



# Clackamas County, Oregon

## Fiscal Year 2024-2025 Proposed Budget



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

## 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.

<b>Clackamas County Proposed Budget</b>	<b>\$1,569,745,275</b>
<b>Service Districts</b>	
• 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
<b>TOTAL</b>	<b>\$ 2,098,772,002</b>

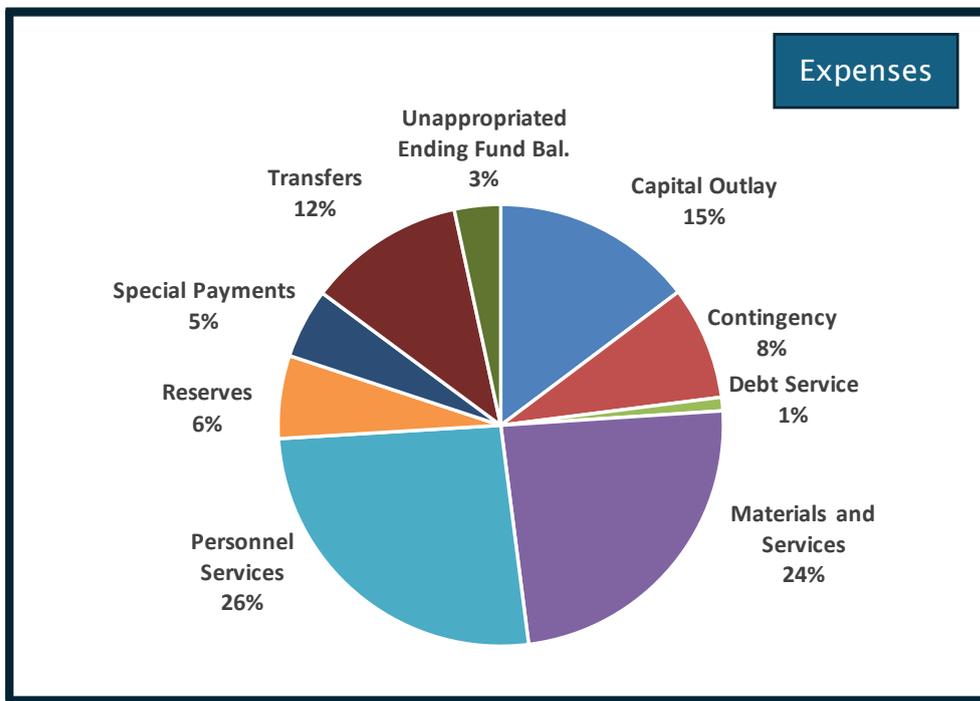
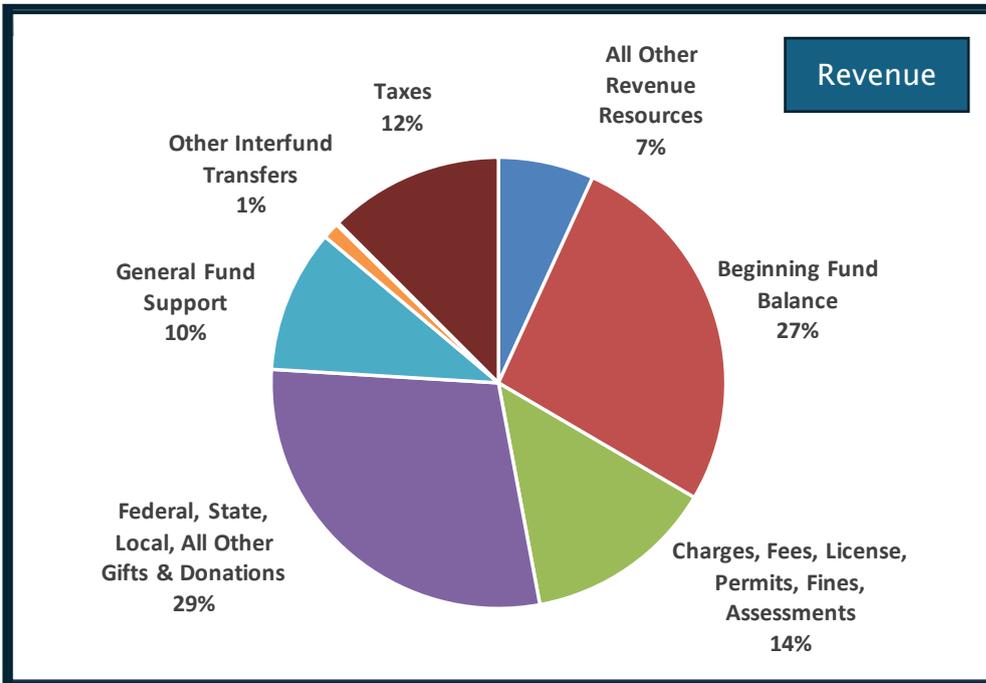
### Budget Committee

<u>BCC Members</u>	<u>Public Members</u>
Tootie Smith, Chair	James Karn
Paul Savas	Jan Lee
Martha Schrader	Wendy Rader
Mark Shull	James Rhodes
Ben West	Kenneth Sernach

### County Staff

Gary Schmidt	Administrator & Budget Officer
Elizabeth Comfort	Finance Director
Cindy Becker	Project Manager
Sandra Montoya	Budget Manager
Blaze Riggins	Senior Budget Analyst
Roxann Fisher	Budget Analyst
Jian Zhang	Budget Analyst
Priscila Montoya	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

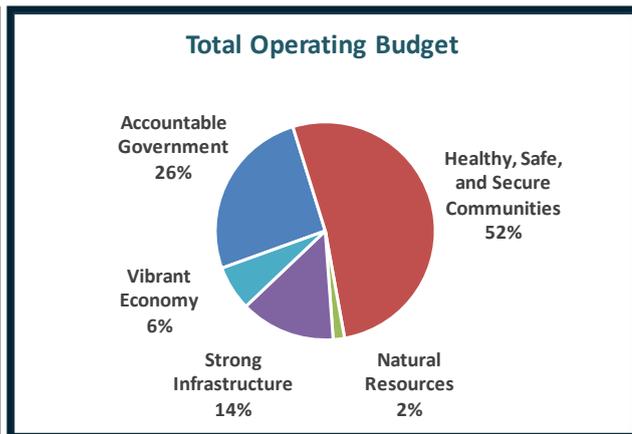
## Performance Clackamas and Budget Alignment

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>.



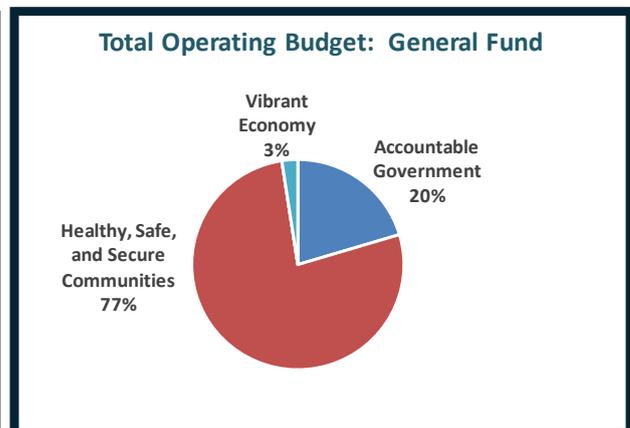
### Total FY24-25 Budget By Priority

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
<b>Total Operating</b>	<b>1,244,700,530</b>
<b>Total Non Operating *</b>	<b>325,044,745</b>
<b>Grand Total</b>	<b>1,569,745,275</b>



### 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
<b>Total Operating</b>	<b>155,995,222</b>
<b>Total Non Operating *</b>	<b>4,917,877</b>
<b>Grand Total</b>	<b>160,913,099</b>



\*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
<b>Resources/Revenue by Category</b>					
	Beginning Fund Balance	346,045,617	418,899,581	72,853,964	21.1%
<b>Current Revenues</b>					
	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%
<b>Subtotal Current Revenues</b>		<b>962,104,852</b>	<b>1,150,845,691</b>	<b>188,740,840</b>	<b>19.6%</b>
<b>Total Resources/Revenue</b>		<b>1,308,150,469</b>	<b>1,569,745,273</b>	<b>261,594,804</b>	<b>20.0%</b>
<b>Requirements/Expenses by Category</b>					
	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%
<b>Subtotal Current Expenditures</b>		<b>792,558,415</b>	<b>1,016,537,613</b>	<b>223,979,199</b>	<b>28.3%</b>
	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%
<b>Total Requirements/Expenses</b>		<b>1,308,150,468</b>	<b>1,569,745,275</b>	<b>261,594,807</b>	<b>20.0%</b>

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

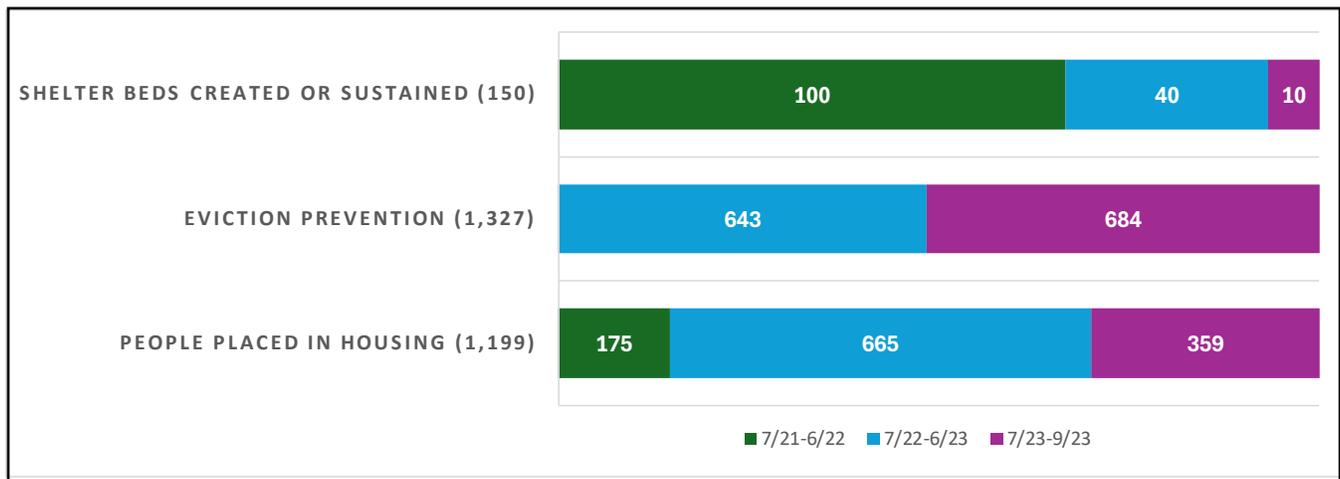
In 2018, voters approved a \$652.8 million general obligation bond to address the shortage of affordable housing within Metro’s urban growth boundary in the region. The County receives 21.3% of bond proceeds which is spent on approved projects.

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](http://www.clackamas.us/housingauthority/supportive-housing-services).

#### Bond Funding:



#### SHS Tax

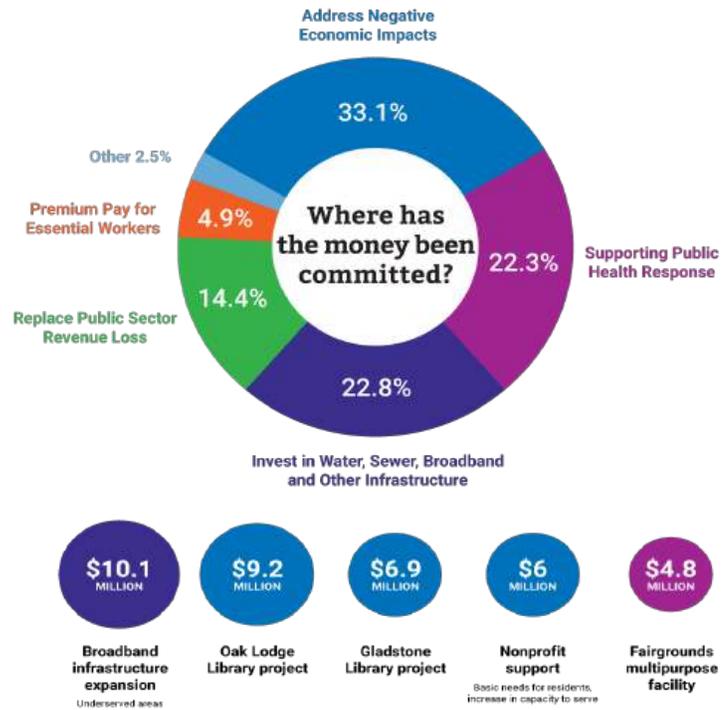


## One-Time Federal Aid

### 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

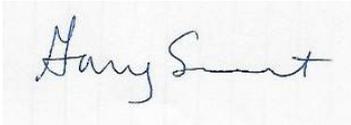
Clackamas County is self-insured for employee health benefits. In the event the County ends its self-insurance plan and has to pay out claims, State statute requires that a reserve be maintained. Additionally, there is a claims margin if claims exceed predicted rates. For FY24-25 the Benefits Administration 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 a light gray rectangular background.

Gary Schmidt  
County Administrator & Budget Officer

## BUDGET DOCUMENT

The FY24-25 budget for Clackamas County is detailed in this book and contains information regarding the County budget as a whole as well as individual department and fund descriptions and summaries. It is designed to provide budget focus in an understandable format and convey summary financial and service level information to increase the readers' understanding of the budget process, and the functions of Clackamas County government. 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 and cities, budget adoption and modification 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.

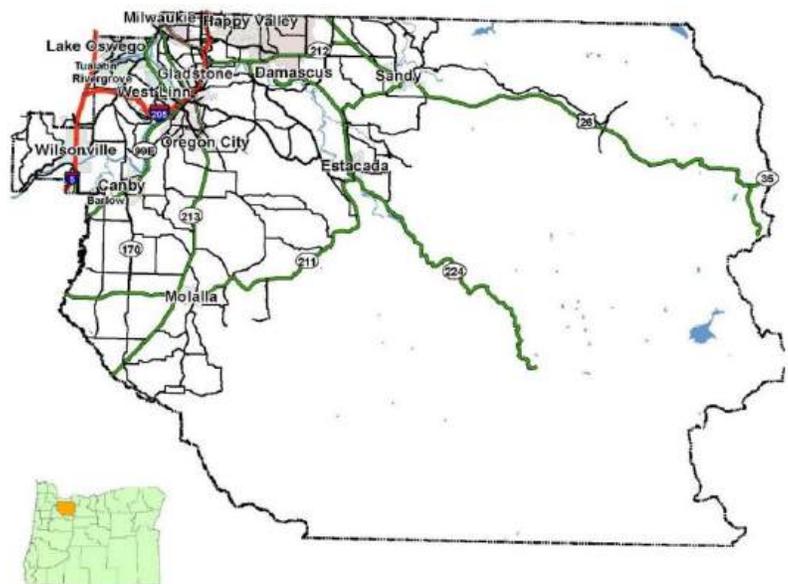
According to the Portland State University Population Research Center, Clackamas County now has an estimated population of 422,793 in 2023. Clackamas County remains one of the more developable parts of the tri-county metropolitan area. As housing prices continue to rise in the Portland metropolitan area,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

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

#### Governing Board

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

CLACKAMAS COUNTY



outreach' for each Commissioner so that the County's diverse geographical regions will each be heard by one of the five Commissioner positions.

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

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

Daily administrative functions are overseen by an appointed County Administrator, while the Board of Commissioners sets policy, adopts the annual budget, and passes ordinances under state law. Following nationwide recruitment, the Board of Commissioners selected Gary Schmidt, formerly Director of the County's Public and Government Affairs department, as the County Administrator. Mr. Schmidt began in early 2019 and oversees the activities of the many County departments and is 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 Sheriff provides patrol, investigation, civil process, and corrections services.
- The District Attorney prosecutes criminal charges and maintains family support enforcement.
- The Treasurer is the investor and custodian of County funds.
- The County Clerk conducts elections and maintains official records.
- The County Assessor is responsible for the valuation of property for taxation and the subsequent application of all levies in the County to those properties.
- The Justice of the Peace oversees the hearing of traffic violation cases, small claims, and other judicial matters coming before the Circuit Court.

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

Elected officials have greater autonomy than appointed department heads but must 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.

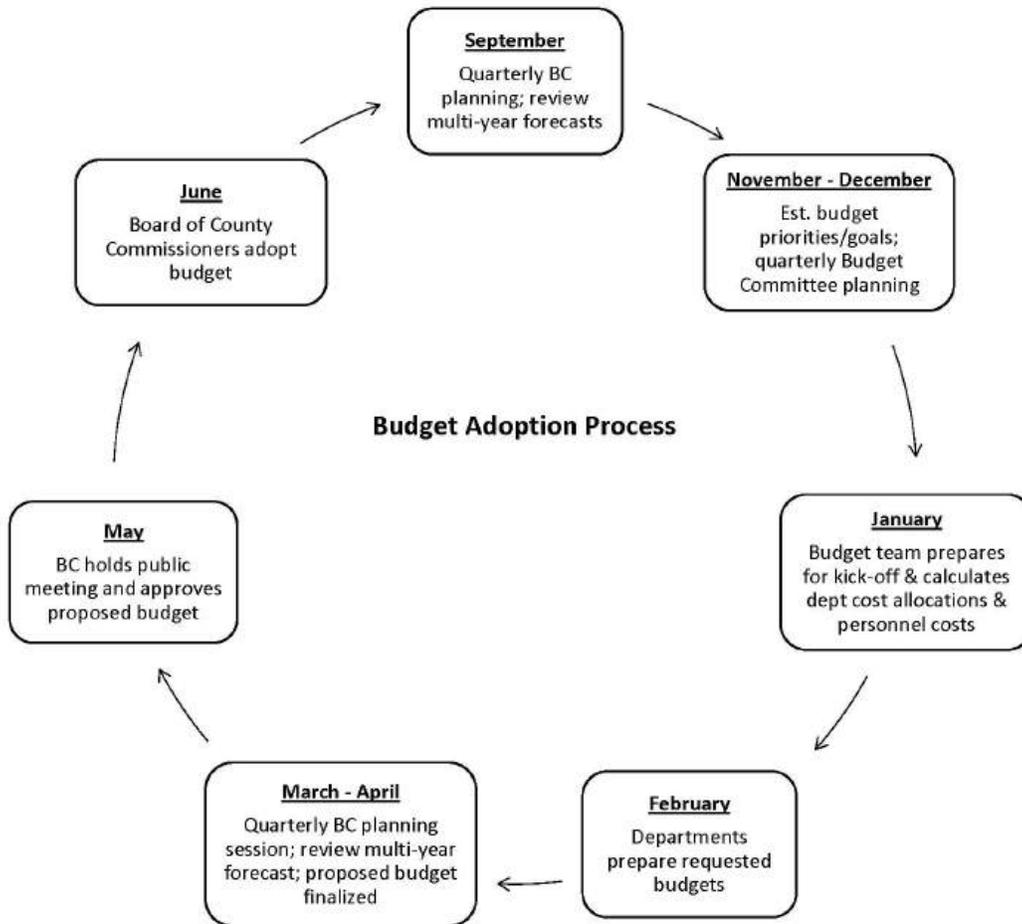
The level of budgetary control (the level at which expenditures cannot legally exceed the appropriated amount) is established at the fund level, with separate appropriations for amounts that are not attributable to an organizational unit (if applicable.) The County also maintains an encumbrance accounting 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, human resources services, records management, financial and accounting, 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 meets at least quarterly to review the long-term forecast and current-year projections. The Committee also refines budget policies and directions to guide staff in preparing the budget. The budget process is based upon these policies and directions, which are incorporated into a comprehensive book of budget instructions known as the Budget Manual. A budget training is held to distribute manuals to those staff members charged with the preparation of the upcoming year's budget. At that meeting, new policies and guidelines are discussed, as are any changes in procedure. Departments then spend the next several weeks compiling their budget requests for the upcoming year.



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

The County Administrator, corresponding department directors, and budget staff review submitted budgets. Upon review of the departmental budgets, the County Administrator instructs revisions where necessary, determines recommended levels of General Fund support, and balances the budget. The proposed budget is communicated to 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. Oregon Budget Law provides the Board of County Commissioners, the authority to amend the budget approved by the Budget Committee in any fund by up to 10% provided the source of any additional revenue does not affect the tax levy amounts approved by the Budget Committee. The adopted budget document is then finalized and distributed for use as a fiscal plan for the upcoming 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.

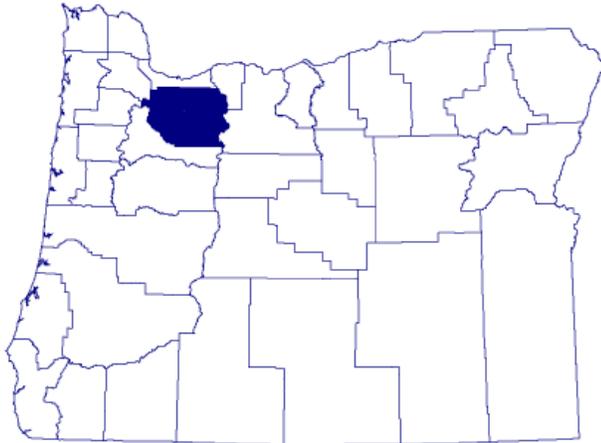
	<b>Budgetary Change</b>	<b>Approval Level</b>
1	Transfer within a fund - within operating budget	1. Director 2. Finance-Budget Team
2	Transfer within a fund - between budget categories	Board
3	Supplemental budget (changes in expenditures)	Board
4	Other Budgetary Changes <ul style="list-style-type: none">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

# Clackamas County Quick Facts



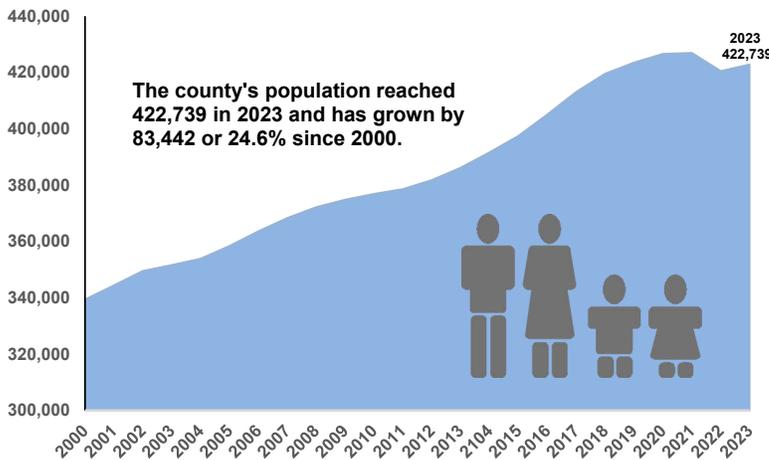
Updated 04/12/24



## Clackamas County — Just the Numbers:

Land Area:	1,879 sq. miles
City, County & State Roads:	2,428 miles
Persons per sq. mile:	225
% of National Forest:	52%
2023 Population:	422,739
Civilian Labor Force:	2225,828 Feb/24
Employed Labor Force:	217,610 Feb/24
Unemployment Rate:	3.6% Feb/24
2023 Mean Average Wage:	\$67,184
Per Capita Income (2022):	\$50,987

## Clackamas County Population: 2000-2023

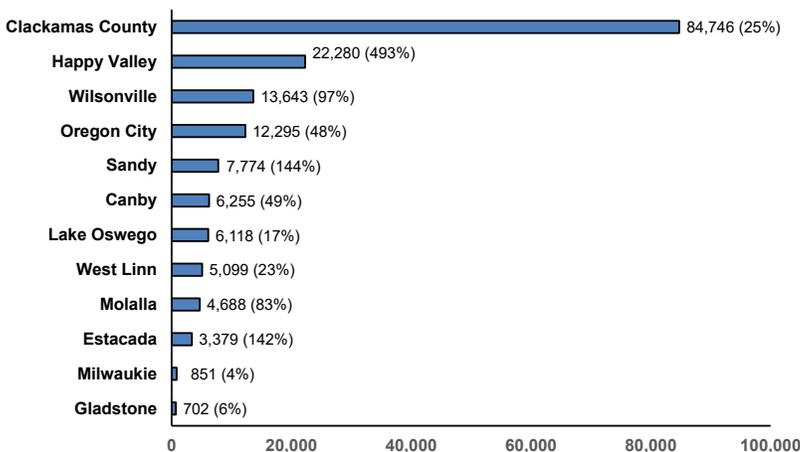


Source: PSU, Population Research Center, Certified Population Estimates: 2000-2023p

## Population

- Clackamas County's population reached 422,739 in 2023 and has grown by 24.6% since 2000, adding 83,442 residents.
- By 2044, the county's population is projected to reach 493,560 with 19% of its population ages (0-19 years), 22% (20-39 years), 28% (40-59 years), 22% (60-79 years), and 8% (80+ years).
- Since 2000, the cities that added the most population included Happy Valley (22,280), Wilsonville (13,643), and Oregon City (12,295). The cities with the highest population growth rates included Happy Valley (493%), (Sandy (144%), Estacada (142%), Wilsonville (97%), Molalla (83%).

## Population Growth: 2000-2023 Clackamas County and Incorporated Cities



Source: Population Research Center, PSU 2000-2023 estimates

## City Population Estimates - 2023

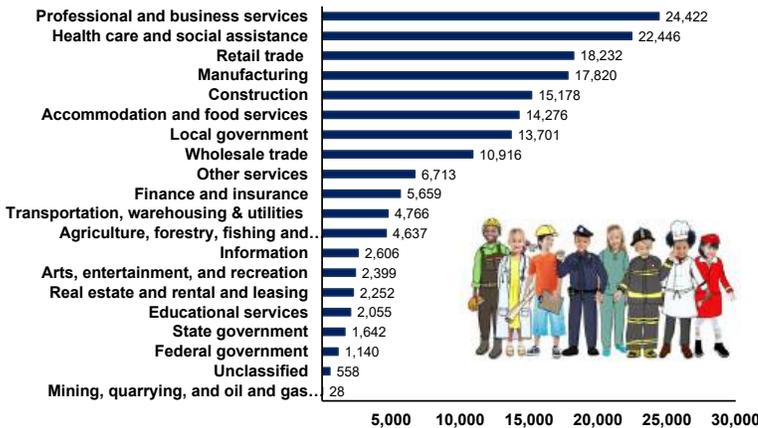
Canby	19,045
Estacada	5,750
Gladstone	12,140
Happy Valley	26,799
Johnson City	510
Lake Oswego*	41,396
Milwaukie	21,341
Molalla	10,335
Oregon City	38,049
Rivergrove*	559
Sandy	13,159
West Linn	27,360
Wilsonville*	27,634

Source: Population Research Center, PSU, 2023 estimates

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

# Industry and Labor Force

## Average Broad Industry Employment, Clackamas County: 2022



Source: Oregon Employment Department, QCEW, 2022

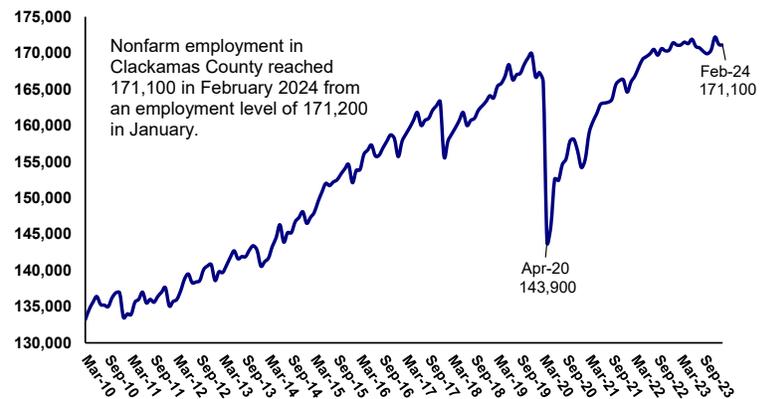
## Industry Employment

- 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

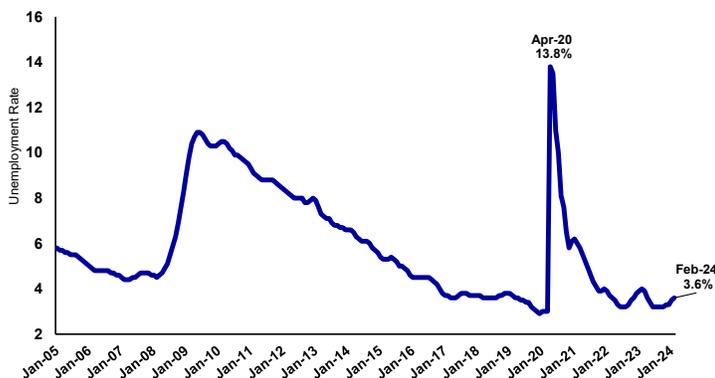
- During the start of the pandemic, nonfarm employment in Clackamas County fell from 167,400 in February 2020 to 143,900 in April 2020 with a loss of -23,400 jobs. Since February 2024, the county has added back 27,200 or 116% of the jobs lost.
- The *seasonally adjusted* unemployment rate in Clackamas 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)



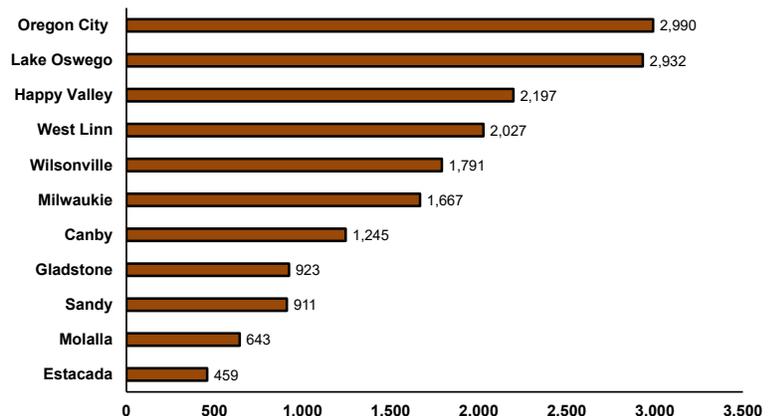
Source: Oregon Employment Department, Current Employment Statistics (not seasonally adjusted)

## 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

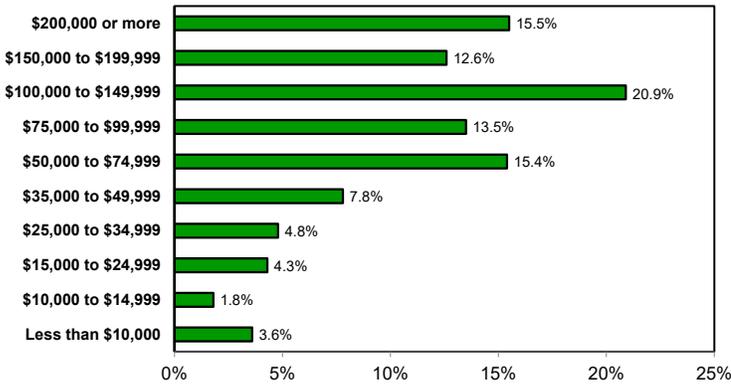


Source: Oregon Employment Department, LAUS

# Household Income and Educational Attainment

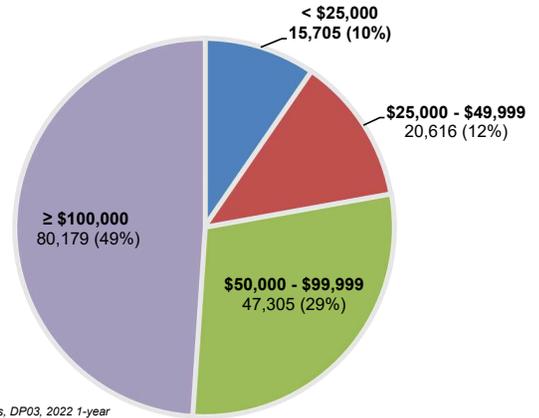
- During 2022, the median household income in Clackamas County was \$97,419 compared with \$106,759 a year ago.
- Nearly one-half of households had incomes  $\geq$  \$100,000 whereas one-tenth of households had incomes  $<$  \$25,000.

**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**

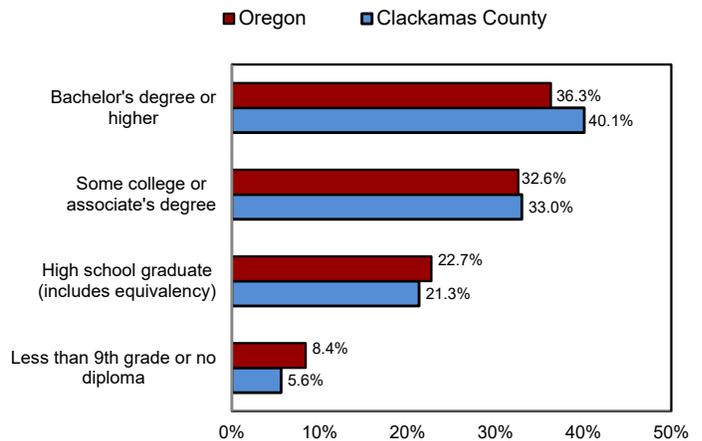


Source: U.S. Census, DP03, 2022 1-year

## Education

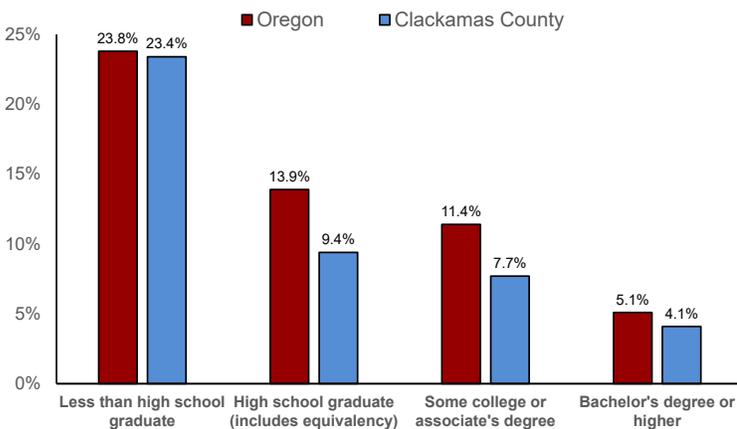
- Compared with Oregon, Clackamas County had a higher portion of its population (25 years and older) who were college educated with a bachelor's degree or higher (40.1%) in 2022.
- Contrastingly, the county had a lower portion of its population with less than 9th grade or no diploma (5.6%) and a slightly 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)**

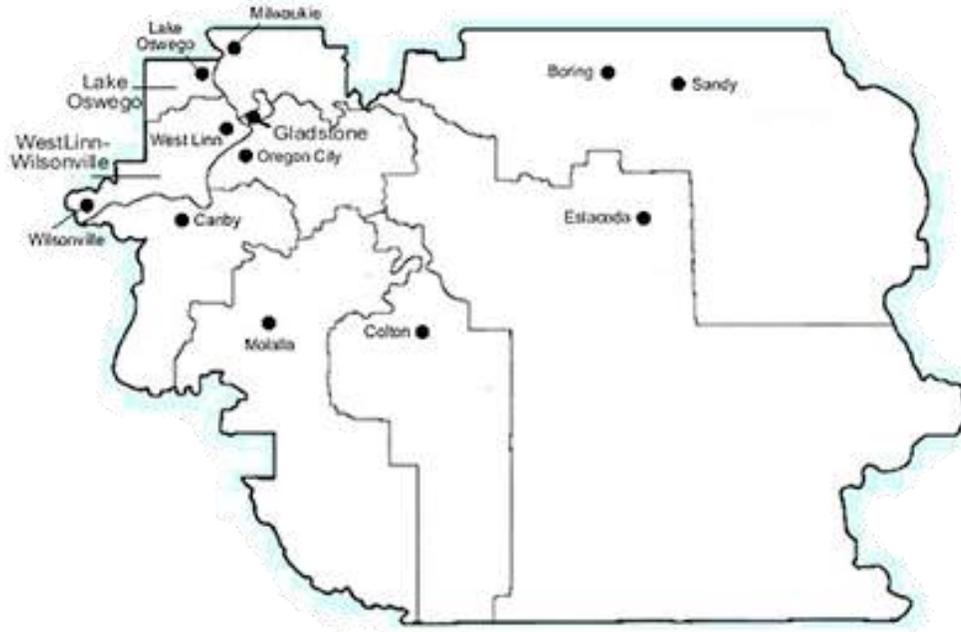


Source: Census, ACS, 2022, 1-year estimates, Table S1501

## 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
<b>Clackamas County</b>	42.4	39.2%	\$ 95,740	16.2%	7.6%	7.1%	12.6%	91.6%
<b>Canby</b>	37.8	28.5%	\$ 91,823	11.2%	8.8%	7.9%	13.7%	89.0%
<b>Estacada</b>	33.5	16.0%	\$ 78,594	8.5%	20.1%	15.9%	13.6%	84.3%
<b>Gladstone</b>	38.5	25.7%	\$ 88,043	14.8%	16.8%	9.7%	18.2%	87.3%
<b>Happy Valley</b>	38.9	48.6%	\$ 126,108	18.7%	5.6%	5.5%	8.5%	94.3%
<b>Lake Oswego</b>	47.0	73.0%	\$ 127,252	24.5%	3.9%	6.0%	8.9%	95.8%
<b>Milwaukie</b>	40.8	38.3%	\$ 78,676	17.2%	6.8%	7.1%	13.7%	89.1%
<b>Molalla</b>	33.7	14.6%	\$ 77,442	11.2%	7.0%	7.0%	16.0%	90.2%
<b>Oregon City</b>	37.9	30.2%	\$ 90,174	12.8%	7.8%	7.3%	14.4%	92.6%
<b>Sandy</b>	34.2	21.8%	\$ 98,341	12.2%	5.2%	9.2%	13.8%	93.7%
<b>West Linn</b>	42.4	63.1%	\$ 134,116	25.5%	5.6%	5.6%	8.4%	95.8%
<b>Wilsonville</b>	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



<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

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

### **Statement of Philosophy**

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

### **Fees and Charges**

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

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

Note: This policy is currently being reviewed.

### **Capital Improvement Plan**

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

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

### **Capital Outlay Expenditures**

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

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

### **Budget Amendments**

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

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

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

### **Inflation Guidelines**

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

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

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

## **Revenue Policy**

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

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

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

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

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

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

## **Budgeting Fund Balance**

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

## **Budgeting Contingency Amounts**

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

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

- c. circumstances outside the control of the County.

### **Use of Contingency**

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

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

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

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

### **Travel**

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

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

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

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

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

## **Financial Assistance**

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

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

The Manual shall at a minimum include:

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

## **Procurement Cards**

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

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

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

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

## Policy on Reserves for Future Expenditures and Contingency

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

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

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

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

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

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

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

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

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

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

### III. Other Funds Budgeted Reserves Policy:

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

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

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

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

## **Debt Issuance and Management Policy**

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

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

### **Reason for Issuing Debt**

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

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

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

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

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

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

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

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

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

### **Method of Sale**

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

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

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

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

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

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

### **Refunding and Call Provisions**

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

### **Arbitrage Compliance**

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

### **Other Reporting and Disclosures**

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

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

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



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

## Clackamas County Policy

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

### I. PURPOSE AND SCOPE

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

### II. AUTHORITY

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

### III. GENERAL POLICY

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

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

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

### IV. DEFINITIONS

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

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

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

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

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

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

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

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

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

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

I) Interfund Loans:

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

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

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

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

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

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

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

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

## **V. POLICY GUIDELINES**

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

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

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

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

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

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

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

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

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

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

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

## **VI. PROCESS AND PROCEDURES**

### **A. Type and Use of Debt**

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

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

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

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

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

Board of Commissioners.

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

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

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

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

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

## **B. Federal, State, or Other Loan Programs**

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

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

County's outstanding obligations.

### **C. Debt Refinancing**

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

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

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

### **D. Debt Structure Considerations**

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

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

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

#### **E. Method of Sale**

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

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

#### **F. Investment of Bond Proceeds**

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

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

#### **G. Credit Ratings/Objectives**

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

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

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

#### **H. Bond Issuance Investor Relations**

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

#### **I. Post Issuance Tax and Arbitrage Rebate Compliance**

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

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

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

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

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

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

involving the bond proceeds.

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

- a. Either (1) engaging the services of a rebate service provider and, prior to each rebate calculation date, causing the County Treasurer<sup>1</sup> and the County's selected Trustee<sup>2</sup> 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 proceeds<sup>3</sup>;
- 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

**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. For FY23-24, both the amended budget (through April 2024) and projected figures are shown. Finally, the FY24-25 Proposed Budget is presented. Since actual data and budgets are shown, caution is recommended when comparing the budgeted spending plan. As the Beginning Fund Balance line indicates, not all resources are spent during a year and actual expenditures should be less than budgeted expenditures.

The Clackamas County budget for FY24-25 totals \$1.57 billion, which amounts to an increase of \$261.6 million or 20.0% from the FY23-24 Amended budget. This general overview is intended to provide explanations of the major categories and highlight significant changes with particular attention 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**

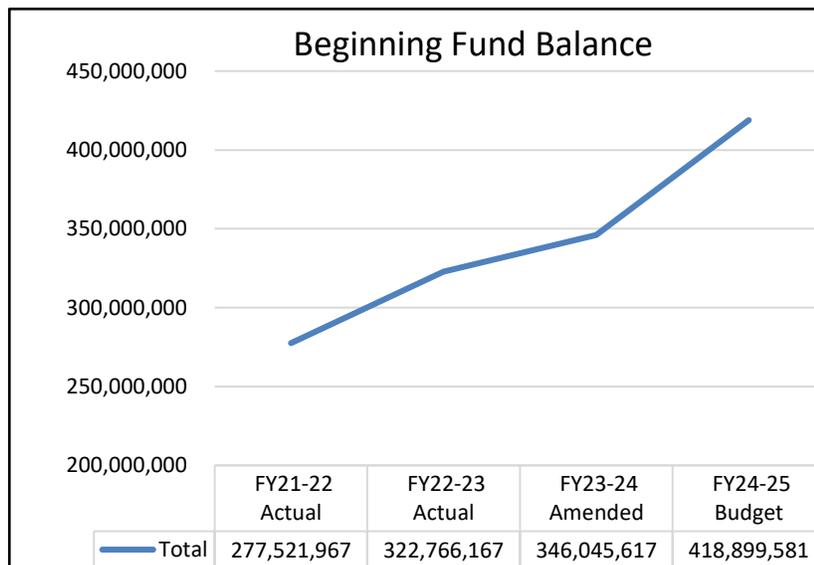
**Total Budget Summary**

	<b>FY21-22 Actuals</b>	<b>FY22-23 Actuals</b>	<b>FY23-24 Amended</b>	<b>FY23-24 Projected</b>	<b>FY24-25 Budget</b>	<b>\$ Change</b>	<b>% Change</b>
<b>Resources by Category</b>							
Beginning Fund Balance	277,521,967	322,766,167	346,045,617	414,443,573	418,899,581	72,853,964	21.1%
<b>Current Revenues</b>							
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	300,987,465	316,421,840	453,320,094	152,332,630	50.6%
Charges/Fees/License/Permits/Fines	175,857,791	174,530,419	198,004,039	183,669,753	213,486,023	15,481,984	7.8%
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	98,682,192	100,921,361	106,842,890	8,160,698	8.3%
Interfund Transfers	2,069,680	5,066,045	17,990,135	15,019,334	18,438,148	448,013	2.5%
General Fund Support *	139,366,663	148,385,207	153,467,761	150,610,474	160,913,099	7,445,337	4.9%
<b>Subtotal Current Revenues</b>	<b>792,418,656</b>	<b>875,623,718</b>	<b>962,104,852</b>	<b>961,350,934</b>	<b>1,150,845,691</b>	<b>188,740,840</b>	<b>19.6%</b>
<b>Total Resources</b>	<b>1,069,940,624</b>	<b>1,198,389,885</b>	<b>1,308,150,469</b>	<b>1,375,794,506</b>	<b>1,569,745,273</b>	<b>261,594,804</b>	<b>20.0%</b>
<b>Requirements by Category</b>							
Personnel Services	309,237,803	328,091,727	382,323,577	356,565,723	408,810,015	26,486,438	6.9%
Materials & Services	199,818,452	209,914,168	289,352,723	266,740,586	377,305,247	87,952,524	30.4%
Capital Outlay	31,754,429	44,433,129	120,882,115	71,948,274	230,422,351	109,540,236	90.6%
General Fund Support *	139,366,663	148,385,207	153,467,761	150,610,474	160,913,099	7,445,337	4.9%
<b>Subtotal Current Expenditures</b>	<b>680,177,348</b>	<b>730,824,231</b>	<b>946,026,176</b>	<b>845,865,057</b>	<b>1,177,450,712</b>	<b>231,424,536</b>	<b>24.5%</b>
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	85,405,734	77,811,253	80,154,901	(5,250,833)	-6.1%
Interfund Transfer	2,070,512	5,066,045	15,966,348	17,482,043	18,474,644	2,508,296	15.7%
Contingency	-	-	122,613,010	-	130,063,653	7,450,643	6.1%
<b>Appropriated Expenditures</b>	<b>746,136,393</b>	<b>783,946,299</b>	<b>1,185,747,838</b>	<b>956,894,924</b>	<b>1,421,691,073</b>	<b>235,943,235</b>	<b>19.9%</b>
Reserve for Future Expenditures	-	-	93,134,122	-	95,339,792	2,205,670	2.4%
Year End Projected Balance	-	-	-	418,899,583	-	-	-
Unappropriated Ending Fund Balance	-	-	29,268,508	-	52,714,410	23,445,902	80.1%
<b>Total Requirements</b>	<b>746,136,393</b>	<b>783,946,299</b>	<b>1,308,150,468</b>	<b>1,375,794,506</b>	<b>1,569,745,275</b>	<b>261,594,807</b>	<b>20.0%</b>
<b>Full-Time Equivalents (FTE's)</b>	<b>2,358.9</b>	<b>2,397.7</b>	<b>2,435.6</b>	<b>2,435.6</b>	<b>2,450.9</b>	<b>15.3</b>	<b>0.6%</b>

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

**Beginning Fund Balance** is the unspent dollars and savings from the previous year. It is a critical safety net for the County as it includes the reserves, which are a measure of financial strength and ability to meet future challenges and withstand emergencies. Preservation of fund balance reflects ongoing efforts on the part of 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.

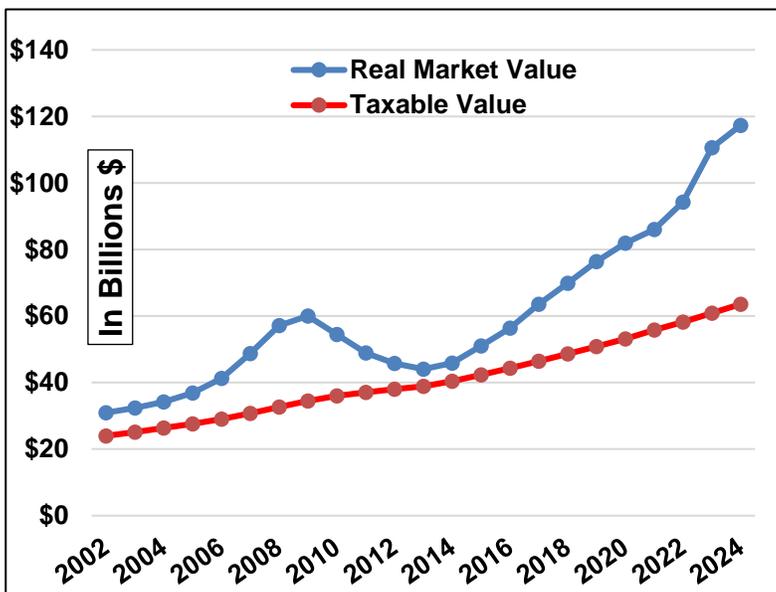
In May 1997, Oregon voters approved Measure 50, amending Oregon's constitution to cut local property taxes and limit their growth. Measure 50 rolled back assessed values to 90% of the fiscal year 1996 levels, established permanent tax rates, and limited assessed value growth for individual properties 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).

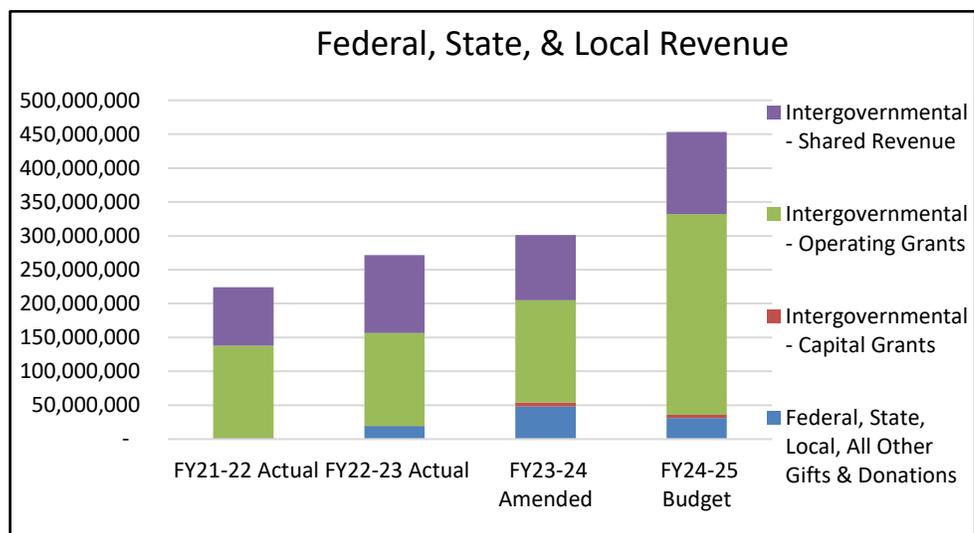
As of January 1, 2024, the most recent valuation date available, the market value of property in Clackamas County was \$117.4 billion. This is the eighth year the total has exceeded the previous high of \$60 billion which was reached in 2008. Nine years ago, the market value was 6.1% below the 2008 high 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. Note that market and assessed value were equal in 1997 as that was the final year before Measure 50 went into effect.

**Federal, State, and Local Revenue** is budgeted to increase by \$152.3 million, or 50.6%. 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

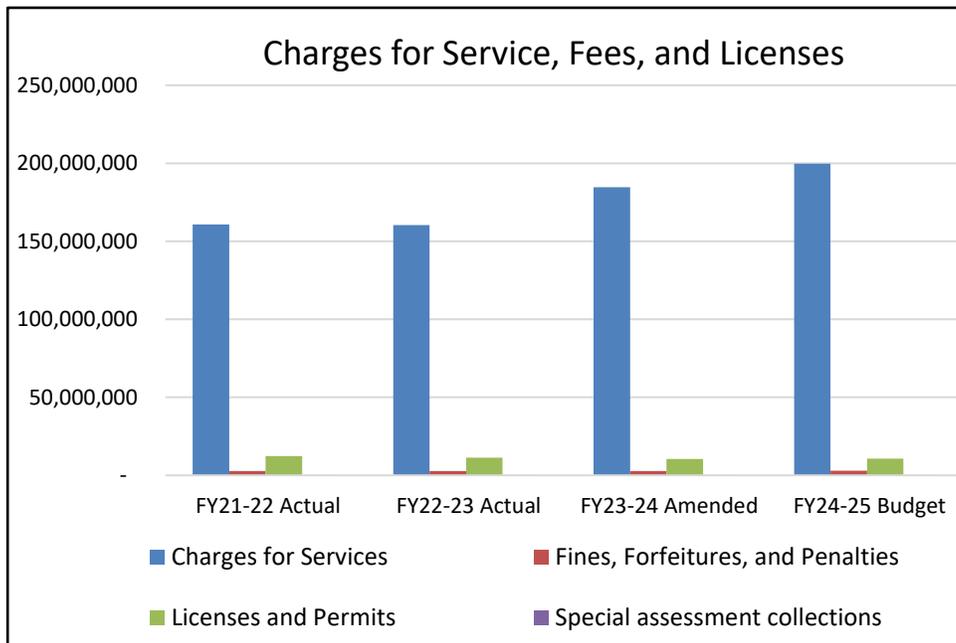


jurisdictions. They make up 29% of total resources. Departments estimate the grant revenues that they will receive based on the most current information provided by their grantors.

**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** - Shared Revenue refers to funds that are provided by cities, counties, and regional agencies. The second largest share of this category is represented here. These sources combined 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 FY23-24 which is \$15.5 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 8.1%.

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

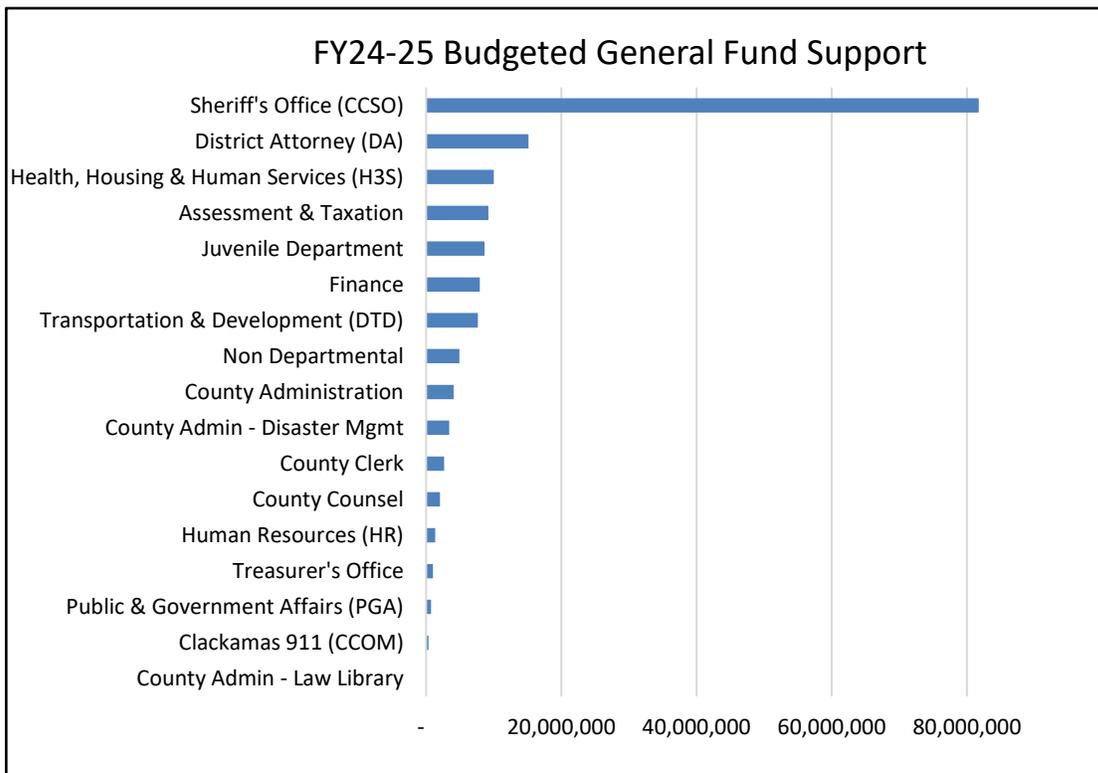
Another important component of Charges for Services revenue is within the Health Centers Fund totaling \$55.2 million in FY24-25, representing an increase of \$5.1 million from last year. This increase is driven by Medicaid fees and Wellness Recovery Action Plan (WRAP).

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 \$8.2 million in FY23-24. The decrease is driven by \$7.0M in Bond Sale Proceeds budgeted for a Health Centers Building Project 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.



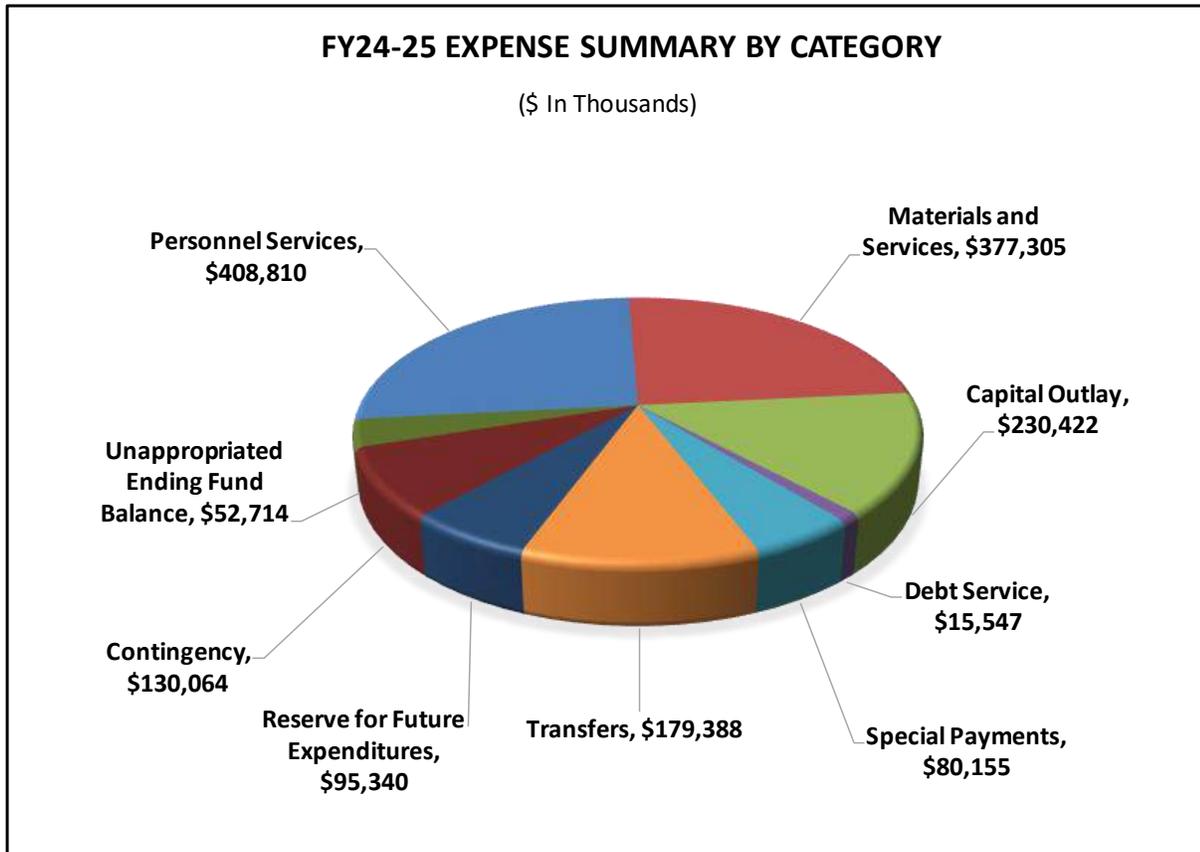
Presentation changes of these categories starting in FY21-22 are the result of the new county-wide chart of account implementation.

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 \$160.9 million in FY24-25.

The largest recipients of General Fund Support include:

- Sheriff’s Office at 51%, \$81.8 million;
- District Attorney at 9%, \$15.1 million;
- Health, Housing & Human Services at 6%, \$10 million.

## EXPENSE ANALYSIS



Expense (Requirements) Category	FY23-24 Amended	FY24-25 Budget	\$ Change	% Change
Personnel Services	382,324	408,810	26,486	6.9%
Materials and Services	289,353	377,305	87,953	30.4%
Capital Outlay	120,882	230,422	109,540	90.6%
Debt Service	15,737	15,547	(189)	-1.2%
Special Payments	85,406	80,155	(5,251)	-6.1%
Transfers	169,434	179,388	9,954	5.9%
Reserve for Future Expenditures	93,134	95,340	2,206	2.4%
Contingency	122,613	130,064	7,451	6.1%
Unappropriated Ending Fund Balance	29,269	52,714	23,446	80.1%
<b>Total Expense (Requirements)</b>	<b>1,308,150</b>	<b>1,569,745</b>	<b>261,595</b>	<b>20.0%</b>

**Personnel Services** are budgeted to increase by \$26.5 million or 6.9% 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. FTE increases included in this budget are 17.9 full-time equivalent positions within H3S and 2.0 within CCSO. 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 \$88.0 million or 30.4% compared to the prior year's budget. This includes an increase of \$70.1 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 \$230.4 million vs an FY23-24 budget of 120.9 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 represents 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 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.

