674	24,539,454	20,001,176	28,042,857	3,503,403	14%
Personnel Services	2,922,557	3,218,343	3,733,840	3,570,004	3,881,151	147,312	4%
Materials and Services	1,834,521	2,277,170	6,019,834	3,952,326	6,120,600	100,766	2%
Capital Outlay	5,593,641	10,327,225	14,785,780	12,478,846	18,041,106	3,255,326	22%
Operating Expense	10,350,719	15,822,738	24,539,454	20,001,176	28,042,857	3,503,404	14%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	10,350,719	15,822,738	24,539,454	20,001,176	28,042,857	3,503,404	14%
Revenues Less Expenses	-	(64)	-	-	-	-	-

Notes:
 Transportation & Development (DTD) has 86 projects in various phases of Planning, Design & Construction during FY 2024/2025. More than \$20.6M is programmed for 24 of the DTD projects in the Transportation Engineering & Construction program: - 10 Bridge Projects - 4 Road Projects - 1 Safety Projects - 4 Storm Drain Projects; including two ARPA funded storm water projects. - 5 Bike/Ped Projects. The staff in this program also manage projects in the Community Road Fund and Damascus Roads programs.



Transportation Services Transportation Maintenance

Purpose Statement

Maintain + repair, preserve, and provide emergency response services for the transportation system.

Performance Narrative Statement

The majority of the funding for this program comes from the Oregon State Highway Fund (includes money from state gas tax, truck weight mile fees, and vehicle registration fees).

Over the next year, the revenue for this program will provide the resources needed to perform paving and other surface treatments, including 3 paving packages totaling 4.5 miles, 1 chip seal package totaling 47.5 miles and 1 slurry package totaling 6.1 miles. Transportation Maintenance has developed a 5 year maintenance and rehabilitation plan providing guidance for a total of 58.1 miles of roadway to be resurfaced in 24/25.

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 21-22 Actual	FY 22-23 Actual	FY 23-24 Target	FY 23-24 Actuals as of 12/31/23	FY 24-25 Target
RESULT	By 2025, improve the average condition of urban local county roads to a PCI (Pavement Condition Index) of 65 or higher	NEW	55	65	53	55
RESULT	Maintain the average condition of paved county roads at 70 PCI (Pavement Condition Index) or higher	NEW	68	70	67	68
OUTPUT	# miles plowed/sanded	11,542	8,915	12,000	0	11,415
OUTPUT	# miles treated with de-icer	1,578	2,145	2,200	55	4,375
CUSTOMER SERVICE	90% of service requests that are referred to Transportation Maintenance are responded to within 7 days ¹	2,471	96%	90%	96%	96%
RATIO	\$ spent on resurfacing : # miles resurfaced ²	\$ not reported : 4.87 miles	\$ not reported : 0.00 miles	\$7.78 M : 62.65 miles	\$6,505,600 : 59.55 miles	\$6,504,100 : 61.1 miles

¹ Previously reported # of service requests; beginning FY 2023/24 this will be reported as a percentage.

² Previously reported # miles resurfaced; not the cost of the resurfacing.

Program includes:

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



Explanation Mandated Services:

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

Grant Funding:

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



300304-Transportation Maintenance
 BCC Priority Alignment: Strong Infrastructure
 Budget Summary

	FY21-22 Actuals	FY22-23 Actuals	FY23-24 Amended Budget	FY23-24 Projected Year-End	FY24-25 Budget	Budget-to-Budget Changes:	
						\$ FY23-24 to FY24-25	% FY23-24 to FY24-25
Beginning Fund Balance	40,916,153	36,800,362	30,563,694	35,558,471	33,079,892	2,516,198	8%
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	26,877,651	31,422,842	23,425,624	25,580,096	17,147,824	(6,277,800)	-27%
Charges, Fees, License, Permits, Fines	761,468	823,810	849,666	785,649	806,102	(43,564)	-5%
Revenue from Bonds & Other Debts	128,451	30,247	179,104	20,000	59,165	(119,939)	-67%
All Other Revenue Resources	313,867	2,628,691	468,185	1,860,320	1,183,209	715,024	153%
Other Interfund Transfers	-	-	40,019	40,019	-	(40,019)	-100%
General Fund Support	-	-	-	-	-	-	-
Operating Revenue	28,081,437	34,905,591	24,962,598	28,286,084	19,196,300	(5,766,298)	-23%
Total Revenue	68,997,590	71,705,953	55,526,292	63,844,555	52,276,192	(3,250,100)	-6%
Personnel Services	9,979,062	10,186,620	13,364,319	11,010,558	13,658,003	293,684	2%
Materials and Services	8,318,636	12,878,726	15,355,478	16,303,463	14,920,578	(434,900)	-3%
Capital Outlay	12,589,740	11,798,115	5,074,683	1,945,915	2,571,224	(2,503,459)	-49%
Operating Expense	30,887,438	34,863,461	33,794,480	29,259,936	31,149,806	(2,644,674)	-8%
Debt Service	-	-	-	-	-	-	-
Special Payments	29,384	-	100,000	100,000	100,000	-	0%
Transfers	1,280,406	1,283,956	2,567,585	1,404,727	3,042,743	475,158	19%
Reserve for Future Expenditures	-	-	10,409,208	-	9,483,643	(925,565)	-9%
Contingency	-	-	8,655,019	-	8,500,000	(155,019)	-2%
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	32,197,228	36,147,418	55,526,292	30,764,663	52,276,192	(3,250,100)	-6%
Revenues Less Expenses	36,800,362	35,558,535	-	33,079,892	-		

Notes:

More than \$6.3M will be invested in the design and execution of resurfacing (contract paving/county performed) projects in FY 2024/2025: • 3.8 miles of paving • 49 miles of preventative maintenance (chip seal/slurry seal). In addition: •Working to expand materials storage to improve response throughout the county •Going live with enterprise asset management system to replace our current inventory system •Replacing heavy equipment with diesel engines older than 2010 (to comply with HB2007)



Transportation Services Community Road Fund

Purpose Statement

Provide local funding for congestion relief, local road paving, and safety improvements on the transportation system.

Performance Narrative Statement

This program tracks the collection, distribution and expense of the countywide Vehicle Registration Fee, which went into effect on registrations renewing in January 2020. The county has committed to spending the approximately \$5.5 million per year of Community Road Fund revenue on three major community priorities: congestion relief, local road maintenance and safety improvements.

On Nov. 12, 2019, the Board of Commissioners approved recommendations from the Community Road Fund Advisory Committee, the Traffic Safety Commission and staff regarding the projects that will receive Community Road Fund revenues over the next 5–8 years.

In 2022, the Board of Commissioners approved a reduction in the rate charged on utility trailers, reducing the renewal fee to \$5/trailer/year.

Just over \$12.8M is programmed for 16 projects in the Community Road Fund:

- 5 Congestion Relief
- Work on two Local Paving packages
- 4 Safety
- 5 Strategic Investment Fund (SIF)
- SIF funds are included for negotiated Jurisdictional Transfers; transferring maintenance of County roads to cities.

The work performed in this program directly influences the ability to achieve the strategic goal of “Building Strong Infrastructure

Key Performance Measures

		FY 21-22 Actual	FY 22-23 Actual	FY 23-24 Target	FY 23-24 Actuals as of 12/31/23	FY 24-25 Target
RESULT	By 2027, 75% of the originally selected CRF funded congestion relief projects will be completed	NEW	14%	33%	29%	43%
OUTPUT	# local road miles paved with CRF funding	1.23	3	1.67	1.83	0
CUSTOMER SERVICE	\$ transferred to cities for investment on city road systems	\$ 4,036,825	\$ 4,461,324	\$ 4,533,396	\$ 2,332,049	\$ 4,765,400
RATIO	Total CRF Capital Project Costs (\$) : Non-CRF funding contributed (\$)	\$2.46 M : \$250,868	\$4.11 M : \$503,426	\$15.58 M : \$5.18 M	\$3.64 M : \$354,502	\$12.04 M : \$5.26 M

Program includes:

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



Explanation

Mandated Services:

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

Shared Services:

Infrastructure development is a state/county shared service.



300305-Community Road Fund
 BCC Priority Alignment: Strong Infrastructure
 Budget Summary

	Budget-to-Budget Changes:						
	FY21-22 Actuals	FY22-23 Actuals	FY23-24 Amended Budget	FY23-24 Projected Year-End	FY24-25 Budget	\$ FY23-24 to FY24-25	% FY23-24 to FY24-25
Beginning Fund Balance	6,389,619	11,188,127	12,078,638	14,501,648	18,992,556	6,913,918	57%
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	173,048	1,566,963	679,773	594,997	(971,966)	-62%
Charges, Fees, License, Permits, Fines	12,320,420	11,152,811	11,696,886	11,913,500	11,913,500	216,614	2%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	-	212,175	-	-	250,000	250,000	-
Other Interfund Transfers	-	330,379	5,118,934	6,681,494	4,413,106	(705,828)	-14%
General Fund Support	-	-	-	-	-	-	-
Operating Revenue	12,320,420	11,868,413	18,382,783	19,274,767	17,171,603	(1,211,180)	-7%
Total Revenue	18,710,039	23,056,539	30,461,421	33,776,415	36,164,159	5,702,738	19%
Personnel Services	-	-	-	-	-	-	-
Materials and Services	2,436,484	3,695,032	3,214,893	3,572,319	1,865,833	(1,349,060)	-42%
Capital Outlay	31,456	318,550	12,602,122	6,230,140	10,418,747	(2,183,375)	-17%
Operating Expense	2,467,940	4,013,581	15,817,015	9,802,459	12,284,580	(3,532,435)	-22%
Debt Service	-	-	-	-	-	-	-
Special Payments	5,053,973	4,441,310	6,058,754	4,981,400	5,579,400	(479,354)	-8%
Transfers	-	100,000	-	-	-	-	-
Reserve for Future Expenditures	-	-	2,085,652	-	11,800,179	9,714,527	466%
Contingency	-	-	6,500,000	-	6,500,000	-	0%
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	7,521,912	8,554,891	30,461,421	14,783,859	36,164,159	5,702,738	19%
Revenues Less Expenses	11,188,127	14,501,648	-	18,992,556	-		

Notes:

Transportation & Development (DTD) has 86 projects in various phases of Planning, Design & Construction during FY 2024/2025. Just over \$12.8M is programmed for 16 projects in the Community Road Fund: - 5 Congestion Relief - Work on two Local Paving packages - 4 Safety - 5 Strategic Investment Fund (SIF) - SIF funds are included for negotiated Jurisdictional Transfers; transferring maintenance of County roads to cities. An increased contingency reflects cost and complexity in the current bid environment.



Transportation Services

Damascus Roads

Purpose Statement

Provide funding for transportation planning, design + construction, and maintenance services for roads in the prior city limits of Damascus.

Performance Narrative Statement

This program tracks the use of State Highway Fund and Local Vehicle Registration Fee revenues received by Clackamas County to maintain, operate and improve roads in the City of Damascus prior to disincorporation. The County will receive both revenues for this area through 2026, based on PSU Population Forecasts. The revenue must be spent in accordance with the State Highway Fund regulations, on roads that were once in the incorporated city limits.

Almost \$1M is programmed for five projects in Damascus Roads:

- 3 Bridge Projects
- 1 Road Project
- 1 Safety Project

The work performed in this program directly influences the Board of County Commissioners ability to achieve the strategic goal of "Building Strong Infrastructure."

Key Performance Measures

		FY 21-22 Actual	FY 22-23 Actual	FY 23-24 Target	FY 23-24 Actuals as of 12/31/23	FY 24-25 Target
RESULT	By 2027, 30% of the Tier-1 Damascus area TSP projects will be completed	NEW	NEW	0%	0%	0%
OUTPUT	# service request responses	19	5	15	3	15
CUSTOMER SERVICE	\$ amount collected from state shared revenue sources	\$ 924,877	\$ 863,056	\$ 891,664	\$ 429,361	\$ 858,700

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.



3003-Transportation Services

300306-Damascus Roads

BCC Priority Alignment: Strong Infrastructure

Budget Summary

	FY21-22 Actuals	FY22-23 Actuals	FY23-24 Amended Budget	FY23-24 Projected Year-End	FY24-25 Budget	Budget-to-Budget Changes:	
						\$ FY23-24 to FY24-25	% FY23-24 to FY24-25
Beginning Fund Balance	4,190,810	5,150,380	5,505,164	5,391,445	4,488,215	(1,016,949)	-18%
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	1,089,696	863,056	918,414	858,700	858,700	(59,714)	-7%
Charges, Fees, License, Permits, Fines	233,554	189,431	220,000	202,200	202,200	(17,800)	-8%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	-	79,253	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-
Operating Revenue	1,323,250	1,131,739	1,138,414	1,060,900	1,060,900	(77,514)	-7%
Total Revenue	5,514,060	6,282,119	6,643,578	6,452,345	5,549,115	(1,094,463)	-16%
Personnel Services	-	-	-	-	-	-	-
Materials and Services	318,530	182,557	617,546	630,301	628,015	10,469	2%
Capital Outlay	45,151	708,118	1,400,000	1,333,829	599,000	(801,000)	-57%
Operating Expense	363,680	890,674	2,017,546	1,964,130	1,227,015	(790,531)	-39%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	2,940,232	-	2,322,100	(618,132)	-21%
Contingency	-	-	1,685,800	-	2,000,000	314,200	19%
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	363,680	890,674	6,643,578	1,964,130	5,549,115	(1,094,463)	-16%
Revenues Less Expenses	5,150,380	5,391,445	-	4,488,215	-		

Notes:
 Transportation & Development (DTD) has 86 projects in various phases of Planning, Design & Construction during FY2024/2025. Almost \$1M is programmed for five projects in Damascus Roads: - 3 Bridge Projects - 1 Road Project - 1 Safety Project. An increased contingency reflects project cost and complexity in the current bid environment.



Transportation Services

Fleet

Purpose Statement

Provide internal fleet management, vehicle + equipment maintenance, and vehicle rental services.

Performance Narrative Statement

The Fleet Services Program provides comprehensive fleet management services to departments, programs and outside agencies who operate more than 1,500 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 customers' emergency operation needs.

Fleet is working to reduce the generation of greenhouse gas emissions and increase the overall efficiency of Clackamas County fleet operations by:

- Replacing our 2009 and older diesel-powered heavy trucks by 2029 as required by Oregon HB2007.
- Encouraging the use of Motor Pool rental vehicles to reduce the number of underutilized individual department owned vehicles.
- Updating the rental fleet by retiring older, less efficient vehicles.
- Replacing four gasoline powered vehicles with electric vehicles in the Motor Pool rental fleet at DSB.
- Expanding our Motor Pool fleet to include an additional four electric vehicles that will be available to rent at PSB.

Key Performance Measures

		FY 21-22 Actual	FY 22-23 Actual	FY 23-24 Target	FY 23-24 Actuals as of 12/31/23	FY 24-25 Target
RESULT	By 2029, all diesel powered County heavy vehicles will be replaced or retrofitted per State law	NEW	19%	17%	29%	43%
OUTPUT	# annual safety inspections performed	187	84	170	76	175
CUSTOMER SERVICE	90% of routine maintenance visits completed within 1 business day [oil change, fluids and safety inspection] ¹	5 days	99%	90%	98%	98%
RATIO	# preventative maintenance visits performed on-schedule : Total # vehicles maintained	46%	548 : 275	1,128 : 563	298 : 275	600 : 540
OPERATIONAL	50% motor pool vehicles driven more than 8,000 miles per year	1%	4%	25%	4%	5%

¹ Previously reported as average # of days and separated by light/heavy fleet: beginning FY 2023/24 this will be reported as a percent

Program includes:

Mandated Services

Shared Services

Grant Funding



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

Explanation



300309-Fleet
BCC Priority Alignment: Strong Infrastructure
Budget Summary

	Budget-to-Budget Changes:						
	FY21-22 Actuals	FY22-23 Actuals	FY23-24 Amended Budget	FY23-24 Projected Year-End	FY24-25 Budget	\$ FY23-24 to FY24-25	% FY23-24 to FY24-25
Beginning Fund Balance	-	-	471,387	100,461	320,128	(151,259)	-32%
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	-	904,200	93,219	590,000	(314,200)	-35%
Charges, Fees, License, Permits, Fines	-	-	7,224,550	7,350,032	7,984,303	759,753	11%
Revenue from Bonds & Other Debts	-	-	35,000	40,000	40,000	5,000	14%
All Other Revenue Resources	-	-	5,704	82,165	3,000	(2,704)	-47%
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-
Operating Revenue	-	-	8,169,454	7,565,416	8,617,303	447,849	5%
Total Revenue	-	-	8,640,841	7,665,877	8,937,431	296,590	3%
Personnel Services	-	-	3,082,323	2,727,428	3,245,116	162,793	5%
Materials and Services	-	-	4,954,717	4,595,093	5,146,048	191,331	4%
Capital Outlay	-	-	100,000	23,229	55,210	(44,790)	-45%
Operating Expense	-	-	8,137,040	7,345,749	8,446,374	309,334	4%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	503,801	-	491,057	(12,744)	-3%
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	-	-	8,640,841	7,345,749	8,937,431	296,590	3%
Revenues Less Expenses	-	-	-	320,128	-		

Notes:

Fleet moved operations to a new modern facility that will increase operational capabilities and improve the level of service they are able to provide to customers. ARPA funds are being used to purchase equipment for the new facility reducing costs to customers in future years. To stabilize revenue for the program, Fleet implemented a new Admin Fee; replacing the previous percentage fuel markup. Coordinating replacement of heavy equipment with diesel engines older than 2010 to comply with HB2007.



300202-Fleet Management
 BCC Priority Alignment: Accountable Government
 Budget Summary

	FY21-22	FY22-23	FY23-24	FY23-24	FY24-25	Budget-to-Budget Changes:	
	Actuals	Actuals	Amended Budget	Projected Year-End	Budget	\$ FY23-24 to FY24-25	% FY23-24 to FY24-25
Beginning Fund Balance	216,655	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines	2,770,534	-	-	-	-	-	-
Revenue from Bonds & Other Debts	19,674	-	-	-	-	-	-
All Other Revenue Resources	(1,210)	-	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-
Operating Revenue	2,788,997	-	-	-	-	-	-
Total Revenue	3,005,653	-	-	-	-	-	-
Personnel Services	413,603	-	-	-	-	-	-
Materials and Services	2,094,475	-	-	-	-	-	-
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	2,508,078	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	2,508,078	-	-	-	-	-	-
Revenues Less Expenses	497,575	-	-	-	-	-	-

Notes:

This program was merged with 770-300203 (Vehicle Maintenance & Repair) FY 2022/23. No YEE or budget request will be entered.



300203-Vehicle Maintenance & Repair
 BCC Priority Alignment: Strong Infrastructure
 Budget Summary

	FY21-22	FY22-23	FY23-24	FY23-24	FY24-25	Budget-to-Budget Changes:	
	Actuals	Actuals	Amended Budget	Projected Year-End	Budget	\$ FY23-24 to FY24-25	% FY23-24 to FY24-25
Beginning Fund Balance	207,313	445,579	-	-	-	-	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	70,036	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines	3,542,574	6,195,014	-	-	-	-	-
Revenue from Bonds & Other Debts	-	51,824	-	-	-	-	-
All Other Revenue Resources	1,775	(5,997)	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-
Operating Revenue	3,614,385	6,240,841	-	-	-	-	-
Total Revenue	3,821,698	6,686,420	-	-	-	-	-
Personnel Services	2,268,955	2,749,246	-	-	-	-	-
Materials and Services	1,594,736	3,823,820	-	-	-	-	-
Capital Outlay	9,507	12,893	-	-	-	-	-
Operating Expense	3,873,197	6,585,958	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	3,873,197	6,585,958	-	-	-	-	-
Revenues Less Expenses	(51,499)	100,461	-	-	-	-	-

Notes:
 Program was moved from the Fleet Services line of business (300203) to the Transportation line of business (300309) as part of the DTD/BCS reorganization.



Community Services

Gladstone Library

Purpose Statement

Provide access to education, recreation, community + cultural services.

Performance Narrative Statement

The Gladstone Library will serve approximately 135,000 material checkouts and provide a collection of 35,000 items at the Gladstone Library. The Library in the current facility serves over 35,000 visitors annually, with the opening of the new facility around September 15th 2024, the County is expecting an increase in visitors and demand for services.

Gladstone staff currently facilitate 3,600 public internet sessions, over 130 programs and respond to 2,500 reference queries each year.

The offered resources will provide informational, recreational, community and cultural services to the public so they can access publicly funded diverse materials and services to achieve their individual goals.

Key Performance Measures

		FY 21-22 Actual	FY 22-23 Actual	FY 23-24 Target	FY 23-24 Actuals as of 12/31/23	FY 24-25 Target
RESULT	By 2026, residents of the Gladstone community will have access to a new library building offering physical + digital resources, areas for studying + collaboration and facilities to host community events	NEW	NEW	100%	45%	100%
OUTPUT	# material circulations completed	136,270	137,606	135,000	71,186	150,000
CUSTOMER SERVICE	85% customers happy with the service they received	NEW	NEW	85%	94%	85%
RATIO	# youth who sign up for summer reading : # youth who complete the program ^{1,2}	52%	286 : 177	370 : 260	290 : 170	370 : 260
RATIO	# items circulated at least once per year : # items in collection ²	56%	24,823 : 35,000	24,500 : 35,000	17,484 : 35,000	28,000 : 35,000

¹ Programs were canceled due to COVID-19 in 2020

² Ratio measure was previously reported as a percentage.

Program includes:

Mandated Services Y

Shared Services N

Grant Funding Y



Explanation: The 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.



500502-Gladstone Library
 BCC Priority Alignment: Ensure Healthy, Safe, and Secure Communities
 Budget Summary

	FY21-22 Actuals	FY22-23 Actuals	FY23-24 Amended Budget	FY23-24 Projected Year-End	FY24-25 Budget	Budget-to-Budget Changes:	
						\$ FY23-24 to FY24-25	% FY23-24 to FY24-25
Beginning Fund Balance	385,805	904,888	892,491	941,370	1,073,651	181,160	20%
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	983,842	1,294,709	8,186,065	7,908,580	961,797	(7,224,268)	-88%
Charges, Fees, License, Permits, Fines	5,372	5,405	3,154	5,100	5,100	1,946	62%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	211,678	373,760	275,717	276,017	272,821	(2,896)	-1%
Other Interfund Transfers	(17,833)	-	2,010,580	1,950,559	543,348	(1,467,232)	-73%
General Fund Support	815,819	-	-	-	-	-	-
Operating Revenue	1,998,879	1,673,875	10,475,516	10,140,256	1,783,066	(8,692,450)	-83%
Total Revenue	2,384,684	2,578,763	11,368,007	11,081,625	2,856,717	(8,511,290)	-75%
Personnel Services	637,058	665,271	714,101	704,002	694,973	(19,128)	-3%
Materials and Services	273,249	290,495	393,428	390,352	442,719	49,291	13%
Capital Outlay	607,403	681,628	9,940,511	8,913,621	543,348	(9,397,163)	-95%
Operating Expense	1,517,711	1,637,393	11,048,040	10,007,974	1,681,040	(9,367,000)	-85%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	319,967	-	1,175,677	855,710	267%
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	1,517,711	1,637,393	11,368,007	10,007,974	2,856,717	(8,511,290)	-75%
Revenues Less Expenses	866,972	941,370	-	1,073,651	-		

Notes:

The new Gladstone Library facility is scheduled to be completed early August, 2024. The Library will be closed for a short period of time while we work to move materials to the new building. We will continue to focus on cost sharing and staff efficiencies as we begin operations in the new building.



Community Services

Library Support Services

Purpose Statement

Provide integrated systems + shared operational support, and ongoing collaboration services to libraries in Clackamas County.

Performance Narrative Statement

Library Support Services provides a wide variety of centralized services to LINCC member libraries. In FY 2023/2024, this program expects to facilitate close to 9 million patron engagements with library resources.

Customer needs have evolved significantly since the district was formed in 2008. With current staffing levels and limited resources, it's challenging for Library Support Services to keep up with these diverse demands. It's essential to explore funding options and assess the responsibilities outlined in the IGAs to ensure the program's work is sustainable.

While use of physical media has decreased, libraries are providing additional opportunities for engagement. Providing support for these more complex systems (e-content, advanced computing needs, etc.), along with a return to pre-pandemic demand, may negatively impact results of the customer service performance measure.

Key Performance Measures

		FY 21-22 Actual	FY 22-23 Actual	FY 23-24 Target	FY 23-24 Actuals as of 12/31/23	FY 24-25 Target
OUTPUT	# library patron engagements	8,931,455	9,118,882	8,800,000	4,764,791	9,000,000
CUSTOMER SERVICE	85% of libraries agree that services met their expectations	91%	100%	85%	ANNUAL MEASURE	85%
RATIO	\$ operational budget : # library patron engagements	NEW	NEW	\$2.79 M : 8.8 M	\$1.27 M : 4.8 M	\$3.28 M : 9 M
RATIO	\$ operational budget : \$ Library District distribution payments	NEW	NEW	\$2.79 M : \$23.14 M	\$1.27 M : \$22.0 M	\$3.28 M : \$24.1 M

Program includes:

Mandated Services Y

Shared Services N

Grant Funding N



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



500504-Library Support Services
 BCC Priority Alignment: Accountable Government
Budget Summary

	FY21-22 Actuals	FY22-23 Actuals	FY23-24 Amended Budget	FY23-24 Projected Year-End	FY24-25 Budget	Budget-to-Budget Changes:	
						\$ FY23-24 to FY24-25	% FY23-24 to FY24-25
Beginning Fund Balance	4,119,733	1,831,711	2,293,235	2,310,988	2,719,975	426,740	19%
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	4,071	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines	23,147	57,740	80,000	75,000	75,000	(5,000)	-6%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	536,252	719,053	664,285	873,685	878,500	214,215	32%
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	2,337,999	2,906,620	2,776,689	2,776,689	2,788,550	11,861	0%
Operating Revenue	2,901,468	3,683,412	3,520,974	3,725,374	3,742,050	221,076	6%
Total Revenue	7,021,201	5,515,124	5,814,209	6,036,362	6,462,025	647,816	11%
Personnel Services	1,623,372	1,657,805	1,827,680	1,797,348	1,878,304	50,624	3%
Materials and Services	2,377,424	1,476,209	1,444,709	1,421,413	1,473,848	29,139	2%
Capital Outlay	318,611	17,320	-	22,626	431,762	431,762	-
Operating Expense	4,319,407	3,151,334	3,272,389	3,241,386	3,783,914	511,525	16%
Debt Service	-	-	-	-	-	-	-
Special Payments	850,000	52,802	77,000	75,000	75,000	(2,000)	-3%
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	2,141,671	-	2,100,288	(41,383)	-2%
Contingency	-	-	323,149	-	502,823	179,674	56%
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	5,169,407	3,204,136	5,814,209	3,316,386	6,462,025	647,816	11%
Revenues Less Expenses	1,851,794	2,310,988	-	2,719,975	-		

Notes:

Continued to right size operational costs to cover increased costs for network security and maintenance. Large capital IT hardware request for extended firewall maintenance and support.



Community Services

Oak Lodge Library

Purpose Statement

Provide access to education, recreation, community + cultural services.

Performance Narrative Statement

The Oak Lodge Library will serve approximately 187,000 material checkouts and provide a collection of 53,000 items at the Oak Lodge Library. The Library serves 61,000 visitors annually. Staff support 5,300 public internet sessions, over 138 programs and answer 3,000 reference queries.

The offered resources will provide informational, recreational, community and cultural services to the public so they can access publicly funded diverse materials and services to achieve their individual goals.

It is estimated that construction of the new facility will be complete by May 31, 2025; and customer demand is expected to increase with the completion of the new facility.

Key Performance Measures

		FY 21-22 Actual	FY 22-23 Actual	FY 23-24 Target	FY 23-24 Actuals as of 12/31/23	FY 24-25 Target
RESULT	By 2026, residents of the Oak Lodge community will have access to a new library building offering physical + digital resources, areas for studying + collaboration and facilities to host community events	NEW	NEW	60%	5%	100%
OUTPUT	# material circulations completed	188,773	186,956	190,000	93,310	190,000
CUSTOMER SERVICE	85% customers happy with the service they received	NEW	NEW	85%	97%	85%
RATIO	# youth who sign up for summer reading : # youth who complete the program ^{1,2}	63%	199 : 119	260 : 182	189 : 92	260 : 156
RATIO	# items circulated at least once per year : # items in collection ²	51%	35,607 : 53,000	37,100 : 53,000	24,176 : 50,000	37,500 : 50,000

¹ Programs were canceled due to COVID-19 in 2020

² Ratio measure was previously reported as a percentage.

Program includes:

Mandated Services Y

Shared Services N

Grant Funding Y



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

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



500505-Oak Lodge Library
 BCC Priority Alignment: Ensure Healthy, Safe, and Secure Communities
 Budget Summary

	FY21-22 Actuals	FY22-23 Actuals	FY23-24 Amended Budget	FY23-24 Projected Year-End	FY24-25 Budget	Budget-to-Budget Changes:	
						\$ FY23-24 to FY24-25	% FY23-24 to FY24-25
Beginning Fund Balance	1,236,291	5,437,396	3,632,814	4,368,529	4,810,203	1,177,389	32%
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	4,450,925	1,755,115	11,756,287	3,542,730	10,042,664	(1,713,623)	-15%
Charges, Fees, License, Permits, Fines	1,114,298	129,358	142,000	137,000	145,500	3,500	2%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	3,016	422	49,101	49,227	193,001	143,900	293%
Other Interfund Transfers	17,833	-	5,700,000	726,891	6,029,202	329,202	6%
General Fund Support	-	-	-	-	-	-	-
Operating Revenue	5,586,072	1,884,895	17,647,388	4,455,849	16,410,366	(1,237,022)	-7%
Total Revenue	6,822,362	7,322,292	21,280,202	8,824,378	21,220,570	(59,632)	0%
Personnel Services	780,409	880,399	921,222	915,699	1,034,806	113,584	12%
Materials and Services	432,575	503,847	707,402	617,256	757,520	50,118	7%
Capital Outlay	154,149	1,569,517	19,242,833	2,481,219	19,124,874	(117,959)	-1%
Operating Expense	1,367,133	2,953,763	20,871,457	4,014,174	20,917,201	45,744	0%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	408,745	-	303,369	(105,376)	-26%
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	1,367,133	2,953,763	21,280,202	4,014,174	21,220,570	(59,632)	0%
Revenues Less Expenses	5,455,229	4,368,529	-	4,810,203	-		

Notes:

The Oak Lodge Library construction project is underway, with an estimated completion date of April/May, 2025. The Library will be closed for a short period of time while we work to move materials to the new building. We continue to evaluate staffing needs and focus on cost sharing and operational efficiencies, so we can best serve the community in the new building.



Community Services

Code Enforcement

Purpose Statement

Provide code education + resolution, and enforcement.

Performance Narrative Statement

After being embedded within the Building Codes, Sustainability and Planning programs for FY 2022/23, Code Enforcement is again reflected as a standalone program as part of the Community Services line of business.

Code Enforcement staff provide enforcement of building codes to ensure safe buildings and structures, land use rules to ensure compliance with state and local laws regarding land use and zoning, and the solid waste ordinance to ensure a sanitary and healthy environment.

Code Enforcement staff are estimated to investigate more than 3,250 enforcement cases, which is a continuation of service levels. Through process improvements, bringing more cases in front of the Hearings Officer, and reaching compliance for cases in a timely manner, Code Enforcement is expected to enforce 100 cases per staff person. This is on a downward trend from FY 2022/23 and is in alignment with the goal of decreasing the number of code enforcement cases per officer 10% by 2025.

Key Performance Measures

		FY 21-22 Actual	FY 22-23 Actual	FY 23-24 Target	FY 23-24 Actuals as of 12/31/23	FY 24-25 Target
RESULT	By 2025, number of code enforcement cases per officer will decrease by 10%	150	120	143	101	100
OUTPUT	# cases heard by the Hearings Officer	60	69	60	19	60
CUSTOMER SERVICE	75% customers happy with the service they received	80%	85%	75%	79%	75%
RATIO	# enforceable complaints : # total complaints received	879 : 2,992	795 : 3,420	900 : 3,100	375 : 1,513	785 : 3,285
RATIO	# cases heard by the Hearings Officer : # enforceable complaints	60 : 879	69 : 795	60 : 900	19 : 375	60 : 785

Program includes:

Mandated Services

Shared Services

Grant Funding



Explanation Mandated Services:

State law requires counties to implement plans and ordinances to ensure development is consistent with local, regional, and state objectives to provide orderly development, planning and delivery of services, protection of the environment, and public safety. Building codes are mandatory state-wide. Clackamas County has assumed responsibility for the administration of building, electrical, plumbing, mechanical and other specialty codes within its jurisdiction. (ORS 215.197 & 455.020)

Shared Services:

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



500506-Code Enforcement
 BCC Priority Alignment: Ensure Healthy, Safe, and Secure Communities
Budget Summary

	Budget-to-Budget Changes:						
	FY21-22 Actuals	FY22-23 Actuals	FY23-24 Amended Budget	FY23-24 Projected Year-End	FY24-25 Budget	\$ FY23-24 to FY24-25	% FY23-24 to FY24-25
Beginning Fund Balance	-	-	282,958	282,958	-	(282,958)	-100%
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines	-	-	1,062,943	987,610	1,395,006	332,063	31%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	23,250	20,000	20,000	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-
Operating Revenue	-	-	1,062,943	1,010,860	1,415,006	352,063	33%
Total Revenue	-	-	1,345,901	1,293,818	1,415,006	69,105	5%
Personnel Services	-	-	1,064,671	1,017,498	1,133,105	68,434	6%
Materials and Services	-	-	281,230	276,320	281,901	671	0%
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	-	-	1,345,901	1,293,818	1,415,006	69,105	5%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	-	-	1,345,901	1,293,818	1,415,006	69,105	5%
Revenues Less Expenses	-	-	-	-	-	-	-

Notes:

- Increased partnership with County Counsel moving more cases through the court process
- Partnering with the DA and local social service organizations to address issues that impact the community that are not code enforcement violations
- Address 2,673 complaints received annually, of which 695 are enforceable under county code
- Continue collaboration with the Oregon State Police and the Neighborhood Livability team to abate nuisance properties



600302-Code Enforcement
 BCC Priority Alignment: Ensure Healthy, Safe, and Secure Communities
Budget Summary

	FY21-22	FY22-23	FY23-24	FY23-24	FY24-25	Budget-to-Budget Changes:	
	Actuals	Actuals	Amended Budget	Projected Year-End	Budget	\$ FY23-24 to FY24-25	% FY23-24 to FY24-25
Beginning Fund Balance	270,306	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	11,719	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines	817,760	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	119	-	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	216,518	-	-	-	-	-	-
Operating Revenue	1,046,116	-	-	-	-	-	-
Total Revenue	1,316,422	-	-	-	-	-	-
Personnel Services	728,169	-	-	-	-	-	-
Materials and Services	305,296	-	-	-	-	-	-
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	1,033,465	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	1,033,465	-	-	-	-	-	-
Revenues Less Expenses	282,958	-	-	-	-	-	-

Notes:
 The code enforcement program was embedded in Building Codes, Sustainability & Land Use Planning in FY 2022/2023. The program is being re-established (500506) in FY 2023/2024 as part of the DTD/BCS reorganization.



Community Services

Dog Services

Purpose Statement

Provide sheltering, reunification + placement, licensing, complaint resolution, protection + enforcement.

Performance Narrative Statement

Dog Services operates a field services program and dog shelter which, on average, will temporarily house 560 dogs over the course of the year with a priority of reuniting dogs with their owners resulting in 330 dogs being reunited. With the efforts of adoption, rescue placement, in shelter care and enrichment, this will total at least 485 dogs being saved. The 13% that are not saved reflect the dogs that are too ill or not safe for placement which is a needed and sometimes overlooked service for our community.

The staff and facility serve both the dog owning and non-dog owning population of incorporated and unincorporated Clackamas County by resolving cases investigated by dog services officers to help ensure safe, livable communities and the licensing of 26,000 dogs, which prevents disease and helps financially support the dog services program. Phone and lobby services are available 5 days per week, to process the 31,000 customer phone calls, emails and lost/found correspondence each year. These contacts pair needs with resources and help to keep people safe and keep dogs safe, licensed and out of the shelter. The shelter is also available 24/7 for intake from law enforcement and staff are onsite 7 days per week to provide daily animal care. Achieving the program targets will protect the public from unsafe dogs and dogs running loose, maintain preparedness for disaster response related to animals as required by the federal PETS act, and reunite the public with lost dogs.

- Shelter populations are increasing, and so is the demand for shelter services in our community, while the resources in the form of rescues and adopters have become more scarce.
- Dog license totals in Clackamas County remain above reported national average for licensing compliance and gaining additional compliance under our existing code is a heavy staff investment and code amendments were recently approved which will improve efficiencies and increase compliance.
- Dog services is an active member of the regional multi agency coordination group for animals in disaster preparedness. This coordinated group

Key Performance Measures

		FY 21-22 Actual	FY 22-23 Actual	FY 23-24 Target	FY 23-24 Actuals as of 12/31/23	FY 24-25 Target
RESULT	By 2023, there will be 30,000 active dog licenses	23,813	23,525	30,000	23,127	26,000
OUTPUT	# dogs returned to owners	327	326	330	165	330
CUSTOMER SERVICE	# public contacts (email + phone + lost and found)	31,156	37,419	30,000	17,894	31,000
RATIO	# dogs saved (returned to owner + adopted + rescued) : # dogs taken in to the shelter ¹	84%	457 : 552	440 : 520	247 : 284	485 : 560

¹ Ratio measure was previously reported as a percentage.

Program includes:

Mandated Services Yes

Shared Services No

Grant Funding Yes



Explanation Mandated Services:

As delegated by the health authority, the Dog Services Program is mandated by the State of Oregon to verify rabies vaccination for all dogs in the County (ORS 433.365), respond to incidents of dog bites (ORS 433.345) and when the county establishes a dog control district per ORS 609.030 the governing body may enforce dog control laws within the county and provide for the appointment of dog control officers. ORS 433.385 requires all animals apprehended and impounded for not having a rabies inoculation be held in adequate and sanitary pound. In a county with a dog control program the governing body shall determine a dog license fee and issue licenses as per ORS 609.100. ORS 401.977 establishes the requirement to develop animal emergency plans and the federal PETS act of 2006 requires state and local emergency preparedness plans for household pets following major disasters and emergencies



	Budget-to-Budget Changes:						
	FY21-22 Actuals	FY22-23 Actuals	FY23-24 Amended Budget	FY23-24 Projected Year-End	FY24-25 Budget	\$ FY23-24 to FY24-25	% FY23-24 to FY24-25
Beginning Fund Balance	-	-	526,639	245,856	139,833	(386,806)	-73%
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	-	30,000	41,010	-	(30,000)	-100%
Charges, Fees, License, Permits, Fines	-	-	807,625	778,970	824,870	17,245	2%
Revenue from Bonds & Other Debts	-	-	-	-	1,000	1,000	-
All Other Revenue Resources	-	-	10,821	8,900	39,435	28,614	264%
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	-	1,675,428	1,675,428	1,699,380	23,952	1%
Operating Revenue	-	-	2,523,874	2,504,308	2,564,685	40,811	2%
Total Revenue	-	-	3,050,513	2,750,164	2,704,518	(345,995)	-11%
Personnel Services	-	-	1,708,418	1,663,612	1,747,119	38,701	2%
Materials and Services	-	-	980,213	914,719	950,560	(29,653)	-3%
Capital Outlay	-	-	-	32,000	-	-	-
Operating Expense	-	-	2,688,631	2,610,331	2,697,679	9,048	0%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	361,882	-	6,839	(355,043)	-98%
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	-	-	3,050,513	2,610,331	2,704,518	(345,995)	-11%
Revenues Less Expenses	-	-	-	139,833	-		

Notes:

To increase revenues, Dog Services is exploring license simplification and cost recovery from cities. Nonprofit & donated funds add value to existing services (such as, emergency vet fund, reunite fund, enrichment). With the loss of three positions in FY2022/23, prioritize services including: •Stray dog intake, reclaim & placement with required veterinary care •M-F public lobby hours •Dog care 7 days/week •24/7 intake for law enforcement •Enforcement by officers for licensing, health/safety/livability



	FY21-22 Actuals	FY22-23 Actuals	FY23-24 Amended Budget	FY23-24 Projected Year-End	FY24-25 Budget	Budget-to-Budget Changes:	
						\$ FY23-24 to FY24-25	% FY23-24 to FY24-25
Beginning Fund Balance	843,883	485,102	-	-	-	-	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	23,149	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines	693,287	734,169	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	13,367	12,690	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	1,526,192	1,471,117	-	-	-	-	-
Operating Revenue	2,255,995	2,217,975	-	-	-	-	-
Total Revenue	3,099,878	2,703,077	-	-	-	-	-
Personnel Services	1,875,427	1,617,177	-	-	-	-	-
Materials and Services	738,481	826,489	-	-	-	-	-
Capital Outlay	869	13,555	-	-	-	-	-
Operating Expense	2,614,777	2,457,221	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	2,614,777	2,457,221	-	-	-	-	-
Revenues Less Expenses	485,101	245,856	-	-	-	-	-

Notes:

Program was moved from the Livable Communities line of business (600303) to the Community Services line of business (500507) as part of the DTD/BCS reorganization.



Community Services

Sustainability & Solid Waste

Purpose Statement

Provide education + technical assistance, program management + planning to reduce waste + conserve resources + oversee franchise program.

Performance Narrative Statement

The Sustainability & Solid Waste (S&SW) Program's performance highlights for FY 2024/2025

- Sustainability staff and Master Recyclers (who are coordinated by County staff) will attend 50 events by 2025, which allows us to meet our goal of increasing attendance at community events by 35%.
- 60,000 residential and business customers will receive an estimated 7.4 million pickups of garbage, recycling, and yard debris in unincorporated County and Happy Valley.
- Approximately 161,000 households and 24,000 businesses will receive information and education on garbage, recycling and waste reduction topics.
- An estimated 500 businesses, 35 schools, 350 multifamily communities and 37 events will receive technical assistance and support.
- Food continues as a priority material to recover for composting because of its damaging environmental effects caused when disposed in landfills. Staff are expanding outreach and technical support to assist a new group of businesses in adoption of food scraps collection to meet regional requirements.
- Proposed commercial/multifamily developments will receive design review consultations for garbage and recycling enclosures.
- Customers will be able to continue using the Sandy Transfer Station.
- Ongoing development of policy and programs in alignment with the Regional Waste Plan and Recycling Modernization Act.

Key Performance Measures

		FY 21-22 Actual	FY 22-23 Actual	FY 23-24 Target	FY 23-24 Actuals as of 12/31/23	FY 24-25 Target
RESULT	By 2025 increase community events attended by Sustainability staff and/or Master Recycler volunteers by 35%	NEW	NEW	17.5%	2300.0%	3000.0%
OUTPUT	# customer consultations provided ¹	1,334	1,595	1,200	451	1,340
CUSTOMER SERVICE	% of material collected curbside that is recycled	29%	28%	35%	31%	33%
RATIO	# businesses in compliance with food scraps requirement : # businesses required to be in compliance with the food scraps collection requirements	NEW	NEW	320 : 340	73:186	127:511
OPERATIONAL	# of garbage and recycling pickups provided	7,183,176	7,264,348	7,700,000	NOT REPORTED	7,346,437

¹ Consultations differ from interactions, as they are scheduled on-site consultations with customers. Business consultations are now being counted more comprehensively and can take place in person, over the phone, or via email. For FY 18-19 this measure now counts all consultations (business, multi-family, schools, etc.).

Program includes:

Mandated Services

Shared Services

Grant Funding



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



500508-Sustainability & Solid Waste

BCC Priority Alignment: Honor, Utilize, & Invest in our Natural Resources

Budget Summary

	Budget-to-Budget Changes:						
	FY21-22 Actuals	FY22-23 Actuals	FY23-24 Amended Budget	FY23-24 Projected Year-End	FY24-25 Budget	\$ FY23-24 to FY24-25	% FY23-24 to FY24-25
Beginning Fund Balance	-	-	2,700,195	2,585,262	2,673,006	(27,189)	-1%
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	-	749,088	998,716	812,064	62,976	8%
Charges, Fees, License, Permits, Fines	-	-	6,765	900	1,100	(5,665)	-84%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	2,215,300	2,255,329	2,255,329	40,029	2%
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-
Operating Revenue	-	-	2,971,153	3,254,945	3,068,493	97,340	3%
Total Revenue	-	-	5,671,348	5,840,207	5,741,499	70,151	1%
Personnel Services	-	-	1,927,663	1,563,871	2,084,396	156,733	8%
Materials and Services	-	-	1,370,842	1,433,423	1,672,437	301,595	22%
Capital Outlay	-	-	-	-	50,000	50,000	-
Operating Expense	-	-	3,298,505	2,997,294	3,806,832	508,327	15%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	169,907	169,907	182,093	12,186	7%
Reserve for Future Expenditures	-	-	1,959,390	-	1,129,049	(830,341)	-42%
Contingency	-	-	243,546	-	623,525	379,979	156%
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	-	-	5,671,348	3,167,201	5,741,499	70,151	1%
Revenues Less Expenses	-	-	-	2,673,006	-	-	-

Notes:

Community clean-up support: fund houseless clean-ups with Love One, County Social Services and others; assist with neighborhood cleanup activities; support Clackamas River cleanup event. Assist businesses with required commercial food scrap recycling with outreach and direct business consultations. Program development to meet Regional Waste Plan and new statewide expanded recycling requirements; increase direct mailings to reach all County residents. Onboard staff as we expand materials management focus.



600304-Sustainability & Solid Waste
 BCC Priority Alignment: Honor, Utilize, & Invest in our Natural Resources
Budget Summary

	FY21-22 Actuals	FY22-23 Actuals	FY23-24 Amended Budget	FY23-24 Projected Year-End	FY24-25 Budget	Budget-to-Budget Changes:	
						\$ FY23-24 to FY24-25	% FY23-24 to FY24-25
Beginning Fund Balance	1,626,570	2,171,579	-	-	-	-	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	551,406	791,057	-	-	-	-	-
Charges, Fees, License, Permits, Fines	22,223	86,145	-	-	-	-	-
Revenue from Bonds & Other Debts	-	6,752	-	-	-	-	-
All Other Revenue Resources	2,145,251	2,265,950	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-
Operating Revenue	2,718,880	3,149,904	-	-	-	-	-
Total Revenue	4,345,450	5,321,483	-	-	-	-	-
Personnel Services	1,435,767	1,518,985	-	-	-	-	-
Materials and Services	963,660	934,279	-	-	-	-	-
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	2,399,427	2,453,263	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	45,000	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	2,444,427	2,453,263	-	-	-	-	-
Revenues Less Expenses	1,901,022	2,868,220	-	-	-	-	-

Notes:
 Program was moved from the Livable Communities line of business (600304) to the Community Services line of business (500508) as part of the DTD/BCS reorganization.