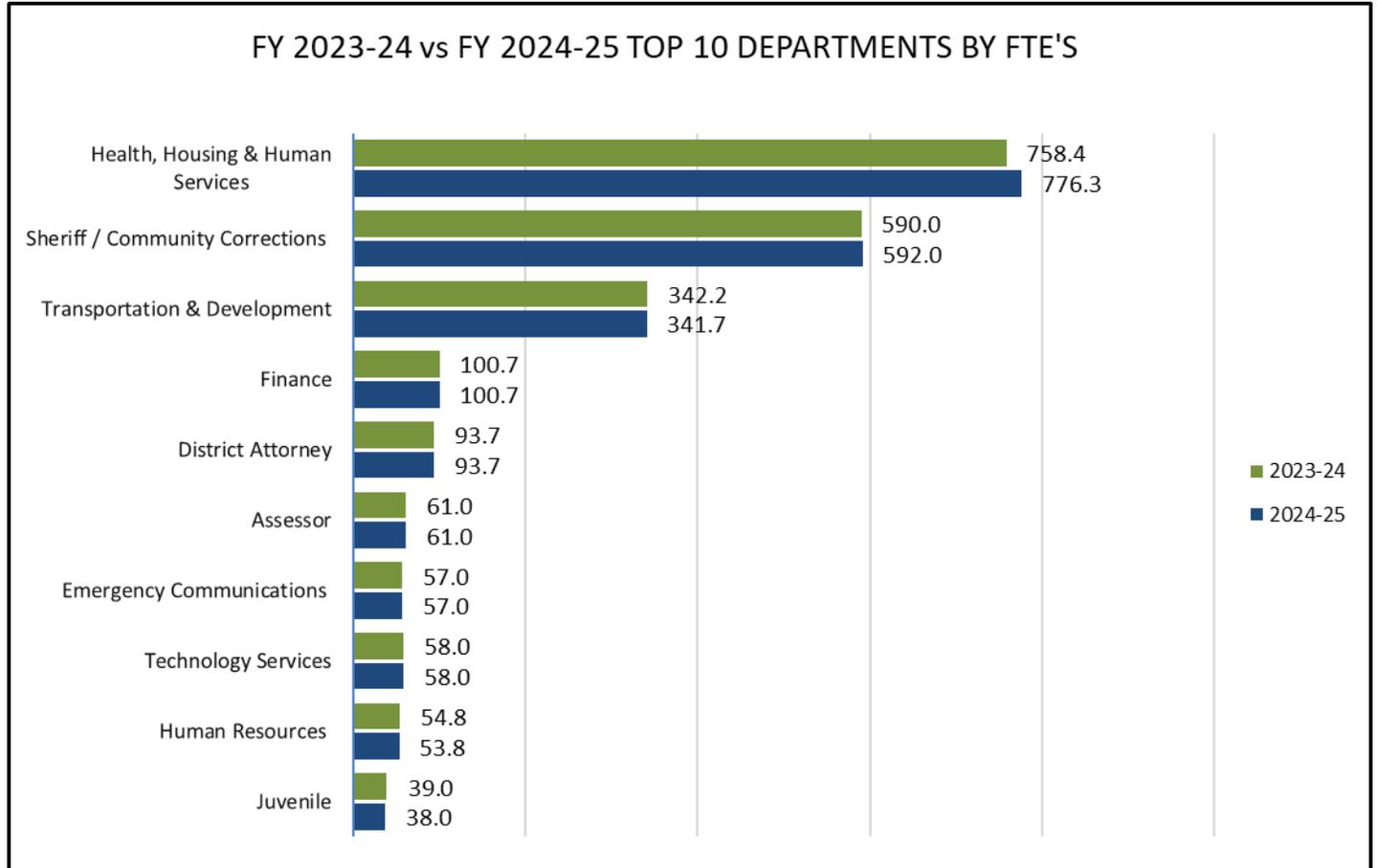
General Fund Support is budgeted at \$160.9 million. The largest recipients of General Fund Support include the Sheriff's Office at \$81.8 million, the District Attorney at \$15.1 million, and Health, Housing & Human Services at \$10.0 million.

**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 \$7.5 million increase.

The increase in combined Reserves and Contingency is driven by the Health, Housing & Human Services (H3S) department for \$11.8 million, Human Resources at \$6.3 million, and the Department of Transportation at \$3.5 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.

The FY24-25 budget provides for 2,450.9 full-time equivalent positions (FTE). This is an increase of 15.3 FTE from the FY22-23 Amended Budget as of April 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.

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

The table that accompanies this discussion is an attempt to estimate the minimum ending fund balance for each fund 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	425,117,982	421,756,558	94,720,122	4%
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%
<b>Grand Total</b>	<b>418,899,581</b>	<b>1,150,845,691</b>	<b>1,291,627,420</b>	<b>278,117,855</b>	<b>-34%</b>

**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 percent 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
<b><u>General Obligation Debt</u></b>				
2016B (Tax-Exempt)	9/29/2016	6/1/2031	53,155,000	38,345,000
<b><u>Full Faith and Credit Debt</u></b>				
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 <sup>(1)</sup> (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 <sup>(2)</sup>	2%	\$2,347,123,850	38,345,000	2,308,778,850	1.6%
Limited Tax Pension Bonds <sup>(3)</sup>	5%	\$4,095,424,126	-	4,095,424,126	0.0%
Limited Tax Obligations <sup>(4)</sup>	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 \$42.4 million to be repaid in 2031.

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

- 2012 Refunding Bonds: The County issued debt in 2003 to construct a new Public Services Building and update the Emergency Operations Center located on the County’s Property in Oregon City. The County also purchased the Public Safety Training Center from Clackamas County Sheriff’s Office and other law enforcement agencies as well as a public shooting range. These two issues were refunded in 2012 and this new combined debt has \$10.1 million outstanding, with the final payment due in 2033.
- 2018 Refunding Bonds: In 2007, the county issued bonds to build a second building for county offices on the Red Soils property in Oregon City and construct other improvements to the campus as provided for in the Master Plan. The Development Services Building and campus improvements were completed in 2008. The debt was refunded in 2018 to reduce interest expenses. The outstanding balance is \$9.8 million with final maturity in 2027.
- 2020 Refunding Bonds (original issuance was 2009): In 2009, debt of \$34.8 million was issued to finance remodeling, and repurposing facilities used by the Sheriff Department and reimburse project costs at the Development Services Building. The County-owned Brooks Building (formerly known as the Sunnybrook Service Center) was remodeled for use as a central Sheriff’s Office in the Clackamas area. At the existing jail, facility improvements, 50 additional beds, and a medical care unit were added. In 2010, a warehouse was purchased adjacent to the Red Soils campus which now houses an evidence processing facility. The outstanding balance of \$12.9 million was refunded in August 2020 at a 0.89% interest rate, with final maturity in 2029.
- 2020 Refunding Bonds (original issuance was 2012): In 2012, Clackamas County issued a \$20.1 million bond to finance its share of the Portland-Milwaukie Light Rail project. The balance of \$10.0 million was refunded in August 2020 at a 0.89% interest rate, with final maturity in 2028. A \$6.8 million balloon payment is due in 2028.

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

FY Debt Service	Total Debt Service (DS)		
	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
<b>Total</b>	<b>100,575,000</b>	<b>16,109,013</b>	<b>116,684,013</b>

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# County Treasurer's Office

Budget Presentation  
FY24-25





# Office of the County Treasurer (19)

## Department Budget Summary by Fund

Line of Business Name	Program Name	FY24-25 General Fund (100)	FY24-25 Total Budget	FY24-25 General Fund Support in Budget**	% of Total	FY24-25 FTE **			
						Total	Filled	Vacant	
Treasury Services	Treasury	1,164,184	1,164,184	591,193	51%	5.0	5.0	-	
Internal Audit Services	Internal Audit	417,967	417,967	417,967	100%	2.0	2.0	-	
<b>TOTAL</b>		1,582,151	1,582,151	1,009,160	64%	7.0	7.0	0.0	
		<b>FY23-24 Budget (Amended)</b>	1,523,956	1,523,956	1,000,259	66%	7.0	7.0	0.0
		<b>\$ Increase (Decrease)</b>	58,195	58,195	8,901		0.0	0.0	0.0
		<b>% Increase (Decrease)</b>	4%	4%	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).

**19-Treasurer's Office / 100-General Fund  
Summary of Revenue and Expense**

	FY21-22	FY22-23	FY23-24	FY23-24	FY24-25	Budget-to-Budget Changes:		3-Year	% Change
	Actuals	Actuals	Amended Budget	Projected Year-End	Budget	\$ FY23-24 to FY24-25	% FY23-24 to FY24-25	Average	from 3-Year Average
<b>Beginning Fund Balance</b>	-	-	-	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	-	-	-	-	-	-	-	-
Charges, Fees, License, Permits	643,221	804,155	523,697	523,697	572,991	49,294	9%	657,024	-13%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	30,735	-	-	-	-	-	-	10,245	-100%
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	944,685	930,281	1,000,259	1,000,259	1,009,160	8,901	1%	958,408	5%
<b>Operating Revenue</b>	<b>1,618,641</b>	<b>1,734,436</b>	<b>1,523,956</b>	<b>1,523,956</b>	<b>1,582,151</b>	<b>58,195</b>	<b>4%</b>	<b>1,625,678</b>	<b>-3%</b>
<b>Total Revenue</b>	<b>1,618,641</b>	<b>1,734,436</b>	<b>1,523,956</b>	<b>1,523,956</b>	<b>1,582,151</b>	<b>58,195</b>	<b>4%</b>	<b>1,625,678</b>	<b>-3%</b>
Personnel Services	1,053,650	988,918	1,228,123	1,236,233	1,254,835	26,712	2%	1,092,934	15%
Materials and Services	193,860	290,968	295,833	287,723	327,317	31,483	11%	257,517	27%
Capital Outlay	-	-	-	-	-	-	-	-	-
<b>Operating Expenditure</b>	<b>1,247,510</b>	<b>1,279,887</b>	<b>1,523,956</b>	<b>1,523,956</b>	<b>1,582,151</b>	<b>58,195</b>	<b>4%</b>	<b>1,350,451</b>	<b>17%</b>
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
<b>Total Expense</b>	<b>1,247,510</b>	<b>1,279,887</b>	<b>1,523,956</b>	<b>1,523,956</b>	<b>1,582,151</b>	<b>58,195</b>	<b>4%</b>	<b>1,350,451</b>	<b>17%</b>
<b>Revenues Less Expenses</b>	<b>371,132</b>	<b>454,549</b>	<b>-</b>	<b>-</b>	<b>-</b>			<b>275,227</b>	

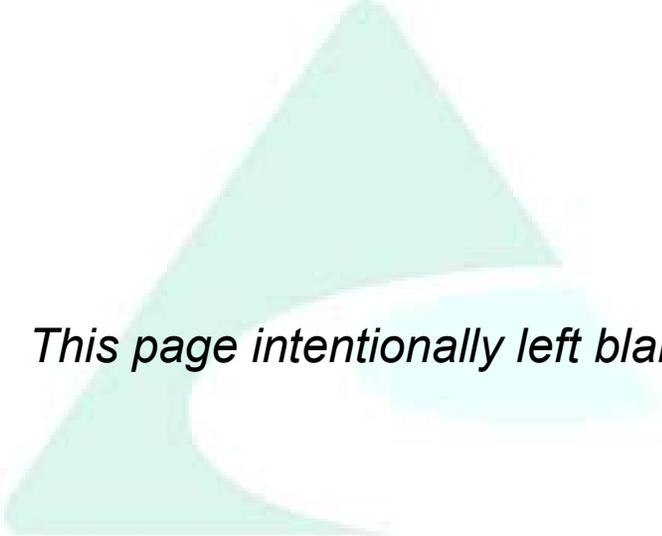
# 19-Treasurer's Office / 230-Special Grants Fund

## Summary of Revenue and Expense

	FY21-22 Actuals	FY22-23 Actuals	FY23-24 Amended Budget	FY23-24 Projected Year-End	FY24-25 Budget	Budget-to-Budget Changes:		3-Year Average	% Change from 3-Year Average
						\$ FY23-24 to FY24-25	% FY23-24 to FY24-25		
<b>Beginning Fund Balance</b>	-	-	-	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	6,189	-	-	-	-	-	-	2,063	-100%
Charges, Fees, License, Permits	-	-	-	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	-	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-	-	-
<b>Operating Revenue</b>	<b>6,189</b>	-	-	-	-	-	-	<b>2,063</b>	<b>-100%</b>
<b>Total Revenue</b>	<b>6,189</b>	-	-	-	-	-	-	<b>2,063</b>	<b>-100%</b>
Personnel Services	6,189	-	-	-	-	-	-	2,063	-100%
Materials and Services	-	-	-	-	-	-	-	-	-
Capital Outlay	-	-	-	-	-	-	-	-	-
<b>Operating Expenditure</b>	<b>6,189</b>	-	-	-	-	-	-	<b>2,063</b>	<b>-100%</b>
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
<b>Total Expense</b>	<b>6,189</b>	-	-	-	-	-	-	<b>2,063</b>	<b>-100%</b>
<b>Revenues Less Expenses</b>	-	-	-	-	-	-	-	-	-

Significant  
Changes  
from  
FY23-24  
Budget

Program	Change(s)
<b>Treasurer's Office</b>	<p><b>General fund support remains the same</b> We have identified ways to maintain service and staffing levels. We look forward to working with the Board on solutions in the future.</p>
<b>Treasurer's Office</b>	<p><b>Increase in Allocated Costs</b> Allocated costs were increased by approximately 20%.</p>
<b>Treasury Program</b>	<p><b>Collateralization</b> Recent bank failures have heightened diligence to ensure collateralization statutory requirements are met. The Treasurer's Office was the first municipality to employ a legally allowed alternative form of collateralization to better help with working with our vendors while maintaining compliance.</p>
<b>Treasury Program</b>	<p><b>Funding sources expected to decrease</b> Over recent years the county had an influx from one-time funding sources (e.g. ARPA, CARES, FEMA, etc.). We expect these one-time funding sources to decrease.</p>
<b>Treasury Program</b>	<p><b>Fully Staffed</b> After being down 20% in staffing, we are now fully staffed. Very proud of staff for maintaining operations through the low staffing.</p>



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CLACKAMAS  
COUNTY



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	1,164,184	1,164,184	591,193	51%	5.0	5.0	-
Internal Audit Services	Internal Audit	417,967	417,967	417,967	100%	2.0	2.0	-
<b>TOTAL</b>		1,582,151	1,582,151	1,009,160	64%	7.0	7.0	0.0
<b>FY23-24 Budget (Amended)</b>		1,523,956	1,523,956	1,000,259	66%	7.0	7.0	0.0
<b>\$ Increase (Decrease)</b>		58,195	58,195	8,901		0.0	0.0	0.0
<b>% Increase ( Decrease)</b>		4%	4%	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).



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  Y

Shared Services  Y

Grant Funding  Y

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

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



	FY21-22 Actuals	FY22-23 Actuals	FY23-24 Amended Budget	FY23-24 Projected Year-End	FY24-25 Budget	Budget-to-Budget Changes:		3-Year Average	% Change from 3-Year Avg
						\$ FY23-24 to FY24-25	% FY23-24 to FY24-25		
<b>Beginning Fund Balance</b>	-	-	-	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	6,189	-	-	-	-	-	-	2,063	-100%
Charges, Fees, License, Permits, Fines	643,221	804,155	523,697	523,697	572,991	49,294	9%	657,024	-13%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	30,735	-	-	-	-	-	-	10,245	-100%
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	619,607	593,129	640,048	640,048	591,193	(48,855)	-8%	617,595	-4%
<b>Operating Revenue</b>	<b>1,299,753</b>	<b>1,397,284</b>	<b>1,163,745</b>	<b>1,163,745</b>	<b>1,164,184</b>	<b>439</b>	<b>0%</b>	<b>1,286,927</b>	<b>-10%</b>
<b>Total Revenue</b>	<b>1,299,753</b>	<b>1,397,284</b>	<b>1,163,745</b>	<b>1,163,745</b>	<b>1,164,184</b>	<b>439</b>	<b>0%</b>	<b>1,286,927</b>	<b>-10%</b>
Personnel Services	735,193	652,192	876,912	884,247	877,482	571	0%	757,211	16%
Materials and Services	193,428	278,719	286,833	279,498	286,702	(131)	0%	250,548	14%
Capital Outlay	-	-	-	-	-	-	-	-	-
<b>Operating Expense</b>	<b>928,621</b>	<b>930,911</b>	<b>1,163,745</b>	<b>1,163,745</b>	<b>1,164,184</b>	<b>439</b>	<b>0%</b>	<b>1,007,759</b>	<b>16%</b>
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-	-	-
<b>Total Expense</b>	<b>928,621</b>	<b>930,911</b>	<b>1,163,745</b>	<b>1,163,745</b>	<b>1,164,184</b>	<b>439</b>	<b>0%</b>	<b>1,007,759</b>	<b>16%</b>
<b>Revenues Less Expenses</b>	<b>371,132</b>	<b>466,373</b>	<b>-</b>	<b>-</b>	<b>-</b>			<b>279,168</b>	

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.



Budget Summary

	FY21-22 Actuals	FY22-23 Actuals	FY23-24 Amended Budget	FY23-24 Projected Year-End	FY24-25 Budget	Budget-to-Budget Changes:		3-Year Average	% Change from 3-Year Avg
						\$ FY23-24 to FY24-25	% FY23-24 to FY24-25		
<b>Beginning Fund Balance</b>	-	-	-	-	-	-	-	-	-
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%	340,814	23%
<b>Operating Revenue</b>	<b>325,078</b>	<b>337,152</b>	<b>360,211</b>	<b>360,211</b>	<b>417,967</b>	<b>57,756</b>	<b>16%</b>	<b>340,814</b>	<b>23%</b>
<b>Total Revenue</b>	<b>325,078</b>	<b>337,152</b>	<b>360,211</b>	<b>360,211</b>	<b>417,967</b>	<b>57,756</b>	<b>16%</b>	<b>340,814</b>	<b>23%</b>
Personnel Services	324,646	336,726	351,211	351,986	377,353	26,141	7%	337,786	12%
Materials and Services	432	12,249	9,000	8,225	40,615	31,615	351%	6,969	483%
Capital Outlay	-	-	-	-	-	-	-	-	-
<b>Operating Expense</b>	<b>325,078</b>	<b>348,976</b>	<b>360,211</b>	<b>360,211</b>	<b>417,967</b>	<b>57,756</b>	<b>16%</b>	<b>344,755</b>	<b>21%</b>
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-	-	-
<b>Total Expense</b>	<b>325,078</b>	<b>348,976</b>	<b>360,211</b>	<b>360,211</b>	<b>417,967</b>	<b>57,756</b>	<b>16%</b>	<b>344,755</b>	<b>21%</b>
<b>Revenues Less Expenses</b>	-	(11,824)	-	-	-	-	-	(3,941)	-

Notes:  
Costs continue to rise faster and higher than the increase in general fund support received.

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# Office of Assessment & Taxation

Budget Presentation  
FY24-25





# 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	1,326,148	1,326,148	9,192,003	693%	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	
<b>TOTAL</b>		<b>10,794,927</b>	<b>10,794,927</b>	<b>9,192,003</b>	<b>85%</b>	<b>61.0</b>	<b>55.0</b>	<b>6.0</b>	
		<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>	625,218	625,218	512,295		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).

# 10-Assessment & Taxation / 100-General Fund

## Summary of Revenue and Expense

	FY21-22 Actuals	FY22-23 Actuals	FY23-24 Amended Budget	FY23-24 Projected Year-End	FY24-25 Budget	Budget-to-Budget Changes:		3-Year Average	% Change from 3-Year Average
						\$ FY23-24 to FY24-25	% FY23-24 to FY24-25		
<b>Beginning Fund Balance</b>	-	-	-	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	1,571,920	1,156,276	1,250,001	1,236,833	1,347,187	97,186	8%	1,321,676	2%
Charges, Fees, License, Permits	-	-	-	-	2,500	2,500	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	1,527,462	234,413	240,000	289,999	253,237	13,237	6%	683,958	-63%
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	7,452,536	7,576,975	8,679,708	8,143,303	9,192,003	512,295	6%	7,724,271	19%
<b>Operating Revenue</b>	<b>10,551,918</b>	<b>8,967,664</b>	<b>10,169,709</b>	<b>9,670,135</b>	<b>10,794,927</b>	<b>625,218</b>	<b>6%</b>	<b>9,729,906</b>	<b>11%</b>
<b>Total Revenue</b>	<b>10,551,918</b>	<b>8,967,664</b>	<b>10,169,709</b>	<b>9,670,135</b>	<b>10,794,927</b>	<b>625,218</b>	<b>6%</b>	<b>9,729,906</b>	<b>11%</b>
Personnel Services	6,790,605	6,614,541	7,341,892	6,802,817	7,807,679	465,787	6%	6,735,988	16%
Materials and Services	2,269,507	2,345,489	2,827,817	2,846,752	2,987,248	159,432	6%	2,487,249	20%
Capital Outlay	-	7,633	-	20,566	-	-	-	9,400	-100%
<b>Operating Expenditure</b>	<b>9,060,112</b>	<b>8,967,663</b>	<b>10,169,708</b>	<b>9,670,135</b>	<b>10,794,927</b>	<b>625,218</b>	<b>6%</b>	<b>9,232,636</b>	<b>17%</b>
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
<b>Total Expense</b>	<b>9,060,112</b>	<b>8,967,663</b>	<b>10,169,708</b>	<b>9,670,135</b>	<b>10,794,927</b>	<b>625,218</b>	<b>6%</b>	<b>9,232,636</b>	<b>17%</b>
<b>Revenues Less Expenses</b>	<b>1,491,806</b>	-	-	-	-			<b>497,269</b>	

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

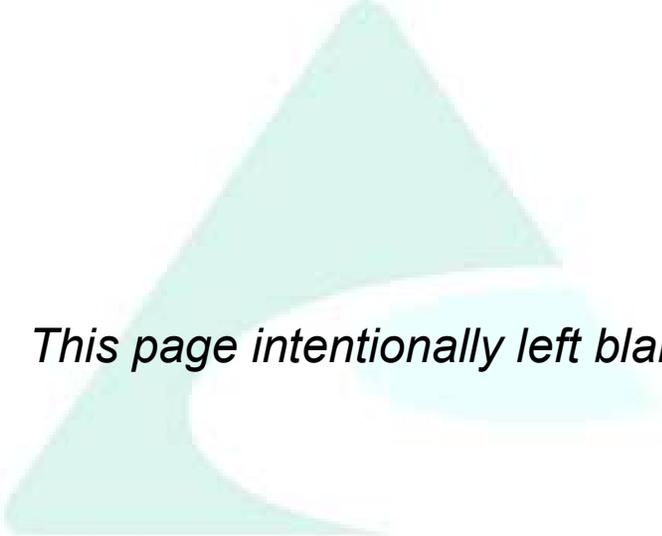
# 10-Assessment & Taxation / 230-Special Grants Fund

## Summary of Revenue and Expense

	FY21-22 Actuals	FY22-23 Actuals	FY23-24 Amended Budget	FY23-24 Projected Year-End	FY24-25 Budget	Budget-to-Budget Changes:		3-Year Average	% Change from 3-Year Average
						\$ FY23-24 to FY24-25	% FY23-24 to FY24-25		
<b>Beginning Fund Balance</b>	-	-	-	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	18,266	-	-	-	-	-	-	6,089	-100%
Charges, Fees, License, Permits	-	-	-	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	-	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-	-	-
<b>Operating Revenue</b>	<b>18,266</b>	-	-	-	-	-	-	<b>6,089</b>	<b>-100%</b>
<b>Total Revenue</b>	<b>18,266</b>	-	-	-	-	-	-	<b>6,089</b>	<b>-100%</b>
Personnel Services	18,266	-	-	-	-	-	-	6,089	-100%
Materials and Services	-	-	-	-	-	-	-	-	-
Capital Outlay	-	-	-	-	-	-	-	-	-
<b>Operating Expenditure</b>	<b>18,266</b>	-	-	-	-	-	-	<b>6,089</b>	<b>-100%</b>
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
<b>Total Expense</b>	<b>18,266</b>	-	-	-	-	-	-	<b>6,089</b>	<b>-100%</b>
<b>Revenues Less Expenses</b>	-	-	-	-	-	-	-	-	-

Significant  
Changes  
from  
FY23-24  
Budget

Program	Changes
All	Core system replacement. Multi-county RFP in draft.
Valuation	Additional FTE Request - To be addressed in late 2024 or early 2025.
All	A&T Funding - A potential 2025 legislative topic that could provide additional funding to all Oregon County A&T Departments.
All	Vacancy savings trending downward.



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**CLACKAMAS**  
C O U N T Y



# 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	1,326,148	1,326,148	9,192,003	693%	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
<b>TOTAL</b>		<b>10,794,927</b>	<b>10,794,927</b>	<b>9,192,003</b>	<b>85%</b>	<b>61.0</b>	<b>55.0</b>	<b>6.0</b>
<b>FY23-24 Budget (Amended)</b>		<b>10,169,709</b>	<b>10,169,709</b>	<b>8,679,708</b>	<b>85%</b>	<b>61.0</b>	<b>56.0</b>	<b>5.0</b>
<b>\$ Increase (Decrease)</b>		<b>625,218</b>	<b>625,218</b>	<b>512,295</b>		<b>0.0</b>	<b>(1.0)</b>	<b>1.0</b>
<b>% Increase (Decrease)</b>		<b>6%</b>	<b>6%</b>	<b>6%</b>		<b>0%</b>	<b>-2%</b>	<b>20%</b>

\*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 Actuals	FY22-23 Actuals	FY23-24 Amended Budget	FY23-24 Projected Year-End	FY24-25 Budget	Budget-to-Budget Changes:		3-Year Average	% Change from 3-Year Avg
						\$ FY23-24 to FY24-25	% FY23-24 to FY24-25		
<b>Beginning Fund Balance</b>	-	-	-	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	51,693	34,688	40,984	40,375	44,170	3,186	8%	42,252	5%
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	9,192,003	8,796,397	2224%	540,791	1600%
<b>Operating Revenue</b>	<b>410,739</b>	<b>1,026,684</b>	<b>436,590</b>	<b>311,706</b>	<b>9,236,173</b>	<b>8,799,583</b>	<b>2016%</b>	<b>583,043</b>	<b>1484%</b>
<b>Total Revenue</b>	<b>410,739</b>	<b>1,026,684</b>	<b>436,590</b>	<b>311,706</b>	<b>9,236,173</b>	<b>8,799,583</b>	<b>2016%</b>	<b>583,043</b>	<b>1484%</b>
Personnel Services	410,698	351,301	351,707	223,528	375,600	23,893	7%	328,509	14%
Materials and Services	62,983	682,524	84,883	88,178	950,548	865,665	1020%	277,895	242%
Capital Outlay	-	-	-	-	-	-	-	-	-
<b>Operating Expense</b>	<b>473,681</b>	<b>1,033,825</b>	<b>436,590</b>	<b>311,706</b>	<b>1,326,148</b>	<b>889,558</b>	<b>204%</b>	<b>606,404</b>	<b>119%</b>
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-	-	-
<b>Total Expense</b>	<b>473,681</b>	<b>1,033,825</b>	<b>436,590</b>	<b>311,706</b>	<b>1,326,148</b>	<b>889,558</b>	<b>204%</b>	<b>606,404</b>	<b>119%</b>
<b>Revenues Less Expenses</b>	<b>(62,942)</b>	<b>(7,141)</b>	<b>-</b>	<b>-</b>	<b>7,910,025</b>			<b>(23,361)</b>	

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 Actuals	FY22-23 Actuals	FY23-24 Amended Budget	FY23-24 Projected Year-End	FY24-25 Budget	Budget-to-Budget Changes:		3-Year Average	% Change from 3-Year Avg
						\$ FY23-24 to FY24-25	% FY23-24 to FY24-25		
<b>Beginning Fund Balance</b>	-	-	-	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	522,152	335,320	297,131	298,118	320,233	23,102	8%	385,197	-17%
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%	49,024	27%
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	1,439,812	1,306,757	1,762,449	1,763,239	-	(1,762,449)	-100%	1,503,269	-100%
<b>Operating Revenue</b>	<b>2,003,854</b>	<b>1,675,987</b>	<b>2,100,380</b>	<b>2,132,628</b>	<b>382,469</b>	<b>(1,717,911)</b>	<b>-82%</b>	<b>1,937,490</b>	<b>-80%</b>
<b>Total Revenue</b>	<b>2,003,854</b>	<b>1,675,987</b>	<b>2,100,380</b>	<b>2,132,628</b>	<b>382,469</b>	<b>(1,717,911)</b>	<b>-82%</b>	<b>1,937,490</b>	<b>-80%</b>
Personnel Services	1,319,948	1,361,348	1,600,720	1,616,943	1,622,834	22,114	1%	1,432,746	13%
Materials and Services	437,978	265,787	499,660	508,985	365,614	(134,046)	-27%	404,250	-10%
Capital Outlay	-	7,633	-	6,700	-	-	-	4,778	-100%
<b>Operating Expense</b>	<b>1,757,926</b>	<b>1,634,769</b>	<b>2,100,380</b>	<b>2,132,628</b>	<b>1,988,447</b>	<b>(111,932)</b>	<b>-5%</b>	<b>1,841,774</b>	<b>8%</b>
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-	-	-
<b>Total Expense</b>	<b>1,757,926</b>	<b>1,634,769</b>	<b>2,100,380</b>	<b>2,132,628</b>	<b>1,988,447</b>	<b>(111,932)</b>	<b>-5%</b>	<b>1,841,774</b>	<b>8%</b>
<b>Revenues Less Expenses</b>	<b>245,928</b>	<b>41,218</b>	<b>-</b>	<b>-</b>	<b>(1,605,978)</b>			<b>95,715</b>	

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:

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.



100203-Tax Certification, Collection, & Distribution  
 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:		3-Year Average	% Change from 3-Year Avg
						\$ FY23-24 to FY24-25	% FY23-24 to FY24-25		
<b>Beginning Fund Balance</b>	-	-	-	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	235,066	208,130	235,656	232,155	253,978	18,322	8%	225,117	13%
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%	59,250	-17%
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	1,476,886	1,146,592	1,527,681	1,603,491	-	(1,527,681)	-100%	1,408,990	-100%
<b>Operating Revenue</b>	<b>1,772,967</b>	<b>1,414,933</b>	<b>1,938,537</b>	<b>1,892,171</b>	<b>303,338</b>	<b>(1,635,199)</b>	<b>-84%</b>	<b>1,693,357</b>	<b>-82%</b>
<b>Total Revenue</b>	<b>1,772,967</b>	<b>1,414,933</b>	<b>1,938,537</b>	<b>1,892,171</b>	<b>303,338</b>	<b>(1,635,199)</b>	<b>-84%</b>	<b>1,693,357</b>	<b>-82%</b>
Personnel Services	1,273,222	1,142,188	1,332,111	1,282,404	1,299,547	(32,564)	-2%	1,232,605	5%
Materials and Services	489,590	383,910	606,426	595,901	547,950	(58,476)	-10%	489,800	12%
Capital Outlay	-	-	-	13,866	-	-	-	4,622	-100%
<b>Operating Expense</b>	<b>1,762,812</b>	<b>1,526,098</b>	<b>1,938,537</b>	<b>1,892,171</b>	<b>1,847,497</b>	<b>(91,040)</b>	<b>-5%</b>	<b>1,727,027</b>	<b>7%</b>
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-	-	-
<b>Total Expense</b>	<b>1,762,812</b>	<b>1,526,098</b>	<b>1,938,537</b>	<b>1,892,171</b>	<b>1,847,497</b>	<b>(91,040)</b>	<b>-5%</b>	<b>1,727,027</b>	<b>7%</b>
<b>Revenues Less Expenses</b>	10,156	(111,166)	-	-	(1,544,159)			(33,670)	

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
3. Appraisal of all Measure 50 exception completed timely
4. Resolution of appeals in a timely manner
5. Calculation, collection, and distribution of taxes

The State review the adequacy of our program by looking at the following areas: 1. Assessment, 2. Cartography and GIS Administration, 3. Property Valuation, 4. Processing of the Board of Property Tax Appeals, Magistrate and Regular Division Tax Court Appeals, 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 Actuals	FY22-23 Actuals	FY23-24 Amended Budget	FY23-24 Projected Year-End	FY24-25 Budget	Budget-to-Budget Changes:		3-Year Average	% Change from 3-Year Avg
						\$ FY23-24 to FY24-25	% FY23-24 to FY24-25		
<b>Beginning Fund Balance</b>	-	-	-	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	390,637	289,069	358,607	353,280	386,488	27,881	8%	344,329	12%
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	-	28,676	162%
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	2,334,055	2,264,294	2,607,144	2,497,172	-	(2,607,144)	-100%	2,365,174	-100%
<b>Operating Revenue</b>	<b>2,724,702</b>	<b>2,553,363</b>	<b>2,965,751</b>	<b>2,936,469</b>	<b>464,101</b>	<b>(2,501,650)</b>	<b>-84%</b>	<b>2,738,178</b>	<b>-83%</b>
<b>Total Revenue</b>	<b>2,724,702</b>	<b>2,553,363</b>	<b>2,965,751</b>	<b>2,936,469</b>	<b>464,101</b>	<b>(2,501,650)</b>	<b>-84%</b>	<b>2,738,178</b>	<b>-83%</b>
Personnel Services	2,124,335	1,890,983	1,942,637	1,951,485	2,319,356	376,719	19%	1,988,934	17%
Materials and Services	808,130	690,952	1,023,114	984,984	722,176	(300,938)	-29%	828,022	-13%
Capital Outlay	-	-	-	-	-	-	-	-	-
<b>Operating Expense</b>	<b>2,932,465</b>	<b>2,581,935</b>	<b>2,965,751</b>	<b>2,936,469</b>	<b>3,041,532</b>	<b>75,781</b>	<b>3%</b>	<b>2,816,956</b>	<b>8%</b>
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-	-	-
<b>Total Expense</b>	<b>2,932,465</b>	<b>2,581,935</b>	<b>2,965,751</b>	<b>2,936,469</b>	<b>3,041,532</b>	<b>75,781</b>	<b>3%</b>	<b>2,816,956</b>	<b>8%</b>
<b>Revenues Less Expenses</b>	<b>(207,762)</b>	<b>(28,572)</b>	<b>-</b>	<b>-</b>	<b>(2,577,431)</b>			<b>(78,778)</b>	

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

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

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

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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 Actuals	FY22-23 Actuals	FY23-24 Amended Budget	FY23-24 Projected Year-End	FY24-25 Budget	Budget-to-Budget Changes:		3-Year Average	% Change from 3-Year Avg
						\$ FY23-24 to FY24-25	% FY23-24 to FY24-25		
<b>Beginning Fund Balance</b>	-	-	-	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	390,637	289,069	317,623	312,905	342,318	24,695	8%	330,870	3%
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%	547,009	-88%
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	1,842,737	1,867,336	2,386,828	2,008,070	-	(2,386,828)	-100%	1,906,048	-100%
<b>Operating Revenue</b>	<b>3,657,921</b>	<b>2,296,698</b>	<b>2,728,451</b>	<b>2,397,161</b>	<b>408,846</b>	<b>(2,319,605)</b>	<b>-85%</b>	<b>2,783,927</b>	<b>-85%</b>
<b>Total Revenue</b>	<b>3,657,921</b>	<b>2,296,698</b>	<b>2,728,451</b>	<b>2,397,161</b>	<b>408,846</b>	<b>(2,319,605)</b>	<b>-85%</b>	<b>2,783,927</b>	<b>-85%</b>
Personnel Services	1,680,669	1,868,720	2,114,717	1,728,457	2,190,342	75,625	4%	1,759,282	25%
Materials and Services	470,825	322,315	613,734	668,704	400,961	(212,773)	-35%	487,281	-18%
Capital Outlay	-	-	-	-	-	-	-	-	-
<b>Operating Expense</b>	<b>2,151,495</b>	<b>2,191,035</b>	<b>2,728,451</b>	<b>2,397,161</b>	<b>2,591,303</b>	<b>(137,148)</b>	<b>-5%</b>	<b>2,246,564</b>	<b>15%</b>
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-	-	-
<b>Total Expense</b>	<b>2,151,495</b>	<b>2,191,035</b>	<b>2,728,451</b>	<b>2,397,161</b>	<b>2,591,303</b>	<b>(137,148)</b>	<b>-5%</b>	<b>2,246,564</b>	<b>15%</b>
<b>Revenues Less Expenses</b>	<b>1,506,426</b>	<b>105,662</b>	<b>-</b>	<b>-</b>	<b>(2,182,457)</b>			<b>537,363</b>	

Notes:  
 None.

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# Office of the County Clerk

Budget Presentation

FY24-25

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# County Clerk (13)

## 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
Clerk's Office	Office of the Clerk	1,127,550	1,127,550	-	0%	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	-
		6,153,363	6,153,363	2,641,000	43%	21.0	19.0	2.0
<b>FY23-24 Budget (Amended)</b>		4,466,329	4,466,329	-	-	21.0	18.0	3.0
<b>\$ Increase (Decrease)</b>		1,687,034	1,687,034	2,641,000		0.0	1.0	(1.0)
<b>% Increase ( Decrease)</b>		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).

**13-County Clerk / 100-General Fund  
Summary of Revenue and Expense**

	FY21-22	FY22-23	FY23-24	FY23-24	FY24-25	Budget-to-Budget Changes:		3-Year	% Change
	Actuals	Actuals	Amended Budget	Projected Year-End	Budget	\$ FY23-24 to FY24-25	% FY23-24 to FY24-25	Average	from 3-Year Average
<b>Beginning Fund Balance</b>	391,460	1,176,850	689,418	108,232	503,494	(185,924)	-27%	558,847	-10%
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	8,004	-	-	-	-	-	2,668	-100%
Charges, Fees, License, Permits	4,082,020	2,560,968	3,426,913	2,252,052	2,508,868	(918,045)	-27%	2,965,013	-15%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	412,871	193,165	350,000	523,000	500,000	150,000	43%	376,345	33%
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	-	350,000	-	1,031,739	2,641,000	2,641,000	-	460,580	473%
<b>Operating Revenue</b>	<b>4,494,892</b>	<b>3,112,137</b>	<b>3,776,913</b>	<b>3,806,791</b>	<b>5,649,868</b>	<b>1,872,955</b>	<b>50%</b>	<b>3,804,606</b>	<b>49%</b>
<b>Total Revenue</b>	<b>4,886,352</b>	<b>4,288,987</b>	<b>4,466,331</b>	<b>3,915,023</b>	<b>6,153,362</b>	<b>1,687,031</b>	<b>38%</b>	<b>4,363,454</b>	<b>41%</b>
Personnel Services	2,069,290	2,089,921	2,341,968	2,211,408	2,619,258	277,290	12%	2,123,540	23%
Materials and Services	1,462,217	1,887,984	1,276,361	1,085,121	2,043,943	767,582	60%	1,478,441	38%
Capital Outlay	4,690	-	600,000	-	600,000	-	0%	1,563	38276%
<b>Operating Expenditure</b>	<b>3,536,198</b>	<b>3,977,905</b>	<b>4,218,329</b>	<b>3,296,529</b>	<b>5,263,201</b>	<b>1,044,872</b>	<b>25%</b>	<b>3,603,544</b>	<b>46%</b>
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	173,304	202,849	248,000	115,000	240,000	(8,000)	-3%	163,718	47%
Transfers	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	650,162	650,162	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
<b>Total Expense</b>	<b>3,709,502</b>	<b>4,180,755</b>	<b>4,466,329</b>	<b>3,411,529</b>	<b>6,153,363</b>	<b>1,687,034</b>	<b>38%</b>	<b>3,767,262</b>	<b>63%</b>
<b>Revenues Less Expenses</b>	<b>1,176,850</b>	<b>108,232</b>	<b>-</b>	<b>503,494</b>	<b>-</b>			<b>596,192</b>	

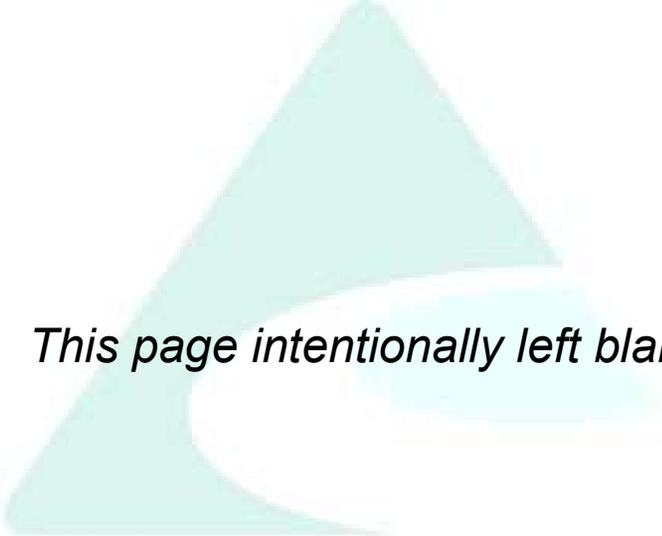
# 13-County Clerk / 230-Special Grants Fund

## Summary of Revenue and Expense

	FY21-22 Actuals	FY22-23 Actuals	FY23-24 Amended Budget	FY23-24 Projected Year-End	FY24-25 Budget	Budget-to-Budget Changes:		3-Year Average	% Change from 3-Year Average
						\$ FY23-24 to FY24-25	% FY23-24 to FY24-25		
<b>Beginning Fund Balance</b>	-	-	-	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	13,907	-	-	-	-	-	-	4,636	-100%
Charges, Fees, License, Permits	-	-	-	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	-	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-	-	-
<b>Operating Revenue</b>	<b>13,907</b>	-	-	-	-	-	-	<b>4,636</b>	<b>-100%</b>
<b>Total Revenue</b>	<b>13,907</b>	-	-	-	-	-	-	<b>4,636</b>	<b>-100%</b>
Personnel Services	13,907	-	-	-	-	-	-	4,636	-100%
Materials and Services	-	-	-	-	-	-	-	-	-
Capital Outlay	-	-	-	-	-	-	-	-	-
<b>Operating Expenditure</b>	<b>13,907</b>	-	-	-	-	-	-	<b>4,636</b>	<b>-100%</b>
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
<b>Total Expense</b>	<b>13,907</b>	-	-	-	-	-	-	<b>4,636</b>	<b>-100%</b>
<b>Revenues Less Expenses</b>	-	-	-	-	-				

Significant  
Changes  
from  
FY23-24  
Budget

Program	Changes
Office of the County Clerk	<p>Reduced revenue for recorded documents due to continued stagnation of the housing market, decreased housing activity (sales and refinances), and increased interest rates.</p> <p>Ongoing impact results in the need for General Fund Support to maintain statutorily required functions of the Elections, Recording, and Records Management Divisions.</p>
Elections	<p>Complete purchase and installation of Mail Ballot Sorter equipment to increase the efficiency of ballot processing and replace aging technology. One-time expense. Started FY23/24, operable for May 2025 Special Election.</p>
Recording	<p>Increased revenue for new services through officiating weddings and notary public services. Provides in-demand services to the public.</p> <p>Limited revenue generation. Ongoing.</p>
BOPTA/PVAB	<p>As a result of recent legislation, effective July 1, 2024, the Board of Property Tax Appeals is renamed to Property Valuation Appeals Board (PVAB). Little to no fiscal impact.</p>



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**CLACKAMAS**  
C O U N T Y



# County Clerk (13)

## 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
Clerk's Office	Office of the Clerk	1,127,550	1,127,550	-	0%	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	-
		<b>6,153,363</b>	<b>6,153,363</b>	<b>2,641,000</b>	<b>43%</b>	<b>21.0</b>	<b>19.0</b>	<b>2.0</b>
<b>FY23-24 Budget (Amended)</b>		4,466,329	4,466,329	-	-	21.0	18.0	3.0
<b>\$ Increase (Decrease)</b>		1,687,034	1,687,034	2,641,000		0.0	1.0	(1.0)
<b>% Increase (Decrease)</b>		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 \$1,127,550, 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



Budget Summary

	FY21-22 Actuals	FY22-23 Actuals	FY23-24 Amended Budget	FY23-24 Projected Year-End	FY24-25 Budget	Budget-to-Budget Changes:		3-Year Average	% Change from 3-Year Avg
						\$ FY23-24 to FY24-25	% FY23-24 to FY24-25		
<b>Beginning Fund Balance</b>	-	929,497	330,700	108,232	-	(330,700)	-100%	345,910	-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%	2,103,317	-23%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	-	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	-	350,000	-	25,739	-	-	-	125,246	-100%
<b>Operating Revenue</b>	<b>3,244,254</b>	<b>2,012,602</b>	<b>2,577,308</b>	<b>1,428,835</b>	<b>1,616,500</b>	<b>(960,808)</b>	<b>-37%</b>	<b>2,228,564</b>	<b>-27%</b>
<b>Total Revenue</b>	<b>3,244,254</b>	<b>2,942,099</b>	<b>2,908,008</b>	<b>1,537,067</b>	<b>1,616,500</b>	<b>(1,291,508)</b>	<b>-44%</b>	<b>2,574,473</b>	<b>-37%</b>
Personnel Services	133,487	572,694	535,147	513,212	556,357	21,210	4%	406,464	37%
Materials and Services	473,987	318,718	46,975	24,759	571,193	524,218	1116%	272,488	110%
Capital Outlay	-	-	-	-	-	-	-	-	-
<b>Operating Expense</b>	<b>607,474</b>	<b>891,412</b>	<b>582,122</b>	<b>537,971</b>	<b>1,127,550</b>	<b>545,428</b>	<b>94%</b>	<b>678,952</b>	<b>66%</b>
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-	-	-
<b>Total Expense</b>	<b>607,474</b>	<b>891,412</b>	<b>582,122</b>	<b>537,971</b>	<b>1,127,550</b>	<b>545,428</b>	<b>94%</b>	<b>678,952</b>	<b>66%</b>
<b>Revenues Less Expenses</b>	<b>2,636,780</b>	<b>2,050,687</b>	<b>2,325,886</b>	<b>999,096</b>	<b>488,950</b>			<b>1,895,521</b>	

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.
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**130102-Board of Property Tax Appeals (BOPTA)**  
 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:		3-Year Average	% Change from 3-Year Avg
						\$ FY23-24 to FY24-25	% FY23-24 to FY24-25		
<b>Beginning Fund Balance</b>	-	-	-	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	10,379	-	-	-	-	-	-	3,460	-100%
Charges, Fees, License, Permits, Fines	-	-	-	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	-	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	12,000	12,000	-	-	-
<b>Operating Revenue</b>	<b>10,379</b>	-	-	-	<b>12,000</b>	<b>12,000</b>	-	<b>3,460</b>	<b>247%</b>
<b>Total Revenue</b>	<b>10,379</b>	-	-	-	<b>12,000</b>	<b>12,000</b>	-	<b>3,460</b>	<b>247%</b>
Personnel Services	1,056,062	-	-	-	-	-	-	352,021	-100%
Materials and Services	4,527	7,887	4,000	6,000	12,000	8,000	200%	6,138	96%
Capital Outlay	-	-	-	-	-	-	-	-	-
<b>Operating Expense</b>	<b>1,060,589</b>	<b>7,887</b>	<b>4,000</b>	<b>6,000</b>	<b>12,000</b>	<b>8,000</b>	<b>200%</b>	<b>358,159</b>	<b>-97%</b>
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	8,000	-	-	(8,000)	-100%	-	-
Transfers	-	-	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-	-	-
<b>Total Expense</b>	<b>1,060,589</b>	<b>7,887</b>	<b>12,000</b>	<b>6,000</b>	<b>12,000</b>	-	<b>0%</b>	<b>358,159</b>	<b>-97%</b>
<b>Revenues Less Expenses</b>	<b>(1,050,210)</b>	<b>(7,887)</b>	<b>(12,000)</b>	<b>(6,000)</b>	-	-	-	<b>(354,699)</b>	

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

Explain all "Yes" boxes below

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

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

Explanation

The Elections Office receives UASI and EAC grant funding.



	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	3-Year Average	% Change from 3-Year Avg
<b>Beginning Fund Balance</b>	-	-	-	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	8,004	-	-	-	-	-	2,668	-100%
Charges, Fees, License, Permits, Fines	-	93,141	-	-	-	-	-	31,047	-100%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	412,751	193,165	350,000	523,000	500,000	150,000	43%	376,305	33%
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	2,397,788	2,397,788	-	-	-
<b>Operating Revenue</b>	<b>412,751</b>	<b>294,309</b>	<b>350,000</b>	<b>523,000</b>	<b>2,897,788</b>	<b>2,547,788</b>	<b>728%</b>	<b>410,020</b>	<b>607%</b>
<b>Total Revenue</b>	<b>412,751</b>	<b>294,309</b>	<b>350,000</b>	<b>523,000</b>	<b>2,897,788</b>	<b>2,547,788</b>	<b>728%</b>	<b>410,020</b>	<b>607%</b>
Personnel Services	336,416	598,533	624,154	563,548	824,288	200,135	32%	499,499	65%
Materials and Services	620,581	1,152,313	944,849	821,399	1,233,500	288,651	31%	864,764	43%
Capital Outlay	-	-	600,000	-	600,000	-	0%	-	-
<b>Operating Expense</b>	<b>956,997</b>	<b>1,750,846</b>	<b>2,169,003</b>	<b>1,384,947</b>	<b>2,657,788</b>	<b>488,786</b>	<b>23%</b>	<b>1,364,263</b>	<b>95%</b>
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	173,304	202,849	240,000	115,000	240,000	-	0%	163,718	47%
Transfers	-	-	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-	-	-
<b>Total Expense</b>	<b>1,130,301</b>	<b>1,953,695</b>	<b>2,409,003</b>	<b>1,499,947</b>	<b>2,897,788</b>	<b>488,786</b>	<b>20%</b>	<b>1,527,981</b>	<b>90%</b>
<b>Revenues Less Expenses</b>	(717,550)	(1,659,386)	(2,059,003)	(976,947)	-	-	-	(1,117,961)	-

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.



	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	3-Year Average	% Change from 3-Year Avg
<b>Beginning Fund Balance</b>	<b>391,460</b>	<b>247,353</b>	<b>358,718</b>	-	<b>503,494</b>	<b>144,776</b>	<b>40%</b>	<b>212,938</b>	<b>136%</b>
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	1,628	-	-	-	-	-	-	543	-100%
Charges, Fees, License, Permits, Fines	319,175	146,475	144,776	144,127	145,000	224	0%	203,259	-29%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	121	-	-	-	-	-	-	40	-100%
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	-	-	-	1,006,000	231,212	231,212	-	335,333	-31%
<b>Operating Revenue</b>	<b>320,924</b>	<b>146,475</b>	<b>144,776</b>	<b>1,150,127</b>	<b>376,212</b>	<b>231,436</b>	<b>160%</b>	<b>539,175</b>	<b>-30%</b>
<b>Total Revenue</b>	<b>712,384</b>	<b>393,828</b>	<b>503,494</b>	<b>1,150,127</b>	<b>879,706</b>	<b>376,212</b>	<b>75%</b>	<b>752,113</b>	<b>17%</b>
Personnel Services	150,150	346,459	557,309	507,512	592,241	34,933	6%	334,707	77%
Materials and Services	115,046	135,779	182,000	139,121	126,253	(55,747)	-31%	129,982	-3%
Capital Outlay	4,690	-	-	-	-	-	-	1,563	-100%
<b>Operating Expense</b>	<b>269,887</b>	<b>482,237</b>	<b>739,309</b>	<b>646,633</b>	<b>718,494</b>	<b>(20,814)</b>	<b>-3%</b>	<b>466,252</b>	<b>54%</b>
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	650,162	650,162	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-	-	-
<b>Total Expense</b>	<b>269,887</b>	<b>482,237</b>	<b>739,309</b>	<b>646,633</b>	<b>1,368,656</b>	<b>629,348</b>	<b>85%</b>	<b>466,252</b>	<b>194%</b>
<b>Revenues Less Expenses</b>	<b>442,497</b>	<b>(88,409)</b>	<b>(235,815)</b>	<b>503,494</b>	<b>(488,950)</b>			<b>285,861</b>	

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.



	FY21-22 Actuals	FY22-23 Actuals	FY23-24 Amended Budget	FY23-24 Projected Year-End	Budget-to-Budget Changes:			3-Year Average	% Change from 3-Year Avg
					FY24-25 Budget	\$ FY23-24 to FY24-25	% FY23-24 to FY24-25		
<b>Beginning Fund Balance</b>	-	-	-	-	-	-	-	-	-
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	-	-	-	-	-	-	-	-	-
<b>Operating Revenue</b>	-	-	-	-	<b>747,368</b>	<b>747,368</b>	-	-	-
<b>Total Revenue</b>	-	-	-	-	<b>747,368</b>	<b>747,368</b>	-	-	-
Personnel Services	-	-	-	-	646,371	646,371	-	-	-
Materials and Services	-	-	-	-	100,997	100,997	-	-	-
Capital Outlay	-	-	-	-	-	-	-	-	-
<b>Operating Expense</b>	-	-	-	-	<b>747,368</b>	<b>747,368</b>	-	-	-
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-	-	-
<b>Total Expense</b>	-	-	-	-	<b>747,368</b>	<b>747,368</b>	-	-	-
<b>Revenues Less Expenses</b>	-	-	-	-	-	-	-	-	-

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 Actuals	FY22-23 Actuals	FY23-24 Amended Budget	FY23-24 Projected Year-End	FY24-25 Budget	Budget-to-Budget Changes:		3-Year Average	% Change from 3-Year Avg
						\$ FY23-24 to FY24-25	% FY23-24 to FY24-25		
<b>Beginning Fund Balance</b>	-	-	-	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	1,900	-	-	-	-	-	-	633	-100%
Charges, Fees, License, Permits, Fines	518,591	657,269	704,829	704,829	-	(704,829)	-100%	626,896	-100%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	-	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-	-	-
<b>Operating Revenue</b>	<b>520,491</b>	<b>657,269</b>	<b>704,829</b>	<b>704,829</b>	-	<b>(704,829)</b>	<b>-100%</b>	<b>627,530</b>	<b>-100%</b>
<b>Total Revenue</b>	<b>520,491</b>	<b>657,269</b>	<b>704,829</b>	<b>704,829</b>	-	<b>(704,829)</b>	<b>-100%</b>	<b>627,530</b>	<b>-100%</b>
Personnel Services	407,082	572,235	625,359	627,136	-	(625,359)	-100%	535,484	-100%
Materials and Services	248,076	273,288	98,537	93,842	-	(98,537)	-100%	205,069	-100%
Capital Outlay	-	-	-	-	-	-	-	-	-
<b>Operating Expense</b>	<b>655,158</b>	<b>845,523</b>	<b>723,896</b>	<b>720,978</b>	-	<b>(723,896)</b>	<b>-100%</b>	<b>740,553</b>	<b>-100%</b>
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-	-	-
<b>Total Expense</b>	<b>655,158</b>	<b>845,523</b>	<b>723,896</b>	<b>720,978</b>	-	<b>(723,896)</b>	<b>-100%</b>	<b>740,553</b>	<b>-100%</b>
<b>Revenues Less Expenses</b>	<b>(134,667)</b>	<b>(188,254)</b>	<b>(19,067)</b>	<b>(16,149)</b>	-	-	-	<b>(113,023)</b>	-

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.



	FY21-22 Actuals	FY22-23 Actuals	FY23-24 Amended Budget	FY23-24 Projected Year-End	FY24-25 Budget	Budget-to-Budget Changes:		3-Year Average	% Change from 3-Year Avg
						\$ FY23-24 to FY24-25	% FY23-24 to FY24-25		
<b>Beginning Fund Balance</b>	-	-	-	-	-	-	-	-	-
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	-	-	-	-	-	-	-	-	-
<b>Operating Revenue</b>	-	<b>1,481</b>	-	-	-	-	-	-	-
<b>Total Revenue</b>	-	<b>1,481</b>	-	-	-	-	-	-	-
Personnel Services	-	-	-	-	-	-	-	-	-
Materials and Services	-	-	-	-	-	-	-	-	-
Capital Outlay	-	-	-	-	-	-	-	-	-
<b>Operating Expense</b>	-	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-	-	-
<b>Total Expense</b>	-	-	-	-	-	-	-	-	-
<b>Revenues Less Expenses</b>	-	<b>1,481</b>	-	-	-	-	-	-	-

Notes:  
None.

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# Justice Court

Budget Presentation  
FY24-25





# Justice Court (25)

## Department Budget Summary by Fund

Line of Business Name	Program Name	FY24-25 General Fund (100)	FY24-25 Total Budget	FY24-25 General Fund Support in Budget*	% of Total	FY24-25 FTE **		
						Total	Filled	Vacant
Justice Court Services	Criminal Division	3,671,701	3,671,701	-	0.0%	6.5	5.5	1.0
	Civil Division	135,000	135,000	-	0.0%	0.5	0.5	-
	<b>TOTAL</b>	<b>3,806,701</b>	<b>3,806,701</b>	<b>-</b>	<b>0.0%</b>	<b>7.0</b>	<b>6.0</b>	<b>1.0</b>
	<i>FY23-24 Budget (Amended)</i>	3,752,660	3,752,660	-	0.0%	7.0	6.0	1.0
	<i>\$ Increase (Decrease)</i>	54,041	54,041	-		0.0	0.0	0.0
	<i>% Increase (Decrease)</i>	1%	1%	-		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).

## 25-Justice Court / 100-General Fund

### Summary of Revenue and Expense

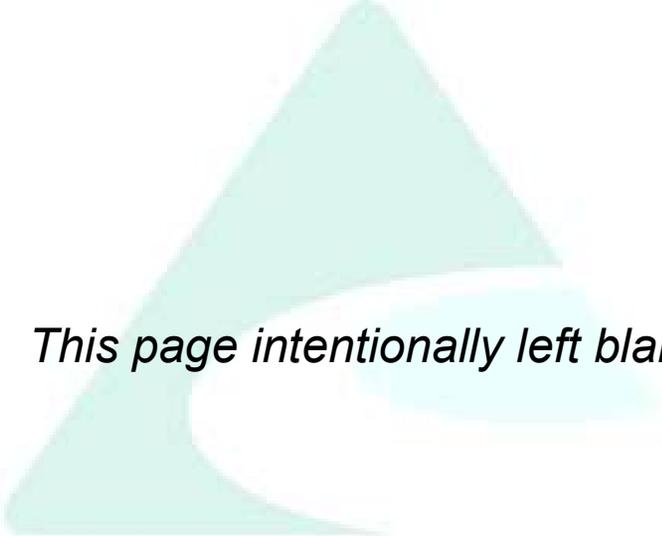
	FY21-22 Actuals	FY22-23 Actuals	FY23-24 Amended Budget	FY23-24 Projected Year-End	FY24-25 Budget	Budget-to-Budget Changes:		3-Year Average	% Change from 3-Year Average
						\$ FY23-24 to FY24-25	% FY23-24 to FY24-25		
<b>Beginning Fund Balance</b>	631,900	685,859	485,859	528,000	370,000	(115,859)	-24%	615,253	-40%
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	-	-	-	-	-	-	-	-
Charges, Fees, License, Permits	3,017,724	2,957,309	3,016,800	3,145,000	3,281,701	264,901	9%	3,040,011	8%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	453,476	293,539	250,000	175,000	155,000	(95,000)	-38%	307,338	-50%
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-	-	-
<b>Operating Revenue</b>	<b>3,471,200</b>	<b>3,250,848</b>	<b>3,266,800</b>	<b>3,320,000</b>	<b>3,436,701</b>	<b>169,901</b>	<b>5%</b>	<b>3,347,350</b>	<b>3%</b>
<b>Total Revenue</b>	<b>4,103,100</b>	<b>3,936,707</b>	<b>3,752,659</b>	<b>3,848,000</b>	<b>3,806,701</b>	<b>54,042</b>	<b>1%</b>	<b>3,962,603</b>	<b>-4%</b>
Personnel Services	682,646	639,726	940,092	1,042,934	948,536	8,443	1%	788,435	20%
Materials and Services	823,457	930,490	1,039,618	1,014,601	1,177,048	137,430	13%	922,849	28%
Capital Outlay	-	-	-	-	-	-	-	-	-
<b>Operating Expenditure</b>	<b>1,506,103</b>	<b>1,570,216</b>	<b>1,979,710</b>	<b>2,057,535</b>	<b>2,125,583</b>	<b>145,873</b>	<b>7%</b>	<b>1,711,285</b>	<b>24%</b>
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	926,506	672,168	1,200,000	1,200,000	1,200,000	-	0%	932,891	29%
Transfers	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
<b>Total Expense</b>	<b>2,432,609</b>	<b>2,242,384</b>	<b>3,179,710</b>	<b>3,257,535</b>	<b>3,325,583</b>	<b>145,873</b>	<b>5%</b>	<b>2,644,176</b>	<b>26%</b>
<b>Revenues Less Expenses</b>	<b>1,670,491</b>	<b>1,694,323</b>	<b>572,949</b>	<b>590,465</b>	<b>481,118</b>			<b>1,318,427</b>	

**25-Justice Court / 230-Special Grants Fund  
Summary of Revenue and Expense**

	FY21-22	FY22-23	FY23-24	FY23-24	FY24-25	Budget-to-Budget Changes:		3-Year	% Change
	Actuals	Actuals	Amended Budget	Projected Year-End	Budget	\$ FY23-24 to FY24-25	% FY23-24 to FY24-25	Average	from 3-Year Average
<b>Beginning Fund Balance</b>	-	-	-	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	9,064	-	-	-	-	-	-	3,021	-100%
Charges, Fees, License, Permits	-	-	-	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	-	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-	-	-
<b>Operating Revenue</b>	<b>9,064</b>	-	-	-	-	-	-	<b>3,021</b>	<b>-100%</b>
<b>Total Revenue</b>	<b>9,064</b>	-	-	-	-	-	-	<b>3,021</b>	<b>-100%</b>
Personnel Services	9,064	-	-	-	-	-	-	3,021	-100%
Materials and Services	-	-	-	-	-	-	-	-	-
Capital Outlay	-	-	-	-	-	-	-	-	-
<b>Operating Expenditure</b>	<b>9,064</b>	-	-	-	-	-	-	<b>3,021</b>	<b>-100%</b>
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
<b>Total Expense</b>	<b>9,064</b>	-	-	-	-	-	-	<b>3,021</b>	<b>-100%</b>
<b>Revenues Less Expenses</b>	-	-	-	-	-	-	-	-	-

Significant  
Changes  
from  
FY23-24  
Budget

Program	Changes
Criminal Division	The court is entering into an intergovernmental agreement with the City of Estacada to provide judicial services in which the Justice Court shall have all the judicial jurisdiction, authority, powers, functions, and duties of the Municipal Court of the City. There will be increased revenue to perform this function.



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CLACKAMAS  
COUNTY



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	3,671,701	3,671,701	-	0.0%	6.5	5.5	1.0	
	Civil Division	135,000	135,000	-	0.0%	0.5	0.5	-	
<b>TOTAL</b>		<b>3,806,701</b>	<b>3,806,701</b>	<b>-</b>	<b>0.0%</b>	<b>7.0</b>	<b>6.0</b>	<b>1.0</b>	
		<i>FY23-24 Budget (Amended)</i>	3,752,660	3,752,660	-	0.0%	7.0	6.0	1.0
		<i>\$ Increase (Decrease)</i>	54,041	54,041	-		0.0	0.0	0.0
		<i>% Increase (Decrease)</i>	1%	1%	-		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.	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>

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



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:		3-Year Average	% Change from 3-Year Avg
						\$ FY23-24 to FY24-25	% FY23-24 to FY24-25		
<b>Beginning Fund Balance</b>	<b>631,900</b>	<b>685,859</b>	<b>485,859</b>	<b>528,000</b>	<b>370,000</b>	<b>(115,859)</b>	<b>-24%</b>	<b>615,253</b>	<b>-40%</b>
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	9,064	-	-	-	-	-	-	3,021	-100%
Charges, Fees, License, Permits, Fines	2,949,091	2,804,978	2,856,000	3,020,000	3,146,701	290,701	10%	2,924,690	8%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	453,476	293,409	250,000	175,000	155,000	(95,000)	-38%	307,295	-50%
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-	-	-
<b>Operating Revenue</b>	<b>3,411,630</b>	<b>3,098,388</b>	<b>3,106,000</b>	<b>3,195,000</b>	<b>3,301,701</b>	<b>195,701</b>	<b>6%</b>	<b>3,235,006</b>	<b>2%</b>
<b>Total Revenue</b>	<b>4,043,530</b>	<b>3,784,247</b>	<b>3,591,859</b>	<b>3,723,000</b>	<b>3,671,701</b>	<b>79,842</b>	<b>2%</b>	<b>3,850,259</b>	<b>-5%</b>
Personnel Services	681,298	587,989	885,136	987,635	891,129	5,993	1%	752,307	18%
Materials and Services	821,906	930,030	1,039,618	1,005,001	1,167,448	127,830	12%	918,979	27%
Capital Outlay	-	-	-	-	-	-	-	-	-
<b>Operating Expense</b>	<b>1,503,204</b>	<b>1,518,018</b>	<b>1,924,753</b>	<b>1,992,636</b>	<b>2,058,576</b>	<b>133,823</b>	<b>7%</b>	<b>1,671,286</b>	<b>23%</b>
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	926,506	672,168	1,200,000	1,200,000	1,200,000	-	0%	932,891	29%
Transfers	-	-	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	467,106	-	413,125	(53,981)	-12%	-	-
<b>Total Expense</b>	<b>2,429,710</b>	<b>2,190,186</b>	<b>3,591,859</b>	<b>3,192,636</b>	<b>3,671,701</b>	<b>79,842</b>	<b>2%</b>	<b>2,604,177</b>	<b>41%</b>
<b>Revenues Less Expenses</b>	<b>1,613,821</b>	<b>1,594,060</b>	<b>-</b>	<b>530,364</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,246,082</b>	<b>-</b>

Notes:  
None.



Performance Narrative Statement

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

		Key Performance Measures			
		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  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



	FY21-22 Actuals	FY22-23 Actuals	FY23-24 Amended Budget	FY23-24 Projected Year-End	FY24-25 Budget	Budget-to-Budget Changes:		3-Year Average	% Change from 3-Year Avg
						\$ FY23-24 to FY24-25	% FY23-24 to FY24-25		
<b>Beginning Fund Balance</b>	-	-	-	-	-	-	-	-	-
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%	115,322	17%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	-	130	-	-	-	-	-	43	-100%
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-	-	-
<b>Operating Revenue</b>	<b>68,634</b>	<b>152,461</b>	<b>160,800</b>	<b>125,000</b>	<b>135,000</b>	<b>(25,800)</b>	<b>-16%</b>	<b>115,365</b>	<b>17%</b>
<b>Total Revenue</b>	<b>68,634</b>	<b>152,461</b>	<b>160,800</b>	<b>125,000</b>	<b>135,000</b>	<b>(25,800)</b>	<b>-16%</b>	<b>115,365</b>	<b>17%</b>
Personnel Services	10,412	51,738	54,956	55,299	57,407	2,450	4%	39,150	47%
Materials and Services	1,551	460	-	9,600	9,600	9,600	-	3,870	148%
Capital Outlay	-	-	-	-	-	-	-	-	-
<b>Operating Expense</b>	<b>11,963</b>	<b>52,198</b>	<b>54,956</b>	<b>64,899</b>	<b>67,007</b>	<b>12,050</b>	<b>22%</b>	<b>43,020</b>	<b>56%</b>
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	105,844	-	67,993	(37,851)	-36%	-	-
<b>Total Expense</b>	<b>11,963</b>	<b>52,198</b>	<b>160,800</b>	<b>64,899</b>	<b>135,000</b>	<b>(25,801)</b>	<b>-16%</b>	<b>43,020</b>	<b>214%</b>
<b>Revenues Less Expenses</b>	<b>56,670</b>	<b>100,263</b>	<b>-</b>	<b>60,101</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>72,345</b>	<b>-</b>

Notes:  
None.

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# District Attorney

Budget Presentation  
FY24-25





# 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)	ARPA* (230)	Total Budget	General Fund Support in Budget*	Total	Total	Filled	Vacant	
District Attorney's Office	Business Administration	1,732,116	-	1,732,116	1,721,014	99%	2.0	2.0	-	
	Office of the District Attorney	2,637,407		2,637,407	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	-	
								-	-	
<b>TOTAL</b>		19,676,235	200,000	19,876,235	15,124,802	76%	93.7	90.0	3.7	
		<b>FY23-24 Budget (Amended)</b>	18,604,119	200,000	18,804,119	14,789,791	79%	93.7	90.0	3.7
		<b>\$ Increase (Decrease)</b>	1,072,116	-	1,072,116	335,011		0.0	0.0	0.0
		<b>% Increase (Decrease)</b>	6%	0%	6%	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).

## 24-District Attorney (DA) / 100-General Fund

### Summary of Revenue and Expense

	FY21-22	FY22-23	FY23-24	FY23-24	FY24-25	Budget-to-Budget Changes:		3-Year Average	% Change from 3-Year Average
	Actuals	Actuals	Amended Budget	Projected Year-End		\$ FY23-24 to FY24-25	% FY23-24 to FY24-25		
<b>Beginning Fund Balance</b>	11,102	11,102	300,376	300,376	511,102	210,726	70%	107,527	375%
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	2,834,958	2,690,860	3,038,419	2,846,186	3,559,224	520,805	17%	2,790,668	28%
Charges, Fees, License, Permits	358,461	399,155	475,533	521,333	481,108	5,575	1%	426,316	13%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	4	206	-	-	-	-	-	70	-100%
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	11,803,701	13,358,824	14,789,791	14,789,791	15,124,802	335,011	2%	13,317,439	14%
<b>Operating Revenue</b>	<b>14,997,123</b>	<b>16,449,045</b>	<b>18,303,743</b>	<b>18,157,310</b>	<b>19,165,134</b>	<b>861,391</b>	<b>5%</b>	<b>16,534,493</b>	<b>16%</b>
<b>Total Revenue</b>	<b>15,008,225</b>	<b>16,460,147</b>	<b>18,604,119</b>	<b>18,457,686</b>	<b>19,676,236</b>	<b>1,072,117</b>	<b>6%</b>	<b>16,642,019</b>	<b>18%</b>
Personnel Services	12,689,324	13,583,245	15,615,890	14,904,366	16,524,379	908,489	6%	13,725,645	20%
Materials and Services	2,128,833	2,465,901	2,507,729	2,561,718	2,593,856	86,127	3%	2,385,484	9%
Capital Outlay	-	-	-	-	-	-	-	-	-
<b>Operating Expenditure</b>	<b>14,818,156</b>	<b>16,049,146</b>	<b>18,123,619</b>	<b>17,466,084</b>	<b>19,118,235</b>	<b>994,616</b>	<b>5%</b>	<b>16,111,129</b>	<b>19%</b>
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	480,500	480,500	480,500	480,500	558,000	77,500	16%	480,500	16%
Transfers	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
<b>Total Expense</b>	<b>15,298,656</b>	<b>16,529,646</b>	<b>18,604,119</b>	<b>17,946,584</b>	<b>19,676,235</b>	<b>1,072,116</b>	<b>6%</b>	<b>16,591,629</b>	<b>19%</b>
<b>Revenues Less Expenses</b>	<b>(290,431)</b>	<b>(69,500)</b>	<b>-</b>	<b>511,102</b>	<b>-</b>			<b>50,391</b>	

**24-District Attorney (DA) / 230-Special Grants Fund**

**Summary of Revenue and Expense**

	FY21-22	FY22-23	FY23-24	FY23-24	FY24-25	Budget-to-Budget Changes:		3-Year	% Change
	Actuals	Actuals	Amended Budget	Projected Year-End	Budget	\$ FY23-24 to FY24-25	% FY23-24 to FY24-25	Average	from 3-Year Average
<b>Beginning Fund Balance</b>	-	-	-	200,000	-	-	-	66,667	-100%
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	228,548	-	-	-	200,000	200,000	-	76,183	163%
Charges, Fees, License, Permits	-	-	-	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	200,000	-	-	(200,000)	-100%	-	-
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-	-	-
<b>Operating Revenue</b>	<b>228,548</b>	-	<b>200,000</b>	-	<b>200,000</b>	-	<b>0%</b>	<b>76,183</b>	<b>163%</b>
<b>Total Revenue</b>	<b>228,548</b>	-	<b>200,000</b>	<b>200,000</b>	<b>200,000</b>	-	<b>0%</b>	<b>142,849</b>	<b>40%</b>
Personnel Services	228,548	-	200,000	200,000	200,000	-	0%	142,849	40%
Materials and Services	-	-	-	-	-	-	-	-	-
Capital Outlay	-	-	-	-	-	-	-	-	-
<b>Operating Expenditure</b>	<b>228,548</b>	-	<b>200,000</b>	<b>200,000</b>	<b>200,000</b>	-	<b>0%</b>	<b>142,849</b>	<b>40%</b>
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
<b>Total Expense</b>	<b>228,548</b>	-	<b>200,000</b>	<b>200,000</b>	<b>200,000</b>	-	<b>0%</b>	<b>142,849</b>	<b>40%</b>
<b>Revenues Less Expenses</b>	-	-	-	-	-	-	-	-	-



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)	ARPA* (230)	Total Budget	General Fund Support in Budget*	Total	Total	Filled	Vacant
District Attorney's Office	Business Administration	1,732,116	-	1,732,116	1,721,014	99%	2.0	2.0	-
	Office of the District Attorney	2,637,407		2,637,407	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	-
								-	-
<b>TOTAL</b>		19,676,235	200,000	19,876,235	15,124,802	76%	93.7	90.0	3.7
<b>FY23-24 Budget (Amended)</b>		18,604,119	200,000	18,804,119	14,789,791	79%	93.7	90.0	3.7
<b>\$ Increase (Decrease)</b>		1,072,116	-	1,072,116	335,011		0.0	0.0	0.0
<b>% Increase (Decrease)</b>		6%	0%	6%	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).

Significant  
Changes  
from  
FY 2023-  
2024  
Budget

Program	Change(s)
Policy, Performance, & Partnerships	<p>The Clackamas DA’s Office has increased our Community Outreach with the introduction of 3 new partnerships with the citizens of Clackamas County.</p> <ol style="list-style-type: none"> <li>1) For the first time, the DA’s Office had employees in a booth at the County Fair to be available to answer questions and provide information to the citizens of Clackamas County.</li> <li>2) We just completed our 2<sup>nd</sup> annual Honoring Victims of Crime Event. This event was put on in conjunction with the DA’s Office, local Law Enforcement, and other Community Partners that provide support to victims of all crimes.</li> <li>3) DA John Wentworth created a DA Advisory Council, with residents of Clackamas County, that meets quarterly to help bridge the communication gap we may have with the people we serve in our community.</li> </ol>

Significant  
Changes  
from  
FY23-24  
Budget

Program	Changes
Family Support	Formed a partnership with the Family Justice Center to staff a Child Support Agent from the DA's Office at that office.
Victim Assistance	Our office was awarded a \$800,000 federal grant from DOJ for Bias and Hate Crimes. We will be able to hire an additional Victim Advocate with this funding. The plan is to hire a new advocate that is Multilingual, to better serve the victims of crimes in our community.



## 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 Service  Y

Shared Services  Y

Grant Funding  N

#### Explanation

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

Public Safety - District Attorney



240101-Business Administration

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

Budget Summary

	FY21-22 Actuals	FY22-23 Actuals	FY23-24 Amended Budget	FY23-24 Projected Year-End	FY24-25 Budget	Budget-to-Budget Changes:		3-Year Average	% Change from 3-Year Avg
						\$ FY23-24 to FY24-25	% FY23-24 to FY24-25		
<b>Beginning Fund Balance</b>	<b>11,102</b>	<b>11,102</b>	<b>11,102</b>	<b>11,102</b>	<b>11,102</b>	-	0%	<b>11,102</b>	<b>0%</b>
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	151,064	-	-	-	-	-	-	50,355	-100%
Charges, Fees, License, Permits, Fines	4,669	-	-	-	-	-	-	1,556	-100%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	-	111	-	-	-	-	-	37	-100%
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	5,318,944	3,429,449	1,983,977	3,187,566	1,721,014	(262,963)	-13%	3,978,653	-57%
<b>Operating Revenue</b>	<b>5,474,677</b>	<b>3,429,560</b>	<b>1,983,977</b>	<b>3,187,566</b>	<b>1,721,014</b>	<b>(262,963)</b>	<b>-13%</b>	<b>4,030,601</b>	<b>-57%</b>
<b>Total Revenue</b>	<b>5,485,779</b>	<b>3,440,662</b>	<b>1,995,079</b>	<b>3,198,668</b>	<b>1,732,116</b>	<b>(262,963)</b>	<b>-13%</b>	<b>4,041,703</b>	<b>-57%</b>
Personnel Services	2,702,394	889,677	296,651	1,441,945	294,410	(2,242)	-1%	1,678,005	-82%
Materials and Services	1,141,594	1,676,326	1,698,427	1,745,621	1,437,706	(260,721)	-15%	1,521,180	-5%
Capital Outlay	-	-	-	-	-	-	-	-	-
<b>Operating Expense</b>	<b>3,843,989</b>	<b>2,566,003</b>	<b>1,995,079</b>	<b>3,187,566</b>	<b>1,732,116</b>	<b>(262,963)</b>	<b>-13%</b>	<b>3,199,186</b>	<b>-46%</b>
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-	-	-
<b>Total Expense</b>	<b>3,843,989</b>	<b>2,566,003</b>	<b>1,995,079</b>	<b>3,187,566</b>	<b>1,732,116</b>	<b>(262,963)</b>	<b>-13%</b>	<b>3,199,186</b>	<b>-46%</b>
<b>Revenues Less Expenses</b>	<b>1,641,790</b>	<b>874,659</b>	<b>-</b>	<b>11,102</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>842,517</b>	<b>-</b>

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

	Budget-to-Budget Changes:							3-Year Average	% Change from 3-Year Avg
	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		
<b>Beginning Fund Balance</b>	-	-	-	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	-	-	-	200,000	200,000	-	-	-
Charges, Fees, License, Permits, Fines	618	-	-	-	-	-	-	206	-100%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	4	-	-	-	-	-	-	1	-100%
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	331,321	958,821	2,416,348	1,840,900	2,437,407	21,059	1%	1,043,681	134%
<b>Operating Revenue</b>	<b>331,943</b>	<b>958,821</b>	<b>2,416,348</b>	<b>1,840,900</b>	<b>2,637,407</b>	<b>221,059</b>	<b>9%</b>	<b>1,043,888</b>	<b>153%</b>
<b>Total Revenue</b>	<b>331,943</b>	<b>958,821</b>	<b>2,416,348</b>	<b>1,840,900</b>	<b>2,637,407</b>	<b>221,059</b>	<b>9%</b>	<b>1,043,888</b>	<b>153%</b>
Personnel Services	88,939	1,021,255	2,390,348	1,822,900	2,619,907	229,560	10%	977,698	168%
Materials and Services	241,766	-	26,000	18,000	17,500	(8,500)	-33%	86,589	-80%
Capital Outlay	-	-	-	-	-	-	-	-	-
<b>Operating Expense</b>	<b>330,705</b>	<b>1,021,255</b>	<b>2,416,348</b>	<b>1,840,900</b>	<b>2,637,407</b>	<b>221,060</b>	<b>9%</b>	<b>1,064,287</b>	<b>148%</b>
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-	-	-
<b>Total Expense</b>	<b>330,705</b>	<b>1,021,255</b>	<b>2,416,348</b>	<b>1,840,900</b>	<b>2,637,407</b>	<b>221,060</b>	<b>9%</b>	<b>1,064,287</b>	<b>148%</b>
<b>Revenues Less Expenses</b>	1,238	(62,434)	-	-	-	-	-	(20,399)	-

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 Actuals	FY22-23 Actuals	FY23-24 Amended Budget	FY23-24 Projected Year-End	FY24-25 Budget	Budget-to-Budget Changes:		3-Year Average	% Change from 3-Year Avg
						\$ FY23-24 to FY24-25	% FY23-24 to FY24-25		
<b>Beginning Fund Balance</b>	-	-	-	-	-	-	-	-	-
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%	203,625	45%
<b>Operating Revenue</b>	<b>96,280</b>	<b>295,196</b>	<b>316,575</b>	<b>219,400</b>	<b>295,320</b>	<b>(21,255)</b>	<b>-7%</b>	<b>203,625</b>	<b>45%</b>
<b>Total Revenue</b>	<b>96,280</b>	<b>295,196</b>	<b>316,575</b>	<b>219,400</b>	<b>295,320</b>	<b>(21,255)</b>	<b>-7%</b>	<b>203,625</b>	<b>45%</b>
Personnel Services	96,280	295,196	316,575	219,400	295,320	(21,255)	-7%	203,625	45%
Materials and Services	-	-	-	-	-	-	-	-	-
Capital Outlay	-	-	-	-	-	-	-	-	-
<b>Operating Expense</b>	<b>96,280</b>	<b>295,196</b>	<b>316,575</b>	<b>219,400</b>	<b>295,320</b>	<b>(21,255)</b>	<b>-7%</b>	<b>203,625</b>	<b>45%</b>
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-	-	-
<b>Total Expense</b>	<b>96,280</b>	<b>295,196</b>	<b>316,575</b>	<b>219,400</b>	<b>295,320</b>	<b>(21,255)</b>	<b>-7%</b>	<b>203,625</b>	<b>45%</b>
<b>Revenues Less Expenses</b>	-	-	-	-	-	-	-	-	-

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 Service  Y

Shared Services  Y

Grant Funding  Y

Funding is a complex mathematical formula; see federal guidelines.



**240202-Child Support Enforcement**  
 BCC Priority Alignment: Ensure Healthy, Safe, and Secure Communities

**Budget Summary**

	FY21-22 Actuals	FY22-23 Actuals	FY23-24 Amended Budget	FY23-24 Projected Year-End	FY24-25 Budget	Budget-to-Budget Changes:		3-Year Average	% Change from 3-Year Avg
						\$ FY23-24 to FY24-25	% FY23-24 to FY24-25		
<b>Beginning Fund Balance</b>	-	-	-	-	-	-	-	-	-
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%	1,528,745	32%
Charges, Fees, License, Permits, Fines	-	-	-	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	-	95	-	-	-	-	-	32	-100%
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	432,159	362,766	441,105	692,924	308,230	(132,875)	-30%	495,950	-38%
<b>Operating Revenue</b>	<b>1,943,259</b>	<b>1,787,235</b>	<b>2,206,795</b>	<b>2,343,685</b>	<b>2,329,615</b>	<b>122,820</b>	<b>6%</b>	<b>2,024,726</b>	<b>15%</b>
<b>Total Revenue</b>	<b>1,943,259</b>	<b>1,787,235</b>	<b>2,206,795</b>	<b>2,343,685</b>	<b>2,329,615</b>	<b>122,820</b>	<b>6%</b>	<b>2,024,726</b>	<b>15%</b>
Personnel Services	1,674,882	1,580,989	1,875,808	2,018,398	1,962,470	86,661	5%	1,758,089	12%
Materials and Services	308,740	289,389	330,987	325,287	367,145	36,158	11%	307,805	19%
Capital Outlay	-	-	-	-	-	-	-	-	-
<b>Operating Expense</b>	<b>1,983,622</b>	<b>1,870,377</b>	<b>2,206,795</b>	<b>2,343,685</b>	<b>2,329,615</b>	<b>122,819</b>	<b>6%</b>	<b>2,065,895</b>	<b>13%</b>
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-	-	-
<b>Total Expense</b>	<b>1,983,622</b>	<b>1,870,377</b>	<b>2,206,795</b>	<b>2,343,685</b>	<b>2,329,615</b>	<b>122,819</b>	<b>6%</b>	<b>2,065,895</b>	<b>13%</b>
<b>Revenues Less Expenses</b>	<b>(40,363)</b>	<b>(83,143)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(41,169)</b>	<b>-</b>

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**

	FY21-22 Actuals	FY22-23 Actuals	FY23-24 Amended Budget	FY23-24 Projected Year-End	FY24-25 Budget	Budget-to-Budget Changes:		3-Year Average	% Change from 3-Year Avg
						\$ FY23-24 to FY24-25	% FY23-24 to FY24-25		
<b>Beginning Fund Balance</b>	-	-	289,274	489,274	500,000	210,726	73%	163,091	207%
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%	4,047,562	80%
<b>Operating Revenue</b>	<b>2,780,238</b>	<b>3,645,948</b>	<b>6,758,990</b>	<b>5,716,500</b>	<b>7,480,975</b>	<b>721,985</b>	<b>11%</b>	<b>4,047,562</b>	<b>85%</b>
<b>Total Revenue</b>	<b>2,780,238</b>	<b>3,645,948</b>	<b>7,048,264</b>	<b>6,205,774</b>	<b>7,980,975</b>	<b>932,711</b>	<b>13%</b>	<b>4,210,653</b>	<b>90%</b>
Personnel Services	4,800,988	4,504,133	6,960,735	5,581,500	7,519,900	559,165	8%	4,962,207	52%
Materials and Services	84,252	143,253	87,529	124,274	461,075	373,546	427%	117,260	293%
Capital Outlay	-	-	-	-	-	-	-	-	-
<b>Operating Expense</b>	<b>4,885,240</b>	<b>4,647,385</b>	<b>7,048,264</b>	<b>5,705,774</b>	<b>7,980,975</b>	<b>932,711</b>	<b>13%</b>	<b>5,079,467</b>	<b>57%</b>
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-	-	-
<b>Total Expense</b>	<b>4,885,240</b>	<b>4,647,385</b>	<b>7,048,264</b>	<b>5,705,774</b>	<b>7,980,975</b>	<b>932,711</b>	<b>13%</b>	<b>5,079,467</b>	<b>57%</b>
<b>Revenues Less Expenses</b>	(2,105,002)	(1,001,437)	-	500,000	-	-	-	(868,813)	-

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**

	FY21-22 Actuals	FY22-23 Actuals	FY23-24 Amended Budget	FY23-24 Projected Year-End	FY24-25 Budget	Budget-to-Budget Changes:		3-Year Average	% Change from 3-Year Avg
						\$ FY23-24 to FY24-25	% FY23-24 to FY24-25		
<b>Beginning Fund Balance</b>	-	-	-	-	-	-	-	-	-
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%	356,241	7%
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%	1,689,286	7%
<b>Operating Revenue</b>	<b>1,857,666</b>	<b>2,275,916</b>	<b>2,122,226</b>	<b>2,003,000</b>	<b>2,186,791</b>	<b>64,565</b>	<b>3%</b>	<b>2,045,527</b>	<b>7%</b>
<b>Total Revenue</b>	<b>1,857,666</b>	<b>2,275,916</b>	<b>2,122,226</b>	<b>2,003,000</b>	<b>2,186,791</b>	<b>64,565</b>	<b>3%</b>	<b>2,045,527</b>	<b>7%</b>
Personnel Services	1,724,739	2,095,439	2,122,226	2,003,000	2,186,791	64,565	3%	1,941,059	13%
Materials and Services	46,457	40,387	-	-	-	-	-	28,948	-100%
Capital Outlay	-	-	-	-	-	-	-	-	-
<b>Operating Expense</b>	<b>1,771,196</b>	<b>2,135,825</b>	<b>2,122,226</b>	<b>2,003,000</b>	<b>2,186,791</b>	<b>64,565</b>	<b>3%</b>	<b>1,970,007</b>	<b>11%</b>
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-	-	-
<b>Total Expense</b>	<b>1,771,196</b>	<b>2,135,825</b>	<b>2,122,226</b>	<b>2,003,000</b>	<b>2,186,791</b>	<b>64,565</b>	<b>3%</b>	<b>1,970,007</b>	<b>11%</b>
<b>Revenues Less Expenses</b>	<b>86,469</b>	<b>140,090</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>75,520</b>	<b>-</b>

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 Actuals	FY22-23 Actuals	FY23-24 Amended Budget	FY23-24 Projected Year-End	FY24-25 Budget	Budget-to-Budget Changes:		3-Year Average	% Change from 3-Year Avg
						\$ FY23-24 to FY24-25	% FY23-24 to FY24-25		
<b>Beginning Fund Balance</b>	-	-	-	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	-	-	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines	-	1,580	-	-	-	-	-	527	-100%
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%	501,432	-23%
<b>Operating Revenue</b>	<b>233,334</b>	<b>816,141</b>	<b>358,489</b>	<b>456,400</b>	<b>384,599</b>	<b>26,110</b>	<b>7%</b>	<b>501,958</b>	<b>-23%</b>
<b>Total Revenue</b>	<b>233,334</b>	<b>816,141</b>	<b>358,489</b>	<b>456,400</b>	<b>384,599</b>	<b>26,110</b>	<b>7%</b>	<b>501,958</b>	<b>-23%</b>
Personnel Services	233,286	814,645	358,489	456,400	384,599	26,109	7%	501,444	-23%
Materials and Services	-	-	-	-	-	-	-	-	-
Capital Outlay	-	-	-	-	-	-	-	-	-
<b>Operating Expense</b>	<b>233,286</b>	<b>814,645</b>	<b>358,489</b>	<b>456,400</b>	<b>384,599</b>	<b>26,109</b>	<b>7%</b>	<b>501,444</b>	<b>-23%</b>
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-	-	-
<b>Total Expense</b>	<b>233,286</b>	<b>814,645</b>	<b>358,489</b>	<b>456,400</b>	<b>384,599</b>	<b>26,109</b>	<b>7%</b>	<b>501,444</b>	<b>-23%</b>
<b>Revenues Less Expenses</b>	<b>48</b>	<b>1,496</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>515</b>	<b>-</b>

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 Actuals	FY22-23 Actuals	FY23-24 Amended Budget	FY23-24 Projected Year-End	FY24-25 Budget	Budget-to-Budget Changes:		3-Year Average	% Change from 3-Year Avg
						\$ FY23-24 to FY24-25	% FY23-24 to FY24-25		
<b>Beginning Fund Balance</b>	-	-	-	-	-	-	-	-	-
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%	210,815	-98%
<b>Operating Revenue</b>	<b>158,147</b>	<b>446,683</b>	<b>7,000</b>	<b>27,614</b>	<b>5,000</b>	<b>(2,000)</b>	<b>-29%</b>	<b>210,815</b>	<b>-98%</b>
<b>Total Revenue</b>	<b>158,147</b>	<b>446,683</b>	<b>7,000</b>	<b>27,614</b>	<b>5,000</b>	<b>(2,000)</b>	<b>-29%</b>	<b>210,815</b>	<b>-98%</b>
Personnel Services	158,147	446,684	-	23,614	-	-	-	209,481	-100%
Materials and Services	-	-	7,000	4,000	5,000	(2,000)	-29%	1,333	275%
Capital Outlay	-	-	-	-	-	-	-	-	-
<b>Operating Expense</b>	<b>158,147</b>	<b>446,684</b>	<b>7,000</b>	<b>27,614</b>	<b>5,000</b>	<b>(2,000)</b>	<b>-29%</b>	<b>210,815</b>	<b>-98%</b>
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-	-	-
<b>Total Expense</b>	<b>158,147</b>	<b>446,684</b>	<b>7,000</b>	<b>27,614</b>	<b>5,000</b>	<b>(2,000)</b>	<b>-29%</b>	<b>210,815</b>	<b>-98%</b>
<b>Revenues Less Expenses</b>	-	-	-	-	-	-	-	-	-

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:		3-Year Average	% Change from 3-Year Avg
						\$ FY23-24 to FY24-25	% FY23-24 to FY24-25		
<b>Beginning Fund Balance</b>	-	-	-	-	-	-	-	-	-
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%	454,632	-79%
<b>Operating Revenue</b>	<b>322,189</b>	<b>809,062</b>	<b>159,847</b>	<b>232,645</b>	<b>96,739</b>	<b>(63,108)</b>	<b>-39%</b>	<b>454,632</b>	<b>-79%</b>
<b>Total Revenue</b>	<b>322,189</b>	<b>809,062</b>	<b>159,847</b>	<b>232,645</b>	<b>96,739</b>	<b>(63,108)</b>	<b>-39%</b>	<b>454,632</b>	<b>-79%</b>
Personnel Services	270,147	802,688	99,847	188,645	59,500	(40,347)	-40%	420,493	-86%
Materials and Services	51,246	6,374	60,000	44,000	37,239	(22,761)	-38%	33,873	10%
Capital Outlay	-	-	-	-	-	-	-	-	-
<b>Operating Expense</b>	<b>321,393</b>	<b>809,062</b>	<b>159,847</b>	<b>232,645</b>	<b>96,739</b>	<b>(63,108)</b>	<b>-39%</b>	<b>454,367</b>	<b>-79%</b>
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-	-	-
<b>Total Expense</b>	<b>321,393</b>	<b>809,062</b>	<b>159,847</b>	<b>232,645</b>	<b>96,739</b>	<b>(63,108)</b>	<b>-39%</b>	<b>454,367</b>	<b>-79%</b>
<b>Revenues Less Expenses</b>	<b>796</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>265</b>	<b>-</b>

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:		3-Year Average	% Change from 3-Year Avg
						\$ FY23-24 to FY24-25	% FY23-24 to FY24-25		
<b>Beginning Fund Balance</b>	-	-	-	-	-	-	-	-	-
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%	1,287,751	4%
Charges, Fees, License, Permits, Fines	35,815	68,400	99,143	99,143	101,108	1,965	2%	67,786	49%
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%	691,804	14%
<b>Operating Revenue</b>	<b>2,027,940</b>	<b>1,984,484</b>	<b>2,173,496</b>	<b>2,129,600</b>	<b>2,227,674</b>	<b>54,178</b>	<b>2%</b>	<b>2,047,341</b>	<b>9%</b>
<b>Total Revenue</b>	<b>2,027,940</b>	<b>1,984,484</b>	<b>2,173,496</b>	<b>2,129,600</b>	<b>2,227,674</b>	<b>54,178</b>	<b>2%</b>	<b>2,047,341</b>	<b>9%</b>
Personnel Services	1,168,071	1,132,540	1,395,210	1,348,564	1,401,483	6,273	0%	1,216,392	15%
Materials and Services	254,777	310,173	297,786	300,536	268,191	(29,595)	-10%	288,495	-7%
Capital Outlay	-	-	-	-	-	-	-	-	-
<b>Operating Expense</b>	<b>1,422,847</b>	<b>1,442,713</b>	<b>1,692,996</b>	<b>1,649,100</b>	<b>1,669,674</b>	<b>(23,322)</b>	<b>-1%</b>	<b>1,504,887</b>	<b>11%</b>
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	480,500	480,500	480,500	480,500	558,000	77,500	16%	480,500	16%
Transfers	-	-	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-	-	-
<b>Total Expense</b>	<b>1,903,347</b>	<b>1,923,213</b>	<b>2,173,496</b>	<b>2,129,600</b>	<b>2,227,674</b>	<b>54,178</b>	<b>2%</b>	<b>1,985,387</b>	<b>12%</b>
<b>Revenues Less Expenses</b>	<b>124,593</b>	<b>61,271</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>61,954</b>	<b>-</b>

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.

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# Clackamas County Sheriff's Office

Budget Presentation  
FY24-25



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 (206)	Inmate Welfare Special Fund (207)	CCSO Forfeitures (209)	ARPA Fund (230)	Total Budget	General Fund Support in Budget*	Total	Total	Filled	Vacant
Administration	Office of the Sheriff	2,970,608					2,970,608	1,737,154	58%	10.0	10.0	-
	Finance	1,397,522					1,397,522	840,515	60%	7.0	6.0	1.0
	Operational Support	8,771,290					8,771,290	5,988,148	68%	27.0	27.0	-
	Professional Standards	144,404					144,404	89,456	62%	1.0	-	1.0
	Public Information Office (PIO)	939,650					939,650	567,550	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	434,871					434,871	434,871	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)	2,087,139					2,087,139	2,087,139	100%	9.0	8.0	1.0
	Investigations	8,769,275					8,769,275	8,416,149	96%	34.0	30.0	4.0
	Patrol	18,770,810					18,770,810	17,834,946	95%	73.8	68.8	5.0
	Traffic Enforcement	1,235,966					1,235,966	1,040,966	84%	4.0	4.0	-
	CCSO Forfeitures				933,742		933,742	-	0%	0.0	-	-
Public Safety	Civil	7,099,618					7,099,618	5,879,934	83%	28.0	26.0	2.0
	Parole and Probation	21,282,873					21,282,873	8,044,852	38%	94.0	78.0	16.0
	Jail	27,159,687					27,159,687	26,984,687	99%	115.0	109.0	6.0
	Inmate Welfare	-		126,500			126,500	-	0%	0.0	-	-
Training	Public Safety Training Center (PSTC)	1,181,940					1,181,940	76,965	7%	4.0	4.0	-
	Training & Wellness	2,545,533					2,545,533	1,680,214	66%	8.0	8.0	-
Sheriff Operating Levy	Sheriff Operating Levy		31,673,172				31,673,172	-	0%	92.0	68.0	24.0
		123,646,532	31,673,172	126,500	933,742	-	156,379,946	81,768,329	52%	592.0	530.0	62.0
<b>FY23-24 Budget (Amended)</b>		114,565,321	30,488,707	230,500	966,893	200,000	146,451,421	74,629,146	51%	590.0	524.0	66.0
<b>\$ Increase (Decrease)</b>		9,081,211	1,184,465	(104,000)	(33,151)	(200,000)	9,928,525	7,139,183		2.0	6.0	-4.0
<b>% Increase (Decrease)</b>		8%	4%	-45%	-3%	-100%	7%	10%		0%	1%	-6%

\*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).

## 21-Sheriff's Office (CCSO) / 100-General Fund

### Summary of Revenue and Expense

	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	3-Year Average	% Change from 3-Year Average
<b>Beginning Fund Balance</b>	1,223,493	519,147	1,718,378	295,588	80,904	(1,637,474)	-95%	679,409	-88%
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	2,059,093	10,238,001	13,288,870	14,521,265	13,577,726	288,856	2%	8,939,453	52%
Charges, Fees, License, Permits	12,744,890	16,077,398	18,065,187	18,815,479	20,625,423	2,560,236	14%	15,879,256	30%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	6,704,815	6,322,191	6,836,188	7,373,777	7,152,429	316,241	5%	6,800,261	5%
Other Interfund Transfers	-	-	27,552	27,552	441,720	414,168	1503%	9,184	4710%
General Fund Support	66,533,841	73,371,047	74,629,146	76,629,147	81,768,329	7,139,183	10%	72,178,012	13%
<b>Operating Revenue</b>	<b>88,042,639</b>	<b>106,008,638</b>	<b>112,846,943</b>	<b>117,367,220</b>	<b>123,565,627</b>	<b>10,718,684</b>	<b>9%</b>	<b>103,806,166</b>	<b>19%</b>
<b>Total Revenue</b>	<b>89,266,132</b>	<b>106,527,785</b>	<b>114,565,321</b>	<b>117,662,808</b>	<b>123,646,531</b>	<b>9,081,210</b>	<b>8%</b>	<b>104,485,575</b>	<b>18%</b>
Personnel Services	67,704,773	81,981,903	85,719,541	88,550,751	91,406,814	5,687,273	7%	79,412,476	15%
Materials and Services	18,028,069	20,573,663	26,267,082	27,847,067	27,908,408	1,641,326	6%	22,149,600	26%
Capital Outlay	2,023,295	3,501,214	2,157,775	2,533,947	3,837,694	1,679,919	78%	2,686,152	43%
<b>Operating Expenditure</b>	<b>87,756,136</b>	<b>106,056,780</b>	<b>114,144,398</b>	<b>118,931,765</b>	<b>123,152,916</b>	<b>9,008,518</b>	<b>8%</b>	<b>104,248,227</b>	<b>18%</b>
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	250,697	234,600	437,253	232,920	(1,680)	-1%	229,317	2%
Transfers	152,473	146,181	186,322	186,322	260,696	74,374	40%	161,659	61%
Contingency	-	-	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
<b>Total Expense</b>	<b>87,908,609</b>	<b>106,453,658</b>	<b>114,565,320</b>	<b>119,555,340</b>	<b>123,646,532</b>	<b>9,081,212</b>	<b>8%</b>	<b>104,639,203</b>	<b>18%</b>
<b>Revenues Less Expenses</b>	<b>1,357,523</b>	<b>74,127</b>	<b>-</b>	<b>(1,892,532)</b>	<b>-</b>			<b>(153,627)</b>	

## 21-Sheriff's Office (CCSO) / 206-Sheriff's Operating Levy

### Summary of Revenue and Expense

	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	3-Year Average	% Change from 3-Year Average
<b>Beginning Fund Balance</b>	2,503,197	3,981,389	6,610,707	7,808,077	7,684,147	1,073,440	16%	4,764,221	61%
Taxes	13,760,383	21,531,563	23,793,000	22,248,966	23,821,825	28,825	0%	19,180,304	24%
Federal, State, Local, All Other Gifts	168,918	225,676	-	36,209	2,200	2,200	-	143,601	-98%
Charges, Fees, License, Permits	-	-	-	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	14,808	280,831	85,000	174,955	165,000	80,000	94%	156,865	5%
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-	-	-
<b>Operating Revenue</b>	<b>13,944,110</b>	<b>22,038,070</b>	<b>23,878,000</b>	<b>22,460,130</b>	<b>23,989,025</b>	<b>111,025</b>	<b>0%</b>	<b>19,480,770</b>	<b>23%</b>
<b>Total Revenue</b>	<b>16,447,306</b>	<b>26,019,459</b>	<b>30,488,707</b>	<b>30,268,207</b>	<b>31,673,172</b>	<b>1,184,465</b>	<b>4%</b>	<b>24,244,991</b>	<b>31%</b>
Personnel Services	9,645,457	9,792,606	15,087,089	13,223,340	17,076,686	1,989,598	13%	10,887,135	57%
Materials and Services	2,816,733	7,267,903	8,109,957	8,672,861	7,473,779	(636,178)	-8%	6,252,499	20%
Capital Outlay	-	1,127,565	175,000	687,859	1,240,739	1,065,739	609%	605,141	105%
<b>Operating Expenditure</b>	<b>12,462,190</b>	<b>18,188,074</b>	<b>23,372,046</b>	<b>22,584,060</b>	<b>25,791,205</b>	<b>2,419,159</b>	<b>10%</b>	<b>17,744,775</b>	<b>45%</b>
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	3,727	23,308	-	-	-	-	-	9,012	-100%
Transfers	-	-	-	-	-	-	-	-	-
Contingency	-	-	7,116,661	-	5,881,967	(1,234,694)	-17%	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
<b>Total Expense</b>	<b>12,465,917</b>	<b>18,211,382</b>	<b>30,488,707</b>	<b>22,584,060</b>	<b>31,673,172</b>	<b>1,184,465</b>	<b>4%</b>	<b>17,753,786</b>	<b>78%</b>
<b>Revenues Less Expenses</b>	<b>3,981,389</b>	<b>7,808,077</b>	<b>-</b>	<b>7,684,147</b>	<b>-</b>			<b>6,491,204</b>	

## 21-Sheriff's Office (CCSO) / 207-Inmate Welfare Special Fund

### Summary of Revenue and Expense

	FY21-22 Actuals	FY22-23 Actuals	FY23-24 Amended Budget	FY23-24 Projected Year-End	FY24-25 Budget	Budget-to-Budget Changes:		3-Year Average	% Change from 3-Year Average
						\$ FY23-24 to FY24-25	% FY23-24 to FY24-25		
<b>Beginning Fund Balance</b>	-	128,301	104,801	84,534	-	(104,801)	-100%	70,945	-100%
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	-	-	-	-	-	-	-	-
Charges, Fees, License, Permits	-	85,462	125,699	37,286	125,000	(699)	-1%	40,916	206%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	-	14	-	2,835	1,500	1,500	-	950	58%
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-	-	-
<b>Operating Revenue</b>	-	<b>85,476</b>	<b>125,699</b>	<b>40,121</b>	<b>126,500</b>	<b>801</b>	<b>1%</b>	<b>41,866</b>	<b>202%</b>
<b>Total Revenue</b>	-	<b>213,778</b>	<b>230,500</b>	<b>124,655</b>	<b>126,500</b>	<b>(104,000)</b>	<b>-45%</b>	<b>112,811</b>	<b>12%</b>
Personnel Services	-	-	-	-	-	-	-	-	-
Materials and Services	-	129,244	230,500	124,655	126,500	(104,000)	-45%	84,633	49%
Capital Outlay	-	-	-	-	-	-	-	-	-
<b>Operating Expenditure</b>	-	<b>129,244</b>	<b>230,500</b>	<b>124,655</b>	<b>126,500</b>	<b>(104,000)</b>	<b>-45%</b>	<b>84,633</b>	<b>49%</b>
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
<b>Total Expense</b>	-	<b>129,244</b>	<b>230,500</b>	<b>124,655</b>	<b>126,500</b>	<b>(104,000)</b>	<b>-45%</b>	<b>84,633</b>	<b>49%</b>
<b>Revenues Less Expenses</b>	-	<b>84,534</b>	-	-	-			<b>28,178</b>	

## 21-Sheriff's Office (CCSO) / 209-CCSO Forfeitures

### Summary of Revenue and Expense

	FY21-22 Actuals	FY22-23 Actuals	FY23-24 Amended Budget	FY23-24 Projected Year-End	FY24-25 Budget	Budget-to-Budget Changes:		3-Year Average	% Change from 3-Year Average
						\$ FY23-24 to FY24-25	% FY23-24 to FY24-25		
<b>Beginning Fund Balance</b>	-	710,075	541,893	856,677	563,742	21,849	4%	522,251	8%
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	161,943	425,000	111,000	350,000	(75,000)	-18%	90,981	285%
Charges, Fees, License, Permits	-	-	-	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	-	2,151	-	88,881	20,000	20,000	-	30,344	-34%
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-	-	-
<b>Operating Revenue</b>	-	<b>164,094</b>	<b>425,000</b>	<b>199,881</b>	<b>370,000</b>	<b>(55,000)</b>	<b>-13%</b>	<b>121,325</b>	<b>205%</b>
<b>Total Revenue</b>	-	<b>874,168</b>	<b>966,893</b>	<b>1,056,558</b>	<b>933,742</b>	<b>(33,151)</b>	<b>-3%</b>	<b>643,575</b>	<b>45%</b>
Personnel Services	-	-	-	-	-	-	-	-	-
Materials and Services	-	85	966,893	500	164,357	(802,536)	-83%	195	84197%
Capital Outlay	-	17,406	-	492,316	769,385	769,385	-	169,907	353%
<b>Operating Expenditure</b>	-	<b>17,491</b>	<b>966,893</b>	<b>492,816</b>	<b>933,742</b>	<b>(33,151)</b>	<b>-3%</b>	<b>170,102</b>	<b>449%</b>
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
<b>Total Expense</b>	-	<b>17,491</b>	<b>966,893</b>	<b>492,816</b>	<b>933,742</b>	<b>(33,151)</b>	<b>-3%</b>	<b>170,102</b>	<b>449%</b>
<b>Revenues Less Expenses</b>	-	<b>856,677</b>	-	<b>563,742</b>	-			<b>473,473</b>	

## 21-Sheriff's Office (CCSO) / 230-Special Grants Fund

### Summary of Revenue and Expense

	FY21-22 Actuals	FY22-23 Actuals	FY23-24 Amended Budget	FY23-24 Projected Year-End	FY24-25 Budget	Budget-to-Budget Changes:		3-Year Average	% Change from 3-Year Average
						\$ FY23-24 to FY24-25	% FY23-24 to FY24-25		
<b>Beginning Fund Balance</b>	-	-	-	200,000	-	-	-	66,667	-100%
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	1,438,080	-	-	-	-	-	-	479,360	-100%
Charges, Fees, License, Permits	-	-	-	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	200,000	-	-	(200,000)	-100%	-	-
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-	-	-
<b>Operating Revenue</b>	<b>1,438,080</b>	-	<b>200,000</b>	-	-	<b>(200,000)</b>	<b>-100%</b>	<b>479,360</b>	<b>-100%</b>
<b>Total Revenue</b>	<b>1,438,080</b>	-	<b>200,000</b>	<b>200,000</b>	-	<b>(200,000)</b>	<b>-100%</b>	<b>546,027</b>	<b>-100%</b>
Personnel Services	1,438,080	-	-	-	-	-	-	479,360	-100%
Materials and Services	-	-	200,000	200,000	-	(200,000)	-100%	66,667	-100%
Capital Outlay	-	-	-	-	-	-	-	-	-
<b>Operating Expenditure</b>	<b>1,438,080</b>	-	<b>200,000</b>	<b>200,000</b>	-	<b>(200,000)</b>	<b>-100%</b>	<b>546,027</b>	<b>-100%</b>
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
<b>Total Expense</b>	<b>1,438,080</b>	-	<b>200,000</b>	<b>200,000</b>	-	<b>(200,000)</b>	<b>-100%</b>	<b>546,027</b>	<b>-100%</b>
<b>Revenues Less Expenses</b>	-	-	-	-	-	-	-	-	-

## 22-Community Corrections / 100-General Fund

### Summary of Revenue and Expense

	FY21-22 Actuals	FY22-23 Actuals	FY23-24 Amended Budget	FY23-24 Projected Year-End	FY24-25 Budget	Budget-to-Budget Changes:		3-Year Average	% Change from 3-Year Average
						\$ FY23-24 to FY24-25	% FY23-24 to FY24-25		
<b>Beginning Fund Balance</b>	2,284,523	-	-	-	-	-	-	761,508	-100%
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	7,947,587	-	-	-	-	-	-	2,649,196	-100%
Charges, Fees, License, Permits	698,620	-	-	-	-	-	-	232,873	-100%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	23,205	-	-	-	-	-	-	7,735	-100%
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	4,115,076	-	-	-	-	-	-	1,371,692	-100%
<b>Operating Revenue</b>	<b>12,784,489</b>	-	-	-	-	-	-	<b>4,261,496</b>	<b>-100%</b>
<b>Total Revenue</b>	<b>15,069,012</b>	-	-	-	-	-	-	<b>5,023,004</b>	<b>-100%</b>
Personnel Services	11,103,705	-	-	-	-	-	-	3,701,235	-100%
Materials and Services	3,918,401	-	-	-	-	-	-	1,306,134	-100%
Capital Outlay	-	-	-	-	-	-	-	-	-
<b>Operating Expenditure</b>	<b>15,022,106</b>	-	-	-	-	-	-	<b>5,007,369</b>	<b>-100%</b>
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	46,906	-	-	-	-	-	-	15,635	-100%
Transfers	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
<b>Total Expense</b>	<b>15,069,012</b>	-	-	-	-	-	-	<b>5,023,004</b>	<b>-100%</b>
<b>Revenues Less Expenses</b>	-	-	-	-	-	-	-	-	-

**22-Community Corrections / 230-Special Grants Fund  
Summary of Revenue and Expense**

	FY21-22	FY22-23	FY23-24	FY23-24	FY24-25	Budget-to-Budget Changes:		3-Year	% Change
	Actuals	Actuals	Amended Budget	Projected Year-End	Budget	\$ FY23-24 to FY24-25	% FY23-24 to FY24-25	Average	from 3-Year Average
<b>Beginning Fund Balance</b>	-	-	-	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	204,449	-	-	-	-	-	-	68,150	-100%
Charges, Fees, License, Permits	-	-	-	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	-	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-	-	-
<b>Operating Revenue</b>	<b>204,449</b>	-	-	-	-	-	-	<b>68,150</b>	<b>-100%</b>
<b>Total Revenue</b>	<b>204,449</b>	-	-	-	-	-	-	<b>68,150</b>	<b>-100%</b>
Personnel Services	204,449	-	-	-	-	-	-	68,150	-100%
Materials and Services	-	-	-	-	-	-	-	-	-
Capital Outlay	-	-	-	-	-	-	-	-	-
<b>Operating Expenditure</b>	<b>204,449</b>	-	-	-	-	-	-	<b>68,150</b>	<b>-100%</b>
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
<b>Total Expense</b>	<b>204,449</b>	-	-	-	-	-	-	<b>68,150</b>	<b>-100%</b>
<b>Revenues Less Expenses</b>	-	-	-	-	-	-	-	-	-

Significant  
Changes  
from  
FY23-24  
Budget

Program	Change(s)
All	CCSO filled 91.4% of its sworn positions
	New Clackamas County Peace Officers' Association Collective Bargaining Agreement
	Depleted ARPA funding to CCSO for lost revenue recovery
	Implemented County-approved CCSO indirect cost model
Jail	Received funding from Opioid settlement



**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)	ARPA Fund (230)	Total Budget	General Fund Support in Budget*	Total	Total	Filled	Vacant
Administration	Office of the Sheriff	2,970,608				-	2,970,608	1,737,154	58%	10.0	10.0	-
	Finance	1,397,522				-	1,397,522	840,515	60%	7.0	6.0	1.0
	Operational Support	8,771,290				-	8,771,290	5,988,148	68%	27.0	27.0	-
	Professional Standards	144,404				-	144,404	89,456	62%	1.0	-	1.0
	Public Information Office (PIO)	939,650				-	939,650	567,550	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	434,871				-	434,871	434,871	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)	2,087,139				-	2,087,139	2,087,139	100%	9.0	8.0	1.0
	Investigations	8,769,275				-	8,769,275	8,416,149	96%	34.0	30.0	4.0
	Patrol	18,770,810				-	18,770,810	17,834,946	95%	73.8	68.8	5.0
	Traffic Enforcement	1,235,966				-	1,235,966	1,040,966	84%	4.0	4.0	-
	CCSO Forfeitures				933,742		933,742	-	0%	0.0	-	-
Public Safety	Civil	7,099,618				-	7,099,618	5,879,934	83%	28.0	26.0	2.0
	Parole and Probation	21,282,873				-	21,282,873	8,044,852	38%	94.0	78.0	16.0
	Jail	27,159,687				-	27,159,687	26,984,687	99%	115.0	109.0	6.0
	Inmate Welfare	-		126,500		-	126,500	-	0%	0.0	-	-
Training	Public Safety Training Center (PSTC)	1,181,940				-	1,181,940	76,965	7%	4.0	4.0	-
	Training & Wellness	2,545,533				-	2,545,533	1,680,214	66%	8.0	8.0	-
Sheriff Operating Levy	Sheriff Operating Levy		31,673,172			-	31,673,172	-	0%	92.0	68.0	24.0
		123,646,532	31,673,172	126,500	933,742	-	156,379,946	81,768,329	52%	592.0	530.0	62.0
<b>FY23-24 Budget (Amended)</b>		114,565,321	30,488,707	230,500	966,893	200,000	146,451,421	74,629,146	51%	590.0	524.0	66.0
<b>\$ Increase (Decrease)</b>		9,081,211	1,184,465	(104,000)	(33,151)	(200,000)	9,928,525	7,139,183		2.0	6.0	-4.0
<b>% Increase (Decrease)</b>		8%	4%	-45%	-3%	-100%	7%	10%		0%	1%	-6%

\*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	<i>% of employees who understand and can articulate their contribution to the Strategic Business Plan</i>	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. [Amended by 1985 c.339 §1]



	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	3-Year Average	% Change from 3-Year Avg
<b>Beginning Fund Balance</b>	-	-	-	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	51,480	-	-	-	-	-	-	17,160	-100%
Charges, Fees, License, Permits, Fines	-	409,246	477,564	477,564	1,229,954	752,390	158%	295,603	316%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	150	8,037	-	2,500	3,500	3,500	-	3,562	-2%
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	2,583,090	3,840,967	2,009,102	2,009,102	1,737,154	(271,948)	-14%	2,811,053	-38%
<b>Operating Revenue</b>	<b>2,634,720</b>	<b>4,258,250</b>	<b>2,486,666</b>	<b>2,489,166</b>	<b>2,970,608</b>	<b>483,942</b>	<b>19%</b>	<b>3,127,379</b>	<b>-5%</b>
<b>Total Revenue</b>	<b>2,634,720</b>	<b>4,258,250</b>	<b>2,486,666</b>	<b>2,489,166</b>	<b>2,970,608</b>	<b>483,942</b>	<b>19%</b>	<b>3,127,379</b>	<b>-5%</b>
Personnel Services	2,259,117	2,200,226	2,147,379	2,611,218	2,583,136	435,757	20%	2,356,854	10%
Materials and Services	493,967	434,355	327,074	311,732	375,259	48,185	15%	413,351	-9%
Capital Outlay	-	-	-	-	-	-	-	-	-
<b>Operating Expense</b>	<b>2,753,084</b>	<b>2,634,580</b>	<b>2,474,453</b>	<b>2,922,950</b>	<b>2,958,395</b>	<b>483,942</b>	<b>20%</b>	<b>2,770,205</b>	<b>7%</b>
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	12,213	12,211	12,213	12,213	12,213	-	0%	12,212	0%
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-	-	-
<b>Total Expense</b>	<b>2,765,297</b>	<b>2,646,791</b>	<b>2,486,666</b>	<b>2,935,163</b>	<b>2,970,608</b>	<b>483,942</b>	<b>19%</b>	<b>2,782,417</b>	<b>7%</b>
<b>Revenues Less Expenses</b>	<b>(130,578)</b>	<b>1,611,459</b>	<b>-</b>	<b>(445,997)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>344,961</b>	<b>-</b>

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:							3-Year Average	% Change from 3-Year Avg
	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		
<b>Beginning Fund Balance</b>	-	-	-	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	4,071	-	128,575	128,575	-	(128,575)	-100%	44,215	-100%
Charges, Fees, License, Permits, Fines	-	160,600	255,887	255,887	557,007	301,120	118%	138,829	301%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	-	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	1,002,404	1,035,231	1,106,184	951,862	840,515	(265,669)	-24%	996,499	-16%
<b>Operating Revenue</b>	<b>1,006,475</b>	<b>1,195,831</b>	<b>1,490,646</b>	<b>1,336,324</b>	<b>1,397,522</b>	<b>(93,124)</b>	<b>-6%</b>	<b>1,179,543</b>	<b>18%</b>
<b>Total Revenue</b>	<b>1,006,475</b>	<b>1,195,831</b>	<b>1,490,646</b>	<b>1,336,324</b>	<b>1,397,522</b>	<b>(93,124)</b>	<b>-6%</b>	<b>1,179,543</b>	<b>18%</b>
Personnel Services	604,480	951,225	1,318,380	1,166,797	1,254,183	(64,196)	-5%	907,501	38%
Materials and Services	82,922	84,006	172,266	155,794	143,339	(28,927)	-17%	107,574	33%
Capital Outlay	-	-	-	-	-	-	-	-	-
<b>Operating Expense</b>	<b>687,402</b>	<b>1,035,231</b>	<b>1,490,646</b>	<b>1,322,591</b>	<b>1,397,522</b>	<b>(93,123)</b>	<b>-6%</b>	<b>1,015,075</b>	<b>38%</b>
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-	-	-
<b>Total Expense</b>	<b>687,402</b>	<b>1,035,231</b>	<b>1,490,646</b>	<b>1,322,591</b>	<b>1,397,522</b>	<b>(93,123)</b>	<b>-6%</b>	<b>1,015,075</b>	<b>38%</b>
<b>Revenues Less Expenses</b>	<b>319,073</b>	<b>160,600</b>	<b>-</b>	<b>13,733</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>164,469</b>	<b>-</b>