Community Services

County Parks

Purpose Statement

Provide outdoor recreation + camping, and land stewardship.

Performance Narrative Statement

Clackamas County Parks manages 20 properties totaling approximately 961 acres, with 230 campsites, 19 day-use rental facilities, 6 boat launches, and around 1,700 parking spaces. The program anticipates serving more than a million visitors this year, and hosting over 15,000 nights of camping. Seasonal employees assist our 8 regular employees in providing clean and safe facilities, and working to ensure customers are happy with their recreational experiences.

The Stone Creek Golf Club is a county park that provides golf patrons the opportunity to book events and golf during the available tee times on "playable days". Reaching these targets will help clients and the golfing community to have an enjoyable and reasonably priced golfing experience while providing a supplemental source of funding for County Parks.

Our County Parks system supports tourism and the local recreation economy, and improves the quality of life for our residents. However, we have limited resources to steward our current parks portfolio, so we need to make changes to operations and liquidate some properties that aren't a good fit for our portfolio, as we continue to seek out new revenue opportunities.

Key Performance Measures

		FY 21-22 Actual	FY 22-23 Actual	FY 23-24 Target	FY 23-24 Actuals as of 12/31/23	FY 24-25 Target
RESULT	By 2025, County Parks will liquidate two properties	NEW	NEW	50%	0%	100%
OUTPUT	# visitors to County Parks	NEW	NEW	1,052,500	919,224	1,100,000
CUSTOMER SERVICE	90% customers are happy with their recreational experience	91%	97%	90%	ANNUAL MEASURE	90%
RATIO	# campsites reserved on weekends : # campsites available on weekends ¹	77%	6,989 : 9,984	6,989 : 9,984	5,081 : 6,851	7,402 : 10,574
RATIO	# golf rounds played : # golf rounds available ¹	74%	53,909 : 75,000	57,500 : 75,000	28,760 : 43,250	57,500 : 75,000

Program includes:

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



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

The County Parks Program has budgeted to receive an OR Parks and Recreation Department (OPRD) County Opportunity Grant, and an OR State Marine Board grant. Additionally, 2019 Metro Parks and Nature Bond allocated funds. County Parks program will use its Oregon State Parks RV Licensing distribution to fund operations and maintenance of county parks.

Land was purchased and developed by the County Parks Program with the intent to generate a long-term sustainable revenue stream from the Stone Creek Golf Club Program operations that would go directly to the County Parks Program to support operations and maintenance needs.



	Budget-to-Budget Changes:						
	FY21-22 Actuals	FY22-23 Actuals	FY23-24 Amended Budget	FY23-24 Projected Year-End	FY24-25 Budget	\$ FY23-24 to FY24-25	% FY23-24 to FY24-25
Beginning Fund Balance	-	-	3,175,961	3,622,513	3,873,663	697,702	22%
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	-	922,962	552,962	1,102,350	179,388	19%
Charges, Fees, License, Permits, Fines	-	-	4,373,600	5,019,830	5,127,800	754,200	17%
Revenue from Bonds & Other Debts	-	-	-	8,872	-	-	-
All Other Revenue Resources	-	-	342,414	373,831	1,481,070	1,138,656	333%
Other Interfund Transfers	-	-	625,000	661,000	661,000	36,000	6%
General Fund Support	-	-	-	-	-	-	-
Operating Revenue	-	-	6,263,976	6,616,495	8,372,220	2,108,244	34%
Total Revenue	-	-	9,439,937	10,239,008	12,245,883	2,805,946	30%
Personnel Services	-	-	1,370,382	1,323,117	1,407,245	36,864	3%
Materials and Services	-	-	4,449,253	4,341,217	4,510,898	61,645	1%
Capital Outlay	-	-	2,178,499	476,010	4,896,274	2,717,775	125%
Operating Expense	-	-	7,998,134	6,140,345	10,814,418	2,816,284	35%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	225,000	225,000	225,000	-	0%
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	1,216,803	-	1,206,465	(10,338)	-1%
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	-	-	9,439,937	6,365,345	12,245,883	2,805,946	30%
Revenues Less Expenses	-	-	-	3,873,663	-	-	-

Notes:

County Parks will develop a Parks System Plan, and is partnering with Tourism to develop new overnight camping accommodations at Barton Park. Transfers from Stone Creek and Forestry support operations. Required outreach for Metro Bond funds is completed and will be submitted for review to get approval to begin spending. Stone Creek budget includes replacement of 20+ year old irrigation system. Required pond repairs are done, addressing safety issues around areas of the golf course adjacent to pond areas.



500302-County Parks
BCC Priority Alignment: Honor, Utilize, & Invest in our Natural Resources
Budget Summary

	FY21-22	FY22-23	FY23-24	FY23-24	FY24-25	Budget-to-Budget Changes:	
	Actuals	Actuals	Amended Budget	Projected Year-End	Budget	\$ FY23-24 to FY24-25	% FY23-24 to FY24-25
Beginning Fund Balance	472,888	193,126	-	-	-	-	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	520,764	1,061,990	-	-	-	-	-
Charges, Fees, License, Permits, Fines	1,059,698	1,236,066	-	-	-	-	-
Revenue from Bonds & Other Debts	8,150	3,884	-	-	-	-	-
All Other Revenue Resources	272,462	256,948	-	-	-	-	-
Other Interfund Transfers	-	275,000	-	-	-	-	-
General Fund Support	153,910	202,934	-	-	-	-	-
Operating Revenue	2,014,985	3,036,821	-	-	-	-	-
Total Revenue	2,487,872	3,229,947	-	-	-	-	-
Personnel Services	1,042,975	1,221,868	-	-	-	-	-
Materials and Services	1,069,808	975,143	-	-	-	-	-
Capital Outlay	181,963	739,206	-	-	-	-	-
Operating Expense	2,294,747	2,936,217	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	2,294,747	2,936,217	-	-	-	-	-
Revenues Less Expenses	193,126	293,730	-	-	-	-	-

Notes:

Program 500302 was moved to the Community Services line of business (500509) as part of the DTD/BCS reorganization.



500303-Stone Creek Golf Club
 BCC Priority Alignment: Honor, Utilize, & Invest in our Natural Resources
Budget Summary

	FY21-22	FY22-23	FY23-24	FY23-24	FY24-25	Budget-to-Budget Changes:	
	Actuals	Actuals	Amended Budget	Projected Year-End	Budget	\$ FY23-24 to FY24-25	% FY23-24 to FY24-25
Beginning Fund Balance	2,188,398	2,845,189	-	-	-	-	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines	3,511,023	3,802,537	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	215,784	59,997	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-
Operating Revenue	3,726,808	3,862,533	-	-	-	-	-
Total Revenue	5,915,205	6,707,722	-	-	-	-	-
Personnel Services	-	-	-	-	-	-	-
Materials and Services	2,735,454	3,035,584	-	-	-	-	-
Capital Outlay	334,562	68,355	-	-	-	-	-
Operating Expense	3,070,017	3,103,939	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	275,000	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	3,070,017	3,378,939	-	-	-	-	-
Revenues Less Expenses	2,845,189	3,328,783	-	-	-	-	-

Notes:

Program 500303 was moved to the Community Services line of business (500509) as part of the DTD/BCS reorganization.



Community Services

Forestry

Purpose Statement

Provide forest + timber, and natural resource management for Clackamas County forestlands, and provide funding for County parks.

Performance Narrative

Forestry manages 3,200 acres of county-owned timberland under a 10-year Forest Management Plan adopted in 2018. The program currently anticipates harvesting an average of 1 Million board feet annually in an environmentally, socially, and economically responsible manner. Timber sales comply with the Oregon Forest Practices Act, and generally exceed those requirements.

The Forestry program provides ongoing financial support to the County Parks program for capital projects and operations. Additionally, Forestry program staff have provided tree health assessments and arborist services for other County departments, and worked collaboratively with County Parks staff to maintain tree safety and forest health in county parks. On a county and state level Forestry's activities help support the local logging, lumber mill, and engineered wood products industries.

For long-term sustainability of the program we need to expand our forest land holdings, as well as replace 329 acres of various timber age classes burned in the 2020 wildfires. In doing so we will provide resiliency and flexibility for the program, while increasing our overall rate of harvest and revenues generated annually.

Our county forestlands are operated and maintained by one regular employee with the help of part-time and seasonal staff, and administrative support shared with the County Parks program. Reaching these annual harvest targets provides revenues to the County Parks Program and

Key Performance Measures

		FY 21-22 Actual	FY 22-23 Actual	FY 23-24 Target	FY 23-24 Actuals as of 12/31/23	FY 24-25 Target
OUTPUT	# million board feet of timber sold	0.5	1.748	1.0	0.0	1.250
CUSTOMER SERVICE	# acres under contract for harvest	NEW	NEW	52	52	35
RATIO	\$ transferred to County Parks : \$ earned from timber sales ¹	NEW	NEW	\$400,000 : \$594,020	\$400,000 : \$0.00	\$400,000 : \$321,094

¹ Previously reported on \$ earned; not amount transferred to County Parks.

Program includes:

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



Explanation:

The Forestry program is mandated to comply with the Oregon Department of Forestry 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's harvest activities noted for FY22 through FY25 include three years of harvest activities totaling 2.998 million board feet. The sale of the first two units in our Wildtrout sale totaled 52 acres and occurred in May 2023, and included a two year harvest parameter for the logger. Revenues from this first sale are estimated to spread across FY22/23 (sale deposit), FY23/24 and FY24/25 (harvest revenues) due to this two year harvest parameter. Total revenue generation of \$1,165,114 is estimated to be received from this first sale. An additional sale of the third unit in the Wildtrout sale will be sold in FY24/25; this unit is estimated to be 1.25 million board feet with an estimated revenue of \$455,000. Revenues from this sale could potentially be received in FY24/25, but may post to FY25/26.



500510-Forestry
 BCC Priority Alignment: Honor, Utilize, & Invest in our Natural Resources
 Budget Summary

	FY21-22 Actuals	FY22-23 Actuals	FY23-24 Amended Budget	FY23-24 Projected Year-End	FY24-25 Budget	Budget-to-Budget Changes:	
						\$ FY23-24 to FY24-25	% FY23-24 to FY24-25
Beginning Fund Balance	-	-	2,645,544	2,694,992	2,336,419	(309,125)	-12%
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	-	28,825	-	-	(28,825)	-100%
Charges, Fees, License, Permits, Fines	-	-	750	560	30,400	29,650	3953%
Revenue from Bonds & Other Debts	-	-	622,020	622,020	325,894	(296,126)	-48%
All Other Revenue Resources	-	-	1,741,602	124,150	108,000	(1,633,602)	-94%
Other Interfund Transfers	-	-	76,000	40,000	40,000	(36,000)	-47%
General Fund Support	-	-	-	-	-	-	-
Operating Revenue	-	-	2,469,197	786,730	504,294	(1,964,903)	-80%
Total Revenue	-	-	5,114,741	3,481,722	2,840,713	(2,274,028)	-44%
Personnel Services	-	-	401,119	344,066	509,844	108,725	27%
Materials and Services	-	-	293,971	308,236	387,944	93,973	32%
Capital Outlay	-	-	523,500	93,000	407,000	(116,500)	-22%
Operating Expense	-	-	1,218,591	745,303	1,304,788	86,198	7%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	400,000	400,000	400,000	-	0%
Reserve for Future Expenditures	-	-	3,149,571	-	885,925	(2,263,646)	-72%
Contingency	-	-	346,579	-	250,000	(96,579)	-28%
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	-	-	5,114,741	1,145,303	2,840,713	(2,274,027)	-44%
Revenues Less Expenses	-	-	-	2,336,419	-		

Notes:

Forestry will finish a timber sale and maintain stands. Non-performing lands are being assessed. A transfer of \$400,000 is budgeted to County Parks. Pilot program is underway to use interns to conduct operational work formerly conducted by ET2 position. Evaluating ways to further generate revenue, such as from forest products harvesting, or for additional outdoor recreational opportunities. Program support coming from Sustainability & Solid Waste will cleanup dumpsites on County owned forest land.



500202-Forestry
 BCC Priority Alignment: Honor, Utilize, & Invest in our Natural Resources
Budget Summary

	FY21-22	FY22-23	FY23-24	FY23-24	FY24-25	Budget-to-Budget Changes:	
	Actuals	Actuals	Amended Budget	Projected Year-End	Budget	\$ FY23-24 to FY24-25	% FY23-24 to FY24-25
Beginning Fund Balance	3,163,244	2,903,149	-	-	-	-	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	87,406	27,839	-	-	-	-	-
Charges, Fees, License, Permits, Fines	3,362	337	-	-	-	-	-
Revenue from Bonds & Other Debts	551,061	250,000	-	-	-	-	-
All Other Revenue Resources	4,355	101,016	-	-	-	-	-
Other Interfund Transfers	45,000	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-
Operating Revenue	691,184	379,192	-	-	-	-	-
Total Revenue	3,854,427	3,282,341	-	-	-	-	-
Personnel Services	511,887	366,986	-	-	-	-	-
Materials and Services	418,891	220,363	-	-	-	-	-
Capital Outlay	20,500	-	-	-	-	-	-
Operating Expense	951,278	587,350	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	951,278	587,350	-	-	-	-	-
Revenues Less Expenses	2,903,149	2,694,992	-	-	-	-	-

Notes:
 Program 500202 was moved to the Community Services line of business (500510) as part of the DTD/BCS reorganization.



Community Services

Property Disposition

Purpose Statement

Provide management and disposition of tax foreclosed properties + repurposing properties for public benefit or returning them to the tax rolls.

Performance Narrative Statement

The Property Disposition program conducts outreach to property owners at risk of losing their home via tax foreclosure while providing management and disposition of tax foreclosed properties in a cost effective manner.

These activities reduce property management costs by limiting the addition of properties to our portfolio while reducing properties in the held for resale category. Property Disposition's 2025 goal is to reduce inventory in this category by 20%. Reaching this target will allow Clackamas County, Municipalities, Special Districts and the public to benefit as properties are sold to become private, tax-producing assets, or repurposed for public benefit.

Key Performance Measures

		FY 20-21 Actual	FY 21-22 Actual	FY 22-23 Actual	FY 23-24 Target	FY 23-24 Actuals as of 12/31/23	FY 24-25 Target
RESULT	By 2025, reduce held properties by 20% ¹	68%	70%	58%	11%	20%	25%
OUTPUT	# foreclosure customer contacts & onsite visits conducted	76	13	29	130	385	130
CUSTOMER SERVICE	95% of customer inquiries responded to within two (2) business days	NEW	NEW	NEW	95%	100%	95%
RATIO	\$ total property maintenance expense : # properties held	NEW	NEW	NEW	\$50,000 : 52	\$4,732 : 148	\$40,000 : 148

Program includes:

Mandated Services Y

Shared Services N

Grant Funding N



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

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



500511-Property Disposition
 BCC Priority Alignment: Vibrant Economy
Budget Summary

	Budget-to-Budget Changes:						
	FY21-22 Actuals	FY22-23 Actuals	FY23-24 Amended Budget	FY23-24 Projected Year-End	FY24-25 Budget	\$ FY23-24 to FY24-25	% FY23-24 to FY24-25
Beginning Fund Balance	-	-	2,062,321	2,157,838	2,267,788	205,467	10%
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines	-	-	400,000	-	-	(400,000)	-100%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	20,711	20,711	17,240	(3,471)	-17%
Other Interfund Transfers	-	-	-	378,949	120,854	120,854	-
General Fund Support	-	-	-	-	-	-	-
Operating Revenue	-	-	420,711	399,660	138,094	(282,617)	-67%
Total Revenue	-	-	2,483,032	2,557,499	2,405,882	(77,150)	-3%
Personnel Services	-	-	175,412	174,684	185,830	10,417	6%
Materials and Services	-	-	217,500	115,026	158,417	(59,083)	-27%
Capital Outlay	-	-	5,000	-	-	(5,000)	-100%
Operating Expense	-	-	397,912	289,710	344,247	(53,666)	-13%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	60,000	-	-	(60,000)	-100%
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	1,268,729	-	1,510,048	241,319	19%
Contingency	-	-	756,391	-	551,588	(204,803)	-27%
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	-	-	2,483,032	289,710	2,405,883	(77,150)	-3%
Revenues Less Expenses	-	-	-	2,267,788	-		

Notes:

Provides management & disposition of tax foreclosed properties. Developed plan for managing and distributing surplus funds in response to Supreme Court decision. Conducts outreach to owners to educate & connect with resources to avoid foreclosure. Manages auctions to dispose of surplus properties. With no General Fund support, and property sale revenues varying, program maintains a fund balance to cover at least four years of operating expenses & unforeseen expenses relating to held properties.



500203-Property Disposition
BCC Priority Alignment: Vibrant Economy
Budget Summary

Budget-to-Budget Changes:

	FY21-22 Actuals	FY22-23 Actuals	FY23-24 Amended Budget	FY23-24 Projected Year-End	FY24-25 Budget	\$ FY23-24 to FY24-25	% FY23-24 to FY24-25
Beginning Fund Balance	2,414,150	2,129,779	-	-	-	-	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines	-	300,000	-	-	-	-	-
Revenue from Bonds & Other Debts	10,500	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-
Operating Revenue	10,500	300,000	-	-	-	-	-
Total Revenue	2,424,650	2,429,779	-	-	-	-	-
Personnel Services	81,428	163,449	-	-	-	-	-
Materials and Services	213,443	108,492	-	-	-	-	-
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	294,871	271,941	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	294,871	271,941	-	-	-	-	-
Revenues Less Expenses	2,129,779	2,157,838	-	-	-	-	-

Notes:

Program (500203) was moved to the Community Services line of business (500511) as part of the DTD/BCS reorganization.



Development Services

County Surveyor

Purpose Statement

Provide survey resources + plat reviews.

Performance Narrative Statement

The County Surveyor provides services within incorporated cities and for unincorporated areas within Clackamas County.

The Surveyor's Office expects to respond to 2,500 to 3,000 customer inquiries by email or in person for FY 2024/2025. Emails have increased verses office visits with electronic submittals. The demand for shorter review times has dramatically increased on subdivision plats, partition plats, condominium plats, property line adjustment surveys and boundary surveys, and especially on middle housing plats.

Private property owners often seek assistance through emails, phone calls, office visits and specialized research services, this still requires public service at our front counter and takes time away from reviews which allow cost recovery through fees. The resources for this program support the creation and maintenance of permanent records as required by Oregon Revised Statutes, and this ratio reflects fulfillment of public service requests related to these library materials.

Staff within this program support economic development through the review and approval of subdivisions, partitions and condominium plats and middle housing plats. For FY 2024/2025 this work is expected to add approximately 1500 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 increase in subdivision and partition plats; however, condominiums plat and now middle housing plats are increasing and is continuing to increase each year with more infill in the cities within

Key Performance Measures

		FY 21-22 Actual	FY 22-23 Actual	FY 23-24 Target	FY 23-24 Actuals as of 12/31/23	FY 24-25 Target
RESULT	By 2025, 95% of first review comments issued to plat surveyor within 45 calendar days of submittal	90%	89%	90%	89%	89%
OUTPUT	# Record of survey reviews/filings	351	324	250	133	89
CUSTOMER SERVICE	# customer inquiries	2,922	2,328	2,200	1,219	2,200
RATIO	# lots or parcels created : # subdivision or partition plats recorded	1,002 : 123	873 : 88	1,000 : 95	294 : 41	750 : 75

Program includes:

Mandated Services

Shared Services

Grant Funding



Explanation Mandated Services:

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



	FY21-22	FY22-23	FY23-24	FY23-24	FY24-25	Budget-to-Budget Changes:	
	Actuals	Actuals	Amended Budget	Projected Year-End	Budget	\$ FY23-24 to FY24-25	% FY23-24 to FY24-25
Beginning Fund Balance	-	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	9,044	-	194,439	99,829	110,096	(84,343)	-43%
Charges, Fees, License, Permits, Fines	607,328	581,085	680,774	624,885	733,681	52,907	8%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	2,811	494	300	-	-	(300)	-100%
Other Interfund Transfers	-	-	-	-	21,092	21,092	-
General Fund Support	473,385	462,005	408,073	408,073	409,816	1,743	0%
Operating Revenue	1,092,569	1,043,584	1,283,586	1,132,787	1,274,685	(8,901)	-1%
Total Revenue	1,092,569	1,043,584	1,283,586	1,132,787	1,274,685	(8,901)	-1%
Personnel Services	793,776	789,633	1,021,838	869,763	1,014,647	(7,191)	-1%
Materials and Services	262,131	254,085	261,748	263,024	260,038	(1,710)	-1%
Capital Outlay	-	23,212	-	-	-	-	-
Operating Expense	1,055,907	1,066,930	1,283,586	1,132,787	1,274,685	(8,901)	-1%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	1,055,907	1,066,930	1,283,586	1,132,787	1,274,685	(8,901)	-1%
Revenues Less Expenses	36,662	(23,346)	-	-	-	-	-

Notes:

● County Surveyor now oversees the Transp. Survey program and staff; bringing some road funding into the Surveyor Program ● Onboarding Surveyor Supervisor funded using ARPA funds. New position will aid in succession planning and supervision of larger staff ● Meet increasing public inquires (emails, phone calls, in person) and support development within the County, which increase the tax revenues by increasing buildable lots. ● Focus on staff billable rate hours to accurately capture project costs



Development Services

Public Land Corner

Purpose Statement

Public land corners restoration + preservation.

Performance Narrative Statement

The Public Land Corner (PLC) supports maintenance of more than 6,400 public land corners that are under the Clackamas County's responsibility. The boundary of all lands privately or publicly owned within the state are affected by Public Land Corners, so it is imperative that they be maintained in the most prudent manner.

Clackamas County receives dedicated funding for this purpose and this program allows us to be accountable for this work. The Public Land Corner Preservation Fund is funded entirely by a fee collected by the County Clerk when a document is recorded conveying an interest in real property. These documents include deeds, easements, mortgages and other documents related to real property, and continues to see a significant reduction of funds due to the significant reduction of documents being recorded with the county clerk. Current interest rates are a major factor for the reduction of recorded documents.

The demand remains high for requests for Public Land Corners to be restored or maintained, and as the County continues growing, the amount of time spent preserving corners continues to increased due to land development, road improvement projects throughout the County, infrastructure improvements, and private owners developing or utilizing more of their land.

Some of the corners have not been visited in over 40 years: with unstable fundina and a iurisdiction as larae and aeographically diverse as

Key Performance Measures

		FY 21-22 Actual	FY 22-23 Actual	FY 23-24 Target	FY 23-24 Actuals as of 12/31/23	FY 24-25 Target
RESULT	By 2024, restore 60 public land corners annually	27	55	60	40	20
OUTPUT	# corner maps filed	27	55	60	40	20
CUSTOMER SERVICE	90% corners set within seven (7) business days of County Surveyor approval	64%	68%	90%	75%	90%

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.



600205-Public Land Corner
BCC Priority Alignment: Vibrant Economy
Budget Summary

	FY21-22 Actuals	FY22-23 Actuals	FY23-24 Amended Budget	FY23-24 Projected Year-End	FY24-25 Budget	Budget-to-Budget Changes:	
						\$ FY23-24 to FY24-25	% FY23-24 to FY24-25
Beginning Fund Balance	1,508,968	1,471,280	1,044,189	942,121	359,202	(684,987)	-66%
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines	791,452	367,136	442,808	486,805	966,611	523,803	118%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	7,903	88,794	-	29,900	9,967	9,967	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-
Operating Revenue	799,355	455,930	442,808	516,705	976,577	533,769	121%
Total Revenue	2,308,324	1,927,210	1,486,997	1,458,825	1,335,779	(151,218)	-10%
Personnel Services	658,485	791,587	897,117	888,358	896,084	(1,033)	0%
Materials and Services	168,058	164,583	210,138	211,265	221,028	10,890	5%
Capital Outlay	10,500	28,919	-	-	-	-	-
Operating Expense	837,043	985,089	1,107,255	1,099,623	1,117,112	9,857	1%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	219,433	-	-	(219,433)	-100%
Contingency	-	-	160,309	-	218,667	58,358	36%
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	837,043	985,089	1,486,997	1,099,623	1,335,779	(151,218)	-10%
Revenues Less Expenses	1,471,280	942,121	-	359,202	-		

Notes:

- PLC is funded by a fee collected when documents conveying an interest in real property (deeds, mortgages, etc) are recorded. Increased interest rates have impacted the number of documents being recorded and has caused a significant decline in revenue collected for this program.
- All public land corners are the basis for surveyed property boundaries, development and infrastructure projects across the county, and incorporated cities, leading to high demand for maintenance and preservation of the land



Development Services

Current Planning

Purpose Statement

Foster development + environmental protection, and preserve natural resource lands.

Performance Narrative Statement

The Current Planning program will respond to approximately 41,400 land use and zoning inquiries from the community, a 12% increase from the FY 2023/2024 pace because we anticipate that moderating interest rates will increase development-related activity.

The goal is to issue 90% of Type II land use application decisions within 50 days of an application being deemed complete. This is an increase from the target for FY 2023/2024 because reduced staffing in the program has recently been addressed by filling vacant positions. As new staff are onboarded and trained, application processing times will be reduced. A return to full staffing also should ensure that customer service satisfaction levels meet the 90% target. The new ratio performance measure is expected to allow us to track application processing efficiency. This will assist in gauging the impact of improvements in training, procedures and code streamlining.

Key Performance Measures

		FY 21-22 Actual	FY 22-23 Actual	FY 23-24 Target	FY 23-24 Actuals as of 12/31/23	FY 24-25 Target
RESULT	By 2025, 90% of Type II decisions issued within 50 calendar days of a complete application	NEW	86%	80%	75%	90%
OUTPUT	# development-related interactions provided	58,102	41,459	40,000	18,432	41,400
CUSTOMER SERVICE	90% customers happy with the service they received	97%	92%	90%	88%	90%
RATIO	# hours spent on Type II application processing : # Type II applications processed	NEW	NEW	3,850 : 350	3,050 : 146	4,000 : 275

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 land use plans and ordinances to ensure development is consistent with local, regional, and state objectives for orderly development, economic growth, efficient infrastructure provision and protection of the environment. (ORS 195, 197 and 215)

Shared Services:

Land Use planning, coordination and permitting are State/County shared services. The State of Oregon is responsible for broader policy level administration and creates rules related to program administration.



600206-Current Planning
 BCC Priority Alignment: Vibrant Economy
Budget Summary

	FY21-22	FY22-23	FY23-24	FY23-24	FY24-25	Budget-to-Budget Changes:	
	Actuals	Actuals	Amended Budget	Projected Year-End	Budget	\$ FY23-24 to FY24-25	% FY23-24 to FY24-25
Beginning Fund Balance	-	-	916,812	390,362	404,964	(511,848)	-56%
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	-	66,830	82,830	78,053	11,223	17%
Charges, Fees, License, Permits, Fines	-	-	1,024,874	1,181,160	1,201,400	176,526	17%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	-	2,116,293	2,201,378	2,250,738	134,445	6%
Operating Revenue	-	-	3,207,997	3,465,368	3,530,191	322,194	10%
Total Revenue	-	-	4,124,809	3,855,730	3,935,155	(189,654)	-5%
Personnel Services	-	-	2,236,723	1,996,507	2,195,385	(41,338)	-2%
Materials and Services	-	-	1,302,265	1,454,259	1,620,633	318,368	24%
Capital Outlay	-	-	66,830	-	-	(66,830)	-100%
Operating Expense	-	-	3,605,818	3,450,766	3,816,018	210,200	6%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	158,409	-	-	(158,409)	-100%
Contingency	-	-	360,582	-	119,137	(241,445)	-67%
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	-	-	4,124,809	3,450,766	3,935,155	(189,654)	-5%
Revenues Less Expenses	-	-	-	404,964	-		

Notes:

The primary function of Current Planning is to administer the zoning code. The FTE is directed to responding to public inquiries and processing land use and building permits. The program is on track to reach full staffing of vacant positions after several years of high staff turnover due to retirement or resignation. Planning will fully implement online land use application submittal over the coming year, which will result in a uniform permitting platform across the county's Development Services programs.



600203-Land Use, Development Review & Permitting

BCC Priority Alignment: Vibrant Economy

Budget Summary

	FY21-22 Actuals	FY22-23 Actuals	FY23-24 Amended Budget	FY23-24 Projected Year-End	FY24-25 Budget	Budget-to-Budget Changes:	
						\$ FY23-24 to FY24-25	% FY23-24 to FY24-25
Beginning Fund Balance	11,090,587	11,953,268	-	-	-	-	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	1,737,823	1,561,443	-	-	-	-	-
Charges, Fees, License, Permits, Fines	11,631,128	10,716,986	-	-	-	-	-
Revenue from Bonds & Other Debts	15,236	9,478	-	-	-	-	-
All Other Revenue Resources	136,680	383,243	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	2,206,912	1,991,132	-	-	-	-	-
Operating Revenue	15,727,779	14,662,282	-	-	-	-	-
Total Revenue	26,818,366	26,615,550	-	-	-	-	-
Personnel Services	10,157,423	10,962,494	-	-	-	-	-
Materials and Services	4,701,097	4,171,546	-	-	-	-	-
Capital Outlay	7,200	112,227	-	-	-	-	-
Operating Expense	14,865,720	15,246,267	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	14,865,720	15,246,267	-	-	-	-	-
Revenues Less Expenses	11,952,646	11,369,283	-	-	-	-	-

Notes:
 Program was broken out from the Land Use, Development Review & Permitting combined program (600203) to individual programs within the Development Services line of business (6002) as part of the DTD/BCS reorganization.



Development Services

Building Codes

Purpose Statement

Help ensure a safe and vibrant built environment by providing permitting, plan review + inspection.

Performance Narrative Statement

Building Codes will respond to almost 275,000 development related inquiries from the community, and estimates permitting 5.7 million square feet of constructed improvements, which brings an estimated value of more than \$390 million into our community. We are watching for changes in this anticipated activity as interest rates, materials and labor costs increase.

Staff in this program are on track to issue almost 15,500 permits and perform close to 50,000 inspections in FY 2024/2025. Permitting and inspection services support the community by providing safe and orderly development of property, increased jobs from construction, and the resulting economic development.

Building Codes, in partnership with Technology Services and the other programs in Development Services, have begun a project to improve our permitting enterprise software. The migration to the cloud is anticipated to be completed in 2024, and will result in a more stable permitting system with increased functionality for staff and customers.

Key Performance Measures

		FY 21-22 Actual	FY 22-23 Actual	FY 23-24 Target	FY 23-24 Actuals as of 12/31/23	FY 24-25 Target
RESULT	By 2024, a timeline will be established for implementation of the preferred permitting enterprise software	NEW	NEW	100%	100%	100%
OUTPUT	# development-related interactions (customer inspections/inquiries) provided	253,759	272,851	250,000	144,785	272,800
CUSTOMER SERVICE	90% customers happy with the service they received	97%	96%	90%	95%	90%
RATIO	\$ value of constructed improvements : \$ Operational Budget ¹	\$381,292,070 : \$8,254,177	\$457,032,744 : \$8,565,353	\$390,000,000 : \$12,144,315	\$278,124,291 : \$4,191,619	\$390,000,000 : \$10,346,252

¹ Previously reported on \$ Value of Constructed Improvements; added operational budget for FY 2023/24.

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.



6002-Development Services

600207-Building Codes

BCC Priority Alignment: Vibrant Economy

Budget Summary

	Budget-to-Budget Changes:						
	FY21-22 Actuals	FY22-23 Actuals	FY23-24 Amended Budget	FY23-24 Projected Year-End	FY24-25 Budget	\$ FY23-24 to FY24-25	% FY23-24 to FY24-25
Beginning Fund Balance	-	-	10,646,196	10,297,726	7,911,050	(2,735,146)	-26%
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines	-	-	6,889,250	6,484,996	6,751,913	(137,337)	-2%
Revenue from Bonds & Other Debts	-	-	2,000	5,535	5,238	3,238	162%
All Other Revenue Resources	-	-	220,270	469,299	484,406	264,136	120%
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-
Operating Revenue	-	-	7,111,520	6,959,829	7,241,556	130,036	2%
Total Revenue	-	-	17,757,716	17,257,555	15,152,606	(2,605,110)	-15%
Personnel Services	-	-	6,837,181	6,210,079	6,875,955	38,774	1%
Materials and Services	-	-	2,956,954	3,076,427	3,370,297	413,343	14%
Capital Outlay	-	-	100,000	60,000	100,000	-	0%
Operating Expense	-	-	9,894,135	9,346,506	10,346,252	452,117	5%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	5,613,581	-	2,237,888	(3,375,693)	-60%
Contingency	-	-	2,250,000	-	2,568,465	318,465	14%
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	-	-	17,757,716	9,346,506	15,152,605	(2,605,111)	-15%
Revenues Less Expenses	-	-	-	7,911,050	-		

Notes:

Predicted lowering interest rates could bring increased development activity; an improvement from the cooling period experienced in FY23-24, which impacted revenues. Building Codes will participate in the upgrade and migration to a SaaS version of the Accela permitting system. The migration will provide improved support services to customers and staff while reducing embedded TS costs. Building Codes will upgrade Development Direct in 2025 to increase staff efficiency in reviewing permit applications.



Purpose Statement

Protect public health and water quality by providing information, plan review + permitting and inspection services to properties not served by sewer systems.

Performance Narrative Statement

In FY 23-24 the Septic Program implemented online application submittal and plan review through Development Direct, providing similar consistency and efficiency as other permitting programs at the County. The Septic Program continued to see staffing challenges this year, with the departure of the supervisor and positions remaining vacant. Despite these challenges, program staff are again on track for fiscal 2023/2024 to provide nearly 20,000 development related interactions.

In FY 23-24 we budgeted and have seen a 10% downturn in permitting activity and revenues due to nationally high interest rates and continued inflationary cost impacts. Additionally, for FY 24-25 the proposed budget projects this trend to continue, which will impact permitting revenue. With the Septic Program's statutory requirement to operate as a dedicated fund, the downturn in activity and static fees continues to put pressure on Program reserves.

Key Performance Measures

		FY 21-22 Actual	FY 22-23 Actual	FY 23-24 Target	FY 23-24 Actuals as of 12/31/23	FY 24-25 Target
RESULT	By 2025, electronic plan review (EPR) will be available for customers who submit septic permit applications	NEW	NEW	100%	100%	100%
OUTPUT	# development-related interactions provided	20,816	20,781	21,000	9,328	20,700
CUSTOMER SERVICE	90% customers happy with the service they received	98%	94%	90%	91%	90%
RATIO	# site evaluations completed within 45 calendar days of application submittal : # applications submitted ¹	48%	232 : 247	156 : 240	124 : 158	225 : 250

¹ Ratio measure was previously reported as a percentage.

Program includes:

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



Explanation Mandated Services:

The codes related to septic systems come from the Department of Environmental Quality (DEQ) and are applicable throughout Oregon. State law allows DEQ to enter into contracts with counties to act as agents on their behalf to implement septic related rules and regulations. This allows a more tailored approach in the provision of services based on the needs and unique characteristics of a given jurisdiction. Clackamas County has been in contract with DEQ since the 1970's to provide these services and continues to be the highest volume contract county in the state of Oregon.

Shared Services:

The County provides septic related services to those areas not served by a centralized sewer system. While the County has been in contract with DEQ to implement septic codes for over four decades, DEQ is responsible for code and policy development, and determining required licensure and training for inspectors.



	FY21-22 Actuals	FY22-23 Actuals	FY23-24 Amended Budget	FY23-24 Projected Year-End	FY24-25 Budget	Budget-to-Budget Changes:	
						\$ FY23-24 to FY24-25	% FY23-24 to FY24-25
Beginning Fund Balance	-	-	588,679	667,776	494,026	(94,653)	-16%
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	-	40,767	23,477	23,719	(17,048)	-42%
Charges, Fees, License, Permits, Fines	-	-	677,588	781,815	974,217	296,629	44%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	6,000	15,000	7,500	1,500	25%
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-
Operating Revenue	-	-	724,355	820,291	1,005,436	281,081	39%
Total Revenue	-	-	1,313,034	1,488,067	1,499,462	186,428	14%
Personnel Services	-	-	1,000,008	725,255	960,313	(39,695)	-4%
Materials and Services	-	-	235,536	268,786	310,248	74,712	32%
Capital Outlay	-	-	14,000	-	-	(14,000)	-100%
Operating Expense	-	-	1,249,544	994,041	1,270,561	21,017	2%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	63,490	-	228,901	165,411	261%
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	-	-	1,313,034	994,041	1,499,462	186,428	14%
Revenues Less Expenses	-	-	-	494,026	-		

Notes:

Predicted lowering of interests rates could bring increased development activity; an improvement from the cooling period experienced in FY23-24, which impacted revenues. This program will balance staffing after a series of vacancies. Septic will complete development of online services in 2024, and will participate in upgrade and migration to a SaaS version of the Accela permitting system. Accela migration will provide improved support services to customers and staff while reducing embedded TS costs.



Development Services

Development Engineering

Purpose Statement

Review, permit + inspect required infrastructure to ensure consistency with engineering standards and regulations.

Performance Narrative Statement

Development Engineering is a standalone program that reviews, permits, and inspects infrastructure projects. Development Engineering will respond to 50,000+ development related inquiries from the community.

Utility permits issued are expected to be roughly the same in FY 2024/2025 as FY 2023/2024. This is an increase of 65% from FY 2021/2022 actuals. These utility permits allow the County to regulate the location and repair work needed for the utility companies to perform work in the right of way. These permits help the County protect the roadways and the community. The County is not able to collect fees for these permits.

Staff in this program are estimated to issue 584 permits in FY 2024/2025 excluding the utility permits. Permitting and inspection services support the community by providing safe and orderly development of property, increased jobs from construction, and the resulting economic development. Development Engineering is watching for changes in permitting activity as interest rates, materials, and labor costs are anticipated to increase in FY 2024/2025.

Development Engineering, in partnership with Technology Services and other programs in Development Services, will be undertaking a project to improve our permitting enterprise software. This initiative has a timeline of completion by the end 2024, and will result in a more stable permitting system with increased functionality for staff and customers.

Key Performance Measures

		FY 21-22 Actual	FY 22-23 Actual	FY 23-24 Target	FY 23-24 Actuals as of 12/31/23	FY 24-25 Target
RESULT	By 2025, complete 90% of development permit initial reviews within 6 weeks of submittal	NEW	70%	65%	76%	80%
OUTPUT	# utility permits issued	1,888	2,551	2,900	968	2,600
CUSTOMER SERVICE	90% customers happy with the service they received	95%	92%	90%	91%	90%
OPERATIONAL	# development-related interactions provided	43,571	59,532	50,000	29,057	59,500

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:

The Oregon Constitution (Article IX, Section 3a) dedicates the highway revenues for the construction, improvement, maintenance, operation and use of public highways, roads, streets and roadside rest areas.; thus mandating the use of the Road Fund revenues. ORS 192, 368.016, 368.036, 758.010; County Roadway Standards.



600210-Development Engineering
BCC Priority Alignment: Strong Infrastructure
Budget Summary

	Budget-to-Budget Changes:						
	FY21-22 Actuals	FY22-23 Actuals	FY23-24 Amended Budget	FY23-24 Projected Year-End	FY24-25 Budget	\$ FY23-24 to FY24-25	% FY23-24 to FY24-25
Beginning Fund Balance	-	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	-	2,132,366	2,004,788	2,323,657	191,291	9%
Charges, Fees, License, Permits, Fines	-	-	721,246	721,500	721,250	4	0%
Revenue from Bonds & Other Debts	-	-	3,500	3,500	-	(3,500)	-100%
All Other Revenue Resources	-	-	25,000	13,375	20,000	(5,000)	-20%
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-
Operating Revenue	-	-	2,882,112	2,743,163	3,064,907	182,795	6%
Total Revenue	-	-	2,882,112	2,743,163	3,064,907	182,795	6%
Personnel Services	-	-	2,376,043	2,243,046	2,535,343	159,301	7%
Materials and Services	-	-	431,069	436,742	509,564	78,495	18%
Capital Outlay	-	-	75,000	63,375	20,000	(55,000)	-73%
Operating Expense	-	-	2,882,112	2,743,163	3,064,907	182,796	6%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	-	-	2,882,112	2,743,163	3,064,907	182,796	6%
Revenues Less Expenses	-	-	-	-	-	-	-

Notes:

-With increasing interest rates, economists predict a possible slowdown. This possible slowdown is accounted for holding permitting revenue for at YEE of FY 23/24. - Training is being increased for more staff to attend technical trainings -Because many of the laptops for staff were issued in 2020, we will be getting replacements to align with TS's regulations for replacement. We will be spreading this over a few years -No longer having to pay a lease on a vehicle



Visioning Services
Long-Range Planning

Purpose Statement

Support community design + economic investment based on coordinated policies that guide future development.

Performance Narrative Statement

The Long-Range Planning Program provides residents, businesses, local, regional and state partners, as well as County decision-makers with the opportunity to participate, review, discuss, comment and guide recommendations on long range planning policies and projects. This program manages projects that update the Comprehensive Plan and Zoning and Development Ordinance (ZDO). In addition, the program provides regional coordination support for complex planning projects, such as monitoring impact of the Oregon Housing Needs Assessment administrative rule changes, engagement in the Regional Flexible Fund Allocation Policy direction and funding applications, other transportation and land use issues, as well as staff expertise for partner jurisdiction projects.

During FY2023-2024, the BCC delayed several projects on the Long Range Planning work program due to reduced staff levels in the land use planning program. Additionally, there was staff turn-over in the transportation planning team. The land use projects within the program has shifted focus to code amendments that streamline and clarify zoning regulations. The following projects to update the Comprehensive Plan and Zoning Development Ordinance will be underway between July 1, 2024 and June 30, 2025.

Land Use Projects:

- ZDO Diagnostic Report - An in-depth zoning code review to identify amendments to increase the effectiveness and efficiency of development regulations
- 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.

Key Performance Measures

		FY 21-22 Actual		FY 22-23 Actual	FY 23-24 Target	FY 23-24 Actuals as of 12/31/23	FY 24-25 Target
RESULT	By 2026, complete 75% of the currently proposed Zoning and Development Ordinance (ZDO) housekeeping amendments that improve the usability of the Ordinance, remove regulations, or add new options for how to use your land	NEW	NEW	NEW	25%	19%	25%
RESULT	% projects on Long-Range Planning Work Program completed in the planned year	25%	25%	25%	40%	0%	33%
OUTPUT	% of staff time spent performing community outreach	NEW	NEW	NEW	15%	NO DATA	15%
CUSTOMER SERVICE	\$ grant funding received : # hours developing applications	NEW	NEW	NEW	\$1,000,000 : 300	\$348,500 : 39.5	\$1,094,858 : 75

Program includes:

- Mandated Services
- Shared Services
- Grant Funding



Explanation

Mandated Services:

The Long Range Planning Program is mandated to adopt and maintain a comprehensive plan and the zoning and land-division ordinances needed to put the plan into effect (OAR 660-015).

Shared Services:

Land Use permitting, building permits and inspections and land use planning and coordination are State/County shared services.

Grant Funding:

The Long Range Planning Program includes several projects that are supported through grant funding.



600404-Long Range Planning
BCC Priority Alignment: Vibrant Economy
Budget Summary

	FY21-22	FY22-23	FY23-24	FY23-24	FY24-25	Budget-to-Budget Changes:	
	Actuals	Actuals	Amended Budget	Projected Year-End	Budget	\$ FY23-24 to FY24-25	% FY23-24 to FY24-25
Beginning Fund Balance	-	-	81,935	-	40,936	(40,999)	-50%
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	-	1,592,709	1,161,839	2,534,582	941,873	59%
Charges, Fees, License, Permits, Fines	-	-	385,423	416,423	505,701	120,278	31%
Revenue from Bonds & Other Debts	-	-	-	-	1,500	1,500	-
All Other Revenue Resources	-	-	-	1,060	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	-	450,000	364,914	515,517	65,517	15%
Operating Revenue	-	-	2,428,132	1,944,236	3,557,300	1,129,168	47%
Total Revenue	-	-	2,510,067	1,944,236	3,598,236	1,088,169	43%
Personnel Services	-	-	1,431,575	1,192,064	1,525,959	94,384	7%
Materials and Services	-	-	1,069,569	676,238	2,072,276	1,002,707	94%
Capital Outlay	-	-	-	35,000	-	-	-
Operating Expense	-	-	2,501,144	1,903,302	3,598,235	1,097,091	44%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	8,922	-	-	(8,922)	-100%
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	-	-	2,510,066	1,903,302	3,598,235	1,088,169	43%
Revenues Less Expenses	-	-	-	40,934	-	-	-

Notes:

Staff stabilization in the land use and transportation programs, combined with grant funding, will allow: • Zoning code review to increase effectiveness and efficiency of development regulations • Transportation System Plan update and associated land use regulations • Travel Option Plan • I-205 Multiuse Path Alternatives Access The Transportation team will also focus on: • Applying for grants to support capital projects • Review and analysis for evaluation of tolling • Participation in regional discussions



600204-Long-Range Planning
 BCC Priority Alignment: Vibrant Economy
Budget Summary

	FY21-22 Actuals	FY22-23 Actuals	FY23-24 Amended Budget	FY23-24 Projected Year-End	FY24-25 Budget	Budget-to-Budget Changes:	
						\$ FY23-24 to FY24-25	% FY23-24 to FY24-25
Beginning Fund Balance	303,845	95,013	-	-	-	-	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	1,072,316	1,424,193	-	-	-	-	-
Charges, Fees, License, Permits, Fines	370,651	408,968	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	189,188	162,400	-	-	-	-	-
Operating Revenue	1,632,156	1,995,561	-	-	-	-	-
Total Revenue	1,936,001	2,090,574	-	-	-	-	-
Personnel Services	1,417,541	1,422,945	-	-	-	-	-
Materials and Services	423,446	617,701	-	-	-	-	-
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	1,840,987	2,040,646	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-
Special Payments	-	40,000	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	1,840,987	2,080,646	-	-	-	-	-
Revenues Less Expenses	95,014	9,927	-	-	-	-	-

Notes:

Program was moved from the Land Use, Development Review & Permitting line of business (600204) to the Visioning Services line of business (600404) as part of the DTD/BCS reorganization.



Visioning Services Regional Policy Coordination

Purpose Statement

Provide coordination and strategic planning efforts with cities, regional, and state partners + project management services, and pursue grant funding.

Performance Narrative Statement

The Regional Policy Coordination Program works with internal and external partners on critical policy issues, identifies funding opportunities and strategies to increase revenue, and manages significant planning projects with broad public impact.