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

	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	3-Year Average	% Change from 3-Year Avg
<b>Beginning Fund Balance</b>	-	-	-	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	54,627	467,251	315,948	315,648	-	(315,948)	-100%	279,175	-100%
Charges, Fees, License, Permits, Fines	346,003	1,240,798	2,523,410	2,541,039	2,691,142	167,732	7%	1,375,947	96%
Revenue from Bonds & Other Debts	45,935	62,714	-	39,281	45,000	45,000	-	49,310	-9%
All Other Revenue Resources	38,017	63,003	15,000	70,826	47,000	32,000	213%	57,282	-18%
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	7,063,633	8,791,012	6,933,049	6,921,116	5,988,148	(944,901)	-14%	7,591,920	-21%
<b>Operating Revenue</b>	<b>7,548,215</b>	<b>10,624,779</b>	<b>9,787,407</b>	<b>9,887,910</b>	<b>8,771,290</b>	<b>(1,016,117)</b>	<b>-10%</b>	<b>9,353,635</b>	<b>-6%</b>
<b>Total Revenue</b>	<b>7,548,215</b>	<b>10,624,779</b>	<b>9,787,407</b>	<b>9,887,910</b>	<b>8,771,290</b>	<b>(1,016,117)</b>	<b>-10%</b>	<b>9,353,635</b>	<b>-6%</b>
Personnel Services	4,237,088	4,325,321	4,925,611	5,049,653	4,976,552	50,941	1%	4,537,354	10%
Materials and Services	3,487,389	2,962,194	3,296,396	4,287,760	2,124,738	(1,171,658)	-36%	3,579,114	-41%
Capital Outlay	1,411,874	2,450,031	1,565,400	1,555,534	1,670,000	104,600	7%	1,805,813	-8%
<b>Operating Expense</b>	<b>9,136,352</b>	<b>9,737,545</b>	<b>9,787,407</b>	<b>10,892,947</b>	<b>8,771,290</b>	<b>(1,016,117)</b>	<b>-10%</b>	<b>9,922,282</b>	<b>-12%</b>
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-	-	-
<b>Total Expense</b>	<b>9,136,352</b>	<b>9,737,545</b>	<b>9,787,407</b>	<b>10,892,947</b>	<b>8,771,290</b>	<b>(1,016,117)</b>	<b>-10%</b>	<b>9,922,282</b>	<b>-12%</b>
<b>Revenues Less Expenses</b>	<b>(1,588,137)</b>	<b>887,234</b>	<b>-</b>	<b>(1,005,037)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(568,647)</b>	<b>-</b>

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

	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	3-Year Average	% Change from 3-Year Avg
<b>Beginning Fund Balance</b>	-	-	-	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	8,441	-	-	-	-	-	-	2,814	-100%
Charges, Fees, License, Permits, Fines	-	38,885	71,508	71,508	54,948	(16,560)	-23%	36,798	49%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	-	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	658,796	251,044	214,376	41,265	89,456	(124,920)	-58%	317,035	-72%
<b>Operating Revenue</b>	<b>667,237</b>	<b>289,929</b>	<b>285,884</b>	<b>112,773</b>	<b>144,404</b>	<b>(141,480)</b>	<b>-49%</b>	<b>356,646</b>	<b>-60%</b>
<b>Total Revenue</b>	<b>667,237</b>	<b>289,929</b>	<b>285,884</b>	<b>112,773</b>	<b>144,404</b>	<b>(141,480)</b>	<b>-49%</b>	<b>356,646</b>	<b>-60%</b>
Personnel Services	389,970	234,621	257,733	89,214	123,585	(134,148)	-52%	237,935	-48%
Materials and Services	44,674	16,423	28,151	23,559	20,819	(7,332)	-26%	28,218	-26%
Capital Outlay	-	-	-	-	-	-	-	-	-
<b>Operating Expense</b>	<b>434,643</b>	<b>251,044</b>	<b>285,884</b>	<b>112,773</b>	<b>144,404</b>	<b>(141,480)</b>	<b>-49%</b>	<b>266,153</b>	<b>-46%</b>
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-	-	-
<b>Total Expense</b>	<b>434,643</b>	<b>251,044</b>	<b>285,884</b>	<b>112,773</b>	<b>144,404</b>	<b>(141,480)</b>	<b>-49%</b>	<b>266,153</b>	<b>-46%</b>
<b>Revenues Less Expenses</b>	<b>232,593</b>	<b>38,886</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>90,493</b>	<b>-</b>

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:		3-Year Average	% Change from 3-Year Avg
						\$ FY23-24 to FY24-25	% FY23-24 to FY24-25		
<b>Beginning Fund Balance</b>	-	-	-	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	4,071	-	-	-	-	-	-	1,357	-100%
Charges, Fees, License, Permits, Fines	-	73,345	178,690	179,140	372,100	193,410	108%	84,162	342%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	-	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	816,000	474,313	640,255	703,531	567,550	(72,705)	-11%	664,615	-15%
<b>Operating Revenue</b>	<b>820,071</b>	<b>547,658</b>	<b>818,945</b>	<b>882,671</b>	<b>939,650</b>	<b>120,705</b>	<b>15%</b>	<b>750,133</b>	<b>25%</b>
<b>Total Revenue</b>	<b>820,071</b>	<b>547,658</b>	<b>818,945</b>	<b>882,671</b>	<b>939,650</b>	<b>120,705</b>	<b>15%</b>	<b>750,133</b>	<b>25%</b>
Personnel Services	355,163	421,127	727,334	783,070	832,641	105,307	14%	519,787	60%
Materials and Services	84,867	53,186	91,611	99,601	107,009	15,398	17%	79,218	35%
Capital Outlay	-	-	-	-	-	-	-	-	-
<b>Operating Expense</b>	<b>440,031</b>	<b>474,312</b>	<b>818,945</b>	<b>882,671</b>	<b>939,650</b>	<b>120,705</b>	<b>15%</b>	<b>599,005</b>	<b>57%</b>
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-	-	-
<b>Total Expense</b>	<b>440,031</b>	<b>474,312</b>	<b>818,945</b>	<b>882,671</b>	<b>939,650</b>	<b>120,705</b>	<b>15%</b>	<b>599,005</b>	<b>57%</b>
<b>Revenues Less Expenses</b>	<b>380,040</b>	<b>73,345</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>151,129</b>	<b>-</b>

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]



	FY21-22 Actuals	FY22-23 Actuals	FY23-24 Amended Budget	FY23-24 Projected Year-End	FY24-25 Budget	Budget-to-Budget Changes:		3-Year Average	% Change from 3-Year Avg
						\$ FY23-24 to FY24-25	% FY23-24 to FY24-25		
<b>Beginning Fund Balance</b>	-	-	-	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	12,605	-	-	-	-	-	-	4,202	-100%
Charges, Fees, License, Permits, Fines	716,207	812,498	884,564	952,234	1,142,539	257,975	29%	826,980	38%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	325	-	-	-	108	-100%
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-	-	-
<b>Operating Revenue</b>	<b>728,811</b>	<b>812,498</b>	<b>884,564</b>	<b>952,559</b>	<b>1,142,539</b>	<b>257,975</b>	<b>29%</b>	<b>831,289</b>	<b>37%</b>
<b>Total Revenue</b>	<b>728,811</b>	<b>812,498</b>	<b>884,564</b>	<b>952,559</b>	<b>1,142,539</b>	<b>257,975</b>	<b>29%</b>	<b>831,289</b>	<b>37%</b>
Personnel Services	586,613	600,513	620,855	684,050	813,983	193,128	31%	623,725	31%
Materials and Services	118,252	106,575	226,598	231,398	296,462	69,864	31%	152,075	95%
Capital Outlay	23,946	26,433	37,111	37,111	32,093	(5,018)	-14%	29,163	10%
<b>Operating Expense</b>	<b>728,811</b>	<b>733,520</b>	<b>884,564</b>	<b>952,559</b>	<b>1,142,539</b>	<b>257,975</b>	<b>29%</b>	<b>804,964</b>	<b>42%</b>
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-	-	-
<b>Total Expense</b>	<b>728,811</b>	<b>733,520</b>	<b>884,564</b>	<b>952,559</b>	<b>1,142,539</b>	<b>257,975</b>	<b>29%</b>	<b>804,964</b>	<b>42%</b>
<b>Revenues Less Expenses</b>	-	78,978	-	-	-	-	-	26,326	-

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]



	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	3-Year Average	% Change from 3-Year Avg
<b>Beginning Fund Balance</b>	-	-	-	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	67,261	-	-	-	-	-	-	22,420	-100%
Charges, Fees, License, Permits, Fines	4,012,516	4,333,968	4,678,434	4,931,833	5,044,793	366,359	8%	4,426,106	14%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	56	-	-	20,633	-	-	-	6,896	-100%
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-	-	-
<b>Operating Revenue</b>	<b>4,079,833</b>	<b>4,333,968</b>	<b>4,678,434</b>	<b>4,952,466</b>	<b>5,044,793</b>	<b>366,359</b>	<b>8%</b>	<b>4,455,422</b>	<b>13%</b>
<b>Total Revenue</b>	<b>4,079,833</b>	<b>4,333,968</b>	<b>4,678,434</b>	<b>4,952,466</b>	<b>5,044,793</b>	<b>366,359</b>	<b>8%</b>	<b>4,455,422</b>	<b>13%</b>
Personnel Services	3,278,367	3,507,608	3,320,006	3,594,038	3,712,833	392,827	12%	3,460,004	7%
Materials and Services	676,788	616,978	1,179,518	1,179,518	1,185,246	5,728	0%	824,428	44%
Capital Outlay	124,678	136,519	178,910	178,910	146,714	(32,196)	-18%	146,702	0%
<b>Operating Expense</b>	<b>4,079,833</b>	<b>4,261,105</b>	<b>4,678,434</b>	<b>4,952,466</b>	<b>5,044,793</b>	<b>366,359</b>	<b>8%</b>	<b>4,431,135</b>	<b>14%</b>
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-	-	-
<b>Total Expense</b>	<b>4,079,833</b>	<b>4,261,105</b>	<b>4,678,434</b>	<b>4,952,466</b>	<b>5,044,793</b>	<b>366,359</b>	<b>8%</b>	<b>4,431,135</b>	<b>14%</b>
<b>Revenues Less Expenses</b>	-	72,863	-	-	-	-	-	24,288	-

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 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]



Budget Summary

	FY21-22 Actuals	FY22-23 Actuals	FY23-24 Amended Budget	FY23-24 Projected Year-End	FY24-25 Budget	Budget-to-Budget Changes:		3-Year Average	% Change from 3-Year Avg
						\$ FY23-24 to FY24-25	% FY23-24 to FY24-25		
<b>Beginning Fund Balance</b>	-	-	-	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	61,505	-	-	375	-	-	-	20,627	-100%
Charges, Fees, License, Permits, Fines	4,990,517	5,531,673	6,003,284	6,310,327	5,815,426	(187,858)	-3%	5,610,839	4%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	-	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-	-	-
<b>Operating Revenue</b>	<b>5,052,022</b>	<b>5,531,673</b>	<b>6,003,284</b>	<b>6,310,702</b>	<b>5,815,426</b>	<b>(187,858)</b>	<b>-3%</b>	<b>5,631,466</b>	<b>3%</b>
<b>Total Revenue</b>	<b>5,052,022</b>	<b>5,531,673</b>	<b>6,003,284</b>	<b>6,310,702</b>	<b>5,815,426</b>	<b>(187,858)</b>	<b>-3%</b>	<b>5,631,466</b>	<b>3%</b>
Personnel Services	4,061,613	4,494,299	4,124,087	4,431,505	4,270,809	146,722	4%	4,329,139	-1%
Materials and Services	834,173	826,763	1,659,828	1,659,828	1,377,842	(281,986)	-17%	1,106,921	24%
Capital Outlay	156,236	164,123	219,369	219,369	166,775	(52,594)	-24%	179,909	-7%
<b>Operating Expense</b>	<b>5,052,022</b>	<b>5,485,184</b>	<b>6,003,284</b>	<b>6,310,702</b>	<b>5,815,426</b>	<b>(187,858)</b>	<b>-3%</b>	<b>5,615,969</b>	<b>4%</b>
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-	-	-
<b>Total Expense</b>	<b>5,052,022</b>	<b>5,485,184</b>	<b>6,003,284</b>	<b>6,310,702</b>	<b>5,815,426</b>	<b>(187,858)</b>	<b>-3%</b>	<b>5,615,969</b>	<b>4%</b>
<b>Revenues Less Expenses</b>	-	46,489	-	-	-	-	-	15,496	-

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**

	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	3-Year Average	% Change from 3-Year Avg
<b>Beginning Fund Balance</b>	-	-	-	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	4,237	-	-	-	-	-	-	1,412	-100%
Charges, Fees, License, Permits, Fines	-	125,415	-	-	-	-	-	41,805	-100%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	-	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	371,364	804,306	394,586	394,586	434,871	40,285	10%	523,419	-17%
<b>Operating Revenue</b>	<b>375,601</b>	<b>929,721</b>	<b>394,586</b>	<b>394,586</b>	<b>434,871</b>	<b>40,285</b>	<b>10%</b>	<b>566,636</b>	<b>-23%</b>
<b>Total Revenue</b>	<b>375,601</b>	<b>929,721</b>	<b>394,586</b>	<b>394,586</b>	<b>434,871</b>	<b>40,285</b>	<b>10%</b>	<b>566,636</b>	<b>-23%</b>
Personnel Services	283,999	701,336	213,085	428,665	227,296	14,211	7%	471,333	-52%
Materials and Services	144,451	102,969	181,501	236,815	177,400	(4,101)	-2%	161,412	10%
Capital Outlay	13,798	-	-	66,873	30,175	30,175	-	26,890	12%
<b>Operating Expense</b>	<b>442,248</b>	<b>804,305</b>	<b>394,586</b>	<b>732,353</b>	<b>434,871</b>	<b>40,285</b>	<b>10%</b>	<b>659,636</b>	<b>-34%</b>
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-	-	-
<b>Total Expense</b>	<b>442,248</b>	<b>804,305</b>	<b>394,586</b>	<b>732,353</b>	<b>434,871</b>	<b>40,285</b>	<b>10%</b>	<b>659,636</b>	<b>-34%</b>
<b>Revenues Less Expenses</b>	(66,647)	125,416	-	(337,767)	-	-	-	(92,999)	-

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

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**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:		3-Year Average	% Change from 3-Year Avg
						\$ FY23-24 to FY24-25	% FY23-24 to FY24-25		
<b>Beginning Fund Balance</b>	-	61,014	-	200,584	-	-	-	87,199	-100%
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	171,568	-	-	-	-	-	-	57,189	-100%
Charges, Fees, License, Permits, Fines	-	-	-	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	6,370,536	5,950,620	6,362,834	7,017,243	6,787,804	424,970	7%	6,446,133	5%
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	64,783	64,783	-	-	-
<b>Operating Revenue</b>	<b>6,542,104</b>	<b>5,950,620</b>	<b>6,362,834</b>	<b>7,017,243</b>	<b>6,852,587</b>	<b>489,753</b>	<b>8%</b>	<b>6,503,323</b>	<b>5%</b>
<b>Total Revenue</b>	<b>6,542,104</b>	<b>6,011,634</b>	<b>6,362,834</b>	<b>7,217,827</b>	<b>6,852,587</b>	<b>489,753</b>	<b>8%</b>	<b>6,590,522</b>	<b>4%</b>
Personnel Services	6,481,091	5,811,050	6,362,834	6,909,506	6,852,587	489,753	8%	6,400,549	7%
Materials and Services	(119)	-	-	657,864	-	-	-	219,248	-100%
Capital Outlay	-	-	-	154,100	-	-	-	51,367	-100%
<b>Operating Expense</b>	<b>6,480,972</b>	<b>5,811,050</b>	<b>6,362,834</b>	<b>7,721,470</b>	<b>6,852,587</b>	<b>489,753</b>	<b>8%</b>	<b>6,671,164</b>	<b>3%</b>
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-	-	-
<b>Total Expense</b>	<b>6,480,972</b>	<b>5,811,050</b>	<b>6,362,834</b>	<b>7,721,470</b>	<b>6,852,587</b>	<b>489,753</b>	<b>8%</b>	<b>6,671,164</b>	<b>3%</b>
<b>Revenues Less Expenses</b>	<b>61,133</b>	<b>200,584</b>	<b>-</b>	<b>(503,643)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(80,642)</b>	<b>-</b>

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	<i>% of new visitors who are referred by law enforcement</i>	38.1%	26.0%	30.0%	N/A	N/A	N/A	N/A
Result	<i>% of protective orders filed at the FJC that are granted</i>	86.0%	86.0%	85.0%	N/A	N/A	N/A	N/A
Result	<i>% of FJC survey respondents who report they were treated with respect</i>	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:							3-Year Average	% Change from 3-Year Avg
	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		
<b>Beginning Fund Balance</b>	-	-	-	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	30,130	3,053	87,299	-	-	(87,299)	-100%	11,061	-100%
Charges, Fees, License, Permits, Fines	-	-	-	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	15	-	-	-	-	-	-	5	-100%
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	1,945,778	1,531,757	1,706,243	2,094,677	2,087,139	380,896	22%	1,857,404	12%
<b>Operating Revenue</b>	<b>1,975,923</b>	<b>1,534,810</b>	<b>1,793,542</b>	<b>2,094,677</b>	<b>2,087,139</b>	<b>293,597</b>	<b>16%</b>	<b>1,868,470</b>	<b>12%</b>
<b>Total Revenue</b>	<b>1,975,923</b>	<b>1,534,810</b>	<b>1,793,542</b>	<b>2,094,677</b>	<b>2,087,139</b>	<b>293,597</b>	<b>16%</b>	<b>1,868,470</b>	<b>12%</b>
Personnel Services	1,628,646	1,343,242	1,540,168	1,863,853	1,703,626	163,458	11%	1,611,914	6%
Materials and Services	204,245	188,373	253,374	230,824	342,700	89,326	35%	207,814	65%
Capital Outlay	-	-	-	-	40,813	40,813	-	-	-
<b>Operating Expense</b>	<b>1,832,891</b>	<b>1,531,616</b>	<b>1,793,542</b>	<b>2,094,677</b>	<b>2,087,139</b>	<b>293,597</b>	<b>16%</b>	<b>1,819,728</b>	<b>15%</b>
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-	-	-
<b>Total Expense</b>	<b>1,832,891</b>	<b>1,531,616</b>	<b>1,793,542</b>	<b>2,094,677</b>	<b>2,087,139</b>	<b>293,597</b>	<b>16%</b>	<b>1,819,728</b>	<b>15%</b>
<b>Revenues Less Expenses</b>	<b>143,032</b>	<b>3,194</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>48,742</b>	<b>-</b>

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 Services  Yes

Shared Services  No

Grant Funding  No

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

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



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:		3-Year Average	% Change from 3-Year Avg
						\$ FY23-24 to FY24-25	% FY23-24 to FY24-25		
<b>Beginning Fund Balance</b>	<b>344,659</b>	-	-	-	-	-	-	<b>114,886</b>	<b>-100%</b>
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	716,900	-	342,326	7,500	342,326	0	0%	241,467	42%
Charges, Fees, License, Permits, Fines	112	67	-	125	-	-	-	101	-100%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	43,982	8,910	12,500	8,883	10,800	(1,700)	-14%	20,592	-48%
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	6,681,427	7,095,845	7,445,683	7,639,903	8,416,149	970,466	13%	7,139,058	18%
<b>Operating Revenue</b>	<b>7,442,420</b>	<b>7,104,821</b>	<b>7,800,508</b>	<b>7,656,411</b>	<b>8,769,275</b>	<b>968,767</b>	<b>12%</b>	<b>7,401,218</b>	<b>18%</b>
<b>Total Revenue</b>	<b>7,787,079</b>	<b>7,104,821</b>	<b>7,800,508</b>	<b>7,656,411</b>	<b>8,769,275</b>	<b>968,767</b>	<b>12%</b>	<b>7,516,104</b>	<b>17%</b>
Personnel Services	5,469,401	6,169,584	6,881,604	6,727,792	6,891,167	9,563	0%	6,122,259	13%
Materials and Services	612,416	413,593	748,419	746,464	1,412,458	664,039	89%	590,824	139%
Capital Outlay	179,694	-	150,485	162,155	435,650	285,165	189%	113,950	282%
<b>Operating Expense</b>	<b>6,261,511</b>	<b>6,583,178</b>	<b>7,780,508</b>	<b>7,636,411</b>	<b>8,739,275</b>	<b>958,767</b>	<b>12%</b>	<b>6,827,033</b>	<b>28%</b>
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	20,000	20,000	30,000	10,000	50%	6,667	350%
Transfers	-	-	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-	-	-
<b>Total Expense</b>	<b>6,261,511</b>	<b>6,583,178</b>	<b>7,800,508</b>	<b>7,656,411</b>	<b>8,769,275</b>	<b>968,767</b>	<b>12%</b>	<b>6,833,700</b>	<b>28%</b>
<b>Revenues Less Expenses</b>	<b>1,525,568</b>	<b>521,643</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>682,404</b>	<b>-</b>

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.



**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 Services  Y

Shared Services  N

Grant Funding  Y

**Explanation**

**Mandated Services:**

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

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



	FY21-22 Actuals	FY22-23 Actuals	FY23-24 Amended Budget	FY23-24 Projected Year-End	FY24-25 Budget	Budget-to-Budget Changes:		3-Year Average	% Change from 3-Year Avg
						\$ FY23-24 to FY24-25	% FY23-24 to FY24-25		
<b>Beginning Fund Balance</b>	<b>878,834</b>	<b>458,133</b>	<b>385,126</b>	<b>95,004</b>	<b>80,904</b>	<b>(304,222)</b>	<b>-79%</b>	<b>477,324</b>	<b>-83%</b>
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	1,197,142	611,357	717,401	547,105	487,835	(229,566)	-32%	785,201	-38%
Charges, Fees, License, Permits, Fines	341,842	306,051	372,094	349,688	329,800	(42,294)	-11%	332,527	-1%
Revenue from Bonds & Other Debts	2,341	-	4,000	2,350	4,000	-	0%	1,564	156%
All Other Revenue Resources	4,683	5,396	25,500	28,535	33,325	7,825	31%	12,871	159%
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	14,096,521	13,717,232	15,387,104	15,387,104	17,834,946	2,447,842	16%	14,400,286	24%
<b>Operating Revenue</b>	<b>15,642,529</b>	<b>14,640,036</b>	<b>16,506,099</b>	<b>16,314,782</b>	<b>18,689,906</b>	<b>2,183,807</b>	<b>13%</b>	<b>15,532,449</b>	<b>20%</b>
<b>Total Revenue</b>	<b>16,521,363</b>	<b>15,098,169</b>	<b>16,891,225</b>	<b>16,409,786</b>	<b>18,770,810</b>	<b>1,879,585</b>	<b>11%</b>	<b>16,009,773</b>	<b>17%</b>
Personnel Services	14,426,449	14,433,676	13,506,628	13,673,183	14,465,021	958,393	7%	14,177,769	2%
Materials and Services	3,031,149	3,109,976	3,378,097	2,930,476	3,651,063	272,966	8%	3,023,867	21%
Capital Outlay	34,517	18	6,500	16,250	654,726	648,226	9973%	16,928	3768%
<b>Operating Expense</b>	<b>17,492,115</b>	<b>17,543,670</b>	<b>16,891,225</b>	<b>16,619,909</b>	<b>18,770,810</b>	<b>1,879,585</b>	<b>11%</b>	<b>17,218,565</b>	<b>9%</b>
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-	-	-
<b>Total Expense</b>	<b>17,492,115</b>	<b>17,543,670</b>	<b>16,891,225</b>	<b>16,619,909</b>	<b>18,770,810</b>	<b>1,879,585</b>	<b>11%</b>	<b>17,218,565</b>	<b>9%</b>
<b>Revenues Less Expenses</b>	<b>(970,752)</b>	<b>(2,445,501)</b>	<b>-</b>	<b>(210,123)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(1,208,792)</b>	<b>-</b>

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	3-Year Average	% Change from 3-Year Avg
<b>Beginning Fund Balance</b>	-	-	-	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	62,084	69,390	253,650	38,010	195,000	(58,650)	-23%	56,495	245%
Charges, Fees, License, Permits, Fines	-	-	-	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	-	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	575,929	854,449	858,778	858,778	1,040,966	182,188	21%	763,052	36%
<b>Operating Revenue</b>	<b>638,013</b>	<b>923,839</b>	<b>1,112,428</b>	<b>896,788</b>	<b>1,235,966</b>	<b>123,538</b>	<b>11%</b>	<b>819,547</b>	<b>51%</b>
<b>Total Revenue</b>	<b>638,013</b>	<b>923,839</b>	<b>1,112,428</b>	<b>896,788</b>	<b>1,235,966</b>	<b>123,538</b>	<b>11%</b>	<b>819,547</b>	<b>51%</b>
Personnel Services	692,196	1,028,177	1,013,167	883,301	1,033,206	20,039	2%	867,891	19%
Materials and Services	66,572	53,505	99,261	101,505	153,064	53,803	54%	73,861	107%
Capital Outlay	-	-	-	-	49,696	49,696	-	-	-
<b>Operating Expense</b>	<b>758,768</b>	<b>1,081,682</b>	<b>1,112,428</b>	<b>984,806</b>	<b>1,235,966</b>	<b>123,538</b>	<b>11%</b>	<b>941,752</b>	<b>31%</b>
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-	-	-
<b>Total Expense</b>	<b>758,768</b>	<b>1,081,682</b>	<b>1,112,428</b>	<b>984,806</b>	<b>1,235,966</b>	<b>123,538</b>	<b>11%</b>	<b>941,752</b>	<b>31%</b>
<b>Revenues Less Expenses</b>	<b>(120,755)</b>	<b>(157,843)</b>	<b>-</b>	<b>(88,018)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(122,205)</b>	<b>-</b>

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:		3-Year Average	% Change from 3-Year Avg
						\$ FY23-24 to FY24-25	% FY23-24 to FY24-25		
<b>Beginning Fund Balance</b>	-	710,075	541,893	856,677	563,742	21,849	4%	522,251	8%
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	161,943	425,000	111,000	350,000	(75,000)	-18%	90,981	285%
Charges, Fees, License, Permits, Fines	-	-	-	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	2,003	3,000	3,000	-	668	349%
All Other Revenue Resources	-	2,151	-	86,878	17,000	17,000	-	29,676	-43%
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-	-	-
<b>Operating Revenue</b>	-	164,094	425,000	199,881	370,000	(55,000)	-13%	121,325	205%
<b>Total Revenue</b>	-	874,168	966,893	1,056,558	933,742	(33,151)	-3%	643,575	45%
Personnel Services	-	-	-	-	-	-	-	-	-
Materials and Services	-	85	966,893	500	164,357	(802,536)	-83%	195	84197%
Capital Outlay	-	17,406	-	42,316	769,385	769,385	-	19,907	3765%
<b>Operating Expense</b>	-	17,491	966,893	42,816	933,742	(33,151)	-3%	20,102	4545%
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-	-	-
<b>Total Expense</b>	-	17,491	966,893	42,816	933,742	(33,151)	-3%	20,102	4545%
<b>Revenues Less Expenses</b>	-	856,677	-	1,013,742	-	-	-	623,473	-

Notes:  
The forfeiture fund as no significant issues or changes to report



# Justice, Accountability, and Reintegration

## Civil

### 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]



	Budget-to-Budget Changes:								% Change from 3-Year Avg
	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	3-Year Average	
<b>Beginning Fund Balance</b>	-	-	-	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	118,180	4,490	-	-	-	-	-	40,890	-100%
Charges, Fees, License, Permits, Fines	1,064,207	1,274,307	1,264,534	1,348,452	1,219,684	(44,850)	-4%	1,228,989	-1%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	1,001	-	-	-	-	-	-	334	-100%
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	4,341,694	4,755,234	5,088,958	4,928,218	5,879,934	790,976	16%	4,675,049	26%
<b>Operating Revenue</b>	<b>5,525,082</b>	<b>6,034,031</b>	<b>6,353,492</b>	<b>6,276,670</b>	<b>7,099,618</b>	<b>746,126</b>	<b>12%</b>	<b>5,945,261</b>	<b>19%</b>
<b>Total Revenue</b>	<b>5,525,082</b>	<b>6,034,031</b>	<b>6,353,492</b>	<b>6,276,670</b>	<b>7,099,618</b>	<b>746,126</b>	<b>12%</b>	<b>5,945,261</b>	<b>19%</b>
Personnel Services	4,532,513	4,635,458	5,006,971	5,173,154	5,152,614	145,643	3%	4,780,375	8%
Materials and Services	890,488	985,093	1,346,521	1,103,516	1,823,973	477,452	35%	993,032	84%
Capital Outlay	-	14,549	-	-	123,030	123,030	-	4,850	2437%
<b>Operating Expense</b>	<b>5,423,001</b>	<b>5,635,100</b>	<b>6,353,492</b>	<b>6,276,670</b>	<b>7,099,618</b>	<b>746,125</b>	<b>12%</b>	<b>5,778,257</b>	<b>23%</b>
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-	-	-
<b>Total Expense</b>	<b>5,423,001</b>	<b>5,635,100</b>	<b>6,353,492</b>	<b>6,276,670</b>	<b>7,099,618</b>	<b>746,125</b>	<b>12%</b>	<b>5,778,257</b>	<b>23%</b>
<b>Revenues Less Expenses</b>	<b>102,081</b>	<b>398,931</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>167,004</b>	<b>-</b>

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:		3-Year Average	% Change from 3-Year Avg
						\$ FY23-24 to FY24-25	% FY23-24 to FY24-25		
<b>Beginning Fund Balance</b>	-	-	<b>1,333,252</b>	-	-	<b>(1,333,252)</b>	<b>-100%</b>	-	-
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	8,941,448	10,198,860	12,247,716	12,422,565	2,223,705	22%	7,063,055	76%
Charges, Fees, License, Permits, Fines	-	529,690	505,218	487,267	373,736	(131,482)	-26%	338,986	10%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	-	43,524	383,354	5,408	-	(383,354)	-100%	16,311	-100%
Other Interfund Transfers	-	-	27,552	27,552	441,720	414,168	1503%	9,184	4710%
General Fund Support	-	4,196,477	5,823,507	5,823,507	8,044,852	2,221,345	38%	3,339,995	141%
<b>Operating Revenue</b>	-	<b>13,711,139</b>	<b>16,938,491</b>	<b>18,591,450</b>	<b>21,282,873</b>	<b>4,344,382</b>	<b>26%</b>	<b>10,767,530</b>	<b>98%</b>
<b>Total Revenue</b>	-	<b>13,711,139</b>	<b>18,271,743</b>	<b>18,591,450</b>	<b>21,282,873</b>	<b>3,011,130</b>	<b>16%</b>	<b>10,767,530</b>	<b>98%</b>
Personnel Services	-	11,070,121	13,045,286	11,694,029	14,831,221	1,785,936	14%	7,588,050	95%
Materials and Services	-	3,896,332	5,011,857	4,478,150	5,924,828	912,971	18%	2,791,494	112%
Capital Outlay	-	-	-	65,410	273,904	273,904	-	21,803	1156%
<b>Operating Expense</b>	-	<b>14,966,453</b>	<b>18,057,143</b>	<b>16,237,589</b>	<b>21,029,953</b>	<b>2,972,811</b>	<b>16%</b>	<b>10,401,347</b>	<b>102%</b>
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	250,697	214,600	417,253	202,920	(11,680)	-5%	222,650	-9%
Transfers	-	-	-	-	50,000	50,000	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-	-	-
<b>Total Expense</b>	-	<b>15,217,150</b>	<b>18,271,743</b>	<b>16,654,842</b>	<b>21,282,873</b>	<b>3,011,131</b>	<b>16%</b>	<b>10,623,997</b>	<b>100%</b>
<b>Revenues Less Expenses</b>	-	<b>(1,506,011)</b>	-	<b>1,936,608</b>	-	-	-	<b>143,532</b>	-

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.



# Justice, Accountability, and Reintegration

## Jail

### 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]



	FY21-22 Actuals	FY22-23 Actuals	FY23-24 Amended Budget	FY23-24 Projected Year-End	FY24-25 Budget	Budget-to-Budget Changes:		3-Year Average	% Change from 3-Year Avg
						\$ FY23-24 to FY24-25	% FY23-24 to FY24-25		
<b>Beginning Fund Balance</b>	-	-	-	200,000	-	-	-	66,667	-100%
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	541,123	136,563	1,244,811	1,236,336	130,000	(1,114,811)	-90%	638,008	-80%
Charges, Fees, License, Permits, Fines	349,118	5,570	-	-	-	-	-	118,229	-100%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	5,625	-	200,000	45,549	45,000	(155,000)	-78%	17,058	164%
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	23,895,028	23,574,813	24,145,690	26,145,690	26,984,687	2,838,997	12%	24,538,510	10%
<b>Operating Revenue</b>	<b>24,790,894</b>	<b>23,716,946</b>	<b>25,590,501</b>	<b>27,427,575</b>	<b>27,159,687</b>	<b>1,569,186</b>	<b>6%</b>	<b>25,311,805</b>	<b>7%</b>
<b>Total Revenue</b>	<b>24,790,894</b>	<b>23,716,946</b>	<b>25,590,501</b>	<b>27,627,575</b>	<b>27,159,687</b>	<b>1,569,186</b>	<b>6%</b>	<b>25,378,472</b>	<b>7%</b>
Personnel Services	17,299,317	17,845,561	18,222,116	20,149,605	19,195,435	973,320	5%	18,431,495	4%
Materials and Services	5,896,587	5,773,760	7,194,276	8,246,453	7,551,651	357,375	5%	6,638,933	14%
Capital Outlay	33,718	709,542	-	509,945	214,118	214,118	-	417,735	-49%
<b>Operating Expense</b>	<b>23,229,622</b>	<b>24,328,863</b>	<b>25,416,392</b>	<b>28,906,003</b>	<b>26,961,204</b>	<b>1,544,813</b>	<b>6%</b>	<b>25,488,163</b>	<b>6%</b>
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	133,970	174,109	174,109	198,483	24,374	14%	102,693	93%
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-	-	-
<b>Total Expense</b>	<b>23,229,622</b>	<b>24,462,833</b>	<b>25,590,501</b>	<b>29,080,112</b>	<b>27,159,687</b>	<b>1,569,187</b>	<b>6%</b>	<b>25,590,856</b>	<b>6%</b>
<b>Revenues Less Expenses</b>	1,561,272	(745,887)	-	(1,452,537)	-	-	-	(212,384)	-

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:		3-Year Average	% Change from 3-Year Avg
						\$ FY23-24 to FY24-25	% FY23-24 to FY24-25		
<b>Beginning Fund Balance</b>	-	128,301	104,801	84,534	-	(104,801)	-100%	70,945	-100%
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	-	-	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines	-	85,462	125,699	37,286	125,000	(699)	-1%	40,916	206%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	-	14	-	2,835	1,500	1,500	-	950	58%
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-	-	-
<b>Operating Revenue</b>	-	85,476	125,699	40,121	126,500	801	1%	41,866	202%
<b>Total Revenue</b>	-	213,778	230,500	124,655	126,500	(104,000)	-45%	112,811	12%
Personnel Services	-	-	-	-	-	-	-	-	-
Materials and Services	-	129,244	230,500	124,655	126,500	(104,000)	-45%	84,633	49%
Capital Outlay	-	-	-	-	-	-	-	-	-
<b>Operating Expense</b>	-	129,244	230,500	124,655	126,500	(104,000)	-45%	84,633	49%
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-	-	-
<b>Total Expense</b>	-	129,244	230,500	124,655	126,500	(104,000)	-45%	84,633	49%
<b>Revenues Less Expenses</b>	-	84,534	-	-	-	-	-	28,178	-

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	<i>% change in individual public class registrations</i>	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	<i>% change in public range visits</i>	2.0%	-1.2%	0.0%	N/A	N/A	N/A	N/A
Result	<i>% change in hours of training room utilization</i>	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 Actuals	FY22-23 Actuals	FY23-24 Amended Budget	FY23-24 Projected Year-End	FY24-25 Budget	Budget-to-Budget Changes:		3-Year Average	% Change from 3-Year Avg
						\$ FY23-24 to FY24-25	% FY23-24 to FY24-25		
<b>Beginning Fund Balance</b>	-	-	-	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	152,278	4,450	-	-	-	-	-	52,243	-100%
Charges, Fees, License, Permits, Fines	923,963	917,785	850,000	910,415	937,475	87,475	10%	917,388	2%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	185,664	163,007	33,000	123,690	167,500	134,500	408%	157,454	6%
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	325,516	438,009	299,630	153,806	76,965	(222,665)	-74%	305,777	-75%
<b>Operating Revenue</b>	<b>1,587,422</b>	<b>1,523,250</b>	<b>1,182,630</b>	<b>1,187,911</b>	<b>1,181,940</b>	<b>(690)</b>	<b>0%</b>	<b>1,432,861</b>	<b>-18%</b>
<b>Total Revenue</b>	<b>1,587,422</b>	<b>1,523,250</b>	<b>1,182,630</b>	<b>1,187,911</b>	<b>1,181,940</b>	<b>(690)</b>	<b>0%</b>	<b>1,432,861</b>	<b>-18%</b>
Personnel Services	962,611	775,951	796,019	854,884	843,739	47,720	6%	864,482	-2%
Materials and Services	682,283	333,532	386,611	327,027	338,201	(48,410)	-13%	447,614	-24%
Capital Outlay	44,833	-	-	6,000	-	-	-	16,944	-100%
<b>Operating Expense</b>	<b>1,689,727</b>	<b>1,109,483</b>	<b>1,182,630</b>	<b>1,187,911</b>	<b>1,181,940</b>	<b>(690)</b>	<b>0%</b>	<b>1,329,040</b>	<b>-11%</b>
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-	-	-
<b>Total Expense</b>	<b>1,689,727</b>	<b>1,109,483</b>	<b>1,182,630</b>	<b>1,187,911</b>	<b>1,181,940</b>	<b>(690)</b>	<b>0%</b>	<b>1,329,040</b>	<b>-11%</b>
<b>Revenues Less Expenses</b>	<b>(102,305)</b>	<b>413,767</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>103,820</b>	<b>-</b>

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 Services

Shared Services

Grant Funding

Explanation



**210403-Training & Wellness**  
 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	3-Year Average	% Change from 3-Year Avg
<b>Beginning Fund Balance</b>	-	-	-	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	17,561	-	-	-	-	-	-	5,854	-100%
Charges, Fees, License, Permits, Fines	406	317,502	-	-	856,819	856,819	-	105,969	709%
Revenue from Bonds & Other Debts	-	1,670	-	-	-	-	-	557	-100%
All Other Revenue Resources	6,810	15,310	-	8,554	8,500	8,500	-	10,225	-17%
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	2,176,661	2,010,358	2,576,002	2,576,002	1,680,214	(895,788)	-35%	2,254,340	-25%
<b>Operating Revenue</b>	<b>2,201,438</b>	<b>2,344,839</b>	<b>2,576,002</b>	<b>2,584,556</b>	<b>2,545,533</b>	<b>(30,469)</b>	<b>-1%</b>	<b>2,376,944</b>	<b>7%</b>
<b>Total Revenue</b>	<b>2,201,438</b>	<b>2,344,839</b>	<b>2,576,002</b>	<b>2,584,556</b>	<b>2,545,533</b>	<b>(30,469)</b>	<b>-1%</b>	<b>2,376,944</b>	<b>7%</b>
Personnel Services	1,369,256	1,432,806	1,690,279	1,783,234	1,643,178	(47,101)	-3%	1,528,432	8%
Materials and Services	676,964	616,052	885,723	1,038,783	902,355	16,632	2%	777,266	16%
Capital Outlay	-	-	-	12,290	-	-	-	4,097	-100%
<b>Operating Expense</b>	<b>2,046,220</b>	<b>2,048,859</b>	<b>2,576,002</b>	<b>2,834,307</b>	<b>2,545,533</b>	<b>(30,469)</b>	<b>-1%</b>	<b>2,309,795</b>	<b>10%</b>
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	140,260	-	-	-	-	-	-	46,753	-100%
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-	-	-
<b>Total Expense</b>	<b>2,186,480</b>	<b>2,048,859</b>	<b>2,576,002</b>	<b>2,834,307</b>	<b>2,545,533</b>	<b>(30,469)</b>	<b>-1%</b>	<b>2,356,549</b>	<b>8%</b>
<b>Revenues Less Expenses</b>	<b>14,958</b>	<b>295,981</b>	<b>-</b>	<b>(249,751)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>20,396</b>	<b>-</b>

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.



	FY21-22 Actuals	FY22-23 Actuals	FY23-24 Amended Budget	FY23-24 Projected Year-End	FY24-25 Budget	Budget-to-Budget Changes:		3-Year Average	% Change from 3-Year Avg
						\$ FY23-24 to FY24-25	% FY23-24 to FY24-25		
<b>Beginning Fund Balance</b>	<b>2,503,197</b>	<b>3,981,389</b>	<b>6,610,707</b>	<b>7,808,077</b>	<b>7,684,147</b>	<b>1,073,440</b>	<b>16%</b>	<b>4,764,221</b>	<b>61%</b>
Taxes	13,760,383	21,531,563	23,793,000	22,248,966	23,821,825	28,825	0%	19,180,304	24%
Federal, State, Local, All Other Gifts	390,826	225,676	-	36,209	2,200	2,200	-	217,571	-99%
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%	156,865	5%
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-	-	-
<b>Operating Revenue</b>	<b>14,166,017</b>	<b>22,038,070</b>	<b>23,878,000</b>	<b>22,460,130</b>	<b>23,989,025</b>	<b>111,025</b>	<b>0%</b>	<b>19,554,739</b>	<b>23%</b>
<b>Total Revenue</b>	<b>16,669,214</b>	<b>26,019,459</b>	<b>30,488,707</b>	<b>30,268,207</b>	<b>31,673,172</b>	<b>1,184,465</b>	<b>4%</b>	<b>24,318,960</b>	<b>30%</b>
Personnel Services	9,870,418	9,792,606	15,087,089	13,223,340	17,076,686	1,989,598	13%	10,962,121	56%
Materials and Services	2,816,733	7,267,903	8,109,957	8,672,861	7,473,779	(636,178)	-8%	6,252,499	20%
Capital Outlay	-	1,127,565	175,000	687,859	1,240,739	1,065,739	609%	605,141	105%
<b>Operating Expense</b>	<b>12,687,151</b>	<b>18,188,074</b>	<b>23,372,046</b>	<b>22,584,060</b>	<b>25,791,205</b>	<b>2,419,159</b>	<b>10%</b>	<b>17,819,762</b>	<b>45%</b>
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	3,727	23,308	-	-	-	-	-	9,012	-100%
Transfers	-	-	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Contingency	-	-	7,116,661	-	5,881,967	(1,234,694)	-17%	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-	-	-
<b>Total Expense</b>	<b>12,690,878</b>	<b>18,211,382</b>	<b>30,488,707</b>	<b>22,584,060</b>	<b>31,673,172</b>	<b>1,184,465</b>	<b>4%</b>	<b>17,828,773</b>	<b>78%</b>
<b>Revenues Less Expenses</b>	<b>3,978,336</b>	<b>7,808,077</b>	<b>-</b>	<b>7,684,147</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>6,490,187</b>	<b>-</b>

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.



Budget Summary

	FY21-22 Actuals	FY22-23 Actuals	FY23-24 Amended Budget	FY23-24 Projected Year-End	FY24-25 Budget	Budget-to-Budget Changes:		3-Year Average	% Change from 3-Year Avg
						\$ FY23-24 to FY24-25	% FY23-24 to FY24-25		
<b>Beginning Fund Balance</b>	<b>327,668</b>	-	-	-	-	-	-	<b>109,223</b>	<b>-100%</b>
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	1,111,765	-	-	-	-	-	-	370,588	-100%
Charges, Fees, License, Permits, Fines	-	-	-	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	-	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	1,141,591	-	-	-	-	-	-	380,530	-100%
<b>Operating Revenue</b>	<b>2,253,356</b>	-	-	-	-	-	-	<b>751,119</b>	<b>-100%</b>
<b>Total Revenue</b>	<b>2,581,024</b>	-	-	-	-	-	-	<b>860,341</b>	<b>-100%</b>
Personnel Services	2,017,380	-	-	-	-	-	-	672,460	-100%
Materials and Services	624,848	-	-	-	-	-	-	208,283	-100%
Capital Outlay	-	-	-	-	-	-	-	-	-
<b>Operating Expense</b>	<b>2,642,228</b>	-	-	-	-	-	-	<b>880,743</b>	<b>-100%</b>
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-	-	-
<b>Total Expense</b>	<b>2,642,228</b>	-	-	-	-	-	-	<b>880,743</b>	<b>-100%</b>
<b>Revenues Less Expenses</b>	<b>(61,205)</b>	-	-	-	-	-	-	<b>(20,402)</b>	

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 Actuals	FY22-23 Actuals	FY23-24 Amended Budget	FY23-24 Projected Year-End	FY24-25 Budget	Budget-to-Budget Changes:		3-Year Average	% Change from 3-Year Avg
						\$ FY23-24 to FY24-25	% FY23-24 to FY24-25		
<b>Beginning Fund Balance</b>	4,246	-	-	-	-	-	-	1,415	-100%
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	(71,623)	-	-	-	-	-	-	(23,874)	-100%
Charges, Fees, License, Permits, Fines	-	-	-	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	-	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-	-	-
<b>Operating Revenue</b>	<b>(71,623)</b>	-	-	-	-	-	-	<b>(23,874)</b>	<b>-100%</b>
<b>Total Revenue</b>	<b>(67,377)</b>	-	-	-	-	-	-	<b>(22,459)</b>	<b>-100%</b>
Personnel Services	-	-	-	-	-	-	-	-	-
Materials and Services	26,301	-	-	-	-	-	-	8,767	-100%
Capital Outlay	-	-	-	-	-	-	-	-	-
<b>Operating Expense</b>	<b>26,301</b>	-	-	-	-	-	-	<b>8,767</b>	<b>-100%</b>
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-	-	-
<b>Total Expense</b>	<b>26,301</b>	-	-	-	-	-	-	<b>8,767</b>	<b>-100%</b>
<b>Revenues Less Expenses</b>	<b>(93,678)</b>	-	-	-	-	-	-	<b>(31,226)</b>	

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 Actuals	FY22-23 Actuals	FY23-24 Amended Budget	FY23-24 Projected Year-End	FY24-25 Budget	Budget-to-Budget Changes:		3-Year Average	% Change from 3-Year Avg
						\$ FY23-24 to FY24-25	% FY23-24 to FY24-25		
<b>Beginning Fund Balance</b>	<b>23,424</b>	-	-	-	-	-	-	<b>7,808</b>	<b>-100%</b>
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	445,129	-	-	-	-	-	-	148,376	-100%
Charges, Fees, License, Permits, Fines	-	-	-	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	-	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	266,921	-	-	-	-	-	-	88,974	-100%
<b>Operating Revenue</b>	<b>712,050</b>	-	-	-	-	-	-	<b>237,350</b>	<b>-100%</b>
<b>Total Revenue</b>	<b>735,474</b>	-	-	-	-	-	-	<b>245,158</b>	<b>-100%</b>
Personnel Services	552,161	-	-	-	-	-	-	184,054	-100%
Materials and Services	75,497	-	-	-	-	-	-	25,166	-100%
Capital Outlay	-	-	-	-	-	-	-	-	-
<b>Operating Expense</b>	<b>627,658</b>	-	-	-	-	-	-	<b>209,219</b>	<b>-100%</b>
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-	-	-
<b>Total Expense</b>	<b>627,658</b>	-	-	-	-	-	-	<b>209,219</b>	<b>-100%</b>
<b>Revenues Less Expenses</b>	<b>107,816</b>	-	-	-	-	-	-	<b>35,939</b>	

Notes:  
 This program is inactive. Merger with CCSO completed in December 2022. No further data will be added or transferred.



Budget Summary

	FY21-22 Actuals	FY22-23 Actuals	FY23-24 Amended Budget	FY23-24 Projected Year-End	FY24-25 Budget	Budget-to-Budget Changes:		3-Year Average	% Change from 3-Year Avg
						\$ FY23-24 to FY24-25	% FY23-24 to FY24-25		
<b>Beginning Fund Balance</b>	<b>137,235</b>	-	-	-	-	-	-	<b>45,745</b>	<b>-100%</b>
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	12,212	-	-	-	-	-	-	4,071	-100%
Charges, Fees, License, Permits, Fines	239,421	-	-	-	-	-	-	79,807	-100%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	-	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	307,200	-	-	-	-	-	-	102,400	-100%
<b>Operating Revenue</b>	<b>558,833</b>	-	-	-	-	-	-	<b>186,278</b>	<b>-100%</b>
<b>Total Revenue</b>	<b>696,068</b>	-	-	-	-	-	-	<b>232,023</b>	<b>-100%</b>
Personnel Services	509,791	-	-	-	-	-	-	169,930	-100%
Materials and Services	102,503	-	-	-	-	-	-	34,168	-100%
Capital Outlay	-	-	-	-	-	-	-	-	-
<b>Operating Expense</b>	<b>612,293</b>	-	-	-	-	-	-	<b>204,098</b>	<b>-100%</b>
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-	-	-
<b>Total Expense</b>	<b>612,293</b>	-	-	-	-	-	-	<b>204,098</b>	<b>-100%</b>
<b>Revenues Less Expenses</b>	<b>83,775</b>	-	-	-	-	-	-	<b>27,925</b>	

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 Actuals	FY22-23 Actuals	FY23-24 Amended Budget	FY23-24 Projected Year-End	FY24-25 Budget	Budget-to-Budget Changes:		3-Year Average	% Change from 3-Year Avg
						\$ FY23-24 to FY24-25	% FY23-24 to FY24-25		
<b>Beginning Fund Balance</b>	559,742	-	-	-	-	-	-	186,581	-100%
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	2,866,150	-	-	-	-	-	-	955,383	-100%
Charges, Fees, License, Permits, Fines	443,795	-	-	-	-	-	-	147,932	-100%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	23,205	-	-	-	-	-	-	7,735	-100%
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	1,339,175	-	-	-	-	-	-	446,392	-100%
<b>Operating Revenue</b>	<b>4,672,325</b>	-	-	-	-	-	-	<b>1,557,442</b>	<b>-100%</b>
<b>Total Revenue</b>	<b>5,232,067</b>	-	-	-	-	-	-	<b>1,744,022</b>	<b>-100%</b>
Personnel Services	4,060,305	-	-	-	-	-	-	1,353,435	-100%
Materials and Services	1,360,249	-	-	-	-	-	-	453,416	-100%
Capital Outlay	-	-	-	-	-	-	-	-	-
<b>Operating Expense</b>	<b>5,420,553</b>	-	-	-	-	-	-	<b>1,806,851</b>	<b>-100%</b>
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-	-	-
<b>Total Expense</b>	<b>5,420,553</b>	-	-	-	-	-	-	<b>1,806,851</b>	<b>-100%</b>
<b>Revenues Less Expenses</b>	(188,487)	-	-	-	-	-	-	(62,829)	

Notes:  
 This program is inactive. Merger with CCSO completed in December 2022. No further data will be added or transferred.



Budget Summary

	FY21-22 Actuals	FY22-23 Actuals	FY23-24 Amended Budget	FY23-24 Projected Year-End	FY24-25 Budget	Budget-to-Budget Changes:		3-Year Average	% Change from 3-Year Avg
						\$ FY23-24 to FY24-25	% FY23-24 to FY24-25		
<b>Beginning Fund Balance</b>	<b>772,634</b>	-	-	-	-	-	-	257,545	-100%
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	(242,936)	-	-	-	-	-	-	(80,979)	-100%
Charges, Fees, License, Permits, Fines	-	-	-	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	-	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-	-	-
<b>Operating Revenue</b>	<b>(242,936)</b>	-	-	-	-	-	-	<b>(80,979)</b>	<b>-100%</b>
<b>Total Revenue</b>	<b>529,698</b>	-	-	-	-	-	-	<b>176,566</b>	<b>-100%</b>
Personnel Services	753,166	-	-	-	-	-	-	251,055	-100%
Materials and Services	148,004	-	-	-	-	-	-	49,335	-100%
Capital Outlay	-	-	-	-	-	-	-	-	-
<b>Operating Expense</b>	<b>901,170</b>	-	-	-	-	-	-	<b>300,390</b>	<b>-100%</b>
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-	-	-
<b>Total Expense</b>	<b>901,170</b>	-	-	-	-	-	-	<b>300,390</b>	<b>-100%</b>
<b>Revenues Less Expenses</b>	<b>(371,472)</b>	-	-	-	-	-	-	<b>(123,824)</b>	

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 Actuals	FY22-23 Actuals	FY23-24 Amended Budget	FY23-24 Projected Year-End	FY24-25 Budget	Budget-to-Budget Changes:		3-Year Average	% Change from 3-Year Avg
						\$ FY23-24 to FY24-25	% FY23-24 to FY24-25		
<b>Beginning Fund Balance</b>	<b>456,314</b>	-	-	-	-	-	-	<b>152,105</b>	<b>-100%</b>
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	4,001,742	-	-	-	-	-	-	1,333,914	-100%
Charges, Fees, License, Permits, Fines	15,404	-	-	-	-	-	-	5,135	-100%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	-	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	956,830	-	-	-	-	-	-	318,943	-100%
<b>Operating Revenue</b>	<b>4,973,976</b>	-	-	-	-	-	-	<b>1,657,992</b>	<b>-100%</b>
<b>Total Revenue</b>	<b>5,430,290</b>	-	-	-	-	-	-	<b>1,810,097</b>	<b>-100%</b>
Personnel Services	3,287,434	-	-	-	-	-	-	1,095,811	-100%
Materials and Services	1,574,971	-	-	-	-	-	-	524,990	-100%
Capital Outlay	-	-	-	-	-	-	-	-	-
<b>Operating Expense</b>	<b>4,862,406</b>	-	-	-	-	-	-	<b>1,620,802</b>	<b>-100%</b>
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	46,906	-	-	-	-	-	-	15,635	-100%
Transfers	-	-	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-	-	-
<b>Total Expense</b>	<b>4,909,312</b>	-	-	-	-	-	-	<b>1,636,437</b>	<b>-100%</b>
<b>Revenues Less Expenses</b>	<b>520,979</b>	-	-	-	-	-	-	<b>173,660</b>	

Notes:  
 This program is inactive. Merger with CCSO completed in December 2022. No further data will be added or transferred.



Budget Summary

	FY21-22 Actuals	FY22-23 Actuals	FY23-24 Amended Budget	FY23-24 Projected Year-End	FY24-25 Budget	Budget-to-Budget Changes:		3-Year Average	% Change from 3-Year Avg
						\$ FY23-24 to FY24-25	% FY23-24 to FY24-25		
<b>Beginning Fund Balance</b>	<b>3,260</b>	-	-	-	-	-	-	<b>1,087</b>	<b>-100%</b>
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	29,597	-	-	-	-	-	-	9,866	-100%
Charges, Fees, License, Permits, Fines	-	-	-	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	-	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	103,359	-	-	-	-	-	-	34,453	-100%
<b>Operating Revenue</b>	<b>132,956</b>	-	-	-	-	-	-	<b>44,319</b>	<b>-100%</b>
<b>Total Revenue</b>	<b>136,216</b>	-	-	-	-	-	-	<b>45,405</b>	<b>-100%</b>
Personnel Services	127,917	-	-	-	-	-	-	42,639	-100%
Materials and Services	6,028	-	-	-	-	-	-	2,009	-100%
Capital Outlay	-	-	-	-	-	-	-	-	-
<b>Operating Expense</b>	<b>133,945</b>	-	-	-	-	-	-	<b>44,648</b>	<b>-100%</b>
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-	-	-
<b>Total Expense</b>	<b>133,945</b>	-	-	-	-	-	-	<b>44,648</b>	<b>-100%</b>
<b>Revenues Less Expenses</b>	<b>2,271</b>	-	-	-	-	-	-	<b>757</b>	

Notes:  
This program is inactive. Merger with CCSO completed in December 2022. No further data will be added or transferred.

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# Juvenile

Budget Presentation  
FY24-25





# 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)	ARPA 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	
		<b>10,786,860</b>	<b>300,000</b>	<b>11,086,860</b>	<b>8,641,001</b>	<b>78%</b>	<b>38.0</b>	<b>37.0</b>	<b>1.0</b>	
		<i>FY23-24 Budget (Amended)</i>	11,011,348	200,000	11,211,348	8,832,754	79%	39.0	36.0	3.0
		<i>\$ Increase (Decrease)</i>	-224,488	100,000	-124,488	-191,753		-1.0	1.0	-2.0
		<i>% Increase (Decrease)</i>	-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).

## 26-Juvenile Department / 100-General Fund

### Summary of Revenue and Expense

	FY21-22	FY22-23	FY23-24	FY23-24	FY24-25	Budget-to-Budget Changes:		3-Year	% Change
	Actuals	Actuals	Amended Budget	Projected Year-End	Budget	\$ FY23-24 to FY24-25	% FY23-24 to FY24-25	Average	from 3-Year Average
<b>Beginning Fund Balance</b>	-	-	-	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	1,463,201	1,581,298	1,977,565	1,752,301	1,922,951	(54,614)	-3%	1,598,933	20%
Charges, Fees, License, Permits	14,879	1,662	2,494	-	-	(2,494)	-100%	5,514	-100%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	60	8,782	-	-	-	-	-	2,947	-100%
Other Interfund Transfers	164,686	158,394	198,535	198,535	222,908	24,373	12%	173,872	28%
General Fund Support	6,807,342	7,049,997	8,832,754	8,746,558	8,641,001	(191,753)	-2%	7,534,632	15%
<b>Operating Revenue</b>	<b>8,450,168</b>	<b>8,800,133</b>	<b>11,011,348</b>	<b>10,697,394</b>	<b>10,786,860</b>	<b>(224,488)</b>	<b>-2%</b>	<b>9,315,899</b>	<b>16%</b>
<b>Total Revenue</b>	<b>8,450,168</b>	<b>8,800,133</b>	<b>11,011,348</b>	<b>10,697,394</b>	<b>10,786,860</b>	<b>(224,488)</b>	<b>-2%</b>	<b>9,315,899</b>	<b>16%</b>
Personnel Services	5,173,346	4,909,192	6,260,455	6,193,259	6,666,687	406,232	6%	5,425,266	23%
Materials and Services	3,136,154	3,676,589	4,702,043	4,504,135	4,120,172	(581,871)	-12%	3,772,292	9%
Capital Outlay	-	-	-	-	-	-	-	-	-
<b>Operating Expenditure</b>	<b>8,309,500</b>	<b>8,585,780</b>	<b>10,962,498</b>	<b>10,697,394</b>	<b>10,786,860</b>	<b>(175,639)</b>	<b>-2%</b>	<b>9,197,558</b>	<b>17%</b>
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	46,764	47,850	48,850	-	-	(48,850)	-100%	31,538	-100%
Transfers	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
<b>Total Expense</b>	<b>8,356,263</b>	<b>8,633,630</b>	<b>11,011,348</b>	<b>10,697,394</b>	<b>10,786,860</b>	<b>(224,489)</b>	<b>-2%</b>	<b>9,229,096</b>	<b>17%</b>
<b>Revenues Less Expenses</b>	<b>93,905</b>	<b>166,503</b>	<b>-</b>	<b>-</b>	<b>-</b>			<b>86,803</b>	

## 26-Juvenile Department / 230-Special Grants Fund

### Summary of Revenue and Expense

	FY21-22 Actuals	FY22-23 Actuals	FY23-24 Amended Budget	FY23-24 Projected Year-End	FY24-25 Budget	Budget-to-Budget Changes:		3-Year Average	% Change from 3-Year Average
						\$ FY23-24 to FY24-25	% FY23-24 to FY24-25		
<b>Beginning Fund Balance</b>	-	-	-	100,000	-	-	-	33,333	-100%
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	91,845	-	-	-	-	-	-	30,615	-100%
Charges, Fees, License, Permits	-	-	-	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	200,000	-	300,000	100,000	50%	-	-
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-	-	-
<b>Operating Revenue</b>	<b>91,845</b>	-	<b>200,000</b>	-	<b>300,000</b>	<b>100,000</b>	<b>50%</b>	<b>30,615</b>	<b>880%</b>
<b>Total Revenue</b>	<b>91,845</b>	-	<b>200,000</b>	<b>100,000</b>	<b>300,000</b>	<b>100,000</b>	<b>50%</b>	<b>63,948</b>	<b>369%</b>
Personnel Services	91,845	-	-	-	-	-	-	30,615	-100%
Materials and Services	-	-	200,000	100,000	300,000	100,000	50%	33,333	800%
Capital Outlay	-	-	-	-	-	-	-	-	-
<b>Operating Expenditure</b>	<b>91,845</b>	-	<b>200,000</b>	<b>100,000</b>	<b>300,000</b>	<b>100,000</b>	<b>50%</b>	<b>63,948</b>	<b>369%</b>
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
<b>Total Expense</b>	<b>91,845</b>	-	<b>200,000</b>	<b>100,000</b>	<b>300,000</b>	<b>100,000</b>	<b>50%</b>	<b>63,948</b>	<b>369%</b>
<b>Revenues Less Expenses</b>	-	-	-	-	-	-	-	-	-

Significant Changes from FY23-24 Budget

Programs	Changes
Court Supervision Services	<ul style="list-style-type: none"> <li>Termination of IGA with Multnomah County for the provision of detention beds at the Donald E. Long Detention Facility in Northeast Portland for youth who are waiting for adjudication for new criminal referrals, probation violations, sanctions, or violations of conditions of release, effective October 4, 2024</li> <li>Implementing a new process/protocol for lodging youth in the Marion County Juvenile Detention Facility located in Salem beginning 8/1/24.</li> <li>After start-up costs and completing the required 6-mo notice to Multnomah County, this will result in a savings of approximately \$600,000 in FY24-25 and is anticipated to save approximately \$1,000,000 in FY25-26</li> </ul>
Court Supervision Services  Juvenile Intake & Assessment Center  Prevention, Early Intervention, & Family Support	<ul style="list-style-type: none"> <li>HB 4002 will take effect on 9/1/24 recriminalizing certain drug offenses. It is expected that Juvenile will be receiving an increase in referrals for these new offenses, along with a commensurate need for services for youth and families.</li> <li>The 2024 Legislature did not provide funding for Juvenile depts to address these anticipated increased referrals, nor did they develop a policy specific for juveniles</li> <li>Legislative Leadership has stated that policy related to serving juvenile justice-involved youth with substance abuse disorders will be taken up in the 2025 Legislative Session.</li> <li>It is unknown at this time what impact HB 4002 will have regarding the Juvenile Department’s capacity to serve these youth, as well as on the capacity of critical youth-serving partners, such as Clackamas County Behavioral Health, Health Centers, and the Crisis &amp; Support Team.</li> </ul>



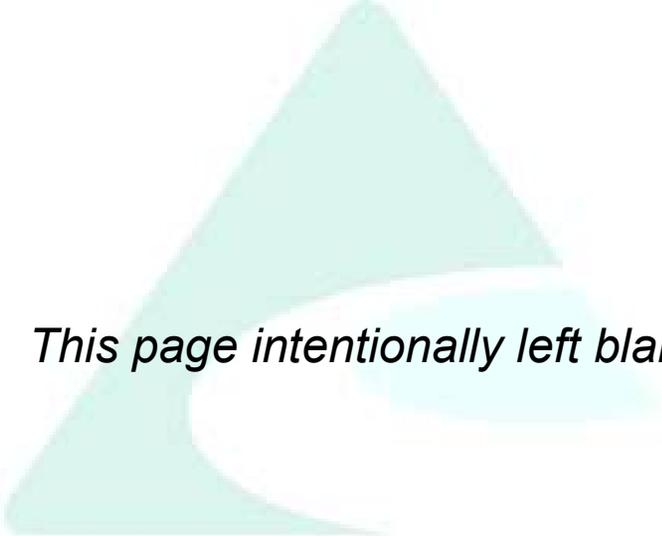
Juvenile Department (26)

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)	ARPA 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	
		<b>10,786,860</b>	<b>300,000</b>	<b>11,086,860</b>	<b>8,641,001</b>	<b>78%</b>	<b>38.0</b>	<b>37.0</b>	<b>1.0</b>	
		<i>FY23-24 Budget (Amended)</i>	11,011,348	200,000	11,211,348	8,832,754	79%	39.0	36.0	3.0
		<i>\$ Increase (Decrease)</i>	-224,488	100,000	-124,488	-191,753		-1.0	1.0	-2.0
		<i>% Increase (Decrease)</i>	-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).



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**CLACKAMAS**  
C O U N T Y



**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 <sub>1</sub>	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%

<sub>1</sub> 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  Y
- Shared Services  Y
- Grant Funding  N

Explain all "Yes" boxes below

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

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

**Explanation**      **Mandated Services:** ORS 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.



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	3-Year Average	% Change from 3-Year Avg
<b>Beginning Fund Balance</b>	-	-	-	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	91,845	-	-	-	2,762	2,762	-	30,615	-91%
Charges, Fees, License, Permits, Fines	4,572	-	-	-	-	-	-	1,524	-100%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	-	-	-	-	-	-
Other Interfund Transfers	17,499	-	-	-	-	-	-	5,833	-100%
General Fund Support	853,532	929,505	783,304	793,314	815,931	32,627	4%	858,784	-5%
<b>Operating Revenue</b>	<b>967,448</b>	<b>929,505</b>	<b>783,304</b>	<b>793,314</b>	<b>818,693</b>	<b>35,389</b>	<b>5%</b>	<b>896,756</b>	<b>-9%</b>
<b>Total Revenue</b>	<b>967,448</b>	<b>929,505</b>	<b>783,304</b>	<b>793,314</b>	<b>818,693</b>	<b>35,389</b>	<b>5%</b>	<b>896,756</b>	<b>-9%</b>
Personnel Services	767,306	688,570	661,231	651,778	687,254	26,024	4%	702,551	-2%
Materials and Services	199,568	176,462	122,073	141,536	131,439	9,366	8%	172,522	-24%
Capital Outlay	-	-	-	-	-	-	-	-	-
<b>Operating Expense</b>	<b>966,874</b>	<b>865,032</b>	<b>783,304</b>	<b>793,314</b>	<b>818,693</b>	<b>35,389</b>	<b>5%</b>	<b>875,073</b>	<b>-6%</b>
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-	-	-
<b>Total Expense</b>	<b>966,874</b>	<b>865,032</b>	<b>783,304</b>	<b>793,314</b>	<b>818,693</b>	<b>35,389</b>	<b>5%</b>	<b>875,073</b>	<b>-6%</b>
<b>Revenues Less Expenses</b>	<b>574</b>	<b>64,473</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>21,683</b>	<b>-</b>

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 Actuals	FY22-23 Actuals	FY23-24 Amended Budget	FY23-24 Projected Year-End	FY24-25 Budget	Budget-to-Budget Changes:		3-Year Average	% Change from 3-Year Avg
						\$ FY23-24 to FY24-25	% FY23-24 to FY24-25		
<b>Beginning Fund Balance</b>	-	-	-	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	-	-	-	3,617	3,617	-	-	-
Charges, Fees, License, Permits, Fines	-	1,662	2,494	-	-	(2,494)	-100%	554	-100%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	10	-	-	-	-	-	-	3	-100%
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	469,071	545,569	702,583	622,535	701,404	(1,179)	0%	545,725	29%
<b>Operating Revenue</b>	<b>469,081</b>	<b>547,231</b>	<b>705,077</b>	<b>622,535</b>	<b>705,021</b>	<b>(56)</b>	<b>0%</b>	<b>546,282</b>	<b>29%</b>
<b>Total Revenue</b>	<b>469,081</b>	<b>547,231</b>	<b>705,077</b>	<b>622,535</b>	<b>705,021</b>	<b>(56)</b>	<b>0%</b>	<b>546,282</b>	<b>29%</b>
Personnel Services	379,790	452,549	582,915	494,182	585,341	2,426	0%	442,174	32%
Materials and Services	89,352	93,019	122,162	128,353	119,679	(2,483)	-2%	103,575	16%
Capital Outlay	-	-	-	-	-	-	-	-	-
<b>Operating Expense</b>	<b>469,142</b>	<b>545,568</b>	<b>705,077</b>	<b>622,535</b>	<b>705,020</b>	<b>(57)</b>	<b>0%</b>	<b>545,748</b>	<b>29%</b>
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-	-	-
<b>Total Expense</b>	<b>469,142</b>	<b>545,568</b>	<b>705,077</b>	<b>622,535</b>	<b>705,020</b>	<b>(57)</b>	<b>0%</b>	<b>545,748</b>	<b>29%</b>
<b>Revenues Less Expenses</b>	(61)	1,663	-	-	-	-	-	534	-

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 <sub>1</sub>	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%

<sub>1</sub>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:		3-Year Average	% Change from 3-Year Avg
						\$ FY23-24 to FY24-25	% FY23-24 to FY24-25		
<b>Beginning Fund Balance</b>	-	-	-	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	185,495	156,839	864,097	639,988	1,086,969	222,872	26%	327,441	232%
Charges, Fees, License, Permits, Fines	10,308	-	-	-	-	-	-	3,436	-100%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	-	9,664	-	-	-	-	-	3,221	-100%
Other Interfund Transfers	-	-	174,109	174,109	198,483	24,374	14%	58,036	242%
General Fund Support	1,751,457	1,816,402	4,066,177	4,014,868	3,658,088	(408,089)	-10%	2,527,576	45%
<b>Operating Revenue</b>	<b>1,947,259</b>	<b>1,982,905</b>	<b>5,104,383</b>	<b>4,828,965</b>	<b>4,943,540</b>	<b>(160,843)</b>	<b>-3%</b>	<b>2,919,710</b>	<b>69%</b>
<b>Total Revenue</b>	<b>1,947,259</b>	<b>1,982,905</b>	<b>5,104,383</b>	<b>4,828,965</b>	<b>4,943,540</b>	<b>(160,843)</b>	<b>-3%</b>	<b>2,919,710</b>	<b>69%</b>
Personnel Services	1,436,388	1,332,808	2,509,827	2,414,594	2,591,611	81,784	3%	1,727,930	50%
Materials and Services	400,773	627,930	2,594,556	2,414,371	2,351,929	(242,627)	-9%	1,147,691	105%
Capital Outlay	-	-	-	-	-	-	-	-	-
<b>Operating Expense</b>	<b>1,837,162</b>	<b>1,960,738</b>	<b>5,104,383</b>	<b>4,828,965</b>	<b>4,943,540</b>	<b>(160,843)</b>	<b>-3%</b>	<b>2,875,621</b>	<b>72%</b>
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-	-	-
<b>Total Expense</b>	<b>1,837,162</b>	<b>1,960,738</b>	<b>5,104,383</b>	<b>4,828,965</b>	<b>4,943,540</b>	<b>(160,843)</b>	<b>-3%</b>	<b>2,875,621</b>	<b>72%</b>
<b>Revenues Less Expenses</b>	<b>110,098</b>	<b>22,167</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>44,088</b>	<b>-</b>

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

	Budget-to-Budget Changes:							3-Year Average	% Change from 3-Year Avg
	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		
<b>Beginning Fund Balance</b>	-	-	-	-	-	-	-	-	-
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	-	-	-	-	-	101,871	-100%
<b>Operating Revenue</b>	<b>156,668</b>	<b>148,946</b>	-	-	-	-	-	<b>101,871</b>	<b>-100%</b>
<b>Total Revenue</b>	<b>156,668</b>	<b>148,946</b>	-	-	-	-	-	<b>101,871</b>	<b>-100%</b>
Personnel Services	128,074	122,965	-	-	-	-	-	83,680	-100%
Materials and Services	28,574	25,981	-	-	-	-	-	18,185	-100%
Capital Outlay	-	-	-	-	-	-	-	-	-
<b>Operating Expense</b>	<b>156,649</b>	<b>148,946</b>	-	-	-	-	-	<b>101,865</b>	<b>-100%</b>
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-	-	-
<b>Total Expense</b>	<b>156,649</b>	<b>148,946</b>	-	-	-	-	-	<b>101,865</b>	<b>-100%</b>
<b>Revenues Less Expenses</b>	<b>19</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

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:		3-Year Average	% Change from 3-Year Avg
						\$ FY23-24 to FY24-25	% FY23-24 to FY24-25		
<b>Beginning Fund Balance</b>	-	-	-	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	-	43,000	169,925	170,787	127,787	297%	56,642	202%
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%	266,986	192%
<b>Operating Revenue</b>	-	-	<b>924,455</b>	<b>970,882</b>	<b>951,190</b>	<b>26,735</b>	<b>3%</b>	<b>323,627</b>	<b>194%</b>
<b>Total Revenue</b>	-	-	<b>924,455</b>	<b>970,882</b>	<b>951,190</b>	<b>26,735</b>	<b>3%</b>	<b>323,627</b>	<b>194%</b>
Personnel Services	-	-	569,222	552,001	628,979	59,757	10%	184,000	242%
Materials and Services	-	-	355,233	418,881	322,212	(33,021)	-9%	139,627	131%
Capital Outlay	-	-	-	-	-	-	-	-	-
<b>Operating Expense</b>	-	-	<b>924,455</b>	<b>970,882</b>	<b>951,191</b>	<b>26,736</b>	<b>3%</b>	<b>323,627</b>	<b>194%</b>
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-	-	-
<b>Total Expense</b>	-	-	<b>924,455</b>	<b>970,882</b>	<b>951,191</b>	<b>26,736</b>	<b>3%</b>	<b>323,627</b>	<b>194%</b>
<b>Revenues Less Expenses</b>	-	-	-	-	-	-	-	-	-

Notes:  
 No Significant Changes



**260403-Positive Youth 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:		3-Year Average	% Change from 3-Year Avg
						\$ FY23-24 to FY24-25	% FY23-24 to FY24-25		
<b>Beginning Fund Balance</b>	-	-	-	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	230,461	155,976	-	-	-	-	-	128,812	-100%
Charges, Fees, License, Permits, Fines	-	-	-	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	50	150	-	-	-	-	-	67	-100%
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	442,858	441,124	-	-	-	-	-	294,661	-100%
<b>Operating Revenue</b>	<b>673,369</b>	<b>597,250</b>	-	-	-	-	-	<b>423,540</b>	<b>-100%</b>
<b>Total Revenue</b>	<b>673,369</b>	<b>597,250</b>	-	-	-	-	-	<b>423,540</b>	<b>-100%</b>
Personnel Services	374,788	318,244	-	-	-	-	-	231,011	-100%
Materials and Services	204,378	318,888	-	-	-	-	-	174,422	-100%
Capital Outlay	-	-	-	-	-	-	-	-	-
<b>Operating Expense</b>	<b>579,166</b>	<b>637,132</b>	-	-	-	-	-	<b>405,433</b>	<b>-100%</b>
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-	-	-
<b>Total Expense</b>	<b>579,166</b>	<b>637,132</b>	-	-	-	-	-	<b>405,433</b>	<b>-100%</b>
<b>Revenues Less Expenses</b>	<b>94,203</b>	<b>(39,882)</b>	-	-	-	-	-	<b>18,107</b>	

Notes:  
 FY23-24 the department's programs were restructured. This program was moved in FY23-24 to 260204 Positive Youth Development..



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**CLACKAMAS**  
C O U N T Y



# 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 <sub>1</sub>	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	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
- Shared Services
- Grant Funding

<sub>1</sub>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).

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**

	FY21-22 Actuals	FY22-23 Actuals	FY23-24 Amended Budget	FY23-24 Projected Year-End	FY24-25 Budget	Budget-to-Budget Changes:		3-Year Average	% Change from 3-Year Avg
						\$ FY23-24 to FY24-25	% FY23-24 to FY24-25		
<b>Beginning Fund Balance</b>	-	-	-	<b>100,000</b>	-	-	-	<b>33,333</b>	<b>-100%</b>
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	-	742,905	614,825	649,826	(93,079)	-13%	204,942	217%
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%	8,142	200%
General Fund Support	-	-	518,211	549,731	535,999	17,788	3%	183,244	193%
<b>Operating Revenue</b>	-	-	<b>1,485,542</b>	<b>1,188,982</b>	<b>1,510,250</b>	<b>24,708</b>	<b>2%</b>	<b>396,327</b>	<b>281%</b>
<b>Total Revenue</b>	-	-	<b>1,485,542</b>	<b>1,288,982</b>	<b>1,510,250</b>	<b>24,708</b>	<b>2%</b>	<b>429,661</b>	<b>251%</b>
Personnel Services	-	-	430,948	453,819	435,375	4,428	1%	151,273	188%
Materials and Services	-	-	1,005,744	835,163	1,074,874	69,130	7%	278,388	286%
Capital Outlay	-	-	-	-	-	-	-	-	-
<b>Operating Expense</b>	-	-	<b>1,436,692</b>	<b>1,288,982</b>	<b>1,510,250</b>	<b>73,558</b>	<b>5%</b>	<b>429,661</b>	<b>251%</b>
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	48,850	-	-	(48,850)	-100%	-	-
Transfers	-	-	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-	-	-
<b>Total Expense</b>	-	-	<b>1,485,542</b>	<b>1,288,982</b>	<b>1,510,250</b>	<b>24,708</b>	<b>2%</b>	<b>429,661</b>	<b>251%</b>
<b>Revenues Less Expenses</b>	-	-	-	-	-	-	-	-	-

Notes:  
 FY23-24 the department's programs were restructured. This program was newly created 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	95.40%	95.50%	95.00%	84.50%	95.00%

Program includes:

Mandated Services

Shared Services

Grant Funding

Explain all "Yes" boxes below

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

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

Explanation **Mandated Services:** ORS 419C.001 The system shall provide a continuum of services that emphasize prevention of further criminal activity by the use of early and certain sanctions, reformation and rehabilitation programs and swift and decisive intervention in delinquent behavior; 419C.080 (2) In any order issued under subsection (1)(b) of this section that may result in a substitute care placement or detention, the court shall include a written finding describing why it is in the best interests of the youth to be taken into custody. 419A.057 Payment of maintenance expenses. (1) All expenses incurred in the maintenance of the facilities for detention and the personnel required therefor, except as otherwise provided in subsection (2) of this section, shall be paid upon order of the board of county commissioners or county court from county funds duly levied and collected in any manner provided by law. When joint detention facilities are maintained as provided in ORS 419A.050 (2), each county shall pay its share of the costs and expenses of acquiring, equipping and maintaining the joint detention facilities, to be determined pursuant to an agreement between the counties. **Shared Services** with the State as listed on Association of Counties chart. **Grant Funding:** 2 Year Juvenile Crime Prevention (JCP) Diversion through State of Oregon, Oregon Youth Authority (no match required).



**260405-Juvenile Intake and Assessment Center**  
 BCC Priority Alignment: Ensure Healthy, Safe, and Secure Communities

**Budget Summary**

	FY21-22 Actuals	FY22-23 Actuals	FY23-24 Amended Budget	FY23-24 Projected Year-End	FY24-25 Budget	Budget-to-Budget Changes:		3-Year Average	% Change from 3-Year Avg
						\$ FY23-24 to FY24-25	% FY23-24 to FY24-25		
<b>Beginning Fund Balance</b>	-	-	-	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	-	327,563	327,563	8,990	(318,573)	-97%	109,188	-92%
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%	655,051	228%
<b>Operating Revenue</b>	-	-	<b>2,208,587</b>	<b>2,292,716</b>	<b>2,158,166</b>	<b>(50,421)</b>	<b>-2%</b>	<b>764,239</b>	<b>182%</b>
<b>Total Revenue</b>	-	-	<b>2,208,587</b>	<b>2,292,716</b>	<b>2,158,166</b>	<b>(50,421)</b>	<b>-2%</b>	<b>764,239</b>	<b>182%</b>
Personnel Services	-	-	1,506,312	1,626,885	1,738,128	231,815	15%	542,295	221%
Materials and Services	-	-	702,275	665,831	420,039	(282,236)	-40%	221,944	89%
Capital Outlay	-	-	-	-	-	-	-	-	-
<b>Operating Expense</b>	-	-	<b>2,208,587</b>	<b>2,292,716</b>	<b>2,158,167</b>	<b>(50,421)</b>	<b>-2%</b>	<b>764,239</b>	<b>182%</b>
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-	-	-
<b>Total Expense</b>	-	-	<b>2,208,587</b>	<b>2,292,716</b>	<b>2,158,167</b>	<b>(50,421)</b>	<b>-2%</b>	<b>764,239</b>	<b>182%</b>
<b>Revenues Less Expenses</b>	-	-	-	-	-	-	-	-	-

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.



	Budget-to-Budget Changes:							3-Year Average	% Change from 3-Year Avg
	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		
<b>Beginning Fund Balance</b>	-	-	-	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	90,568	90,568	-	-	-	-	-	60,379	-100%
Charges, Fees, License, Permits, Fines	-	-	-	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	-	-	-	-	-	-
Other Interfund Transfers	24,426	24,424	-	-	-	-	-	16,283	-100%
General Fund Support	1,079,015	997,073	-	-	-	-	-	692,029	-100%
<b>Operating Revenue</b>	<b>1,194,009</b>	<b>1,112,065</b>	-	-	-	-	-	<b>768,691</b>	<b>-100%</b>
<b>Total Revenue</b>	<b>1,194,009</b>	<b>1,112,065</b>	-	-	-	-	-	<b>768,691</b>	<b>-100%</b>
Personnel Services	961,843	880,357	-	-	-	-	-	614,067	-100%
Materials and Services	284,159	310,328	-	-	-	-	-	198,162	-100%
Capital Outlay	-	-	-	-	-	-	-	-	-
<b>Operating Expense</b>	<b>1,246,002</b>	<b>1,190,686</b>	-	-	-	-	-	<b>812,229</b>	<b>-100%</b>
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-	-	-
<b>Total Expense</b>	<b>1,246,002</b>	<b>1,190,686</b>	-	-	-	-	-	<b>812,229</b>	<b>-100%</b>
<b>Revenues Less Expenses</b>	(51,993)	(78,621)	-	-	-	-	-	(43,538)	

Notes:  
 FY23-24 the department's programs were restructured. This program was eliminated in FY23-24.



	Budget-to-Budget Changes:							3-Year Average	% Change from 3-Year Avg
	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		
<b>Beginning Fund Balance</b>	-	-	-	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	914,754	1,118,034	-	-	-	-	-	677,596	-100%
Charges, Fees, License, Permits, Fines	-	-	-	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	-	(1,032)	-	-	-	-	-	(344)	-100%
Other Interfund Transfers	122,761	133,970	-	-	-	-	-	85,577	-100%
General Fund Support	1,156,147	1,286,417	-	-	-	-	-	814,188	-100%
<b>Operating Revenue</b>	<b>2,193,662</b>	<b>2,537,389</b>	-	-	-	-	-	<b>1,577,017</b>	<b>-100%</b>
<b>Total Revenue</b>	<b>2,193,662</b>	<b>2,537,389</b>	-	-	-	-	-	<b>1,577,017</b>	<b>-100%</b>
Personnel Services	510,487	441,855	-	-	-	-	-	317,448	-100%
Materials and Services	1,665,040	1,842,954	-	-	-	-	-	1,169,332	-100%
Capital Outlay	-	-	-	-	-	-	-	-	-
<b>Operating Expense</b>	<b>2,175,528</b>	<b>2,284,810</b>	-	-	-	-	-	<b>1,486,779</b>	<b>-100%</b>
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-	-	-
<b>Total Expense</b>	<b>2,175,528</b>	<b>2,284,810</b>	-	-	-	-	-	<b>1,486,779</b>	<b>-100%</b>
<b>Revenues Less Expenses</b>	<b>18,134</b>	<b>252,579</b>	-	-	-	-	-	<b>90,238</b>	

Notes:  
 FY23-24 the department's programs were restructured. This program was eliminated in FY23-24.



Budget Summary

	FY21-22 Actuals	FY22-23 Actuals	FY23-24 Amended Budget	FY23-24 Projected Year-End	FY24-25 Budget	Budget-to-Budget Changes:		3-Year Average	% Change from 3-Year Avg
						\$ FY23-24 to FY24-25	% FY23-24 to FY24-25		
<b>Beginning Fund Balance</b>	-	-	-	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	41,924	59,881	-	-	-	-	-	33,935	-100%
Charges, Fees, License, Permits, Fines	-	-	-	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	-	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	898,594	884,961	-	-	-	-	-	594,518	-100%
<b>Operating Revenue</b>	<b>940,518</b>	<b>944,842</b>	-	-	-	-	-	<b>628,453</b>	<b>-100%</b>
<b>Total Revenue</b>	<b>940,518</b>	<b>944,842</b>	-	-	-	-	-	<b>628,453</b>	<b>-100%</b>
Personnel Services	706,515	671,843	-	-	-	-	-	459,452	-100%
Materials and Services	264,309	281,027	-	-	-	-	-	181,779	-100%
Capital Outlay	-	-	-	-	-	-	-	-	-
<b>Operating Expense</b>	<b>970,823</b>	<b>952,870</b>	-	-	-	-	-	<b>641,231</b>	<b>-100%</b>
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	46,764	47,850	-	-	-	-	-	31,538	-100%
Transfers	-	-	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-	-	-
<b>Total Expense</b>	<b>1,017,587</b>	<b>1,000,720</b>	-	-	-	-	-	<b>672,769</b>	<b>-100%</b>
<b>Revenues Less Expenses</b>	<b>(77,070)</b>	<b>(55,878)</b>	-	-	-	-	-	<b>(44,316)</b>	

Notes:  
 FY23-24 the department's programs were restructured. This program was eliminated in FY23-24.

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# Clackamas 911

Budget Presentation  
FY24-25





# 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	
<b>TOTAL</b>		14,959,290	14,959,290	375,185	3%	57.0	46.0	11.0	
		<b>FY23-24 Budget (Amended)</b>	14,158,669	14,158,669	209,014	1%	57.0	51.0	6.0
		<b>\$ Increase (Decrease)</b>	800,621	800,621	166,171		0.0	(5.0)	5.0
		<b>% Increase (Decrease)</b>	6%	6%	80%		0%	-10%	83%

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

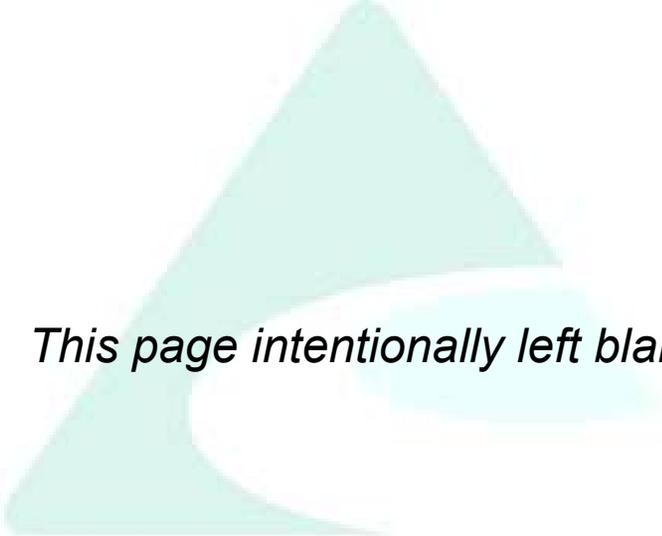
*\*\* FY24-25 FTE aligns to department's final budgeted All Position Report (APOS).*

**20-Clackamas 911 (CCOM) / 605-911 Center Fund**  
**Summary of Revenue and Expense**

	FY21-22 Actuals	FY22-23 Actuals	FY23-24 Amended Budget	FY23-24 Projected Year-End	FY24-25 Budget	Budget-to-Budget Changes:		3-Year Average	% Change from 3-Year Average
						\$ FY23-24 to FY24-25	% FY23-24 to FY24-25		
<b>Beginning Fund Balance</b>	1,455,432	2,613,833	3,055,304	2,911,306	3,031,739	(23,565)	-1%	2,326,857	30%
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	4,353,998	3,421,158	3,766,188	4,030,849	4,055,272	289,084	8%	3,935,335	3%
Charges, Fees, License, Permits	6,588,204	6,618,963	7,103,463	7,103,463	7,446,094	342,631	5%	6,770,210	10%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	25,731	73,405	24,700	51,000	51,000	26,300	106%	50,046	2%
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	-	-	209,014	209,014	375,185	166,171	80%	69,671	439%
<b>Operating Revenue</b>	<b>10,967,933</b>	<b>10,113,526</b>	<b>11,103,365</b>	<b>11,394,326</b>	<b>11,927,551</b>	<b>824,186</b>	<b>7%</b>	<b>10,825,262</b>	<b>10%</b>
<b>Total Revenue</b>	<b>12,423,366</b>	<b>12,727,360</b>	<b>14,158,669</b>	<b>14,305,632</b>	<b>14,959,290</b>	<b>800,621</b>	<b>6%</b>	<b>13,152,119</b>	<b>14%</b>
Personnel Services	8,053,426	8,467,103	9,538,564	9,124,757	10,303,477	764,913	8%	8,548,429	21%
Materials and Services	1,181,864	825,807	1,169,898	1,183,736	1,475,987	306,089	26%	1,063,802	39%
Capital Outlay	5,572	14,948	15,000	5,000	15,000	-	0%	8,507	76%
<b>Operating Expenditure</b>	<b>9,240,862</b>	<b>9,307,858</b>	<b>10,723,462</b>	<b>10,313,493</b>	<b>11,794,464</b>	<b>1,071,002</b>	<b>10%</b>	<b>9,620,738</b>	<b>23%</b>
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	568,670	508,196	960,400	960,400	946,000	(14,400)	-1%	679,088	39%
Transfers	-	-	-	-	-	-	-	-	-
Contingency	-	-	350,000	-	382,400	32,400	9%	-	-
Reserve for Future Expenditures	-	-	2,124,807	-	1,836,426	(288,381)	-14%	-	-
<b>Total Expense</b>	<b>9,809,532</b>	<b>9,816,054</b>	<b>14,158,669</b>	<b>11,273,893</b>	<b>14,959,290</b>	<b>800,621</b>	<b>6%</b>	<b>10,299,826</b>	<b>45%</b>
<b>Revenues Less Expenses</b>	<b>2,613,833</b>	<b>2,911,306</b>	<b>-</b>	<b>3,031,739</b>	<b>-</b>			<b>2,852,293</b>	

Significant  
Changes  
from  
FY23-24  
Budget

Program	Change(s)
Clackamas 911	The only significant budget change is our overtime line. This is because in years past we had set aside funds for part-time positions, which we have been unable to fill. For FY 24-25, we rolled those funds over to our overtime line to help cover the costs created by our staffing shortages.



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**CLACKAMAS**  
C O U N T Y



# 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.



	FY21-22 Actuals	FY22-23 Actuals	FY23-24 Amended Budget	FY23-24 Projected Year-End	FY24-25 Budget	\$ Change from FY23-24 Budget	% Change from FY23-24 Budget	3-Year Average	% Change from 3-Year Avg
<b>Beginning Fund Balance</b>	<b>1,455,432</b>	<b>2,613,833</b>	<b>3,055,304</b>	<b>2,911,306</b>	<b>3,031,739</b>	<b>(23,565)</b>	<b>-1%</b>	<b>2,326,857</b>	<b>30%</b>
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%	3,986,661	2%
Charges, Fees, License, Permits, Fines	6,588,204	6,618,963	7,103,463	7,103,463	7,446,094	342,631	5%	6,770,210	10%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	25,731	73,405	24,700	51,000	51,000	26,300	106%	50,046	2%
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	-	-	209,014	209,014	375,185	166,171	80%	69,671	439%
<b>Operating Revenue</b>	<b>11,121,910</b>	<b>10,113,526</b>	<b>11,103,365</b>	<b>11,394,326</b>	<b>11,927,551</b>	<b>824,186</b>	<b>7%</b>	<b>10,876,587</b>	<b>10%</b>
<b>Total Revenue</b>	<b>12,577,342</b>	<b>12,727,360</b>	<b>14,158,669</b>	<b>14,305,632</b>	<b>14,959,290</b>	<b>800,621</b>	<b>6%</b>	<b>13,203,445</b>	<b>13%</b>
Personnel Services	8,207,403	8,467,103	9,538,564	9,124,757	10,303,477	764,913	8%	8,599,754	20%
Materials and Services	1,181,864	825,807	1,169,898	1,183,736	1,475,987	306,089	26%	1,063,802	39%
Capital Outlay	5,572	14,948	15,000	5,000	15,000	-	0%	8,507	76%
<b>Operating Expense</b>	<b>9,394,839</b>	<b>9,307,858</b>	<b>10,723,462</b>	<b>10,313,493</b>	<b>11,794,464</b>	<b>1,071,002</b>	<b>10%</b>	<b>9,672,063</b>	<b>22%</b>
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	568,670	508,196	960,400	960,400	946,000	(14,400)	-1%	679,088	39%
Transfers	-	-	-	-	-	-	-	-	-
Non Budgeted Accounts	-	-	-	-	-	-	-	-	-
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	-	-	-	-	-	-	-	-	-
<b>Total Expense</b>	<b>9,963,509</b>	<b>9,816,054</b>	<b>14,158,669</b>	<b>11,273,893</b>	<b>14,959,290</b>	<b>800,621</b>	<b>6%</b>	<b>10,351,152</b>	<b>45%</b>
<b>Revenues Less Expenses</b>	<b>2,613,833</b>	<b>2,911,306</b>	<b>-</b>	<b>3,031,739</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>2,852,293</b>	<b>-</b>

Notes:  
 None.

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# Transportation and Development

Budget Presentation  
FY24-25





Line of Business Name	Program Name	FY24-25	FY24-25	FY24-25	FY24-25	FY24-25	FY24-25	FY24-25	FY24-25	% of	FY24-25 FTE **		
		General Fund (100)	County Fair Fund (201)	Development Svcs Fund (205)	Community Services Fund (208)	Library Network (212)	Road Fund (215)	Total Budget	General Fund Support in Budget *	Total	Total	Filled	Vacant
Administrative Services	Office of the Director				2,039,066		1,934,584	3,973,650	-	0%	9.7	7.7	2.0
Transportation Services	Traffic Safety						6,713,155	6,713,155	-	0%	12.1	12.1	-
	Transportation Engineering & Construction						23,032,347	28,042,857	-	0%	21.2	18.2	3.0
	Transportation Maintenance						52,276,192	52,276,192	-	0%	101.2	89.2	12.0
	Community Road Fund						36,164,159	36,164,159	-	0%	-	-	-
	Damascus Roads						5,549,115	5,549,115	-	0%	-	-	-
	Fleet							8,937,431	-	0%	22.0	20.0	2.0
Community Services	Gladstone Library						2,856,717	2,856,717	-	0%	4.4	4.4	-
	Library Support Services						6,462,025	6,462,025	2,788,550	43%	12.0	11.0	1.0
	Oak Lodge Library						13,007,064	21,220,570	-	0%	5.6	5.6	-
	Code Enforcement	1,415,006						1,415,006	-	0%	7.0	6.0	1.0
	Dog Services	2,704,518						2,704,518	1,699,380	63%	14.0	14.0	-
	Sustainability & Solid Waste	5,741,499						5,741,499	-	0%	12.9	9.2	3.7
	County Parks							12,245,883	-	0%	7.4	7.4	-
	Forestry							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						1,274,685	409,816	32%	6.5	5.5	1.0
	Public Land Corner							1,335,779	-	0%	5.5	5.5	-
	Current Planning	3,935,155						3,935,155	2,250,738	57%	14.6	10.6	4.0
	Building Codes				15,152,605			15,152,605	-	0%	43.1	39.1	4.0
	Septic				1,499,462			1,499,462	-	0%	6.3	4.3	2.0
	Development Engineering						3,064,907	3,064,907	-	0%	16.2	16.2	-
Visioning Services	Long Range Planning	1,254,452					2,343,783	3,598,235	515,517	14%	7.7	5.7	2.0
	Regional Policy Coordination						3,451,139	3,451,139	-	0%	4.0	1.0	3.0
	Office of Economic Development				9,332,463			9,332,463	-	0%	5.0	3.0	2.0
TDCS Accounting Programs	County Event Center		8,633,177					13,433,177	-	0%	-	-	-
	Tax Title Land							323,754	-	0%	-	-	-
	\$ Coll On Behalf of Other Agcy	3,250,000						3,250,000	-	0%	-	-	-
	Countywide TSDC							18,814,272	-	0%	-	-	-
	HV Joint Area TSDC							1,480,576	-	0%	-	-	-
<b>TOTAL</b>		19,575,316	8,633,177	16,652,067	11,371,529	22,325,806	134,529,382	279,495,583	7,664,001	3%	341.7	298.0	43.7
<b>FY23-24 Budget (Amended)</b>		20,810,092	7,929,728	19,070,750	10,015,137	22,428,116	128,444,785	277,671,505	7,728,483	3%	342.2	294.0	48.2
<b>\$ Increase (Decrease)</b>		(1,234,776)	703,449	(2,418,683)	1,356,392	(102,310)	6,084,597	1,824,078	(64,482)		(0.5)	4.0	(4.5)
<b>% Increase (Decrease)</b>		-6%	9%	-13%	14%	0%	5%	1%	-1%		0%	1%	-9%

\*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).



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 Total	FY24-25 FTE **		
		Property Resources Fund (218)	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 Services Fund (770)	Total Budget	General Fund Support in Budget *		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							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	-
	Long Range Planning								3,598,235	515,517	14%	7.7	5.7	2.0
Visioning Services	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							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%	-	-	-
<b>TOTAL</b>		2,729,637	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
<b>FY23-24 Budget (Amended)</b>		3,075,879	19,699,000	1,448,469	22,304,030	8,604,496	5,950,182	7,890,841	277,671,505	7,728,483	3%	342.2	294.0	48.2
<b>\$ Increase (Decrease)</b>		(346,242)	595,848	(112,690)	(4,280,014)	(951,694)	1,483,611	1,046,590	1,824,078	(64,482)		(0.5)	4.0	(4.5)
<b>% Increase (Decrease)</b>		-11%	3%	-8%	-19%	-11%	25%	13%	1%	-1%		0%	1%	-9%

\*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).

## 30-Transportation & Development (DTD) / 215-Road Fund

### Summary of Revenue and Expense

	FY21-22	FY22-23	FY23-24	FY23-24	FY24-25	Budget-to-Budget Changes:		3-Year Average	% Change from 3-Year Average
	Actuals	Actuals	Amended Budget	Projected Year-End	Budget	\$ FY23-24 to FY24-25	% FY23-24 to FY24-25		
<b>Beginning Fund Balance</b>	51,627,826	53,138,868	48,147,496	55,451,564	56,620,668	8,473,172	18%	53,406,086	6%
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	40,272,526	50,802,374	50,369,906	45,694,336	46,708,882	(3,661,024)	-7%	45,589,745	2%
Charges, Fees, License, Permits	16,178,150	14,846,316	15,714,296	16,072,259	15,790,096	75,800	0%	15,698,908	1%
Revenue from Bonds & Other Debts	1,204	-	-	-	-	-	-	401	-100%
All Other Revenue Resources	441,814	3,309,415	706,789	2,017,466	1,539,374	832,585	118%	1,922,898	-20%
Other Interfund Transfers	-	432,429	5,593,315	7,050,949	5,010,532	(582,783)	-10%	2,494,459	101%
General Fund Support	165,105	-	257,961	257,961	-	(257,961)	-100%	141,022	-100%
<b>Operating Revenue</b>	<b>57,058,799</b>	<b>69,390,533</b>	<b>72,642,267</b>	<b>71,092,970</b>	<b>69,048,884</b>	<b>(3,593,383)</b>	<b>-5%</b>	<b>65,847,434</b>	<b>5%</b>
<b>Total Revenue</b>	<b>108,686,625</b>	<b>122,529,401</b>	<b>120,789,763</b>	<b>126,544,535</b>	<b>125,669,553</b>	<b>4,879,790</b>	<b>4%</b>	<b>119,253,520</b>	<b>5%</b>
Personnel Services	15,461,529	16,276,034	20,300,921	18,016,457	20,899,056	598,135	3%	16,584,673	26%
Materials and Services	14,435,855	20,681,758	26,988,870	27,439,546	26,559,411	(429,459)	-2%	20,852,386	27%
Capital Outlay	19,286,611	24,294,780	32,123,518	17,981,735	28,861,928	(3,261,590)	-10%	20,521,042	41%
<b>Operating Expenditure</b>	<b>49,183,994</b>	<b>61,252,571</b>	<b>79,413,309</b>	<b>63,437,739</b>	<b>76,320,395</b>	<b>(3,092,914)</b>	<b>-4%</b>	<b>57,958,101</b>	<b>32%</b>
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	5,083,357	4,441,310	6,158,754	5,081,400	5,679,400	(479,354)	-8%	4,868,689	17%
Transfers	1,280,406	1,383,956	2,567,585	1,404,727	3,063,835	496,250	19%	1,356,363	126%
Contingency	-	-	17,215,024	-	17,000,000	(215,024)	-1%	-	-
Reserve for Future Expenditures	-	-	15,435,092	-	23,605,922	8,170,830	53%	-	-
<b>Total Expense</b>	<b>55,547,757</b>	<b>67,077,837</b>	<b>120,789,764</b>	<b>69,923,866</b>	<b>125,669,552</b>	<b>4,879,788</b>	<b>4%</b>	<b>64,183,153</b>	<b>96%</b>
<b>Revenues Less Expenses</b>	<b>53,138,868</b>	<b>55,451,564</b>	<b>-</b>	<b>56,620,669</b>	<b>-</b>			<b>55,070,367</b>	

## 30-Transportation & Development (DTD) / 230-Special Grants Fund

### Summary of Revenue and Expense

	FY21-22	FY22-23	FY23-24	FY23-24	FY24-25	Budget-to-Budget Changes:		3-Year Average	% Change from 3-Year Average
	Actuals	Actuals	Amended Budget	Projected Year-End	Budget	\$ FY23-24 to FY24-25	% FY23-24 to FY24-25		
<b>Beginning Fund Balance</b>	-	-	-	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	176,770	84,633	1,534,635	4,971,510	4,971,510	3,436,875	224%	1,744,304	185%
Charges, Fees, License, Permits	-	-	-	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	39,000	39,000	39,000	-	0%	13,000	200%
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-	-	-
<b>Operating Revenue</b>	<b>176,770</b>	<b>84,633</b>	<b>1,573,635</b>	<b>5,010,510</b>	<b>5,010,510</b>	<b>3,436,875</b>	<b>218%</b>	<b>1,757,304</b>	<b>185%</b>
<b>Total Revenue</b>	<b>176,770</b>	<b>84,633</b>	<b>1,573,635</b>	<b>5,010,510</b>	<b>5,010,510</b>	<b>3,436,875</b>	<b>218%</b>	<b>1,757,304</b>	<b>185%</b>
Personnel Services	176,770	-	-	-	-	-	-	58,923	-100%
Materials and Services	-	84,633	441,400	-	-	(441,400)	-100%	28,211	-100%
Capital Outlay	-	-	1,132,235	5,010,510	5,010,510	3,878,275	343%	1,670,170	200%
<b>Operating Expenditure</b>	<b>176,770</b>	<b>84,633</b>	<b>1,573,635</b>	<b>5,010,510</b>	<b>5,010,510</b>	<b>3,436,875</b>	<b>218%</b>	<b>1,757,304</b>	<b>185%</b>
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
<b>Total Expense</b>	<b>176,770</b>	<b>84,633</b>	<b>1,573,635</b>	<b>5,010,510</b>	<b>5,010,510</b>	<b>3,436,875</b>	<b>218%</b>	<b>1,757,304</b>	<b>185%</b>
<b>Revenues Less Expenses</b>	-	-	-	-	-	-	-	-	-

### 30-Transportation & Development (DTD) / 770-Fleet Services Fund

#### Summary of Revenue and Expense

	FY21-22 Actuals	FY22-23 Actuals	FY23-24 Amended Budget	FY23-24 Projected Year-End	FY24-25 Budget	Budget-to-Budget Changes:			% Change from 3-Year Average
						\$ FY23-24 to FY24-25	% FY23-24 to FY24-25	3-Year Average	
<b>Beginning Fund Balance</b>	423,968	445,579	471,387	100,461	320,128	(151,259)	-32%	323,336	-1%
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	-	154,200	93,219	590,000	435,800	283%	31,073	1799%
Charges, Fees, License, Permits	6,313,107	6,195,014	7,224,550	7,350,032	7,984,303	759,753	11%	6,619,385	21%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	20,239	45,827	40,704	122,165	43,000	2,296	6%	62,743	-31%
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-	-	-
<b>Operating Revenue</b>	<b>6,333,346</b>	<b>6,240,841</b>	<b>7,419,454</b>	<b>7,565,416</b>	<b>8,617,303</b>	<b>1,197,849</b>	<b>16%</b>	<b>6,713,201</b>	<b>28%</b>
<b>Total Revenue</b>	<b>6,757,314</b>	<b>6,686,420</b>	<b>7,890,841</b>	<b>7,665,877</b>	<b>8,937,431</b>	<b>1,046,590</b>	<b>13%</b>	<b>7,036,537</b>	<b>27%</b>
Personnel Services	2,612,521	2,749,246	3,082,323	2,727,428	3,245,116	162,793	5%	2,696,398	20%
Materials and Services	3,689,211	3,823,820	4,204,717	4,595,093	5,146,048	941,331	22%	4,036,041	28%
Capital Outlay	9,507	12,893	100,000	23,229	55,210	(44,790)	-45%	15,210	263%
<b>Operating Expenditure</b>	<b>6,311,239</b>	<b>6,585,958</b>	<b>7,387,040</b>	<b>7,345,749</b>	<b>8,446,374</b>	<b>1,059,334</b>	<b>14%</b>	<b>6,747,649</b>	<b>25%</b>
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
Contingency	-	-	503,801	-	491,057	(12,744)	-3%	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
<b>Total Expense</b>	<b>6,311,239</b>	<b>6,585,958</b>	<b>7,890,841</b>	<b>7,345,749</b>	<b>8,937,431</b>	<b>1,046,590</b>	<b>13%</b>	<b>6,747,649</b>	<b>32%</b>
<b>Revenues Less Expenses</b>	<b>446,076</b>	<b>100,461</b>	<b>-</b>	<b>320,128</b>	<b>-</b>			<b>288,888</b>	

# 30-Transportation & Development (DTD) [50-History] / 208-Community Services Fund

## Summary of Revenue and Expense

	FY21-22	FY22-23	FY23-24	FY23-24	FY24-25	Budget-to-Budget Changes:		3-Year Average	% Change from 3-Year Average
	Actuals	Actuals	Amended Budget	Projected Year-End		\$ FY23-24 to FY24-25	% FY23-24 to FY24-25		
<b>Beginning Fund Balance</b>	745,943	1,002,242	1,197,898	1,202,915	1,056,720	(141,178)	-12%	983,700	7%
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	-	-	-	-	-	-	-	-
Charges, Fees, License, Permits	1,257,519	905,228	994,820	994,820	982,346	(12,474)	-1%	1,052,522	-7%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	18,500	-	-	-	6,167	-100%
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	-	-	92,039	92,039	-	(92,039)	-100%	30,680	-100%
<b>Operating Revenue</b>	<b>1,257,519</b>	<b>905,228</b>	<b>1,086,859</b>	<b>1,105,359</b>	<b>982,346</b>	<b>(104,513)</b>	<b>-10%</b>	<b>1,089,369</b>	<b>-10%</b>
<b>Total Revenue</b>	<b>2,003,462</b>	<b>1,907,470</b>	<b>2,284,757</b>	<b>2,308,274</b>	<b>2,039,066</b>	<b>(245,691)</b>	<b>-11%</b>	<b>2,073,069</b>	<b>-2%</b>
Personnel Services	831,666	583,733	686,490	456,557	781,587	95,097	14%	623,985	25%
Materials and Services	169,554	120,822	719,616	794,997	930,578	210,962	29%	361,791	157%
Capital Outlay	-	-	-	-	-	-	-	-	-
<b>Operating Expenditure</b>	<b>1,001,220</b>	<b>704,555</b>	<b>1,406,106</b>	<b>1,251,554</b>	<b>1,712,165</b>	<b>306,059</b>	<b>22%</b>	<b>985,776</b>	<b>74%</b>
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
Contingency	-	-	135,900	-	256,000	120,100	88%	-	-
Reserve for Future Expenditures	-	-	742,750	-	70,901	(671,849)	-90%	-	-
<b>Total Expense</b>	<b>1,001,220</b>	<b>704,555</b>	<b>2,284,756</b>	<b>1,251,554</b>	<b>2,039,066</b>	<b>(245,690)</b>	<b>-11%</b>	<b>985,776</b>	<b>107%</b>
<b>Revenues Less Expenses</b>	<b>1,002,242</b>	<b>1,202,915</b>	<b>-</b>	<b>1,056,720</b>	<b>-</b>			<b>1,087,292</b>	

# 50-Transportation & Development (DTD) [60-History] / 100-General Fund

## Summary of Revenue and Expense

	FY21-22	FY22-23	FY23-24	FY23-24	FY24-25	Budget-to-Budget Changes:		3-Year Average	% Change from 3-Year Average
	Actuals	Actuals	Amended Budget	Projected Year-End	Budget	\$ FY23-24 to FY24-25	% FY23-24 to FY24-25		
<b>Beginning Fund Balance</b>	3,413,874	3,057,647	3,509,792	3,114,075	2,812,839	(696,953)	-20%	3,195,199	-12%
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	649,836	791,057	779,088	1,039,726	812,064	32,976	4%	826,873	-2%
Charges, Fees, License, Permits	2,781,339	2,483,996	1,877,333	1,767,480	2,220,976	343,643	18%	2,344,272	-5%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	2,164,646	2,292,644	2,226,121	2,287,479	2,315,764	89,643	4%	2,248,256	3%
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	4,138,810	3,624,649	1,627,428	1,675,428	1,699,380	71,952	4%	3,146,296	-46%
<b>Operating Revenue</b>	<b>9,734,631</b>	<b>9,192,346</b>	<b>6,509,970</b>	<b>6,770,113</b>	<b>7,048,184</b>	<b>538,214</b>	<b>8%</b>	<b>8,565,697</b>	<b>-18%</b>
<b>Total Revenue</b>	<b>13,148,505</b>	<b>12,249,993</b>	<b>10,019,762</b>	<b>9,884,189</b>	<b>9,861,023</b>	<b>(158,739)</b>	<b>-2%</b>	<b>11,760,895</b>	<b>-16%</b>
Personnel Services	6,655,422	5,659,637	4,700,753	4,244,982	4,964,621	263,868	6%	5,520,013	-10%
Materials and Services	3,379,052	3,049,018	2,584,285	2,624,462	2,904,898	320,613	12%	3,017,510	-4%
Capital Outlay	869	13,555	-	32,000	50,000	50,000	-	15,475	223%
<b>Operating Expenditure</b>	<b>10,035,343</b>	<b>8,722,210</b>	<b>7,285,038</b>	<b>6,901,443</b>	<b>7,919,518</b>	<b>634,480</b>	<b>9%</b>	<b>8,552,999</b>	<b>-7%</b>
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	45,000	-	76,000	169,907	182,093	106,093	140%	71,636	154%
Contingency	-	-	699,335	-	630,364	(68,971)	-10%	-	-
Reserve for Future Expenditures	-	-	1,959,390	-	1,129,049	(830,341)	-42%	-	-
<b>Total Expense</b>	<b>10,080,343</b>	<b>8,722,210</b>	<b>10,019,763</b>	<b>7,071,350</b>	<b>9,861,024</b>	<b>(158,739)</b>	<b>-2%</b>	<b>8,624,634</b>	<b>14%</b>
<b>Revenues Less Expenses</b>	<b>3,068,161</b>	<b>3,527,783</b>	<b>-</b>	<b>2,812,838</b>	<b>-</b>			<b>3,136,261</b>	

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

## 50-Transportation & Development (DTD) / 212-Library Services

### Summary of Revenue and Expense

	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	3-Year Average	% Change from 3-Year Average
<b>Beginning Fund Balance</b>	5,741,828	8,173,996	6,818,540	7,620,887	8,603,829	1,785,289	26%	7,178,904	20%
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	5,297,174	2,742,118	4,011,957	4,011,870	2,790,955	(1,221,002)	-30%	4,017,054	-31%
Charges, Fees, License, Permits	1,142,817	192,503	215,154	217,100	225,600	10,446	5%	517,473	-56%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	750,946	1,093,235	989,103	1,198,929	1,344,322	355,219	36%	1,014,370	33%
Other Interfund Transfers	-	-	7,616,673	2,677,451	6,572,549	(1,044,124)	-14%	892,484	636%
General Fund Support	3,153,818	2,906,620	2,776,689	2,776,689	2,788,550	11,861	0%	2,945,709	-5%
<b>Operating Revenue</b>	<b>10,344,754</b>	<b>6,934,476</b>	<b>15,609,576</b>	<b>10,882,038</b>	<b>13,721,976</b>	<b>(1,887,600)</b>	<b>-12%</b>	<b>9,387,090</b>	<b>46%</b>
<b>Total Revenue</b>	<b>16,086,583</b>	<b>15,108,472</b>	<b>22,428,116</b>	<b>18,502,925</b>	<b>22,325,806</b>	<b>(102,310)</b>	<b>0%</b>	<b>16,565,993</b>	<b>35%</b>
Personnel Services	3,036,768	3,203,475	3,463,004	3,417,048	3,608,083	145,080	4%	3,219,097	12%
Materials and Services	3,083,249	2,270,550	2,545,539	2,429,021	2,674,088	128,549	5%	2,594,273	3%
Capital Outlay	942,570	1,960,759	13,252,949	3,978,026	11,886,478	(1,366,471)	-10%	2,293,785	418%
<b>Operating Expenditure</b>	<b>7,062,587</b>	<b>7,434,784</b>	<b>19,261,492</b>	<b>9,824,095</b>	<b>18,168,649</b>	<b>(1,092,843)</b>	<b>-6%</b>	<b>8,107,155</b>	<b>124%</b>
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	850,000	52,802	67,000	75,000	75,000	8,000	12%	325,934	-77%
Transfers	-	-	-	-	-	-	-	-	-
Contingency	-	-	957,954	-	1,981,869	1,023,915	107%	-	-
Reserve for Future Expenditures	-	-	2,141,671	-	2,100,288	(41,383)	-2%	-	-
<b>Total Expense</b>	<b>7,912,587</b>	<b>7,487,586</b>	<b>22,428,117</b>	<b>9,899,095</b>	<b>22,325,806</b>	<b>(102,311)</b>	<b>0%</b>	<b>8,433,089</b>	<b>165%</b>
<b>Revenues Less Expenses</b>	<b>8,173,996</b>	<b>7,620,886</b>	<b>-</b>	<b>8,603,830</b>	<b>-</b>			<b>8,132,904</b>	

## 50-Transportation & Development (DTD) / 257-Parks & Forestry Fund

### Summary of Revenue and Expense

	FY21-22	FY22-23	FY23-24	FY23-24	FY24-25	Budget-to-Budget Changes:		3-Year Average	% Change from 3-Year Average
	Actuals	Actuals	Amended Budget	Projected Year-End		Budget	\$ FY23-24 to FY24-25		
<b>Beginning Fund Balance</b>	3,636,132	3,096,275	3,162,124	2,988,722	2,736,078	(426,046)	-13%	3,240,376	-16%
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	603,975	1,089,828	951,787	552,962	1,102,350	150,563	16%	748,922	47%
Charges, Fees, License, Permits	1,063,060	1,236,403	1,126,750	1,230,760	1,273,400	146,650	13%	1,176,741	8%
Revenue from Bonds & Other Debts	556,939	250,000	594,020	597,892	325,894	(268,126)	-45%	468,277	-30%
All Other Revenue Resources	279,089	361,848	2,068,815	451,430	1,514,080	(554,735)	-27%	364,122	316%
Other Interfund Transfers	45,000	275,000	701,000	701,000	701,000	-	0%	340,333	106%
General Fund Support	153,910	202,934	-	-	-	-	-	118,948	-100%
<b>Operating Revenue</b>	<b>2,701,973</b>	<b>3,416,013</b>	<b>5,442,372</b>	<b>3,534,044</b>	<b>4,916,724</b>	<b>(525,648)</b>	<b>-10%</b>	<b>3,217,343</b>	<b>53%</b>
<b>Total Revenue</b>	<b>6,338,104</b>	<b>6,512,288</b>	<b>8,604,496</b>	<b>6,522,766</b>	<b>7,652,802</b>	<b>(951,694)</b>	<b>-11%</b>	<b>6,457,720</b>	<b>19%</b>
Personnel Services	1,550,666	1,588,855	1,771,501	1,667,184	1,917,089	145,589	8%	1,602,235	20%
Materials and Services	1,488,699	1,195,506	1,607,441	1,445,493	1,718,785	111,344	7%	1,376,566	25%
Capital Outlay	202,463	739,206	1,051,999	274,010	2,203,274	1,151,275	109%	405,227	444%
<b>Operating Expenditure</b>	<b>3,241,829</b>	<b>3,523,567</b>	<b>4,430,941</b>	<b>3,386,688</b>	<b>5,839,148</b>	<b>1,408,207</b>	<b>32%</b>	<b>3,384,028</b>	<b>73%</b>
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	400,000	400,000	400,000	-	0%	133,333	200%
Contingency	-	-	623,983	-	527,729	(96,254)	-15%	-	-
Reserve for Future Expenditures	-	-	3,149,571	-	885,925	(2,263,646)	-72%	-	-
<b>Total Expense</b>	<b>3,241,829</b>	<b>3,523,567</b>	<b>8,604,495</b>	<b>3,786,688</b>	<b>7,652,802</b>	<b>(951,693)</b>	<b>-11%</b>	<b>3,517,361</b>	<b>118%</b>
<b>Revenues Less Expenses</b>	<b>3,096,275</b>	<b>2,988,722</b>	<b>-</b>	<b>2,736,078</b>	<b>-</b>			<b>2,940,358</b>	

## 50-Transportation & Development (DTD) [60-History] / 230-Special Grants Fund

### Summary of Revenue and Expense

	FY21-22 Actuals	FY22-23 Actuals	FY23-24 Amended Budget	FY23-24 Projected Year-End	FY24-25 Budget	Budget-to-Budget Changes:		3-Year Average	% Change from 3-Year Average
						\$ FY23-24 to FY24-25	% FY23-24 to FY24-25		
<b>Beginning Fund Balance</b>	-	-	-	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	348,799	307,706	15,930,395	7,439,440	8,213,506	(7,716,889)	-48%	2,698,648	204%
Charges, Fees, License, Permits	-	-	-	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	-	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-	-	-
<b>Operating Revenue</b>	<b>348,799</b>	<b>307,706</b>	<b>15,930,395</b>	<b>7,439,440</b>	<b>8,213,506</b>	<b>(7,716,889)</b>	<b>-48%</b>	<b>2,698,648</b>	<b>204%</b>
<b>Total Revenue</b>	<b>348,799</b>	<b>307,706</b>	<b>15,930,395</b>	<b>7,439,440</b>	<b>8,213,506</b>	<b>(7,716,889)</b>	<b>-48%</b>	<b>2,698,648</b>	<b>204%</b>
Personnel Services	211,206	-	-	-	-	-	-	70,402	-100%
Materials and Services	-	-	-	-	-	-	-	-	-
Capital Outlay	137,593	307,706	15,930,395	7,439,440	8,213,506	(7,716,889)	-48%	2,628,246	213%
<b>Operating Expenditure</b>	<b>348,799</b>	<b>307,706</b>	<b>15,930,395</b>	<b>7,439,440</b>	<b>8,213,506</b>	<b>(7,716,889)</b>	<b>-48%</b>	<b>2,698,648</b>	<b>204%</b>
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
<b>Total Expense</b>	<b>348,799</b>	<b>307,706</b>	<b>15,930,395</b>	<b>7,439,440</b>	<b>8,213,506</b>	<b>(7,716,889)</b>	<b>-48%</b>	<b>2,698,648</b>	<b>204%</b>
<b>Revenues Less Expenses</b>	-	-	-	-	-	-	-	-	-