The Regional Policy Coordination Goals include:

- State/Regional/Local coordination on significant issues, such as tolling and housing production
- Project management for significant projects; with \$2M programmed for the Sunrise Gateway Corridor Community Visioning project in FY 2024/2025
- Partner with PGA on State/Federal legislative engagement and strategy development for department priorities
- Develop capacity to secure more local, state and federal funding for all DTD programs

Significant work includes:

- Sunrise Gateway Community Visioning Project. In support of the Board's goal that "By 2024, funding for the next phase (from 122nd-172nd) of the Sunrise Gateway multimodal corridor improvements will be committed from federal, state, regional and local funding sources," continue work on the Sunrise Gateway Community Visioning Project. This project provides an opportunity to develop trust with the community as we work together with our partners (ODOT, Happy Valley and Metro) to develop future vision for this corridor. This plan will guide future transportation, housing, and other investments in the coming years. To

Key Performance Measures

		FY 21-22 Actual		FY 22-23 Actual	FY 23-24 Target	FY 23-24 Actuals as of 12/31/23	FY 24-25 Target
RESULT	By 2025, complete the Sunrise Visioning Project and associated Comprehensive Plan amendments	NEW	3%		50%	11%	32%
RESULT	# hours spent on regional coordination	NEW	800		1,680	1,200	1,400
OUTPUT	# regional coordination groups actively engaged in	NEW	8		10	10	10
CUSTOMER SERVICE	# grants awarded : # grants applied for	NEW	1 : 1		3 : 8	1 : 1	1 : 1

Program includes:

Mandated Services

Shared Services

Grant Funding



Explanation

Shared Services:

Land use planning and coordination are State/County shared services.

Grant Funding:

The Sunrise Visioning Project is supported through grant funding.



600405-Regional Policy Coordination
BCC Priority Alignment: Vibrant Economy
Budget Summary

	FY21-22	FY22-23	FY23-24	FY23-24	FY24-25	Budget-to-Budget Changes:	
	Actuals	Actuals	Amended Budget	Projected Year-End	Budget	\$ FY23-24 to FY24-25	% FY23-24 to FY24-25
Beginning Fund Balance	-	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	-	3,094,778	1,919,754	3,451,139	356,361	12%
Charges, Fees, License, Permits, Fines	-	-	50,000	-	-	(50,000)	-100%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-
Operating Revenue	-	-	3,144,778	1,919,754	3,451,139	306,361	10%
Total Revenue	-	-	3,144,778	1,919,754	3,451,139	306,361	10%
Personnel Services	-	-	460,644	260,575	671,338	210,694	46%
Materials and Services	-	-	2,684,134	1,659,179	2,739,801	55,667	2%
Capital Outlay	-	-	-	-	40,000	40,000	-
Operating Expense	-	-	3,144,778	1,919,754	3,451,139	306,362	10%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	-	-	3,144,778	1,919,754	3,451,139	306,362	10%
Revenues Less Expenses	-	-	-	-	-	-	-

Notes:

The Regional Policy Coordination Goals include: ●State/Regional/Local coordination on significant issues, such as tolling and land availability ●Project management for significant projects; with \$2M programmed for the Sunrise Gateway Corridor Community Visioning project in FY 2024/2025 ●Partner with PGA on State/Federal legislative engagement and strategy development for department priorities ●Develop capacity to secure local, state and federal funding for all DTD programs



Visioning Services Economic Development

Purpose Statement

Provide analysis, business growth opportunities + coordination of services for businesses + workforce, community partners and policy makers.

Performance Narrative Statement

Economic Development will provide policymakers and performance partners increased knowledge of redevelopment opportunities, programs and resources available in Clackamas County. Reaching these targets will help business and property owners, performance partners and policymakers grow a vibrant, resilient economy.

Through evaluation of properties & lands available in Clackamas County, staff will determine location size to target industries and businesses that can relocate and/or expand their workforce, service or production offerings.

Direct investment is established based on current businesses in pipeline and their estimated required investment to relocate and/or grow their business in Clackamas County.

Key Performance Measures

		FY 21-22 Actual	FY 22-23 Actual	FY 23-24 Target	FY 23-24 Actuals as of 12/31/23	FY 24-25 Target
RESULT	By 2028, two businesses in the top 5-targeted industries will choose to relocate to and/or expand an existing business in Clackamas County	NEW	NEW	1	5	2
OUTPUT	\$ of investment realized through Economic Development efforts	NEW	NEW	\$1 M	\$2 M	\$10 M
CUSTOMER SERVICE	% increase in self-sufficiency wage jobs	NEW	NEW	0.50%	0.50%	0.50%

Program includes:

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



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

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



600406-Office of Economic Development
BCC Priority Alignment: Vibrant Economy
Budget Summary

	FY21-22 Actuals	FY22-23 Actuals	FY23-24 Amended Budget	FY23-24 Projected Year-End	FY24-25 Budget	Budget-to-Budget Changes:	
						\$ FY23-24 to FY24-25	% FY23-24 to FY24-25
Beginning Fund Balance	-	-	5,209,681	6,331,402	6,618,185	1,408,504	27%
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	-	2,379,532	2,379,532	2,403,327	23,795	1%
Charges, Fees, License, Permits, Fines	-	-	10,300	5,000	5,000	(5,300)	-51%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	130,867	329,267	305,950	175,083	134%
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-
Operating Revenue	-	-	2,520,699	2,713,799	2,714,277	193,578	8%
Total Revenue	-	-	7,730,380	9,045,201	9,332,462	1,602,082	21%
Personnel Services	-	-	1,029,384	652,090	894,707	(134,678)	-13%
Materials and Services	-	-	1,176,743	824,926	1,199,183	22,440	2%
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	-	-	2,206,127	1,477,016	2,093,890	(112,238)	-5%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	1,030,000	950,000	950,000	(80,000)	-8%
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	3,994,253	-	5,734,573	1,740,320	44%
Contingency	-	-	500,000	-	554,000	54,000	11%
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	-	-	7,730,380	2,427,016	9,332,463	1,602,082	21%
Revenues Less Expenses	-	-	-	6,618,185	-		

Notes:

- Perform an Economic Landscape Analysis to get a better understanding of our business and workforce needs.
- Perform a business friendly survey, identifying possible improvements to make Clackamas County more business friendly.
- Perform a land analysis to determine available sites for business expansion.
- By 2028, increase the number of jobs in Clackamas County that pay self-sufficiency wages by 3%.
- Develop workforce & business grants to support growth, expansion & self sufficiency wage jobs.



650202-Economic Development
BCC Priority Alignment: Vibrant Economy
Budget Summary

	FY21-22	FY22-23	FY23-24	FY23-24	FY24-25	Budget-to-Budget Changes:	
	Actuals	Actuals	Amended Budget	Projected Year-End	Budget	\$ FY23-24 to FY24-25	% FY23-24 to FY24-25
Beginning Fund Balance	4,542,305	5,213,008	-	-	-	-	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	5,002,721	2,384,398	-	-	-	-	-
Charges, Fees, License, Permits, Fines	17,328	911	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	26,233	142,362	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-
Operating Revenue	5,046,282	2,527,672	-	-	-	-	-
Total Revenue	9,588,587	7,740,680	-	-	-	-	-
Personnel Services	312,731	517,572	-	-	-	-	-
Materials and Services	671,171	663,061	-	-	-	-	-
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	983,902	1,180,633	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-
Special Payments	3,320,500	165,645	-	-	-	-	-
Transfers	63,000	63,000	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	4,367,402	1,409,278	-	-	-	-	-
Revenues Less Expenses	5,221,185	6,331,402	-	-	-	-	-

Notes:
 Program was moved from the BCS Economic Development program (650202) to the Office of Economic Development (600406) as part of the DTD/BCS reorganization.



650203-Land Bank Authority
BCC Priority Alignment: Vibrant Economy
Budget Summary

	FY21-22	FY22-23	FY23-24	FY23-24	FY24-25	Budget-to-Budget Changes:	
	Actuals	Actuals	Amended Budget	Projected Year-End	Budget	\$ FY23-24 to FY24-25	% FY23-24 to FY24-25
Beginning Fund Balance	300,000	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines	-	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-
Operating Revenue	-	-	-	-	-	-	-
Total Revenue	300,000	-	-	-	-	-	-
Personnel Services	-	-	-	-	-	-	-
Materials and Services	308,177	-	-	-	-	-	-
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	308,177	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	308,177	-	-	-	-	-	-
Revenues Less Expenses	(8,177)	-	-	-	-	-	-

Notes:
 Program was discontinued FY 2022/23; no adopted budget. No YEE will be entered.



800701-County Event Center
BCC Priority Alignment: Vibrant Economy
Budget Summary

	FY21-22	FY22-23	FY23-24	FY23-24	FY24-25	Budget-to-Budget Changes:	
	Actuals	Actuals	Amended Budget	Projected Year-End	Budget	\$ FY23-24 to FY24-25	% FY23-24 to FY24-25
Beginning Fund Balance	-	-	324,162	956,273	807,533	483,371	149%
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	-	9,921,744	3,176,499	6,798,412	(3,123,332)	-31%
Charges, Fees, License, Permits, Fines	-	-	725,500	725,500	725,500	-	0%
Revenue from Bonds & Other Debts	-	-	-	-	1,856,423	1,856,423	-
All Other Revenue Resources	-	-	1,169,092	1,129,563	2,629,563	1,460,471	125%
Other Interfund Transfers	-	-	589,230	589,230	615,745	26,515	5%
General Fund Support	-	-	-	-	-	-	-
Operating Revenue	-	-	12,405,566	5,620,792	12,625,643	220,077	2%
Total Revenue	-	-	12,729,728	6,577,065	13,433,176	703,448	6%
Personnel Services	-	-	807,000	827,000	863,495	56,495	7%
Materials and Services	-	-	1,608,625	1,714,755	1,707,740	99,115	6%
Capital Outlay	-	-	10,043,577	3,227,777	10,261,668	218,091	2%
Operating Expense	-	-	12,459,202	5,769,532	12,832,903	373,701	3%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	2,000	-	-	(2,000)	-100%
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	268,526	-	600,274	331,748	124%
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	-	-	12,729,728	5,769,532	13,433,177	703,449	6%
Revenues Less Expenses	-	-	-	807,533	-	-	-

Notes:

ORS 565 requires each county that holds a county fair to establish and maintain a fair fund. All revenues and expenses associated with County Fair activities are accounted for in this fund; however, the County Fair Board approves the formal budget and associated financial transactions. County ARPA funds were approved to help support the state funded capital project to build a new multi-purpose building.



500402-County Events Center
BCC Priority Alignment: Vibrant Economy
Budget Summary

	Budget-to-Budget Changes:						
	FY21-22 Actuals	FY22-23 Actuals	FY23-24 Amended Budget	FY23-24 Projected Year-End	FY24-25 Budget	\$ FY23-24 to FY24-25	% FY23-24 to FY24-25
Beginning Fund Balance	275,871	111,540	-	-	-	-	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	164,434	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines	1,652	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	426,812	-	-	-	-	-	-
Other Interfund Transfers	335,782	359,623	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-
Operating Revenue	928,680	359,623	-	-	-	-	-
Total Revenue	1,204,551	471,163	-	-	-	-	-
Personnel Services	424,282	-	-	-	-	-	-
Materials and Services	593,113	-	-	-	-	-	-
Capital Outlay	74,208	-	-	-	-	-	-
Operating Expense	1,091,604	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-
Special Payments	1,407	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	1,093,010	-	-	-	-	-	-
Revenues Less Expenses	111,540	471,163	-	-	-	-	-

Notes:

Program was moved from the County Event Center program (500402) to a combined County Fair & Event Center program (800701) as part of the DTD/BCS reorganization.



500403-County Fair & Rodeo
 BCC Priority Alignment: Vibrant Economy
Budget Summary

	FY21-22	FY22-23	FY23-24	FY23-24	FY24-25	Budget-to-Budget Changes:	
	Actuals	Actuals	Amended	Projected	Budget	\$ FY23-24	% FY23-24
			Budget	Year-End		to FY24-25	to FY24-25
Beginning Fund Balance	180,138	690,753	-	-	-	-	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	86,797	640,909	-	-	-	-	-
Charges, Fees, License, Permits, Fines	684,192	749,405	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	691,908	1,325,560	-	-	-	-	-
Other Interfund Transfers	180,806	193,643	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-
Operating Revenue	1,643,703	2,909,516	-	-	-	-	-
Total Revenue	1,823,842	3,600,269	-	-	-	-	-
Personnel Services	204,701	777,765	-	-	-	-	-
Materials and Services	885,276	1,662,743	-	-	-	-	-
Capital Outlay	42,422	674,651	-	-	-	-	-
Operating Expense	1,132,399	3,115,159	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-
Special Payments	690	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	1,133,089	3,115,159	-	-	-	-	-
Revenues Less Expenses	690,753	485,110	-	-	-	-	-

Notes:

Program was moved from the County Fair & Rodeo program (500403) to a combined County Fair & Event Center program (800701) as part of the DTD/BCS reorganization.



800703-Tax Title Land
 BCC Priority Alignment: Not Applicable
Budget Summary

	Budget-to-Budget Changes:						
	FY21-22 Actuals	FY22-23 Actuals	FY23-24 Amended Budget	FY23-24 Projected Year-End	FY24-25 Budget	\$ FY23-24 to FY24-25	% FY23-24 to FY24-25
Beginning Fund Balance	-	-	317,847	136,815	93,800	(224,047)	-70%
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines	-	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	275,000	339,434	229,954	(45,046)	-16%
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-
Operating Revenue	-	-	275,000	339,434	229,954	(45,046)	-16%
Total Revenue	-	-	592,847	476,249	323,754	(269,093)	-45%
Personnel Services	-	-	-	-	-	-	-
Materials and Services	-	-	403,800	3,500	12,300	(391,500)	-97%
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	-	-	403,800	3,500	12,300	(391,500)	-97%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	189,047	-	-	(189,047)	-100%
Transfers	-	-	-	378,949	120,854	120,854	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	190,600	190,600	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	-	-	592,847	382,449	323,754	(269,093)	-45%
Revenues Less Expenses	-	-	-	93,800	-		

Notes:

Program provides financial transaction services to the Property Disposition program so it can continue to effectively manage tax-foreclosed properties. Per ORS 275, when net proceeds from surplus property sales and transfers exceed the Tax, Title, Land program expenses (including reserve requirements), these excess funds are distributed to taxing entities within Clackamas County. Actual distribution and dollars amounts vary from year to year.



500204-Tax, Title, Land
BCC Priority Alignment: Vibrant Economy
Budget Summary

	FY21-22	FY22-23	FY23-24	FY23-24	FY24-25	Budget-to-Budget Changes:	
	Actuals	Actuals	Amended	Projected	Budget	\$ FY23-24	% FY23-24
			Budget	Year-End		to FY24-25	to FY24-25
Beginning Fund Balance	81,337	288,645	-	-	-	-	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines	-	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	214,737	150,859	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-
Operating Revenue	214,737	150,859	-	-	-	-	-
Total Revenue	296,074	439,504	-	-	-	-	-
Personnel Services	4,411	-	-	-	-	-	-
Materials and Services	3,017	302,690	-	-	-	-	-
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	7,428	302,690	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	7,428	302,690	-	-	-	-	-
Revenues Less Expenses	288,645	136,815	-	-	-	-	-

Notes:

Program was moved to a pass-through program (800703). Per ORS 275, when net proceeds from surplus property sales and transfers exceed the Tax, Title, Land program expenses (including reserve requirements), these excess funds are distributed to taxing entities within Clackamas County. Actual distribution and dollars amounts vary from year to year.



800704-\$ Coll On Behalf of Other Agcy
BCC Priority Alignment: Not Applicable
Budget Summary

	Budget-to-Budget Changes:						
	FY21-22 Actuals	FY22-23 Actuals	FY23-24 Amended Budget	FY23-24 Projected Year-End	FY24-25 Budget	\$ FY23-24 to FY24-25	% FY23-24 to FY24-25
Beginning Fund Balance	-	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	-	-	16,300	-	-	-
Charges, Fees, License, Permits, Fines	-	-	4,500,000	1,625,000	3,250,000	(1,250,000)	-28%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-
Operating Revenue	-	-	4,500,000	1,641,300	3,250,000	(1,250,000)	-28%
Total Revenue	-	-	4,500,000	1,641,300	3,250,000	(1,250,000)	-28%
Personnel Services	-	-	-	-	-	-	-
Materials and Services	-	-	-	-	-	-	-
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	4,500,000	1,641,300	3,250,000	(1,250,000)	-28%
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	-	-	4,500,000	1,641,300	3,250,000	(1,250,000)	-28%
Revenues Less Expenses	-	-	-	-	-	-	-

Notes:

Oregon Budget Law defines Special Payments as the payment of taxes, fees or charges collected by one entity and then made to another organization on a pass-through basis. Many programs in Transportation & Development collect fees on behalf of another agency. The collection and payment of those fees will be budgeted in this program. DTD programs collecting these revenues include Building Codes, Septic, Planning, Sustainability, Transportation System Development Charges and Traffic Safety.



600209-Revenue Collected on Behalf of Other Agencies

BCC Priority Alignment: Accountable Government

Budget Summary

	Budget-to-Budget Changes:						
	FY21-22 Actuals	FY22-23 Actuals	FY23-24 Amended Budget	FY23-24 Projected Year-End	FY24-25 Budget	\$ FY23-24 to FY24-25	% FY23-24 to FY24-25
Beginning Fund Balance	-	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	52,950	-	-	-	-	-
Charges, Fees, License, Permits, Fines	2,906,010	2,691,160	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-
Operating Revenue	2,906,010	2,744,110	-	-	-	-	-
Total Revenue	2,906,010	2,744,110	-	-	-	-	-
Personnel Services	-	-	-	-	-	-	-
Materials and Services	-	-	-	-	-	-	-
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-
Special Payments	2,906,010	2,744,110	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	2,906,010	2,744,110	-	-	-	-	-
Revenues Less Expenses	-	-	-	-	-	-	-

Notes:

Program was moved from the Development Services line of business (6002) to a pass-through program (8007); fees are collected on behalf of other agencies and distributed, not department program income/expenses.



800705-Countywide TSDC
BCC Priority Alignment: Strong Infrastructure
Budget Summary

	FY21-22 Actuals	FY22-23 Actuals	FY23-24 Amended Budget	FY23-24 Projected Year-End	FY24-25 Budget	Budget-to-Budget Changes:	
						\$ FY23-24 to FY24-25	% FY23-24 to FY24-25
Beginning Fund Balance	-	-	16,382,534	17,417,119	17,191,972	809,438	5%
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines	-	-	1,758,200	1,022,300	1,022,300	(735,900)	-42%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	150,000	600,000	600,000	450,000	300%
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-
Operating Revenue	-	-	1,908,200	1,622,300	1,622,300	(285,900)	-15%
Total Revenue	-	-	18,290,734	19,039,419	18,814,272	523,538	3%
Personnel Services	-	-	-	-	-	-	-
Materials and Services	-	-	370,488	311,488	464,697	94,209	25%
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	-	-	370,488	311,488	464,697	94,209	25%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	3,784,744	1,535,959	2,552,932	(1,231,812)	-33%
Reserve for Future Expenditures	-	-	9,135,502	-	10,796,643	1,661,141	18%
Contingency	-	-	5,000,000	-	5,000,000	-	0%
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	-	-	18,290,734	1,847,447	18,814,272	523,538	3%
Revenues Less Expenses	-	-	-	17,191,972	-		

Notes:

This fee is charged on development based on number vehicle trips added to the road system to add capacity to the county road system. Money is transferred out of this program to support eligible capital projects. Almost \$2.5M will be transferred to support nine projects. - \$2.3M will support 7 Community Road Fund projects - About \$200k will support 2 Transportation Engineering & Construction projects More than \$16M in transfers are programmed over 4-years. Contingency reflects current bid environment.



300307-Countywide TSDC Area
BCC Priority Alignment: Strong Infrastructure
Budget Summary

	Budget-to-Budget Changes:						
	FY21-22 Actuals	FY22-23 Actuals	FY23-24 Amended Budget	FY23-24 Projected Year-End	FY24-25 Budget	\$ FY23-24 to FY24-25	% FY23-24 to FY24-25
Beginning Fund Balance	16,172,058	16,302,147	-	-	-	-	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines	1,238,144	1,190,797	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	69,338	357,559	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-
Operating Revenue	1,307,481	1,548,356	-	-	-	-	-
Total Revenue	17,479,540	17,850,502	-	-	-	-	-
Personnel Services	-	-	-	-	-	-	-
Materials and Services	100,732	103,005	-	-	-	-	-
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	100,732	103,005	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-
Special Payments	1,076,661	-	-	-	-	-	-
Transfers	-	330,379	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	1,177,393	433,384	-	-	-	-	-
Revenues Less Expenses	16,302,147	17,417,119	-	-	-	-	-

Notes:

Program 300307 was moved to the pass through programs line of business (800705) as part of the DTD/BCS reorganization.



800706-HV Joint Area TSDC
BCC Priority Alignment: Strong Infrastructure
Budget Summary

	Budget-to-Budget Changes:						
	FY21-22 Actuals	FY22-23 Actuals	FY23-24 Amended Budget	FY23-24 Projected Year-End	FY24-25 Budget	\$ FY23-24 to FY24-25	% FY23-24 to FY24-25
Beginning Fund Balance	-	-	1,394,266	1,557,876	1,472,576	78,310	6%
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines	-	-	14,000	14,700	8,000	(6,000)	-43%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-
Operating Revenue	-	-	14,000	14,700	8,000	(6,000)	-43%
Total Revenue	-	-	1,408,266	1,572,576	1,480,576	72,310	5%
Personnel Services	-	-	-	-	-	-	-
Materials and Services	-	-	-	-	-	-	-
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	202,967	100,000	200,000	(2,967)	-1%
Reserve for Future Expenditures	-	-	705,299	-	780,576	75,277	11%
Contingency	-	-	500,000	-	500,000	-	0%
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	-	-	1,408,266	100,000	1,480,576	72,310	5%
Revenues Less Expenses	-	-	-	1,472,576	-		

Notes:

This is the remaining County balance of developer paid fees from the Happy Valley Joint Transportation System Development Charge area. An agreement is in place with the City of Happy Valley to use the remaining funds to cover county staff project management of the SE 172nd Avenue extension north. Per the aforementioned agreement, when the fund balance is spent, the county will direct bill the city for any additional staff time and this program will be closed.



300308-HV Joint TSDC Subarea
BCC Priority Alignment: Strong Infrastructure
Budget Summary

	FY21-22	FY22-23	FY23-24	FY23-24	FY24-25	Budget-to-Budget Changes:	
	Actuals	Actuals	Amended Budget	Projected Year-End	Budget	\$ FY23-24 to FY24-25	% FY23-24 to FY24-25
Beginning Fund Balance	1,916,236	1,798,381	-	-	-	-	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines	3,723	5,059	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-
Operating Revenue	3,723	5,059	-	-	-	-	-
Total Revenue	1,919,959	1,803,441	-	-	-	-	-
Personnel Services	-	-	-	-	-	-	-
Materials and Services	40,239	63,596	-	-	-	-	-
Capital Outlay	81,339	179,919	-	-	-	-	-
Operating Expense	121,578	243,515	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	2,050	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	121,578	243,515	-	-	-	-	-
Revenues Less Expenses	1,798,381	1,557,876	-	-	-	-	-

Notes:

Program 300308 was moved to the pass through programs line of business (800706) as part of the DTD/BCS reorganization.



Health, Housing & Human Services

Rodney Cook, Director

<http://www.clackamas.us/h3s/>



Health, Housing and Human Services Department (40/64)
Department Budget Summary by Fund

Line of Business	Program	FY24-25	FY24-25	FY24-25	FY24-25	FY24-25	% of	FY24-25 FTE **		
		Special Grants Fund (230)	Health Housing & Human Service Fund (240)	Health Center Fund (253)	Total Budget	General Fund Included in Budget**	Total	Total	Filled	Vacant
H3S Administration	Director's Office Team		3,521,899		3,521,899	720,376	20%	9.0	9.0	-
Social Services	Social Services Administration		3,619,665		3,619,665	321,228	9%	14.0	12.0	2.0
	Aging & Disability Resource Connection		5,937,431		5,937,431	337,811	6%	16.3	14.8	1.5
	Developmental Disabilities		26,606,589		26,606,589	223,983	1%	103.0	96.0	7.0
	Energy Assistance		4,365,692		4,365,692	89,734	2%	9.0	9.0	-
	Housing Support		14,172,077		14,172,077	1,224,714	9%	37.7	26.7	11.0
	Oregon Project Independence		-		-	-	-	0.0	-	-
	Veteran Services		1,148,550		1,148,550	663,747	58%	5.1	4.1	1.0
	Volunteer Connection		-		-	-	-	0.0	-	-
	Transit Services		8,558,327		8,558,327	72,796	1%	5.0	4.0	1.0
	Weatherization		-		-	-	-	-	-	-
Children, Family & Community Connections	Workforce	80,476	2,605,439		2,685,915	600,000	22%	17.0	15.0	2.0
	Prevention Services	290,000	5,168,649		5,458,649	1,272,337	23%	12.8	11.8	1.0
	Conflict Resolution & Skill		1,715,588		1,715,588	95,221	6%	8.9	8.9	-
	Allocation Pool		-		-	-	-	0.0	-	-
Public Health	Public Health Administration		895,991		895,991	-	0%	4.3	3.3	1.0
	Access to Preventative Health		5,030,500		5,030,500	875,845	17%	25.5	22.5	3.0
	Office of Public Health Emergency	665,179	2,225,724		2,890,903	-	0%	6.1	4.1	2.0
	Environmental Health		3,502,551		3,502,551	48,433	1%	16.9	13.9	3.0
	Infectious Disease Control & Prevention		2,449,032		2,449,032	674,531	28%	12.3	12.3	-
	The Center for Population Health		4,142,820		4,142,820	322,798	8%	16.8	14.8	2.0
	Vital Statistics		619,036		619,036	-	0%	3.8	3.8	-
Health Centers	Health Centers Administration		-	23,715,512	23,715,512	-	0%	35.0	32.0	3.0
	Primary Care			18,539,875	18,539,875	-	0%	87.9	76.7	11.2
	Gladstone & School-Based Health Centers			5,299,928	5,299,928	-	0%	25.2	22.8	2.4
	Dental			7,487,488	7,487,488	-	0%	33.0	30.4	2.6
	Behavioral Health Clinics			24,510,298	24,510,298	-	0%	123.3	95.3	28.0
Behavioral Health Division	Behavioral Health Administration		12,136,153		12,136,153	103,732	1%	24.5	21.5	3.0
	Behavioral Health System of Care		9,755,657		9,755,657	-	0%	29.0	29.0	-
	Peer Delivered		2,878,732		2,878,732	-	0%	0.0	-	-
	Prevention & Stigma Reduction		642,505		642,505	-	0%	2.0	2.0	-
	Safety Net Services		10,019,676		10,019,676	565,271	6%	32.5	29.5	3.0
Housing & Community Development	Administration & Operations		49,615,004		49,615,004	232,215	0%	25.0	18.0	7.0
	System Support & Coordination		18,419,692		18,419,692	-	0%	14.6	8.6	6.0
	Community Preservation		14,919,312		14,919,312	-	0%	21.0	15.0	6.0
	Outreach & Engagement		5,307,262		5,307,262	203,425	4%	-	-	-
	Safety Off The Streets		43,507,577		43,507,577	513,232	1%	0.0	-	-
	Housing Placement & Retention		17,633,067		17,633,067	708,711	4%	0.0	-	-
	Supportive Housing		41,478,260		41,478,260	134,493	0%	0.0	-	-
Total		1,035,655	322,598,458	79,553,101	403,187,214	10,004,633	2%	776.3	666.6	109.7
	FY23-24 Budget (Amended)	4,626,498	240,900,644	81,015,364	326,542,506	11,088,866	3%	764.6	687.3	77.3
	\$ Increase (Decrease)	-3,590,843	81,697,814	(1,462,263)	76,644,708	-1,084,233		11.7	-20.7	32.4
	% Increase (Decrease)	-78%	34%	-2%	23%	-10%		2%	-3%	42%

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

** FY24-25 FTE aligns to department's final budgeted All Position Report (APOS).



H3S Administration

Director's Office

Purpose Statement

The purpose of the Director's Office Team is to interface with County Administration and provide department wide 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 Director's Office budget is \$3,521,899 for FY24-25. The Office serves as the central administration for all of H3S, and tracks many measures across divisions. The office is staffed with expertise in Organizational Development, Contracting, Data Analysis, Performance Measurement, BCC Processes, Project Management, Budgeting, and Suicide Prevention.

Key Performance Measures

		FY 21-22 Actual	FY 22-23 Actual	FY 23-24 Target	FY 23-24 Actual as of (12/31/2021)	FY 24-25 Target
RESULT	Percentage of results in H3S Performance Clackamas plan that are met by H3S divisions.	72%	72%	70%	78%	70%

Program includes:

Mandated Services	<input type="text" value="N"/>
Shared Services	<input type="text" value="N"/>
Grant Funding	<input type="text" value="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



400101-Director's Office Team
 BCC Priority Alignment: Ensure Healthy, Safe, and Secure Communities
Budget Summary

	FY21-22 Actuals	FY22-23 Actuals	FY23-24 Amended Budget	FY23-24 Projected Year-End	FY24-25 Budget	Budget-to-Budget Changes:	
						\$ FY23-24 to FY24-25	% FY23-24 to FY24-25
Beginning Fund Balance	683,225	536,328	31,334	944,130	395,888	364,554	1163%
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	39,650,427	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines	1,476,114	1,627,164	2,051,428	1,151,029	2,405,635	354,207	17%
Revenue from Bonds & Other Debts	5,000,000	-	-	-	-	-	-
All Other Revenue Resources	80,705	447,648	-	250,000	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	1,442,123	548,773	750,957	566,924	720,376	(30,581)	-4%
Operating Revenue	47,649,369	2,623,585	2,802,385	1,967,953	3,126,011	323,626	12%
Total Revenue	48,332,594	3,159,913	2,833,719	2,912,083	3,521,899	688,180	24%
Personnel Services	1,252,761	1,601,592	1,916,917	1,740,544	2,183,704	266,787	14%
Materials and Services	1,142,688	643,607	866,802	775,651	1,200,983	334,181	39%
Capital Outlay	-	-	-	-	50,000	50,000	-
Operating Expense	2,395,450	2,245,199	2,783,719	2,516,195	3,434,687	650,968	23%
Debt Service	21,392	-	-	-	-	-	-
Special Payments	9,429,209	(41,629)	-	-	-	-	-
Transfers	12,213	12,213	-	-	12,212	12,212	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	50,000	-	75,000	25,000	50%
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	11,858,263	2,215,784	2,833,719	2,516,195	3,521,899	688,180	24%
Revenues Less Expenses	36,474,331	944,130	-	395,888	-		

Notes:

The H3S Director's Office serves as the central administration for all of H3S and tracks several measures across divisions. The office is staffed with expertise in Process Improvement, Contracting, Data Analysis, Performance Measurement, BCC Processes, Project Mgmt, and Budgeting. This office's current focus is to clarify and document procedures, build sustainable systems, develop a departmental strategic plan, and provide support to all H3S Divisions.



Social Services

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 \$64 million dollar budget comprised of 60 different funding sources. The program oversees over 100 contracts and processes thousands of invoices each year. The program provides the essential infrastructure required for county program and for community partners to be able to provide direct client services. Many Social Services programs are subject to regular program audits. These audits often include an element of fiscal review, including checks and balances. Program audits with no fiscal findings show that the agency is successfully administering public funds in a transparent and responsible manner.

Key Performance Measures

		FY 21-22 Actual	FY 22-23 Actual	FY 23-24 Target	FY 23-24 Actual as of (12/31/23)	FY 24-25 Target
RESULT	Percentage of audits that result in zero fiscal findings.	100%	100%	100%	100%	100%
OUTPUT	Number of contracts processed.	129	106	100	67	100

* Estimated

Program includes:

Mandated Services N

Shared Services Y

Grant Funding Y

Explain all "Yes" boxes below

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

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

Explanation Most of the funding for Social Services Administration is derived from Indirect Rates charged to all of the grants that fund the programs operated by Social Services. This includes funds from the Developmentally Disabled Program, which is a shared service. The Mt. Hood Express and Last Mile Shuttle funds are also included in this program area through FY23-24, but these services will be moving to the Transit Services Program beginning in FY24-25. Social Services has received funds to support the Mt. Hood Express for ten years. The required match for these funds is \$85,113, which is met with budgeted County General Fund and private donations.



400201-Social Services Administration
 BCC Priority Alignment: Ensure Healthy, Safe, and Secure Communities
Budget Summary

	FY21-22 Actuals	FY22-23 Actuals	FY23-24 Amended Budget	FY23-24 Projected Year-End	FY24-25 Budget	Budget-to-Budget Changes:	
						\$ FY23-24 to FY24-25	% FY23-24 to FY24-25
Beginning Fund Balance	2,656,638	1,015,515	485,405	2,534,012	127,583	(357,822)	-74%
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	305,997	4,270,185	5,244,921	2,377,517	-	(5,244,921)	-100%
Charges, Fees, License, Permits, Fines	2,336,229	2,490,223	2,756,331	2,950,283	3,170,854	414,523	15%
Revenue from Bonds & Other Debts	-	5,940	-	-	-	-	-
All Other Revenue Resources	136,573	51,119	44,500	32,500	-	(44,500)	-100%
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	619,063	828,792	1,073,017	376,655	321,228	(751,789)	-70%
Operating Revenue	3,397,862	7,646,259	9,118,769	5,736,955	3,492,082	(5,626,687)	-62%
Total Revenue	6,054,500	8,661,774	9,604,174	8,270,967	3,619,665	(5,984,509)	-62%
Personnel Services	2,086,506	2,122,184	2,397,196	2,157,830	2,260,700	(136,496)	-6%
Materials and Services	2,889,665	3,517,722	5,167,206	3,404,735	1,358,965	(3,808,241)	-74%
Capital Outlay	105,207	140,835	1,808,425	150,000	-	(1,808,425)	-100%
Operating Expense	5,081,378	5,780,741	9,372,827	5,712,565	3,619,665	(5,753,162)	-61%
Debt Service	-	-	-	-	-	-	-
Special Payments	169,024	245,211	132,269	164,574	-	(132,269)	-100%
Transfers	-	-	40,019	-	-	(40,019)	-100%
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	59,059	-	-	(59,059)	-100%
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	5,250,402	6,025,952	9,604,174	5,877,139	3,619,665	(5,984,509)	-62%
Revenues Less Expenses	804,098	2,635,822	-	2,393,828	-		

Notes:

Beginning in FY 25, the transit projects that were previously located in the Administrative Program will be moved to their own Transit Program. The Admin Program now only includes revenue and expenses related to Indirect Costs, Unrestricted Fund Balance, and General Fund that is not attached to a specific project.



Social Services

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 resource for older adults, family members and caregivers. It incorporates the following programs: ADRC Information & Referral, Family Caregiver Support Program, Money Management, Options Counseling, Oregon Project Independence (OPI), Senior Health Insurance Benefits Assistance (SHIBA), and Veterans Directed Care. Overwhelmingly, clients find that their engagement with the program results in the person meeting their stated goals.

Key Performance Measures

		FY 21-22 Actual	FY 22-23 Actual	FY 23-24 Target	FY 23-24 Estimates as of (12/31/23)	FY 24-25 Target
RESULT	Percentage of people whose goals have been met.	N/A*	97%	85%	90%	85%
RESULT	Percentage of OPI clients who did not transition to Medicaid services when exiting the program	N/A*	73%	65%	70%	65%
OUTPUT	Number of people served.	N/A*	1,616	1800	900	2000

Data available starting in FY22-23

Program includes:

Mandated Services N

Shared Services N

Grant Funding Y

Explain all "Yes" boxes below

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

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

Explanation The Information and Referral function of the Aging and Disability Resource Connection (ADRC) is funded by two federal grants; the Older American's Act and the Community Services Block Grant. Social Services has received these funds for over 30 years. The Older Americans Act requires a 25% local match, which is met by using budgeted County General Funds and in-kind donations from contracted community partners. The Options Counseling function of the ADRC is funded by state and federal grants that have been received for 10 years. There is no match requirement for those funds. Oregon Project Independence is a state-funded program that has been in operation for over 30 years. Funds are distributed via a formula to Area Agency on Aging (AAA) in the stat



400202-Aging & Disability Resource Connection
 BCC Priority Alignment: Ensure Healthy, Safe, and Secure Communities
Budget Summary

	FY21-22 Actuals	FY22-23 Actuals	FY23-24 Amended Budget	FY23-24 Projected Year-End	FY24-25 Budget	Budget-to-Budget Changes:	
						\$ FY23-24 to FY24-25	% FY23-24 to FY24-25
Beginning Fund Balance	16,378	(1,004,185)	191,823	1,751	378,221	186,398	97%
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	1,907,744	3,759,952	3,240,535	2,856,181	5,191,399	1,950,864	60%
Charges, Fees, License, Permits, Fines	-	-	-	-	30,000	30,000	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	180,762	-	168,026	177,147	337,811	169,785	101%
Operating Revenue	2,088,506	3,759,952	3,408,561	3,033,328	5,559,210	2,150,649	63%
Total Revenue	2,104,884	2,755,768	3,600,384	3,035,079	5,937,431	2,337,047	65%
Personnel Services	606,619	805,408	891,974	757,039	2,226,447	1,334,473	150%
Materials and Services	818,805	754,478	1,238,100	889,970	2,223,343	985,243	80%
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	1,425,424	1,559,887	2,130,074	1,647,009	4,449,790	2,319,716	109%
Debt Service	-	-	-	-	-	-	-
Special Payments	1,321,754	1,349,654	1,470,310	1,388,070	1,487,641	17,331	1%
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	2,747,177	2,909,540	3,600,384	3,035,079	5,937,431	2,337,047	65%
Revenues Less Expenses	(642,294)	(153,773)	-	-	-	-	-

Notes:

With the elimination of the Volunteer Connection Program in FY 24, two of the remaining volunteer-oriented programs were moved to the ADRC Program; Money Management and SHIBA (Senior Health Insurance Benefits Assistance). The OPI (Oregon Project Independence) Program was rolled into the ADRC Program, as was the Veterans Directed Care project. With these changes, most of the projects that serve older adults are now in the ADRC Program.



Social Services

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 provide service in a person-center manner, as evidenced by the high number of program participants who are able to achieve their personal goals. In prior years, staffing shortages have contributed to a decline in the percentage of qualifying encounters. Thanks to increased staffing and focused attention by management and staff, the program no longer experiences encounter deficits, and in fiscal year 22/23 exceeded the goal by 8%. The program continues to grow as more county residents become eligible for the program.

Key Performance Measures

		FY 21-22 Actual	FY 22-23 Actual	FY 23-24 Target	FY 23-24 Actual as of (12/31/23)	FY 24-25 Target
RESULT	Percentage of program participants who say they achieve their goals.	N/A*	N/A*	70%	70%	70%
OUTPUT	Number of individuals served	2,347	2,466	2,500	1,250**	2,600
EFFICIENCY	Percentage of state-contracted qualifying encounters conducted	89%	108%	100%	118%	100%

* Pandemic-related workload and staffing prohibited the distribution of client surveys that are used to collect data for this measure. Data will be available in FY 23/24.

** Estimate

Program includes:

Mandated Services N

Shared Services Y

Grant Funding Y

Explain all "Yes" boxes below

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

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

Explanation Clackamas County operates the Developmental Disabilities Program in partnership with the State of Oregon. Clackamas County has operated this program for over 25 years. Clackamas County receives a grant from the state to fund the program. Funding is calculated based on a variety of factors, including the number of people served and the number of abuse investigations conducted.



400203-Developmental Disabilities
 BCC Priority Alignment: Ensure Healthy, Safe, and Secure Communities
Budget Summary

	FY21-22 Actuals	FY22-23 Actuals	FY23-24 Amended Budget	FY23-24 Projected Year-End	FY24-25 Budget	Budget-to-Budget Changes:	
						\$ FY23-24 to FY24-25	% FY23-24 to FY24-25
Beginning Fund Balance	4,976,898	7,558,936	7,008,070	11,639,112	10,788,358	3,780,288	54%
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	12,775,372	15,716,328	15,869,481	15,450,561	15,594,248	(275,233)	-2%
Charges, Fees, License, Permits, Fines	-	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	-	592,722	592,722	223,983	(368,739)	-62%
Operating Revenue	12,775,372	15,716,328	16,462,203	16,043,283	15,818,231	(643,972)	-4%
Total Revenue	17,752,270	23,275,264	23,470,273	27,682,395	26,606,589	3,136,316	13%
Personnel Services	7,390,083	8,787,113	12,453,224	12,262,161	13,043,613	590,389	5%
Materials and Services	2,803,251	3,053,362	5,458,334	4,631,876	5,216,895	(241,439)	-4%
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	10,193,334	11,840,475	17,911,558	16,894,037	18,260,508	348,950	2%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	5,558,715	-	8,346,081	2,787,366	50%
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	10,193,334	11,840,475	23,470,273	16,894,037	26,606,589	3,136,316	13%
Revenues Less Expenses	7,558,936	11,434,789	-	10,788,358	-		

Notes:

In FY 23, the DD Program supported 2,466 county residents who experience an intellectual or developmental disability. New in FY 24 is a state ARPA grant that will help DD clients be more prepared for emergencies. The DD team continues to fully draw down all fee-for-service revenue. For the first time in many years, the DD team has very few vacant case management positions, which allows for lower caseloads and more responsive service to some of the county's most vulnerable residents.



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. Regular outreach ensures that people apply for assistance before their utility services are cut off. This helps to ensure the health and safety of recipients, and reduces the amount of grant funds used for reconnection fees, thus allowing additional households to be served. Outreach also ensures that new households are made aware of the program. The two Results performance measures listed below demonstrate the effectiveness of the strategies used in order to achieve the desired outcome. The anticipated reduction in dollars paid to households in FY24-25 is due to the elimination of pandemic-related increases in federal energy assistance, including the ending of the water and sewer support programs.

Key Performance Measures

		FY 21-22 Actual	FY 22-23 Actual	FY 23-24 Target	FY 23-24 Estimates as of (12/31/23)	FY 24-25 Target
RESULT	Percentage of households who receive assistance prior to utility shut off.	99%	99%	85%	85%	85%
RESULT	Percentage of households that are first-time recipients of energy assistance	27%	30%	25%	25%	25%
OUTPUT	Dollars paid to eligible low income households	\$4,943,075	\$4,406,634	\$4,368,172	\$1,116,172	\$2,819,656

Program includes:

Mandated Services N

Shared Services N

Grant Funding Y

Explain all "Yes" boxes below

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

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

Explanation

The Energy Assistance Program (now called Utility Support due to the addition of water and sewer assistance) is one of the programs operated under the umbrella of Community Action. Program funds are received via formula from federal and state sources. Federal funding for the Low Income Home Energy Assistance Program (LIHEAP) has been received for over 25 years. State funding comes through the Oregon Energy Assistance Program (OEAP) and has been received for over 10 years. The newest funding sources, federal water and sewer assistance funding, have been received for two years. None of these funding sources require local



400204-Energy Assistance
 BCC Priority Alignment: Ensure Healthy, Safe, and Secure Communities
Budget Summary

	FY21-22 Actuals	FY22-23 Actuals	FY23-24 Amended Budget	FY23-24 Projected Year-End	FY24-25 Budget	Budget-to-Budget Changes:	
						\$ FY23-24 to FY24-25	% FY23-24 to FY24-25
Beginning Fund Balance	(45,907)	(388,929)	95,807	(397,693)	64,832	(30,975)	-32%
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	5,141,572	6,862,008	5,912,724	6,821,521	4,211,126	(1,701,598)	-29%
Charges, Fees, License, Permits, Fines	-	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	-	58,379	65,599	89,734	31,355	54%
Operating Revenue	5,141,572	6,862,008	5,971,103	6,887,120	4,300,860	(1,670,243)	-28%
Total Revenue	5,095,665	6,473,079	6,066,910	6,489,427	4,365,692	(1,701,218)	-28%
Personnel Services	903,639	1,000,720	1,489,961	1,214,448	1,159,870	(330,091)	-22%
Materials and Services	4,578,626	5,870,051	4,569,507	5,202,147	3,197,822	(1,371,685)	-30%
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	5,482,265	6,870,771	6,059,468	6,416,595	4,357,692	(1,701,776)	-28%
Debt Service	-	-	-	-	-	-	-
Special Payments	6,775	-	7,442	8,000	8,000	558	7%
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	5,489,040	6,870,771	6,066,910	6,424,595	4,365,692	(1,701,218)	-28%
Revenues Less Expenses	(393,375)	(397,693)	-	64,832	-		

Notes:

The Utility Support Program continues to provide energy assistance for low income households. Funding was discontinued by the state for the water and sewer program but we continue to partner with at least one local agency to assist and hope to develop new relationships to meet this need. For several years, we have had COVID related funding to expand service but we do not anticipate new COVID funding after FY24, which will reduce the number of households served. In FY23, the program served 4,957 households.



Social Services

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 Social Services housing team continues to provide effective support for households experiencing houselessness or at risk of becoming houseless. Nearly all households who graduate from a long-term housing program are able to maintain stable for at least six month. The national benchmark is 65%. This team regularly surpasses this goal. The increase in the number of households served is primarily due to federal and state rent assistance funding.

Key Performance Measures

		FY 21-22 Actual	FY 22-23 Actual	FY 23-24 Target	FY 23-24 Estimates as of (12/31/23)	FY 24-25 Target
RESULT	Percentage of households who have retained permanent housing six months after program completion.	94%	58%	65%	65%	65%
OUTPUT	Number of households served.	855	971	1000	500	1200

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

There are over 20 local, state and federal funds that support Social Services' housing programs. Some, like state funded EHA (Emergency Housing Account) and SHAP (State Homeless Assistance Program), are received via a formula and operate under the umbrella of Community Action. These funds have been received for over 25 years. Six federal Continuum of Care funding sources are accessed via a competitive process and have been received for over 10 years. More recently, pandemic related state and federal rent assistance has been received for 2 to 3 years.