## 50-Transportation & Development (DTD) / 601-Stone Creek Golf Course

### Summary of Revenue and Expense

	FY21-22	FY22-23	FY23-24	FY23-24	FY24-25	Budget-to-Budget Changes:		3-Year	% Change
	Actuals	Actuals	Amended Budget	Projected Year-End	Budget	\$ FY23-24 to FY24-25	% FY23-24 to FY24-25	Average	from 3-Year Average
<b>Beginning Fund Balance</b>	2,188,398	2,845,189	2,659,381	3,328,783	3,474,004	814,623	31%	2,787,457	25%
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	-	-	-	-	-	-	-	-
Charges, Fees, License, Permits	3,511,023	3,802,537	3,247,600	3,789,630	3,884,800	637,200	20%	3,701,063	5%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	215,784	59,997	43,201	79,551	74,990	31,789	74%	118,444	-37%
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-	-	-
<b>Operating Revenue</b>	<b>3,726,808</b>	<b>3,862,533</b>	<b>3,290,801</b>	<b>3,869,181</b>	<b>3,959,790</b>	<b>668,989</b>	<b>20%</b>	<b>3,819,507</b>	<b>4%</b>
<b>Total Revenue</b>	<b>5,915,205</b>	<b>6,707,722</b>	<b>5,950,182</b>	<b>7,197,964</b>	<b>7,433,794</b>	<b>1,483,612</b>	<b>25%</b>	<b>6,606,964</b>	<b>13%</b>
Personnel Services	-	-	-	-	-	-	-	-	-
Materials and Services	2,735,454	3,035,584	3,135,783	3,203,960	3,180,057	44,274	1%	2,991,666	6%
Capital Outlay	334,562	68,355	1,650,000	295,000	3,100,000	1,450,000	88%	232,639	1233%
<b>Operating Expenditure</b>	<b>3,070,017</b>	<b>3,103,939</b>	<b>4,785,783</b>	<b>3,498,960</b>	<b>6,280,057</b>	<b>1,494,274</b>	<b>31%</b>	<b>3,224,305</b>	<b>95%</b>
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	275,000	225,000	225,000	225,000	-	0%	166,667	35%
Contingency	-	-	939,399	-	928,736	(10,663)	-1%	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
<b>Total Expense</b>	<b>3,070,017</b>	<b>3,378,939</b>	<b>5,950,182</b>	<b>3,723,960</b>	<b>7,433,793</b>	<b>1,483,611</b>	<b>25%</b>	<b>3,390,972</b>	<b>119%</b>
<b>Revenues Less Expenses</b>	<b>2,845,189</b>	<b>3,328,783</b>	<b>-</b>	<b>3,474,004</b>	<b>-</b>			<b>3,215,992</b>	

## 60-Transportation & Development (DTD) / 100-General Fund

### Summary of Revenue and Expense

	FY21-22	FY22-23	FY23-24	FY23-24	FY24-25	Budget-to-Budget Changes:		3-Year	% Change
	Actuals	Actuals	Amended Budget	Projected Year-End	Budget	\$ FY23-24 to FY24-25	% FY23-24 to FY24-25	Average	from 3-Year Average
<b>Beginning Fund Balance</b>	-	-	998,747	390,362	445,900	(552,847)	-55%	130,121	243%
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	-	261,269	220,301	421,149	159,880	61%	73,434	474%
Charges, Fees, License, Permits	607,328	581,085	2,055,648	2,187,045	2,400,081	344,433	17%	1,125,153	113%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	2,811	494	300	-	-	(300)	-100%	1,102	-100%
Other Interfund Transfers	-	-	-	-	21,092	21,092	-	-	-
General Fund Support	473,385	462,005	2,974,366	2,974,365	3,176,071	201,705	7%	1,303,252	144%
<b>Operating Revenue</b>	<b>1,083,525</b>	<b>1,043,584</b>	<b>5,291,583</b>	<b>5,381,711</b>	<b>6,018,393</b>	<b>726,810</b>	<b>14%</b>	<b>2,502,940</b>	<b>140%</b>
<b>Total Revenue</b>	<b>1,083,525</b>	<b>1,043,584</b>	<b>6,290,330</b>	<b>5,772,073</b>	<b>6,464,293</b>	<b>173,963</b>	<b>3%</b>	<b>2,633,060</b>	<b>146%</b>
Personnel Services	784,732	789,633	3,919,007	3,467,004	3,924,374	5,367	0%	1,680,456	134%
Materials and Services	262,131	254,085	1,776,581	1,859,171	2,420,781	644,200	36%	791,795	206%
Capital Outlay	-	23,212	66,830	-	-	(66,830)	-100%	7,737	-100%
<b>Operating Expenditure</b>	<b>1,046,863</b>	<b>1,066,930</b>	<b>5,762,418</b>	<b>5,326,175</b>	<b>6,345,155</b>	<b>582,737</b>	<b>10%</b>	<b>2,479,989</b>	<b>156%</b>
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
Contingency	-	-	369,504	-	119,137	(250,367)	-68%	-	-
Reserve for Future Expenditures	-	-	158,409	-	-	(158,409)	-100%	-	-
<b>Total Expense</b>	<b>1,046,863</b>	<b>1,066,930</b>	<b>6,290,331</b>	<b>5,326,175</b>	<b>6,464,292</b>	<b>173,961</b>	<b>3%</b>	<b>2,479,989</b>	<b>161%</b>
<b>Revenues Less Expenses</b>	<b>36,662</b>	<b>(23,346)</b>	<b>-</b>	<b>445,898</b>	<b>-</b>			<b>153,071</b>	

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

## 60-Transportation & Development (DTD) / 205-Development Services Fund

### Summary of Revenue and Expense

	FY21-22	FY22-23	FY23-24	FY23-24	FY24-25	Budget-to-Budget Changes:		3-Year Average	% Change from 3-Year Average
	Actuals	Actuals	Amended Budget	Projected Year-End	Budget	\$ FY23-24 to FY24-25	% FY23-24 to FY24-25		
<b>Beginning Fund Balance</b>	10,720,338	11,647,315	11,234,875	10,965,502	8,405,076	(2,829,799)	-25%	11,111,052	-24%
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	2,164	18,180	40,767	23,477	23,719	(17,048)	-42%	14,607	62%
Charges, Fees, License, Permits	10,059,009	8,440,147	7,566,838	7,266,810	7,726,130	159,292	2%	8,588,656	-10%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	131,471	385,469	228,270	489,834	497,143	268,873	118%	335,591	48%
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-	-	-
<b>Operating Revenue</b>	<b>10,192,645</b>	<b>8,843,795</b>	<b>7,835,875</b>	<b>7,780,121</b>	<b>8,246,992</b>	<b>411,117</b>	<b>5%</b>	<b>8,938,854</b>	<b>-8%</b>
<b>Total Revenue</b>	<b>20,912,983</b>	<b>20,491,111</b>	<b>19,070,750</b>	<b>18,745,623</b>	<b>16,652,068</b>	<b>(2,418,682)</b>	<b>-13%</b>	<b>20,049,905</b>	<b>-17%</b>
Personnel Services	6,117,649	6,960,473	7,837,189	6,935,334	7,836,268	(921)	0%	6,671,152	17%
Materials and Services	3,141,264	2,565,010	3,192,490	3,345,213	3,680,545	488,055	15%	3,017,162	22%
Capital Outlay	5,490	125	114,000	60,000	100,000	(14,000)	-12%	21,872	357%
<b>Operating Expenditure</b>	<b>9,264,404</b>	<b>9,525,608</b>	<b>11,143,679</b>	<b>10,340,547</b>	<b>11,616,813</b>	<b>473,134</b>	<b>4%</b>	<b>9,710,186</b>	<b>20%</b>
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
Contingency	-	-	2,313,490	-	2,797,366	483,876	21%	-	-
Reserve for Future Expenditures	-	-	5,613,581	-	2,237,888	(3,375,693)	-60%	-	-
<b>Total Expense</b>	<b>9,264,404</b>	<b>9,525,608</b>	<b>19,070,750</b>	<b>10,340,547</b>	<b>16,652,067</b>	<b>(2,418,683)</b>	<b>-13%</b>	<b>9,710,186</b>	<b>71%</b>
<b>Revenues Less Expenses</b>	<b>11,648,579</b>	<b>10,965,503</b>	<b>-</b>	<b>8,405,076</b>	<b>-</b>			<b>10,339,719</b>	

## 60-Transportation & Development (DTD) / 215-Road Fund

### Summary of Revenue and Expense

	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	3-Year Average	% Change from 3-Year Average
<b>Beginning Fund Balance</b>	979	-	-	-	-	-	-	326	-100%
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	2,550,519	2,967,457	6,819,853	5,048,739	8,076,378	1,256,525	18%	3,522,238	129%
Charges, Fees, License, Permits	694,700	1,022,123	806,669	756,923	761,951	(44,718)	-6%	824,582	-8%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	14,536	-	28,500	17,935	21,500	(7,000)	-25%	10,824	99%
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-	-	-
<b>Operating Revenue</b>	<b>3,259,755</b>	<b>3,989,580</b>	<b>7,655,022</b>	<b>5,823,597</b>	<b>8,859,829</b>	<b>1,204,807</b>	<b>16%</b>	<b>4,357,644</b>	<b>103%</b>
<b>Total Revenue</b>	<b>3,260,734</b>	<b>3,989,580</b>	<b>7,655,022</b>	<b>5,823,597</b>	<b>8,859,829</b>	<b>1,204,807</b>	<b>16%</b>	<b>4,357,970</b>	<b>103%</b>
Personnel Services	2,647,360	2,901,492	3,607,816	3,094,951	4,018,298	410,482	11%	2,881,268	39%
Materials and Services	611,664	935,986	3,972,204	2,630,271	4,781,531	809,327	20%	1,392,640	243%
Capital Outlay	1,710	112,102	75,000	98,375	60,000	(15,000)	-20%	70,729	-15%
<b>Operating Expenditure</b>	<b>3,260,734</b>	<b>3,949,580</b>	<b>7,655,020</b>	<b>5,823,597</b>	<b>8,859,830</b>	<b>1,204,810</b>	<b>16%</b>	<b>4,344,637</b>	<b>104%</b>
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	40,000	-	-	-	-	-	13,333	-100%
Transfers	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
<b>Total Expense</b>	<b>3,260,734</b>	<b>3,989,580</b>	<b>7,655,020</b>	<b>5,823,597</b>	<b>8,859,830</b>	<b>1,204,810</b>	<b>16%</b>	<b>4,357,970</b>	<b>103%</b>
<b>Revenues Less Expenses</b>	-	-	-	-	-	-	-	-	-

## 60-Transportation & Development (DTD) / 224-Public Land Cor Pres Fund

### Summary of Revenue and Expense

	FY21-22 Actuals	FY22-23 Actuals	FY23-24 Amended Budget	FY23-24 Projected Year-End	FY24-25 Budget	Budget-to-Budget Changes:		3-Year Average	% Change from 3-Year Average
						\$ FY23-24 to FY24-25	% FY23-24 to FY24-25		
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	-	-	-	-	-	-	-	-
Charges, Fees, License, Permits	791,452	367,136	404,280	486,805	966,611	562,331	139%	548,464	76%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	7,903	88,794	-	29,900	9,967	9,967	-	42,199	-76%
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-	-	-
<b>Operating Revenue</b>	<b>799,355</b>	<b>455,930</b>	<b>404,280</b>	<b>516,705</b>	<b>976,577</b>	<b>572,297</b>	<b>142%</b>	<b>590,663</b>	<b>65%</b>
<b>Total Revenue</b>	<b>2,308,324</b>	<b>1,927,210</b>	<b>1,448,469</b>	<b>1,458,825</b>	<b>1,335,779</b>	<b>(112,690)</b>	<b>-8%</b>	<b>1,898,120</b>	<b>-30%</b>
Personnel Services	658,485	791,587	858,589	888,358	896,084	37,495	4%	779,477	15%
Materials and Services	168,058	164,583	210,138	211,265	221,028	10,890	5%	181,302	22%
Capital Outlay	10,500	28,919	-	-	-	-	-	13,140	-100%
<b>Operating Expenditure</b>	<b>837,043</b>	<b>985,089</b>	<b>1,068,727</b>	<b>1,099,623</b>	<b>1,117,112</b>	<b>48,385</b>	<b>5%</b>	<b>973,919</b>	<b>15%</b>
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
Contingency	-	-	160,309	-	218,667	58,358	36%	-	-
Reserve for Future Expenditures	-	-	219,433	-	-	(219,433)	-100%	-	-
<b>Total Expense</b>	<b>837,043</b>	<b>985,089</b>	<b>1,448,469</b>	<b>1,099,623</b>	<b>1,335,779</b>	<b>(112,690)</b>	<b>-8%</b>	<b>973,919</b>	<b>37%</b>
<b>Revenues Less Expenses</b>	<b>1,471,280</b>	<b>942,121</b>	<b>-</b>	<b>359,202</b>	<b>-</b>			<b>924,201</b>	

# 60-Transportation & Development (DTD) [65-History] / 208-Community Services Fund

## Summary of Revenue and Expense

	FY21-22	FY22-23	FY23-24	FY23-24	FY24-25	Budget-to-Budget Changes:		3-Year Average	% Change from 3-Year Average
	Actuals	Actuals	Amended Budget	Projected Year-End	Budget	\$ FY23-24 to FY24-25	% FY23-24 to FY24-25		
<b>Beginning Fund Balance</b>	4,842,305	5,213,008	5,209,681	6,331,402	6,618,185	1,408,504	27%	5,462,239	21%
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	5,002,721	2,384,398	2,379,532	2,379,532	2,403,327	23,795	1%	3,255,550	-26%
Charges, Fees, License, Permits	17,328	911	10,300	5,000	5,000	(5,300)	-51%	7,746	-35%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	26,233	142,362	130,867	329,267	305,950	175,083	134%	165,954	84%
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-	-	-
<b>Operating Revenue</b>	<b>5,046,282</b>	<b>2,527,672</b>	<b>2,520,699</b>	<b>2,713,799</b>	<b>2,714,277</b>	<b>193,578</b>	<b>8%</b>	<b>3,429,251</b>	<b>-21%</b>
<b>Total Revenue</b>	<b>9,888,587</b>	<b>7,740,680</b>	<b>7,730,380</b>	<b>9,045,201</b>	<b>9,332,462</b>	<b>1,602,082</b>	<b>21%</b>	<b>8,891,489</b>	<b>5%</b>
Personnel Services	312,731	517,572	1,029,384	652,090	894,707	(134,678)	-13%	494,131	81%
Materials and Services	979,348	663,061	1,176,743	824,926	1,199,183	22,440	2%	822,445	46%
Capital Outlay	-	-	-	-	-	-	-	-	-
<b>Operating Expenditure</b>	<b>1,292,079</b>	<b>1,180,633</b>	<b>2,206,127</b>	<b>1,477,016</b>	<b>2,093,890</b>	<b>(112,238)</b>	<b>-5%</b>	<b>1,316,576</b>	<b>59%</b>
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	3,320,500	165,645	1,030,000	950,000	950,000	(80,000)	-8%	1,478,715	-36%
Transfers	63,000	63,000	-	-	-	-	-	42,000	-100%
Contingency	-	-	500,000	-	554,000	54,000	11%	-	-
Reserve for Future Expenditures	-	-	3,994,253	-	5,734,573	1,740,320	44%	-	-
<b>Total Expense</b>	<b>4,675,579</b>	<b>1,409,278</b>	<b>7,730,380</b>	<b>2,427,016</b>	<b>9,332,463</b>	<b>1,602,082</b>	<b>21%</b>	<b>2,837,291</b>	<b>229%</b>
<b>Revenues Less Expenses</b>	<b>5,213,008</b>	<b>6,331,402</b>	<b>-</b>	<b>6,618,185</b>	<b>-</b>			<b>6,054,199</b>	

## 80-Misc/Pass-Through [30-History] / 223-Countywide Transportation SDC Fund

### Summary of Revenue and Expense

	FY21-22 Actuals	FY22-23 Actuals	FY23-24 Amended Budget	FY23-24 Projected Year-End	FY24-25 Budget	Budget-to-Budget Changes:		3-Year Average	% Change from 3-Year Average
						\$ FY23-24 to FY24-25	% FY23-24 to FY24-25		
<b>Beginning Fund Balance</b>	18,088,294	18,100,528	17,776,800	18,974,995	18,664,548	887,748	5%	18,387,939	2%
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	-	-	-	-	-	-	-	-
Charges, Fees, License, Permits	1,241,867	1,195,856	1,772,200	1,037,000	1,030,300	(741,900)	-42%	1,158,241	-11%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	69,338	357,559	150,000	600,000	600,000	450,000	300%	342,299	75%
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-	-	-
<b>Operating Revenue</b>	<b>1,311,204</b>	<b>1,553,415</b>	<b>1,922,200</b>	<b>1,637,000</b>	<b>1,630,300</b>	<b>(291,900)</b>	<b>-15%</b>	<b>1,500,540</b>	<b>9%</b>
<b>Total Revenue</b>	<b>19,399,499</b>	<b>19,653,943</b>	<b>19,699,000</b>	<b>20,611,995</b>	<b>20,294,848</b>	<b>595,848</b>	<b>3%</b>	<b>19,888,479</b>	<b>2%</b>
Personnel Services	-	-	-	-	-	-	-	-	-
Materials and Services	140,971	166,601	370,488	311,488	464,697	94,209	25%	206,353	125%
Capital Outlay	81,339	179,919	-	-	-	-	-	87,086	-100%
<b>Operating Expenditure</b>	<b>222,310</b>	<b>346,520</b>	<b>370,488</b>	<b>311,488</b>	<b>464,697</b>	<b>94,209</b>	<b>25%</b>	<b>293,439</b>	<b>58%</b>
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	1,076,661	-	-	-	-	-	-	358,887	-100%
Transfers	-	332,429	3,987,711	1,635,959	2,752,932	(1,234,779)	-31%	656,129	320%
Contingency	-	-	5,500,000	-	5,500,000	-	0%	-	-
Reserve for Future Expenditures	-	-	9,840,801	-	11,577,219	1,736,418	18%	-	-
<b>Total Expense</b>	<b>1,298,971</b>	<b>678,948</b>	<b>19,699,000</b>	<b>1,947,447</b>	<b>20,294,848</b>	<b>595,848</b>	<b>3%</b>	<b>1,308,455</b>	<b>1451%</b>
<b>Revenues Less Expenses</b>	<b>18,100,528</b>	<b>18,974,995</b>	<b>-</b>	<b>18,664,548</b>	<b>-</b>			<b>18,580,024</b>	

## 80-Misc/Pass-Through [50-History] / 201-County Fair Fund

### Summary of Revenue and Expense

	FY21-22	FY22-23	FY23-24	FY23-24	FY24-25	Budget-to-Budget Changes:		3-Year Average	% Change from 3-Year Average
	Actuals	Actuals	Amended Budget	Projected Year-End		Budget	\$ FY23-24 to FY24-25		
<b>Beginning Fund Balance</b>	456,009	802,293	324,162	956,273	807,533	483,371	149%	738,192	9%
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	251,231	640,909	5,121,744	3,176,499	1,998,412	(3,123,332)	-61%	1,356,213	47%
Charges, Fees, License, Permits	685,844	749,405	725,500	725,500	725,500	-	0%	720,250	1%
Revenue from Bonds & Other Debts	-	-	-	-	1,856,423	1,856,423	-	-	-
All Other Revenue Resources	1,118,720	1,325,560	1,169,092	1,129,563	2,629,563	1,460,471	125%	1,191,281	121%
Other Interfund Transfers	516,588	553,266	589,230	589,230	615,745	26,515	5%	553,028	11%
General Fund Support	-	-	-	-	-	-	-	-	-
<b>Operating Revenue</b>	<b>2,572,383</b>	<b>3,269,139</b>	<b>7,605,566</b>	<b>5,620,792</b>	<b>7,825,643</b>	<b>220,077</b>	<b>3%</b>	<b>3,820,772</b>	<b>105%</b>
<b>Total Revenue</b>	<b>3,028,393</b>	<b>4,071,433</b>	<b>7,929,728</b>	<b>6,577,065</b>	<b>8,633,176</b>	<b>703,448</b>	<b>9%</b>	<b>4,558,963</b>	<b>89%</b>
Personnel Services	628,983	777,765	807,000	827,000	863,495	56,495	7%	744,583	16%
Materials and Services	1,478,389	1,662,743	1,608,625	1,714,755	1,707,740	99,115	6%	1,618,629	6%
Capital Outlay	116,630	674,651	5,243,577	3,227,777	5,461,668	218,091	4%	1,339,686	308%
<b>Operating Expenditure</b>	<b>2,224,002</b>	<b>3,115,159</b>	<b>7,659,202</b>	<b>5,769,532</b>	<b>8,032,903</b>	<b>373,701</b>	<b>5%</b>	<b>3,702,898</b>	<b>117%</b>
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	2,097	-	2,000	-	-	(2,000)	-100%	699	-100%
Transfers	-	-	-	-	-	-	-	-	-
Contingency	-	-	268,526	-	600,274	331,748	124%	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
<b>Total Expense</b>	<b>2,226,099</b>	<b>3,115,159</b>	<b>7,929,728</b>	<b>5,769,532</b>	<b>8,633,177</b>	<b>703,449</b>	<b>9%</b>	<b>3,703,597</b>	<b>133%</b>
<b>Revenues Less Expenses</b>	<b>802,293</b>	<b>956,273</b>	<b>-</b>	<b>807,533</b>	<b>-</b>			<b>855,367</b>	

## 80-Misc/Pass-Through [50-History] / 218-Property Resources Fund

### Summary of Revenue and Expense

	FY21-22 Actuals	FY22-23 Actuals	FY23-24 Amended Budget	FY23-24 Projected Year-End	FY24-25 Budget	Budget-to-Budget Changes:		3-Year Average	% Change from 3-Year Average
						\$ FY23-24 to FY24-25	% FY23-24 to FY24-25		
<b>Beginning Fund Balance</b>	2,495,487	2,418,425	2,380,168	2,294,653	2,361,588	(18,580)	-1%	2,402,855	-2%
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	-	-	-	-	-	-	-	-
Charges, Fees, License, Permits	-	300,000	400,000	-	-	(400,000)	-100%	100,000	-100%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	225,237	150,859	295,711	360,145	247,194	(48,517)	-16%	245,414	1%
Other Interfund Transfers	-	-	-	378,949	120,854	120,854	-	126,316	-4%
General Fund Support	-	-	-	-	-	-	-	-	-
<b>Operating Revenue</b>	<b>225,237</b>	<b>450,859</b>	<b>695,711</b>	<b>739,095</b>	<b>368,048</b>	<b>(327,663)</b>	<b>-47%</b>	<b>471,730</b>	<b>-22%</b>
<b>Total Revenue</b>	<b>2,720,724</b>	<b>2,869,284</b>	<b>3,075,879</b>	<b>3,033,748</b>	<b>2,729,637</b>	<b>(346,242)</b>	<b>-11%</b>	<b>2,874,585</b>	<b>-5%</b>
Personnel Services	85,839	163,449	175,412	174,684	185,830	10,417	6%	141,324	31%
Materials and Services	216,461	411,181	621,300	118,526	170,717	(450,583)	-73%	248,723	-31%
Capital Outlay	-	-	5,000	-	-	(5,000)	-100%	-	-
<b>Operating Expenditure</b>	<b>302,299</b>	<b>574,630</b>	<b>801,712</b>	<b>293,210</b>	<b>356,547</b>	<b>(445,166)</b>	<b>-56%</b>	<b>390,047</b>	<b>-9%</b>
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	249,047	-	-	(249,047)	-100%	-	-
Transfers	-	-	-	378,949	120,854	120,854	-	126,316	-4%
Contingency	-	-	756,391	-	742,188	(14,203)	-2%	-	-
Reserve for Future Expenditures	-	-	1,268,729	-	1,510,048	241,319	19%	-	-
<b>Total Expense</b>	<b>302,299</b>	<b>574,630</b>	<b>3,075,879</b>	<b>672,160</b>	<b>2,729,637</b>	<b>(346,243)</b>	<b>-11%</b>	<b>516,363</b>	<b>429%</b>
<b>Revenues Less Expenses</b>	<b>2,418,425</b>	<b>2,294,653</b>	<b>-</b>	<b>2,361,588</b>	<b>-</b>			<b>2,358,222</b>	

**80-Misc/Pass-Through [60-History] / 100-General Fund  
Summary of Revenue and Expense**

	FY21-22 Actuals	FY22-23 Actuals	FY23-24 Amended Budget	FY23-24 Projected Year-End	FY24-25 Budget	Budget-to-Budget Changes:		3-Year Average	% Change from 3-Year Average
						\$ FY23-24 to FY24-25	% FY23-24 to FY24-25		
<b>Beginning Fund Balance</b>	-	-	-	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	52,950	-	16,300	-	-	-	23,083	-100%
Charges, Fees, License, Permits	2,906,010	2,691,160	4,500,000	1,625,000	3,250,000	(1,250,000)	-28%	2,407,390	35%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	-	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-	-	-
<b>Operating Revenue</b>	<b>2,906,010</b>	<b>2,744,110</b>	<b>4,500,000</b>	<b>1,641,300</b>	<b>3,250,000</b>	<b>(1,250,000)</b>	<b>-28%</b>	<b>2,430,473</b>	<b>34%</b>
<b>Total Revenue</b>	<b>2,906,010</b>	<b>2,744,110</b>	<b>4,500,000</b>	<b>1,641,300</b>	<b>3,250,000</b>	<b>(1,250,000)</b>	<b>-28%</b>	<b>2,430,473</b>	<b>34%</b>
Personnel Services	-	-	-	-	-	-	-	-	-
Materials and Services	-	-	-	-	-	-	-	-	-
Capital Outlay	-	-	-	-	-	-	-	-	-
<b>Operating Expenditure</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	2,906,010	2,744,110	4,500,000	1,641,300	3,250,000	(1,250,000)	-28%	2,430,473	34%
Transfers	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
<b>Total Expense</b>	<b>2,906,010</b>	<b>2,744,110</b>	<b>4,500,000</b>	<b>1,641,300</b>	<b>3,250,000</b>	<b>(1,250,000)</b>	<b>-28%</b>	<b>2,430,473</b>	<b>34%</b>
<b>Revenues Less Expenses</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>				



Significant Changes from FY23-24 Budget

Program	Change(s)
Long Range Planning	<p>\$1M of additional State Highway Fund will support work on the Transportation System Plan Update.</p> <p>Secured \$513k in grant funding to support: I205 Multiuse Path Alternatives Access study, Travel Options Plan, ZDO Diagnostics Report, and equitable engagement framework for the Transportation System Plan.</p>
Libraries (Gladstone & Oak Lodge)	<p>The new Gladstone Library is slated to open by September 2024; finalizing construction of the library resulted in a \$6.7M reduction in this program budget.</p> <p>Construction for the new Oak Lodge Library is underway; expected to be completed by Spring 2025, resulting in the need to carry forward the \$21M construction budget.</p>
Parks (County Parks & Stone Creek)	<p>County Parks is tapping into alternative funding, and investing Capital Repair &amp; Replace reserve funding, resulting in an increase of \$2.7M in Capital Outlay for FY24/25.</p>
Transportation (All programs)	<p>There are 86 projects in various phases of Planning, Design &amp; Construction during FY 24/25. Programs estimate more than \$48M in system investments; an increase of \$13M from F23/24 estimates.</p>



# 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 <sup>1</sup>	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 <sup>3</sup>	\$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 <sup>2</sup>	95%	217 : 258	295 : 346	ANNUAL MEASURE	294 : 346

<sup>1</sup> DTD/BCS merger effective FY 2022-23.

<sup>2</sup> Previously reported as a percentage; beginning FY 2023/24 this will be reported as an output/ratio.

<sup>3</sup> Finance prepared a supplemental budget to recognize ARPA lost revenue funds in FY21/22; this was removed from the results.

#### Program includes:

Mandated Services

Shared Services

Grant Funding



**Explanation** Road official. Budget development. EOC support. Collective bargaining. Fiscal review/reporting.



	FY21-22 Actuals	FY22-23 Actuals	FY23-24 Amended Budget	FY23-24 Projected Year-End	FY24-25 Budget	\$ Change from FY23-24 Budget	% Change from FY23-24 Budget	3-Year Average	% Change from 3-Year Avg
<b>Beginning Fund Balance</b>	<b>1,000</b>	-	<b>1,197,898</b>	<b>1,202,915</b>	<b>1,116,725</b>	<b>(81,173)</b>	<b>-7%</b>	<b>401,305</b>	<b>178%</b>
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	49,608	195,784	95,565	17,296	218,793	123,228	129%	87,562	150%
Charges, Fees, License, Permits, Fines	1,729,797	1,615,080	2,685,640	2,705,640	2,606,132	(79,508)	-3%	2,016,839	29%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	700	5,712	-	18,513	32,000	32,000	-	8,308	285%
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	-	-	350,000	350,000	-	(350,000)	-100%	116,667	-100%
<b>Operating Revenue</b>	<b>1,780,105</b>	<b>1,816,577</b>	<b>3,131,205</b>	<b>3,091,449</b>	<b>2,856,925</b>	<b>(274,280)</b>	<b>-9%</b>	<b>2,229,377</b>	<b>28%</b>
<b>Total Revenue</b>	<b>1,781,105</b>	<b>1,816,577</b>	<b>4,329,103</b>	<b>4,294,364</b>	<b>3,973,650</b>	<b>(355,453)</b>	<b>-8%</b>	<b>2,630,682</b>	<b>51%</b>
Personnel Services	1,112,348	1,084,201	1,902,489	1,674,656	2,035,978	133,489	7%	1,290,402	58%
Materials and Services	668,757	732,376	1,487,959	1,502,982	1,589,679	101,720	7%	968,038	64%
Capital Outlay	-	-	-	-	-	-	-	-	-
<b>Operating Expense</b>	<b>1,781,105</b>	<b>1,816,577</b>	<b>3,390,448</b>	<b>3,177,639</b>	<b>3,625,657</b>	<b>235,209</b>	<b>7%</b>	<b>2,258,440</b>	<b>61%</b>
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	-	-	-	-	-	-	-	-	-
<b>Total Expense</b>	<b>1,781,105</b>	<b>1,816,577</b>	<b>4,329,103</b>	<b>3,177,639</b>	<b>3,973,650</b>	<b>(355,453)</b>	<b>-8%</b>	<b>2,258,440</b>	<b>76%</b>
<b>Revenues Less Expenses</b>	-	-	-	1,116,725	-	-	-	372,242	-

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.



	FY21-22 Actuals	FY22-23 Actuals	FY23-24 Amended Budget	FY23-24 Projected Year-End	FY24-25 Budget	\$ Change from FY23-24 Budget	% Change from FY23-24 Budget	3-Year Average	% Change from 3-Year Avg
<b>Beginning Fund Balance</b>	<b>302,894</b>	<b>484,519</b>	-	-	-	-	-	<b>262,471</b>	<b>-100%</b>
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	-	-	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines	615,226	407,711	-	-	-	-	-	340,979	-100%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	-	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-	-	-
<b>Operating Revenue</b>	<b>615,226</b>	<b>407,711</b>	-	-	-	-	-	<b>340,979</b>	<b>-100%</b>
<b>Total Revenue</b>	<b>918,120</b>	<b>892,230</b>	-	-	-	-	-	<b>603,450</b>	<b>-100%</b>
Personnel Services	323,532	184,222	-	-	-	-	-	169,251	-100%
Materials and Services	110,069	62,723	-	-	-	-	-	57,597	-100%
Capital Outlay	-	-	-	-	-	-	-	-	-
<b>Operating Expense</b>	<b>433,601</b>	<b>246,944</b>	-	-	-	-	-	<b>226,848</b>	<b>-100%</b>
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-	-	-
<b>Total Expense</b>	<b>433,601</b>	<b>246,944</b>	-	-	-	-	-	<b>226,848</b>	<b>-100%</b>
<b>Revenues Less Expenses</b>	<b>484,519</b>	<b>645,286</b>	-	-	-	-	-	<b>376,602</b>	

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 Actuals	FY22-23 Actuals	FY23-24 Amended Budget	FY23-24 Projected Year-End	FY24-25 Budget	\$ Change from FY23-24 Budget	% Change from FY23-24 Budget	3-Year Average	% Change from 3-Year Avg
<b>Beginning Fund Balance</b>	<b>443,049</b>	<b>517,723</b>	-	-	-	-	-	<b>320,257</b>	<b>-100%</b>
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	-	-	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines	642,293	497,517	-	-	-	-	-	379,937	-100%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	-	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-	-	-
<b>Operating Revenue</b>	<b>642,293</b>	<b>497,517</b>	-	-	-	-	-	<b>379,937</b>	<b>-100%</b>
<b>Total Revenue</b>	<b>1,085,342</b>	<b>1,015,240</b>	-	-	-	-	-	<b>700,194</b>	<b>-100%</b>
Personnel Services	508,134	399,512	-	-	-	-	-	302,549	-100%
Materials and Services	59,485	58,099	-	-	-	-	-	39,195	-100%
Capital Outlay	-	-	-	-	-	-	-	-	-
<b>Operating Expense</b>	<b>567,619</b>	<b>457,611</b>	-	-	-	-	-	<b>341,743</b>	<b>-100%</b>
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-	-	-
<b>Total Expense</b>	<b>567,619</b>	<b>457,611</b>	-	-	-	-	-	<b>341,743</b>	<b>-100%</b>
<b>Revenues Less Expenses</b>	<b>517,723</b>	<b>557,629</b>	-	-	-	-	-	<b>358,451</b>	

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 eliminating fatal and serious injury crashes in Clackamas County by 2035. Achieving these targets will also promote the Board's strategic priorities of building a strong infrastructure and ensuring safe, healthy and secure communities.

### Key Performance Measures

		FY 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 <sup>1</sup>	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 <sup>2</sup>	15 : 10	9 : 7	16 : 10	6 : 4	10 : 6

<sup>1</sup> Data reported by calendar year.

<sup>2</sup> 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	\$ Change from FY23-24 Budget	% Change from FY23-24 Budget	3-Year Average	% Change from 3-Year Avg
<b>Beginning Fund Balance</b>	89,112	-	-	-	-	-	-	29,704	-100%
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%	3,911,240	64%
Charges, Fees, License, Permits, Fines	235,609	173,829	327,900	255,090	246,642	(81,258)	-25%	221,509	11%
Revenue from Bonds & Other Debts	-	8,350	-	3,326	-	-	-	3,892	-100%
All Other Revenue Resources	-	840	59,500	87,500	15,000	(44,500)	-75%	29,447	-49%
Other Interfund Transfers	-	100,000	-	12,000	20,000	20,000	-	37,333	-46%
General Fund Support	165,105	-	-	-	-	-	-	55,035	-100%
<b>Operating Revenue</b>	<b>3,350,734</b>	<b>3,930,173</b>	<b>6,585,182</b>	<b>5,494,464</b>	<b>6,713,155</b>	<b>127,973</b>	<b>2%</b>	<b>4,258,457</b>	<b>58%</b>
<b>Total Revenue</b>	<b>3,439,846</b>	<b>3,930,173</b>	<b>6,585,182</b>	<b>5,494,464</b>	<b>6,713,155</b>	<b>127,973</b>	<b>2%</b>	<b>4,288,161</b>	<b>57%</b>
Personnel Services	1,554,295	1,786,870	1,986,763	2,217,796	2,105,510	118,747	6%	1,852,987	14%
Materials and Services	858,928	1,000,531	1,553,376	2,273,152	2,365,284	811,908	52%	1,377,537	72%
Capital Outlay	1,026,623	1,142,772	3,045,043	1,003,516	2,242,361	(802,682)	-26%	1,057,637	112%
<b>Operating Expense</b>	<b>3,439,846</b>	<b>3,930,173</b>	<b>6,585,182</b>	<b>5,494,464</b>	<b>6,713,155</b>	<b>127,973</b>	<b>2%</b>	<b>4,288,161</b>	<b>57%</b>
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-	-	-
<b>Total Expense</b>	<b>3,439,846</b>	<b>3,930,173</b>	<b>6,585,182</b>	<b>5,494,464</b>	<b>6,713,155</b>	<b>127,973</b>	<b>2%</b>	<b>4,288,161</b>	<b>57%</b>
<b>Revenues Less Expenses</b>	-	-	-	-	-	-	-	-	-

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.



# Transportation Services

## Transportation Engineering & Construction

### Purpose Statement

Provide survey + design, right-of-way, construction + project management services

### Performance Narrative Statement

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

More than \$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 residents of Clackamas County, as highlighted in the Board's strategic plan. The work performed in this program also directly influences the Board of County Commissioners ability to achieve the strategic goal of "Building Strong Infrastructure."

### Key Performance Measures

		FY 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 <sup>1</sup>	89%	86%	23 : 25	13 : 14	90%

<sup>1</sup> Previously reported as a percentage; beginning FY 2023/24 this will be reported as an output/ratio.

#### Program includes:

- Mandated Services  Yes
- Shared Services  Yes
- Grant Funding  Yes



**Explanation** Mandated Services: The Transportation Construction Program is mandated to spend 1% of state gas tax funds received by the County on facilities for pedestrians and bicyclists (ORS 366.514).

Shared Services: Infrastructure development is a state/county shared service.

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



300303-Transportation Engineering & Construction

BCC Priority Alignment: Strong Infrastructure

Budget Summary

	FY21-22 Actuals	FY22-23 Actuals	FY23-24 Amended Budget	FY23-24 Projected Year-End	FY24-25 Budget	\$ Change from FY23-24 Budget	% Change from FY23-24 Budget	3-Year Average	% Change from 3-Year Avg
<b>Beginning Fund Balance</b>	<b>41,132</b>	-	-	-	-	-	-	<b>13,711</b>	<b>-100%</b>
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	9,412,284	14,585,124	21,984,876	18,393,433	26,428,565	4,443,689	20%	14,130,280	87%
Charges, Fees, License, Permits, Fines	897,303	891,355	929,024	1,205,000	997,866	68,842	7%	997,886	0%
Revenue from Bonds & Other Debts	-	6,991	-	5,000	-	-	-	3,997	-100%
All Other Revenue Resources	-	337,154	39,000	80,307	39,000	-	0%	139,154	-72%
Other Interfund Transfers	-	2,050	434,362	317,436	577,426	143,064	33%	106,495	442%
General Fund Support	-	-	-	-	-	-	-	-	-
<b>Operating Revenue</b>	<b>10,309,587</b>	<b>15,822,674</b>	<b>23,387,262</b>	<b>20,001,176</b>	<b>28,042,857</b>	<b>4,655,595</b>	<b>20%</b>	<b>15,377,812</b>	<b>82%</b>
<b>Total Revenue</b>	<b>10,350,719</b>	<b>15,822,674</b>	<b>23,387,262</b>	<b>20,001,176</b>	<b>28,042,857</b>	<b>4,655,595</b>	<b>20%</b>	<b>15,391,523</b>	<b>82%</b>
Personnel Services	2,922,557	3,218,343	3,733,840	3,570,004	3,881,151	147,312	4%	3,236,968	20%
Materials and Services	1,834,521	2,277,170	6,019,834	3,952,326	6,120,600	100,766	2%	2,688,005	128%
Capital Outlay	5,593,641	10,327,225	13,633,588	12,478,846	18,041,106	4,407,518	32%	9,466,571	91%
<b>Operating Expense</b>	<b>10,350,719</b>	<b>15,822,738</b>	<b>23,387,262</b>	<b>20,001,176</b>	<b>28,042,857</b>	<b>4,655,596</b>	<b>20%</b>	<b>15,391,544</b>	<b>82%</b>
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-	-	-
<b>Total Expense</b>	<b>10,350,719</b>	<b>15,822,738</b>	<b>23,387,262</b>	<b>20,001,176</b>	<b>28,042,857</b>	<b>4,655,596</b>	<b>20%</b>	<b>15,391,544</b>	<b>82%</b>
<b>Revenues Less Expenses</b>	-	(64)	-	-	-	-	-	(21)	-

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 <sup>1</sup>	2,471	96%	90%	96%	96%
RATIO	\$ spent on resurfacing : # miles resurfaced <sup>2</sup>	\$ 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

<sup>1</sup> Previously reported # of service requests; beginning FY 2023/24 this will be reported as a percentage.

<sup>2</sup> 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	\$ Change from FY23-24 Budget	% Change from FY23-24 Budget	3-Year Average	% Change from 3-Year Avg
<b>Beginning Fund Balance</b>	<b>40,916,153</b>	<b>36,800,362</b>	<b>30,563,694</b>	<b>35,558,471</b>	<b>33,079,892</b>	<b>2,516,198</b>	<b>8%</b>	<b>37,758,328</b>	<b>-12%</b>
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	26,877,651	31,422,842	21,140,941	25,580,096	17,147,824	(3,993,117)	-19%	27,960,196	-39%
Charges, Fees, License, Permits, Fines	761,468	823,810	849,666	785,649	806,102	(43,564)	-5%	790,309	2%
Revenue from Bonds & Other Debts	128,451	30,247	179,104	20,000	59,165	(119,939)	-67%	59,566	-1%
All Other Revenue Resources	313,867	2,628,691	468,185	1,860,320	1,183,209	715,024	153%	1,600,959	-26%
Other Interfund Transfers	-	-	40,019	40,019	-	(40,019)	-100%	13,340	-100%
General Fund Support	-	-	-	-	-	-	-	-	-
<b>Operating Revenue</b>	<b>28,081,437</b>	<b>34,905,591</b>	<b>22,677,915</b>	<b>28,286,084</b>	<b>19,196,300</b>	<b>(3,481,615)</b>	<b>-15%</b>	<b>30,424,371</b>	<b>-37%</b>
<b>Total Revenue</b>	<b>68,997,590</b>	<b>71,705,953</b>	<b>53,241,609</b>	<b>63,844,555</b>	<b>52,276,192</b>	<b>(965,417)</b>	<b>-2%</b>	<b>68,182,699</b>	<b>-23%</b>
Personnel Services	9,979,062	10,186,620	13,364,319	11,010,558	13,658,003	293,684	2%	10,392,080	31%
Materials and Services	8,318,636	12,878,726	15,355,478	16,303,463	14,920,578	(434,900)	-3%	12,500,275	19%
Capital Outlay	12,589,740	11,798,115	2,790,000	1,945,915	2,571,224	(218,776)	-8%	8,777,923	-71%
<b>Operating Expense</b>	<b>30,887,438</b>	<b>34,863,461</b>	<b>31,509,797</b>	<b>29,259,936</b>	<b>31,149,806</b>	<b>(359,991)</b>	<b>-1%</b>	<b>31,670,278</b>	<b>-2%</b>
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	29,384	-	100,000	100,000	100,000	-	0%	43,128	132%
Transfers	1,280,406	1,283,956	2,567,585	1,404,727	3,042,743	475,158	19%	1,323,030	130%
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	-	-	-	-	-	-	-	-	-
<b>Total Expense</b>	<b>32,197,228</b>	<b>36,147,418</b>	<b>53,241,609</b>	<b>30,764,663</b>	<b>52,276,192</b>	<b>(965,417)</b>	<b>-2%</b>	<b>33,036,436</b>	<b>58%</b>
<b>Revenues Less Expenses</b>	<b>36,800,362</b>	<b>35,558,535</b>	<b>-</b>	<b>33,079,892</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>35,146,263</b>	<b>-</b>

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

	FY21-22 Actuals	FY22-23 Actuals	FY23-24 Amended Budget	FY23-24 Projected Year-End	FY24-25 Budget	\$ Change from FY23-24 Budget	% Change from FY23-24 Budget	3-Year Average	% Change from 3-Year Avg
<b>Beginning Fund Balance</b>	<b>6,389,619</b>	<b>11,188,127</b>	<b>12,078,638</b>	<b>14,501,648</b>	<b>18,992,556</b>	<b>6,913,918</b>	<b>57%</b>	<b>10,693,131</b>	<b>78%</b>
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	173,048	1,566,963	679,773	594,997	(971,966)	-62%	284,274	109%
Charges, Fees, License, Permits, Fines	12,320,420	11,152,811	11,696,886	11,913,500	11,913,500	216,614	2%	11,795,577	1%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	-	212,175	-	-	250,000	250,000	-	70,725	253%
Other Interfund Transfers	-	330,379	5,118,934	6,681,494	4,413,106	(705,828)	-14%	2,337,291	89%
General Fund Support	-	-	-	-	-	-	-	-	-
<b>Operating Revenue</b>	<b>12,320,420</b>	<b>11,868,413</b>	<b>18,382,783</b>	<b>19,274,767</b>	<b>17,171,603</b>	<b>(1,211,180)</b>	<b>-7%</b>	<b>14,487,867</b>	<b>19%</b>
<b>Total Revenue</b>	<b>18,710,039</b>	<b>23,056,539</b>	<b>30,461,421</b>	<b>33,776,415</b>	<b>36,164,159</b>	<b>5,702,738</b>	<b>19%</b>	<b>25,180,998</b>	<b>44%</b>
Personnel Services	-	-	-	-	-	-	-	-	-
Materials and Services	2,436,484	3,695,032	3,214,893	3,572,319	1,865,833	(1,349,060)	-42%	3,234,612	-42%
Capital Outlay	31,456	318,550	12,602,122	6,230,140	10,418,747	(2,183,375)	-17%	2,193,382	375%
<b>Operating Expense</b>	<b>2,467,940</b>	<b>4,013,581</b>	<b>15,817,015</b>	<b>9,802,459</b>	<b>12,284,580</b>	<b>(3,532,435)</b>	<b>-22%</b>	<b>5,427,993</b>	<b>126%</b>
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	5,053,973	4,441,310	6,058,754	4,981,400	5,579,400	(479,354)	-8%	4,825,561	16%
Transfers	-	100,000	-	-	-	-	-	33,333	-100%
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	-	-	-	-	-	-	-	-	-
<b>Total Expense</b>	<b>7,521,912</b>	<b>8,554,891</b>	<b>30,461,421</b>	<b>14,783,859</b>	<b>36,164,159</b>	<b>5,702,738</b>	<b>19%</b>	<b>10,286,887</b>	<b>252%</b>
<b>Revenues Less Expenses</b>	<b>11,188,127</b>	<b>14,501,648</b>	<b>-</b>	<b>18,992,556</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>14,894,110</b>	<b>-</b>

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.



	FY21-22 Actuals	FY22-23 Actuals	FY23-24 Amended Budget	FY23-24 Projected Year-End	FY24-25 Budget	\$ Change from FY23-24 Budget	% Change from FY23-24 Budget	3-Year Average	% Change from 3-Year Avg
<b>Beginning Fund Balance</b>	<b>4,190,810</b>	<b>5,150,380</b>	<b>5,505,164</b>	<b>5,391,445</b>	<b>4,488,215</b>	<b>(1,016,949)</b>	<b>-18%</b>	<b>4,910,878</b>	<b>-9%</b>
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	1,089,696	863,056	918,414	858,700	858,700	(59,714)	-7%	937,151	-8%
Charges, Fees, License, Permits, Fines	233,554	189,431	220,000	202,200	202,200	(17,800)	-8%	208,395	-3%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	-	79,253	-	-	-	-	-	26,418	-100%
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-	-	-
<b>Operating Revenue</b>	<b>1,323,250</b>	<b>1,131,739</b>	<b>1,138,414</b>	<b>1,060,900</b>	<b>1,060,900</b>	<b>(77,514)</b>	<b>-7%</b>	<b>1,171,963</b>	<b>-9%</b>
<b>Total Revenue</b>	<b>5,514,060</b>	<b>6,282,119</b>	<b>6,643,578</b>	<b>6,452,345</b>	<b>5,549,115</b>	<b>(1,094,463)</b>	<b>-16%</b>	<b>6,082,841</b>	<b>-9%</b>
Personnel Services	-	-	-	-	-	-	-	-	-
Materials and Services	318,530	182,557	518,346	630,301	628,015	109,669	21%	377,129	67%
Capital Outlay	45,151	708,118	1,185,000	1,333,829	599,000	(586,000)	-49%	695,699	-14%
<b>Operating Expense</b>	<b>363,680</b>	<b>890,674</b>	<b>1,703,346</b>	<b>1,964,130</b>	<b>1,227,015</b>	<b>(476,331)</b>	<b>-28%</b>	<b>1,072,828</b>	<b>14%</b>
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	2,940,232	-	2,322,100	(618,132)	-21%	-	-
Contingency	-	-	2,000,000	-	2,000,000	-	0%	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-	-	-
<b>Total Expense</b>	<b>363,680</b>	<b>890,674</b>	<b>6,643,578</b>	<b>1,964,130</b>	<b>5,549,115</b>	<b>(1,094,463)</b>	<b>-16%</b>	<b>1,072,828</b>	<b>417%</b>
<b>Revenues Less Expenses</b>	<b>5,150,380</b>	<b>5,391,445</b>	<b>-</b>	<b>4,488,215</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>5,010,013</b>	<b>-</b>

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.

We are using our performance measures to help us monitor and improve our ability to maintain desired levels of safety and efficiency while maximizing vehicle availability. Our goal is to partner with our customers to provide the necessary services and data to help them make informed business decisions to manage and use their fleet resources most efficiently.

### Key Performance Measures

		FY 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] <sup>1</sup>	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%

<sup>1</sup> Previously reported as average # of days and separated by light/heavy fleet; beginning FY 2023/24 this will be reported as a percentage.

#### Program includes:

Mandated Services

Shared Services

Grant Funding



#### Explanation



	FY21-22 Actuals	FY22-23 Actuals	FY23-24 Amended Budget	FY23-24 Projected Year-End	FY24-25 Budget	\$ Change from FY23-24 Budget	% Change from FY23-24 Budget	3-Year Average	% Change from 3-Year Avg
<b>Beginning Fund Balance</b>	-	-	471,387	100,461	320,128	(151,259)	-32%	33,487	856%
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	-	154,200	93,219	590,000	435,800	283%	31,073	1799%
Charges, Fees, License, Permits, Fines	-	-	7,224,550	7,350,032	7,984,303	759,753	11%	2,450,011	226%
Revenue from Bonds & Other Debts	-	-	35,000	40,000	40,000	5,000	14%	13,333	200%
All Other Revenue Resources	-	-	5,704	82,165	3,000	(2,704)	-47%	27,388	-89%
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-	-	-
<b>Operating Revenue</b>	-	-	7,419,454	7,565,416	8,617,303	1,197,849	16%	2,521,805	242%
<b>Total Revenue</b>	-	-	7,890,841	7,665,877	8,937,431	1,046,590	13%	2,555,292	250%
Personnel Services	-	-	3,082,323	2,727,428	3,245,116	162,793	5%	909,143	257%
Materials and Services	-	-	4,204,717	4,595,093	5,146,048	941,331	22%	1,531,698	236%
Capital Outlay	-	-	100,000	23,229	55,210	(44,790)	-45%	7,743	613%
<b>Operating Expense</b>	-	-	7,387,040	7,345,749	8,446,374	1,059,334	14%	2,448,583	245%
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Contingency	-	-	503,801	-	491,057	(12,744)	-3%	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-	-	-
<b>Total Expense</b>	-	-	7,890,841	7,345,749	8,937,431	1,046,590	13%	2,448,583	265%
<b>Revenues Less Expenses</b>	-	-	-	320,128	-	-	-	106,709	-

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 Actuals	FY22-23 Actuals	FY23-24 Amended Budget	FY23-24 Projected Year-End	FY24-25 Budget	\$ Change from FY23-24 Budget	% Change from FY23-24 Budget	3-Year Average	% Change from 3-Year Avg
<b>Beginning Fund Balance</b>	<b>216,655</b>	-	-	-	-	-	-	<b>72,218</b>	<b>-100%</b>
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	-	-	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines	2,770,534	-	-	-	-	-	-	923,511	-100%
Revenue from Bonds & Other Debts	19,674	-	-	-	-	-	-	6,558	-100%
All Other Revenue Resources	(1,210)	-	-	-	-	-	-	(403)	-100%
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-	-	-
<b>Operating Revenue</b>	<b>2,788,997</b>	-	-	-	-	-	-	<b>929,666</b>	<b>-100%</b>
<b>Total Revenue</b>	<b>3,005,653</b>	-	-	-	-	-	-	<b>1,001,884</b>	<b>-100%</b>
Personnel Services	413,603	-	-	-	-	-	-	137,868	-100%
Materials and Services	2,094,475	-	-	-	-	-	-	698,158	-100%
Capital Outlay	-	-	-	-	-	-	-	-	-
<b>Operating Expense</b>	<b>2,508,078</b>	-	-	-	-	-	-	<b>836,026</b>	<b>-100%</b>
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-	-	-
<b>Total Expense</b>	<b>2,508,078</b>	-	-	-	-	-	-	<b>836,026</b>	<b>-100%</b>
<b>Revenues Less Expenses</b>	<b>497,575</b>	-	-	-	-	-	-	<b>165,858</b>	

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 Actuals	FY22-23 Actuals	FY23-24 Amended Budget	FY23-24 Projected Year-End	FY24-25 Budget	\$ Change from FY23-24 Budget	% Change from FY23-24 Budget	3-Year Average	% Change from 3-Year Avg
<b>Beginning Fund Balance</b>	<b>207,313</b>	<b>445,579</b>	-	-	-	-	-	<b>217,631</b>	<b>-100%</b>
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	70,036	-	-	-	-	-	-	23,345	-100%
Charges, Fees, License, Permits, Fines	3,542,574	6,195,014	-	-	-	-	-	3,245,863	-100%
Revenue from Bonds & Other Debts	-	51,824	-	-	-	-	-	17,275	-100%
All Other Revenue Resources	1,775	(5,997)	-	-	-	-	-	(1,407)	-100%
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-	-	-
<b>Operating Revenue</b>	<b>3,614,385</b>	<b>6,240,841</b>	-	-	-	-	-	<b>3,285,075</b>	<b>-100%</b>
<b>Total Revenue</b>	<b>3,821,698</b>	<b>6,686,420</b>	-	-	-	-	-	<b>3,502,706</b>	<b>-100%</b>
Personnel Services	2,268,955	2,749,246	-	-	-	-	-	1,672,733	-100%
Materials and Services	1,594,736	3,823,820	-	-	-	-	-	1,806,185	-100%
Capital Outlay	9,507	12,893	-	-	-	-	-	7,467	-100%
<b>Operating Expense</b>	<b>3,873,197</b>	<b>6,585,958</b>	-	-	-	-	-	<b>3,486,385</b>	<b>-100%</b>
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-	-	-
<b>Total Expense</b>	<b>3,873,197</b>	<b>6,585,958</b>	-	-	-	-	-	<b>3,486,385</b>	<b>-100%</b>
<b>Revenues Less Expenses</b>	<b>(51,499)</b>	<b>100,461</b>	-	-	-	-	-	<b>16,321</b>	

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 <sup>1,2</sup>	52%	286 : 177	370 : 260	290 : 170	370 : 260
RATIO	# items circulated at least once per year : # items in collection <sup>2</sup>	56%	24,823 : 35,000	24,500 : 35,000	17,484 : 35,000	28,000 : 35,000

<sup>1</sup> Programs were canceled due to COVID-19 in 2020

<sup>2</sup> 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	\$ Change from FY23-24 Budget	% Change from FY23-24 Budget	3-Year Average	% Change from 3-Year Avg
<b>Beginning Fund Balance</b>	<b>385,805</b>	<b>904,888</b>	<b>892,491</b>	<b>941,370</b>	<b>1,073,651</b>	<b>181,160</b>	<b>20%</b>	<b>744,021</b>	<b>44%</b>
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	983,842	1,294,709	8,186,065	7,908,580	961,797	(7,224,268)	-88%	3,395,710	-72%
Charges, Fees, License, Permits, Fines	5,372	5,405	3,154	5,100	5,100	1,946	62%	5,292	-4%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	211,678	373,760	275,717	276,017	272,821	(2,896)	-1%	287,152	-5%
Other Interfund Transfers	(17,833)	-	1,916,673	1,950,559	543,348	(1,373,325)	-72%	644,242	-16%
General Fund Support	815,819	-	-	-	-	-	-	271,940	-100%
<b>Operating Revenue</b>	<b>1,998,879</b>	<b>1,673,875</b>	<b>10,381,609</b>	<b>10,140,256</b>	<b>1,783,066</b>	<b>(8,598,543)</b>	<b>-83%</b>	<b>4,604,336</b>	<b>-61%</b>
<b>Total Revenue</b>	<b>2,384,684</b>	<b>2,578,763</b>	<b>11,274,100</b>	<b>11,081,625</b>	<b>2,856,717</b>	<b>(8,417,383)</b>	<b>-75%</b>	<b>5,348,357</b>	<b>-47%</b>
Personnel Services	637,058	665,271	714,101	704,002	694,973	(19,128)	-3%	668,777	4%
Materials and Services	273,249	290,495	393,428	390,352	442,719	49,291	13%	318,032	39%
Capital Outlay	607,403	681,628	9,940,511	8,913,621	543,348	(9,397,163)	-95%	3,400,884	-84%
<b>Operating Expense</b>	<b>1,517,711</b>	<b>1,637,393</b>	<b>11,048,040</b>	<b>10,007,974</b>	<b>1,681,040</b>	<b>(9,367,000)</b>	<b>-85%</b>	<b>4,387,693</b>	<b>-62%</b>
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Contingency	-	-	226,060	-	1,175,677	949,617	420%	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-	-	-
<b>Total Expense</b>	<b>1,517,711</b>	<b>1,637,393</b>	<b>11,274,100</b>	<b>10,007,974</b>	<b>2,856,717</b>	<b>(8,417,383)</b>	<b>-75%</b>	<b>4,387,693</b>	<b>-35%</b>
<b>Revenues Less Expenses</b>	<b>866,972</b>	<b>941,370</b>	<b>-</b>	<b>1,073,651</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>960,664</b>	<b>-</b>

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	\$ Change from FY23-24 Budget	% Change from FY23-24 Budget	3-Year Average	% Change from 3-Year Avg
<b>Beginning Fund Balance</b>	<b>4,119,733</b>	<b>1,831,711</b>	<b>2,293,235</b>	<b>2,310,988</b>	<b>2,719,975</b>	<b>426,740</b>	<b>19%</b>	<b>2,754,144</b>	<b>-1%</b>
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	4,071	-	-	-	-	-	-	1,357	-100%
Charges, Fees, License, Permits, Fines	23,147	57,740	70,000	75,000	75,000	5,000	7%	51,962	44%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	536,252	719,053	664,285	873,685	878,500	214,215	32%	709,663	24%
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	2,337,999	2,906,620	2,776,689	2,776,689	2,788,550	11,861	0%	2,673,769	4%
<b>Operating Revenue</b>	<b>2,901,468</b>	<b>3,683,412</b>	<b>3,510,974</b>	<b>3,725,374</b>	<b>3,742,050</b>	<b>231,076</b>	<b>7%</b>	<b>3,436,752</b>	<b>9%</b>
<b>Total Revenue</b>	<b>7,021,201</b>	<b>5,515,124</b>	<b>5,804,209</b>	<b>6,036,362</b>	<b>6,462,025</b>	<b>657,816</b>	<b>11%</b>	<b>6,190,896</b>	<b>4%</b>
Personnel Services	1,623,372	1,657,805	1,827,680	1,797,348	1,878,304	50,624	3%	1,692,842	11%
Materials and Services	2,377,424	1,476,209	1,444,709	1,421,413	1,473,848	29,139	2%	1,758,349	-16%
Capital Outlay	318,611	17,320	-	22,626	431,762	431,762	-	119,519	261%
<b>Operating Expense</b>	<b>4,319,407</b>	<b>3,151,334</b>	<b>3,272,389</b>	<b>3,241,386</b>	<b>3,783,914</b>	<b>511,525</b>	<b>16%</b>	<b>3,570,709</b>	<b>6%</b>
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	850,000	52,802	67,000	75,000	75,000	8,000	12%	325,934	-77%
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	-	-	-	-	-	-	-	-	-
<b>Total Expense</b>	<b>5,169,407</b>	<b>3,204,136</b>	<b>5,804,209</b>	<b>3,316,386</b>	<b>6,462,025</b>	<b>657,816</b>	<b>11%</b>	<b>3,896,643</b>	<b>66%</b>
<b>Revenues Less Expenses</b>	<b>1,851,794</b>	<b>2,310,988</b>	<b>-</b>	<b>2,719,975</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>2,294,252</b>	<b>-</b>

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 <sup>1,2</sup>	63%	199 : 119	260 : 182	189 : 92	260 : 156
RATIO	# items circulated at least once per year : # items in collection <sup>2</sup>	51%	35,607 : 53,000	37,100 : 53,000	24,176 : 50,000	37,500 : 50,000

<sup>1</sup> Programs were canceled due to COVID-19 in 2020

<sup>2</sup> Ratio measure was previously reported as a percentage.