400205-Housing Support
 BCC Priority Alignment: Ensure Healthy, Safe, and Secure Communities
 Budget Summary

	FY21-22 Actuals	FY22-23 Actuals	FY23-24 Amended Budget	FY23-24 Projected Year-End	FY24-25 Budget	Budget-to-Budget Changes:	
						\$ FY23-24 to FY24-25	% FY23-24 to FY24-25
Beginning Fund Balance	(2,673,234)	(4,774,268)	237,322	(4,319,606)	199,688	(37,634)	-16%
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	22,438,683	15,778,024	11,112,296	14,454,207	12,747,675	1,635,379	15%
Charges, Fees, License, Permits, Fines	1,620,487	4,542	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	536,016	826,270	1,245,751	1,023,172	1,224,714	(21,037)	-2%
Operating Revenue	24,595,185	16,608,835	12,358,047	15,477,379	13,972,389	1,614,342	13%
Total Revenue	21,921,952	11,834,567	12,595,369	11,157,773	14,172,077	1,576,708	13%
Personnel Services	2,722,260	2,688,818	3,508,635	2,455,246	4,409,805	901,170	26%
Materials and Services	15,847,637	9,681,629	8,712,700	8,368,060	9,433,238	720,538	8%
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	18,569,897	12,370,447	12,221,335	10,823,306	13,843,043	1,621,708	13%
Debt Service	-	-	-	-	-	-	-
Special Payments	8,055,931	3,778,448	374,034	134,779	329,034	(45,000)	-12%
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	26,625,828	16,148,895	12,595,369	10,958,085	14,172,077	1,576,708	13%
Revenues Less Expenses	(4,703,876)	(4,314,328)	-	199,688	-		

Notes:

Social Services' housing projects continue to successfully serve county residents who experience homelessness. New state funds have allowed for the continuation of a large and effective Rent Assistance program. Funding from the Housing and Community Development Division has allowed the agency to expand the Coordinated Housing Access Program so that most calls are now answered live, and a new diversion component of CHA will launch late in FY 24.



Social Services

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

The Oregon Project Independence Program provided effective services to 169 people in FY 22/23. Demand for services remains high, with 50 people on the wait list.

Key Performance Measures

		FY 21-22 Actual	FY 22-23 Actual	FY 23-24 Target	FY 23-24 Estimates as of (12/31/23)	FY 24-25 Target
RESULT	Percentage of clients who did not transition to Medicaid services when exiting the program.	72%	73%	65%	70%	65%
OUTPUT	Number of clients served	160	169	175	150	175

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 Oregon Project Independence is a state-funded program that has been in operation for over 30 years. Funds are distributed via a formula to Area Agency on Aging (AAA) in the state. Social Services is the AAA for Clackamas County.



400206-Oregon Project Independence
 BCC Priority Alignment: Ensure Healthy, Safe, and Secure Communities
Budget Summary

	FY21-22	FY22-23	FY23-24	FY23-24	FY24-25	Budget-to-Budget Changes:	
	Actuals	Actuals	Amended Budget	Projected Year-End	Budget	\$ FY23-24 to FY24-25	% FY23-24 to FY24-25
Beginning Fund Balance	72,002	(60,972)	168,253	96,371	-	(168,253)	-100%
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	346,184	1,375,241	1,470,754	1,408,227	-	(1,470,754)	-100%
Charges, Fees, License, Permits, Fines	-	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	69,910	-	31,408	31,408	-	(31,408)	-100%
Operating Revenue	416,094	1,375,241	1,502,162	1,439,635	-	(1,502,162)	-100%
Total Revenue	488,095	1,314,269	1,670,415	1,536,006	-	(1,670,415)	-100%
Personnel Services	326,035	477,510	707,683	658,617	-	(707,683)	-100%
Materials and Services	153,082	383,147	962,732	773,518	-	(962,732)	-100%
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	479,118	860,657	1,670,415	1,432,135	-	(1,670,415)	-100%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	479,118	860,657	1,670,415	1,432,135	-	(1,670,415)	-100%
Revenues Less Expenses	8,978	453,612	-	103,871	-		

Notes:

This program is not being used beginning FY24-25. Projects were moved to 400202.



Social Services

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

The Veterans Program employs accredited Veterans Service Officers to expedite access to VA benefits and improve the chance for a successful outcome for every claim filed. The measure tracking the dollar amount of new claims is reported on a one-year lag in order to allow as many claims as possible to move through the long initial, and if needed, the appeals process. This reporting delay allows the agency to provide more accurate information on the outcome of the office's work. To date, for every dollar invested in the program in FY 22/23, veterans and their dependents received more than \$10 in benefits.

Key Performance Measures

		FY 21-22 Actual	FY 22-23 Actual	FY 23-24 Target	FY 23-24 Estimates as of (12/31/23)	FY 24-25 Target
RESULT	Amount of new claim dollars granted to Clackamas County Veterans.*	\$7,569,154	\$9,432,940	\$10,000,000	\$5,000,000	\$10,000,000
OUTPUT	Number of claims filed.	891	1197	\$1,200	\$600	\$1,250
EFFICIENCY	Return on Investment: Claim dollars generated for every dollar spent on the Veterans Service Program.	\$8.52	\$10.26	\$10.00	\$10.00	\$10.00

* Claim dollars are reported on a two-year lag.

Program includes:

Mandated Services No

Shared Services No

Grant Funding Yes

Explain all "Yes" boxes below

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

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

Explanation The County Veterans Service Office (CVSO) receives funding from the Oregon Department of Veterans Affairs. The county has operated the CVSO for over 30 years. The funding is distributed via formula to all CVSOs in the state. For the proposed FY 25 budget, the state grant covers 40% of the costs of the program. The remaining costs are covered by County General Fund.

The Veterans Directed Care program is funded by the Veterans Administration and has been in operation in Clackamas County for five years. Neither program requires local match.



400207-Veteran Services
 BCC Priority Alignment: Ensure Healthy, Safe, and Secure Communities
Budget Summary

	FY21-22 Actuals	FY22-23 Actuals	FY23-24 Amended Budget	FY23-24 Projected Year-End	FY24-25 Budget	Budget-to-Budget Changes:	
						\$ FY23-24 to FY24-25	% FY23-24 to FY24-25
Beginning Fund Balance	110,391	95,203	157,206	242,778	211,734	54,528	35%
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	363,028	407,301	369,069	369,069	273,069	(96,000)	-26%
Charges, Fees, License, Permits, Fines	-	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	-	10	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	510,660	659,340	728,362	728,362	663,747	(64,615)	-9%
Operating Revenue	873,688	1,066,651	1,097,431	1,097,431	936,816	(160,615)	-15%
Total Revenue	984,079	1,161,854	1,254,637	1,340,209	1,148,550	(106,087)	-8%
Personnel Services	666,311	687,588	836,632	707,876	790,830	(45,802)	-5%
Materials and Services	222,565	231,488	418,005	294,873	357,720	(60,285)	-14%
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	888,876	919,076	1,254,637	1,002,749	1,148,550	(106,087)	-8%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	888,876	919,076	1,254,637	1,002,749	1,148,550	(106,087)	-8%
Revenues Less Expenses	95,203	242,778	-	337,460	-		

Notes:

In FY 22 the County Veterans Service Office (CVSO) filed 1,197 claims for Veterans Administration (VA) benefits on behalf of veterans and their family members, securing more than \$7.5 million in new VA benefits. For every dollar spent for the CVSO, \$9.47 in monetary benefits are generated.



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 was comprised of several distinct projects, including the Retired Senior Volunteer Program, the Senior Companion Program, Money Management, and Senior Health Insurance Benefits Assistance Program. The program restructured and limited programming during the height of the pandemic, which affected the number of volunteer hours contributed.

The Volunteer Connection was eliminated as of July 1, 2023. The RSVP program was eliminated. The remaining projects were distributed to other work units within Social Services.

Key Performance Measures

		FY 21-22 Actual	FY 22-23 Actual	FY 23-24 Target	FY 23-24 Actual as of (12/31/23)	FY 24-25 Target
RESULT	Percentage of volunteers who feel their service is meaningful.	90%	95%	N/A	N/A	Program Eliminated
OUTPUT	Number of volunteer hours worked	27,643	Program Eliminated	→	→	→
EFFICIENCY	Number of volunteer hours per Volunteer Connection FTE	5,119	Program Eliminated	→	→	→

Program includes:

Mandated Services N

Shared Services N

Grant Funding Y

Explain all "Yes" boxes below

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

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

Explanation The Senior Companion Program has been part of the Volunteer Connection for over 30 years and requires \$62,470 in match. In-kind donations and STIF (State Transportation Investment Fund) dollars

The Senior Health Insurance Benefits Program (SHIBA) has been part of the Volunteer Connection for over 20 years. There is no match required.

The Money Management Program has been part of the Volunteer Connection for over 25 years. There is no match requirement for that program.



400208-Volunteer Connection
 BCC Priority Alignment: Ensure Healthy, Safe, and Secure Communities
Budget Summary

	FY21-22 Actuals	FY22-23 Actuals	FY23-24 Amended Budget	FY23-24 Projected Year-End	FY24-25 Budget	Budget-to-Budget Changes:	
						\$ FY23-24 to FY24-25	% FY23-24 to FY24-25
Beginning Fund Balance	(162,320)	5,049	153,684	133,521	-	(153,684)	-100%
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	1,527,678	1,843,509	2,115,717	2,092,213	-	(2,115,717)	-100%
Charges, Fees, License, Permits, Fines	7,750	8,308	30,000	30,000	-	(30,000)	-100%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	1,453	7,690	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	143,216	184,747	58,352	70,671	-	(58,352)	-100%
Operating Revenue	1,680,098	2,044,254	2,204,069	2,192,884	-	(2,204,069)	-100%
Total Revenue	1,517,778	2,049,302	2,357,753	2,326,405	-	(2,357,753)	-100%
Personnel Services	1,235,519	1,328,331	847,583	864,096	-	(847,583)	-100%
Materials and Services	340,964	305,501	1,072,410	736,201	-	(1,072,410)	-100%
Capital Outlay	-	2,530	234,375	212,500	-	(234,375)	-100%
Operating Expense	1,576,483	1,636,362	2,154,368	1,812,797	-	(2,154,368)	-100%
Debt Service	-	-	-	-	-	-	-
Special Payments	264,383	383,901	203,385	163,400	-	(203,385)	-100%
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	1,840,866	2,020,263	2,357,753	1,976,197	-	(2,357,753)	-100%
Revenues Less Expenses	(323,088)	29,039	-	350,208	-		

Notes:

This program is not being used beginning FY24-25. Projects were moved to 400202 & 400209.



Social Services

Transit Services Program

Purpose Statement

The purpose of the Social Services Transportation Program is to seamlessly provide and coordinate transit services in Clackamas County, facilitating individuals' mobility across the County and enabling vital connections within the Tri-County area. Transit services in the County are provided in a multitude of ways, including paid driver demand response services, free public transportation, and the invaluable support of volunteer drivers providing rides to older adults in the community who typically cannot access traditional transportation options.

Performance Narrative

The Social Services Transportation Program remains a crucial lifeline for individuals accessing essential services, employment opportunities, and recreational amenities, contributing significantly to an enhanced quality of life throughout the County. As the program moves forward, it is primed to capitalize on its successes through continued collaboration with stakeholders, adoption of data-driven decision-making, and embracing emerging transportation technology trends. This commitment to evolution and innovation ensures that Clackamas County remains thoroughly connected and accessible for all residents. This program was previously tracked under Admin and now has its own program for FY24-25.

The number of public transportation rides has increased significantly with the rollout of the Last Mile Shuttle program and the lessening impacts of the pandemic. The number of rides provided increased by 33% when comparing FY21-22 to FY22-23.

Key Performance Measures

		FY 21-22 Actual	FY 22-23 Actual	FY 23-24 Target	FY 23-24 Estimates as of (12/31/23)	FY 24-25 Target
OUTPUT	Number of rides public transportation rides provided (includes Mt Hood Express and Last Mile Shuttles)	58,276	77,355	60,000	30,000	85,000
OUTPUT	Number of Elderly and Disabled rides provided (includes Transportation Reaching People and Adult/Senior Community Centers)	35,148	43,603	50,000	25,000	65,000

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 Social Services has received funds to support the Mt. Hood Express for ten years. The required match for these funds is \$109,500, which is met with budgeted County General Fund and private donations.

Social Services has received funds to support the Last Miles Shuttles for five years. These funds are provided through Statewide Transportation Improvement Funds (STIF) and require no local match.

Social Services has received various funds to support the Senior Companion Program, Transportation Reaching People, and Adult/Senior Community Centers for well over 20 years. Donations and STIF meet any required match.



400209-Transit Services

BCC Priority Alignment: Ensure Healthy, Safe, and Secure Communities

Budget Summary

	FY21-22 Actuals	FY22-23 Actuals	FY23-24 Amended Budget	FY23-24 Projected Year-End	FY24-25 Budget	Budget-to-Budget Changes:	
						\$ FY23-24 to FY24-25	% FY23-24 to FY24-25
Beginning Fund Balance	-	-	-	-	2,467,829	2,467,829	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	-	-	-	5,985,202	5,985,202	-
Charges, Fees, License, Permits, Fines	-	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	-	32,500	32,500	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	72,796	72,796	-
Operating Revenue	-	-	-	-	6,090,498	6,090,498	-
Total Revenue	-	-	-	-	8,558,327	8,558,327	-
Personnel Services	-	-	-	-	746,409	746,409	-
Materials and Services	-	-	-	-	5,841,233	5,841,233	-
Capital Outlay	-	-	-	-	1,731,867	1,731,867	-
Operating Expense	-	-	-	-	8,319,509	8,319,509	-
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	238,818	238,818	-
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	-	-	-	-	8,558,327	8,558,327	-
Revenues Less Expenses	-	-	-	-	-	-	-

Notes:

The Transit Program is new for FY 25. Projects included in this Program include the transit services that were previously found in the Administrative Program; Mt. Hood Express and the Last Mile Shuttles, along with two programs that were formerly found in the Volunteer Connection Program; Transportation Reaching People and Senior Companion Program. These changes allow the agency to better describe efforts made to provide transportation services to county residents.



400302-Weatherization

BCC Priority Alignment: Ensure Healthy, Safe, and Secure Communities

Budget Summary

	FY21-22	FY22-23	FY23-24	FY23-24	FY24-25	Budget-to-Budget Changes:	
	Actuals	Actuals	Amended Budget	Projected Year-End	Budget	\$ FY23-24 to FY24-25	% FY23-24 to FY24-25
Beginning Fund Balance	(397,025)	173,836	-	-	-	-	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	2,559,467	2,318,795	-	-	-	-	-
Charges, Fees, License, Permits, Fines	73,052	10,165	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	45,650	8,639	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	83,873	-	-	-	-	-	-
Operating Revenue	2,762,042	2,337,599	-	-	-	-	-
Total Revenue	2,365,017	2,511,435	-	-	-	-	-
Personnel Services	1,086,559	911,046	-	-	-	-	-
Materials and Services	1,104,621	1,465,660	-	-	-	-	-
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	2,191,180	2,376,706	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	2,191,180	2,376,706	-	-	-	-	-
Revenues Less Expenses	173,836	134,729	-	-	-	-	-

Notes:

This Program will end in FY23-24 as the Weatherization Services will move to the Community Preservation Program, 400703, under the Housing and Community Development Division of H3S



Children, Family & Community Connections

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.

Performance Narrative

The Workforce Program budget reflects an expansion of services from what was presented last year. In that time, the unit has received four new grants. These are listed below and will allow the unit to deliver employment services to more county residents. Some grants focus on specific populations, including people reentering society after incarceration, living in affordable housing and homeless veterans. The unit also began a new service, hosting expungement clinics to help those eligible to clear their criminal records to open more doors to employment, housing and other important opportunities.

Key Performance Measure

		FY 21-22 Actual	FY 22-23 Actual	FY 23-24 Target	FY 23-24 Actual as of (12/31/23)	FY 24-25 Target
RESULT	Percent of jobseekers in County-funded programs who retain employment for 90 days (out of the number who obtained employment).	80%	88%	55%	71%	70%
OUTPUT	Number of jobseekers in County-funded programs who obtained employment.	156	135	120	58	120

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 1, 2023 to June 30, 2025. No match requirement.

Oregon Department of Human Services – SNAP Training and Employment Program (STEP) - October 1, 2023 to September 30, 2024. 100% match funded through Supportive Housing Services (SHS) and Community Corrections.

U.S. Dept. of Labor, Homeless Veterans Reintegration Program (HVRP) – July 1, 2022 – June 30, 2025. No match required.

U.S. Dept. of Justice, Improving Reentry Education & Employment Outcomes – October 1, 2022 – Sept. 30, 2025. No match required.



400303-Workforce
BCC Priority Alignment: Vibrant Economy
Budget Summary

	FY21-22 Actuals	FY22-23 Actuals	FY23-24 Amended Budget	FY23-24 Projected Year-End	FY24-25 Budget	Budget-to-Budget Changes:	
						\$ FY23-24 to FY24-25	% FY23-24 to FY24-25
Beginning Fund Balance	256,202	90,380	189,292	349,853	171,792	(17,500)	-9%
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	756,306	1,309,135	1,995,299	1,298,714	1,872,123	(123,176)	-6%
Charges, Fees, License, Permits, Fines	82,000	42,000	42,000	42,000	42,000	-	0%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	24,264	-	-	-	-	-	-
Other Interfund Transfers	63,000	63,000	-	-	-	-	-
General Fund Support	830,580	852,321	636,789	600,000	600,000	(36,789)	-6%
Operating Revenue	1,756,150	2,266,456	2,674,088	1,940,714	2,514,123	(159,965)	-6%
Total Revenue	2,012,352	2,356,836	2,863,380	2,290,567	2,685,915	(177,465)	-6%
Personnel Services	1,341,997	1,457,407	2,046,369	1,550,955	1,970,034	(76,335)	-4%
Materials and Services	502,707	549,577	817,011	567,820	715,881	(101,130)	-12%
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	1,844,704	2,006,983	2,863,380	2,118,775	2,685,915	(177,465)	-6%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	1,844,704	2,006,983	2,863,380	2,118,775	2,685,915	(177,465)	-6%
Revenues Less Expenses	167,649	349,853	-	171,792	-		

Notes:

CFCC-Workforce programs are funded for FY 24-25. Concerns related to budget/potential layoffs in FY 23-24 contributed to turnover of highly trained client facing staff and challenged our ability to meet demand for services. Program revenue is received on an expenditure reimbursement basis; we cannot bill funders until new staff are hired/trained to deliver services. When understaffed, overall performance suffers, and grants end up being underspent, which is an issue for both the funder and program budget



Children, Family & Community Connections

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 Program's FY 24-25 proposed budget of \$5 million dollars will maintain most current service levels. Annually, over 3,500 families receive services support by the Prevention Program. Families of young children are connected to needed services and resources to facilitate stable home environments, healthy parent/child relationships, and age-appropriate child development. Youth receive substance abuse prevention services. Community members engage in substance use prevention activities. Domestic violence services are coordinated with other Health, Housing and Human Services Divisions, Sheriff's Office, District Attorney, Court System and non-profit shelter providers so that survivors receive services to help them stay safe. These services help assure Safe, Healthy & Secure Communities.

Key Performance Measures

		FY 21-22 Actual	FY 22-23 Actual	FY 23-24 Target	FY 23-24 Actual as of (12/31/23)	FY 24-25 Target
RESULT	Percent of families that are healthy, stable & attached	80%	85%	87%	91%	90%
RESULT	Percent of clients with a domestic violence safety plan*	93%	95%	Services moved to HCDD*		

*Domestic violence shelter services contracts moved to the Housing and Community Development division on July 1, 2023

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 Early Learning and Care (DELIC) - July 1, 2023 to June 30, 2025. Minor match requirement met with in-kind contributions.
 - Oregon State University (OSU) - July 1, 2023 to June 30, 2024. No match requirement.
 - Oregon Parenting Education Collaborative - July 1, 2023 to June 30, 2024. No match requirement.
 - Oregon Health Authority, Alcohol and Drug Prevention Education Program (AD-PEP) - July 1, 2023 - June 30, 2025. No match requirement.
 - U.S. Dept. of Health & Human Services, Substance Abuse and Mental Health Services Administration (SAMHSA) - Strategic Prevention Framework - Partnership for Success (SPF-PFS) - October 1, 2022 - September 30, 2024. No match requirement.
 - U.S. Dept. of Justice, Office on Violence Against Women (OVW) - Criminal Justice Response Grant. October 1, 2022 - September 30, 2024. No match requirement.
 - U.S. Dept. of Justice, Bureau of Justice Affairs (BJA) - Comprehensive Opioid, Stimulant, and Substance Abuse Site-based Program (COSSAP) - October 1, 2021 - September 30, 2024. No match requirement.



400304-Prevention Services
 BCC Priority Alignment: Ensure Healthy, Safe, and Secure Communities
Budget Summary

	FY21-22 Actuals	FY22-23 Actuals	FY23-24 Amended Budget	FY23-24 Projected Year-End	FY24-25 Budget	Budget-to-Budget Changes:	
						\$ FY23-24 to FY24-25	% FY23-24 to FY24-25
Beginning Fund Balance	18,949	221,915	376,812	58,704	310,087	(66,725)	-18%
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	4,372,598	3,820,037	3,419,907	4,096,924	3,826,225	406,318	12%
Charges, Fees, License, Permits, Fines	314,830	72,705	-	33,147	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	8,689	358	200,000	-	50,000	(150,000)	-75%
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	1,284,911	1,405,000	1,263,616	1,226,827	1,272,337	8,721	1%
Operating Revenue	5,981,028	5,298,100	4,883,523	5,356,898	5,148,562	265,039	5%
Total Revenue	5,999,977	5,520,015	5,260,335	5,415,602	5,458,649	198,314	4%
Personnel Services	1,469,751	1,657,738	2,021,602	1,809,942	2,061,592	39,990	2%
Materials and Services	837,855	695,951	596,270	842,143	724,058	127,788	21%
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	2,307,606	2,353,689	2,617,872	2,652,085	2,785,650	167,778	6%
Debt Service	-	-	-	-	-	-	-
Special Payments	3,614,490	3,357,623	2,642,463	2,453,430	2,672,999	30,536	1%
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	5,922,096	5,711,312	5,260,335	5,105,515	5,458,649	198,314	4%
Revenues Less Expenses	77,881	(191,297)	-	310,087	-		

Notes:

Most programs in CFCC-Prevention will remain operational in FY 24-25. Two federal grants supporting substance use prevention are ending September 30, 2024. This will reduce our ability to provide sub-agreements for prevention work in communities. Clackamas County will end being the backbone organization for All:Ready Network, supporting kindergarten readiness, on or before December 31, 2024. Staff are working to assure program transitions occur smoothly.



Children, Family & Community Connections Conflict Resolutions & Skills Development Program

Purpose Statement

The purpose of the Resolution Services program is to provide mediation, dispute resolution and training services to people, organizations and communities so they can resolve their differences in a healthy way to find long-lasting solutions.

Performance Narrative

During FY23-24 Resolution Services stabilized funding and staff capacity after the previous year's reductions. We have continued to maintain our current level of quality conflict resolution services to individuals, organizations, and communities through creative and resourceful approaches. An average of 2200 people are served annually with over 80% of clients reporting that they find the service valuable. These measures support the county's strategic goals of ensuring safe healthy and secure communities and by building public trust through quality government services.

Key Performance Measures

		FY 21-22 Actual	FY 22-23 Actual	FY 23-24 Target	FY 23-24 Actual as of (12/31/23)	FY 24-25 Target
RESULT	Mediation clients agree that they believe having mediation available through resolution services is valuable.	94%	84%	70%	92%	70%
OUTPUT	# of clients served in all service areas (annually)	2255	1768	2500	1302	2500

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:

Mandated

Family Law (ORS 107.755): Oregon law requires that each judicial district offer court-connected mediation to litigants in family law matters; Clackamas County Circuit Court makes this mediation mandatory by Supplemental Local Rule. Clackamas County is the contracted provider for these mediation services.

Small Claims Mediation (SRL12.005): 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.

Shared

Landlord Tenant Mediation: services in this section receive shared funding from Supported Housing Services to provide mediation to business and individuals facing conflict involving housing to support housing retention and eviction prevention.

Grant Funding

Community Mediation: services in this section receive grant funding from the Oregon Office of Community Dispute Resolution, administered through the University of Oregon School of Law. This grant covers neighbor-to-neighbor disputes for residents of, or businesses within, Clackamas County.

Manufactured and Marina Community Resource Center: services in this section receive grant funding from Oregon Housing and Community Services to provide both mandatory and voluntary mediation for Manufactured Housing Communities.



400305-Conflict Resolution & Skill

BCC Priority Alignment: Ensure Healthy, Safe, and Secure Communities

Budget Summary

	Budget-to-Budget Changes:						
	FY21-22 Actuals	FY22-23 Actuals	FY23-24 Amended Budget	FY23-24 Projected Year-End	FY24-25 Budget	\$ FY23-24 to FY24-25	% FY23-24 to FY24-25
Beginning Fund Balance	-	-	401,877	744,761	439,545	37,668	9%
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	-	879,341	1,039,512	1,013,293	133,952	15%
Charges, Fees, License, Permits, Fines	-	-	155,000	132,050	132,000	(23,000)	-15%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	10,000	35,529	35,529	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	-	74,628	74,628	95,221	20,593	28%
Operating Revenue	-	-	1,108,969	1,256,190	1,276,043	167,074	15%
Total Revenue	-	-	1,510,846	2,000,951	1,715,588	204,742	14%
Personnel Services	-	-	1,179,944	1,215,494	1,292,397	112,453	10%
Materials and Services	-	-	330,902	345,912	423,191	92,289	28%
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	-	-	1,510,846	1,561,406	1,715,588	204,742	14%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	-	-	1,510,846	1,561,406	1,715,588	204,742	14%
Revenues Less Expenses	-	-	-	439,545	-	-	-

Notes:

Resolution Services is still adapting to a CGF reduction of \$554,000 in 23-24 and transition from a Department to H3S-CFCC Division. The continued impact is inadequate staffing to meet demand. The result is that most staff are working at their full capacity and likely program cuts fiscal year. RS received one time funding support to make their budget whole this fiscal year, however, insufficient reliable and stable funds are a barrier to our long term planning to meet the high demand and community need.



280101-Conflict Resolution and Skill Development
 BCC Priority Alignment: Ensure Healthy, Safe, and Secure Communities
Budget Summary

	FY21-22	FY22-23	FY23-24	FY23-24	FY24-25	Budget-to-Budget Changes:	
	Actuals	Actuals	Amended Budget	Projected Year-End	Budget	\$ FY23-24 to FY24-25	% FY23-24 to FY24-25
Beginning Fund Balance	-	34,728	-	-	-	-	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	625,905	1,234,697	-	-	-	-	-
Charges, Fees, License, Permits, Fines	183,898	173,417	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	80	5,550	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	559,629	567,151	-	-	-	-	-
Operating Revenue	1,369,512	1,980,815	-	-	-	-	-
Total Revenue	1,369,512	2,015,543	-	-	-	-	-
Personnel Services	1,017,156	878,139	-	-	-	-	-
Materials and Services	317,628	392,642	-	-	-	-	-
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	1,334,784	1,270,781	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	1,334,784	1,270,781	-	-	-	-	-
Revenues Less Expenses	34,728	744,762	-	-	-	-	-

Notes:
 This Program will be moving into the Health, Housing and Human Services Dept beginning FY23-24. New Program number will be 400305



400399-Allocation Pool
BCC Priority Alignment: Not Applicable
Budget Summary

	Budget-to-Budget Changes:						
	FY21-22 Actuals	FY22-23 Actuals	FY23-24 Amended Budget	FY23-24 Projected Year-End	FY24-25 Budget	\$ FY23-24 to FY24-25	% FY23-24 to FY24-25
Beginning Fund Balance	-	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines	-	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-
Operating Revenue	-	-	-	-	-	-	-
Total Revenue	-	-	-	-	-	-	-
Personnel Services	-	-	-	-	-	-	-
Materials and Services	5,412	-	-	-	-	-	-
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	5,412	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	5,412	-	-	-	-	-	-
Revenues Less Expenses	(5,412)	-	-	-	-	-	-

Notes:
None.



Public Health Administration 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.

Public Health Administration also houses shared occupational health services with CC Health Centers Division (FQHC), including onboarding and ongoing occupational health assessment and service provisions for both divisions.

Performance Narrative

As reflected in our contract performance measure, processing delays due to an increase in federal grant awards; sub-recipient contract development; and process changes implemented by the BCC, County Counsel, and Procurement. Employee Individual Development Plan is currently on hold to ensure alignment with H3S and/or County guidance.

Key Performance Measures

		FY 21-22 Actual	FY 22-23 Actual	FY 23-24 Target	FY 23-24 Actual as of (12/31/23)	FY 24-25 Target
RESULT	Percent of contracts (new and renewals) processed within 60 days.	68%	80%	85%	80%	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 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:

Public Health shares PSB front office reception services with the Health Centers



400401-Public Health Administration
 BCC Priority Alignment: Ensure Healthy, Safe, and Secure Communities
Budget Summary

	FY21-22 Actuals	FY22-23 Actuals	FY23-24 Amended Budget	FY23-24 Projected Year-End	FY24-25 Budget	Budget-to-Budget Changes:	
						\$ FY23-24 to FY24-25	% FY23-24 to FY24-25
Beginning Fund Balance	21,776	-	-	43,139	-	-	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	121,294	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines	619,958	539,064	613,158	619,055	895,991	282,833	46%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	36,114	408	-	851	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	-	180,999	-	-	(180,999)	-100%
Operating Revenue	777,366	539,472	794,157	619,906	895,991	101,834	13%
Total Revenue	799,142	539,472	794,157	663,045	895,991	101,834	13%
Personnel Services	698,392	460,010	678,160	561,749	833,660	155,500	23%
Materials and Services	99,206	79,462	115,997	101,296	62,331	(53,666)	-46%
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	797,598	539,472	794,157	663,045	895,991	101,834	13%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	797,598	539,472	794,157	663,045	895,991	101,834	13%
Revenues Less Expenses	1,544	-	-	-	-	-	-

Notes:
 Inclusion of Organizational Development Unit staffing in Admin program. Moved current performance management and workforce development FTE to Admin Pool. Previously, these FTE were part of the Center for Population Health program under the Public Health Modernization Service area.



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. This includes the Women, Infants, and Children (WIC) and public health nurse home visiting services.

Performance Narrative

Women, Infants, and Children (WIC): WIC caseload has been decreasing the past five years. The last three months Public Health has managed to reverse this trend and has recently experienced slight increases in overall caseload. However, Public Health continues to fall short on enrolling Medicaid-eligible pregnant women onto WIC. Public Health is exploring options to increase outreach and referrals to prenatal medical providers and to contribute to existing initiatives to develop and implement a tri-county coordinated Maternal Child Health Referral System.

Key Performance Measure

		FY 21-22 Actual	FY 22-23 Actual	FY 23-24 Target	FY 23-24 Actual as of (12/31/23)	FY 24-25 Target
RESULT	60% Medicaid eligible pregnant women enrolled in WIC	42%	48%	60%	45%	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



400402-Access to Preventative Health
 BCC Priority Alignment: Ensure Healthy, Safe, and Secure Communities
Budget Summary

	FY21-22 Actuals	FY22-23 Actuals	FY23-24 Amended Budget	FY23-24 Projected Year-End	FY24-25 Budget	Budget-to-Budget Changes:	
						\$ FY23-24 to FY24-25	% FY23-24 to FY24-25
Beginning Fund Balance	-	88,085	53,122	97,163	232,680	179,558	338%
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	2,498,464	2,673,132	3,052,525	2,561,440	2,763,389	(289,136)	-9%
Charges, Fees, License, Permits, Fines	459,662	365,795	1,105,470	902,139	966,175	(139,295)	-13%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	5,408	116,078	118,177	190,377	192,411	74,234	63%
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	403,673	778,003	997,352	656,145	875,845	(121,507)	-12%
Operating Revenue	3,367,207	3,933,009	5,273,524	4,310,101	4,797,820	(475,704)	-9%
Total Revenue	3,367,207	4,021,093	5,326,646	4,407,264	5,030,500	(296,146)	-6%
Personnel Services	1,865,464	2,151,541	3,148,225	2,494,708	3,550,413	402,188	13%
Materials and Services	1,334,407	1,786,719	1,792,950	1,133,161	1,128,030	(664,920)	-37%
Capital Outlay	-	-	145,595	146,190	-	(145,595)	-100%
Operating Expense	3,199,871	3,938,261	5,086,770	3,774,059	4,678,443	(408,327)	-8%
Debt Service	-	-	-	-	-	-	-
Special Payments	67,790	227,143	239,876	400,525	352,057	112,181	47%
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	3,267,662	4,165,404	5,326,646	4,174,584	5,030,500	(296,146)	-6%
Revenues Less Expenses	99,545	(144,310)	-	232,680	-		

Notes:

Increase in Federal and Local Funding: PE43 COVID Infusion funding from OHA to offset Mobile Van and Immunization Services & Health Share of Oregon Climate Adaptation Funding for Access to Preventative Health Program



Office of Public Health Emergency Services

Purpose Statement

The Office of Public Health Emergency Services (OPHES) includes Public Health Emergency Preparedness and Emergency Medical Services.

Public Health Emergency Preparedness services build organizational capacity to respond to public health emergencies and other incidents requiring action from Clackamas County in coordination with the County's Disaster Management Department and local, regional, state, community, and volunteer emergency response partners.

Emergency Medical Services (EMS) in Clackamas County are provided under contract by American Medical Response (AMR) and local fire agencies throughout the County. AMR and fire agencies respond 24/7 to 9-1-1 calls with advanced life support paramedics and transport to four local area hospitals and two level 1 trauma centers in the metro area. The EMS program is responsible for regulatory oversight of the ambulance service plan and the ambulance service areas, including ongoing quality improvement initiatives and administration of the EMS Council that provides strategic policy direction to the Board of County Commissioners.

Performance Narrative

Emergency Medical Services (EMS) surpassed their target of 90% of response time compliance, achieved every month, for ambulance services providers priority calls.

Key Performance Measure

		FY 21-22 Actual	FY 22-23 Actual	FY 23-24 Target	FY 23-24 Actual as of (12/31/23)	FY 24-25 Target
RESULT	Achieve a 90% or higher response time every month for emergency medical services providers	92%	91%	90%	91%	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**
 All Hazard Emergency Preparedness: ORS 431.001-550
 Emergency Medical Services: ORS 682.017-991
 Ambulance Cost Savings/Enhancement: ORS 682.017-991

Program funded through revenue grant agreement between OH and the Local Public Health Authority



400403-Office of Public Health Emergency Services
BCC Priority Alignment: Ensure Healthy, Safe, and Secure Communities
Budget Summary

	FY21-22 Actuals	FY22-23 Actuals	FY23-24 Amended Budget	FY23-24 Projected Year-End	FY24-25 Budget	Budget-to-Budget Changes:	
						\$ FY23-24 to FY24-25	% FY23-24 to FY24-25
Beginning Fund Balance	1,180,721	905,794	1,179,682	717,271	518,191	(661,491)	-56%
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	2,071,408	227,115	789,949	504,786	1,087,275	297,326	38%
Charges, Fees, License, Permits, Fines	1,006,069	954,525	1,377,306	1,206,858	1,260,787	(116,519)	-8%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	2,250	2,259	13,848	12,325	24,650	10,802	78%
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	525,928	-	-	-	-	-	-
Operating Revenue	3,605,655	1,183,899	2,181,103	1,723,969	2,372,712	191,609	9%
Total Revenue	4,786,376	2,089,693	3,360,785	2,441,240	2,890,903	(469,882)	-14%
Personnel Services	970,770	414,292	1,470,953	750,872	986,147	(484,806)	-33%
Materials and Services	1,246,640	673,814	1,519,741	875,093	1,497,654	(22,087)	-1%
Capital Outlay	90,905	99,404	126,810	58,343	-	(126,810)	-100%
Operating Expense	2,308,315	1,187,511	3,117,504	1,684,308	2,483,801	(633,703)	-20%
Debt Service	-	-	-	-	-	-	-
Special Payments	265,152	198,898	243,281	238,741	273,000	29,719	12%
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	134,102	134,102	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	2,573,467	1,386,409	3,360,785	1,923,049	2,890,903	(469,882)	-14%
Revenues Less Expenses	2,212,909	703,284	-	518,191	-		

Notes:

Increase in Federal Funding: County ARPA funding for the Office of Public Health Emergency Services program to support Clackamas Fire's Community Paramedic & Housing and Community Development funding to support Public Health's Community Paramedic



Environmental Health Program

Purpose Statement

The Environmental Health Program (EH) prevents disease and injury in the community through programs that regulate and enforce public health laws.

Statutory responsibilities of the EH program include:

- Regulatory inspections of restaurants, food carts, public pools and spas, hotels, RV parks, overnight camps, tobacco retailers, and public drinking water systems.
- Respond to public drinking water system alerts (including boil water advisories).
- Respond to community outbreaks by investigating the source and providing education and interventions to reduce spread and prevent future outbreaks.

Performance Narrative

OHA suspended inspection rate and process standards in 2021 due to the COVID-19 pandemic. Since the COVID emergency declaration was lifted we are back on track to meet our target of 90%. In 2024 we are projected to surpass our target rate of 90%.

Key Performance Measure

		FY 21-22 Actual	FY 22-23 Actual	FY 23-24 Target	FY 23-24 Projected	FY 24-25 Target
RESULT	Number of inspections completed yearly	2,859	2,823	N/A*	3,082	N/A*
RESULT	Percent of routine licensed facility inspections completed within the year.	92%	92%	90%	92%	90%

* Number of inspections is based on number of businesses in the County, which isn't controlled by H3S. Historically this measure has not had a 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

Mandated Services

Environmental Health/Health Inspection: ORS 431, 446, 448, and 624

Safe Drinking Water: ORS 431, 448 & Federal SWDA



400404-Environmental Health
 BCC Priority Alignment: Ensure Healthy, Safe, and Secure Communities
Budget Summary

	FY21-22 Actuals	FY22-23 Actuals	FY23-24 Amended Budget	FY23-24 Projected Year-End	FY24-25 Budget	Budget-to-Budget Changes:	
						\$ FY23-24 to FY24-25	% FY23-24 to FY24-25
Beginning Fund Balance	271,782	592,879	953,812	680,624	1,201,496	247,684	26%
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	528,065	1,064,306	332,588	1,076,444	393,793	61,205	18%
Charges, Fees, License, Permits, Fines	1,537,601	1,552,586	1,645,180	1,524,123	1,858,829	213,649	13%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	-	74	-	31	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	31,143	49,263	58,448	27,700	48,433	(10,015)	-17%
Operating Revenue	2,096,809	2,666,229	2,036,216	2,628,298	2,301,055	264,839	13%
Total Revenue	2,368,591	3,259,108	2,990,028	3,308,922	3,502,551	512,523	17%
Personnel Services	1,391,898	1,404,747	2,036,044	1,551,918	2,742,499	706,455	35%
Materials and Services	337,970	327,607	878,527	456,339	661,352	(217,175)	-25%
Capital Outlay	-	-	-	38,062	-	-	-
Operating Expense	1,729,868	1,732,354	2,914,571	2,046,319	3,403,851	489,280	17%
Debt Service	-	-	-	-	-	-	-
Special Payments	45,843	79,612	75,457	61,107	98,700	23,243	31%
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	1,775,712	1,811,966	2,990,028	2,107,426	3,502,551	512,523	17%
Revenues Less Expenses	592,879	1,447,142	-	1,201,496	-		

Notes:

Increase in Environmental Health Fee-for-Services revenue: Implementation of BCC approved fee increases



Infectious Disease Control and Prevention Program

Purpose Statement

Infectious Disease Control and Prevention (IDCP) partners with health care providers, the Oregon Health Authority, and community members to prevent the emergence and spread of communicable diseases. This includes collecting and analyzing disease reports, studying risk factors, protecting exposed individuals and families, disseminating guidelines for disease prevention and control, and planning and responding to public health emergencies involving communicable diseases. This statutory responsibility includes over 50 reportable infectious diseases, such as tuberculosis, foodborne illness, sexually transmitted infections, and respiratory illness.

Performance Narrative

By measuring the percentage of early syphilis cases with all three indicators documented (HIV status, pregnancy status, sex of partners), we are looking at how comprehensively members of the IDCP team can complete interviews with syphilis cases, which is a reflection on how well-staffed the IDCP team is to respond to various reportable illnesses. This year, the IDCP team is projected to be slightly under the 85% target though they appear to be increasing towards the goal.

Key Performance Measures

		FY 21-22 Actual	FY 22-23 Actual	FY 23-24 Target	FY 23-24 Projected	FY 24-25 Target
RESULT		88.28	77.27	70	129.6	70
RESULT		81%	77%	85%	77%	85%

Program includes:

Mandated Services

Shared Services

Grant Funding

Explain all "Yes" boxes below

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

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

Explanation **Mandated Services**
 Communicable Disease: ORS 431-433 & 437
 Tuberculosis Control: ORS 433.006
 HIV Prevention: OAR 333-022-0210

Program funded through revenue grant agreement between OH and the Local Public Health Authority



400405-Infectious Disease Control & Prevention
 BCC Priority Alignment: Ensure Healthy, Safe, and Secure Communities
Budget Summary

	FY21-22 Actuals	FY22-23 Actuals	FY23-24 Amended Budget	FY23-24 Projected Year-End	FY24-25 Budget	Budget-to-Budget Changes:	
						\$ FY23-24 to FY24-25	% FY23-24 to FY24-25
Beginning Fund Balance	5,314,549	2,670,199	397,213	117,852	16,081	(381,132)	-96%
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	8,413,949	2,411,819	1,776,873	2,378,976	1,669,912	(106,961)	-6%
Charges, Fees, License, Permits, Fines	13,733	53,169	-	-	58,270	58,270	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	(348)	27,901	12,500	12,980	30,238	17,738	142%
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	864,551	691,430	386,341	606,140	674,531	288,190	75%
Operating Revenue	9,291,886	3,184,319	2,175,714	2,998,096	2,432,951	257,237	12%
Total Revenue	14,606,435	5,854,518	2,572,927	3,115,948	2,449,032	(123,895)	-5%
Personnel Services	6,901,189	4,246,860	1,634,813	2,034,566	1,985,704	350,891	21%
Materials and Services	5,200,404	1,510,357	840,924	847,541	428,328	(412,596)	-49%
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	12,101,594	5,757,217	2,475,737	2,882,107	2,414,032	(61,705)	-2%
Debt Service	-	-	-	-	-	-	-
Special Payments	365,286	102,488	97,190	217,760	35,000	(62,190)	-64%
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	12,466,880	5,859,705	2,572,927	3,099,867	2,449,032	(123,895)	-5%
Revenues Less Expenses	2,139,554	(5,187)	-	16,081	-		

Notes:
 Decrease in Federal & State Funding: COVID response and associated funding termed in FY24 (COVID Limited Term FTE termed in FY24)



The Center for Population Health

Purpose Statement

The Center for Population Health includes a variety of public health prevention services including the Tobacco Prevention Education Program (TPEP), Opioid and Other Addictive Substances prevention programs, Suicide Prevention, Community Partnership Development, Community Health Needs Assessment and the Community Health Improvement Plan (Blueprint for a Healthy Clackamas), Public Health Advisory Council, Population Data and Epidemiology, and Built & Natural Environment.

Performance Narrative

The smoking rate performance measure is reported out every two years in December by the Oregon Health Authority. The Opioid prescription per 1,000 performance measure is reported through the State of Oregon.

Key Performance Measures

		FY 21-22 Actual	FY 22-23 Actual	FY 23-24 Target	FY 23-24 Projected	FY 24-25 Target
RESULT	Opioid prescription fills per 1,000 residents will decrease to 155.	151.9	152.4	155	150.4	155
RESULT	11th grade tobacco use (including e-cigarettes) will be reduced to 20%.	12.5%	Data reported every 2 years by	20%	17%	20%

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. CHIP - Blue Print: ORS 431.001-550
2. Public Health Modernization: ORS 431.001-550
3. Tobacco Program: ORS 431.001-550

Program funded through revenue grant agreement between OH and the Local Public Health Authority



400406-The Center for Population Health
BCC Priority Alignment: Ensure Healthy, Safe, and Secure Communities
Budget Summary

	FY21-22 Actuals	FY22-23 Actuals	FY23-24 Amended Budget	FY23-24 Projected Year-End	FY24-25 Budget	Budget-to-Budget Changes:	
						\$ FY23-24 to FY24-25	% FY23-24 to FY24-25
Beginning Fund Balance	377,685	921,006	2,411,052	925,491	288,314	(2,122,738)	-88%
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	760,656	4,786,202	3,392,384	3,977,067	3,219,708	(172,676)	-5%
Charges, Fees, License, Permits, Fines	54,865	619	92,582	81,772	312,000	219,418	237%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	11,170	4,396	300,000	-	-	(300,000)	-100%
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	44,362	647,104	291,217	444,015	322,798	31,581	11%
Operating Revenue	871,053	5,438,320	4,076,183	4,502,854	3,854,506	(221,677)	-5%
Total Revenue	1,248,738	6,359,326	6,487,235	5,428,345	4,142,820	(2,344,415)	-36%
Personnel Services	583,749	3,229,210	4,741,464	2,455,453	2,723,782	(2,017,682)	-43%
Materials and Services	393,346	2,255,716	1,563,478	2,115,134	1,148,900	(414,578)	-27%
Capital Outlay	-	27,500	-	-	-	-	-
Operating Expense	977,095	5,512,426	6,304,942	4,570,587	3,872,682	(2,432,260)	-39%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	374,939	182,293	569,444	270,138	87,845	48%
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	977,095	5,887,365	6,487,235	5,140,031	4,142,820	(2,344,415)	-36%
Revenues Less Expenses	271,643	471,962	-	288,314	-		

Notes:

Decrease in Federal Funding: PE51-05 Public Health Modernization Funding termed in FY24



Public Health
Vital Statistics Program

Purpose Statement

Oregon law requires all births and deaths be permanently recorded and registered. Certified copies of vital records are required to get social security benefits, a driver's license, passport, and other legal documents. The county must comply with all instructions of the State Registrar of the Oregon Health Authority.

Performance Narrative

Despite significant increases in vital records certification requests, staff have been able to consistently maintain above the 95% same day goal.

Key Performance Measure

		FY 21-22 Actual	FY 22-23 Actual	FY 23-24 Target	FY 23-24 Actual as of (12/31/23)	FY 24-25 Target
RESULT	Percent of death certificates processed same day received (within 24 hours).	96%	98%	95%	97%	95%

Program includes:

Mandated Services Y

Shared Services N

Grant Funding N

Explain all "Yes" boxes below

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

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

Explanation **Mandated Services:**

Vital Statistics: OHA/ORS 432.035 & OAR 333-011-0340



400407-Vital Statistics
 BCC Priority Alignment: Ensure Healthy, Safe, and Secure Communities
Budget Summary

	FY21-22 Actuals	FY22-23 Actuals	FY23-24 Amended Budget	FY23-24 Projected Year-End	FY24-25 Budget	Budget-to-Budget Changes:	
						\$ FY23-24 to FY24-25	% FY23-24 to FY24-25
Beginning Fund Balance	161,811	725	235,530	-	-	(235,530)	-100%
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines	690,747	570,203	543,860	518,247	619,036	75,176	14%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-
Operating Revenue	690,747	570,203	543,860	518,247	619,036	75,176	14%
Total Revenue	852,558	570,928	779,390	518,247	619,036	(160,354)	-21%
Personnel Services	169,105	320,578	524,861	302,236	452,323	(72,538)	-14%
Materials and Services	158,929	138,832	250,409	215,570	166,713	(83,696)	-33%
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	328,034	459,410	775,270	517,806	619,036	(156,234)	-20%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	2,869	4,120	441	-	(4,120)	-100%
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	328,034	462,279	779,390	518,247	619,036	(160,354)	-21%
Revenues Less Expenses	524,524	108,649	-	-	-		

Notes:

Increase in Vital Stats revenue: implementation of Permitium online vital stats ordering software



Health Centers

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 \$23,715,512. 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

		FY 21-22 Actual	FY 22-23 Actual	FY 23-24 Target	FY 23-24 Actual as of (12/31/23)	FY 24-25 Target
RESULT	Percentage of Patients who report overall satisfaction when surveyed.	90.7%	90.8%	90.0%	92.5%	91.3%

Program includes:

Mandated Services N

Shared Services N

Grant Funding Y

Explain all "Yes" boxes below

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

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

Explanation

HRSA330-GY20: 05/01/2024-04/30/2025 = \$2,531,320 (Health Resources and Service Administration)



400501-Health Centers Administration
 BCC Priority Alignment: Ensure Healthy, Safe, and Secure Communities
Budget Summary

	Budget-to-Budget Changes:						
	FY21-22 Actuals	FY22-23 Actuals	FY23-24 Amended Budget	FY23-24 Projected Year-End	FY24-25 Budget	\$ FY23-24 to FY24-25	% FY23-24 to FY24-25
Beginning Fund Balance	17,453,766	12,197,203	16,771,886	19,942,413	16,300,298	(471,588)	-3%
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	3,717,003	4,052,518	5,557,540	5,975,987	2,696,320	(2,861,220)	-51%
Charges, Fees, License, Permits, Fines	2,201,797	4,124,299	3,880,920	3,866,287	4,095,096	214,176	6%
Revenue from Bonds & Other Debts	45,963	45,963	7,045,960	7,045,960	45,970	(6,999,990)	-99%
All Other Revenue Resources	124,839	329,310	149,000	827,000	485,000	336,000	226%
Other Interfund Transfers	-	-	1,000,000	1,000,000	-	(1,000,000)	-100%
General Fund Support	496,039	-	52,510	52,510	-	(52,510)	-100%
Operating Revenue	6,585,641	8,552,090	17,685,930	18,767,744	7,322,386	(10,363,544)	-59%
Total Revenue	24,039,407	20,749,293	34,457,816	38,710,157	23,622,684	(10,835,132)	-31%
Personnel Services	4,477,987	4,168,579	5,282,369	4,812,374	5,665,932	383,563	7%
Materials and Services	2,749,692	3,002,064	2,675,290	2,914,938	2,316,788	(358,502)	-13%
Capital Outlay	4,614,526	884,552	12,173,500	11,129,774	-	(12,173,500)	-100%
Operating Expense	11,842,205	8,055,195	20,131,159	18,857,086	7,982,720	(12,148,439)	-60%
Debt Service	-	-	60,000	60,000	-	(60,000)	-100%
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	631,870	631,870	631,950	80	0%
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	14,756,516	-	15,100,842	344,326	2%
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	11,842,205	8,055,195	35,579,545	19,548,956	23,715,512	(11,864,033)	-33%
Revenues Less Expenses	12,197,203	12,694,098	(1,121,729)	19,161,201	(92,828)		

Notes:
 None.



Health Centers

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 \$18,539,875. 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.

Key Performance Measure

		FY 21-22 Actual	FY 22-23 Actual	FY 23-24 Target	FY 23-24 Actual as of (12/31/23)	FY 24-25 Target
RESULT	Percent of patients with Diabetes with blood sugar levels under control.*	67%	72%	72.7%	74%	73.6%**
OUTPUT	Number of primary care visits.	44,578	42,932	46,663	21,019	48,464

* Calendar year targets, as set by CareOregon.

** Estimated Target: finalized target to be released by CareOregon in July 2024

Program includes:

Mandated Services N

Shared Services N

Grant Funding Y

Explain all "Yes" boxes below

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

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

Explanation

SAMHSA: Zero Suicide: 09/30/2023-09/29/2024 = \$69,550 (Substance Abuse and Mental Health Services Administration)



400502-Primary Care
BCC Priority Alignment: Ensure Healthy, Safe, and Secure Communities
Budget Summary

	FY21-22 Actuals	FY22-23 Actuals	FY23-24 Amended Budget	FY23-24 Projected Year-End	FY24-25 Budget	Budget-to-Budget Changes:	
						\$ FY23-24 to FY24-25	% FY23-24 to FY24-25
Beginning Fund Balance	-	(856,643)	-	-	-	-	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	2,684,021	3,354,296	2,091,850	3,699,426	2,896,270	804,420	38%
Charges, Fees, License, Permits, Fines	9,923,467	9,220,825	11,079,680	9,622,516	11,731,000	651,320	6%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	11,545	13,367	213,650	17,182	13,650	(200,000)	-94%
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-
Operating Revenue	12,619,033	12,588,488	13,385,180	13,339,124	14,640,920	1,255,740	9%
Total Revenue	12,619,033	11,731,845	13,385,180	13,339,124	14,640,920	1,255,740	9%
Personnel Services	10,029,157	10,812,363	12,327,509	12,326,592	14,427,297	2,099,788	17%
Materials and Services	3,446,518	4,327,199	3,704,457	4,306,308	4,112,578	408,121	11%
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	13,475,676	15,139,562	16,031,966	16,632,900	18,539,875	2,507,909	16%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	13,475,676	15,139,562	16,031,966	16,632,900	18,539,875	2,507,909	16%
Revenues Less Expenses	(856,643)	(3,407,717)	(2,646,786)	(3,293,776)	(3,898,955)		

Notes:

During FY2022-23 the COVID-19 Pandemic designation will officially end. Health Centers will need to make minor changes to account for rules that were in place during the pandemic and that will be ending when the pandemic designation ends.



Health Centers

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 \$5,299,928. 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 21-22 Actual	FY 22-23 Actual	FY 23-24 Target	FY 23-24 Actual as of (12/31/23)	FY 24-25 Target
RESULT	Percent of child patients (age 2 and younger) will have complete immunizations.*	65%	55%	60.9%	54%	58.7%**
OUTPUT	Number of primary care visits.	9,860	11,336	16,709	4,656	18,369

* Calendar year targets, as set by CareOregon.

** Estimated Target: finalized target to be released by CareOregon in July 2024

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



400503-Gladstone Pediatric Clinic & School-Based Health Centers

BCC Priority Alignment: Ensure Healthy, Safe, and Secure Communities

Budget Summary

	FY21-22 Actuals	FY22-23 Actuals	FY23-24 Amended Budget	FY23-24 Projected Year-End	FY24-25 Budget	Budget-to-Budget Changes:	
						\$ FY23-24 to FY24-25	% FY23-24 to FY24-25
Beginning Fund Balance	-	(375,166)	-	-	-	-	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	398,422	1,132,695	180,620	389,185	255,990	75,370	42%
Charges, Fees, License, Permits, Fines	2,454,703	2,661,423	3,397,760	2,504,308	3,265,200	(132,560)	-4%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	355,000	-	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-
Operating Revenue	3,208,124	3,794,117	3,578,380	2,893,493	3,521,190	(57,190)	-2%
Total Revenue	3,208,124	3,418,951	3,578,380	2,893,493	3,521,190	(57,190)	-2%
Personnel Services	2,940,754	3,531,377	4,315,648	3,751,403	4,551,888	236,240	5%
Materials and Services	626,111	661,079	727,202	750,092	748,040	20,838	3%
Capital Outlay	16,425	-	-	-	-	-	-
Operating Expense	3,583,290	4,192,455	5,042,850	4,501,495	5,299,928	257,078	5%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	3,583,290	4,192,455	5,042,850	4,501,495	5,299,928	257,078	5%
Revenues Less Expenses	(375,166)	(773,504)	(1,464,470)	(1,608,002)	(1,778,738)		

Notes:

During FY2022-23 the COVID-19 Pandemic designation will officially end. Health Centers will need to make minor changes to account for rules that were in place during the pandemic and that will be ending when the pandemic designation ends.



Health Centers 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 \$7,487,488. 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.

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 23-24 Target	FY 23-24 Actual as of (12/31/23)	FY 24-25 Target
RESULT	Percent of children (age 1-14) seen at Dental Health Centers receiving preventative dental services.	97%	97%	97%
OUTPUT	Number of dental visits.	24,077	9,834	20,664

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



400504-Dental
BCC Priority Alignment: Ensure Healthy, Safe, and Secure Communities
Budget Summary

	FY21-22 Actuals	FY22-23 Actuals	FY23-24 Amended Budget	FY23-24 Projected Year-End	FY24-25 Budget	Budget-to-Budget Changes:	
						\$ FY23-24 to FY24-25	% FY23-24 to FY24-25
Beginning Fund Balance	1,458	785,103	-	-	-	-	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	1,599,365	2,569,809	405,390	825,217	790,530	385,140	95%
Charges, Fees, License, Permits, Fines	4,647,891	4,909,751	5,245,600	5,485,586	5,567,100	321,500	6%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-
Operating Revenue	6,247,255	7,479,560	5,650,990	6,310,803	6,357,630	706,640	13%
Total Revenue	6,248,713	8,264,663	5,650,990	6,310,803	6,357,630	706,640	13%
Personnel Services	3,953,295	4,519,994	5,642,090	5,216,470	5,964,196	322,106	6%
Materials and Services	1,242,833	1,430,575	1,310,441	1,412,434	1,523,292	212,851	16%
Capital Outlay	267,483	6,282	-	16,833	-	-	-
Operating Expense	5,463,610	5,956,851	6,952,531	6,645,737	7,487,488	534,957	8%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	5,463,610	5,956,851	6,952,531	6,645,737	7,487,488	534,957	8%
Revenues Less Expenses	785,103	2,307,812	(1,301,541)	(334,934)	(1,129,858)		

Notes:

During FY2022-23 the COVID-19 Pandemic designation will officially end. Health Centers will need to make minor changes to account for rules that were in place during the pandemic and that will be ending when the pandemic designation ends.



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 \$24,510,298. The Behavioral Health Program provides comprehensive health services at three behavioral health clinics. These resources allow the program to provide a variety of mental health and addition treatment services to children, adolescents, adults, and their families.

As part of the H3S Zero Suicide initiative Clackamas Health Centers is committed to suicide prevention in health and behavioral health care systems, and also a specific set of tools and strategies. Including assessment of suicide risk for all clients over age 12. Data shows the percentage of clients that were screened during an assessment or an annual re-assessment. Suicide is one of the leading causes of death in Oregon.

Key Performance Measure

		FY 21-22 Actual	FY 22-23 Actual	FY 23-24 Target	FY 23-24 Actual as of (12/31/23)	FY 24-25 Target
RESULT	Percent of clients 12 and older screened for suicide risk at their initial and/or annual assessment and as clinically needed. ¹	84%	82%	65%	83%	83%
OUTPUT	Number of client visits.	66,907	63,474	79,174	31,902	84,666

Program includes:

Mandated Services N

Shared Services N

Grant Funding Y

Explain all "Yes" boxes below

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

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

Explanation

CJC: Mental Health Court Grant: 07/01/2024-06/30/2025 = \$88,139 (Criminal Justice Commission)

CJC: Adult Drug Court Grant: 07/01/2024-06/30/2025 = \$96,724 (Criminal Justice Commission)

CJC:DUII Court Grant: 07/01/2024-06/30/2025 = \$67,155 (Criminal Justice Commission)



400505-Behavioral Health Clinics
BCC Priority Alignment: Ensure Healthy, Safe, and Secure Communities
Budget Summary

	FY21-22 Actuals	FY22-23 Actuals	FY23-24 Amended Budget	FY23-24 Projected Year-End	FY24-25 Budget	Budget-to-Budget Changes:	
						\$ FY23-24 to FY24-25	% FY23-24 to FY24-25
Beginning Fund Balance	17,645	4,557,529	-	-	-	-	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	661,094	1,749,620	459,480	857,980	875,018	415,538	90%
Charges, Fees, License, Permits, Fines	19,664,160	19,549,876	26,525,938	20,520,844	30,528,079	4,002,141	15%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	5,178	7,576	7,580	7,675	7,580	-	0%
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-
Operating Revenue	20,330,432	21,307,072	26,992,998	21,386,499	31,410,677	4,417,679	16%
Total Revenue	20,348,077	25,864,601	26,992,998	21,386,499	31,410,677	4,417,679	16%
Personnel Services	12,509,579	12,950,345	16,679,866	15,011,087	20,006,628	3,326,762	20%
Materials and Services	3,280,970	3,792,532	3,778,606	3,971,781	4,503,670	725,064	19%
Capital Outlay	-	-	-	27,822	-	-	-
Operating Expense	15,790,548	16,742,877	20,458,472	19,010,690	24,510,298	4,051,826	20%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	15,790,548	16,742,877	20,458,472	19,010,690	24,510,298	4,051,826	20%
Revenues Less Expenses	4,557,529	9,121,724	6,534,526	2,375,809	6,900,379		

Notes:

During FY2022-23 the COVID-19 Pandemic designation will officially end. Health Centers will need to make minor changes to account for rules that were in place during the pandemic and that will be ending when the pandemic designation ends. In FY2023-24 the majority of Health Centers' behavioral health services will transition from a temporary location on the Red Soils campus to a permanent location.



Behavioral Health

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 \$12,136,153. 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 21-22 Actual	FY 22-23 Actual	FY 23-24 Target	FY 23-24 Actual as of (12/31/23)	FY 24-25 Target
RESULT	Percent of customers reporting satisfied or highly satisfied with the service(s) they receive from Administration Program.	100%	95%	90%	89%	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 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 transitioning from a calendar to a fiscal year basis so the agreement supporting the FY25 budget extends from January 1, 2024–June 30, 2025. There are no matching requirements.



400601-Behavioral Health Administration
 BCC Priority Alignment: Ensure Healthy, Safe, and Secure Communities
Budget Summary

	Budget-to-Budget Changes:						
	FY21-22 Actuals	FY22-23 Actuals	FY23-24 Amended Budget	FY23-24 Projected Year-End	FY24-25 Budget	\$ FY23-24 to FY24-25	% FY23-24 to FY24-25
Beginning Fund Balance	2,583,073	3,320,046	1,415,742	10,681,225	3,919,490	2,503,748	177%
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	4,057,955	7,728,888	3,456,868	2,784,482	6,671,410	3,214,542	93%
Charges, Fees, License, Permits, Fines	629,125	1,293,766	888,133	1,439,334	1,441,521	553,388	62%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	12,015	150,704	-	154,887	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	394,549	340,246	488,273	-	103,732	(384,541)	-79%
Operating Revenue	5,093,644	9,513,605	4,833,274	4,378,703	8,216,663	3,383,389	70%
Total Revenue	7,676,717	12,833,650	6,249,016	15,059,928	12,136,153	5,887,137	94%
Personnel Services	2,461,272	2,836,889	3,349,863	3,180,289	3,499,609	149,746	4%
Materials and Services	1,895,399	1,047,984	2,306,761	3,011,089	7,103,508	4,796,747	208%
Capital Outlay	-	222,213	263,289	107,840	108,141	(155,148)	-59%
Operating Expense	4,356,671	4,107,086	5,919,913	6,299,218	10,711,258	4,791,345	81%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	329,103	-	1,424,895	1,095,792	333%
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	4,356,671	4,107,086	6,249,016	6,299,218	12,136,153	5,887,137	94%
Revenues Less Expenses	3,320,046	8,726,564	-	8,760,710	-		

Notes:

The County Financial Assistance Agreement (CFAA) with the Oregon Health Authority (OHA) was issued for 2024 as an 18-month agreement and will return to a biennial agreement starting July 2025 (had previously been on a calendar year and only one year agreement). Inflation increases from OHA impacted several of the service elements. This contract ensures behavioral health services are provided to uninsured individuals living in Clackamas County and those involved in the legal system.



Behavioral Health

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 \$9,755,657. 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. Priority populations include at-risk youth and their families, individuals with severe persistent mental illness, and individuals accessing higher levels of care.

Key Performance Measures

		FY 21-22 Actual	FY 22-23 Actual	FY 23-24 Target	FY 23-24 Actual as of (12/31/23)	FY 24-25 Target
RESULT	By 2025, 95% of all residents seeking Behavioral Health services will receive a response within one business day of	99%	100%	95%	100%	95%

Program includes:

Mandated Services N

Shared Services N

Grant Funding Y

Explain all "Yes" boxes below

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

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

Explanation The System of Care programs are funded by revenues received from the Oregon Health Authority Community Addictions and Mental Health Agreement (CMHP), CareOregon-OHP, and Trillium Community Health Plan.

CMHP funding is transitioning from a calendar to a fiscal year basis so the agreement supporting the FY25 budget extends from January 1, 2024–June 30, 2025. There are no matching requirements.



400602-Behavioral Health System of Care
 BCC Priority Alignment: Ensure Healthy, Safe, and Secure Communities
Budget Summary

	FY21-22 Actuals	FY22-23 Actuals	FY23-24 Amended Budget	FY23-24 Projected Year-End	FY24-25 Budget	Budget-to-Budget Changes:	
						\$ FY23-24 to FY24-25	% FY23-24 to FY24-25
Beginning Fund Balance	1,196,330	1,089,738	1,415,434	-	2,452,039	1,036,605	73%
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	5,538,732	5,044,954	8,221,598	5,178,872	7,303,618	(917,980)	-11%
Charges, Fees, License, Permits, Fines	-	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	23,627	1,500	200,000	-	-	(200,000)	-100%
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	-	46,768	-	-	(46,768)	-100%
Operating Revenue	5,562,359	5,046,454	8,468,366	5,178,872	7,303,618	(1,164,748)	-14%
Total Revenue	6,758,689	6,136,193	9,883,800	5,178,872	9,755,657	(128,143)	-1%
Personnel Services	2,919,550	3,283,201	3,914,373	3,530,481	4,332,046	417,673	11%
Materials and Services	2,105,917	2,193,202	3,830,358	2,279,244	3,774,533	(55,825)	-1%
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	5,025,467	5,476,404	7,744,731	5,809,725	8,106,579	361,848	5%
Debt Service	-	-	-	-	-	-	-
Special Payments	643,484	898,278	589,254	718,455	740,779	151,525	26%
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	278,318	-	-	(278,318)	-100%
Contingency	-	-	1,271,497	-	908,299	(363,198)	-29%
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	5,668,951	6,374,681	9,883,800	6,528,180	9,755,657	(128,143)	-1%
Revenues Less Expenses	1,089,738	(238,489)	-	(1,349,308)	-		

Notes:
 Individuals on the Oregon Health Plan receive Intensive Care Coordination with a focus on youth involved in multiple support systems, individuals in and out of the local hospital or residential treatment, and individuals in the Oregon State Hospital or receiving higher levels of care. The budget for this agreement is negotiated every 6 months to take into account any increased demand for services and it allows for a request for increased funding for personnel.



Behavioral Health

Peer Delivered 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 a budget of \$2,878,732. 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 21-22 Actual	FY 22-23 Actual	FY 23-24 Target	FY 23-24 Actual as of (12/31/23)	FY 24-25 Target
RESULT	Percent of customers feel their quality of life has improved as	85%	85%	80%	71%**	80%

***This figure is below target because 2 of the 9 program areas were unable to collect data due to staff shortages. Without their data, the current Actual is 84%, consistent with prior years*

Program includes:

Mandated Services N

Shared Services N

Grant Funding Y

Explain all "Yes" boxes below

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

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

Explanation The Peer program is funded by revenues from the Oregon Health Authority Community Addictions and Mental Health Services Agreement (CMHP), CareOregon-OHP, and Trillium Community Health Plan.

CMHP funding is transitioning from a calendar to a fiscal year basis so the agreement supporting the FY25 budget extends from January 1, 2024–June 30, 2025. There are no matching requirements.



400603-Peer Delivered
BCC Priority Alignment: Ensure Healthy, Safe, and Secure Communities
Budget Summary

	FY21-22 Actuals	FY22-23 Actuals	FY23-24 Amended Budget	FY23-24 Projected Year-End	FY24-25 Budget	Budget-to-Budget Changes:	
						\$ FY23-24 to FY24-25	% FY23-24 to FY24-25
Beginning Fund Balance	14,999	(154,636)	154,978	-	221,441	66,463	43%
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	1,760,704	1,646,357	2,311,103	2,267,297	2,657,291	346,188	15%
Charges, Fees, License, Permits, Fines	-	24,880	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	88	-	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-
Operating Revenue	1,760,793	1,671,237	2,311,103	2,267,297	2,657,291	346,188	15%
Total Revenue	1,775,792	1,516,601	2,466,081	2,267,297	2,878,732	412,651	17%
Personnel Services	133,512	53,775	148,576	-	-	(148,576)	-100%
Materials and Services	1,433,291	1,031,207	1,501,407	2,087,353	2,155,381	653,974	44%
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	1,566,802	1,084,982	1,649,983	2,087,353	2,155,381	505,398	31%
Debt Service	-	-	-	-	-	-	-
Special Payments	363,625	291,705	661,120	392,848	348,459	(312,661)	-47%
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	154,978	-	374,892	219,914	142%
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	1,930,428	1,376,687	2,466,081	2,480,201	2,878,732	412,651	17%
Revenues Less Expenses	(154,636)	139,914	-	(212,904)	-		

Notes:

The budget for peer delivered services increased slightly in FY25 due to an award increase from the Oregon Health Authority. The Behavioral Health Division also conducted a comprehensive review of the current model for peer-delivered services with an outside consultant and expects to make changes and improvements in the delivery of these services to Clackamas County residents in FY25, to include updated reporting requirements in vendor contracts to ensure measurable outcomes.



Behavioral Health

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 \$642,505. 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 21-22 Actual	FY 22-23 Actual	FY 23-24 Target	FY 23-24 Actual as of (12/31/23)	FY 24-25 Target
RESULT	Percent of <i>Get Trained to Help</i> participants report taking action(s) they could not otherwise taken.	78%	88%	70%	N/A*	70%

*Data is collected annually and will not be available until after publication of this document.

Program includes:

Mandated Services N

Shared Services N

Grant Funding Y

Explain all "Yes" boxes below

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

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

Explanation The Peer program is funded by revenues from the Oregon Health Authority Community Addictions and Mental Health Services Agreement (CMHP) CareOregon-OHP, and Trillium Community Health Plan.
 CMHP funding is transitioning from a calendar to a fiscal year basis so the agreement supporting the FY25 budget extends from January 1, 2024–June 30, 2025. There are no matching requirements.



400604-Prevention & Stigma Reduction
 BCC Priority Alignment: Ensure Healthy, Safe, and Secure Communities
Budget Summary

	FY21-22 Actuals	FY22-23 Actuals	FY23-24 Amended Budget	FY23-24 Projected Year-End	FY24-25 Budget	Budget-to-Budget Changes:	
						\$ FY23-24 to FY24-25	% FY23-24 to FY24-25
Beginning Fund Balance	260,124	365,006	192,971	-	70,215	(122,756)	-64%
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	451,783	552,390	515,703	513,478	572,290	56,587	11%
Charges, Fees, License, Permits, Fines	-	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	2,693	6,372	1,260	-	-	(1,260)	-100%
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-
Operating Revenue	454,475	558,762	516,963	513,478	572,290	55,327	11%
Total Revenue	714,599	923,768	709,934	513,478	642,505	(67,429)	-9%
Personnel Services	254,721	282,341	310,226	318,630	339,177	28,951	9%
Materials and Services	94,872	156,608	206,737	205,884	258,905	52,168	25%
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	349,593	438,949	516,963	524,514	598,082	81,119	16%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	192,971	-	44,423	(148,548)	-77%
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	349,593	438,949	709,934	524,514	642,505	(67,429)	-9%
Revenues Less Expenses	365,006	484,819	-	(11,036)	-		

Notes:

No significant changes. Clackamas County Behavioral Health continues to support Get Trained to Help, a service that provides mental health awareness training to anyone who lives or works in Clackamas County, free of charge. We also host a table or provide materials regarding the 24/7 Crisis and Support Line at many local events.



Behavioral Health

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 has a budget of \$10,019,676. Funding allows for staff 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 before arrest, and staffing for the urgent mental health walk-in clinic providing support 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 21-22 Actual	FY 22-23 Actual	FY 23-24 Target	FY 23-24 Actual as of (12/31/23)	FY 24-25 Target
RESULT	Percent of Medicaid or uninsured patients that do not get readmitted to a hospital within 30 days.	88%	94%	85%	86%	85%

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 funded by revenues received from the Oregon Health Authority Community Addictions and Mental Health Agreement (CMHP), CareOregon-OHP and Trillium Community Health Plan-OHP. The CFAA indicates which services are

CMHP funding is transitioning from a calendar to a fiscal year basis so the agreement supporting the FY25 budget extends from January 1, 2024–June 30, 2025



	FY21-22 Actuals	FY22-23 Actuals	FY23-24 Amended Budget	FY23-24 Projected Year-End	FY24-25 Budget	Budget-to-Budget Changes:	
						\$ FY23-24 to FY24-25	% FY23-24 to FY24-25
Beginning Fund Balance	1,183,033	1,180,521	1,751,843	-	1,432,604	(319,239)	-18%
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	4,515,508	5,834,173	6,827,417	6,952,053	7,473,942	646,525	9%
Charges, Fees, License, Permits, Fines	161,872	371,393	544,341	478,933	547,859	3,518	1%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	2,915	20	1,000	-	-	(1,000)	-100%
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	317,268	237,231	182,026	436,049	565,271	383,245	211%
Operating Revenue	4,997,563	6,442,817	7,554,784	7,867,035	8,587,072	1,032,288	14%
Total Revenue	6,180,596	7,623,338	9,306,627	7,867,035	10,019,676	713,049	8%
Personnel Services	3,878,551	4,195,990	5,301,359	4,486,741	5,920,286	618,927	12%
Materials and Services	1,080,534	1,713,719	2,565,895	2,431,967	3,295,816	729,921	28%
Capital Outlay	27,920	-	-	40,000	40,000	40,000	-
Operating Expense	4,987,005	5,909,709	7,867,254	6,958,708	9,256,102	1,388,848	18%
Debt Service	-	-	-	-	-	-	-
Special Payments	13,070	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	1,439,373	-	763,574	(675,799)	-47%
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	5,000,075	5,909,709	9,306,627	6,958,708	10,019,676	713,049	8%
Revenues Less Expenses	1,180,521	1,713,628	-	908,327	-		

Notes:

A reduction in County General Funds will have a direct impact on our most vulnerable clients, since the majority of these funds are used by the crisis clinic to support those who are uninsured, not accessing treatment elsewhere, and potentially houseless. The expectation for 24/7/365 mobile crisis response continues into FY25 and the revenue does not currently meet the level of staffing needed for the geographic area of response in Clackamas County.



400699-Allocation Pool
BCC Priority Alignment: Not Applicable
Budget Summary

	Budget-to-Budget Changes:						
	FY21-22 Actuals	FY22-23 Actuals	FY23-24 Amended Budget	FY23-24 Projected Year-End	FY24-25 Budget	\$ FY23-24 to FY24-25	% FY23-24 to FY24-25
Beginning Fund Balance	-	(137,028)	-	-	-	-	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	(8,182)	-	-	-	-	-
Charges, Fees, License, Permits, Fines	-	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-
Operating Revenue	-	(8,182)	-	-	-	-	-
Total Revenue	-	(145,210)	-	-	-	-	-
Personnel Services	-	-	-	-	-	-	-
Materials and Services	137,028	(0)	-	-	-	-	-
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	137,028	(0)	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	137,028	(0)	-	-	-	-	-
Revenues Less Expenses	(137,028)	(145,210)	-	-	-	-	-

Notes:
 None.



Housing and Community Development Administration and Operations

Purpose Statement

The purpose of the Administration and Operations program is to provide leadership, strategic direction, and support to the Housing and Community Development Division by working with internal and external parties in the successful development and implementation of homeless services in Clackamas County.

Performance Narrative

This program is part of the new Housing & Community Development Division that was formed in FY 2022-23 after the budget adoption process. The Housing & Community Development (HCD) Division represents a consolidation of the county's community preservation, housing, and homelessness functions under a single division. In part, the formation of HCD was prompted by the growth of the county's housing services continuum made possible by funding from the Metro Supportive Housing Services Measure. Performance measures for this program were proposed as entirely new for FY 23-24, so there is nothing to report for FY20-21 – FY22-23. As the Division has been primarily focused on creating brand-new internal infrastructure and standing up the largest expansion of housing services in County history, data for the customer service measure originally proposed in FY 23-24 is not available at this time and will be available in FY 24-25.

Key Performance Measures

		FY 21-22 Actual	FY 22-23 Actual	FY 23-24 Target	FY 23-24 Actual as of (12/31/23)	FY 24-25 Target
RESULT	Percentage of invoices and interfund processed and sent to Finance for payment within 30 days of receipt.	N/A	N/A	80%	82%	80%
RESULT	Percentage of contractors and service providers indicate on a survey that they are satisfied with the timeliness of payment	N/A	N/A	85%	In Progress	85%

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 This program received \$250,000 in grant funding from a Kaiser Medical Respite Care Program grant which will support personnel costs for the Division's health systems coordination team as they prepare for implementation of the upcoming Medicaid waiver. This grant is through June 30, 2025.



4007-Housing & Community Development

400701-Administration & Operations

BCC Priority Alignment: Ensure Healthy, Safe, and Secure Communities

Budget Summary

	Budget-to-Budget Changes:						
	FY21-22 Actuals	FY22-23 Actuals	FY23-24 Amended Budget	FY23-24 Projected Year-End	FY24-25 Budget	\$ FY23-24 to FY24-25	% FY23-24 to FY24-25
Beginning Fund Balance	-	35,897,332	33,451,407	51,530,017	43,153,559	9,702,152	29%
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	57,319,999	2,455,743	3,880,676	5,509,167	3,053,424	124%
Charges, Fees, License, Permits, Fines	-	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	-	1,007,681	237,566	763,332	720,063	482,497	203%
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	-	145,046	19,280	232,215	87,169	60%
Operating Revenue	-	58,327,681	2,838,355	4,663,288	6,461,445	3,623,090	128%
Total Revenue	-	94,225,013	36,289,762	56,193,305	49,615,004	13,325,242	37%
Personnel Services	-	1,293,725	2,411,219	1,290,942	3,798,067	1,386,848	58%
Materials and Services	-	372,973	22,440,415	11,648,804	27,304,354	4,863,939	22%
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	-	1,666,699	24,851,634	12,939,746	31,102,421	6,250,787	25%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	343,859	119,280	100,000	100,000	(19,280)	-16%
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	9,055,078	-	14,730,067	5,674,989	63%
Contingency	-	-	2,263,770	-	3,682,516	1,418,746	63%
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	-	2,010,557	36,289,762	13,039,746	49,615,004	13,325,242	37%
Revenues Less Expenses	-	92,214,455	-	43,153,559	-		

Notes:

This program is part of the new Housing & Community Development Division, which was formed in FY 2022-23 after the budget adoption process. The Housing & Community Development (HCD) Division represents a consolidation of the county's community preservation, housing, and homelessness functions under a single division. In part, the formation of HCD was prompted by the growth of the county's housing services continuum made possible by funding from the Metro Supportive Housing Services Measure.



Housing and Community Development

System Support and Coordination

Purpose Statement

The purpose of the System Support and Coordination program is to provide support and guidance for the development and implementation of equity-focused, data-driven housing and homeless services and capacity building through analytics, tracking and reporting outcomes, policy and planning work, and regional coordination.

Performance Narrative

This program is part of the new Housing & Community Development Division that was formed in FY 2022-23 after the budget adoption process. The Housing & Community Development (HCD) Division represents a consolidation of the county's community preservation, housing, and homelessness functions under a single division. In part, the formation of HCD was prompted by the growth of the county's housing services continuum made possible by funding from the Metro Supportive Housing Services Measure. Performance measures for this program were proposed as entirely new for FY 23-24, so there is nothing to report for FY20-21 – FY22-23. As the Division has been primarily focused on creating brand-new internal infrastructure and standing up the largest expansion of housing services in County history, data for the customer service measure originally proposed in FY 23-24 is not available at this time and will be available in FY 24-25.

Key Performance Measures

		FY 21-22 Actual	FY 22-23 Actual	FY 23-24 Target	FY 23-24 Actual as of (12/31/23)	FY 24-25 Target
RESULT	Percent of live calls answered by Coordinated Housing Access	N/A	N/A	75%	74%	75%
RESULT	Percent of callers indicate in a survey that they are satisfied with the services received from CHA staff.	N/A	N/A	85%	In Progress	85%

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 In FY24-25 this program will receive a combined \$305,566 from US Department of Housing and Urban Development through the Continuum of Care (CoC) Planning Grant and the CoC Homeless Management Information System (HMIS) Grant.



400702-System Support & Coordination

BCC Priority Alignment: Ensure Healthy, Safe, and Secure Communities

Budget Summary

	FY21-22 Actuals	FY22-23 Actuals	FY23-24 Amended Budget	FY23-24 Projected Year-End	FY24-25 Budget	Budget-to-Budget Changes:	
						\$ FY23-24 to FY24-25	% FY23-24 to FY24-25
Beginning Fund Balance	-	(72,178)	5,356,862	8,356,862	11,547,519	6,190,657	116%
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	36,942	4,365,006	6,915,664	6,872,173	2,507,167	57%
Charges, Fees, License, Permits, Fines	-	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-
Operating Revenue	-	36,942	4,365,006	6,915,664	6,872,173	2,507,167	57%
Total Revenue	-	(35,235)	9,721,868	15,272,526	18,419,692	8,697,824	89%
Personnel Services	-	434,329	1,744,757	711,325	2,298,501	553,745	32%
Materials and Services	-	67,113	5,682,111	1,915,564	13,303,712	7,621,601	134%
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	-	501,443	7,426,868	2,626,889	15,602,213	8,175,346	110%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	235,870	2,295,000	1,098,118	-	(2,295,000)	-100%
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	2,817,479	2,817,479	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	-	737,313	9,721,868	3,725,007	18,419,692	8,697,825	89%
Revenues Less Expenses	-	(772,548)	-	11,547,519	-		

Notes:

This program is part of the new Housing & Community Development Division, which was formed in FY 2022-23 after the budget adoption process. The Housing & Community Development (HCD) Division represents a consolidation of the county's community preservation, housing, and homelessness functions under a single division. In part, the formation of HCD was prompted by the growth of the county's housing services continuum made possible by funding from the Metro Supportive Housing Services Measure.



Housing and Community Development

Community Preservation

Purpose Statement

The purpose of Community Preservation is to support the development and preservation of affordable housing, promote neighborhood revitalization, and invest in public works, community facilities, and public services projects to support low- and moderate-income residents so they have healthy, safe, stable housing and live in neighborhoods with equitable access to public facilities and services.

Performance Narrative

The Community Preservation Program budget combines the financials for Community Development Programs and Weatherization Services and generally continues current service funding levels. These resources allow the program to serve low- and moderate-income households, contribute to affordable housing projects and preserve affordable housing, invest in public services and support neighborhood stabilization to ensure safe, healthy, and secure individuals and communities.

Key Performance Measures

		FY 21-22 Actual	FY 22-23 Actual	FY 23-24 Target	FY 23-24 Actual as of (12/31/23)	FY 24-25 Target
RESULT	Community Development Programs Number of homes rehabilitated (rehab loan, accessibility grant, critical home repair)	58	33	60	58	60
RESULT	Weatherization Services Annual average reduction in energy costs per household (percent and amount) <i>(target set by funder)</i>	29% \$784	25% \$780	12%	34% \$1,129	12%

Program includes:

Mandated Services N

Shared Services N

Grant Funding Y

Explain all "Yes" boxes below

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

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

Explanation CD programs are funded by US Department of Housing and Urban Development, which allocates funding each year after submission of the Community Development 5-Year Consolidated Plan and subsequent Annual Action Plans. The allocation includes Community Development Block Grant funding, HOME Investment Partnership funding, and Emergency Solutions Grant (ESG) Funding. There is a minimum of 25% match requirement for HOME funds and 100% match requirement for ESG funds.

Low-income home weatherization funds are contracted by Oregon Housing & Community Services on a biennial basis, and include allocations from the US Department of Energy, Bonneville Power Administration, Portland General Electric, and US Department of Health & Human Services. Weatherization also receives funding from Northwest Natural Gas in the form of rebates for gas homes served. There is no match requirement for these funds.



400703-Community Preservation

BCC Priority Alignment: Ensure Healthy, Safe, and Secure Communities

Budget Summary

	FY21-22 Actuals	FY22-23 Actuals	FY23-24 Amended Budget	FY23-24 Projected Year-End	FY24-25 Budget	Budget-to-Budget Changes:	
						\$ FY23-24 to FY24-25	% FY23-24 to FY24-25
Beginning Fund Balance	-	-	141,256	(384,438)	150,000	8,744	6%
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	32,927	15,510,529	7,163,065	14,109,312	(1,401,217)	-9%
Charges, Fees, License, Permits, Fines	-	-	50,000	47,600	50,000	-	0%
Revenue from Bonds & Other Debts	-	-	260,000	324,354	260,000	-	0%
All Other Revenue Resources	-	-	750,000	1,040,000	350,000	(400,000)	-53%
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-
Operating Revenue	-	32,927	16,570,529	8,575,019	14,769,312	(1,801,217)	-11%
Total Revenue	-	32,927	16,711,785	8,190,581	14,919,312	(1,792,473)	-11%
Personnel Services	-	32,959	3,143,516	2,936,758	2,972,078	(171,438)	-5%
Materials and Services	-	114	11,890,800	4,619,185	10,753,734	(1,137,066)	-10%
Capital Outlay	-	-	200,000	143,066	200,000	-	0%
Operating Expense	-	33,073	15,234,316	7,699,009	13,925,812	(1,308,504)	-9%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	1,477,469	341,572	993,500	(483,969)	-33%
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	-	33,073	16,711,785	8,040,581	14,919,312	(1,792,473)	-11%
Revenues Less Expenses	-	(146)	-	150,000	-		

Notes:

A new unit combining Community Development 640202 and Weatherization Programs



640202-Community Development
 BCC Priority Alignment: Ensure Healthy, Safe, and Secure Communities
Budget Summary

	FY21-22 Actuals	FY22-23 Actuals	FY23-24 Amended Budget	FY23-24 Projected Year-End	FY24-25 Budget	Budget-to-Budget Changes:	
						\$ FY23-24 to FY24-25	% FY23-24 to FY24-25
Beginning Fund Balance	543,350	(514,570)	-	-	-	-	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	3,476,395	4,615,410	-	-	-	-	-
Charges, Fees, License, Permits, Fines	86,397	112,701	-	-	-	-	-
Revenue from Bonds & Other Debts	791,019	285,307	-	-	-	-	-
All Other Revenue Resources	3,305	933,947	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	27,859	-	-	-	-	-	-
Operating Revenue	4,384,975	5,947,366	-	-	-	-	-
Total Revenue	4,928,325	5,432,795	-	-	-	-	-
Personnel Services	1,157,452	1,222,982	-	-	-	-	-
Materials and Services	2,881,553	4,365,456	-	-	-	-	-
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	4,039,005	5,588,438	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-
Special Payments	1,403,890	363,378	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	5,442,895	5,951,816	-	-	-	-	-
Revenues Less Expenses	(514,570)	(519,021)	-	-	-	-	-

Notes:

This Program will end in FY23-24 as Community Development services will move to the Community Preservation Program, 400703, under the Housing and Community Development Division of H3S



Housing and Community Development

Outreach and Engagement

Purpose Statement

The purpose of the Outreach and Engagement program is to provide coordinated, person-centered outreach to assist with directly connecting people experiencing homelessness to services ranging from helping them meet basic needs to housing placement and retention.

Performance Narrative

This program is part of the new Housing & Community Development Division that was formed in FY 2022-23 after the budget adoption process. The Housing & Community Development (HCD) Division represents a consolidation of the county's community preservation, housing, and homelessness functions under a single division. In part, the formation of HCD was prompted by the growth of the county's housing services continuum made possible by funding from the Metro Supportive Housing Services Measure. Performance measures for this program were proposed as entirely new for FY 23-24, so there is nothing to report for FY20-21 – FY22-23. As the Division has been primarily focused on creating brand-new internal infrastructure and standing up the largest expansion of housing services in County history, data for the customer service measure originally proposed in FY 23-24 is not available at this time and will be available in FY 24-25.

Key Performance Measures

		FY 21-22 Actual	FY 22-23 Actual	FY 23-24 Target	FY 23-24 Actual as of (12/31/23)	FY 24-25 Target
RESULT	Percentage of people on the By-name-list have had at least one service provider contact	N/A	N/A	85%	94%	85%
RESULT	Percentage of providers report in a survey the Housing Services Team are meeting or exceeding expectations in supporting Outreach and Engagement efforts	N/A	N/A	85%	In Progress	85%

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 This program will receive \$1.6M in grant funding from Oregon Housing and Community Services under SB 5511. These funds will support street outreach to people experiencing homelessness in rural areas of Clackamas County through the end of FY 24-25.



400704-Outreach & Engagement

BCC Priority Alignment: Ensure Healthy, Safe, and Secure Communities

Budget Summary

	FY21-22 Actuals	FY22-23 Actuals	FY23-24 Amended Budget	FY23-24 Projected Year-End	FY24-25 Budget	Budget-to-Budget Changes:	
						\$ FY23-24 to FY24-25	% FY23-24 to FY24-25
Beginning Fund Balance	-	-	-	200,000	457,500	457,500	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	1,366,324	2,477,529	3,915,104	4,646,337	2,168,808	88%
Charges, Fees, License, Permits, Fines	-	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	-	23,986	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	400,000	203,426	203,426	203,425	(1)	0%
Operating Revenue	-	1,790,310	2,680,955	4,118,530	4,849,762	2,168,807	81%
Total Revenue	-	1,790,310	2,680,955	4,318,530	5,307,262	2,626,307	98%
Personnel Services	-	-	-	-	-	-	-
Materials and Services	-	342	1,020,283	1,410,226	3,749,762	2,729,479	268%
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	-	342	1,020,283	1,410,226	3,749,762	2,729,479	268%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	1,326,567	1,660,672	2,450,804	1,557,500	(103,172)	-6%
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	-	1,326,909	2,680,955	3,861,030	5,307,262	2,626,307	98%
Revenues Less Expenses	-	463,401	-	457,500	-		

Notes:

This program is part of the new Housing & Community Development Division, which was formed in FY 2022-23 after the budget adoption process. The Housing & Community Development (HCD) Division represents a consolidation of the county's community preservation, housing, and homelessness functions under a single division. In part, the formation of HCD was prompted by the growth of the county's housing services continuum made possible by funding from the Metro Supportive Housing Services Measure.



Housing and Community Development

Safety Off The Streets

Purpose Statement

The purpose of the Safety off the Streets program is to provide a range of short-term transitional housing options, as well as access to critical hygiene and health services, for individuals on a continuum ranging from temporary displacement to chronic homelessness.

Performance Narrative

This program is part of the new Housing & Community Development Division that was formed in FY 2022-23 after the budget adoption process. The Housing & Community Development (HCD) Division represents a consolidation of the county's community preservation, housing, and homelessness functions under a single division. In part, the formation of HCD was prompted by the growth of the county's housing services continuum made possible by funding from the Metro Supportive Housing Services Measure. Performance measures for this program were proposed as entirely new for FY 23-24, so there is nothing to report for FY20-21 – FY22-23. As the Division has been primarily focused on creating brand-new internal infrastructure and standing up the largest expansion of housing services in County history, data for the customer service measure originally proposed in FY 23-24 is not available at this time and will be available in FY 24-25.

Key Performance Measures

		FY 21-22 Actual	FY 22-23 Actual	FY 23-24 Target	FY 23-24 Actual as of (12/31/23)	FY 24-25 Target
RESULT	Average length of stay in shelter	N/A	N/A	90 Days	14 Days	90 Days
RESULT	Percentage of providers report in a survey the Housing Services Team are meeting or exceeding expectations in supporting Shelter services	N/A	N/A	85%	In Progress	85%

Program includes:

Mandated Services N

Shared Services N

Grant Funding Y

Explain all "Yes" boxes below

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

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

Explanation The program received \$2.0 million in funding from State of Oregon, Department of Administrative Services for shelter services and infrastructure, hygiene services and homeless outreach. In FY 24-25 the program will also receive \$185,000 in Emergency Solutions Grant funding. This grant is for one year and has a 100% match requirement which is being made using Supportive Housing Services funds.



400705-Safety Off The Streets
 BCC Priority Alignment: Ensure Healthy, Safe, and Secure Communities
 Budget Summary

	FY21-22 Actuals	FY22-23 Actuals	FY23-24 Amended Budget	FY23-24 Projected Year-End	FY24-25 Budget	Budget-to-Budget Changes:	
						\$ FY23-24 to FY24-25	% FY23-24 to FY24-25
Beginning Fund Balance	-	-	14,128,040	26,565,289	29,439,491	15,311,451	108%
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	5,120,688	9,010,041	15,061,014	13,554,854	4,544,813	50%
Charges, Fees, License, Permits, Fines	-	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	400,000	558,825	558,825	513,232	(45,593)	-8%
Operating Revenue	-	5,520,688	9,568,866	15,619,839	14,068,086	4,499,220	47%
Total Revenue	-	5,520,688	23,696,906	42,185,128	43,507,577	19,810,671	84%
Personnel Services	-	-	-	-	-	-	-
Materials and Services	-	1,843,458	12,003,041	1,806,797	37,333,285	25,330,244	211%
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	-	1,843,458	12,003,041	1,806,797	37,333,285	25,330,244	211%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	2,201,065	11,493,865	10,938,840	5,699,492	(5,794,373)	-50%
Transfers	-	-	200,000	-	474,800	274,800	137%
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	-	4,044,523	23,696,906	12,745,637	43,507,577	19,810,671	84%
Revenues Less Expenses	-	1,476,165	-	29,439,491	-		

Notes:

This program is part of the new Housing & Community Development Division, which was formed in FY 2022-23 after the budget adoption process. The Housing & Community Development (HCD) Division represents a consolidation of the county's community preservation, housing, and homelessness functions under a single division. In part, the formation of HCD was prompted by the growth of the county's housing services continuum made possible by funding from the Metro Supportive Housing Services Measure.