Program includes:

Mandated Services

Shared Services

Grant Funding



**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	\$ Change from FY23-24 Budget	% Change from FY23-24 Budget	3-Year Average	% Change from 3-Year Avg
<b>Beginning Fund Balance</b>	<b>1,236,291</b>	<b>5,437,396</b>	<b>3,632,814</b>	<b>4,368,529</b>	<b>4,810,203</b>	<b>1,177,389</b>	<b>32%</b>	<b>3,680,739</b>	<b>31%</b>
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%	3,249,590	209%
Charges, Fees, License, Permits, Fines	1,114,298	129,358	142,000	137,000	145,500	3,500	2%	460,219	-68%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	3,016	422	49,101	49,227	193,001	143,900	293%	17,555	999%
Other Interfund Transfers	17,833	-	5,700,000	726,891	6,029,202	329,202	6%	248,241	2329%
General Fund Support	-	-	-	-	-	-	-	-	-
<b>Operating Revenue</b>	<b>5,586,072</b>	<b>1,884,895</b>	<b>17,647,388</b>	<b>4,455,849</b>	<b>16,410,366</b>	<b>(1,237,022)</b>	<b>-7%</b>	<b>3,975,605</b>	<b>313%</b>
<b>Total Revenue</b>	<b>6,822,362</b>	<b>7,322,292</b>	<b>21,280,202</b>	<b>8,824,378</b>	<b>21,220,570</b>	<b>(59,632)</b>	<b>0%</b>	<b>7,656,344</b>	<b>177%</b>
Personnel Services	780,409	880,399	921,222	915,699	1,034,806	113,584	12%	858,836	20%
Materials and Services	432,575	503,847	707,402	617,256	757,520	50,118	7%	517,892	46%
Capital Outlay	154,149	1,569,517	19,242,833	2,481,219	19,124,874	(117,959)	-1%	1,401,629	1264%
<b>Operating Expense</b>	<b>1,367,133</b>	<b>2,953,763</b>	<b>20,871,457</b>	<b>4,014,174</b>	<b>20,917,201</b>	<b>45,744</b>	<b>0%</b>	<b>2,778,357</b>	<b>653%</b>
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Contingency	-	-	408,745	-	303,369	(105,376)	-26%	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-	-	-
<b>Total Expense</b>	<b>1,367,133</b>	<b>2,953,763</b>	<b>21,280,202</b>	<b>4,014,174</b>	<b>21,220,570</b>	<b>(59,632)</b>	<b>0%</b>	<b>2,778,357</b>	<b>664%</b>
<b>Revenues Less Expenses</b>	<b>5,455,229</b>	<b>4,368,529</b>	<b>-</b>	<b>4,810,203</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>4,877,987</b>	<b>-</b>

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

	FY21-22 Actuals	FY22-23 Actuals	FY23-24 Amended Budget	FY23-24 Projected Year-End	FY24-25 Budget	\$ Change from FY23-24 Budget	% Change from FY23-24 Budget	3-Year Average	% Change from 3-Year Avg
<b>Beginning Fund Balance</b>	-	-	282,958	282,958	-	(282,958)	-100%	94,319	-100%
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	-	-	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines	-	-	1,062,943	987,610	1,395,006	332,063	31%	329,203	324%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	23,250	20,000	20,000	-	7,750	158%
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-	-	-
<b>Operating Revenue</b>	-	-	1,062,943	1,010,860	1,415,006	352,063	33%	336,953	320%
<b>Total Revenue</b>	-	-	1,345,901	1,293,818	1,415,006	69,105	5%	431,273	228%
Personnel Services	-	-	1,064,671	1,017,498	1,133,105	68,434	6%	339,166	234%
Materials and Services	-	-	281,230	276,320	281,901	671	0%	92,107	206%
Capital Outlay	-	-	-	-	-	-	-	-	-
<b>Operating Expense</b>	-	-	1,345,901	1,293,818	1,415,006	69,105	5%	431,273	228%
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-	-	-
<b>Total Expense</b>	-	-	1,345,901	1,293,818	1,415,006	69,105	5%	431,273	228%

**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 Actuals	FY22-23 Actuals	FY23-24 Amended Budget	FY23-24 Projected Year-End	FY24-25 Budget	\$ Change from FY23-24 Budget	% Change from FY23-24 Budget	3-Year Average	% Change from 3-Year Avg
<b>Beginning Fund Balance</b>	<b>270,306</b>	-	-	-	-	-	-	<b>90,102</b>	<b>-100%</b>
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	11,719	-	-	-	-	-	-	3,906	-100%
Charges, Fees, License, Permits, Fines	817,760	-	-	-	-	-	-	272,587	-100%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	119	-	-	-	-	-	-	40	-100%
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	216,518	-	-	-	-	-	-	72,173	-100%
<b>Operating Revenue</b>	<b>1,046,116</b>	-	-	-	-	-	-	<b>348,705</b>	<b>-100%</b>
<b>Total Revenue</b>	<b>1,316,422</b>	-	-	-	-	-	-	<b>438,807</b>	<b>-100%</b>
Personnel Services	728,169	-	-	-	-	-	-	242,723	-100%
Materials and Services	305,296	-	-	-	-	-	-	101,765	-100%
Capital Outlay	-	-	-	-	-	-	-	-	-
<b>Operating Expense</b>	<b>1,033,465</b>	-	-	-	-	-	-	<b>344,488</b>	<b>-100%</b>
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-	-	-
<b>Total Expense</b>	<b>1,033,465</b>	-	-	-	-	-	-	<b>344,488</b>	<b>-100%</b>
<b>Revenues Less Expenses</b>	<b>282,958</b>	-	-	-	-	-	-	<b>94,319</b>	

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.



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**CLACKAMAS**  
C O U N T Y



# 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 stands ready to assist the region in the event of a disaster.

### 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 <sup>1</sup>	84%	457 : 552	440 : 520	247 : 284	485 : 560

<sup>1</sup> Ratio measure was previously reported as a percentage.

#### Program includes:

Mandated Services  Yes

Shared Services  No

Grant Funding  Yes



#### Explanation Mandated Services:

As delegated by the health authority, the Dog Services Program is mandated by the State of Oregon to verify rabies vaccination for all dogs in the County (ORS 433.365), respond to incidents of dog bites (ORS 433.345) and when the county establishes a dog control district per ORS 609.030 the governing body may enforce dog control laws within the county and provide for the appointment of dog control officers. ORS 433.385 requires all animals apprehended and impounded for not having a rabies inoculation be held in adequate and sanitary pound. In a county with a dog control program the governing body shall determine a dog license fee and issue licenses as per ORS 609.100. ORS 401.977 establishes the requirement to develop animal emergency plans and the federal PETS act of 2006 requires state and local emergency preparedness plans for household pets following major disasters and emergencies.

#### Grant Funding:

The Dog Sheltering Program receives program funding from the Clackamas Dogs Foundation. This funding opportunity does not require any match.



	FY21-22 Actuals	FY22-23 Actuals	FY23-24 Amended Budget	FY23-24 Projected Year-End	FY24-25 Budget	\$ Change from FY23-24 Budget	% Change from FY23-24 Budget	3-Year Average	% Change from 3-Year Avg
<b>Beginning Fund Balance</b>	-	-	526,639	245,856	139,833	(386,806)	-73%	81,952	71%
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	-	30,000	41,010	-	(30,000)	-100%	13,670	-100%
Charges, Fees, License, Permits, Fines	-	-	807,625	778,970	824,870	17,245	2%	259,657	218%
Revenue from Bonds & Other Debts	-	-	-	-	1,000	1,000	-	-	-
All Other Revenue Resources	-	-	10,821	8,900	39,435	28,614	264%	2,967	1229%
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	-	-	1,627,428	1,675,428	1,699,380	71,952	4%	558,476	204%
<b>Operating Revenue</b>	-	-	2,475,874	2,504,308	2,564,685	88,811	4%	834,769	207%
<b>Total Revenue</b>	-	-	3,002,513	2,750,164	2,704,518	(297,995)	-10%	916,721	195%
Personnel Services	-	-	1,708,418	1,663,612	1,747,119	38,701	2%	554,537	215%
Materials and Services	-	-	932,213	914,719	950,560	18,347	2%	304,906	212%
Capital Outlay	-	-	-	32,000	-	-	-	10,667	-100%
<b>Operating Expense</b>	-	-	2,640,631	2,610,331	2,697,679	57,048	2%	870,110	210%
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Contingency	-	-	361,882	-	6,839	(355,043)	-98%	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-	-	-
<b>Total Expense</b>	-	-	3,002,513	2,610,331	2,704,518	(297,995)	-10%	870,110	211%
<b>Revenues Less Expenses</b>	-	-	-	139,833	-	-	-	46,611	-

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



600303-Dog 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	\$ Change from FY23-24 Budget	% Change from FY23-24 Budget	3-Year Average	% Change from 3-Year Avg
<b>Beginning Fund Balance</b>	<b>843,883</b>	<b>485,102</b>	-	-	-	-	-	<b>442,995</b>	<b>-100%</b>
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	23,149	-	-	-	-	-	-	7,716	-100%
Charges, Fees, License, Permits, Fines	693,287	734,169	-	-	-	-	-	475,819	-100%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	13,367	12,690	-	-	-	-	-	8,685	-100%
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	1,526,192	1,471,117	-	-	-	-	-	999,103	-100%
<b>Operating Revenue</b>	<b>2,255,995</b>	<b>2,217,975</b>	-	-	-	-	-	<b>1,491,323</b>	<b>-100%</b>
<b>Total Revenue</b>	<b>3,099,878</b>	<b>2,703,077</b>	-	-	-	-	-	<b>1,934,318</b>	<b>-100%</b>
Personnel Services	1,875,427	1,617,177	-	-	-	-	-	1,164,201	-100%
Materials and Services	738,481	826,489	-	-	-	-	-	521,657	-100%
Capital Outlay	869	13,555	-	-	-	-	-	4,808	-100%
<b>Operating Expense</b>	<b>2,614,777</b>	<b>2,457,221</b>	-	-	-	-	-	<b>1,690,666</b>	<b>-100%</b>
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-	-	-
<b>Total Expense</b>	<b>2,614,777</b>	<b>2,457,221</b>	-	-	-	-	-	<b>1,690,666</b>	<b>-100%</b>
<b>Revenues Less Expenses</b>	<b>485,101</b>	<b>245,856</b>	-	-	-	-	-	<b>243,652</b>	

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.



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**CLACKAMAS**  
C O U N T Y



# 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 <sup>1</sup>	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

<sup>1</sup> Consultations differ from interactions, as they are scheduled on-site consultations with customers. Business consultations are now being counted more comprehensively and can take place in person, over the phone, or via email. For FY 18-19 this measure now counts all consultations (business, multi-family, schools, etc.).

**Program includes:**

Mandated Services  Yes

Shared Services  Yes

Grant Funding  No



**Explanation**

**Mandated Services:**

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

**Shared Services:**

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



**500508-Sustainability & Solid Waste**  
 BCC Priority Alignment: Honor, Utilize, & Invest in our Natural Resources  
 Budget Summary

	FY21-22 Actuals	FY22-23 Actuals	FY23-24 Amended Budget	FY23-24 Projected Year-End	FY24-25 Budget	\$ Change from FY23-24 Budget	% Change from FY23-24 Budget	3-Year Average	% Change from 3-Year Avg
<b>Beginning Fund Balance</b>	-	-	<b>2,700,195</b>	<b>2,585,262</b>	<b>2,673,006</b>	<b>(27,189)</b>	<b>-1%</b>	<b>861,754</b>	<b>210%</b>
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	-	749,088	998,716	812,064	62,976	8%	332,905	144%
Charges, Fees, License, Permits, Fines	-	-	6,765	900	1,100	(5,665)	-84%	300	267%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	2,215,300	2,255,329	2,255,329	40,029	2%	751,776	200%
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-	-	-
<b>Operating Revenue</b>	-	-	<b>2,971,153</b>	<b>3,254,945</b>	<b>3,068,493</b>	<b>97,340</b>	<b>3%</b>	<b>1,084,982</b>	<b>183%</b>
<b>Total Revenue</b>	-	-	<b>5,671,348</b>	<b>5,840,207</b>	<b>5,741,499</b>	<b>70,151</b>	<b>1%</b>	<b>1,946,736</b>	<b>195%</b>
Personnel Services	-	-	1,927,663	1,563,871	2,084,396	156,733	8%	521,290	300%
Materials and Services	-	-	1,370,842	1,433,423	1,672,437	301,595	22%	477,808	250%
Capital Outlay	-	-	-	-	50,000	50,000	-	-	-
<b>Operating Expense</b>	-	-	<b>3,298,505</b>	<b>2,997,294</b>	<b>3,806,832</b>	<b>508,327</b>	<b>15%</b>	<b>999,098</b>	<b>281%</b>
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	76,000	169,907	182,093	106,093	140%	56,636	222%
Reserve for Future Expenditures	-	-	1,959,390	-	1,129,049	(830,341)	-42%	-	-
Contingency	-	-	337,453	-	623,525	286,072	85%	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-	-	-
<b>Total Expense</b>	-	-	<b>5,671,348</b>	<b>3,167,201</b>	<b>5,741,499</b>	<b>70,151</b>	<b>1%</b>	<b>1,055,734</b>	<b>444%</b>
<b>Revenues Less Expenses</b>	-	-	-	2,673,006	-	-	-	891,002	-

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	\$ Change from FY23-24 Budget	% Change from FY23-24 Budget	3-Year Average	% Change from 3-Year Avg
<b>Beginning Fund Balance</b>	<b>1,626,570</b>	<b>2,171,579</b>	-	-	-	-	-	<b>1,266,050</b>	<b>-100%</b>
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	551,406	791,057	-	-	-	-	-	447,488	-100%
Charges, Fees, License, Permits, Fines	22,223	86,145	-	-	-	-	-	36,123	-100%
Revenue from Bonds & Other Debts	-	6,752	-	-	-	-	-	2,251	-100%
All Other Revenue Resources	2,145,251	2,265,950	-	-	-	-	-	1,470,401	-100%
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-	-	-
<b>Operating Revenue</b>	<b>2,718,880</b>	<b>3,149,904</b>	-	-	-	-	-	<b>1,956,261</b>	<b>-100%</b>
<b>Total Revenue</b>	<b>4,345,450</b>	<b>5,321,483</b>	-	-	-	-	-	<b>3,222,311</b>	<b>-100%</b>
Personnel Services	1,435,767	1,518,985	-	-	-	-	-	984,917	-100%
Materials and Services	963,660	934,279	-	-	-	-	-	632,646	-100%
Capital Outlay	-	-	-	-	-	-	-	-	-
<b>Operating Expense</b>	<b>2,399,427</b>	<b>2,453,263</b>	-	-	-	-	-	<b>1,617,564</b>	<b>-100%</b>
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	45,000	-	-	-	-	-	-	15,000	-100%
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-	-	-
<b>Total Expense</b>	<b>2,444,427</b>	<b>2,453,263</b>	-	-	-	-	-	<b>1,632,564</b>	<b>-100%</b>
<b>Revenues Less Expenses</b>	<b>1,901,022</b>	<b>2,868,220</b>	-	-	-	-	-	<b>1,589,747</b>	

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.



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**CLACKAMAS**  
C O U N T Y



**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 <sup>1</sup>	77%	6,989 : 9,984	6,989 : 9,984	5,081 : 6,851	7,402 : 10,574
RATIO	# golf rounds played : # golf rounds available <sup>1</sup>	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.



	FY21-22 Actuals	FY22-23 Actuals	FY23-24 Amended Budget	FY23-24 Projected Year-End	FY24-25 Budget	\$ Change from FY23-24 Budget	% Change from FY23-24 Budget	3-Year Average	% Change from 3-Year Avg
<b>Beginning Fund Balance</b>	-	-	<b>3,175,961</b>	<b>3,622,513</b>	<b>3,873,663</b>	<b>697,702</b>	<b>22%</b>	<b>1,207,504</b>	<b>221%</b>
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	-	922,962	552,962	1,102,350	179,388	19%	184,321	498%
Charges, Fees, License, Permits, Fines	-	-	4,373,600	5,019,830	5,127,800	754,200	17%	1,673,277	206%
Revenue from Bonds & Other Debts	-	-	-	8,872	-	-	-	2,957	-100%
All Other Revenue Resources	-	-	342,414	373,831	1,481,070	1,138,656	333%	124,610	1089%
Other Interfund Transfers	-	-	625,000	661,000	661,000	36,000	6%	220,333	200%
General Fund Support	-	-	-	-	-	-	-	-	-
<b>Operating Revenue</b>	-	-	<b>6,263,976</b>	<b>6,616,495</b>	<b>8,372,220</b>	<b>2,108,244</b>	<b>34%</b>	<b>2,205,498</b>	<b>280%</b>
<b>Total Revenue</b>	-	-	<b>9,439,937</b>	<b>10,239,008</b>	<b>12,245,883</b>	<b>2,805,946</b>	<b>30%</b>	<b>3,413,003</b>	<b>259%</b>
Personnel Services	-	-	1,370,382	1,323,117	1,407,245	36,864	3%	441,039	219%
Materials and Services	-	-	4,449,253	4,341,217	4,510,898	61,645	1%	1,447,072	212%
Capital Outlay	-	-	2,178,499	476,010	4,896,274	2,717,775	125%	158,670	2986%
<b>Operating Expense</b>	-	-	<b>7,998,134</b>	<b>6,140,345</b>	<b>10,814,418</b>	<b>2,816,284</b>	<b>35%</b>	<b>2,046,782</b>	<b>428%</b>
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	225,000	225,000	225,000	-	0%	75,000	200%
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Contingency	-	-	1,216,803	-	1,206,465	(10,338)	-1%	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-	-	-
<b>Total Expense</b>	-	-	<b>9,439,937</b>	<b>6,365,345</b>	<b>12,245,883</b>	<b>2,805,946</b>	<b>30%</b>	<b>2,121,782</b>	<b>477%</b>
<b>Revenues Less Expenses</b>	-	-	-	3,873,663	-	-	-	1,291,221	-

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.



	FY21-22 Actuals	FY22-23 Actuals	FY23-24 Amended Budget	FY23-24 Projected Year-End	FY24-25 Budget	\$ Change from FY23-24 Budget	% Change from FY23-24 Budget	3-Year Average	% Change from 3-Year Avg
<b>Beginning Fund Balance</b>	<b>472,888</b>	<b>193,126</b>	-	-	-	-	-	<b>222,005</b>	<b>-100%</b>
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	520,764	1,061,990	-	-	-	-	-	527,585	-100%
Charges, Fees, License, Permits, Fines	1,059,698	1,236,066	-	-	-	-	-	765,255	-100%
Revenue from Bonds & Other Debts	8,150	3,884	-	-	-	-	-	4,011	-100%
All Other Revenue Resources	272,462	256,948	-	-	-	-	-	176,470	-100%
Other Interfund Transfers	-	275,000	-	-	-	-	-	91,667	-100%
General Fund Support	153,910	202,934	-	-	-	-	-	118,948	-100%
<b>Operating Revenue</b>	<b>2,014,985</b>	<b>3,036,821</b>	-	-	-	-	-	<b>1,683,935</b>	<b>-100%</b>
<b>Total Revenue</b>	<b>2,487,872</b>	<b>3,229,947</b>	-	-	-	-	-	<b>1,905,940</b>	<b>-100%</b>
Personnel Services	1,042,975	1,221,868	-	-	-	-	-	754,948	-100%
Materials and Services	1,069,808	975,143	-	-	-	-	-	681,650	-100%
Capital Outlay	181,963	739,206	-	-	-	-	-	307,057	-100%
<b>Operating Expense</b>	<b>2,294,747</b>	<b>2,936,217</b>	-	-	-	-	-	<b>1,743,655</b>	<b>-100%</b>
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-	-	-
<b>Total Expense</b>	<b>2,294,747</b>	<b>2,936,217</b>	-	-	-	-	-	<b>1,743,655</b>	<b>-100%</b>
<b>Revenues Less Expenses</b>	<b>193,126</b>	<b>293,730</b>	-	-	-	-	-	<b>162,285</b>	

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 Actuals	FY22-23 Actuals	FY23-24 Amended Budget	FY23-24 Projected Year-End	FY24-25 Budget	\$ Change from FY23-24 Budget	% Change from FY23-24 Budget	3-Year Average	% Change from 3-Year Avg
<b>Beginning Fund Balance</b>	<b>2,188,398</b>	<b>2,845,189</b>	-	-	-	-	-	<b>1,677,862</b>	<b>-100%</b>
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	-	-	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines	3,511,023	3,802,537	-	-	-	-	-	2,437,853	-100%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	215,784	59,997	-	-	-	-	-	91,927	-100%
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-	-	-
<b>Operating Revenue</b>	<b>3,726,808</b>	<b>3,862,533</b>	-	-	-	-	-	<b>2,529,780</b>	<b>-100%</b>
<b>Total Revenue</b>	<b>5,915,205</b>	<b>6,707,722</b>	-	-	-	-	-	<b>4,207,643</b>	<b>-100%</b>
Personnel Services	-	-	-	-	-	-	-	-	-
Materials and Services	2,735,454	3,035,584	-	-	-	-	-	1,923,679	-100%
Capital Outlay	334,562	68,355	-	-	-	-	-	134,306	-100%
<b>Operating Expense</b>	<b>3,070,017</b>	<b>3,103,939</b>	-	-	-	-	-	<b>2,057,985</b>	<b>-100%</b>
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	275,000	-	-	-	-	-	91,667	-100%
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-	-	-
<b>Total Expense</b>	<b>3,070,017</b>	<b>3,378,939</b>	-	-	-	-	-	<b>2,149,652</b>	<b>-100%</b>
<b>Revenues Less Expenses</b>	<b>2,845,189</b>	<b>3,328,783</b>	-	-	-	-	-	<b>2,057,991</b>	

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 enhances park and forest health now and for future generations.

### 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 <sup>1</sup>	NEW	NEW	\$400,000 : \$594,020	\$400,000 : \$0.00	\$400,000 : \$321,094

<sup>1</sup> Previously reported on \$ earned; not amount transferred to County Parks.

Program includes:

Mandated Services	<input type="checkbox"/> Y
Shared Services	<input type="checkbox"/> Y
Grant Funding	<input type="checkbox"/> 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	\$ Change from FY23-24 Budget	% Change from FY23-24 Budget	3-Year Average	% Change from 3-Year Avg
<b>Beginning Fund Balance</b>	-	-	2,645,544	2,694,992	2,336,419	(309,125)	-12%	898,331	160%
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	-	28,825	-	-	(28,825)	-100%	-	-
Charges, Fees, License, Permits, Fines	-	-	750	560	30,400	29,650	3953%	187	16186%
Revenue from Bonds & Other Debts	-	-	622,020	622,020	325,894	(296,126)	-48%	207,340	57%
All Other Revenue Resources	-	-	1,741,602	124,150	108,000	(1,633,602)	-94%	41,383	161%
Other Interfund Transfers	-	-	76,000	40,000	40,000	(36,000)	-47%	13,333	200%
General Fund Support	-	-	-	-	-	-	-	-	-
<b>Operating Revenue</b>	-	-	2,469,197	786,730	504,294	(1,964,903)	-80%	262,243	92%
<b>Total Revenue</b>	-	-	5,114,741	3,481,722	2,840,713	(2,274,028)	-44%	1,160,574	145%
Personnel Services	-	-	401,119	344,066	509,844	108,725	27%	114,689	345%
Materials and Services	-	-	293,971	308,236	387,944	93,973	32%	102,745	278%
Capital Outlay	-	-	523,500	93,000	407,000	(116,500)	-22%	31,000	1213%
<b>Operating Expense</b>	-	-	1,218,591	745,303	1,304,788	86,198	7%	248,434	425%
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	400,000	400,000	400,000	-	0%	133,333	200%
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	-	-	-	-	-	-	-	-	-
<b>Total Expense</b>	-	-	5,114,741	1,145,303	2,840,713	(2,274,027)	-44%	381,768	644%
<b>Revenues Less Expenses</b>	-	-	-	2,336,419	-	-	-	778,806	-

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 Actuals	FY22-23 Actuals	FY23-24 Amended Budget	FY23-24 Projected Year-End	FY24-25 Budget	\$ Change from FY23-24 Budget	% Change from FY23-24 Budget	3-Year Average	% Change from 3-Year Avg
<b>Beginning Fund Balance</b>	<b>3,163,244</b>	<b>2,903,149</b>	-	-	-	-	-	<b>2,022,131</b>	<b>-100%</b>
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	87,406	27,839	-	-	-	-	-	38,415	-100%
Charges, Fees, License, Permits, Fines	3,362	337	-	-	-	-	-	1,233	-100%
Revenue from Bonds & Other Debts	551,061	250,000	-	-	-	-	-	267,020	-100%
All Other Revenue Resources	4,355	101,016	-	-	-	-	-	35,124	-100%
Other Interfund Transfers	45,000	-	-	-	-	-	-	15,000	-100%
General Fund Support	-	-	-	-	-	-	-	-	-
<b>Operating Revenue</b>	<b>691,184</b>	<b>379,192</b>	-	-	-	-	-	<b>356,792</b>	<b>-100%</b>
<b>Total Revenue</b>	<b>3,854,427</b>	<b>3,282,341</b>	-	-	-	-	-	<b>2,378,923</b>	<b>-100%</b>
Personnel Services	511,887	366,986	-	-	-	-	-	292,958	-100%
Materials and Services	418,891	220,363	-	-	-	-	-	213,085	-100%
Capital Outlay	20,500	-	-	-	-	-	-	6,833	-100%
<b>Operating Expense</b>	<b>951,278</b>	<b>587,350</b>	-	-	-	-	-	<b>512,876</b>	<b>-100%</b>
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-	-	-
<b>Total Expense</b>	<b>951,278</b>	<b>587,350</b>	-	-	-	-	-	<b>512,876</b>	<b>-100%</b>
<b>Revenues Less Expenses</b>	<b>2,903,149</b>	<b>2,694,992</b>	-	-	-	-	-	<b>1,866,047</b>	

Notes:  
 Program 500202 was moved to the Community Services line of business (500510) as part of the DTD/BCS reorganization.

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# 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% <sup>1</sup>	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

Shared Services

Grant Funding



Explanation: The Property Disposition Program is responsible for the management and disposition of County real properties as mandated under ORS Chapter 275. It is generally self-funded and not dependent upon the County's General Fund.

Areas of responsibility include managing and disposing of surplus real properties that are deeded to the County through statutory tax foreclosure, and providing property management services including title/deed documentation, inspection, maintenance, marketing, contracting and administration as needed.



**500511-Property Disposition**  
 BCC Priority Alignment: Vibrant Economy  
 Budget Summary

	FY21-22 Actuals	FY22-23 Actuals	FY23-24 Amended Budget	FY23-24 Projected Year-End	FY24-25 Budget	\$ Change from FY23-24 Budget	% Change from FY23-24 Budget	3-Year Average	% Change from 3-Year Avg
<b>Beginning Fund Balance</b>	-	-	<b>2,062,321</b>	<b>2,157,838</b>	<b>2,267,788</b>	<b>205,467</b>	<b>10%</b>	<b>719,279</b>	<b>215%</b>
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%	6,904	150%
Other Interfund Transfers	-	-	-	378,949	120,854	120,854	-	126,316	-4%
General Fund Support	-	-	-	-	-	-	-	-	-
<b>Operating Revenue</b>	-	-	<b>420,711</b>	<b>399,660</b>	<b>138,094</b>	<b>(282,617)</b>	<b>-67%</b>	<b>133,220</b>	<b>4%</b>
<b>Total Revenue</b>	-	-	<b>2,483,032</b>	<b>2,557,499</b>	<b>2,405,882</b>	<b>(77,150)</b>	<b>-3%</b>	<b>852,500</b>	<b>182%</b>
Personnel Services	-	-	175,412	174,684	185,830	10,417	6%	58,228	219%
Materials and Services	-	-	217,500	115,026	158,417	(59,083)	-27%	38,342	313%
Capital Outlay	-	-	5,000	-	-	(5,000)	-100%	-	-
<b>Operating Expense</b>	-	-	<b>397,912</b>	<b>289,710</b>	<b>344,247</b>	<b>(53,666)</b>	<b>-13%</b>	<b>96,570</b>	<b>256%</b>
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	-	-	-	-	-	-	-	-	-
<b>Total Expense</b>	-	-	<b>2,483,032</b>	<b>289,710</b>	<b>2,405,883</b>	<b>(77,150)</b>	<b>-3%</b>	<b>96,570</b>	<b>2391%</b>
<b>Revenues Less Expenses</b>	-	-	-	2,267,788	-	-	-	755,929	-

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

	FY21-22 Actuals	FY22-23 Actuals	FY23-24 Amended Budget	FY23-24 Projected Year-End	FY24-25 Budget	\$ Change from FY23-24 Budget	% Change from FY23-24 Budget	3-Year Average	% Change from 3-Year Avg
<b>Beginning Fund Balance</b>	<b>2,414,150</b>	<b>2,129,779</b>	-	-	-	-	-	<b>1,514,643</b>	<b>-100%</b>
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	-	-	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines	-	300,000	-	-	-	-	-	100,000	-100%
Revenue from Bonds & Other Debts	10,500	-	-	-	-	-	-	3,500	-100%
All Other Revenue Resources	-	-	-	-	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-	-	-
<b>Operating Revenue</b>	<b>10,500</b>	<b>300,000</b>	-	-	-	-	-	<b>103,500</b>	<b>-100%</b>
<b>Total Revenue</b>	<b>2,424,650</b>	<b>2,429,779</b>	-	-	-	-	-	<b>1,618,143</b>	<b>-100%</b>
Personnel Services	81,428	163,449	-	-	-	-	-	81,626	-100%
Materials and Services	213,443	108,492	-	-	-	-	-	107,312	-100%
Capital Outlay	-	-	-	-	-	-	-	-	-
<b>Operating Expense</b>	<b>294,871</b>	<b>271,941</b>	-	-	-	-	-	<b>188,937</b>	<b>-100%</b>
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-	-	-
<b>Total Expense</b>	<b>294,871</b>	<b>271,941</b>	-	-	-	-	-	<b>188,937</b>	<b>-100%</b>
<b>Revenues Less Expenses</b>	<b>2,129,779</b>	<b>2,157,838</b>	-	-	-	-	-	<b>1,429,206</b>	

Notes:  
 Program (500203) was moved to the Community Services line of business (500511) as part of the DTD/BCS reorganization.



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**CLACKAMAS**  
C O U N T Y



**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 versus 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 the 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 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 Actuals	FY22-23 Actuals	FY23-24 Amended Budget	FY23-24 Projected Year-End	FY24-25 Budget	\$ Change from FY23-24 Budget	% Change from FY23-24 Budget	3-Year Average	% Change from 3-Year Avg
<b>Beginning Fund Balance</b>	-	-	-	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	9,044	-	194,439	99,829	110,096	(84,343)	-43%	36,291	203%
Charges, Fees, License, Permits, Fines	607,328	581,085	680,774	624,885	733,681	52,907	8%	604,433	21%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	2,811	494	300	-	-	(300)	-100%	1,102	-100%
Other Interfund Transfers	-	-	-	-	21,092	21,092	-	-	-
General Fund Support	473,385	462,005	408,073	408,073	409,816	1,743	0%	447,821	-8%
<b>Operating Revenue</b>	<b>1,092,569</b>	<b>1,043,584</b>	<b>1,283,586</b>	<b>1,132,787</b>	<b>1,274,685</b>	<b>(8,901)</b>	<b>-1%</b>	<b>1,089,646</b>	<b>17%</b>
<b>Total Revenue</b>	<b>1,092,569</b>	<b>1,043,584</b>	<b>1,283,586</b>	<b>1,132,787</b>	<b>1,274,685</b>	<b>(8,901)</b>	<b>-1%</b>	<b>1,089,646</b>	<b>17%</b>
Personnel Services	793,776	789,633	1,021,838	869,763	1,014,647	(7,191)	-1%	817,724	24%
Materials and Services	262,131	254,085	261,748	263,024	260,038	(1,710)	-1%	259,746	0%
Capital Outlay	-	23,212	-	-	-	-	-	7,737	-100%
<b>Operating Expense</b>	<b>1,055,907</b>	<b>1,066,930</b>	<b>1,283,586</b>	<b>1,132,787</b>	<b>1,274,685</b>	<b>(8,901)</b>	<b>-1%</b>	<b>1,085,208</b>	<b>17%</b>
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-	-	-
<b>Total Expense</b>	<b>1,055,907</b>	<b>1,066,930</b>	<b>1,283,586</b>	<b>1,132,787</b>	<b>1,274,685</b>	<b>(8,901)</b>	<b>-1%</b>	<b>1,085,208</b>	<b>17%</b>
<b>Revenues Less Expenses</b>	<b>36,662</b>	<b>(23,346)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>4,439</b>	<b>-</b>

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 funding and a jurisdiction as large and geographically diverse as Clackamas County, it is a challenge to visit each corner on a 10 year rotation. As easily accessed corners have been restored, this leaves a higher number of corners that are in locations which are difficult to reach and are farther away from the office.

### Key Performance Measures

		FY 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.



	FY21-22 Actuals	FY22-23 Actuals	FY23-24 Amended Budget	FY23-24 Projected Year-End	FY24-25 Budget	\$ Change from FY23-24 Budget	% Change from FY23-24 Budget	3-Year Average	% Change from 3-Year Avg
<b>Beginning Fund Balance</b>	<b>1,508,968</b>	<b>1,471,280</b>	<b>1,044,189</b>	<b>942,121</b>	<b>359,202</b>	<b>(684,987)</b>	<b>-66%</b>	<b>1,307,456</b>	<b>-73%</b>
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	-	-	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines	791,452	367,136	404,280	486,805	966,611	562,331	139%	548,464	76%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	7,903	88,794	-	29,900	9,967	9,967	-	42,199	-76%
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-	-	-
<b>Operating Revenue</b>	<b>799,355</b>	<b>455,930</b>	<b>404,280</b>	<b>516,705</b>	<b>976,577</b>	<b>572,297</b>	<b>142%</b>	<b>590,663</b>	<b>65%</b>
<b>Total Revenue</b>	<b>2,308,324</b>	<b>1,927,210</b>	<b>1,448,469</b>	<b>1,458,825</b>	<b>1,335,779</b>	<b>(112,690)</b>	<b>-8%</b>	<b>1,898,120</b>	<b>-30%</b>
Personnel Services	658,485	791,587	858,589	888,358	896,084	37,495	4%	779,477	15%
Materials and Services	168,058	164,583	210,138	211,265	221,028	10,890	5%	181,302	22%
Capital Outlay	10,500	28,919	-	-	-	-	-	13,140	-100%
<b>Operating Expense</b>	<b>837,043</b>	<b>985,089</b>	<b>1,068,727</b>	<b>1,099,623</b>	<b>1,117,112</b>	<b>48,385</b>	<b>5%</b>	<b>973,919</b>	<b>15%</b>
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	-	-	-	-	-	-	-	-	-
<b>Total Expense</b>	<b>837,043</b>	<b>985,089</b>	<b>1,448,469</b>	<b>1,099,623</b>	<b>1,335,779</b>	<b>(112,690)</b>	<b>-8%</b>	<b>973,919</b>	<b>37%</b>
<b>Revenues Less Expenses</b>	<b>1,471,280</b>	<b>942,121</b>	<b>-</b>	<b>359,202</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>924,201</b>	<b>-</b>

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

Shared Services

Grant Funding



#### 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.



	FY21-22 Actuals	FY22-23 Actuals	FY23-24 Amended Budget	FY23-24 Projected Year-End	FY24-25 Budget	\$ Change from FY23-24 Budget	% Change from FY23-24 Budget	3-Year Average	% Change from 3-Year Avg
<b>Beginning Fund Balance</b>	-	-	<b>916,812</b>	<b>390,362</b>	<b>404,964</b>	<b>(511,848)</b>	<b>-56%</b>	<b>130,121</b>	<b>211%</b>
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	-	66,830	82,830	78,053	11,223	17%	27,610	183%
Charges, Fees, License, Permits, Fines	-	-	1,024,874	1,181,160	1,201,400	176,526	17%	393,720	205%
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%	733,793	207%
<b>Operating Revenue</b>	-	-	<b>3,207,997</b>	<b>3,465,368</b>	<b>3,530,191</b>	<b>322,194</b>	<b>10%</b>	<b>1,155,123</b>	<b>206%</b>
<b>Total Revenue</b>	-	-	<b>4,124,809</b>	<b>3,855,730</b>	<b>3,935,155</b>	<b>(189,654)</b>	<b>-5%</b>	<b>1,285,243</b>	<b>206%</b>
Personnel Services	-	-	2,236,723	1,996,507	2,195,385	(41,338)	-2%	665,502	230%
Materials and Services	-	-	1,302,265	1,454,259	1,620,633	318,368	24%	484,753	234%
Capital Outlay	-	-	66,830	-	-	(66,830)	-100%	-	-
<b>Operating Expense</b>	-	-	<b>3,605,818</b>	<b>3,450,766</b>	<b>3,816,018</b>	<b>210,200</b>	<b>6%</b>	<b>1,150,255</b>	<b>232%</b>
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	-	-	-	-	-	-	-	-	-
<b>Total Expense</b>	-	-	<b>4,124,809</b>	<b>3,450,766</b>	<b>3,935,155</b>	<b>(189,654)</b>	<b>-5%</b>	<b>1,150,255</b>	<b>242%</b>
<b>Revenues Less Expenses</b>	-	-	-	404,964	-	-	-	134,988	-

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	\$ Change from FY23-24 Budget	% Change from FY23-24 Budget	3-Year Average	% Change from 3-Year Avg
<b>Beginning Fund Balance</b>	<b>11,090,587</b>	<b>11,953,268</b>	-	-	-	-	-	<b>7,681,285</b>	<b>-100%</b>
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	1,737,823	1,561,443	-	-	-	-	-	1,099,755	-100%
Charges, Fees, License, Permits, Fines	11,631,128	10,716,986	-	-	-	-	-	7,449,371	-100%
Revenue from Bonds & Other Debts	15,236	9,478	-	-	-	-	-	8,238	-100%
All Other Revenue Resources	136,680	383,243	-	-	-	-	-	173,308	-100%
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	2,206,912	1,991,132	-	-	-	-	-	1,399,348	-100%
<b>Operating Revenue</b>	<b>15,727,779</b>	<b>14,662,282</b>	-	-	-	-	-	<b>10,130,020</b>	<b>-100%</b>
<b>Total Revenue</b>	<b>26,818,366</b>	<b>26,615,550</b>	-	-	-	-	-	<b>17,811,305</b>	<b>-100%</b>
Personnel Services	10,157,423	10,962,494	-	-	-	-	-	7,039,972	-100%
Materials and Services	4,701,097	4,171,546	-	-	-	-	-	2,957,548	-100%
Capital Outlay	7,200	112,227	-	-	-	-	-	39,809	-100%
<b>Operating Expense</b>	<b>14,865,720</b>	<b>15,246,267</b>	-	-	-	-	-	<b>10,037,329</b>	<b>-100%</b>
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-	-	-
<b>Total Expense</b>	<b>14,865,720</b>	<b>15,246,267</b>	-	-	-	-	-	<b>10,037,329</b>	<b>-100%</b>
<b>Revenues Less Expenses</b>	<b>11,952,646</b>	<b>11,369,283</b>	-	-	-	-	-	<b>7,773,976</b>	

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.



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**CLACKAMAS**  
C O U N T Y



# 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 <sup>1</sup>	\$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

<sup>1</sup> 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.



	FY21-22 Actuals	FY22-23 Actuals	FY23-24 Amended Budget	FY23-24 Projected Year-End	FY24-25 Budget	\$ Change from FY23-24 Budget	% Change from FY23-24 Budget	3-Year Average	% Change from 3-Year Avg
<b>Beginning Fund Balance</b>	-	-	10,646,196	10,297,726	7,911,050	(2,735,146)	-26%	3,432,575	130%
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	-	-	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines	-	-	6,889,250	6,484,996	6,751,913	(137,337)	-2%	2,161,665	212%
Revenue from Bonds & Other Debts	-	-	2,000	5,535	5,238	3,238	162%	1,845	184%
All Other Revenue Resources	-	-	220,270	469,299	484,406	264,136	120%	156,433	210%
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-	-	-
<b>Operating Revenue</b>	-	-	7,111,520	6,959,829	7,241,556	130,036	2%	2,319,943	212%
<b>Total Revenue</b>	-	-	17,757,716	17,257,555	15,152,606	(2,605,110)	-15%	5,752,518	163%
Personnel Services	-	-	6,837,181	6,210,079	6,875,955	38,774	1%	2,070,026	232%
Materials and Services	-	-	2,956,954	3,076,427	3,370,297	413,343	14%	1,025,476	229%
Capital Outlay	-	-	100,000	60,000	100,000	-	0%	20,000	400%
<b>Operating Expense</b>	-	-	9,894,135	9,346,506	10,346,252	452,117	5%	3,115,502	232%
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	-	-	-	-	-	-	-	-	-
<b>Total Expense</b>	-	-	17,757,716	9,346,506	15,152,605	(2,605,111)	-15%	3,115,502	386%
<b>Revenues Less Expenses</b>	-	-	-	7,911,050	-	-	-	2,637,017	-

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 <sup>1</sup>	48%	232 : 247	156 : 240	124 : 158	225 : 250

<sup>1</sup> Ratio measure was previously reported as a percentage.

**Program includes:**

Mandated Services  Yes

Shared Services  Yes

Grant Funding  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	\$ Change from FY23-24 Budget	% Change from FY23-24 Budget	3-Year Average	% Change from 3-Year Avg
<b>Beginning Fund Balance</b>	-	-	588,679	667,776	494,026	(94,653)	-16%	222,592	122%
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	-	40,767	23,477	23,719	(17,048)	-42%	7,826	203%
Charges, Fees, License, Permits, Fines	-	-	677,588	781,815	974,217	296,629	44%	260,605	274%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	6,000	15,000	7,500	1,500	25%	5,000	50%
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-	-	-
<b>Operating Revenue</b>	-	-	724,355	820,291	1,005,436	281,081	39%	273,430	268%
<b>Total Revenue</b>	-	-	1,313,034	1,488,067	1,499,462	186,428	14%	496,022	202%
Personnel Services	-	-	1,000,008	725,255	960,313	(39,695)	-4%	241,752	297%
Materials and Services	-	-	235,536	268,786	310,248	74,712	32%	89,595	246%
Capital Outlay	-	-	14,000	-	-	(14,000)	-100%	-	-
<b>Operating Expense</b>	-	-	1,249,544	994,041	1,270,561	21,017	2%	331,347	283%
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Contingency	-	-	63,490	-	228,901	165,411	261%	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-	-	-
<b>Total Expense</b>	-	-	1,313,034	994,041	1,499,462	186,428	14%	331,347	353%
<b>Revenues Less Expenses</b>	-	-	-	494,026	-	-	-	164,675	-

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

Shared Services

Grant Funding



**Explanation**

**Mandated Services:**

The Oregon Constitution (Article IX, Section 3a) dedicates the highway revenues for the construction, improvement, maintenance, operation and use of public highways, roads, streets and roadside rest areas.; thus mandating the use of the Road Fund revenues. ORS 192, 368.016, 368.036, 758.010; County Roadway Standards.



**600210-Development Engineering**  
 BCC Priority Alignment: Strong Infrastructure  
 Budget Summary

	FY21-22 Actuals	FY22-23 Actuals	FY23-24 Amended Budget	FY23-24 Projected Year-End	FY24-25 Budget	\$ Change from FY23-24 Budget	% Change from FY23-24 Budget	3-Year Average	% Change from 3-Year Avg
<b>Beginning Fund Balance</b>	-	-	-	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	-	2,132,366	2,004,788	2,323,657	191,291	9%	668,263	248%
Charges, Fees, License, Permits, Fines	-	-	721,246	721,500	721,250	4	0%	240,500	200%
Revenue from Bonds & Other Debts	-	-	3,500	3,500	-	(3,500)	-100%	1,167	-100%
All Other Revenue Resources	-	-	25,000	13,375	20,000	(5,000)	-20%	4,458	349%
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-	-	-
<b>Operating Revenue</b>	-	-	<b>2,882,112</b>	<b>2,743,163</b>	<b>3,064,907</b>	<b>182,795</b>	<b>6%</b>	<b>914,388</b>	<b>235%</b>
<b>Total Revenue</b>	-	-	<b>2,882,112</b>	<b>2,743,163</b>	<b>3,064,907</b>	<b>182,795</b>	<b>6%</b>	<b>914,388</b>	<b>235%</b>
Personnel Services	-	-	2,376,043	2,243,046	2,535,343	159,301	7%	747,682	239%
Materials and Services	-	-	431,069	436,742	509,564	78,495	18%	145,581	250%
Capital Outlay	-	-	75,000	63,375	20,000	(55,000)	-73%	21,125	-5%
<b>Operating Expense</b>	-	-	<b>2,882,112</b>	<b>2,743,163</b>	<b>3,064,907</b>	<b>182,796</b>	<b>6%</b>	<b>914,388</b>	<b>235%</b>
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-	-	-
<b>Total Expense</b>	-	-	<b>2,882,112</b>	<b>2,743,163</b>	<b>3,064,907</b>	<b>182,796</b>	<b>6%</b>	<b>914,388</b>	<b>235%</b>
<b>Revenues Less Expenses</b>	-	-	-	-	-	-	-	-	-

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.
- Coordination of land use regulations with upcoming changes to the Transportation System Plan

**Transportation Projects:**

- Transportation System Plan - An update of the Transportation System Plan will start in July of 2024 and will conclude by the end of 2026.
- Travel Options Plan – This effort aims to identify tools or strategies that county can deploy so people are aware of various travel options (walking, biking and transit).
- I-205 Multiuse Path Alternatives Analysis – Creates a design solution for a preferred route within the I-205 path gap in order to facilitate nonvehicle transportation and improve safety and accessibility.

## 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	25%	19%	25%
RESULT	% projects on Long-Range Planning Work Program completed in the planned year	25%	25%	40%	0%	33%
OUTPUT	% of staff time spent performing community outreach	NEW	NEW	15%	NO DATA	15%
CUSTOMER SERVICE	\$ grant funding received : # hours developing applications	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 Actuals	FY22-23 Actuals	FY23-24 Amended Budget	FY23-24 Projected Year-End	FY24-25 Budget	\$ Change from FY23-24 Budget	% Change from FY23-24 Budget	3-Year Average	% Change from 3-Year Avg
<b>Beginning Fund Balance</b>	-	-	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%	387,280	554%
Charges, Fees, License, Permits, Fines	-	-	385,423	416,423	505,701	120,278	31%	138,808	264%
Revenue from Bonds & Other Debts	-	-	-	-	1,500	1,500	-	-	-
All Other Revenue Resources	-	-	-	1,060	-	-	-	353	-100%
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	-	-	450,000	364,914	701,517	251,517	56%	121,638	477%
<b>Operating Revenue</b>	-	-	<b>2,428,132</b>	<b>1,944,236</b>	<b>3,743,300</b>	<b>1,315,168</b>	<b>54%</b>	<b>648,079</b>	<b>478%</b>
<b>Total Revenue</b>	-	-	<b>2,510,067</b>	<b>1,944,236</b>	<b>3,784,236</b>	<b>1,274,169</b>	<b>51%</b>	<b>648,079</b>	<b>484%</b>
Personnel Services	-	-	1,431,575	1,192,064	1,700,959	269,384	19%	397,355	328%
Materials and Services	-	-	1,069,569	676,238	2,083,276	1,013,707	95%	225,413	824%
Capital Outlay	-	-	-	35,000	-	-	-	11,667	-100%
<b>Operating Expense</b>	-	-	<b>2,501,144</b>	<b>1,903,302</b>	<b>3,784,235</b>	<b>1,283,091</b>	<b>51%</b>	<b>634,434</b>	<b>496%</b>
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Contingency	-	-	8,922	-	-	(8,922)	-100%	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-	-	-
<b>Total Expense</b>	-	-	<b>2,510,066</b>	<b>1,903,302</b>	<b>3,784,235</b>	<b>1,274,169</b>	<b>51%</b>	<b>634,434</b>	<b>496%</b>
<b>Revenues Less Expenses</b>	-	-	-	40,934	-	-	-	13,645	-

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	\$ Change from FY23-24 Budget	% Change from FY23-24 Budget	3-Year Average	% Change from 3-Year Avg
<b>Beginning Fund Balance</b>	<b>303,845</b>	<b>95,013</b>	-	-	-	-	-	<b>132,953</b>	<b>-100%</b>
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	1,072,316	1,424,193	-	-	-	-	-	832,170	-100%
Charges, Fees, License, Permits, Fines	370,651	408,968	-	-	-	-	-	259,873	-100%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	-	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	189,188	162,400	-	-	-	-	-	117,196	-100%
<b>Operating Revenue</b>	<b>1,632,156</b>	<b>1,995,561</b>	-	-	-	-	-	<b>1,209,239</b>	<b>-100%</b>
<b>Total Revenue</b>	<b>1,936,001</b>	<b>2,090,574</b>	-	-	-	-	-	<b>1,342,192</b>	<b>-100%</b>
Personnel Services	1,417,541	1,422,945	-	-	-	-	-	946,829	-100%
Materials and Services	423,446	617,701	-	-	-	-	-	347,049	-100%
Capital Outlay	-	-	-	-	-	-	-	-	-
<b>Operating Expense</b>	<b>1,840,987</b>	<b>2,040,646</b>	-	-	-	-	-	<b>1,293,878</b>	<b>-100%</b>
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	40,000	-	-	-	-	-	13,333	-100%
Transfers	-	-	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-	-	-
<b>Total Expense</b>	<b>1,840,987</b>	<b>2,080,646</b>	-	-	-	-	-	<b>1,307,211</b>	<b>-100%</b>
<b>Revenues Less Expenses</b>	<b>95,014</b>	<b>9,927</b>	-	-	-	-	-	<b>34,980</b>	

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.



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**CLACKAMAS**  
C O U N T Y



# 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 support this work, we received \$4 million in funds from the state legislature.

• Transportation Funding Coordinate with internal and external partners to develop a collaborative approach to address our statewide transportation funding challenges. Partner with PGA to design and implement a coordinated strategy to bring Clackamas County and our partners the best possible outcome from the 2025 transportation package.

### 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 Actuals	FY22-23 Actuals	FY23-24 Amended Budget	FY23-24 Projected Year-End	FY24-25 Budget	\$ Change from FY23-24 Budget	% Change from FY23-24 Budget	3-Year Average	% Change from 3-Year Avg
<b>Beginning Fund Balance</b>	-	-	-	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	-	3,094,778	1,919,754	3,451,139	356,361	12%	639,918	439%
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	-	-	-	-	-	-	-	-	-
<b>Operating Revenue</b>	-	-	<b>3,144,778</b>	<b>1,919,754</b>	<b>3,451,139</b>	<b>306,361</b>	<b>10%</b>	<b>639,918</b>	<b>439%</b>
<b>Total Revenue</b>	-	-	<b>3,144,778</b>	<b>1,919,754</b>	<b>3,451,139</b>	<b>306,361</b>	<b>10%</b>	<b>639,918</b>	<b>439%</b>
Personnel Services	-	-	460,644	260,575	671,338	210,694	46%	86,858	673%
Materials and Services	-	-	2,684,134	1,659,179	2,739,801	55,667	2%	553,060	395%
Capital Outlay	-	-	-	-	40,000	40,000	-	-	-
<b>Operating Expense</b>	-	-	<b>3,144,778</b>	<b>1,919,754</b>	<b>3,451,139</b>	<b>306,362</b>	<b>10%</b>	<b>639,918</b>	<b>439%</b>
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-	-	-
<b>Total Expense</b>	-	-	<b>3,144,778</b>	<b>1,919,754</b>	<b>3,451,139</b>	<b>306,362</b>	<b>10%</b>	<b>639,918</b>	<b>439%</b>
<b>Revenues Less Expenses</b>	-	-	-	-	-	-	-	-	-

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	\$ Change from FY23-24 Budget	% Change from FY23-24 Budget	3-Year Average	% Change from 3-Year Avg
<b>Beginning Fund Balance</b>	-	-	5,209,681	6,331,402	6,618,185	1,408,504	27%	2,110,467	214%
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	-	2,379,532	2,379,532	2,403,327	23,795	1%	793,177	203%
Charges, Fees, License, Permits, Fines	-	-	10,300	5,000	5,000	(5,300)	-51%	1,667	200%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	130,867	329,267	305,950	175,083	134%	109,756	179%
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-	-	-
<b>Operating Revenue</b>	-	-	2,520,699	2,713,799	2,714,277	193,578	8%	904,600	200%
<b>Total Revenue</b>	-	-	7,730,380	9,045,201	9,332,462	1,602,082	21%	3,015,067	210%
Personnel Services	-	-	1,029,384	652,090	894,707	(134,678)	-13%	217,363	312%
Materials and Services	-	-	1,176,743	824,926	1,199,183	22,440	2%	274,975	336%
Capital Outlay	-	-	-	-	-	-	-	-	-
<b>Operating Expense</b>	-	-	2,206,127	1,477,016	2,093,890	(112,238)	-5%	492,339	325%
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	1,030,000	950,000	950,000	(80,000)	-8%	316,667	200%
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	-	-	-	-	-	-	-	-	-
<b>Total Expense</b>	-	-	7,730,380	2,427,016	9,332,463	1,602,082	21%	809,005	1054%
<b>Revenues Less Expenses</b>	-	-	-	6,618,185	-	-	-	2,206,062	-

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 Actuals	FY22-23 Actuals	FY23-24 Amended Budget	FY23-24 Projected Year-End	FY24-25 Budget	\$ Change from FY23-24 Budget	% Change from FY23-24 Budget	3-Year Average	% Change from 3-Year Avg
<b>Beginning Fund Balance</b>	<b>4,542,305</b>	<b>5,213,008</b>	-	-	-	-	-	<b>3,251,771</b>	<b>-100%</b>
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	5,002,721	2,384,398	-	-	-	-	-	2,462,373	-100%
Charges, Fees, License, Permits, Fines	17,328	911	-	-	-	-	-	6,080	-100%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	26,233	142,362	-	-	-	-	-	56,199	-100%
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-	-	-
<b>Operating Revenue</b>	<b>5,046,282</b>	<b>2,527,672</b>	-	-	-	-	-	<b>2,524,651</b>	<b>-100%</b>
<b>Total Revenue</b>	<b>9,588,587</b>	<b>7,740,680</b>	-	-	-	-	-	<b>5,776,422</b>	<b>-100%</b>
Personnel Services	312,731	517,572	-	-	-	-	-	276,768	-100%
Materials and Services	671,171	663,061	-	-	-	-	-	444,744	-100%
Capital Outlay	-	-	-	-	-	-	-	-	-
<b>Operating Expense</b>	<b>983,902</b>	<b>1,180,633</b>	-	-	-	-	-	<b>721,512</b>	<b>-100%</b>
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	3,320,500	165,645	-	-	-	-	-	1,162,048	-100%
Transfers	63,000	63,000	-	-	-	-	-	42,000	-100%
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-	-	-
<b>Total Expense</b>	<b>4,367,402</b>	<b>1,409,278</b>	-	-	-	-	-	<b>1,925,560</b>	<b>-100%</b>
<b>Revenues Less Expenses</b>	<b>5,221,185</b>	<b>6,331,402</b>	-	-	-	-	-	<b>3,850,862</b>	

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.



	FY21-22 Actuals	FY22-23 Actuals	FY23-24 Amended Budget	FY23-24 Projected Year-End	FY24-25 Budget	\$ Change from FY23-24 Budget	% Change from FY23-24 Budget	3-Year Average	% Change from 3-Year Avg
<b>Beginning Fund Balance</b>	<b>300,000</b>	-	-	-	-	-	-	<b>100,000</b>	<b>-100%</b>
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	-	-	-	-	-	-	-	-	-
<b>Operating Revenue</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Revenue</b>	<b>300,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>100,000</b>	<b>-100%</b>
Personnel Services	-	-	-	-	-	-	-	-	-
Materials and Services	308,177	-	-	-	-	-	-	102,726	-100%
Capital Outlay	-	-	-	-	-	-	-	-	-
<b>Operating Expense</b>	<b>308,177</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>102,726</b>	<b>-100%</b>
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-	-	-
<b>Total Expense</b>	<b>308,177</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>102,726</b>	<b>-100%</b>
<b>Revenues Less Expenses</b>	<b>(8,177)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(2,726)</b>	<b>-</b>

Notes:  
 Program was discontinued FY 2022/23; no adopted budget. No YEE will be entered.



## ***Department of Transportation Miscellaneous Pass-through Programs***

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Pass-through funding is money given to a government or organization with a condition that it be given to another government or organization and is not available for county use. Below are programs receiving these restricted funding sources.

- 800703 - Tax Title Land
- 800704 - \$ Collected On Behalf of Other Agency
- 800705 – CountyWide TSDC
- 800706 – HV Joint Area TSDC

The County Event Center program receives self-generated revenue and Transient Lodging Tax that can only be used for expenses related to County Fair program activities.