Housing and Community Development

Housing Placement

Purpose Statement

The purpose of the Housing Placement and Retention program is to help people gain and/or retain housing, provide supportive services to help with housing stability and connect households at risk of losing housing with diversion and other supportive services.

Performance Narrative

This program is part of the new Housing & Community Development Division that was formed in FY 2022-23 after the budget adoption process. The Housing & Community Development (HCD) Division represents a consolidation of the county's community preservation, housing, and homelessness functions under a single division. In part, the formation of HCD was prompted by the growth of the county's housing services continuum made possible by funding from the Metro Supportive Housing Services Measure. Performance measures for this program were proposed as entirely new for FY 23-24, so there is nothing to report for FY20-21 – FY22-23. As the Division has been primarily focused on creating brand-new internal infrastructure and standing up the largest expansion of housing services in County history, data for the customer service measure originally proposed in FY 23-24 is not available at this time and will be available in FY 24-25. The customer service measure for FY 24-25 has been changed to 85% to bring it in-line with the customer service measures of other HCDD programs.

Key Performance Measures

		FY 21-22 Actual	FY 22-23 Actual	FY 23-24 Target	FY 23-24 Actual as of (12/31/23)	FY 24-25 Target
RESULT	Number of households placed into permanent housing	N/A	N/A	395	692	500
RESULT	Percentage of providers report in a survey the Housing Services Team are meeting or exceeding expectations in supporting Housing Navigation services	N/A	N/A	100%	In Progress	85%

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 This program will receive \$1,162,171 in grant funding from Oregon Housing and Community Services under SB 5511. These funds will support rapid rehousing and housing navigation/placement for households experiencing homelessness or housing instability in rural areas of Clackamas County through the end of FY 24-25.



400706-Housing Placement & Retention
 BCC Priority Alignment: Ensure Healthy, Safe, and Secure Communities
Budget Summary

	FY21-22 Actuals	FY22-23 Actuals	FY23-24 Amended Budget	FY23-24 Projected Year-End	FY24-25 Budget	Budget-to-Budget Changes:	
						\$ FY23-24 to FY24-25	% FY23-24 to FY24-25
Beginning Fund Balance	-	-	525,000	5,525,000	14,320,357	13,795,357	2628%
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	1,917,569	7,484,533	11,827,399	2,603,999	(4,880,534)	-65%
Charges, Fees, License, Permits, Fines	-	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	400,000	736,703	736,703	708,711	(27,992)	-4%
Operating Revenue	-	2,317,569	8,221,236	12,564,102	3,312,710	(4,908,526)	-60%
Total Revenue	-	2,317,569	8,746,236	18,089,102	17,633,067	8,886,831	102%
Personnel Services	-	-	-	-	-	-	-
Materials and Services	-	19,444	6,939,067	2,250,470	16,224,369	9,285,302	134%
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	-	19,444	6,939,067	2,250,470	16,224,369	9,285,302	134%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	1,912,430	1,145,372	1,322,390	1,170,432	25,060	2%
Transfers	-	-	661,797	195,885	238,266	(423,531)	-64%
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	-	1,931,874	8,746,236	3,768,745	17,633,067	8,886,831	102%
Revenues Less Expenses	-	385,695	-	14,320,357	-		

Notes:

This program is part of the new Housing & Community Development Division, which was formed in FY 2022-23 after the budget adoption process. The Housing & Community Development (HCD) Division represents a consolidation of the county's community preservation, housing, and homelessness functions under a single division. In part, the formation of HCD was prompted by the growth of the county's housing services continuum made possible by funding from the Metro Supportive Housing Services Measure.



Housing and Community Development

Supportive Housing

Purpose Statement

The purpose of the Supportive Housing Services program is to serve individuals who have one or more disabling conditions, who are extremely low income, and who are experiencing long-term homelessness, by connecting them to permanent supportive housing or transitional housing that includes wraparound service supports.

Performance Narrative

This program is part of the new Housing & Community Development Division that was formed in FY 2022-23 after the budget adoption process. The Housing & Community Development (HCD) Division represents a consolidation of the county's community preservation, housing, and homelessness functions under a single division. In part, the formation of HCD was prompted by the growth of the county's housing services continuum made possible by funding from the Metro Supportive Housing Services Measure. Performance measures for this program were proposed as entirely new for FY 23-24, so there is nothing to report for FY20-21 – FY22-23. As the Division has been primarily focused on creating brand-new internal infrastructure and standing up the largest expansion of housing services in County history, data for the customer service measure originally proposed in FY 23-24 is not available at this time and will be available in FY 24-25. Over the last year, the number of people experiencing chronic homelessness on the *By Name List* has increased as inflation and national trends in rent increases exacerbate the housing crisis. The County is currently experiencing a trend where the majority of people entering our system are experiencing chronic homelessness for the first time and are just now making their first contact with the County. This indicates that over the last year, inflation and housing unaffordability have been driving more people into homelessness than we have seen in previous years.

Key Performance Measures

		FY 21-22 Actual	FY 22-23 Actual	FY 23-24 Target	FY 23-24 Actual as of (12/31/23)	FY 24-25 Target
RESULT	Percentage reduction of people experiencing chronic homelessness on the By Name List.	N/A	N/A	30%	7% Increase	30%
RESULT	Percentage of providers report in a survey the Housing Services Team are meeting or exceeding expectations in supporting Supportive Housing Case management services	N/A	N/A	85%	In Progress	85%

Program includes:

Mandated Services N

Shared Services N

Grant Funding N

Explain all "Yes" boxes below

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

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

Explanation



400707-Supportive Housing
 BCC Priority Alignment: Ensure Healthy, Safe, and Secure Communities
Budget Summary

	FY21-22 Actuals	FY22-23 Actuals	FY23-24 Amended Budget	FY23-24 Projected Year-End	FY24-25 Budget	Budget-to-Budget Changes:	
						\$ FY23-24 to FY24-25	% FY23-24 to FY24-25
Beginning Fund Balance	-	-	1,590,000	1,590,000	520,000	(1,070,000)	-67%
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	3,010,786	18,945,884	29,939,145	40,823,767	21,877,883	115%
Charges, Fees, License, Permits, Fines	-	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	-	78,925	78,925	134,493	55,568	70%
Operating Revenue	-	3,010,786	19,024,809	30,018,070	40,958,260	21,933,451	115%
Total Revenue	-	3,010,786	20,614,809	31,608,070	41,478,260	20,863,451	101%
Personnel Services	-	-	-	-	-	-	-
Materials and Services	-	9,895	7,339,559	6,473,261	10,414,883	3,075,324	42%
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	-	9,895	7,339,559	6,473,261	10,414,883	3,075,324	42%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	3,000,891	13,175,250	24,514,809	30,835,085	17,659,835	134%
Transfers	-	-	100,000	100,000	228,292	128,292	128%
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	-	3,010,786	20,614,809	31,088,070	41,478,260	20,863,451	101%
Revenues Less Expenses	-	-	-	520,000	-		

Notes:

This program is part of the new Housing & Community Development Division, which was formed in FY 2022-23 after the budget adoption process. The Housing & Community Development (HCD) Division represents a consolidation of the county's community preservation, housing, and homelessness functions under a single division. In part, the formation of HCD was prompted by the growth of the county's housing services continuum made possible by funding from the Metro Supportive Housing Services Measure.



Miscellaneous and Pass-Through



Misc / Pass-Through (80)

Department Budget Summary by Fund

Line of Business Name	Program Name	FY24-25	FY24-25	FY24-25	FY24-25	FY24-25	% of	FY24-25 FTE **		
		General Fund (100)	County School Fund (204)	Transient Lodging Tax Fund (255)	Total Budget	General Fund Support in Budget*	Total	Total	Filled	Vacant
Misc/Pass-Through	County School Fund		577,000		577,000	-	-	-	-	-
	Transient Room Tax			765,000	765,000	-	-	-	-	-
WES (Utilities) Payroll	WES (Utilities) Payroll	18,746,724			18,746,724	-	-	117.8	108.8	9.0
NCPR Payroll	NCPRD Payroll	7,991,868			7,991,868	-	-	41.8	39.8	2.0
CCDA Payroll	Development Agency Payroll	749,935			749,935	-	-	4.0	3.0	1.0
TOTAL		27,488,527	577,000	765,000	28,830,527	-	-	163.5	151.5	12.0
FY23-24 Budget (Amended)		\$ 25,917,945	\$ 1,142,821	\$ 739,230	\$ 27,799,996	-	-	163.5	149.5	14.0
\$ Increase (Decrease)		\$ 1,570,582	\$ (565,821)	\$ 25,770	\$ 1,030,531	-	-	0.0	2.0	-2.0
% Increase (Decrease)		6.1%	-49.5%	3.5%	3.7%	-	-	0.0%	1.3%	-14.3%

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

** FY24-25 FTE aligns to department's final budgeted All Position Report (APOS).



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

	FY21-22 Actuals	FY22-23 Actuals	FY23-24 Amended Budget	FY23-24 Projected Year-End	FY24-25 Budget	Budget-to-Budget Changes:	
						\$ FY23-24 to FY24-25	% FY23-24 to FY24-25
Beginning Fund Balance	366,463	512,360	142,821	34,074	-	(142,821)	-100%
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	515,437	465,555	1,000,000	497,962	576,000	(424,000)	-42%
Charges, Fees, License, Permits, Fines	-	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	1,248	8,816	-	1,200	1,000	1,000	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-
Operating Revenue	516,685	474,371	1,000,000	499,162	577,000	(423,000)	-42%
Total Revenue	883,148	986,731	1,142,821	533,236	577,000	(565,821)	-50%
Personnel Services	-	-	-	-	-	-	-
Materials and Services	377	546	10,000	-	-	(10,000)	-100%
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	377	546	10,000	-	-	(10,000)	-100%
Debt Service	-	-	-	-	-	-	-
Special Payments	370,410	952,111	1,132,821	533,236	577,000	(555,821)	-49%
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	370,788	952,658	1,142,821	533,236	577,000	(565,821)	-50%
Revenues Less Expenses	512,360	34,074	-	-	-		

Notes:

None.



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

	FY21-22 Actuals	FY22-23 Actuals	FY23-24 Amended Budget	FY23-24 Projected Year-End	FY24-25 Budget	Budget-to-Budget Changes:	
						\$ FY23-24 to FY24-25	% FY23-24 to FY24-25
Beginning Fund Balance	5,073	6,088	-	-	-	-	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines	-	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	624,186	715,369	739,230	714,230	765,000	25,770	3%
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-
Operating Revenue	624,186	715,369	739,230	714,230	765,000	25,770	3%
Total Revenue	629,260	721,457	739,230	714,230	765,000	25,770	3%
Personnel Services	-	-	-	-	-	-	-
Materials and Services	106,583	115,425	150,000	125,000	150,000	-	0%
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	106,583	115,425	150,000	125,000	150,000	-	0%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	516,588	553,266	589,230	589,230	615,000	25,770	4%
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	623,171	668,691	739,230	714,230	765,000	25,770	3%
Revenues Less Expenses	6,088	52,766	-	-	-		

Notes:
 None.



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

	FY21-22	FY22-23	FY23-24	FY23-24	FY24-25	Budget-to-Budget Changes:	
	Actuals	Actuals	Amended Budget	Projected Year-End	Budget	\$ FY23-24 to FY24-25	% FY23-24 to FY24-25
Beginning Fund Balance	-	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	214,369	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines	-	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	(23,144)	14,584,573	17,385,894	16,214,000	18,746,724	1,360,830	8%
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-
Operating Revenue	191,225	14,584,573	17,385,894	16,214,000	18,746,724	1,360,830	8%
Total Revenue	191,225	14,584,573	17,385,894	16,214,000	18,746,724	1,360,830	8%
Personnel Services	2,833,639	14,586,636	17,385,894	16,214,000	18,746,724	1,360,830	8%
Materials and Services	60	-	-	-	-	-	-
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	2,833,699	14,586,636	17,385,894	16,214,000	18,746,724	1,360,830	8%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	2,833,699	14,586,636	17,385,894	16,214,000	18,746,724	1,360,830	8%
Revenues Less Expenses	(2,642,474)	(2,063)	-	-	-	-	-

Notes:
 None.



800203-OLD WES (Utilities) Payroll
 BCC Priority Alignment: Accountable Government
 Budget Summary

	FY21-22	FY22-23	FY23-24	FY23-24	FY24-25	Budget-to-Budget Changes:	
	Actuals	Actuals	Amended Budget	Projected Year-End	Budget	\$ FY23-24 to FY24-25	% FY23-24 to FY24-25
Beginning Fund Balance	-	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines	-	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	13,890,495	-	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-
Operating Revenue	13,890,495	-	-	-	-	-	-
Total Revenue	13,890,495	-	-	-	-	-	-
Personnel Services	11,139,981	-	-	-	-	-	-
Materials and Services	-	-	-	-	-	-	-
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	11,139,981	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	11,139,981	-	-	-	-	-	-
Revenues Less Expenses	2,750,513	-	-	-	-	-	-

Notes:
 None.



800401-NCPRD Payroll

BCC Priority Alignment: Accountable Government

Budget Summary

Budget-to-Budget Changes:

	FY21-22 Actuals	FY22-23 Actuals	FY23-24 Amended Budget	FY23-24 Projected Year-End	FY24-25 Budget	\$ FY23-24 to FY24-25	% FY23-24 to FY24-25
Beginning Fund Balance	-	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	40,140	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines	-	(1)	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	1,761,083	6,245,683	7,842,413	7,144,000	7,991,868	149,455	2%
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-
Operating Revenue	1,801,223	6,245,682	7,842,413	7,144,000	7,991,868	149,455	2%
Total Revenue	1,801,223	6,245,682	7,842,413	7,144,000	7,991,868	149,455	2%
Personnel Services	1,205,879	6,245,667	7,842,413	7,144,000	7,991,868	149,455	2%
Materials and Services	-	-	-	-	-	-	-
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	1,205,879	6,245,667	7,842,413	7,144,000	7,991,868	149,455	2%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	1,205,879	6,245,667	7,842,413	7,144,000	7,991,868	149,455	2%
Revenues Less Expenses	595,344	15	-	-	-		

Notes:

None.



800204-OLD NCPRD Payroll
BCC Priority Alignment: Accountable Government
Budget Summary

	FY21-22	FY22-23	FY23-24	FY23-24	FY24-25	Budget-to-Budget Changes:	
	Actuals	Actuals	Amended Budget	Projected Year-End	Budget	\$ FY23-24 to FY24-25	% FY23-24 to FY24-25
Beginning Fund Balance	-	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	282	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines	-	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	3,720,830	-	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-
Operating Revenue	3,721,112	-	-	-	-	-	-
Total Revenue	3,721,112	-	-	-	-	-	-
Personnel Services	4,315,987	-	-	-	-	-	-
Materials and Services	-	-	-	-	-	-	-
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	4,315,987	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	4,315,987	-	-	-	-	-	-
Revenues Less Expenses	(594,875)	-	-	-	-	-	-

Notes:
 None.



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

	FY21-22	FY22-23	FY23-24	FY23-24	FY24-25	Budget-to-Budget Changes:	
	Actuals	Actuals	Amended Budget	Projected Year-End	Budget	\$ FY23-24 to FY24-25	% FY23-24 to FY24-25
Beginning Fund Balance	-	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines	-	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	99,225	512,307	689,638	689,638	749,935	60,297	9%
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-
Operating Revenue	99,225	512,307	689,638	689,638	749,935	60,297	9%
Total Revenue	99,225	512,307	689,638	689,638	749,935	60,297	9%
Personnel Services	99,225	512,307	689,638	689,638	749,935	60,297	9%
Materials and Services	-	-	-	-	-	-	-
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	99,225	512,307	689,638	689,638	749,935	60,297	9%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	99,225	512,307	689,638	689,638	749,935	60,297	9%
Revenues Less Expenses	-	-	-	-	-	-	-

Notes:

None.



800205-OLD Development Agency Payroll
BCC Priority Alignment: Accountable Government
Budget Summary

	FY21-22	FY22-23	FY23-24	FY23-24	FY24-25	Budget-to-Budget Changes:	
	Actuals	Actuals	Amended Budget	Projected Year-End	Budget	\$ FY23-24 to FY24-25	% FY23-24 to FY24-25
Beginning Fund Balance	-	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines	-	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	358,955	-	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-
Operating Revenue	358,955	-	-	-	-	-	-
Total Revenue	358,955	-	-	-	-	-	-
Personnel Services	358,955	-	-	-	-	-	-
Materials and Services	-	-	-	-	-	-	-
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	358,955	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	358,955	-	-	-	-	-	-
Revenues Less Expenses	-	-	-	-	-	-	-

Notes:
 None.



Non-Departmental



Non Departmental (00)

Department Budget Summary by Fund

<i>Line of business Name</i>	<i>Program Name</i>	FY24-25 General Fund (100)	FY24-25 Special Grants Fund (230)**	FY24-25 Clackamas County Debt Service (320)	FY24-25 Clackamas County Debt Service - GO (321)	FY24-25 Total Budget	FY24-25 General Fund Support in Budget*	% of Total	FY24-25 Total FTE
Non Departmental	Non Departmental	260,880,620	21,128,434			282,009,055	-	0%	
Debt	FFC Bonds			9,811,838		9,811,838	4,917,877	50%	
	GO Debt			-	5,735,325	5,735,325	-	0%	
		\$ 260,880,620	\$ 21,128,434	\$ 9,811,838	\$ 5,735,325	\$ 297,556,218	\$ 4,917,877	2%	-
FY23-24 Budget (Amended)		\$ 239,397,647	\$ 7,874,181	\$ 10,095,170	\$ 5,581,400	\$ 262,948,398	\$ 5,062,980	2%	-
\$ Increase (Decrease)		\$ 21,482,973	\$ 13,254,253	\$ (283,332)	\$ 153,925	\$ 34,607,820	\$ (145,103)		
% Increase (Decrease)		9.0%	168.3%	-2.8%	2.8%	13.2%	-2.9%		

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

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



000202-Non Departmental
BCC Priority Alignment: Accountable Government
Budget Summary

	Budget-to-Budget Changes:						
	FY21-22 Actuals	FY22-23 Actuals	FY23-24 Amended Budget	FY23-24 Projected Year-End	FY24-25 Budget	\$ FY23-24 to FY24-25	% FY23-24 to FY24-25
Beginning Fund Balance	75,440,410	76,939,169	75,965,423	84,903,607	85,405,620	9,440,197	12%
Taxes	144,681,203	152,567,794	155,936,480	159,100,000	165,800,000	9,863,520	6%
Federal, State, Local, All Other Gifts	5,436,568	5,130,959	7,119,236	24,673,000	19,975,570	12,856,334	181%
Charges, Fees, License, Permits, Fines	39,578	2,259	13,000	1,430	-	(13,000)	-100%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	(675,687)	7,106,131	8,237,689	7,732,878	10,827,865	2,590,176	31%
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-
Operating Revenue	149,481,663	164,807,142	171,306,405	191,507,308	196,603,435	25,297,030	15%
Total Revenue	224,922,072	241,746,311	247,271,828	276,410,915	282,009,055	34,737,227	14%
Personnel Services	-	3,669,227	275,000	262,591	8,651	(266,349)	-97%
Materials and Services	6,121,691	5,549,368	4,003,871	14,491,712	11,453,277	7,449,406	186%
Capital Outlay	-	-	250,000	-	-	(250,000)	-100%
Operating Expense	6,121,691	9,218,594	4,528,871	14,754,303	11,461,928	6,933,057	153%
Debt Service	-	-	-	-	-	-	-
Special Payments	6,069,427	277,899	-	12,523,351	11,260,584	11,260,584	-
Transfers	139,367,494	148,885,207	164,762,670	161,974,668	164,076,251	(686,419)	0%
Reserve for Future Expenditures	-	-	27,000,000	-	18,389,000	(8,611,000)	-32%
Contingency	-	-	22,284,729	-	21,088,000	(1,196,729)	-5%
Unappropriated Ending Fund Balance	-	-	28,695,558	85,266,060	55,733,292	27,037,734	94%
Total Expense	151,558,612	158,381,700	247,271,828	274,518,382	282,009,055	34,737,227	14%
Revenues Less Expenses	73,363,460	83,364,610	-	1,892,533	-		

Notes:

None.



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

	Budget-to-Budget Changes:						
	FY21-22 Actuals	FY22-23 Actuals	FY23-24 Amended Budget	FY23-24 Projected Year-End	FY24-25 Budget	\$ FY23-24 to FY24-25	% FY23-24 to FY24-25
Beginning Fund Balance	100,968	98,217	-	18,054	30,054	30,054	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines	-	304,570	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	3,381,281	2,862,759	3,118,360	3,130,360	2,948,750	(169,610)	-5%
Other Interfund Transfers	1,280,406	1,283,956	1,913,830	1,913,830	1,915,157	1,327	0%
General Fund Support	4,744,699	4,897,989	5,062,980	5,062,980	4,917,877	(145,103)	-3%
Operating Revenue	9,406,387	9,349,275	10,095,170	10,107,170	9,781,784	(313,386)	-3%
Total Revenue	9,507,355	9,447,492	10,095,170	10,125,224	9,811,838	(283,332)	-3%
Personnel Services	-	-	-	-	-	-	-
Materials and Services	-	-	-	-	-	-	-
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	-	-	-	-	-	-	-
Debt Service	9,409,138	9,429,438	10,095,170	10,095,170	9,811,838	(283,332)	-3%
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	9,409,138	9,429,438	10,095,170	10,095,170	9,811,838	(283,332)	-3%
Revenues Less Expenses	98,217	18,054	-	30,054	-		

Notes:
 None.



000303-GO Debt
 BCC Priority Alignment: Not Applicable
 Budget Summary

	FY21-22 Actuals	FY22-23 Actuals	FY23-24 Amended Budget	FY23-24 Projected Year-End	FY24-25 Budget	Budget-to-Budget Changes:	
						\$ FY23-24 to FY24-25	% FY23-24 to FY24-25
Beginning Fund Balance	215,307	304,796	233,700	173,715	-	(233,700)	-100%
Taxes	5,366,492	5,232,540	5,343,800	5,391,000	5,735,325	391,525	7%
Federal, State, Local, All Other Gifts	1,714	546	-	340	-	-	-
Charges, Fees, License, Permits, Fines	-	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	10,858	71,658	3,900	16,345	-	(3,900)	-100%
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-
Operating Revenue	5,379,064	5,304,744	5,347,700	5,407,685	5,735,325	387,625	7%
Total Revenue	5,594,371	5,609,540	5,581,400	5,581,400	5,735,325	153,925	3%
Personnel Services	-	-	-	-	-	-	-
Materials and Services	-	-	-	-	-	-	-
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	-	-	-	-	-	-	-
Debt Service	5,289,575	5,435,825	5,581,400	5,581,400	5,735,325	153,925	3%
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-
Total Expense	5,289,575	5,435,825	5,581,400	5,581,400	5,735,325	153,925	3%
Revenues Less Expenses	304,796	173,715	-	-	-	-	-

Notes:
 None.

OVERVIEW

Capital improvement planning is a financial management technique that looks beyond year-to-year budgeting to determine what future capital improvements and major acquisitions should be undertaken. Although a capital project may encompass multiple budget years, Oregon Budget Law requires that the anticipated requirements for each fiscal year of the project be budgeted during that year.

Capital planning is the responsibility of each department within the County. While many departments have minimal capital expenditure, a few routinely purchase or build major assets for the County and its citizens. Departments requiring capital assets must establish a project to identify the need for the expenditure. This in turn guides future capital budgeting efforts. Equally important, it helps staff gauge the adequacy of current funding sources and whether new and additional sources must be found, or standards lowered. The Transportation and Development Department has the most progressive plan, with a 20-year projection of infrastructure needs within the County including cost estimates.

In the 1992-93 fiscal year, the Board of County Commissioners created a Transportation System Development Charge to work in conjunction with building permits. Fees are assessed on new construction and the proceeds are used to fund projects whose purpose is to alleviate traffic problems created by growth. Oregon statutes outline the steps, including the requirement for a comprehensive Capital Improvement Plan (CIP), which must be in place to implement this type of fee structure. The Board of County Commissioners adopted the necessary long-range Capital Improvement Plan in early 1993 to comply with state requirements and updated the plan most recently in 2017.

Clackamas County's budget classifies operating costs into major spending categories such as Personal Services and Materials & Services. The operating budget contains those expenses required for day-to-day service to the citizens. These are appropriated for one year only and are generally expected to recur regularly. Thus the year-to-year fluctuations in the operating budget are expected to be fairly minor. The budget will reflect changes in the cost of doing business, the size of County operations and population, and the types and levels of service being provided. Resources for the operating budget generally come from taxes, user fees, service grants, and intergovernmental payments.

Capital projects, on the other hand, are one-time outlays that may encompass several years to the end of a project. Such projects result in the addition of major physical assets to the County. Wide fluctuations from year to year are expected in capital improvement budgets depending on the phasing of projects and the availability of construction grants and funds. Resources for the capital project budget generally come from bond sales, grants, and other one-time sources or the accumulation, over time, of sufficient fund balance. Once capital projects or purchases are completed, the operating budget becomes responsible for the daily management and maintenance of the asset. Capital projects budgeted for 2024-25 total \$229.3 million and the more significant ones are detailed in the pages that follow.

Departments planning to begin a capital improvement project prepare a presentation for the Board of County Commissioners. This presentation contains justifications as well as funding sources and future costs of the project. The projects are then approved or rejected by the Board on a case-by-case basis. The current year funding requirement for approved projects is included in the department's annual budget.

Historically, the County has undertaken most capital projects only after funds have been accumulated to pay for them. There are three debt issues associated with capital improvements. In 2003 debt was incurred to finance the construction of a Public Services Building and make improvements to the existing Emergency Operations Center. Both facilities are on County-owned land in the Red Soils area of Oregon City. The new building brought together services previously located throughout the County in one convenient location for the public. Funds previously spent on office space leases are being used for debt service. In 2004 the County issued debt to purchase the Public Safety Training Center from Clackamas Community College. These two issues were refunded in 2012 to reduce interest costs over the remaining life of the debts. Currently, \$10,060,000 is outstanding for these facilities.

In 2007, bonds were issued to finance the construction of a second office building on the Red Soils campus to continue the consolidation of County facilities at a convenient location for residents along with other improvements including a public plaza, central utility plant, and underground conduits and road improvements to accommodate increased traffic flow. This debt was refunded in 2018, also to reduce interest expenses. The principal balance for this project is \$9,820,000. Finally, bonds were issued in 2009 -10 to finance remodeling and other updates to facilities for use by the Sheriff's Department. The County-owned Brooks Building which is located in the Clackamas area within one-quarter mile of the Sheriff's North Station and the Public Safety Training Center, making it a prime location for law enforcement operations, has been extensively remodeled to accommodate the Sheriff's operations. An evidence processing facility, recently completed, is the final project funded from this issue. The 2009 bond was refunded in 2020 and the outstanding balance of this capital improvement project is \$9,715,000.

In June 2022, The Clackamas County Board of Commissioners approved the construction of a new courthouse at Red Soils Campus in Oregon City, to replace the current courthouse. The Clackamas County Courthouse was built in 1936 to serve approximately 50,000 residents, and it can no longer handle the demands of a population of 430,000 that continues to grow. The courthouse is functionally obsolete, unsafe, and no longer able to meet the needs of Clackamas County. Specifically, the current courthouse faces earthquake risks, safety concerns, security challenges, and delays in justice. The new and energy-efficient replacement courthouse is designed to provide significantly more room and security for courthouse staff and visitors and to serve the community for many decades to come.

Construction of the courthouse is expected to be completed in 2025 at a total cost of \$313 million – a significant price increase caused by inflation. The Oregon State Legislature committed \$139.5 million, which was essential in funding the early phases of the project. This support reflects the value of the project, including the need to vacate the aging courthouse and provide additional courtroom capacity to enhance access to justice for our public. Clackamas County will continue working with legislators to update the State commitment, while the remaining funds will come from the county. The Board is committed to not raising taxes to pay for the new courthouse, and Clackamas County will live within its means and make appropriate budget reductions to accommodate the debt service for the new courthouse.

TRANSPORTATION SYSTEM PLANNING AND PROJECT PROGRAMMING

Clackamas County is responsible for an extensive transportation network that is part of a larger regional transportation serving the needs of residents, businesses, and travelers in the county. The vast majority of the county road system (96%) is located outside of cities. Approximately 56 miles of county-maintained roads are inside cities, with the largest portion in Happy Valley. The public ownership of roads in Clackamas County is as follows:

City -- 823 miles
County -- 1,414 miles
State -- 265 miles

There are also many miles of local access roads, private roads, and forest service roads maintained largely by property owners and the National Forest Service.

The entire county-maintained transportation network encompasses the structures listed below, as well as a substantial system of sidewalks and bike lanes.

1,414 miles of road	186 bridges	144 miles of bike lanes
723 miles of striped	8,461 culverts	76 school zone flashers
2,359 miles of gravel shoulder	2,135 manholes	76 traffic surveillance cameras
67,992 traffic signs	10,200 catch	45 miles of fiber optic cable
115,758 feet of guardrail	basins 1 ferry	

The major capital improvements needed for the transportation system, including projects needed to increase road capacity, relieve congestion, improve safety, serve new development, support economic growth, and provide options for traveling by automobile, are identified within the Clackamas County Transportation System Plan (TSP), which is [Chapter 5](#) of the [County Comprehensive Plan](#). The TSP is updated about every 10 years.

As defined by the TSP, transportation capital projects are primarily located on arterial and collector roads. Similarly, federal transportation funding is only available for capital improvement projects located on roads that are classified as arterials and collectors, with an emphasis on maintaining the operations of the principal arterial system.

20-Year Capital Improvement Plan

The 20-Year CIP was developed and adopted by the Board of County Commissioners (BCC) as a part of the TSP. It is divided into three lists, reflecting the expectation that there will not be enough funding for all projects within the 20-year time frame. The criteria for assigning projects to the lists below can be obtained by contacting Clackamas County Transportation and Development at (503) 742-4400.

20-Year Projects: The prioritized list of needed transportation projects that can reasonably be undertaken given the current estimates of available funding

Preferred Capital Projects: A second group of needed, prioritized transportation projects the County would undertake if additional funding becomes available during the next 20 years. (Additional funding would include grants that are more suitable for specific projects in the Preferred Capital list than in the 20-Year Capital list.)

Long-Term Capital Projects: The remainder of the transportation projects needed to meet the county's transportation needs over the next 20 years if funds were available, but not expected to be funded or constructed by the county without acquiring suitable grant funding.

5-Year Capital Improvement Program ([5-Year CIP](#))

The 5-Year CIP is the list of capital projects that are scheduled for construction for the next five years. It reflects the Board of Commissioners' past policy decisions on which capital transportation projects will be constructed. As such, it is the exclusive list of such projects, with costs reasonably expected to exceed \$50,000, that will be pursued, and the mechanism for funding and building transportation capital projects. The 5-Year CIP list contains:

- All projects that have identified or anticipated funding from the following sources over the next five years for the full project or only for preliminary planning and design:
 - 20-Year CIP,
 - Transportation Safety Action Plan (TSAP),
 - Intelligent Transportation System (ITS) Plan,
 - Bridge and culvert review system, and
 - ADA Transition Plan.
- Other projects that emerged through the Transportation Maintenance Work Program or have been identified by Transportation Maintenance as needed emergency repairs
- The capital project work schedule, and
- The funding source for each project to connect transportation planning to the county's capital construction budget.

The Board of Commissioners adopts the 5-Year CIP with the understanding that funds are limited. The 5-Year CIP is the Board's expression of policies, directives, and goals adopted through the transportation system planning process as recommended by county staff. County staff consider, evaluate, and prioritize all known capital transportation projects within county roadways and intersections. Professional expertise and discretion are used to find outside funding (see Funding Sources and Future Projects, below) for the projects, and to use limited Road Funds to maximize public dollars and work towards a safer, more efficient transportation system. Not all known deficiencies can be mitigated due to funding shortages.

The 5-Year CIP is updated periodically to provide a more detailed implementation of the capital project priorities. Policy 5.CC.2 of the TSP directly addresses the need for the updated plan:

Maintain a current and complete 5-Year Capital Improvement Program (CIP), which contains the programmed transportation projects in priority order, with estimated costs and assigned responsibility for funding. Update and adopt the 5-Year Capital Improvement Program periodically.

Finally, the 5-Year CIP supports the county's concurrency policy (ZDO Section 1007.09, 1/18/2017), which states that "approval of a development shall be granted only if transportation facilities are adequate or will be made adequate in a timely manner," requiring that the improvements be fully funded in the five-year program and scheduled for construction within three years of land use approval.

Capital Project Categories

The broadly defined capital project descriptions used in the TSP, the 20-Year CIP, and the 5-Year CIP allow for the development of individual projects within a larger project. These project categories are loosely based on the road user or system that the project benefits or impacts (e.g. bicycle project, pedestrian project, or transit project), as follows:

1. **Upgrade** – Projects that add vehicle capacity to an existing roadway or intersection. This may require reconstructing existing sidewalks and/or bicycle lanes, adding intersection turn lanes, or installing traffic signals. In the 20-year CIP, the upgrade projects are separated into urban and rural, depending on whether they are located inside or outside the Portland Metropolitan Urban Growth Boundary (UGB). Some projects are designated as "new roadways" if an extension or new road is needed to increase capacity or add connectivity.
2. **Bridge/Culverts** – Constructing, replacing, or upgrading a bridge or culvert
3. **Safety** – Projects or studies focused on reducing crashes and/or the risk of crashes, including railroad crossings. The Clackamas County Transportation Safety Action Plan (TSAP) outlines a strategy to build and implement a county-wide safety culture with the ultimate goal of reducing transportation-related injuries and fatalities. The TSAP is being updated and will be completed in 2018. Policy and action items outlined in the plan will achieve the desired goals when implemented; however, successful implementation depends upon several factors, including strong safety leadership at all levels, cohesive safety partnerships, funding, and working together toward a common goal. Success will result in reduced injuries and fatalities on County roadways.

A list of projects that support the TSAP can be found in the Supplemental Information section of this document. To make the needed investments, these projects will have to be matched to a funding source so that they can be programmed into the 5-Year Capital Improvement Program.

4. **Community Road Fund — Safety**: Similar to safety projects, but with funding coming specifically from the Community Road Fund (CRF), which is identified under Local Funding Sources.
5. **Community Road Fund: Congestion** – Projects that specifically address congestion issues along county roadways, financed through the CRF.
6. **Community Road Fund: Strategic Investment** – Projects that support shared county and city initiatives using funding through the CRF.
7. **Active Transportation** – Projects related to pedestrians and bicyclists. Inside the UGB, projects add needed sidewalks, bicycle lanes, or multi-use paths; projects outside the UGB

include adding paved shoulders or multi-use paths. There are also more general projects that add needed facilities such as way-finding signage.

8. **Intelligent Transportation Systems (ITS)** – Projects that incorporate treatments such as coordinated signal systems. The Clackamas County ITS Action Plan includes a range of projects that address the needs of the region, grouped into the following categories:
 - Traffic Management and Operations (TMO)
 - Multimodal Operations (MMO)
 - Traveler Information (TI)
 - Data Collection and Management (DCM)
 - Incident and Emergency Management (IM)
 - Maintenance and Construction Management (MCM)
9. **Repairs** – Capital repairs of major damage caused by storms, flooding, landslides, or other natural events that damage portions of the transportation system.
10. **Paving** – Specifically identified paving projects that improve road surfaces.
11. **Community Road Fund: Paving** – Specifically identified paving projects that improve road surfaces financed through the CRF.

5-YEAR CAPITAL IMPROVEMENT PROGRAM PROJECT LIST FY23-24 - FY27-28

Map ID	Project Category	TSP ID	Prospectus #	Project Name	Project Extent	Description	Funding Source	Cost Estimate (2024 \$)	Anticipated Road Fund Match	FY-23/24	FY-24/25	FY-25/26	FY-26/27	FY-27/28
NW 1	Active Transportation	NA	300323327	ADA: Southwood Park Area	Various intersections in the Southwood Park area	Construct or reconstruct 17 ADA ramps in the Southwood Park area.	HB2017 Road Fund	\$269,206	\$269,206	X				
NW 2	Community Road Fund: Congestion	1088 1089 1090	300320350	Stafford Rd and Childs Rd Roundabout and Improvements	SW Stafford Rd from SW Pattulo Wy to Rosemont Rd	Add traffic signal or roundabout at intersection of SW Stafford Rd and SW Childs Rd, add turn lanes, realign intersection, add bicycle lanes	Community Road Fund (CRF); Transportation System Development Charge (TSDC)	\$17,269,197	\$2,144,214	X	X	X	X	
NW 3	Community Road Fund: Strategic Investment	1081	300323309	Borland - Bike/Ped to Rolling Hills	SW Borland Rd from 500 feet west of SW Prosperity Park Road to SW 35th Ave	Construct sidewalks and multi-use path	CRF Strategic Investment Fund; Transportation System Development Charge (TSDC)	\$2,056,318	\$0	X	X	X	X	
NW 4	Community Road Fund: Congestion	1079	300324301	Stafford Rd-65th Ave-Elligsen Rd Roundabout	SW Stafford Rd-SW 65th Ave-SW Elligsen Rd Intersection	Construct a roundabout at the intersection of Stafford Rd/65th Ave/Elligsen Rd. Travel lanes will be widened to consistent 12-ft width and 6-ft wide bike lanes will be added along the intersection approaches	Community Road Fund (CRF); Transportation System Development Charge (TSDC); City of Wilsonville; Washington County	\$13,592,593	\$0	X	X	X	X	X
NW 5	ITS/TSMO	1000	300316307	Canby Ferry ITS Project	SW Advance Rd to Canby Ferry	Extend fiber optic cable from the existing county fiber from SW Advance Road to Ferry signals, add up to two pan-tilt-zoom CCTV cameras to view the ferry and have images posted on the County's Travel Information website; upgrade ferry notification signs to display green "OPEN" and red "CLOSED"	FHWA Ferry Boat Discretionary Program; Road Fund	\$1,012,246	\$250,175	X				
SW 1	Safety	1093 3100	300323301	Airport Rd @ Miley Rd: Traffic Safety and Capacity Improvements	Intersection of Airport Rd NE and NE Miley Rd	Traffic control evaluation and interim improvements to benefit safety and capacity	HB2017 Road Fund	\$426,664	\$426,664		X	X		
SW 2	Other	NA	300324340	Canby (M.J. Lee) Ferry Ramp Improvements	Canby Ferry	Improve north ramp landing of Canby Ferry and evaluate need for south ramp landing stability improvements	FHWA Ferry Boat Discretionary Program; Road Fund	\$550,000	\$110,000		X	X	X	
SW 3	Safety	1001	300323326	Knights Bridge & Arndt Safety Improvement Project	Intersection of S Knights Bridge Rd & S Arndt Rd	Intersection safety improvements including queue warning system, additional signal heads, and improved signal visibility	HB2017 Road Fund	\$325,000	\$325,000	X	X			
SW 4	Bridge/Culvert	3125	300321303	Molalla River (Knights Bridge Rd) Bridge Rehab	Knights Bridge	Bridge rehab	Local Bridge Program (LBP); Road Fund	\$4,540,663	\$504,204	X	X	X		
SW 5	Active Transportation	NA	300317309	S Ivy St Pedestrian Intersection Improvements	S Ivy St from OR99E to Philander Lee Elemenrary School	Construct bike lanes and sidewalks. Construction traffic signal at intersection of Township Rd	STIP - Enhance; Road Fund; City of Canby	\$6,950,173	\$327,610	X	X	X		
SW 6	Community Road Fund: Safety	1001	300324344	Radar Sign Project: Beaver Creek & Barlow	S Beaver Creek Road near Oregon City and S Barlow Rd near Canby	Install radar speed feedback signs on Beaver Creek Road and Barlow Road near the Oregon City and Canby areas	Community Road Fund (CRF)	\$373,000	\$0	X	X			
SW 7	Bridge/Culvert	NA	300322303	Beaver Creek Culvert Replacement at Warnock Rd	S Warnock Rd at Beaver Creek	Replace failed culvert under Warnock Rd	Road Fund	\$1,489,531	\$1,489,531	X	X	X		
SW 8	Safety	1099	300323325	Canby-Marquam Hwy MP 5.05 - MP 5.35 Safety Improvements	Canby-Marquam Hwy MP 5.05 - MP 5.35	Design and construct various safety improvements on Canby-Marquam Hwy including high friction surface treatment, updated ball-banking to verify safe curve speeds, two radar-activated perimeter LED curve warning signs, and other warning sign enhancements, such as larger chevrons and reflective post strips	HB2017 Road Fund	\$460,000	\$460,000	X	X	X		
SW 9	Bridge/Culvert	NA	GR002	Abernethy Creek (Holly Ln) Bridge Replacement	S Holly Ln at Abernethy Creek	Complete preliminary and final design, environmental permitting, right of way acquisition, and construction for Abernethy Creek (Holly Lane) Bridge	Local Bridge Program (LBP); Road Fund	\$9,397,500	\$965,123		X	X	X	X
SW 10	Community Road Fund: Congestion	1121 2041	300320344	Redland Rd Turn Lanes at Ferguson and Bradley	S Redland Rd at S Ferguson Rd and S Bradley Rd	Add left-turn lanes along Redland Rd at Ferguson Rd and Bradley Rd intersections	Community Road Fund (CRF); Rural STP; Clackamas River Water	\$2,994,409	\$0	X				

5-YEAR CAPITAL IMPROVEMENT PROGRAM PROJECT LIST FY23-24 - FY27-28

SW 11	Bridge/Culvert	NA	300319317	Woodcock Ck (Grimm Rd) Bridge Protection	S Grimm Rd at Woodcock Creek	Repair or replace Grimm Road Bridge over Woodcock Creek which has experienced significant scour	Oregon Watershed Enhancement Board (OWEB) Restoration Grant; Road Fund	\$1,667,895	\$1,338,346	X	X	X		
SW 12	Community Road Fund: Strategic Investment	1115	300324329	Bear Creek Bridge & Molalla Ave Shoulders	Molalla Ave from Sawtell to Molalla City Limits and Bear Creek Bridge	Bear Creek Bridge replacement and Molalla Ave shoulders (gravel)	CRF Strategic Investment Fund; Transportation System Development Charge (TSDC)	\$1,648,000	\$0	X	X	X	X	
M 1	Active Transportation	1073	300324900	SE Park Avenue Pedestrian & ADA Crossing Improvements	Intersection of SE Park Ave and SE River Rd	Upgrade pedestrian crossing including ADA ramp improvements	Community Development Block Program (CDBG) Grant; HB2017 Road Fund	\$194,488	\$49,488	X				
M 2	Other	NA	300323322	Laurie Avenue Stormwater Improvements Project	Area immediately south of the intersection of SE Laurie Ave and SE Courtney Ave	Install a new stormwater mainline and catchbasins on SE Laurie Avenue to reduce the frequency of flooding	Road Fund	\$800,185	\$800,185	X	X			
M 3	Active Transportation	1063 1064	300320357	Courtney Ave Complete Street	SE River Rd to OR 99E	Construct separated sidewalks, buffered bike lanes, rain gardens, lighting, ADA compliant curb ramps, and crosswalk enhancements	Regional Flexible Fund Allocation (RFFA) Grant; Road Fund; Transportation System Development Charge (TSDC)	\$6,536,335	\$20,371	X	X	X	X	
M 4	ITS/TSMO	1069	S2601	Oatfield & Oak Grove Traffic Signal Replacement	Intersection of SE Oatfield Rd and SE Oak Grove Blvd	Reconstruct traffic signal by replacing span wire with three signal poles with mast arms, conduit system, pedestrian push buttons, illumination reconstruct all ADA curb ramps, grind and pave intersection	HB2017 Road Fund	\$1,520,000	\$1,520,000		X	X	X	
M 5	Active Transportation	3063	300323306	Curb Ramp at Naef Rd and Harold Ave	Intersection of SE Naef Rd and SE Harold Ave.	Replace a curb ramp at the south corner of the intersection of SE Naef Rd and SE Harold Ave	Road Fund	\$85,000	\$85,000	X	X			
M 6	Other	NA	300323307	El Camino Way Stormwater Improvements - ARPA	Area surrounding the intersection of SE El Camino Way and SE Thiessen Rd	Increase the capacity of the storm drainage system to convey the 10-year storm event to reduce the frequency of flooding	American Rescue Plan Act (ARPA) Grant	\$1,398,000	\$0	X	X			
M 7	Bridge/Culvert	NA	300323308	Thiessen Culvert Replacement at Kellogg Creek	SE Thiessen Rd at Kellogg Creek	Replace failing joint in culvert and examine similar joints to prevent future failing, and repair roadway damage	American Rescue Plan Act (ARPA) Grant	\$1,551,635	\$0	X	X	X		
M 8	Active Transportation	1076 2025	300321302	Bilquist Elementary Sidewalks	SE Webster Rd from SE Roots Rd to Bilquist Elementary School	Construct sidewalks along both sides of road, widen existing bike lanes, crosswalk upgrades including illumination, pedestrian refuge and ADA compliant curb ramps	ODOT Safe Routes to School Infrastructure Grant; Transportation System Development Charge (TSDC)	\$3,317,307	\$577,591	X	X	X		
M 9	Community Road Fund: Safety	1070	300324341	Oatfield Rd Jennings Ave Signal Rebuild Safety Work Project	SE Oatfield Rd and SE Jennings Ave	Rebuild traffic signal, add illumination and other safety enhancements	Community Road Fund (CRF)	\$1,970,000	\$0	X	X	X	X	
M 10	Active Transportation	1067	300318306	Jennings Ave - Sidewalk and Bike lanes	SE Jennings Ave from OR99E (SE McLoughlin Blvd) to SE Oatfield Rd	Construct curb-tight sidewalk on the north side of Jennings Ave and bike lanes on both sides. Widening the roadway to accommodate bike lanes and sidewalk will require general excavation, rock excavation and new water quality and detention facilities, including new storm water collection infrastructure, removal and construction of a retaining wall and replacement of a guardrail	Rural STP; Regional Flexible Fund Allocation (RFFA) Grant; American Rescue Plan Act (ARPA) Grant; Road Fund	\$8,510,677	\$1,274,718	X	X			
M 11	Other	NA	300323318	Jennings Lodge Estates Swales	SE Faith Ave and SE Morse Ct in the Jennings Lodge area	Raise the swale grade to be flush with the top back of curb to reduce tripping and fall hazard, while utilizing river rock above an amended soil mixture for water quality functionality	Road Fund	\$244,000	\$244,000	X	X	X	X	
M 12	Bridge/Culvert	NA	300320347	Clackamas River (Trolley Trail) Bridge Final Design	Clackamas River at Portland Ave	Continue work from feasibility study and move onto preliminary and final design phase (once a bridge structure type is recommended)	Regional Flexible Fund Allocation (RFFA) Grant; City of Gladstone	\$1,028,000	\$0	X	X			
CRC 1	Community Road Fund: Safety	1027 3016	300320356	Johnson Creek Blvd (79th Ave to End County Maintenance) Improvements	Johnson Creek Blvd from 79th Ave to Multnomah Co. line	Upgrade ADA ramps, install ADA-compliant pedestrian push buttons, resurface roadway pavement	Community Road Fund (CRF); HB2017 Road Fund	\$6,173,749	\$6,105,674	X	X	X		

5-YEAR CAPITAL IMPROVEMENT PROGRAM PROJECT LIST FY23-24 - FY27-28

CRC 2	Community Road Fund: Safety	1028	300320355	SE Johnson Creek Blvd at 79th Place	SE Johnson Creek Blvd at SE 79th PI	Add a signal at the intersection of Johnson Creek Blvd and 79th PI and install median	Community Road Fund (CRF); Clackamas County Development Agency (CCDA) Grant; All Roads Transportation Safety (ARTS) Program Grant; HB2017 Road Fund	\$3,182,836	\$337,740	X	X	X		
CRC 3	Upgrade	1035 1036	30324?	Monroe St Improvements	Linwood Ave to Fuller Rd	Improve to minor arterial standards; add sidewalks, bicycle lanes and stormwater control.	Tax Increment Financing	\$11,600,000	\$0	X	X	X		
CRC 4	Repairs	NA	300323303	82nd Drive & Jennifer Street Signal Replacement	Intersection of SE 82nd Dr and SE Jennifer St	The signal pole on the SW corner was knocked down and a temporary wood pole is currently being used. Reconstruct all ADA curb ramps at the intersection, replace span wire traffic signal with three-signal poles with mast arms and conduit system, install pedestrian push buttons, grind and pave intersection	Insurance Proceeds; Road Fund	\$1,402,040	\$1,314,540	X	X	X		
CRC 6	ITS/TSMO	3027	S2411	Sunnyside 132nd to 172nd Signal Project	SE Sunnyside Road from SE 132nd to SE 172nd	Adaptive traffic signal control on Sunnyside Road from 132nd to 172nd. Includes upgraded detection for adaptive control at six of the eight intersections, retroreflective signal backplates, supplemental signal heads, and signal ahead warning signs with cross street riders	All Roads Transportation Safety (ARTS) Program Grant; Road Fund	\$2,010,000	\$201,000		X	X	X	
CRC 7	Upgrade	NA	300323304	SE 172nd Avenue Improvements - City of Happy Valley	SE Misty Dr to SE Maple Hill Ln	Widen roadway to five travel lanes, construct sidewalks and landscape strips, improve intersections in project corridor	City of Happy Valley; Road Fund; Transportation System Development Charge (TSDC)	\$44,873,987	\$45,636	X	X	X	X	X
DB 1	Safety	1001	300324338	222nd & Borges All-Way Stop Conversion	Intersection of SE Borges Rd and SE 222nd Dr	Design and construction of a conversion from two-way STOP control to all-way STOP control at the intersection of SE 222nd Drive and SE Borges Rd in the Damascus area	Road Fund	\$70,000	\$70,000	X				
DB 2	Repairs	NA	300321301	Rugg Rd Landslide Repair	Rugg Rd at Hideaway Ct	Construct permanent stabilization measure along Rugg Rd where downhill slope collapsed	Damascus Road Fund	\$970,762	\$970,762	X	X			
DB 3	Bridge/Culvert	NA	300319343	Badger Creek (Rugg Rd) Culvert	SE Rugg Rd at Badger Creek	Replace existing culverts with larger sized, fish friendly culvert or modular bridge	NOAA Fisheries Transformational Habitat Restoration and Coastal Resilience Projects grant; Road Fund	\$681,227	\$381,227	X	X	X	X	
DB 4	Community Road Fund: Safety	NA	300320340	Bluff/327th Intersection Enhancements	Bluff Rd at 327th Ave	Rechannelize to provide lower speeds on movements onto and off Bluff Rd using signs, pavement markings and delineation, and pavement removal	Community Road Fund (CRF)	\$113,663	\$0		X	X		
DB 5	Community Road Fund: Congestion	4061	300320351	Amsigger Rd @ OR224 Intersection Improvements	Intersection of SE Amsigger Rd and OR224	Construct new roundabout intersection to improve safety while minimizing wait times	Community Road Fund (CRF)	\$5,358,221	\$0	X	X	X		
E 1	Community Road Fund: Strategic Investment	1054 1055	300320348	Duus Rd/Eagle Creek Rd Intersection, Relocation, and Turn Lane	SE Duus Rd at SE Eagle Creek Rd	Add new turn lanes and relocate intersection to provide adequate sight distance	CRF Strategic Investment Fund; Transportation System Development Charge (TSDC)	\$1,567,106	\$0	X	X	X		
E 2	Community Road Fund: Strategic Investment	2017	300320339	362nd Ave Paved Shoulders and Safety Improvements	Skogan Rd to OR 211	Pave shoulders and evaluate safety issues	Community Road Fund (CRF); Transportation System Development Charge (TSDC); HB2017 Road Fund	\$2,220,253	\$511,541	X	X			
E 3	Bridge/Culvert	3038	300324348	Bull Run River (Bull Run Rd) Bridge Replacement Design	SE Bull Run Rd at Bull Run River	Design a new Bull Run Bridge on a new alignment.	Federal Bridge Investment Program Grant; Road Fund	\$2,000,000	\$205,400	X	X	X		
E 4	Repairs	NA	300323302	East Barlow Trail Rd Restoration (Winter 2022 Landslide)	E Barlow Trail Rd between Brightwood Bridge Rd and E Boulder Creek Ln	Construct permanent stabilization measure along E Barlow Trail Rd where downhill slope collapsed taking roadway with it and closing roadway	FHWA Emergency Relief Funds; Road Fund	\$1,155,143	\$334,436	X	X			
E 5	Community Road Fund: Congestion	1059	300322301	Welches Rd Bike/Ped	E Welches Rd from US26 to E Birdie Ln	Add sidewalks from US 26 to E Stage Stop Rd and paved shoulders from E Stage Stop Rd to E Birdie Ln. Pedestrian crossing at E Fairway Ave	Community Road Fund (CRF); Transportation System Development Charge (TSDC)	\$3,388,582	\$0	X	X	X	X	

5-YEAR CAPITAL IMPROVEMENT PROGRAM PROJECT LIST FY23-24 - FY27-28

E 6	Bridge/Culvert	NA	300323324	Henry Creek (Arlie Mitchell Road) Culvert Replacement	E Arlie Mitchell Rd at Conway Creek	Replace existing 144" culvert with a precast modular bridge	Oregon Department of Fish and Wildlife (ODFW); US Forest Service (USFS); Oregon Watershed Enhancement Board (OWEB) Restoration Grant; City of Portland; Road Fund	\$1,018,460	\$99,878	X	X				
E 7	Bridge/Culvert	NA	B2302	Conway Creek (Aschoff Road) Culvert Replacement	Aschoff Road at Conway Creek	Replace existing culverts with a precast modular bridge	Federal Culvert AOP Grant; Road Fund	\$1,862,900	\$372,580	X	X	X	X		
P 1	Paving	PMP	300323319	AR Cape Seal: Southwood Park Area	Various road segments in Southwood Park area	Place slurry seal on 2.5 miles of roads in the Southwood Park area.	HB2017 Road Fund	\$508,379	\$508,379		X				
P 2	Paving	PMP	P2602	Contract Paving: Bonita Road Package	Bonita Road from Carman Road to Bangy Road	Pave Bonita Rd with 0.6 miles of asphalt	HB2017 Road Fund	\$474,279	\$474,279		X	X	X	X	
P 3	Paving	PMP	P2605	Chip Seal: Rosewood Package	Various road segments in the Rosewood area	Place 1.7 miles of chip seal on a number of roads in the Rosewood area	HB2017 Road Fund	\$428,397	\$428,397			X	X	X	
P 4	Paving	PMP	P2705	Chip Seal: Stafford Acres Package	Various road segments in the Stafford Acres area	Place 11 miles of chip seal on roads in the Stafford Acres area	HB2017 Road Fund	\$842,300	\$842,300			X	X	X	
P 5	Paving	PMP	300323314	Contract Paving: Haines Road Package	Territorial Road from Haines Rd to Highway 99 and Haines Road from Highway 99 to Mulino Road	Pave 1.8 miles of roads with asphalt in the Haines Road area	Road Fund	\$927,500	\$927,500	X	X				
P 6	Paving	PMP	P2607	Chip Seal: Mackburg/Union Mills Package	Various road segments in the Macksburg/Union Mills area	Place 38 miles of chip seal on a number of roads in the Macksburg/Union Mills area	HB2017 Road Fund	\$2,741,134	\$2,741,134			X	X	X	
P 7	Paving	PMP	P2708	Chip Seal: Yoder Package	Various road segments in the Yoder area	Place 18.5 miles of chip seal on a number of roads in the Yoder area	HB2017 Road Fund	\$1,341,274	\$1,341,274			X	X	X	
P 8	Paving	PMP	P2610	Contract Paving: Marquam Package	Drake Road from highway 213 to the Marion County Line, Farm Road from Monte Cristo Road to Oster Road, Farm Road from Drake Road to Oster Road	Pave 3.6 miles of roads with asphalt in the Marquam area	Rural STP; HB2017 Road Fund	\$1,981,000	\$491,000		X	X	X	X	
P 9	Paving	PMP	P2707	Chip Seal: Hogback Package	Various road segments in the Beaver creek/Highland area	Place 35 miles of chip seal on a number of roads in the Beaver creek/Highland area	HB2017 Road Fund	\$870,243	\$870,243			X	X	X	
P 10	Paving	PMP	300323317	Chip Seal: Park Place Project	Various rural roads	Place 42.1 miles of chip seal on a number of rural roads	HB2017 Road Fund	\$2,811,000	\$2,811,000	X	X				
P 11	Paving	PMP	300323312	Slurry Seal: Jennings Lodge Package	Various road segments in the Jennings Lodge area	Place slurry seal on 6.1 miles of urban roads in the Jennings Lodge area	Road Fund	\$419,000	\$419,000	X	X				
P 12	Paving	PMP	P2411	Contract Paving: Jennings Avenue	SE Jennings Ave from OR99E (SE McLoughlin Blvd) to SE Oatfield Rd	Pave 0.75 miles of road with asphalt.	Rural STP; HB2017 Road Fund	\$975,000	\$75,000		X	X			
P 13	Paving	PMP	P2601	Contract Paving: River Road Package	SE River Rd between SE Jennings Ave and SE Roethe Rd	Pave SE River Road with 0.6 miles of asphalt	HB2017 Road Fund	\$563,460	\$563,460		X	X	X	X	
P 14	Paving	PMP	P2609	Slurry Seal: Oak Grove Package	Various road segments in the Oak Grove area	Place slurry seal on 9.9 miles of roads in the Oak Grove area	HB2017 Road Fund	\$456,900	\$456,900			X	X	X	
P 15	Paving	PMP	P2701	Contract Paving: Hartnell Farms Package	SE Johnson Rd between SE Clackamas Rd and SE Lake Rd	Pave 0.9 miles of road with asphalt on SE Johnson Rd between SE Clackamas Rd and SE Lake Rd	HB2017 Road Fund	\$761,754	\$761,754			X	X	X	
P 16	Community Road Fund: Paving	PMP	P2704	Contract Paving: Royal View Package	Various road segments in Royal View area	Pave 1.6 miles of roads with asphalt in the Royal View area	Community Road Fund (CRF)	\$1,362,288	\$0		X	X	X	X	
P 17	Paving	PMP	P2702	Contract Paving: Highland Summit Package	SE Mather Rd from SE Summers Ln to SE 122nd Ave; SE Summers Ln from SE Mather Rd to SE 122nd Ave	Pave 1.2 miles of road with asphalt in the Highland Summit area	HB2017 Road Fund	\$1,243,194	\$1,243,194			X	X	X	
P 18	Community Road Fund: Paving	PMP	P2604	Contract Paving: Mt Talbert Package	Various road segments in Mount Talbert area	Pave 1.0 miles of roads with asphalt in the Mt Talbert area	Community Road Fund (CRF)	\$933,000	\$0		X	X			

5-YEAR CAPITAL IMPROVEMENT PROGRAM PROJECT LIST FY23-24 - FY27-28

P 19	Paving	PMP	P2709	Slurry Seal: Vista View Package	Various road segments in the Valley View and Pioneer Park areas of Happy Valley	Place slurry seal on 1.4 miles of roads in the Valley View and Pioneer Park areas of Happy Valley	HB2017 Road Fund	\$135,188	\$135,188			X	X	X
P 20	Paving	PMP	P2710	Slurry Seal: Trillium Creek Package	Various road segments in the Trillium Creek Park area	Place slurry seal on 6.1 miles of roads in the Trillium Creek Park area	Damascus Road Fund; HB2017 Road Fund	\$683,444	\$589,451			X	X	X
P 21	Paving	PMP	P2706	Chip Seal: Goosehollow Package	Various road segments in the Goosehollow Drive area of Damascus	Place 1.7 miles of chip seal on a number of roads in the Goosehollow Drive area of Damascus	HB2017 Road Fund	\$224,153	\$224,153			X	X	X
P 22	Paving	PMP	P2703	Contract Paving: Rock Creek Package	SE 172nd Ave from SE Armstrong Cir to SE Sunnyside Rd; SE Armstrong Cir from Hwy 212 to address 23051 SE Armstrong Cir	Pave 1 mile of road with asphalt in the Rock Creek area	HB2017 Road Fund	\$1,470,266	\$1,470,266			X	X	X
P 23	Paving	PMP	P2608	Slurry Seal: Mt Scott Package	Various road segments in the Mt. Scott area	Place slurry seal on 4.8 miles of roads in the Mt. Scott area	HB2017 Road Fund	\$504,520	\$504,520			X	X	X
P 24	Paving	PMP	300323311	Contract Paving: Overland Park Package	Overland Street from Bell Avenue to 82nd Avenue and 72nd Avenue from Monroe Street to Thompson Road	Pave 0.7 miles of roads with asphalt in the Overland Park area	Road Fund	\$572,505	\$572,505	X	X			
P 25	Paving	PMP	300323316	Contract Paving: Fischers Mill Package	Fischers Mill Road from Fischer's Mill Bridge to Springwater Road; Harding Road from Springwater Road to Fischers Mill Road; Strowbridge from Springwater Road to Fischers Mill Road	Pave 2.0 miles of road along Fischers Mill Road, Harding Road, and Strowbridge Road with asphalt	Rural STP; HB2017 Road Fund	\$1,533,500	\$833,500	X	X			
P 26	Paving	PMP	P2603	Contract Paving: Bakers Ferry Road Package	S Bakers Ferry Road from S Springwater Road to S Harding Road	Pave Bakers Ferry Road with 2.6 miles of asphalt	HB2017 Road Fund	\$1,511,339	\$1,511,339			X	X	X
P 27	Paving	PMP	P2606	Chip Seal: Cherryville to Welches Package	Various road segments in the Cherryville to Welches corridor	Place 25.6 miles of chip seal on a number of roads in the Cherryville to Welches corridor	HB2017 Road Fund	\$1,917,867	\$1,917,867			X	X	X
P 28	Paving	PMP	300323315	Contract Paving: Wildcat Mountain Drive Package	SE Wildcat Mountain Drive from Firwood Road to mile point 5.30.	Pave 5.3 miles of SE Wildcat Mountain Drive with asphalt	Rural STP; American Rescue Plan Act (ARPA) Grant; HB2017 Road Fund	\$1,602,000	\$127,000	X	X	X		
CW 1	Community Road Fund: Safety	1001	300323320	Clackamas County School Beacon Upgrades	6 Locations (11 beacons): River Rd at Jennings Lodge Elem., River Rd at Riverside Elem., 152nd Ave at Oregon Trail Elem., Webster Rd at Alder Creek MS, 242nd Ave at Lewis and Clark CS and Scouters Mountain Elem.	Upgrade solar powered school flashing beacons to AC power	Community Road Fund (CRF)	\$579,741	\$0	X	X	X		
CW 2	ITS/TSMO	1000	300323323	Clackamas County Signal Detection Upgrades	5 Locations: 172nd & Rock Creek, Otty & Fuller, Monterey & 85th, Stafford & Ek, and Park & 27th	Replace traffic signal video detection systems at 4 intersections with Wavetronix radar detection system and add FLIR infrared bicycle detection at 2 intersections	Road Fund	\$584,220	\$584,220	X	X			
CW 3	Safety	1001	300323321	Intersection Design Studies: Six Intersections	Airport Rd NE & NE Miley Rd S Barlow Rd & S Arndt Rd S Beavercreek Rd & S Leland Rd/S Kamrath Rd SE Bluff Rd & SE 327th Ave S Redland Rd & S Holly Ln N Molalla Ave & S Vaughan Rd	Investigate current operations, safety and geometry at six intersections and develop preferred alternatives to a preliminary design level	HB2017 Road Fund	\$100,826	\$100,826	X				
CW 4	Safety	1001	S2602	Rural Corridor Curve Signs - Phase 1	SE 367th Ave, S Casto Rd, S Eves Rd, SE Foster Rd, S Ferguson Rd, SE Coupland Rd, SW Ladd Hill Rd, SW Baker Rd, S Thayer Rd, SE Bluff Rd, S Whiskey Hill Rd, S Carus Rd, SE Wildcat Mountain Dr, and Forsythe Rd	Design and install updated horizontal alignment warning signs on approximately 28 miles of roadway on 14 rural arterial and collector corridors to reduce crashes and to comply with MUTCD standards	HB2017 Road Fund	\$960,000	\$960,000				X	X

5-YEAR CAPITAL IMPROVEMENT PROGRAM PROJECT LIST FY23-24 - FY27-28

Map ID	Project Category	TSP ID	Prospectus #	Project Name	Project Extent	Description	Funding Source	Cost Estimate (2024 \$)	Anticipated Road Fund Match	FY-23/24	FY-24/25	FY-25/26	FY-26/27	FY-27/28
CRC 5	Planning	NA	600223101	Sunrise Corridor Community Visioning Project	Sunrise Corridor	Work with Community to develop a vision for the future of the Sunrise Corridor including transportation, land use, economic opportunities and anti-displacement.	American Rescue Plan Act (ARPA) Grant; Road Fund	\$4,022,315	\$22,315	X	X			
NM	Planning	NA	300322300	Walk/Bike Clackamas Plan	N/A (Planning Project)	A simultaneous update to the Pedestrian and Bicycle Master Plans, both were last updated in 2003. The plan will guide and equitably prioritize future biking and walking transportation investments and active transportation policy in Clackamas County for the next 20 years.	Oregon Department of Land Conservation and Development (DLCD) Grant	\$178,906	\$0	X				
NM	Planning	NA	300324342	ODOT DUI Grant Planning Project	N/A (Planning Project)	Research and develop concepts for a new marketing and communications campaign focused on reducing impaired driving by examining opportunities for intervention prior to someone having their first drink.	ODOT Alcohol-impaired Driving Program (Section 164) Fund Grant; Road Fund	\$62,712	\$12,712	X	X			
NM	Planning	NA	300324343	TSAP Update 2024	N/A (Planning Project)	Transportation Safety Action Plan / Drive to Zero plan	ODOT Transportation Safety Office Grant; Road Fund	\$150,000	\$30,000	X	X	X		
NM	Planning	NA	300324345	Consolidated Planning and Marketing Grant	N/A (Planning Project)	Crash analysis, crash demographic study, traffic safety marketing campaign	USDOT Safe Streets for All (SS4A) Grant; ODOT Safety (Section 402) Fund Grant; Road Fund	\$1,423,801	\$279,301	X	X	X	X	
NM	Planning	NA	300324346	Safe Streets For All: Federal Transportation Planning Project	N/A (Planning Project)	Align the TSAP with the national Safe Systems approach updating language and visual tools and further integrate civil rights and community engagement into the TSAP	USDOT Safe Streets for All (SS4A) Grant	\$330,000	\$0	X	X	X		
NM	Planning	NA	300324347	ODOT Pedestrian Safety Year 4	N/A (Planning Project)	Traffic safety marketing and materials	ODOT Pedestrian Safety (Section 402) Fund Grant; Road Fund	\$35,000	\$10,000	X	X			
NM	Planning	NA	600223102	TSP Update 2023	N/A (Planning Project)	Update of the Transportation System Plan for FY 23-24	Oregon Department of Land Conservation; Road Fund	\$1,623,823	\$1,535,323	X	X	X		

Unfunded Projects Matched with Possible Grant Funding Sources

Project Name (TSP Number)	Description	Possible Funding Source
Sunrise Project Phase II (4036)	Extend the Sunrise Project from I-205 to 172 nd Avenue	STIP Enhance / Federal Grant
I-205 Bottleneck Project (4016)	Improvement to I-205 between Stafford interchange and the east end of the Abernethy Bridge to address congestion issues	STIP Enhance / BUILD
OR 211 (4040)	Canby Marquam Hwy / OR 211 intersection improvements	STIP Fix-it / HSIP
OR 212 Freight Mobility Corridor Improvement	Freight mobility improvements on OR 212 between Rock Creek Junction and US 26	MTIP / STIP
OR212 Foster and Sunnyside Intersection Upgrades	Improve safety and operations at Foster and Sunnyside intersections of OR212	Federal Grant
Barlow Road/Arndt Road/OR 99E Corridor (2029)	Upgrades to the OR 99E/Barlow Road and Arndt Road/Barlow Road intersections and extension of Arndt Road	STIP Enhance / Federal Grant
Bakers Ferry Road – Pathway from Barton Park to Hwy 224 (3101)	Add paved shoulders and turn lanes at major intersections; remove horizontal curve and relocate intersection from Eaden Rd to OR 224	Oregon Community Paths Program
McLoughlin Sidewalk, Safety and ETC (4015)	Add bicycle and pedestrian improvements from Milwaukie city limit to Gladstone city limit	Federal Grant
I-205 Multi-Use Path Gap (1026)	Construct new connection to fill the I-205 multi-use path gap (OR 212 to OR 224)	Federal Grant / RFFA
142 nd Bike/Ped (1006)	Add bike & pedestrian facilities between Sunnyside & Hwy 212	RFFA
Alberta St / 72 nd Ave (2000)	Add sidewalks, bicycle lanes and stormwater facilities	TIF
Luther Rd (2001)	Add sidewalks, bicycle lanes and stormwater facilities	TIF
Overland St	Add sidewalks, bicycle lanes and stormwater facilities	TIF
Jennings/99E/Trolley Trail Intersection (4035)	Improve the pedestrian and bicycle crossings at the intersection of Jennings, OR99E, and Trolley Trail	STIP
US26 Welches to Wildwood (4092/4093)	Add multi-use path along US26	FLAP
Bull Run Truss (3038)	Replace bridge	STIP / HBP / BIP
Dodge Park Bridge (1053)	Replace bridge and include paved shoulders	STIP / HBP / BIP
Wyland Road Bridge	Bridge replacement	STIP / HBP
E. Barlow Pass Bridge	Bridge replacement	FLAP
Lusted Rd Bridge	Replace or upgrade Lusted Rd Bridge over Sandy River	BIP
Tickle Creek Rd Bridge	Replace or upgrade Tickle Creek Rd Bridge over Tickle Creek	BIP
Redland Rd Bridge (3141)	Replace or upgrade Redland Rd East Bridge over Abernethy Creek	BIP
Oak Grove Elementary	Crossing upgrades at Courtney/River and Courtney/Oak Grove	SRTS
View Acres Elementary	Crossing upgrades at View Acres/Hill and Bramble/Hill	SRTS

FUNDING SOURCES AND FUTURE PROJECTS

Projects in the 5-Year CIP are funded through a variety of sources, connecting transportation planning to the County's capital construction budget. To be on the 5-Year CIP list, a project must have an identified funding source.

A 20-year funding forecast was completed in October 2012 as a part of the TSP update process. The complete memo outlines funding expected to be received over the next 20 years. One of the key themes is that ***the County Road Fund is only anticipated to play a minor role (as match money for other funding sources) in future capital projects.***

Since the Road Fund will be used only to match funds from other sources, reliance upon other funding sources for capital projects has increased. To help match projects to appropriate funding sources, recently used sources are reviewed below and potential projects for the next funding cycle are identified. Table B: Key Projects Matched with Potential Grant Funding Sources highlights projects in the TSP that should be considered when the next grant cycle is open. This table follows the discussion of funding sources.

While identification of potential projects is needed as the programs become open for applications, ultimately the selection of appropriate projects will be determined when the application is developed.

Local Funding Sources

Clackamas County Road Fund

The County Road Fund is made up of revenue received through the Oregon State Highway Trust Fund from state gas tax, weight-mile tax, vehicle registration fees (VRF), and vehicle titling fees. These funds are distributed to the County based on allocation schedules set out in state law. The passage of the Keep Oregon Moving House Bill in 2017 is projected to provide nearly \$100 million to the County Road Fund over the next 15 years.

The state constitution and Oregon Revised Statutes require State Highway Trust Fund revenue to be used "...for the construction, reconstruction, improvement, repair, maintenance, operation and use of public highways, roads, and streets..." (including a mandatory minimum 1% annual expenditure on bicycle and pedestrian facilities). Road Fund money is often used as the local contribution (match) for projects funded by federal, state, and other local funding programs.

The County Road Fund also includes federal funds from the Secure Rural Schools program.

Community Road Fund (CRF)

The CRF is a funding source that became effective in January 2020 with revenue from a new countywide vehicle registration fee. County residents pay a \$30 per year fee when they register their car, truck, van, trailer, or other passenger vehicle or motorcycle. The funds go toward projects that maintain county roads, build improvements to relieve congestion, and make the road system safer.

A 15-member CRF Advisory Committee developed criteria to analyze potential capital congestion relief projects, applies those criteria to high-priority projects, recommends the order in which the projects should be constructed, and reviews the project list annually.

It is expected that the CRF will generate over \$11 million each year, with the county receiving about \$5.5 million and the rest being allocated to the cities within the county based on population and how much of that population resides within the county borders. (Some cities like Portland and Tualatin have only a small portion of their boundaries within the county.)

Transportation System Development Changes (TSDC)

TSDCs are one-time assessments of new developments based on the number of vehicle trips the developments are forecast to generate. This equitably spreads the cost of road projects that increase capacity to new and expanding developments that rely on road network improvements. These funds are dedicated to projects on an adopted list within a specific geographic area that improves capacity. The funds may not be used for road maintenance.

Improved capacity can include operational efficiencies (e.g., signalization) that increase the number of travelers accommodated by the system or added facility miles.

Urban Renewal (Tax Increment Financing [TIF])

Urban renewal raises money for public improvements through Tax Increment Financing (TIF) in blighted areas. Local investments focus on creating jobs, helping businesses, improving communities, and increasing the tax base to result in long-term financial stability for local service providers and property owners. The use of the funds is customized to meet the needs of the approved plan for the urban renewal area.

Expenditures are restricted to making improvements within the geographic limits of the urban renewal area in which the funds were raised and focus on funding infrastructure consistent with the adopted urban renewal plan. Urban renewal frequently provides matching funds for money from federal, state, regional, and other local sources.

There are three county urban renewal districts -- one, the North Clackamas Revitalization Area (NCRA), still collects revenue and the other two, the Clackamas Town Center District and the Clackamas Industrial Area (CIA), are forecast to invest revenue in transportation projects over the next 20 years.

Fee in Lieu of (FILO)

Clackamas County Code 1007.10 provides for a fee in place of (FILO) required frontage improvements, primarily for sidewalks, on county roads. FILO is typically used when a development is being proposed in an area with few or no sidewalks. The developer pays a fee instead of building the required sidewalk improvements on the frontage, allowing the county to build continuous sidewalks in an area with a high need once enough fees are collected.

Federal, State, and Regional Funding Sources

Federal Highway Trust Fund – Fixing America’s Surface Transportation Act (FAST Act)

Federal funds can be used to help pay for projects on National Highway System facilities. Periodically, federal legislation reauthorizes federal highway, transit, and transportation safety programs funded through the Highway Trust Fund. Between 2012 and 2015, MAP-21 was the

reauthorization law. The current reauthorization, the FAST Act, enacted in 2016 and set to expire in 2022, contains the following federal aid highway programs and mass transit funding:

National Highway Performance Program
Surface Transportation Block Grant Program (STBGP)
Highway Safety Improvement Program (HSIP)
Congestion Mitigation & Air Quality Improvement Program (CMAQ)
Metropolitan Transportation Planning
Surface Transportation Program (STP)

Rebuilding American Infrastructure with Sustainability and Equity (RAISE) Transportation Grant

RAISE provides a unique opportunity for the US Department of Transportation to invest in road, rail, transit, and port projects that promise to have a significant impact on the nation, a region, or a metropolitan area. Previously known as TIGER and BUILD Discretionary Grants, Congress has dedicated more than \$8.9 billion for 13 rounds of TIGER/BUILD/RAISE since 2009.

Projects must be multi-modal, multi-jurisdictional, or otherwise challenging to fund through existing programs, and must be regionally significant and closely aligned with economic benefits. RAISE uses a rigorous process to select projects with exceptional benefits that explore ways to deliver projects faster and save on construction costs, and that invest in the nation's infrastructure to make communities more livable and sustainable. In urban areas, the minimum project amount is \$5 million; in rural areas, the minimum project amount is \$1 million.

Underinvestment in rural transportation systems has allowed a slow and steady decline in the transportation routes connecting rural communities. To address these needs, a greater share of RAISE/BUILD grant funding awards are designed to go toward projects in rural areas compared to TIGER. At least 30% (\$450 million) of funding is to be utilized for rural projects.

Western Federal Lands Access Program (FLAP)

FLAP was created by MAP-21 to improve access to federal lands. The program is directed towards public highways, roads, bridges, trails, and transit systems that are under state, county, town, township, tribal, municipal, or local government jurisdiction or maintenance, and that provide access to federal lands. The following activities are eligible for consideration:

- Preventive maintenance, rehabilitation, restoration, construction, and reconstruction,
- Adjacent vehicular parking areas,
- Acquisition of necessary scenic easements and scenic or historic sites,
- Provisions for pedestrians and bicycles,
- Environmental mitigation in or adjacent to federal land to improve public safety and reduce vehicle/wildlife mortality while maintaining habitat connectivity,
- Construction and reconstruction of roadside rest areas, including sanitary and water facilities, and
- Operation and maintenance of transit facilities.

Proposed projects must be on a public highway, road, bridge, trail, or transit system that is located on, adjacent to, or provides access to federal lands for which title or maintenance responsibility is vested in a state, county, town, township, tribal, municipal or local government.

Federal Highway Administration (FHWA) Accelerated Innovation Deployment (AID) Demonstration Program

AID provides funding as an incentive for eligible entities to accelerate the implementation and adoption of innovation in highway transportation. FHWA encourages the use of AID funds to promote the deployment of the Every Day Counts (EDC) initiatives, which provide ways to improve highway planning, design, construction, and operation.

This program is one aspect of the multi-faceted Technology and Innovation Deployment Program (TIDP) approach that provides funding and other resources to offset the risk of trying an innovation. AID funds are available for any project eligible for assistance under Title 23, United States Code. Eligible projects may involve any aspect of highway transportation that addresses TIDP goals and must include proven innovative practices or technologies such as those included in the EDC initiative. Innovations may include infrastructure and non-infrastructure strategies or activities that the applicant or sub-recipient intends to implement and adopt as a significant improvement from the conventional practice.

FHWA Emergency Relief Program

Title 23, United States Code, Section 125, authorizes a special program from the Highway Trust Fund for the repair or reconstruction of federal-aid highways and roads on federal lands that have suffered serious damage as a result of natural disasters or catastrophic failures from external causes. This program, commonly referred to as the emergency relief or ER program, supplements the commitment of resources by states, their political subdivisions, or other federal agencies to help pay for unusually heavy expenses resulting from extraordinary conditions.

The applicability of the ER program to a natural disaster is based on the extent and intensity of the disaster. Damage to highways must be severe, occur over a wide area, and result in unusually high expenses to the highway agency. Applicability of ER to a catastrophic failure is based on the criteria that the failure was not the result of an inherent flaw in the facility, but was sudden, caused a disastrous impact on transportation services, and resulted in unusually high expenses to the highway agency.

Clackamas County has used funds from this program to fund projects needed due to federal emergencies, including Lolo Pass / Zig Zag River bridge, South End Road at milepost 3.8, 232nd Drive at milepost 0.3, and E. Barlow Trail Road.

FHWA Ferry Boat Discretionary (FBD) Program

FBD provides funding for ferry facilities on a non-interstate public road that is publicly-owned, publicly-operated, or majority publicly-owned, providing substantial public benefits. Projects selected for funding under this program are funded at 80% Federal share.

Statewide Transportation Improvement Program (STIP)

The STIP, Oregon's four-year transportation capital improvement program, identifies the funding for and scheduling of transportation projects and programs on federal, state, city, and county transportation systems, multimodal projects (highway, passenger rail, freight, public transit, bicycle, and pedestrian), and projects in the National Parks, National Forests and Indian tribal lands.

The STIP includes a process for identifying projects that receive federal FAST Act funds as well as a portion of the Oregon State Highway Fund. The current STIP process divides funding into two main categories -- Enhance and Fix-it.

- **Enhance:** Enhance, expand, or improve the transportation system. Eligible project activities include bicycle and/or pedestrian facilities, Development STIP (D-STIP), modernization projects that add system capacity, most projects previously eligible for Transportation Enhancement funds, projects eligible for Flex Funds, protective right-of-way purchases, public transportation, Safe Routes to Schools, Scenic Byways, Transportation Alternatives, and Transportation Demand Management (TDM).
- **Fix-It:** Includes all the capital funding categories that maintain or fix ODOT's portion of the transportation system.

These categories do not include non-capital maintenance and operations programs because they are not included in the STIP.

Oregon State Highway Fund

Highway revenues in the State of Oregon have several major sources:

- **Motor vehicle registration and title fees,**
- **Driver's license fees,**
- **Motor vehicle fuel taxes, and**
- **Weight-mile taxes.**

Net revenues from these taxes and fees are deposited into an account known as the State Highway Fund. With minor exceptions, the Oregon Constitution (Article IX, Section 3a) dedicates highway revenues for the construction, improvement, maintenance, operation, and use of public highways, roads, streets, and roadside rest areas.

Keep Oregon Moving (HB 2017)

House Bill 2017, approved in 2017, increases the state gas tax, and vehicle title and registration fees over seven years. When all taxes and fees are in place in 2024, HB 2017 will produce \$500 million in State Highway Fund revenue annually with investments in public transportation, walking, and biking.

Incorporated with this funding is the former Jobs and Transportation Act (JTA) passed in 2009 by the Oregon Legislature. The JTA was designed to address funding shortfalls for some long-standing transportation needs, including Sunrise Project Phase 1, which was completed in June 2016.

Highway Safety Improvement Program (HSIP)

This ODOT program has been continued under the FAST Act to incorporate the functions and funding that were previously contained in the High-Risk Rural Roads Program. The HSIP is focused on projects on local agency roads and ODOT facilities to increase awareness of safety on all roads, promote best practices for infrastructure safety, complement behavioral safety efforts, and focus limited resources to reduce fatal and serious injury crashes. The program, data-driven

to achieve the greatest benefits in crash reduction, was developed to be blind to jurisdiction. ODOT recently transitioned the safety program and the completed jurisdictionally-blind safety program was finalized in early 2021. During the transition, funding for local agency roads was allocated to primarily focus on a few systemic low-cost fixes that could be implemented in a shorter timeframe.

Highway Bridge Program (HBP)

HBP is a part of the National Highway Performance Program and the Surface Transportation Program. Bridge improvement and replacement is a major priority of ODOT. To qualify for this funding, a bridge typically needs to have a sufficiency rating of less than 50.

Oregon Watershed Enhancement Board (OWEB)

The OWEB is a state agency that provides grants to help Oregonians take care of local streams, rivers, wetlands, and natural areas. Community members and landowners use scientific criteria to decide jointly what needs to be done to conserve and improve rivers and natural habitats. OWEB grants are funded by the Oregon Lottery, federal dollars, and salmon license plate revenue.

OWEB will accept applications for restoration, technical assistance, and land acquisition. These grants support voluntary efforts by Oregonians to protect and restore healthy watersheds, including actions in support of the Oregon Plan for Salmon and Watersheds, and the Oregon Conservation Strategy.

Fish America Foundation

Fish America, in partnership with the National Oceanic and Atmospheric Association (NOAA) Restoration Center, awards grants to local communities and government agencies to restore habitat for marine and anadromous fish species. Successful proposals include community-based restoration efforts with outreach to the local communities. These small grants help with bridge scour projects.

National Fish Passage Program - US Fish and Wildlife Service

The National Fish Passage Program is a voluntary, non-regulatory conservation assistance program that provides financial and technical support to remove or bypass artificial barriers that impede the movement of fish and other aquatic species and contribute to their decline. The program implements fish passage improvement-based, cost-shared projects to protect, restore, or enhance habitats that support fish and other aquatic species and their populations. All or a portion of project funds may be transferred to partner organizations through cooperative agreements if the service isn't able to implement a project.

Connect Oregon

Connect Oregon is a lottery bond-based initiative to invest in air, rail, marine, and bicycle/pedestrian infrastructure to ensure Oregon's transportation system is strong, diverse, and efficient. Projects are eligible for up to 80% of project costs for grants and 100% for loans. A minimum 20% cash match is required from the recipient for all grant-funded projects. Projects eligible for funding from state fuel tax revenues are not eligible.

HB 2017 removed public transit projects from Connect Oregon and directed the Oregon Transportation Commission to distribute the funds to five specific projects:

- Treasure Valley Intermodal Facility (\$26 million),
- Rail expansion in East Beach Industrial Park at the Port of Morrow (\$6.55 million),
- Brooks rail siding extension (\$2.6 million),
- Mid-Willamette Valley Intermodal Facility (\$25 million), and
- Oregon International Port of Coos Bay Rail Line Repairs and Bridge Replacement (\$5 million)

With funding going to these projects, no funding is expected to be available until the end of the 2021-2023 biennium.

Immediate Opportunity Funds (IOF)

The IOF supports primary economic development in Oregon through the construction and improvement of streets and roads. The 1987 Legislature created state funding for immediate economic opportunities with certain motor vehicle gas tax increases. Access to this fund is discretionary and the fund may only be used when other sources of financial support are unavailable or insufficient; it is not a replacement or substitute for other funding sources. The IOF is designed to meet the following objectives:

- Provide needed street or road improvements to influence the location, relocation, or retention of a firm in Oregon;
- Provide procedures and funds for the Oregon Transportation Commission (OTC) to respond quickly to economic development opportunities, and
- Provide criteria and procedures for the Oregon Economic and Community Development Department, other agencies, local governments, and the private sector to work with ODOT to provide road improvements needed to ensure specific job development opportunities for Oregon, or to revitalize business or industrial centers

Use of the IOF is limited to:

- Type A: Specific economic development projects that affirm job retention and job creation opportunities,
- Type B: Revitalization of business or industrial centers to support economic development,
- Type C: Preparation of Oregon Certified Project-Ready Industrial Sites.

Special Public Works Fund (SPWF)

The SPWF provides funds for publicly-owned facilities that support economic and community development in Oregon. Funds are available to public entities for:

- Planning;
- Designing;
- Purchasing;
- Improving and constructing publicly-owned facilities;
- Replacing publicly-owned essential community facilities; and
- Emergency projects as a result of a disaster.

Metropolitan Transportation Improvement Program (MTIP)

MTIP is the federally-mandated four-year implementation schedule of expenditures of federal transportation funds and significant state and local funds in the Portland metropolitan region. For projects to receive federal transportation funding, they must be included in the Regional Transportation Plan (RTP). MTIP coordinates the spending of federal and state transportation funds for four different public agencies: Metro, ODOT, TriMet, and South Metro Area Transit District. More information can be found on Metro's website:

<http://www.oregonmetro.gov/metropolitan-transportation-improvement-program>.

Regional Flexible Fund Allocation (RFFA)

The RFFA process is used to determine which locally identified priorities are awarded funding to advance the goals of the RTP. Regional flexible funds are distributed to Metro from three federal grant programs: the Surface Transportation Program, the Congestion Mitigation/Air Quality Program, and the Transportation Alternatives Program. Metro then distributes those funds to cities and counties for projects designed to make getting around the region easier and safer. The RFFA process typically takes place on a two-year funding cycle to match closely with the MTIP update schedule. More information can be found on Metro's website: <http://www.oregonmetro.gov/public-projects/regional-flexible-funding-transportation-projects>.

OPERATING IMPACTS

Although there are often operating impacts associated with capital improvements, these do not usually play an important part in the selection of projects to be undertaken. It can be expected that new roads, intersections, or buildings will require less maintenance than older facilities, but this is not the reason for constructing those additions or improvements. Transportation projects are done to increase safety or capacity or alleviate congestion. Facilities projects are done to repair the damage, retrofit existing space for more optimal use, or meet certain grant or legal requirements or citizen mandates such as ADA compliance or the construction of visitor information centers with transient room tax revenues. As with transportation projects, debt service is not an important consideration. Facilities are constructed as funds are available to pay for them. To the extent that operating impact information is available, it is included in the specific project summaries that follow.

Even though forecasted operating impacts are not critical in determining if a project should be undertaken, it is possible to forecast those impacts in general terms for transportation improvements. It can be expected that operating costs will amount to 0.5% per year of the total cost of construction over the life of the project. Thus, over the life of a \$10 million road improvement, about \$50,000 will be required annually (on average) to maintain the improvement. For the first three to five years, upkeep may not be required at all. As the road begins to age, striping and culvert cleaning might be called for. After five to ten years, a chip seal might be required and this expense can be expected every five years thereafter. At 20 years, the road might need to be repaved. At 30 years old, the road is scheduled for reconstruction.

Of much greater consequence than estimating the operating impact of undertaking new projects is the impact of not undertaking those critical projects. Every year, a larger percentage of county roads slip into disrepair and the county simply doesn't have the necessary revenue to keep up with crucial maintenance. The cost to reconstruct a road in the future is more than 10 times greater than the cost of providing preventive maintenance today. So the cost of not undertaking a \$10 million road improvement could be \$100 million.

ALL CAPITAL PROJECTS: PROSPECTUS FY23-24 TO FY28-29

Building on the foundation of our existing assets, Clackamas County envisions a well-maintained and designed transportation system that provides 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 5-Year Capital Improvement Program includes projects from the transportation system plan scheduled for construction between 2024 – 2028. These projects are either fully funded or have been funded for preliminary planning and design. Projects can range from adding a sidewalk paving roads, upgrading traffic signals, adding turn lanes, and even replacing bridges. The capital improvement program includes schedules and funding sources for each project in the five-year plan, which can be found along this [link](#).



Elizabeth Comfort
Finance Director

Department of Finance

Public Services Building
2051 Kaen Road, Suite 490 | Oregon City, OR 97045

June 20, 2024

BCC Agenda Date/Item: 20240620 XI.A

Board of County Commissioners
Clackamas County

Approval of a Resolution Adopting the Clackamas County Fiscal Year 2024-2025 (FY24-25) Budget and Making Appropriations. Total Budget of \$1,566,336,303 with appropriations totaling \$1,414,782,101 Includes 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 and \$157,504,128 in General Fund Support.

Previous Board Action/Review	The Clackamas County Budget Committee approved the FY24-25 budget as presented on May 28-30, 2024		
Performance Clackamas	Build public trust through good government by providing budget responsibility and transparency		
Counsel Review	No	Procurement Review	No
Contact Person	Elizabeth Comfort	Contact Phone	503-742-5405

EXECUTIVE SUMMARY: The Budget Committee for Clackamas County met on May 28-30, 2024, to consider the FY24-25 Proposed Budget. During this meeting it was communicated that Elected Officials compensation, recommended by the Budget Committee on April 24, 2024, would be shifted to the appropriate departments. This shift requires a General Fund Support Transfer, which increased the expenditure budget by \$91,029, from the amount approved by the Budget Committee on May 30, 2024 (see column titled “Changes 6/20/24” on the next page).

The attached resolution adopts the FY24-25 budget of \$1,566,336,303 as approved and published by the Clackamas County Budget Committee in accordance with Oregon Local Budget Law.

RECOMMENDATION: Adoption of a resolution approving the FY24-25 Clackamas County Budget with appropriations of \$1,414,782,101, and a total budget of \$1,566,336,303, and imposing and categorizing taxes.

Respectfully submitted,

Elizabeth Comfort

Elizabeth Comfort
Finance Director

For Filing Use Only

Attachments: Resolution and Exhibit A

Clackamas County (Excluding Districts/Agencies)
Changes in Resources and Requirements Between Proposed, Approved, Adopted
FY24-25 Budget

	Proposed Budget	Changes 5/30/24**	Approved Budget	Changes 6/20/24***	Adopted Budget	Change \$	Change %
Resources by Category							
Beginning Fund Balance	418,899,581	-	418,899,581	-	418,899,581	-	0.0%
Current Revenues							
Taxes	195,357,150	-	195,357,150	-	195,357,150	-	0.0%
Federal, State, Local, Donations	453,320,094	-	453,320,094	-	453,320,094	-	0.0%
Charges/Fees/License/Permits/Fines	213,486,023	-	213,486,023	-	213,486,023	-	0.0%
Revenue from Bonds & Other Debts	2,488,287	-	2,488,287	-	2,488,287	-	0.0%
All Other Revenue Resources	106,842,890	-	106,842,890	-	106,842,890	-	0.0%
Interfund Transfers	18,438,148	-	18,438,148	-	18,438,148	-	0.0%
General Fund Support *	160,913,099	(3,500,000)	157,413,099	91,029	157,504,128	91,029	0.1%
Subtotal Current Revenues	1,150,845,691	(3,500,000)	1,147,345,691	91,029	1,147,436,720	91,029	0.0%
Total Resources	1,569,745,273	(3,500,000)	1,566,245,273	91,029	1,566,336,302	91,029	0.0%
Requirements by Category							
Personnel Services	408,810,014	-	408,810,014	-	408,810,014	-	0.0%
Materials & Services	377,305,247	(2,351,373)	374,953,874	-	374,953,874	-	0.0%
Capital Outlay	230,422,351	(1,148,627)	229,273,724	-	229,273,724	-	0.0%
Subtotal Operating Expenditures	1,016,537,612	(3,500,000)	1,013,037,612	-	1,013,037,612	-	0.0%
General Fund Support *	160,913,099	(3,500,000)	157,413,099	91,029	157,504,128	91,029	0.1%
Subtotal Current Expenditures	1,177,450,711	(7,000,000)	1,170,450,711	91,029	1,170,541,740	91,029	0.0%
Debt Service	15,547,163	-	15,547,163	-	15,547,163	-	0.0%
Special Payments	80,154,901	-	80,154,901	-	80,154,901	-	0.0%
Interfund Transfer	18,474,644	-	18,474,644	-	18,474,644	-	0.0%
Contingency	130,063,653	-	130,063,653	-	130,063,653	-	0.0%
Appropriated Expenditures	1,421,691,073	(7,000,001)	1,414,691,072	91,029	1,414,782,101	91,029	0.0%
Reserve for Future Expenditures	95,339,792	-	95,339,792	-	95,339,792	-	0.0%
Year End Projected Balance	-	-	-	-	-	-	-
Unappropriated Ending Fund Bal	52,714,410	3,500,000	56,214,410	-	56,214,410	-	0.0%
Total Requirements	1,569,745,275	(3,500,001)	1,566,245,274	91,029	1,566,336,303	91,029	0.0%
Full-Time Equivalents (FTE's)	2,450.9	-	2,450.9	-	2,450.9	-	0.0%

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

**5/30/24 changes reflect a reduction in General Fund Support to CCSO with related reductions in M&S and Capital Outlay.

***6/30/24 changes reflect a General Fund Support transfer from Non Departmental to Elected Offices to cover comp board salary increases.

**BEFORE THE BOARD OF COUNTY COMMISSIONERS
OF CLACKAMAS COUNTY, STATE OF OREGON**

In the Matter of Adopting a Budget,
Making Appropriations and Imposing
and Categorizing Taxes from the
Period of July 1, 2024 to June 30,
2025 for Clackamas County



Resolution No. 2024-049
Page 1 of 2

WHEREAS that the Board of Commissioners, as the governing body of Clackamas County, hereby adopts the expenditure budget approved by the Clackamas County Budget Committee in compliance with Oregon Local Budget Law ORS 294 for the fiscal year beginning July 1, 2024, and ending June 30, 2025 in the sum of \$1,414,782,101 plus an unappropriated ending fund balance of \$151,554,202 for a total of \$1,566,336,303;

WHEREAS the established appropriations are detailed in the attached **Exhibit A**, which is, by this reference, incorporated herein;

WHEREAS the budget document is now on file at 2051 Kaen Road, in Oregon City, Oregon, and/or available for viewing online at <https://www.clackamas.us/budget>;

WHEREAS proper notice was made to allow for public participation and a public hearing was held on June 20, 2024;

BE IT RESOLVED that the following ad valorem property taxes are hereby imposed for tax year 2024-25 upon the assessed value of all taxable property within the district:

- (1) At the rate of \$2.4042 per \$1,000 of assessed value for permanent rate tax in cities which provide their own police patrol service; and
- (2) At the rate of \$2.9766 per \$1,000 of assessed value for permanent rate tax in remaining cities and unincorporated areas; and
- (3) At the rate of \$0.3680 per \$1,000 of assessed value for local option tax; and
- (4) In the amount of \$5,970,000 for debt service for general obligation bonds.

**BEFORE THE BOARD OF COUNTY COMMISSIONERS
OF CLACKAMAS COUNTY, STATE OF OREGON**

In the Matter of Adopting a Budget,
Making Appropriations and Imposing
and Categorizing Taxes from the
Period of July 1, 2024 to June 30,
2025 for Clackamas County



Resolution No. 2024-049
Page 2 of 2

BE IT RESOLVED that the taxes imposed are hereby categorized for purposes of Article XI section 11b as:

General Government Limitation

Permanent Rate Tax for Clackamas County - City	\$2.4042/\$1,000
Permanent Rate Tax for Clackamas County - Rural	\$2.9766/\$1,000
Local Option Tax	\$0.3680/\$1,000

Excluded from Limitation

General Obligation Bond Debt Service \$5,970,000

BE RESOLVED BY THE BOARD OF COUNTY COMMISSIONERS THAT:

The amounts set forth in **Exhibit A** attached hereto are hereby appropriated and above statements are approved and declared adopted on this 20th day of June, 2024.

DATED this 20th day of June, 2024

BOARD OF COUNTY COMMISSIONERS

Chair

Recording Secretary

**SUMMARY OF BUDGETED APPROPRIATIONS
CLACKAMAS COUNTY, OREGON
FY24-25**

Fund			Appropriation
<u>100-General Fund</u>			
	Assessment & Taxation		10,803,870
	County Admin - Disaster Mgmt		3,812,625
	County Administration		4,040,610
	County Clerk		5,270,451
	County Counsel		3,664,449
	District Attorney (DA)		19,125,547
	Finance		8,152,782
	Human Resources (HR)		6,394,579
	Justice Court		2,133,552
	Juvenile Department		10,786,860
	Public & Government Affairs (PGA)		5,036,808
	Sheriff's Office (CCSO)		119,666,074
	Transportation & Development (DTD)		14,264,673
	Treasurer's Office		1,590,813
	Not Allocated to Organizational Unit	Personnel Services	27,497,178
	Not Allocated to Organizational Unit	Materials and Services	1,445,740
	Not Allocated to Organizational Unit	Special Payments	6,641,937
	Not Allocated to Organizational Unit	Transfers	164,519,040
	Not Allocated to Organizational Unit	Contingency	22,487,663
100-General Fund Total			437,335,248
<u>201-County Fair Fund</u>			
Transportation & Development (DTD)			
	Operating	Operating	8,032,903
	Not Allocated to Organizational Unit	Contingency	600,274
201-County Fair Fund Total			8,633,177
<u>204-County School Fund</u>			
Misc/Pass-Through			
	Not Allocated to Organizational Unit	Special Payments	577,000
204-County School Fund Total			577,000

Fund			Appropriation
<u>205-Development Services Fund</u>			
Transportation & Development (DTD)			
Operating	Operating		11,616,813
Not Allocated to Organizational Unit	Contingency		2,797,366
205-Development Services Fund Total			14,414,179
<u>206-Sheriff's Operating Levy</u>			
Sheriff's Office (CCSO)			
Operating	Operating		25,791,205
Not Allocated to Organizational Unit	Contingency		5,881,967
206-Sheriff's Operating Levy Total			31,673,172
<u>207-Inmate Welfare Special Fund</u>			
Sheriff's Office (CCSO)			
Operating	Operating		126,500
207-Inmate Welfare Special Fund Total			126,500
<u>208-Community Services Fund</u>			
Transportation & Development (DTD)			
Operating	Operating		3,806,055
Not Allocated to Organizational Unit	Special Payments		950,000
Not Allocated to Organizational Unit	Contingency		810,000
208-Community Services Fund Total			5,566,055
<u>209-CCSO Forfeitures</u>			
Sheriff's Office (CCSO)			
Operating	Operating		933,742
209-CCSO Forfeitures Total			933,742

Fund			Appropriation
<u>211-Law Library Fund</u>			
County Admin - Law Library			
	Operating	Operating	541,324
	Not Allocated to Organizational Unit	Contingency	42,171
211-Law Library Fund Total			583,495
<u>212-Library Services</u>			
Transportation & Development (DTD)			
	Operating	Operating	18,168,649
	Not Allocated to Organizational Unit	Special Payments	75,000
	Not Allocated to Organizational Unit	Contingency	1,981,869
212-Library Services Total			20,225,518
<u>215-Road Fund</u>			
Transportation & Development (DTD)			
	Operating	Operating	85,180,225
	Not Allocated to Organizational Unit	Special Payments	5,679,400
	Not Allocated to Organizational Unit	Transfers	3,063,835
	Not Allocated to Organizational Unit	Contingency	17,000,000
215-Road Fund Total			110,923,460
<u>218-Property Resources Fund</u>			
Transportation & Development (DTD)			
	Operating	Operating	356,547
	Not Allocated to Organizational Unit	Transfers	120,854
	Not Allocated to Organizational Unit	Contingency	742,188
218-Property Resources Fund Total			1,219,589

Fund			Appropriation
<u>223-Countywide Transportation SDC Fund</u>			
Transportation & Development (DTD)			
Operating	Operating		464,697
Not Allocated to Organizational Unit	Transfers		2,752,932
Not Allocated to Organizational Unit	Contingency		5,500,000
223-Countywide Transportation SDC Fund Total			8,717,629
<u>224-Public Land Cor Pres Fund</u>			
Transportation & Development (DTD)			
Operating	Operating		1,117,112
Not Allocated to Organizational Unit	Contingency		218,667
224-Public Land Cor Pres Fund Total			1,335,779
<u>230-Special Grants Fund</u>			
Operating	Operating		37,179,513
Not Allocated to Organizational Unit	Special Payments		17,823,930
230-Special Grants Fund Total			55,003,443
<u>240-Health Housing & Human Services Fund</u>			
Health, Housing & Human Services (H3S)			
Operating	Operating		241,422,926
Not Allocated to Organizational Unit	Special Payments		46,920,634
Not Allocated to Organizational Unit	Transfers		953,570
Not Allocated to Organizational Unit	Contingency		18,571,261
240-Health Housing & Human Services Fund Total			307,868,391
<u>253-Clackamas Health Centers</u>			
Health, Housing & Human Services (H3S)			
Operating	Operating		63,820,309
Not Allocated to Organizational Unit	Transfers		631,950
Not Allocated to Organizational Unit	Contingency		15,100,842
253-Clackamas Health Centers Total			79,553,101

Fund			Appropriation
<u>255-Transient Lodging Tax Fund</u>			
County Administration			
	Operating	Operating	6,742,125
	Not Allocated to Organizational Unit	Special Payments	500,000
	Not Allocated to Organizational Unit	Contingency	5,000,000
Misc/Pass-Through			
	Operating	Operating	150,000
	Not Allocated to Organizational Unit	Transfers	615,000
255-Transient Lodging Tax Fund Total			13,007,125
<u>257-Parks & Forestry Fund</u>			
Transportation & Development (DTD)			
	Operating	Operating	5,839,148
	Not Allocated to Organizational Unit	Transfers	400,000
	Not Allocated to Organizational Unit	Contingency	527,729
257-Parks & Forestry Fund Total			6,766,877
<u>320-Clackamas County Debt Service</u>			
Non Departmental			
	Not Allocated to Organizational Unit	Debt Service	9,811,838
320-Clackamas County Debt Service Total			9,811,838
<u>321-Clackamas County Debt Service - GO</u>			
Non Departmental			
	Not Allocated to Organizational Unit	Debt Service	5,735,325
321-Clackamas County Debt Service - GO Total			5,735,325
<u>420-Capital Projects</u>			
Finance			
	Operating	Operating	143,314,739
	Not Allocated to Organizational Unit	Contingency	805,980
420-Capital Projects Total			144,120,719

Fund			Appropriation
<u>601-Stone Creek Golf Course</u>			
Transportation & Development (DTD)			
Operating	Operating		6,280,057
Not Allocated to Organizational Unit	Transfers		225,000
Not Allocated to Organizational Unit	Contingency		928,736
601-Stone Creek Golf Course Total			7,433,793
<u>602-Clackamas Broadband Utility</u>			
Technology Services (TS)			
Operating	Operating		2,971,673
Not Allocated to Organizational Unit	Special Payments		41,000
602-Clackamas Broadband Utility Total			3,012,673
<u>605-911 Center Fund</u>			
Clackamas 911 (CCOM)			
Operating	Operating		11,794,464
Not Allocated to Organizational Unit	Special Payments		946,000
Not Allocated to Organizational Unit	Contingency		382,400
605-911 Center Fund Total			13,122,864
<u>744-Facilities Management Fund</u>			
Finance			
Operating	Operating		16,423,756
Not Allocated to Organizational Unit	Contingency		600,000
744-Facilities Management Fund Total			17,023,756
<u>747-Technology Services Fund</u>			
Technology Services (TS)			
Operating	Operating		23,000,832
Not Allocated to Organizational Unit	Contingency		346,300
747-Technology Services Fund Total			23,347,132

Fund			Appropriation
<u>760-Self-Insurance Fund</u>			
Human Resources (HR)			
Operating	Operating		38,756,945
Not Allocated to Organizational Unit	Transfers		2,696,590
Not Allocated to Organizational Unit	Contingency		21,228,675
760-Self-Insurance Fund Total			62,682,210
<u>761-Risk Management Claims Fund</u>			
Human Resources (HR)			
Operating	Operating		7,072,372
Not Allocated to Organizational Unit	Contingency		8,018,508
761-Risk Management Claims Fund Total			15,090,880
<u>770-Fleet Services Fund</u>			
Transportation & Development (DTD)			
Operating	Operating		8,446,374
Not Allocated to Organizational Unit	Contingency		491,057
770-Fleet Services Fund Total			8,937,431
Total Appropriated (Above)			1,414,782,101
Total Unappropriated			151,554,202
Total Adopted Budget			1,566,336,303

FORM LB-1

NOTICE OF BUDGET HEARING

A public meeting of the Clackamas County Board of Commissioners will be held on June 20, 2024 at 10:00 a.m. The purpose of this meeting is to discuss the budget for the fiscal year beginning July 1, 2024, as approved by the Clackamas County Budget Committee. The Board of County Commissioners is holding meetings virtually, by Zoom, and in-person, in the Public Service Building, located at 2051 Kaen Road, Oregon City.

All residents are invited to join and provide comments live by going to the following link:

https://clackamascounty.zoom.us/webinar/register/WN_pVtSEzPuS7CYmEt1gnmc9A#. Alternatively, anyone can email a comment to BCC@clackamas.us, to be admitted into the record during the Citizen Communication portion of the meeting. Written communications submitted will be added to the record, but will not be read aloud during the Citizen Communication portion of the meeting. Be sure to include your name and area in your email.

A summary of the budget is presented below. A copy of the budget may be inspected online at <https://www.clackamas.us/budget/budget-presentations>, or by emailing BCC@clackamas.us for a viewing request. This budget is for an annual budget period. This budget was prepared on a basis of accounting which

Contact: Sandra Montoya , Budget Manager Telephone: (503)742-5424 Email: smontoya@clackamas.us

FINANCIAL SUMMARY - RESOURCES			
TOTAL OF ALL FUNDS	Actual Amount	Adopted Budget	Approved Budget
	Fiscal Year 2022-23	This Fiscal Year 2023-24	Next Fiscal Year 2024-25
Beginning Fund Balance/Net Working Capital	322,766,167	346,045,617	418,899,581
Fees, Licenses, Permits, Fines, Assessments & Other Service Charges	104,974,550	120,016,017	125,536,638
Federal, State and All Other Grants, Gifts, Allocations and Donations	271,445,027	300,987,465	453,320,094
Revenue from Bonds and Other Debt	331,270	7,305,960	2,162,393
Interfund Transfers / Internal Service Reimbursements	280,853,726	310,878,701	327,548,574
All Other Resources Except Current Year Property Taxes	41,798,812	40,448,429	45,504,667
Current Year Property Taxes Estimated to be Received	176,220,332	182,468,280	193,273,327
Total Resources - add lines 1 through 7	1,198,389,885	1,308,150,469	1,566,245,275

FINANCIAL SUMMARY - REQUIREMENTS BY OBJECT CLASSIFICATION			
Personnel Services	328,091,727	382,323,577	408,810,015
Materials and Services	209,914,168	289,352,723	374,953,874
Capital Outlay	44,433,129	120,882,115	229,273,724
Debt Service	14,865,263	15,736,570	15,547,163
Interfund Transfers (incl Intrafund General Fund Transfers)	153,451,252	169,434,109	175,887,742
Contingencies		122,613,010	130,063,653
Special Payments	33,190,761	85,405,734	80,154,901
Unappropriated Ending Balance and Reserved for Future Expenditure	414,443,586	122,402,631	151,554,202
Total Requirements - add lines 9 through 16	1,198,389,885	1,308,150,469	1,566,245,275

FINANCIAL SUMMARY - REQUIREMENTS BY ORGANIZATIONAL UNIT OR PROGRAM *			
Name of Organizational Unit or Program			
FTE for Unit or Program			
County Administration	11,422,417	26,193,298	23,101,132
FTE	31.5	27.5	26.5
County Admin - Disaster Mgmt	3,727,923	4,446,991	4,452,392
FTE	19.7	14.5	14.5
County Admin - Law Library	369,611	558,549	583,495
FTE	2.4	2.3	2.3
Assessor	8,967,663	10,169,708	10,794,927
FTE	61.0	61.0	61.0
Clerk	4,180,755	4,466,329	6,153,363
FTE	19.0	21.0	21.0
County Counsel	3,336,015	3,363,415	3,664,449
FTE	12.8	14.0	14.0
Finance	32,871,793	46,846,415	173,424,592
FTE	101.7	100.7	100.7
Human Resources	43,899,326	80,095,264	91,189,820
FTE	50.0	54.8	53.8
Public & Government Affairs	5,118,446	4,906,432	5,047,808
FTE	24.5	24.0	23.0
Technology Services	19,711,155	35,606,552	34,274,086
FTE	57.0	58.0	58.0
Treasurer	1,279,887	1,523,956	1,582,151
FTE	7.0	7.0	7.0
Clackamas 911 (CCOM)	9,816,054	14,158,669	14,959,290
FTE	57.0	57.0	57.0
Sheriff (CCSO)	124,811,775	146,451,420	152,879,946
FTE	592.0	592.0	592.0
District Attorney	16,529,646	18,804,119	19,876,235
FTE	91.7	94.7	93.7
Justice Court	2,242,384	3,752,660	3,806,701
FTE	7.0	7.0	7.0
Juvenile	8,633,630	11,211,348	11,086,860
FTE	41.0	39.0	38.0
Transportation & Development (DTD)	121,962,324	240,149,930	242,193,804
FTE	345.2	344.2	341.7
Health, Housing & Human Services (H3S)	168,630,701	326,542,506	403,187,214
FTE	716.7	764.2	776.3

Not Allocated to Organizational Unit or Program	196,434,795	328,902,908	363,987,011
FTE	160.5	163.5	163.5
Total Requirements	1,198,389,885	1,308,150,469	1,566,245,275
Total FTE	2,397.7	2,446.3	2,450.9

STATEMENT OF CHANGES IN ACTIVITIES and SOURCES OF FINANCING *

In FY24-25 Clackamas County will complete the construction of the Courthouse, shown in the Capital Projects Fund 420. The County has partnered with State of Oregon, which has agreed to contribute up to \$130,000,000 in a milestone payment upon the completion of the Courthouse in May 2025. The State of Oregon will give this milestone payment to Clackamas County, who will in turn pay the contractor. The milestone payment has been budgeted in FY24-25 in the Capital Projects Fund 420.
 ARPA projects continue to be funded and recorded in the Special Grants Fund 230.

PROPERTY TAX LEVIES			
	Rate or Amount Imposed	Rate or Amount Imposed	Rate or Amount Approved
Permanent Rate Levy(Rate Limit <u>2.4042</u> Per \$1,000 City/ <u>2.9766</u> Per \$1,000 Rural)	2.4042 City/2.9766 Rural	2.4042 City/2.9766 Rural	2.4042 City/2.9766 Rural
Local Option Levy	0.2480	0.3680	0.3680
Levy For General Obligation Bonds	\$5,337,886	\$5,559,000	\$5,970,000

STATEMENT OF INDEBTEDNESS		
LONG TERM DEBT	Estimated Debt Outstanding on July 1	Estimated Debt Authorized, But Not Incurred on July 1
General Obligation Bonds	\$38,345,000	
Other Bonds	\$62,230,000	
Total	\$100,575,000	

* If more space is needed to complete any section of this form, insert lines (rows) on this sheet. You may delete blank lines.

Accrual Basis Accounting - An accounting system in which revenue is recorded when it is earned rather than when received and expenses are recorded when an obligation is established rather than when the money is paid.

Activity - In the Chart of Accounts, these are specific tasks that make up a project. An activity is a phase, with a distinct beginning and end within an overall project. For example, with construction projects, activity code values may be defined such as Planning, Design, Construction, and Closeout. Each Activity can only have one Activity Type, which may be used to provide specific detail to the Activity.

Adopted Budget - Financial plan adopted by the governing body, forming the basis for appropriations.

Audit - An official inspection of an organization's accounts

Appropriation - Authorization for spending money during a period. It is based on the adopted and/or supplemental budgets, approved by the governing body through resolution or ordinance (ORS 294.311(3)).

Approved Budget - The financial plan was agreed upon by the Budget Committee.

Arbitrage - Interest earned from the proceeds of bond issues where the rate of interest earned is greater than the interest rate owed on the bonds.

Balanced Budget - Budgeting process where total revenues are equal to total expenses.

Base Budget - The annual data file is used as the starting point for the Budget. The base is pre-populated with adjusted position costs.

Bonds - A written contract for payment of a sum of money at a future date, with interest paid at an agreed rate on a set schedule. Governments typically use bonds to finance long-term capital improvements.

Budget - The local government's financial spending plan for one fiscal year.

Budget Calendar - The schedule of key dates or milestones which the County follows in the preparation and adoption of the budget.

Budget Committee - Fiscal planning board of a local government, consisting of the governing body plus an equal number of legal voters appointed from the district (ORS 294.336).

Budget Message - Written explanation of the budget and the local government's financial priorities. It is prepared and presented by the executive officer or chairperson of the governing body (ORS 294.391).

Budget Officer - Person appointed by a governing body to assemble budget material and information and to oversee the preparation of the proposed budget (ORS 294.331).

Capital Improvement Plan - A plan for capital expenditures to provide long-lasting physical improvements, the cost of which is to be incurred over a fixed period of several years.

Capital Project Fund - A fund used to account for the receipt and disbursement of money used to finance the building or acquisition of capital facilities.

Chart of Accounts - A numbering system that categorizes various financial information into a logical structure which is the basis and foundation for financial reporting.

Component Unit – A separate governmental agency that follows a parallel budget process with a separate budget committee and advisory boards.

Concurrence - A policy initiative that has a goal of assuring that infrastructure needs, such as roads, sewer, and water, are in place to serve the community before or at the time development occurs.

Contingency - A non-expendable appropriation category to cover unforeseen events which occur during the budget year. County Commissioners must approve all transfers from the Contingency.

Contracted Services - Services rendered under contract by persons who are not on the payroll of the jurisdiction, including all related expenses covered by the contract.

Cost Accounting - A method of accounting, which provides for assembling and recording all elements of cost incurred to accomplish a purpose, to carry on an activity or operation, or to complete a unit of work or a specific job.

Cost Allocation - A method of apportioning overhead costs accumulated by internal services such as accounting and personnel to user departments.

Debt Service - Payment of principal and interest on borrowed funds.

Debt Service Fund - A fund established to account for the accumulation of resources and payment of general long-term debt principal and interest.

Defeasance - When referring to municipal bonds, defeasance relates to the methods by which an outstanding bond issue can be made void, both legally and financially. It is a financing tool by which outstanding bonds may be retired without a bond redemption or implementing an open market buy-back.

Deficit - The amount by which a sum of money falls short of the required amount.

Depreciation - An accounting procedure that spreads the cost of purchasing an asset over the useful lifetime of the asset.

Encumbrance - The commitment of appropriated funds to purchase an item or service and the process to set aside those funds for future expenditure.

Enterprise Fund - A fund used to account for a business activity operated by the County for which a customer pays a fee or charge for a service or product. The Stone Creek Golf Course Fund is an example of an enterprise fund.

Expenditure - The incurring of liability or the payment of cash for the acquisition of a good or service.

Fiscal Year - A 12-month period to which the annual operating budget applies. At the end of the period, a government determines its financial position and the results of its operations. It is July 1 through June 30 for Clackamas County.

Fringe Benefits - non-salary compensation provided to employees per state and federal law, union contracts, and/or County policy. Benefits include pension plans (including Social Security); medical, dental, vision, life, short and long-term disability insurance; and vacation, holiday, and sick leave.

Full-time Equivalent (FTE) - The ratio of time spent in any position to that of a full-time position. An employee working full-time for one year is 1.0 FTE; an employee working 6 months is .5 FTE.

Fund - A fiscal and accounting entity with self-balancing accounts to record cash and other financial resources, related liabilities, balances, and changes, all segregated for specific, regulated activities and objectives.

Fund Balance - Resources remaining from prior years which are available to be budgeted in the current year.

General Fund - A fund used to account for activities for which specific types of funds are not required. It is the general operating fund for local governments.

General Fund Support - The difference between department-generated revenues and the corresponding expenditures funded within the General Fund. This money is not recorded in the County's accounting system. They are displayed for informational purposes only to indicate the level of discretionary General Fund support required to operate the program.

General Obligation Bonds - Voter-approved types of municipal bonds where principal and interest are secured by the full faith and credit of the issuer and usually supported by either the issuer's unlimited or limited taxing power.

Generally Accepted Accounting Principles (GAAP) - Uniform minimum standards and guidelines for financial accounting and reporting. These standards govern the form and content of the County's financial statements.

Goal - A broadly defined central aim of an organization. Goals state long-term objectives.

Governmental Accounting - The accounting system provides the basis for budgetary control. Formal budgetary integration combines budgetary accounts into the general ledger so that actual revenues and expenditures are always measured against the budget.

Grant - Contributions or gifts of cash or other assets from another government to be used or spent for a specified purpose, activity, or facility.

Infrastructure - The system of public works of a country, state, or region.

Internal Service Fund - A fund used to account for goods or services that are provided by one department to other departments within a particular government agency.

Key Performance Measures - Representative performance measures selected from the Strategic Plan for inclusion in The Executive Summary budget document because they are of particular importance or interest to readers.

Levy - Amount of tax imposed by a local government for the support of governmental activities.

Liabilities - Debt or other legal obligation arising from transactions in the past that must be liquidated, renewed, or refunded at a future date; does not include encumbrances.

Line Item - The category in a budget, chart of accounts, or financial statement which represents an account used to record transactions for a particular type of income, expense, asset, or liability.

Line of Business - This required field in the chart of accounts aligns with Department Strategic Plans. Departments will use a 4-digit numeric segment.

Local Revenue - The budgetary resource category that includes funding received from local government sources such as cities or other local governments.

Major Expenditure Category - One of eight classifications of spending including personal services, materials & services, debt service, capital outlay, transfers, contingency, unappropriated ending fund balance, and reserves.

Major Fund - As defined by the Governmental Accounting Standards Board (GASB), a fund that is reported in a separate column in the basic fund financial statements, and is subject to a separate audit opinion in the independent auditor's report.

Materials & Services - A major expenditure category that includes contractual expenditures, consumable materials, supplies, operating costs, and other services.

Managing for Results Program - Tied to Performance Clackamas, this is a strategic plan and process to ensure Clackamas County improves transparency, enhances accountability, and is efficient with taxpayer dollars. The county is transitioning out this term for Performance Clackamas; there are instances where these terms may be used interchangeably.

Mission Statement - An explanation of a department's purpose expressed in terms of the service it provides to its customers and the benefit to be provided for those customers.

Modified Accrual Basis of Accounting - Under the modified accrual basis of accounting, revenues are recognized in the accounting period in which they become available and measurable; expenditures are recognized in the accounting period in which the fund liability is incurred, except for un-matured interest on general long-term debt, which is recognized when due.

Municipal Bonds - Debt obligations of a state or local government entity. The funds may support general government needs or fund special projects. The interest on these bonds is typically exempt from federal income taxes, and most state and local taxes.

Objective - Something to be accomplished. An objective should be stated in specific, well-defined, measurable terms and should be achievable within a specific timeframe.

OpenGov - The finance software used for budgeting and planning that allows Clackamas County to streamline and unify the end-to-end budgeting process, tie budget dollars to key initiatives, and draw actionable insights.

Operating Budget - The budget used in the ongoing operation to account for Personal Services, Materials & Services, and Capital expenditures.

Organizational unit - Any administrative subdivision of the local government, especially one charged with carrying on one or more specific functions (such as department, office, or division).

Ordinance - A formal legislative enactment by the governing board of a municipality.

Pass-through - Money is given to a government or organization with a condition that it be given (passed through to) another government or organization.

PeopleSoft - Clackamas County's management information software system that provides centralized accounting, budget, payroll, and human resource information.

Performance Measures - Objective methods (quantitative and/or qualitative) for evaluating a department's progress toward its stated goals.

Personnel Services - A budget category, which includes salaries and wages, overtime, part-time pay, and fringe benefits.

Program - A group of activities with a common purpose that carries out a department's Mission and produces results for customers. A Program corresponds to an accounting organization (cost center) or group of closely related organizations. Budgets are presented and reviewed at the Program level to communicate to taxpayers what results they expect from the department and to facilitate decision-making based on results. Examples of Programs are Strategy and Policy in the Public and Government Affairs Department and Financial Reporting in the Finance Department.

Project - Within the chart of accounts, a project code is 9 characters, contains a start and end date, cannot be reused, and may extend over multiple fiscal years. Project codes may have multiple departments interacting with them (i.e. FEMA, COVID). The fiscal year number of the project code will always correspond to the current fiscal year when the project contract begins.

Proposed Budget - Financial and operating plan prepared by the Budget Officer. It is submitted to the public and the Budget Committee for review.

Requested Budget - The initial budget received from departments or funds.

Requirements - The total of all expenditures within a fund, including operating expenditures, transfers to other funds, Contingencies, and Unappropriated Fund Balance.

Reserve Fund - Established to accumulate money for a specific purpose (ORS 280.100).

Resolution - A formal order of a governing body. A resolution has lower legal status than an ordinance.

Resources - Estimated beginning funds on hand plus anticipated receipts. See "Revenues" (ORS 294.361).

Revenue Bonds - A type of municipal bond where principal and interest are secured by revenues such as charges or rents paid by users of the facility built with the proceeds of the bond issue.

Revenues - Money received or anticipated by a local government from either tax or non-tax sources.

Service - This field is designed for departments to track detail that is not available in other areas of the chart of accounts. It may also be used to track "physical location".

Special Revenue Fund - A fund used to account for specific revenue sources that are restricted to expenditures for designated purposes. For example revenues from mental health, grants must be spent on the particular mental health programs for which they were granted.

Strategic Planning - A formal process through which departments analyze, align, and explain what they do in terms of achieving results for their customers. Each department articulates its Mission and then organizes itself into Programs and Activities designed to carry out that mission, facilitate decision-making and resource allocation, and report progress.

Supplemental Budget - A financial plan prepared to meet unexpected needs or to spend revenues not anticipated when the regular budget was adopted. It cannot be used to authorize a tax levy (ORS 294.480). Requires public hearings, notices, and adoption by governing body.

Surplus - The amount of money that exceeds what is required. In accounting, the excess of assets over liabilities accumulated.

Tax Base - In Oregon, a designated amount of property tax can be levied for operating expenses without annual voter approval. The original base must be established by voters at a general or primary election. Beginning in 1997-98, the tax base system will be transformed into a partial tax rate system as required by Measure 50 which was approved by voters in May 1997.

Tax Levy - Total amount of taxes imposed by a local government unit.

Tax Rate - The amount of tax stated in terms of a unit of tax for each \$1,000 assessed valuation of taxable property.

Tax Roll - The official list shows the amount of taxes levied against each property.

Tier 1 - Refers to a public service employee hired before January 1, 1996.

Transfers - Amounts moved from one fund to finance activities in another fund. They are shown as expenditures in the originating fund and revenues in the receiving fund (ORS 294.450).

Unappropriated Ending Fund Balance - Amount set aside in the budget to be used as a cash carry-over to the next year's budget. It provides the local government with cash until tax money is received from the County Treasurer in November. This amount cannot be transferred by resolution or through a supplemental budget (ORS 294.371).

Acronym Terms

ADA	Americans with Disabilities Act
ADRC	Aging and Disability Resource Connection
AMH	Automated Materials Handling
AOC	Association of Oregon Counties
ARPA	American Rescue Plan Act
BAN	Bond Anticipation Note
BCC	Board of County Commissioners
BOPTA	Board of Property Tax Appeals
BRS	Behavior Rehabilitation Services
BTOP	Broadband Technology Opportunities Program
CAA	Community Action Agency
CAD	Computer Aided Dispatch
CAFFA	County Assessment Function Funding Assistance
CCLBA	Clackamas County Land Bank Authority
CCTCA	Clackamas County Tourism & Cultural Affairs
CDBG	Community Development Block Grant
CDC	Centers for Disease Control and Prevention
CIP	Capital Improvement Project
CJC	Oregon Criminal Justice Commission
COBRA	Consolidated Omnibus Budget Reconciliation Act
COA	Chart of Accounts
CoC	Continuum of Care
COOP	Continuity of Operations Plan
CRF	Community Road Fund
CRF	Community Road Fund
CSAP	Clackamas Substance Abuse Program
CUP	Central Utility Plant
DEQ	Department of Environmental Quality
DSB	Development Service Building
DTD	Department of Transportation and Development
DWDM	Data Warehousing and Data Mining
EAP	Employee Assistance Program
ECHO	Energy Conservation Helping Oregonians
EMT	Executive Management Team
EOC	Emergency Operations Center
EOP	Emergency Operations Plan
ERP	Enterprise Resource Planning
ESG	Emergency Solutions Grant
EV	Electric Vehicle (Charging Station)
FCC	Federal Communications Commission
FEMA	Federal Emergency Management Agency
FILO	First In Last Out
FQHC	Federally Qualified Health Center

Acronym Terms

FTE	Full-Time Equivalent Employee
GAAP	Generally Accepted Accounting Principles
GF	General Fund
GFOA	Government Finance Officers Association
GIS	Geographic Information Services
GPS	Global Positioning System
HOME	HOME Partnership Act
HRIS	Human Resource Information System
HUD	Housing and Urban Development
HVAC	Heating, ventilation and air conditioning
IGA	Intergovernmental Agreement
ISP	Internet Service Provider
ITS	Intelligent Transportation System
JCP	Juvenile Crime Prevention
JIAC	Juvenile Intake & Assessment Center
JOBS	Job Opportunities and Basic Skills
LDAC	Library District Advisory Committee
LID	Local Improvement District
LINCC	Library Information Network of Clackamas County
MOOT	Museum of Oregon Territory
MOU	Memorandum of Understanding
NCPRD	North Clackamas Parks & Recreation District
NLP	Neighborhood Livability Project
NTIA	National Telecommunications and Information
ODOT	Oregon Department of Transportation
OEA	Office of Economic Analysis
OHA	Office of Health Affairs
ORS	Oregon Revised Statute
OSH	Oregon State Hospital
OSHA	Occupational Safety and Health Act
PCI	Pavement Condition Index
PEG	Public, Education and Government
PERS	Public Employees Retirement System
PGA	Public & Government Affairs
PLCPF	Public Land Corner Preservation Fund
PLSS	Public Land Survey System
PPE	Personal Protective Equipment
PSB	Public Service Building
RDPO	Regional Disaster Preparedness Organization
RFID	Radio Frequency Identification
RFP	Request for Proposal
RFQ	Request for Quote

Acronym Terms

RSVP	Retired Senior Volunteer Program
SDC	System Development Charge
SEM	Strategic Energy Management
SNAP	Supplemental Nutrition Assistance Program
SOWP	Septic & Onsite Wastewater Program
TDC	Tourism Development Council
TGM	Total Golf Management
TRT	Transient Tax Ordinance
TSAP	Traffic Safety Action Plan
TSDC	Transportation System Development Charge
TSP	Transportation System Plan
UASI	Urban Area Security Initiative
UGB	Urban Growth Boundary
UHF	Ultra High Frequency
VHF	Very High Frequency

Department Acronyms

A&T	Assessment & Taxation
ADMIN	County Administration
CCOM	Clackamas 911
CCSO	Sheriff's Office
CLRK	County Clerk
CNSL	County Counsel
DA	District Attorney
DM	Disaster Management
DTD	Transportation & Development
FIN	Finance
H3S	Health, Housing & Human Services
HR	Human Resources
JC	Justice Court
JUV	Juvenile
LAW	Law Library
MISC	Misc Pass-Through
NCPRD	North Clackamas Parks & Recreation District
NOND	Non Departmental
PGA	Public & Government Affairs
TRS	Treasurer's Office
TS	Technology Services
WES	Water Environment Services

Program Acronym

\$COLL	\$ Coll On Behalf of Other Agcy
ACCESS	Access to Preventative Health
ACCT SVCS	Account Services
ACCT	Accounting
AP	Accounts Payable
ADMT OPS	Administration & Operations
ADMIN SVCS	Administrative Services
ADU CASE PROS & RES	Adult & Juvenile Criminal Prosecution & Case Resolution
ADU CASE RES SUPP	Adult & Juvenile Criminal Prosecution & Case Resolution Support
ADVY TRANSR	Advisory, Regulatory, & Transactional
ADRC	Aging & Disability Resource Connection
ALLOC POOL	Allocation Pool
ALLOC	Allocations
ANN PROP VAL	Annual Property Valuation
AQ PARK	Aquatic Park
ASSMT	Assessment
ASST DVMT	Asset Development
ASST MGMT	Asset Management
BCC	BCC Office
BHA	Behavioral Health Administration
BHC	Behavioral Health Clinics
BHSC	Behavioral Health System of Care
BNFT ADMN	Benefits Administration
BOPTA	Board of Property Tax Appeals
BDGT	Budget
BDLG CDS	Building Codes
BUS ADMN	Business Administration
BUS SYTM	Business Systems
CAPT DLVY	Capital Delivery
CAP IMP PRJT	Capital Improvement Projects
CP	Capital Projects
CAP REL & REP	Capital Repair & Replacement
CAS/LIAB	Casualty/Liability
CCSO FORF	CCSO Forfeitures
CTRL DSPTH	Central Dispatch
CHLD SUPP ENFC	Child Support Enforcement
ESTCD	City of Estacada
CIT HPY VLY	City of Happy Valley
CIT WILSNVLE	City of Wilsonville
CVL	Civil
CVL DIV	Civil Division
CCOM	Clackamas 911
CLCK BRDBD XCHG	Clackamas Broadband eXchange
CLASS & COMP	Classification & Compensation
CDE ENFCE	Code Enforcement
COMM OFF	Commissioners Office

Program Acronym

COMM & COMM ENGT	Communications & Community Engagement
COMM DEV	Community Development
COMM PRES	Community Preservation
COMM RD	Community Road Fund
COMM SVC	Community Service
COMM SOLU	Community Solutions
CONF RES & SKL	Conflict Resolution & Skill
CNFLT RES & SKL DEV	Conflict Resolution and Skill Development
CNTY BRND ID	County Brand Identity
CNTY EVNT CTR	County Event Center
CNTY FAIR & RODEO	County Fair & Rodeo
CNT PRKS	County Parks
CNTY SCH	County School Fund
CNTY SURVYR	County Surveyor
CNTY WD APPS	County Wide Applications
CNTY TSDC	Countywide TSDC
CNTY TSDC AREA	Countywide TSDC Area
COUR & MAIL OPS	Courier & Mail Operations
CRF	Community Road Fund
CRT SUP SVCS	Court Supervision Services
CRIM DIV	Criminal Division
CRIT INCID RESP	Critical Incident Response
CURR PLAN	Current Planning
CUST	Custody
DAMS RDS	Damascus Roads
DAMS TXPYR RFND	Damascus Taxpayer Refund
DEBT	Debt
DC	Deferred Compensation
DENT	Dental
DENT INSUR	Dental Insurance
DEPT APPS	Departmental Applications
DEST DEV & COMMS RELS	Destination Development & Community Relations
DEVM AGNY PAY	Development Agency Payroll
DEV ENG	Development Engineering
DEV DISAB	Developmental Disabilities
DIR OFF	Director's Office
DIR OFF TEAM	Director's Office Team
DISAB INSUR	Disability Insurance
DIST ACTIV	Disaster Activation
DM	Disaster Management
DM EVNT	Disaster Management Events
DM GRNT	Disaster Management Grants
DOG PRT & ENFRC	Dog Protection & Enforcement
DOG SVCS	Dog Services
EAP	EAP/Wellness
ECON DEV	Economic Development

Program Acronym

ELEC	Elections
EMP & LBR REL	Employee & Labor Relations
EMP DEV & TRNG	Employment Development & Training
ENRGY ASST	Energy Assistance
ELED	Enhanced Law Enforcement District
ENV HLTH	Environmental Health
ENV MON	Environmental Monitoring
EQ CST POOL	Equipment Cost Pool
EQI	Equity, Diversity & Inclusion
EVAL & TRMT	Evaluation & Treatment
EXEC LDR & ADMN	Executive Leadership & Administration
EX4H	Extension and 4H Service District
FAC ADMN SVCS	Facilities Administrative Services
FAC CONST	Facilities Construction
FAC MGMT	Facilities Maintenance
FJC	Family Justice Center
FFC BNDS	FFC Bonds
FLD OPS & MNT	Field Operations & Maintenance
FIN MTRPL	FIN Motorpool
FIN PRM RENT PRGM	FIN Permanent Rental Program
FIN	Finance
FIN MGMT	Financial Management
FIN MGMT & ANLY	Financial Management & Analysis
FSS	Financial Systems Support
FLT	Fleet
FLT MGMT	Fleet Management
FSTRY	Forestry
GIS	Geographic Information
GLAD LIB	Gladstone Library
GLADSTN	Gladstone Pediatric Clinic & School-Based Health Centers
GO DBT	GO Debt
GOVT & EXT REL	Government & External Relations
GRNT	Grants
HACC PAY	HACC Payroll
HLT CTRS ADMN	Health Centers Administration
HACC	Housing Authority of Clackamas County
HSNG PLC & RET	Housing Placement & Retention
HSNG SUPP	Housing Support
HV TSDC	HV Joint Area TSDC
HV TSDC SBARA	HV Joint TSDC Subarea
INFT DIS CTRL	Infectious Disease Control & Prevention
INMTE WELF	Inmate Welfare
INTL AUD	Internal Audit
INVGT	Investigations
JUV INTKE & ASS CTR	Juvenile Intake and Assessment Center
LAB & EMP	Labor & Employment

Program Acronym

LBA	Land Bank Authority
LAND USE	Land Use, Development Review & Permitting
LAW LIB SVCS	Law Library Services
LEAD & ADMN	Leadership & Administration
LIBSD	Library District
LIB SUPP SVCS	Library Support Services
LID CONST	LID Construction
LIT	Litigation
LNG RNG PLAN	Long-Range Planning
MRKT & COMMS	Marketing & Communication
MED EXAM OFF	Medical Examiner's Office
MED INSUR	Medical Insurance
NAT AREAS	Natural Areas
NCPRD ADMN	NCPRD Administration
NCPRD PAY	NCPRD Payroll
NETWK SVCS	Network Services
NON D	Non Departmental
NON PRGM	Non-Program
NUTRI	Nutrition
OAK LDGE LIB	Oak Lodge Library
OCF GRT STRT	OCF Great Start
CNTY ADMN	Office of County Administrator
ECON DEV	Office of Economic Development
OFF PH EMER SVCS	Office of Public Health Emergency Services
OFF SUST	Office of Sustainability
A&T	Office of the Assessor & Tax Collector
CLRK	Office of the Clerk
CNTY CNSL	Office of the County Counsel
OFF DIR	Office of the Director
DA	Office of the District Attorney
CCSO	Office of the Sheriff
OLD CCDA PAY	OLD Development Agency Payroll
OLD NCPR PAY	OLD NCPRD Payroll
OLD WES PAY	OLD WES (Utilities) Payroll
OLD ADLT SVCS	Older Adult Services
ODI	Operational Development & Innovation
OP SUPP	Operational Support
OP SUPP SVCS	Operational Support Services
OPI	Oregon Project Independence
OTRH & ENG	Outreach & Engagement
PRK & FAC ADMN	Parks and Facility Maintenance
PRK TRL & NAT	Parks, Trails & Natural Areas
PPS	Parole & Probation Supervision
PAR & PRB	Parole and Probation
PSSPT	Passport
PTRL	Patrol

Program Acronym

PAYRLL	Payroll
PEER DEL	Peer Delivered
PRF CLCK	Performance Clackamas
PRMT SVCS	Permit Services
PERS EMP CONT	PERS Employer Contribution
PLAN	Planning
POM	Plant Operations & Maintenance
PPP	Policy, Performance & Partnerships
PPR	Policy, Performance & Research
POS YTH DEV	Positive Youth Development
PST ADJ	Post-Adjudication
PRECHRG ASST	Pre-Charging Assistance
PRTRL SVCS	Pretrial Services
PRVT STGM RED	Prevention & Stigma Reduction
PREV SVCS	Prevention Services
PRVT INTV FAM SUPP	Prevention, Early Intervention, & Family Support
PRIM CARE	Primary Care
PROC & CONT SVCS	Procurement & Contract Services
PRF STND	Professional Standards
PROP DIS	Property Disposition
PROP REC & CUST SVC	Property Records & Customer Service
PHA	Public Health Administration
PIO	Public Information Office
PLC	Public Land Corner
PSTC	Public Safety Training Center
PEG	Public, Education, & Government
REC	Recording
REC MGMT	Records Management
RECTN	Recreation
RECM SLCT	Recruitment & Selection
RCTP	Region Cooperative Tourism Program
REG PLCY COOR	Regional Policy Coordination
REGT	Regulatory
REIG	Reintegration
RES TRMT & CNSL	Residential Treatment & Counseling
RES REC	Resource Recovery
RESU	Restitution
REV COLL AGY	Revenue Collected on Behalf of Other Agencies
RSK ADMN	Risk Administration
SFTY NET SVCS	Safety Net Services
SFTY OFF ST	Safety Off The Streets
SPTC	Septic
CCSO LVY	Sheriff Operating Levy
SS	Social Services
SS ADMN	Social Services Administration
SPRT	Sports

Program Acronym

ST REV DBT	State Revolving Loan Fund Debt
STONE CRK	Stone Creek Golf Club
STRT & PLCY	Strategy & Policy
SDN5	Street Lighting
SHS	Supportive Housing
SUS & SOL WSTE	Sustainability & Solid Waste
SDC	System Development Charges
SYS SUPP & COOR	System Support & Coordination
TAX CERT COLL DIST	Tax Certification, Collection, & Distribution
TAX	Tax, Title, Land
TECH OPS	Technical Operations
TELECOMM SVCS	Telecommunication Services
CTR PH	The Center for Population Health
TIF	Tax Increment Financing
TRAFF ENF	Traffic Enforcement
TRAF SAFE	Traffic Safety
TRAIN WELL	Training & Wellness
TRNSACT	Transactional
TRT	Transient Room Tax
TRANSPT	Transportation
TRANS ENG CONST	Transportation Engineering & Construction
TRANS MAINT	Transportation Maintenance
TRSRV	Treasury
TSP	Transportation System Plan
UNEMP	Unemployment
UR	Urban Renewal
UTIL	Utilities
VAL ADJ	Value Adjustment
VEH MAINT & REP	Vehicle Maintenance & Repair
VA SVCS	Veteran Services
VICT ASST	Victim Assistance
VICT SVCS	Victim Services
VITAL	Vital Statistics
VOL CONN	Volunteer Connection
WTRSH PROT	Watershed Protection
WEATHER	Weatherization
WES PAY	WES (Utilities) Payroll
WC	Workers' Compensation
WRKFC	Workforce
WRKFC DATA MGMT	Workforce Data Management
WRKFC PLAN & DEV	Workforce Planning & Development