- 800701 - County Event Center



	FY21-22 Actuals	FY22-23 Actuals	FY23-24 Amended Budget	FY23-24 Projected Year-End	FY24-25 Budget	\$ Change from FY23-24 Budget	% Change from FY23-24 Budget	3-Year Average	% Change from 3-Year Avg
<b>Beginning Fund Balance</b>	-	-	317,847	136,815	93,800	(224,047)	-70%	45,605	106%
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%	113,145	103%
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-	-	-
<b>Operating Revenue</b>	-	-	275,000	339,434	229,954	(45,046)	-16%	113,145	103%
<b>Total Revenue</b>	-	-	592,847	476,249	323,754	(269,093)	-45%	158,750	104%
Personnel Services	-	-	-	-	-	-	-	-	-
Materials and Services	-	-	403,800	3,500	12,300	(391,500)	-97%	1,167	954%
Capital Outlay	-	-	-	-	-	-	-	-	-
<b>Operating Expense</b>	-	-	403,800	3,500	12,300	(391,500)	-97%	1,167	954%
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	189,047	-	-	(189,047)	-100%	-	-
Transfers	-	-	-	378,949	120,854	120,854	-	126,316	-4%
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	190,600	190,600	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-	-	-
<b>Total Expense</b>	-	-	592,847	382,449	323,754	(269,093)	-45%	127,483	154%
<b>Revenues Less Expenses</b>	-	-	-	93,800	-	-	-	31,267	-

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 Actuals	FY22-23 Actuals	FY23-24 Amended Budget	FY23-24 Projected Year-End	FY24-25 Budget	\$ Change from FY23-24 Budget	% Change from FY23-24 Budget	3-Year Average	% Change from 3-Year Avg
<b>Beginning Fund Balance</b>	<b>81,337</b>	<b>288,645</b>	-	-	-	-	-	<b>123,327</b>	<b>-100%</b>
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	-	-	-	-	-	121,865	-100%
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-	-	-
<b>Operating Revenue</b>	<b>214,737</b>	<b>150,859</b>	-	-	-	-	-	<b>121,865</b>	<b>-100%</b>
<b>Total Revenue</b>	<b>296,074</b>	<b>439,504</b>	-	-	-	-	-	<b>245,193</b>	<b>-100%</b>
Personnel Services	4,411	-	-	-	-	-	-	1,470	-100%
Materials and Services	3,017	302,690	-	-	-	-	-	101,902	-100%
Capital Outlay	-	-	-	-	-	-	-	-	-
<b>Operating Expense</b>	<b>7,428</b>	<b>302,690</b>	-	-	-	-	-	<b>103,373</b>	<b>-100%</b>
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-	-	-
<b>Total Expense</b>	<b>7,428</b>	<b>302,690</b>	-	-	-	-	-	<b>103,373</b>	<b>-100%</b>
<b>Revenues Less Expenses</b>	<b>288,645</b>	<b>136,815</b>	-	-	-	-	-	<b>141,820</b>	

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

#N/A

Budget Summary

	FY21-22 Actuals	FY22-23 Actuals	FY23-24 Amended Budget	FY23-24 Projected Year-End	FY24-25 Budget	\$ Change from FY23-24 Budget	% Change from FY23-24 Budget	3-Year Average	% Change from 3-Year Avg
<b>Beginning Fund Balance</b>	-	-	-	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	-	-	16,300	-	-	-	5,433	-100%
Charges, Fees, License, Permits, Fines	-	-	4,500,000	1,625,000	3,250,000	(1,250,000)	-28%	541,667	500%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	-	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-	-	-
<b>Operating Revenue</b>	-	-	<b>4,500,000</b>	<b>1,641,300</b>	<b>3,250,000</b>	<b>(1,250,000)</b>	<b>-28%</b>	<b>547,100</b>	<b>494%</b>
<b>Total Revenue</b>	-	-	<b>4,500,000</b>	<b>1,641,300</b>	<b>3,250,000</b>	<b>(1,250,000)</b>	<b>-28%</b>	<b>547,100</b>	<b>494%</b>
Personnel Services	-	-	-	-	-	-	-	-	-
Materials and Services	-	-	-	-	-	-	-	-	-
Capital Outlay	-	-	-	-	-	-	-	-	-
<b>Operating Expense</b>	-	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	4,500,000	1,641,300	3,250,000	(1,250,000)	-28%	547,100	494%
Transfers	-	-	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-	-	-
<b>Total Expense</b>	-	-	<b>4,500,000</b>	<b>1,641,300</b>	<b>3,250,000</b>	<b>(1,250,000)</b>	<b>-28%</b>	<b>547,100</b>	<b>494%</b>
<b>Revenues Less Expenses</b>	-	-	-	-	-	-	-	-	-

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

	FY21-22 Actuals	FY22-23 Actuals	FY23-24 Amended Budget	FY23-24 Projected Year-End	FY24-25 Budget	\$ Change from FY23-24 Budget	% Change from FY23-24 Budget	3-Year Average	% Change from 3-Year Avg
<b>Beginning Fund Balance</b>	-	-	-	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	52,950	-	-	-	-	-	17,650	-100%
Charges, Fees, License, Permits, Fines	2,906,010	2,691,160	-	-	-	-	-	1,865,723	-100%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	-	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-	-	-
<b>Operating Revenue</b>	<b>2,906,010</b>	<b>2,744,110</b>	-	-	-	-	-	<b>1,883,373</b>	<b>-100%</b>
<b>Total Revenue</b>	<b>2,906,010</b>	<b>2,744,110</b>	-	-	-	-	-	<b>1,883,373</b>	<b>-100%</b>
Personnel Services	-	-	-	-	-	-	-	-	-
Materials and Services	-	-	-	-	-	-	-	-	-
Capital Outlay	-	-	-	-	-	-	-	-	-
<b>Operating Expense</b>	-	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	2,906,010	2,744,110	-	-	-	-	-	1,883,373	-100%
Transfers	-	-	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-	-	-
<b>Total Expense</b>	<b>2,906,010</b>	<b>2,744,110</b>	-	-	-	-	-	<b>1,883,373</b>	<b>-100%</b>
<b>Revenues Less Expenses</b>	-	-	-	-	-	-	-	-	-

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	\$ Change from FY23-24 Budget	% Change from FY23-24 Budget	3-Year Average	% Change from 3-Year Avg
<b>Beginning Fund Balance</b>	-	-	16,382,534	17,417,119	17,191,972	809,438	5%	5,805,706	196%
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	-	-	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines	-	-	1,758,200	1,022,300	1,022,300	(735,900)	-42%	340,767	200%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	150,000	600,000	600,000	450,000	300%	200,000	200%
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-	-	-
<b>Operating Revenue</b>	-	-	1,908,200	1,622,300	1,622,300	(285,900)	-15%	540,767	200%
<b>Total Revenue</b>	-	-	18,290,734	19,039,419	18,814,272	523,538	3%	6,346,473	196%
Personnel Services	-	-	-	-	-	-	-	-	-
Materials and Services	-	-	370,488	311,488	464,697	94,209	25%	103,829	348%
Capital Outlay	-	-	-	-	-	-	-	-	-
<b>Operating Expense</b>	-	-	370,488	311,488	464,697	94,209	25%	103,829	348%
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	3,784,744	1,535,959	2,552,932	(1,231,812)	-33%	511,986	399%
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	-	-	-	-	-	-	-	-	-
<b>Total Expense</b>	-	-	18,290,734	1,847,447	18,814,272	523,538	3%	615,816	2955%
<b>Revenues Less Expenses</b>	-	-	-	17,191,972	-	-	-	5,730,657	-

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

	FY21-22 Actuals	FY22-23 Actuals	FY23-24 Amended Budget	FY23-24 Projected Year-End	FY24-25 Budget	\$ Change from FY23-24 Budget	% Change from FY23-24 Budget	3-Year Average	% Change from 3-Year Avg
<b>Beginning Fund Balance</b>	16,172,058	16,302,147	-	-	-	-	-	10,824,735	-100%
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	-	-	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines	1,238,144	1,190,797	-	-	-	-	-	809,647	-100%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	69,338	357,559	-	-	-	-	-	142,299	-100%
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-	-	-
<b>Operating Revenue</b>	<b>1,307,481</b>	<b>1,548,356</b>	-	-	-	-	-	<b>951,946</b>	<b>-100%</b>
<b>Total Revenue</b>	<b>17,479,540</b>	<b>17,850,502</b>	-	-	-	-	-	<b>11,776,681</b>	<b>-100%</b>
Personnel Services	-	-	-	-	-	-	-	-	-
Materials and Services	100,732	103,005	-	-	-	-	-	67,912	-100%
Capital Outlay	-	-	-	-	-	-	-	-	-
<b>Operating Expense</b>	<b>100,732</b>	<b>103,005</b>	-	-	-	-	-	<b>67,912</b>	<b>-100%</b>
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	1,076,661	-	-	-	-	-	-	358,887	-100%
Transfers	-	330,379	-	-	-	-	-	110,126	-100%
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-	-	-
<b>Total Expense</b>	<b>1,177,393</b>	<b>433,384</b>	-	-	-	-	-	<b>536,926</b>	<b>-100%</b>
<b>Revenues Less Expenses</b>	16,302,147	17,417,119	-	-	-	-	-	11,239,755	

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

	FY21-22 Actuals	FY22-23 Actuals	FY23-24 Amended Budget	FY23-24 Projected Year-End	FY24-25 Budget	\$ Change from FY23-24 Budget	% Change from FY23-24 Budget	3-Year Average	% Change from 3-Year Avg
<b>Beginning Fund Balance</b>	-	-	1,394,266	1,557,876	1,472,576	78,310	6%	519,292	184%
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	-	-	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines	-	-	14,000	14,700	8,000	(6,000)	-43%	4,900	63%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	-	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-	-	-
<b>Operating Revenue</b>	-	-	14,000	14,700	8,000	(6,000)	-43%	4,900	63%
<b>Total Revenue</b>	-	-	1,408,266	1,572,576	1,480,576	72,310	5%	524,192	182%
Personnel Services	-	-	-	-	-	-	-	-	-
Materials and Services	-	-	-	-	-	-	-	-	-
Capital Outlay	-	-	-	-	-	-	-	-	-
<b>Operating Expense</b>	-	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	202,967	100,000	200,000	(2,967)	-1%	33,333	500%
Reserve for Future Expenditures	-	-	705,299	-	780,576	75,277	11%	-	-
Contingency	-	-	500,000	-	500,000	-	0%	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-	-	-
<b>Total Expense</b>	-	-	1,408,266	100,000	1,480,576	72,310	5%	33,333	4342%
<b>Revenues Less Expenses</b>	-	-	-	1,472,576	-	-	-	490,859	-

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 Actuals	FY22-23 Actuals	FY23-24 Amended Budget	FY23-24 Projected Year-End	FY24-25 Budget	\$ Change from FY23-24 Budget	% Change from FY23-24 Budget	3-Year Average	% Change from 3-Year Avg
<b>Beginning Fund Balance</b>	<b>1,916,236</b>	<b>1,798,381</b>	-	-	-	-	-	<b>1,238,206</b>	<b>-100%</b>
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	-	-	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines	3,723	5,059	-	-	-	-	-	2,927	-100%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	-	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-	-	-
<b>Operating Revenue</b>	<b>3,723</b>	<b>5,059</b>	-	-	-	-	-	<b>2,927</b>	<b>-100%</b>
<b>Total Revenue</b>	<b>1,919,959</b>	<b>1,803,441</b>	-	-	-	-	-	<b>1,241,133</b>	<b>-100%</b>
Personnel Services	-	-	-	-	-	-	-	-	-
Materials and Services	40,239	63,596	-	-	-	-	-	34,611	-100%
Capital Outlay	81,339	179,919	-	-	-	-	-	87,086	-100%
<b>Operating Expense</b>	<b>121,578</b>	<b>243,515</b>	-	-	-	-	-	<b>121,697</b>	<b>-100%</b>
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	2,050	-	-	-	-	-	683	-100%
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-	-	-
<b>Total Expense</b>	<b>121,578</b>	<b>243,564</b>	-	-	-	-	-	<b>122,381</b>	<b>-100%</b>
<b>Revenues Less Expenses</b>	<b>1,798,381</b>	<b>1,557,876</b>	-	-	-	-	-	<b>1,118,752</b>	

Notes:  
 Program 300308 was moved to the pass through programs line of business (800706) as part of the DTD/BCS reorganization.



**800701-County Event Center**  
 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	\$ Change from FY23-24 Budget	% Change from FY23-24 Budget	3-Year Average	% Change from 3-Year Avg
<b>Beginning Fund Balance</b>	-	-	324,162	956,273	807,533	483,371	149%	318,758	153%
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	-	9,921,744	3,176,499	6,798,412	(3,123,332)	-31%	1,058,833	542%
Charges, Fees, License, Permits, Fines	-	-	725,500	725,500	725,500	-	0%	241,833	200%
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%	376,521	598%
Other Interfund Transfers	-	-	589,230	589,230	615,745	26,515	5%	196,410	214%
General Fund Support	-	-	-	-	-	-	-	-	-
<b>Operating Revenue</b>	-	-	12,405,566	5,620,792	12,625,643	220,077	2%	1,873,597	574%
<b>Total Revenue</b>	-	-	12,729,728	6,577,065	13,433,176	703,448	6%	2,192,355	513%
Personnel Services	-	-	807,000	827,000	863,495	56,495	7%	275,667	213%
Materials and Services	-	-	1,608,625	1,714,755	1,707,740	99,115	6%	571,585	199%
Capital Outlay	-	-	10,043,577	3,227,777	10,261,668	218,091	2%	1,075,926	854%
<b>Operating Expense</b>	-	-	12,459,202	5,769,532	12,832,903	373,701	3%	1,923,177	567%
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	-	-	-	-	-	-	-	-	-
<b>Total Expense</b>	-	-	12,729,728	5,769,532	13,433,177	703,449	6%	1,923,177	598%
<b>Revenues Less Expenses</b>	-	-	-	807,533	-	-	-	269,178	-

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

	FY21-22 Actuals	FY22-23 Actuals	FY23-24 Amended Budget	FY23-24 Projected Year-End	FY24-25 Budget	\$ Change from FY23-24 Budget	% Change from FY23-24 Budget	3-Year Average	% Change from 3-Year Avg
<b>Beginning Fund Balance</b>	<b>275,871</b>	<b>111,540</b>	-	-	-	-	-	<b>129,137</b>	<b>-100%</b>
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	164,434	-	-	-	-	-	-	54,811	-100%
Charges, Fees, License, Permits, Fines	1,652	-	-	-	-	-	-	551	-100%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	426,812	-	-	-	-	-	-	142,271	-100%
Other Interfund Transfers	335,782	359,623	-	-	-	-	-	231,802	-100%
General Fund Support	-	-	-	-	-	-	-	-	-
<b>Operating Revenue</b>	<b>928,680</b>	<b>359,623</b>	-	-	-	-	-	<b>429,434</b>	<b>-100%</b>
<b>Total Revenue</b>	<b>1,204,551</b>	<b>471,163</b>	-	-	-	-	-	<b>558,571</b>	<b>-100%</b>
Personnel Services	424,282	-	-	-	-	-	-	141,427	-100%
Materials and Services	593,113	-	-	-	-	-	-	197,704	-100%
Capital Outlay	74,208	-	-	-	-	-	-	24,736	-100%
<b>Operating Expense</b>	<b>1,091,604</b>	-	-	-	-	-	-	<b>363,868</b>	<b>-100%</b>
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	1,407	-	-	-	-	-	-	469	-100%
Transfers	-	-	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-	-	-
<b>Total Expense</b>	<b>1,093,010</b>	-	-	-	-	-	-	<b>364,337</b>	<b>-100%</b>
<b>Revenues Less Expenses</b>	<b>111,540</b>	<b>471,163</b>	-	-	-	-	-	<b>194,235</b>	

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 Actuals	FY22-23 Actuals	FY23-24 Amended Budget	FY23-24 Projected Year-End	FY24-25 Budget	\$ Change from FY23-24 Budget	% Change from FY23-24 Budget	3-Year Average	% Change from 3-Year Avg
<b>Beginning Fund Balance</b>	<b>180,138</b>	<b>690,753</b>	-	-	-	-	-	<b>290,297</b>	<b>-100%</b>
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	86,797	640,909	-	-	-	-	-	242,569	-100%
Charges, Fees, License, Permits, Fines	684,192	749,405	-	-	-	-	-	477,866	-100%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	691,908	1,325,560	-	-	-	-	-	672,489	-100%
Other Interfund Transfers	180,806	193,643	-	-	-	-	-	124,816	-100%
General Fund Support	-	-	-	-	-	-	-	-	-
<b>Operating Revenue</b>	<b>1,643,703</b>	<b>2,909,516</b>	-	-	-	-	-	<b>1,517,740</b>	<b>-100%</b>
<b>Total Revenue</b>	<b>1,823,842</b>	<b>3,600,269</b>	-	-	-	-	-	<b>1,808,037</b>	<b>-100%</b>
Personnel Services	204,701	777,765	-	-	-	-	-	327,489	-100%
Materials and Services	885,276	1,662,743	-	-	-	-	-	849,340	-100%
Capital Outlay	42,422	674,651	-	-	-	-	-	239,024	-100%
<b>Operating Expense</b>	<b>1,132,399</b>	<b>3,115,159</b>	-	-	-	-	-	<b>1,415,853</b>	<b>-100%</b>
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	690	-	-	-	-	-	-	230	-100%
Transfers	-	-	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-	-	-
<b>Total Expense</b>	<b>1,133,089</b>	<b>3,115,159</b>	-	-	-	-	-	<b>1,416,083</b>	<b>-100%</b>
<b>Revenues Less Expenses</b>	<b>690,753</b>	<b>485,110</b>	-	-	-	-	-	<b>391,954</b>	

Notes:  
 Program was moved from the County Fair & Rodeo program (500403) to a combined County Fair & Event Center program (800701) as part of the DTD/BCS reorganization.

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# Health, Housing & Human Services

Budget Presentation  
FY24-25





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	% of Total	FY24-25 FTE **		
		ARPA Fund (230)	Health Housing & Human Service Fund (240)	Health Center Fund (253)	Total Budget	General Fund Included in Budget**		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
	Veteran Services		1,148,550		1,148,550	663,747	58%	5.1	4.1	1.0
	Transit Services		8,558,327		8,558,327	72,796	1%	5.0	4.0	1.0
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 Allocation Pool		1,715,588		1,715,588	95,221	6%	8.9	8.9	-
			-		-	-		0.0	-	-
	<b>Total</b>	<b>1,035,655</b>	<b>322,598,458</b>	<b>79,553,101</b>	<b>403,187,214</b>	<b>10,004,633</b>	<b>2%</b>	<b>776.3</b>	<b>666.6</b>	<b>109.7</b>
	<b>FY23-24 Budget (Amended)</b>	<b>4,626,498</b>	<b>240,900,644</b>	<b>81,015,364</b>	<b>326,542,506</b>	<b>10,128,617</b>	<b>3%</b>	<b>758.5</b>	<b>678.0</b>	<b>80.5</b>
	<b>\$ Increase (Decrease)</b>	<b>-3,590,843</b>	<b>81,697,814</b>	<b>(1,462,263)</b>	<b>76,644,708</b>	<b>-123,984</b>		<b>17.8</b>	<b>-11.4</b>	<b>29.2</b>
	<b>% Increase (Decrease)</b>	<b>-78%</b>	<b>34%</b>	<b>-2%</b>	<b>23%</b>	<b>-1%</b>		<b>2%</b>	<b>-2%</b>	<b>36%</b>

\*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 Budget Summary by Fund

Line of Business	Program	FY24-25	FY24-25	FY24-25	FY24-25	FY24-25	% of	FY24-25 FTE **		
		ARPA Fund (230)	Health Housing & Human Service Fund (240)	Health Center Fund (253)	Total Budget	General Fund Included in Budget**	Total	Total	Filled	Vacant
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	-	-
	<b>Total</b>		<b>1,035,655</b>	<b>322,598,458</b>	<b>79,553,101</b>	<b>403,187,214</b>	<b>10,004,633</b>	<b>2%</b>	<b>776.3</b>	<b>666.6</b>
	<b>FY23-24 Budget (Amended)</b>	4,626,498	240,900,644	81,015,364	326,542,506	10,128,617	3%	758.5	678.0	80.5
	<b>\$ Increase (Decrease)</b>	-3,590,843	81,697,814	(1,462,263)	76,644,708	-123,984		17.8	-11.4	29.2
	<b>% Increase (Decrease)</b>	-78%	34%	-2%	23%	-1%		2%	-2%	36%

\*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).

## 40-Health, Housing & Human Services (H3S) / 230-Special Grants Fund

### Summary of Revenue and Expense

	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	3-Year Average	% Change from 3-Year Average
<b>Beginning Fund Balance</b>	-	-	190,000	250,000	-	(190,000)	-100%	83,333	-100%
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	3,755,328	2,061,031	3,536,498	4,092,617	1,035,655	(2,500,843)	-71%	3,302,992	-69%
Charges, Fees, License, Permits	-	-	-	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	900,000	-	-	(900,000)	-100%	-	-
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-	-	-
<b>Operating Revenue</b>	<b>3,755,328</b>	<b>2,061,031</b>	<b>4,436,498</b>	<b>4,092,617</b>	<b>1,035,655</b>	<b>(3,400,843)</b>	<b>-77%</b>	<b>3,302,992</b>	<b>-69%</b>
<b>Total Revenue</b>	<b>3,755,328</b>	<b>2,061,031</b>	<b>4,626,498</b>	<b>4,342,617</b>	<b>1,035,655</b>	<b>(3,590,843)</b>	<b>-78%</b>	<b>3,386,325</b>	<b>-69%</b>
Personnel Services	2,536,413	455,222	245,747	567,603	180,388	(65,359)	-27%	1,186,413	-85%
Materials and Services	1,218,915	1,605,809	979,751	675,014	565,267	(414,484)	-42%	1,166,579	-52%
Capital Outlay	-	-	2,850,000	2,850,000	-	(2,850,000)	-100%	950,000	-100%
<b>Operating Expenditure</b>	<b>3,755,328</b>	<b>2,061,031</b>	<b>4,075,498</b>	<b>4,092,617</b>	<b>745,655</b>	<b>(3,329,843)</b>	<b>-82%</b>	<b>3,302,992</b>	<b>-77%</b>
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	551,000	250,000	290,000	(261,000)	-47%	83,333	248%
Transfers	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
<b>Total Expense</b>	<b>3,755,328</b>	<b>2,061,031</b>	<b>4,626,498</b>	<b>4,342,617</b>	<b>1,035,655</b>	<b>(3,590,843)</b>	<b>-78%</b>	<b>3,386,325</b>	<b>-69%</b>
<b>Revenues Less Expenses</b>	-	-	-	-	-				

## 40-Health, Housing & Human Services (H3S) / 240-Health Housing & Human Services Fund

### Summary of Revenue and Expense

	FY21-22 Actuals	FY22-23 Actuals	FY23-24 Amended Budget	FY23-24 Projected Year-End	FY24-25 Budget	Budget-to-Budget Changes:			% Change from 3-Year Average
						\$ FY23-24 to FY24-25	% FY23-24 to FY24-25	3-Year Average	
<b>Beginning Fund Balance</b>	18,078,081	50,136,309	74,660,829	118,423,200	125,496,534	50,835,705	68%	62,212,530	102%
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	119,697,561	156,165,873	141,943,397	157,918,991	171,610,942	29,667,545	21%	144,594,142	19%
Charges, Fees, License, Permits	11,084,102	9,981,107	12,655,694	11,156,570	13,790,957	1,135,263	9%	10,740,593	28%
Revenue from Bonds & Other Debts	5,000,000	-	260,000	324,354	260,000	-	0%	1,774,785	-85%
All Other Revenue Resources	393,267	1,862,784	1,304,617	2,467,283	1,435,391	130,774	10%	1,574,445	-9%
Other Interfund Transfers	63,000	63,000	-	-	-	-	-	42,000	-100%
General Fund Support	8,282,589	9,248,520	10,076,107	9,301,323	10,004,633	(71,474)	-1%	8,944,144	12%
<b>Operating Revenue</b>	<b>144,520,518</b>	<b>177,321,283</b>	<b>166,239,815</b>	<b>181,168,521</b>	<b>197,101,923</b>	<b>30,862,108</b>	<b>19%</b>	<b>167,670,108</b>	<b>18%</b>
<b>Total Revenue</b>	<b>162,598,599</b>	<b>227,457,592</b>	<b>240,900,644</b>	<b>299,591,721</b>	<b>322,598,457</b>	<b>81,697,813</b>	<b>34%</b>	<b>229,882,638</b>	<b>40%</b>
Personnel Services	41,369,113	47,710,684	64,610,383	53,433,313	68,399,306	3,788,923	6%	47,504,370	44%
Materials and Services	45,546,907	40,774,932	95,187,979	72,041,881	170,893,612	75,705,633	80%	52,787,907	224%
Capital Outlay	224,032	492,482	2,778,494	896,001	2,130,008	(648,486)	-23%	537,505	296%
<b>Operating Expenditure</b>	<b>87,140,053</b>	<b>88,978,098</b>	<b>162,576,855</b>	<b>126,371,195</b>	<b>241,422,926</b>	<b>78,846,070</b>	<b>48%</b>	<b>100,829,782</b>	<b>139%</b>
Debt Service	21,392	-	-	-	-	-	-	7,131	-100%
Special Payments	24,625,817	20,269,821	57,169,111	47,428,107	46,920,634	(10,248,477)	-18%	30,774,582	52%
Transfers	12,213	12,213	501,816	295,885	953,570	451,754	90%	106,770	793%
Contingency	-	-	11,319,466	-	18,571,261	7,251,795	64%	-	-
Reserve for Future Expenditures	-	-	9,333,396	-	14,730,067	5,396,671	58%	-	-
<b>Total Expense</b>	<b>111,799,475</b>	<b>109,260,132</b>	<b>240,900,644</b>	<b>174,095,187</b>	<b>322,598,458</b>	<b>81,697,813</b>	<b>34%</b>	<b>131,718,265</b>	<b>145%</b>
<b>Revenues Less Expenses</b>	<b>50,799,124</b>	<b>118,197,461</b>	<b>-</b>	<b>125,496,534</b>	<b>-</b>			<b>98,164,373</b>	<b>Tab 14 Page 5</b>

## 40-Health, Housing & Human Services (H3S) / 253-Clackamas Health Centers

### Summary of Revenue and Expense

	FY21-22 Actuals	FY22-23 Actuals	FY23-24 Amended Budget	FY23-24 Projected Year-End	FY24-25 Budget	Budget-to-Budget Changes:		3-Year Average	% Change from 3-Year Average
						\$ FY23-24 to FY24-25	% FY23-24 to FY24-25		
<b>Beginning Fund Balance</b>	17,472,869	16,308,015	16,771,886	19,942,402	16,300,298	(471,588)	-3%	17,907,762	-9%
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	8,470,589	12,858,938	5,844,880	8,897,795	7,514,128	1,669,248	29%	10,075,774	-25%
Charges, Fees, License, Permits	38,892,006	40,466,174	50,129,898	41,999,541	55,186,475	5,056,577	10%	40,452,574	36%
Revenue from Bonds & Other Debts	45,963	45,963	7,045,960	7,045,960	45,970	(6,999,990)	-99%	2,379,295	-98%
All Other Revenue Resources	496,563	350,253	170,230	851,857	506,230	336,000	197%	566,224	-11%
Other Interfund Transfers	-	-	1,000,000	1,000,000	-	(1,000,000)	-100%	333,333	-100%
General Fund Support	496,039	-	52,510	52,510	-	(52,510)	-100%	182,850	-100%
<b>Operating Revenue</b>	<b>48,401,160</b>	<b>53,721,328</b>	<b>64,243,478</b>	<b>59,847,663</b>	<b>63,252,803</b>	<b>(990,675)</b>	<b>-2%</b>	<b>53,990,050</b>	<b>17%</b>
<b>Total Revenue</b>	<b>65,874,029</b>	<b>70,029,343</b>	<b>81,015,364</b>	<b>79,790,065</b>	<b>79,553,101</b>	<b>(1,462,263)</b>	<b>-2%</b>	<b>71,897,812</b>	<b>11%</b>
Personnel Services	33,321,456	35,982,657	44,247,482	41,117,926	50,615,941	6,368,459	14%	36,807,346	38%
Materials and Services	11,346,124	13,213,449	11,995,996	13,355,542	13,204,368	1,208,372	10%	12,638,372	4%
Capital Outlay	4,898,434	890,835	8,150,000	8,324,429	-	(8,150,000)	-100%	4,704,566	-100%
<b>Operating Expenditure</b>	<b>49,566,014</b>	<b>50,086,941</b>	<b>64,393,478</b>	<b>62,797,897</b>	<b>63,820,309</b>	<b>(573,169)</b>	<b>-1%</b>	<b>54,150,284</b>	<b>18%</b>
Debt Service	-	-	60,000	60,000	-	(60,000)	-100%	20,000	-100%
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	631,870	631,870	631,950	80	0%	210,623	200%
Contingency	-	-	15,930,016	-	15,100,842	(829,174)	-5%	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
<b>Total Expense</b>	<b>49,566,014</b>	<b>50,086,941</b>	<b>81,015,364</b>	<b>63,489,767</b>	<b>79,553,101</b>	<b>(1,462,263)</b>	<b>-2%</b>	<b>54,380,907</b>	<b>46%</b>
<b>Revenues Less Expenses</b>	<b>16,308,015</b>	<b>19,942,402</b>	<b>-</b>	<b>16,300,298</b>	<b>-</b>			<b>17,516,905</b>	

## 64-Health, Housing & Human Services (H3S) / 230-Special Grants Fund

### Summary of Revenue and Expense

	FY21-22 Actuals	FY22-23 Actuals	FY23-24 Amended Budget	FY23-24 Projected Year-End	FY24-25 Budget	Budget-to-Budget Changes:		3-Year Average	% Change from 3-Year Average
						\$ FY23-24 to FY24-25	% FY23-24 to FY24-25		
<b>Beginning Fund Balance</b>	-	-	-	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	2,035	-	-	-	-	-	-	678	-100%
Charges, Fees, License, Permits	-	-	-	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	-	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-	-	-
<b>Operating Revenue</b>	<b>2,035</b>	-	-	-	-	-	-	<b>678</b>	<b>-100%</b>
<b>Total Revenue</b>	<b>2,035</b>	-	-	-	-	-	-	<b>678</b>	<b>-100%</b>
Personnel Services	2,035	-	-	-	-	-	-	678	-100%
Materials and Services	-	-	-	-	-	-	-	-	-
Capital Outlay	-	-	-	-	-	-	-	-	-
<b>Operating Expenditure</b>	<b>2,035</b>	-	-	-	-	-	-	<b>678</b>	<b>-100%</b>
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
<b>Total Expense</b>	<b>2,035</b>	-	-	-	-	-	-	<b>678</b>	<b>-100%</b>
<b>Revenues Less Expenses</b>	-	-	-	-	-	-	-		

**64-Health, Housing & Human Services (H3S) / 240-Health Housing & Human Services Fund**

**Summary of Revenue and Expense**

	FY21-22	FY22-23	FY23-24	FY23-24	FY24-25	Budget-to-Budget Changes:		3-Year	% Change
	Actuals	Actuals	Amended Budget	Projected Year-End	Budget	\$ FY23-24 to FY24-25	% FY23-24 to FY24-25	Average	from 3-Year Average
<b>Beginning Fund Balance</b>	543,350	(514,570)	-	-	-	-	-	9,593	-100%
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	3,474,360	4,615,410	-	-	-	-	-	2,696,590	-100%
Charges, Fees, License, Permits	86,397	112,701	-	-	-	-	-	66,366	-100%
Revenue from Bonds & Other Debts	791,019	285,307	-	-	-	-	-	358,775	-100%
All Other Revenue Resources	3,305	933,947	-	-	-	-	-	312,417	-100%
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	27,859	-	-	-	-	-	-	9,286	-100%
<b>Operating Revenue</b>	<b>4,382,940</b>	<b>5,947,366</b>	-	-	-	-	-	<b>3,443,435</b>	<b>-100%</b>
<b>Total Revenue</b>	<b>4,926,290</b>	<b>5,432,795</b>	-	-	-	-	-	<b>3,453,028</b>	<b>-100%</b>
Personnel Services	1,155,417	1,222,982	-	-	-	-	-	792,800	-100%
Materials and Services	2,881,553	4,365,456	-	-	-	-	-	2,415,670	-100%
Capital Outlay	-	-	-	-	-	-	-	-	-
<b>Operating Expenditure</b>	<b>4,036,970</b>	<b>5,588,438</b>	-	-	-	-	-	<b>3,208,469</b>	<b>-100%</b>
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	1,403,890	363,378	-	-	-	-	-	589,089	-100%
Transfers	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
<b>Total Expense</b>	<b>5,440,860</b>	<b>5,951,816</b>	-	-	-	-	-	<b>3,797,559</b>	<b>-100%</b>
<b>Revenues Less Expenses</b>	<b>(514,570)</b>	<b>(519,021)</b>	-	-	-	-	-	<b>(344,530)</b>	

Significant  
Changes  
from  
FY23-24  
Budget

Program	Changes
Housing & Community Development Division All Programs	Substantial increases in funding for housing and homeless services from the Supportive Housing Services (SHS) Measure and the State of Oregon.
Health Centers Division 400501 - Administration	Decreases in revenue associated with the acquisition of the new Lake Road Health Center.
Various	Decreases in revenue associated with continued spend-down of COVID-19 funding.
Various	Increases in revenue across all divisions associated with SHS investments being made across the county's recovery-oriented system of care.
Social Services Division 400209 - Transit Services	New program created to consolidate all transit-related programming for better visibility and improved tracking of expenses and outcomes. Funding moved from Administration (400201) and Volunteer Connections (400208).
Social Services Division 400202 - Aging & Disability Resource Connection	Funding from the now-eliminated Oregon Project Independence (400206) and Volunteer Connections (400208) have been consolidated within this program to consolidate like programs and services.



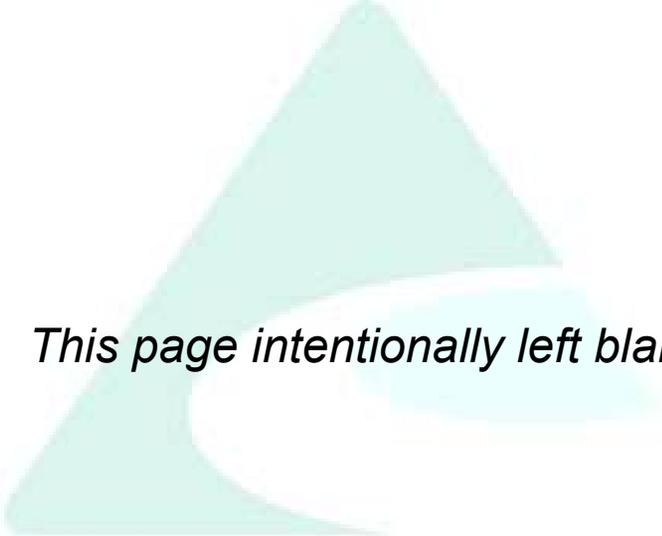
Health, Housing and Human Services Department (40/64)

Department Budget Summary by Fund

Line of Business	Program	FY24-25	FY24-25	FY24-25	FY24-25	FY24-25	% of	FY24-25 FTE **		
		ARPA 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
	Veteran Services		1,148,550		1,148,550	663,747	58%	5.1	4.1	1.0
	Transit Services		8,558,327		8,558,327	72,796	1%	5.0	4.0	1.0
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 Allocation Pool		1,715,588		1,715,588	95,221	6%	8.9	8.9	-
			-		-	-		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	-	-
<b>Total</b>		<b>1,035,655</b>	<b>322,598,458</b>	<b>79,553,101</b>	<b>403,187,214</b>	<b>10,004,633</b>	<b>2%</b>	<b>776.3</b>	<b>666.6</b>	<b>109.7</b>
<b>FY23-24 Budget (Amended)</b>		<b>4,626,498</b>	<b>240,900,644</b>	<b>81,015,364</b>	<b>326,542,506</b>	<b>10,128,617</b>	<b>3%</b>	<b>758.5</b>	<b>678.0</b>	<b>80.5</b>
<b>\$ Increase (Decrease)</b>		<b>-3,590,843</b>	<b>81,697,814</b>	<b>(1,462,263)</b>	<b>76,644,708</b>	<b>-123,984</b>		<b>17.8</b>	<b>-11.4</b>	<b>29.2</b>
<b>% Increase (Decrease)</b>		<b>-78%</b>	<b>34%</b>	<b>-2%</b>	<b>23%</b>	<b>-1%</b>		<b>2%</b>	<b>-2%</b>	<b>36%</b>

\*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).



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**CLACKAMAS**  
C O U N T Y



# 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



	FY21-22 Actuals	FY22-23 Actuals	FY23-24 Amended Budget	FY23-24 Projected Year-End	FY24-25 Budget	Budget-to-Budget Changes:		3-Year Average	% Change from 3-Year Avg
						\$ FY23-24 to FY24-25	% FY23-24 to FY24-25		
<b>Beginning Fund Balance</b>	<b>683,225</b>	<b>536,328</b>	<b>31,334</b>	<b>944,130</b>	<b>395,888</b>	<b>364,554</b>	<b>1163%</b>	<b>721,228</b>	<b>-45%</b>
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	39,650,427	-	-	-	-	-	-	13,216,809	-100%
Charges, Fees, License, Permits, Fines	1,476,114	1,627,164	2,071,091	1,151,029	2,405,635	334,544	16%	1,418,102	70%
Revenue from Bonds & Other Debts	5,000,000	-	-	-	-	-	-	1,666,667	-100%
All Other Revenue Resources	80,705	447,648	-	250,000	-	-	-	259,451	-100%
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	1,442,123	548,773	731,294	566,924	720,376	(10,918)	-1%	852,607	-16%
<b>Operating Revenue</b>	<b>47,649,369</b>	<b>2,623,585</b>	<b>2,802,385</b>	<b>1,967,953</b>	<b>3,126,011</b>	<b>323,626</b>	<b>12%</b>	<b>17,413,636</b>	<b>-82%</b>
<b>Total Revenue</b>	<b>48,332,594</b>	<b>3,159,913</b>	<b>2,833,719</b>	<b>2,912,083</b>	<b>3,521,899</b>	<b>688,180</b>	<b>24%</b>	<b>18,134,863</b>	<b>-81%</b>
Personnel Services	1,252,761	1,601,592	1,916,917	1,740,544	2,183,704	266,787	14%	1,531,633	43%
Materials and Services	1,142,688	643,607	866,802	775,651	1,200,983	334,181	39%	853,982	41%
Capital Outlay	-	-	-	-	50,000	50,000	-	-	-
<b>Operating Expense</b>	<b>2,395,450</b>	<b>2,245,199</b>	<b>2,783,719</b>	<b>2,516,195</b>	<b>3,434,687</b>	<b>650,968</b>	<b>23%</b>	<b>2,385,615</b>	<b>44%</b>
Debt Service	21,392	-	-	-	-	-	-	7,131	-100%
Special Payments	9,429,209	(41,629)	-	-	-	-	-	3,129,193	-100%
Transfers	12,213	12,213	-	-	12,212	12,212	-	8,142	50%
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Contingency	-	-	50,000	-	75,000	25,000	50%	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-	-	-
<b>Total Expense</b>	<b>11,858,263</b>	<b>2,215,784</b>	<b>2,833,719</b>	<b>2,516,195</b>	<b>3,521,899</b>	<b>688,180</b>	<b>24%</b>	<b>5,530,081</b>	<b>-36%</b>
<b>Revenues Less Expenses</b>	<b>36,474,331</b>	<b>944,130</b>	<b>-</b>	<b>395,888</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>12,604,783</b>	<b>-</b>

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 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. During FY 22/23 the division had no fiscal findings.

The number of public transportation rides has increased significantly with the roll out of the Last Mile Shuttle program and the lessening impacts of the pandemic. The number of rides provided increased 33% when comparing FY 22 to FY 23.

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 rides public transportation rides provided (includes Mt Hood Express and Last Mile Shuttles) - Moved to Transit Services Program starting in FY24-25	58,276	77,355	60,000	30,000*	85,000
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**

	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	3-Year Average	% Change from 3-Year Avg
<b>Beginning Fund Balance</b>	<b>2,656,638</b>	<b>1,015,515</b>	<b>485,405</b>	<b>2,534,012</b>	<b>127,583</b>	<b>(357,822)</b>	<b>-74%</b>	<b>2,068,722</b>	<b>-94%</b>
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	305,997	4,270,185	5,244,921	2,377,517	-	(5,244,921)	-100%	2,317,900	-100%
Charges, Fees, License, Permits, Fines	2,336,229	2,490,223	3,151,396	2,950,283	3,170,854	19,458	1%	2,592,245	22%
Revenue from Bonds & Other Debts	-	5,940	-	-	-	-	-	1,980	-100%
All Other Revenue Resources	136,573	51,119	44,500	32,500	-	(44,500)	-100%	73,397	-100%
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	619,063	828,792	677,952	376,655	321,228	(356,724)	-53%	608,170	-47%
<b>Operating Revenue</b>	<b>3,397,862</b>	<b>7,646,259</b>	<b>9,118,769</b>	<b>5,736,955</b>	<b>3,492,082</b>	<b>(5,626,687)</b>	<b>-62%</b>	<b>5,593,692</b>	<b>-38%</b>
<b>Total Revenue</b>	<b>6,054,500</b>	<b>8,661,774</b>	<b>9,604,174</b>	<b>8,270,967</b>	<b>3,619,665</b>	<b>(5,984,509)</b>	<b>-62%</b>	<b>7,662,414</b>	<b>-53%</b>
Personnel Services	2,086,506	2,122,184	2,397,196	2,157,830	2,260,700	(136,496)	-6%	2,122,173	7%
Materials and Services	2,889,665	3,517,722	5,167,206	3,404,735	1,358,965	(3,808,241)	-74%	3,270,707	-58%
Capital Outlay	105,207	140,835	1,808,425	150,000	-	(1,808,425)	-100%	132,014	-100%
<b>Operating Expense</b>	<b>5,081,378</b>	<b>5,780,741</b>	<b>9,372,827</b>	<b>5,712,565</b>	<b>3,619,665</b>	<b>(5,753,162)</b>	<b>-61%</b>	<b>5,524,895</b>	<b>-34%</b>
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	169,024	245,211	132,269	164,574	-	(132,269)	-100%	192,937	-100%
Transfers	-	-	40,019	-	-	(40,019)	-100%	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Contingency	-	-	59,059	-	-	(59,059)	-100%	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-	-	-
<b>Total Expense</b>	<b>5,250,402</b>	<b>6,025,952</b>	<b>9,604,174</b>	<b>5,877,139</b>	<b>3,619,665</b>	<b>(5,984,509)</b>	<b>-62%</b>	<b>5,717,831</b>	<b>-37%</b>
<b>Revenues Less Expenses</b>	<b>804,098</b>	<b>2,635,822</b>	<b>-</b>	<b>2,393,828</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,944,583</b>	<b>-</b>

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 state. Social Services is the AAA for Clackamas County.



**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:		3-Year Average	% Change from 3-Year Avg
						\$ FY23-24 to FY24-25	% FY23-24 to FY24-25		
<b>Beginning Fund Balance</b>	<b>16,378</b>	<b>(1,004,185)</b>	<b>191,823</b>	<b>1,751</b>	<b>378,221</b>	<b>186,398</b>	<b>97%</b>	<b>(328,685)</b>	<b>-215%</b>
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%	2,841,292	83%
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%	119,303	183%
<b>Operating Revenue</b>	<b>2,088,506</b>	<b>3,759,952</b>	<b>3,408,561</b>	<b>3,033,328</b>	<b>5,559,210</b>	<b>2,150,649</b>	<b>63%</b>	<b>2,960,595</b>	<b>88%</b>
<b>Total Revenue</b>	<b>2,104,884</b>	<b>2,755,768</b>	<b>3,600,384</b>	<b>3,035,079</b>	<b>5,937,431</b>	<b>2,337,047</b>	<b>65%</b>	<b>2,631,910</b>	<b>126%</b>
Personnel Services	606,619	805,408	891,974	757,039	2,226,447	1,334,473	150%	723,022	208%
Materials and Services	818,805	754,478	1,238,100	889,970	2,223,343	985,243	80%	821,084	171%
Capital Outlay	-	-	-	-	-	-	-	-	-
<b>Operating Expense</b>	<b>1,425,424</b>	<b>1,559,887</b>	<b>2,130,074</b>	<b>1,647,009</b>	<b>4,449,790</b>	<b>2,319,716</b>	<b>109%</b>	<b>1,544,106</b>	<b>188%</b>
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	1,321,754	1,349,654	1,470,310	1,388,070	1,487,641	17,331	1%	1,353,159	10%
Transfers	-	-	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-	-	-
<b>Total Expense</b>	<b>2,747,177</b>	<b>2,909,540</b>	<b>3,600,384</b>	<b>3,035,079</b>	<b>5,937,431</b>	<b>2,337,047</b>	<b>65%</b>	<b>2,897,266</b>	<b>105%</b>
<b>Revenues Less Expenses</b>	<b>(642,294)</b>	<b>(153,773)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(265,356)</b>	<b>-</b>

Notes:

With the elimination of the Volunteer Connection Program in FY23-24, 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:		3-Year Average	% Change from 3-Year Avg
						\$ FY23-24 to FY24-25	% FY23-24 to FY24-25		
<b>Beginning Fund Balance</b>	4,976,898	7,558,936	7,008,070	11,639,112	10,788,358	3,780,288	54%	8,058,315	34%
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%	14,647,420	6%
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%	197,574	13%
<b>Operating Revenue</b>	<b>12,775,372</b>	<b>15,716,328</b>	<b>16,462,203</b>	<b>16,043,283</b>	<b>15,818,231</b>	<b>(643,972)</b>	<b>-4%</b>	<b>14,844,994</b>	<b>7%</b>
<b>Total Revenue</b>	<b>17,752,270</b>	<b>23,275,264</b>	<b>23,470,273</b>	<b>27,682,395</b>	<b>26,606,589</b>	<b>3,136,316</b>	<b>13%</b>	<b>22,903,310</b>	<b>16%</b>
Personnel Services	7,390,083	8,787,113	12,453,224	12,262,161	13,043,613	590,389	5%	9,479,786	38%
Materials and Services	2,803,251	3,053,362	5,458,334	4,631,876	5,216,895	(241,439)	-4%	3,496,163	49%
Capital Outlay	-	-	-	-	-	-	-	-	-
<b>Operating Expense</b>	<b>10,193,334</b>	<b>11,840,475</b>	<b>17,911,558</b>	<b>16,894,037</b>	<b>18,260,508</b>	<b>348,950</b>	<b>2%</b>	<b>12,975,949</b>	<b>41%</b>
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Contingency	-	-	5,558,715	-	8,346,081	2,787,366	50%	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-	-	-
<b>Total Expense</b>	<b>10,193,334</b>	<b>11,840,475</b>	<b>23,470,273</b>	<b>16,894,037</b>	<b>26,606,589</b>	<b>3,136,316</b>	<b>13%</b>	<b>12,975,949</b>	<b>105%</b>
<b>Revenues Less Expenses</b>	7,558,936	11,434,789	-	10,788,358	-	-	-	9,927,361	-

Notes:

In FY22-23, the DD Program supported 2,466 county residents who experience an intellectual or developmental disability. New in FY23-24 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 match.



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:		3-Year Average	% Change from 3-Year Avg
						\$ FY23-24 to FY24-25	% FY23-24 to FY24-25		
<b>Beginning Fund Balance</b>	(45,907)	(388,929)	95,807	(397,693)	64,832	(30,975)	-32%	(277,510)	-123%
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%	6,275,034	-33%
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%	21,866	310%
<b>Operating Revenue</b>	<b>5,141,572</b>	<b>6,862,008</b>	<b>5,971,103</b>	<b>6,887,120</b>	<b>4,300,860</b>	<b>(1,670,243)</b>	<b>-28%</b>	<b>6,296,900</b>	<b>-32%</b>
<b>Total Revenue</b>	<b>5,095,665</b>	<b>6,473,079</b>	<b>6,066,910</b>	<b>6,489,427</b>	<b>4,365,692</b>	<b>(1,701,218)</b>	<b>-28%</b>	<b>6,019,390</b>	<b>-27%</b>
Personnel Services	903,639	1,000,720	1,489,961	1,214,448	1,159,870	(330,091)	-22%	1,039,602	12%
Materials and Services	4,578,626	5,870,051	4,569,507	5,202,147	3,197,822	(1,371,685)	-30%	5,216,941	-39%
Capital Outlay	-	-	-	-	-	-	-	-	-
<b>Operating Expense</b>	<b>5,482,265</b>	<b>6,870,771</b>	<b>6,059,468</b>	<b>6,416,595</b>	<b>4,357,692</b>	<b>(1,701,776)</b>	<b>-28%</b>	<b>6,256,544</b>	<b>-30%</b>
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	6,775	-	7,442	8,000	8,000	558	7%	4,925	62%
Transfers	-	-	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-	-	-
<b>Total Expense</b>	<b>5,489,040</b>	<b>6,870,771</b>	<b>6,066,910</b>	<b>6,424,595</b>	<b>4,365,692</b>	<b>(1,701,218)</b>	<b>-28%</b>	<b>6,261,469</b>	<b>-30%</b>
<b>Revenues Less Expenses</b>	<b>(393,375)</b>	<b>(397,693)</b>	<b>-</b>	<b>64,832</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(242,078)</b>	<b>-</b>

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 FY23-24, which will reduce the number of households served. In FY22-23, 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:		3-Year Average	% Change from 3-Year Avg
						\$ FY23-24 to FY24-25	% FY23-24 to FY24-25		
<b>Beginning Fund Balance</b>	<b>(2,673,234)</b>	<b>(4,774,268)</b>	<b>237,322</b>	<b>(4,319,606)</b>	<b>199,688</b>	<b>(37,634)</b>	<b>-16%</b>	<b>(3,922,369)</b>	<b>-105%</b>
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%	17,556,971	-27%
Charges, Fees, License, Permits, Fines	1,620,487	4,542	-	-	-	-	-	541,676	-100%
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%	795,153	54%
<b>Operating Revenue</b>	<b>24,595,185</b>	<b>16,608,835</b>	<b>12,358,047</b>	<b>15,477,379</b>	<b>13,972,389</b>	<b>1,614,342</b>	<b>13%</b>	<b>18,893,800</b>	<b>-26%</b>
<b>Total Revenue</b>	<b>21,921,952</b>	<b>11,834,567</b>	<b>12,595,369</b>	<b>11,157,773</b>	<b>14,172,077</b>	<b>1,576,708</b>	<b>13%</b>	<b>14,971,430</b>	<b>-5%</b>
Personnel Services	2,722,260	2,688,818	3,508,635	2,455,246	4,409,805	901,170	26%	2,622,108	68%
Materials and Services	15,847,637	9,681,629	8,712,700	8,368,060	9,433,238	720,538	8%	11,299,109	-17%
Capital Outlay	-	-	-	-	-	-	-	-	-
<b>Operating Expense</b>	<b>18,569,897</b>	<b>12,370,447</b>	<b>12,221,335</b>	<b>10,823,306</b>	<b>13,843,043</b>	<b>1,621,708</b>	<b>13%</b>	<b>13,921,216</b>	<b>-1%</b>
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	8,055,931	3,778,448	374,034	134,779	329,034	(45,000)	-12%	3,989,719	-92%
Transfers	-	-	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-	-	-
<b>Total Expense</b>	<b>26,625,828</b>	<b>16,148,895</b>	<b>12,595,369</b>	<b>10,958,085</b>	<b>14,172,077</b>	<b>1,576,708</b>	<b>13%</b>	<b>17,910,936</b>	<b>-21%</b>
<b>Revenues Less Expenses</b>	<b>(4,703,876)</b>	<b>(4,314,328)</b>	<b>-</b>	<b>199,688</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(2,939,505)</b>	<b>-</b>

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 FY23-24.



# 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 Actuals	FY22-23 Actuals	FY23-24 Amended Budget	FY23-24 Projected Year-End	FY24-25 Budget	Budget-to-Budget Changes:		3-Year Average	% Change from 3-Year Avg
						\$ FY23-24 to FY24-25	% FY23-24 to FY24-25		
<b>Beginning Fund Balance</b>	<b>72,002</b>	<b>(60,972)</b>	<b>168,253</b>	<b>96,371</b>	-	<b>(168,253)</b>	<b>-100%</b>	<b>35,800</b>	<b>-100%</b>
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	346,184	1,375,241	1,470,754	1,408,227	-	(1,470,754)	-100%	1,043,217	-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%	33,773	-100%
<b>Operating Revenue</b>	<b>416,094</b>	<b>1,375,241</b>	<b>1,502,162</b>	<b>1,439,635</b>	-	<b>(1,502,162)</b>	<b>-100%</b>	<b>1,076,990</b>	<b>-100%</b>
<b>Total Revenue</b>	<b>488,095</b>	<b>1,314,269</b>	<b>1,670,415</b>	<b>1,536,006</b>	-	<b>(1,670,415)</b>	<b>-100%</b>	<b>1,112,790</b>	<b>-100%</b>
Personnel Services	326,035	477,510	707,683	658,617	-	(707,683)	-100%	487,388	-100%
Materials and Services	153,082	383,147	962,732	773,518	-	(962,732)	-100%	436,582	-100%
Capital Outlay	-	-	-	-	-	-	-	-	-
<b>Operating Expense</b>	<b>479,118</b>	<b>860,657</b>	<b>1,670,415</b>	<b>1,432,135</b>	-	<b>(1,670,415)</b>	<b>-100%</b>	<b>923,970</b>	<b>-100%</b>
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-	-	-
<b>Total Expense</b>	<b>479,118</b>	<b>860,657</b>	<b>1,670,415</b>	<b>1,432,135</b>	-	<b>(1,670,415)</b>	<b>-100%</b>	<b>923,970</b>	<b>-100%</b>
<b>Revenues Less Expenses</b>	<b>8,978</b>	<b>453,612</b>	<b>-</b>	<b>103,871</b>	-			<b>188,820</b>	

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:		3-Year Average	% Change from 3-Year Avg
						\$ FY23-24 to FY24-25	% FY23-24 to FY24-25		
<b>Beginning Fund Balance</b>	<b>110,391</b>	<b>95,203</b>	<b>157,206</b>	<b>242,778</b>	<b>211,734</b>	<b>54,528</b>	<b>35%</b>	<b>149,457</b>	<b>42%</b>
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	363,028	407,301	369,069	369,069	273,069	(96,000)	-26%	379,799	-28%
Charges, Fees, License, Permits, Fines	-	-	-	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	-	10	-	-	-	-	-	3	-100%
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	510,660	659,340	728,362	728,362	663,747	(64,615)	-9%	632,787	5%
<b>Operating Revenue</b>	<b>873,688</b>	<b>1,066,651</b>	<b>1,097,431</b>	<b>1,097,431</b>	<b>936,816</b>	<b>(160,615)</b>	<b>-15%</b>	<b>1,012,590</b>	<b>-7%</b>
<b>Total Revenue</b>	<b>984,079</b>	<b>1,161,854</b>	<b>1,254,637</b>	<b>1,340,209</b>	<b>1,148,550</b>	<b>(106,087)</b>	<b>-8%</b>	<b>1,162,047</b>	<b>-1%</b>
Personnel Services	666,311	687,588	836,632	707,876	790,830	(45,802)	-5%	687,258	15%
Materials and Services	222,565	231,488	418,005	294,873	357,720	(60,285)	-14%	249,642	43%
Capital Outlay	-	-	-	-	-	-	-	-	-
<b>Operating Expense</b>	<b>888,876</b>	<b>919,076</b>	<b>1,254,637</b>	<b>1,002,749</b>	<b>1,148,550</b>	<b>(106,087)</b>	<b>-8%</b>	<b>936,900</b>	<b>23%</b>
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-	-	-
<b>Total Expense</b>	<b>888,876</b>	<b>919,076</b>	<b>1,254,637</b>	<b>1,002,749</b>	<b>1,148,550</b>	<b>(106,087)</b>	<b>-8%</b>	<b>936,900</b>	<b>23%</b>
<b>Revenues Less Expenses</b>	<b>95,203</b>	<b>242,778</b>	<b>-</b>	<b>337,460</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>225,147</b>	<b>-</b>

Notes:

In FY21-22 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.



# Social Services

## 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

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 Senior Companion Program has been part of the Volunteer Connection for over 30 years and requires \$62,470 in match. In-kind donations and STIF (State Transportation Investment Fund) dollars cover the match

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

	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	3-Year Average	% Change from 3-Year Avg
<b>Beginning Fund Balance</b>	(162,320)	5,049	153,684	133,521	-	(153,684)	-100%	(7,917)	-100%
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	1,527,678	1,843,509	2,115,717	2,092,213	-	(2,115,717)	-100%	1,821,133	-100%
Charges, Fees, License, Permits, Fines	7,750	8,308	30,000	30,000	-	(30,000)	-100%	15,353	-100%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	1,453	7,690	-	-	-	-	-	3,048	-100%
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	143,216	184,747	58,352	70,671	-	(58,352)	-100%	132,878	-100%
<b>Operating Revenue</b>	<b>1,680,098</b>	<b>2,044,254</b>	<b>2,204,069</b>	<b>2,192,884</b>	-	<b>(2,204,069)</b>	<b>-100%</b>	<b>1,972,412</b>	<b>-100%</b>
<b>Total Revenue</b>	<b>1,517,778</b>	<b>2,049,302</b>	<b>2,357,753</b>	<b>2,326,405</b>	-	<b>(2,357,753)</b>	<b>-100%</b>	<b>1,964,495</b>	<b>-100%</b>
Personnel Services	1,235,519	1,328,331	847,583	864,096	-	(847,583)	-100%	1,142,649	-100%
Materials and Services	340,964	305,501	1,072,410	736,201	-	(1,072,410)	-100%	460,889	-100%
Capital Outlay	-	2,530	234,375	212,500	-	(234,375)	-100%	71,677	-100%
<b>Operating Expense</b>	<b>1,576,483</b>	<b>1,636,362</b>	<b>2,154,368</b>	<b>1,812,797</b>	-	<b>(2,154,368)</b>	<b>-100%</b>	<b>1,675,214</b>	<b>-100%</b>
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	264,383	383,901	203,385	163,400	-	(203,385)	-100%	270,561	-100%
Transfers	-	-	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-	-	-
<b>Total Expense</b>	<b>1,840,866</b>	<b>2,020,263</b>	<b>2,357,753</b>	<b>1,976,197</b>	-	<b>(2,357,753)</b>	<b>-100%</b>	<b>1,945,775</b>	<b>-100%</b>
<b>Revenues Less Expenses</b>	(323,088)	29,039	-	350,208	-			18,720	

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.

### 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	Budget-to-Budget Changes:		3-Year Average	% Change from 3-Year Avg
					FY24-25 Budget	\$ FY23-24 to FY24-25		
<b>Beginning Fund Balance</b>	-	-	-	-	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	-	-
<b>Operating Revenue</b>	-	-	-	-	6,090,498	6,090,498	-	-
<b>Total Revenue</b>	-	-	-	-	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	-	-
<b>Operating Expense</b>	-	-	-	-	8,319,509	8,319,509	-	-
Debt Service	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	238,818	238,818	-	-
Transfers	-	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-	-
<b>Total Expense</b>	-	-	-	-	8,558,327	8,558,327	-	-
<b>Revenues Less Expenses</b>	-	-	-	-	-	-	-	-

Notes:  
 The Transit Program is new for FY24-25. 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.



# 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.



	FY21-22 Actuals	FY22-23 Actuals	FY23-24 Amended Budget	FY23-24 Projected Year-End	FY24-25 Budget	Budget-to-Budget Changes:		3-Year Average	% Change from 3-Year Avg
						\$ FY23-24 to FY24-25	% FY23-24 to FY24-25		
<b>Beginning Fund Balance</b>	<b>256,202</b>	<b>90,380</b>	<b>189,292</b>	<b>349,853</b>	<b>171,792</b>	<b>(17,500)</b>	<b>-9%</b>	<b>232,145</b>	<b>-26%</b>
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	756,306	1,309,135	2,032,088	1,298,714	1,872,123	(159,965)	-8%	1,121,385	67%
Charges, Fees, License, Permits, Fines	82,000	42,000	42,000	42,000	42,000	-	0%	55,333	-24%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	24,264	-	-	-	-	-	-	8,088	-100%
Other Interfund Transfers	63,000	63,000	-	-	-	-	-	42,000	-100%
General Fund Support	830,580	852,321	600,000	600,000	600,000	-	0%	760,967	-21%
<b>Operating Revenue</b>	<b>1,756,150</b>	<b>2,266,456</b>	<b>2,674,088</b>	<b>1,940,714</b>	<b>2,514,123</b>	<b>(159,965)</b>	<b>-6%</b>	<b>1,987,773</b>	<b>26%</b>
<b>Total Revenue</b>	<b>2,012,352</b>	<b>2,356,836</b>	<b>2,863,380</b>	<b>2,290,567</b>	<b>2,685,915</b>	<b>(177,465)</b>	<b>-6%</b>	<b>2,219,918</b>	<b>21%</b>
Personnel Services	1,341,997	1,457,407	2,046,369	1,550,955	1,970,034	(76,335)	-4%	1,450,119	36%
Materials and Services	502,707	549,577	817,011	567,820	715,881	(101,130)	-12%	540,035	33%
Capital Outlay	-	-	-	-	-	-	-	-	-
<b>Operating Expense</b>	<b>1,844,704</b>	<b>2,006,983</b>	<b>2,863,380</b>	<b>2,118,775</b>	<b>2,685,915</b>	<b>(177,465)</b>	<b>-6%</b>	<b>1,990,154</b>	<b>35%</b>
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-	-	-
<b>Total Expense</b>	<b>1,844,704</b>	<b>2,006,983</b>	<b>2,863,380</b>	<b>2,118,775</b>	<b>2,685,915</b>	<b>(177,465)</b>	<b>-6%</b>	<b>1,990,154</b>	<b>35%</b>
<b>Revenues Less Expenses</b>	<b>167,649</b>	<b>349,853</b>	<b>-</b>	<b>171,792</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>229,764</b>	<b>-</b>

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:		3-Year Average	% Change from 3-Year Avg
						\$ FY23-24 to FY24-25	% FY23-24 to FY24-25		
<b>Beginning Fund Balance</b>	18,949	221,915	376,812	58,704	310,087	(66,725)	-18%	99,856	211%
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	4,372,598	3,820,037	3,456,696	4,096,924	3,826,225	369,529	11%	4,096,520	-7%
Charges, Fees, License, Permits, Fines	314,830	72,705	-	33,147	-	-	-	140,227	-100%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	8,689	358	200,000	-	50,000	(150,000)	-75%	3,015	1558%
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	1,284,911	1,405,000	1,226,827	1,226,827	1,272,337	45,510	4%	1,305,579	-3%
<b>Operating Revenue</b>	<b>5,981,028</b>	<b>5,298,100</b>	<b>4,883,523</b>	<b>5,356,898</b>	<b>5,148,562</b>	<b>265,039</b>	<b>5%</b>	<b>5,545,342</b>	<b>-7%</b>
<b>Total Revenue</b>	<b>5,999,977</b>	<b>5,520,015</b>	<b>5,260,335</b>	<b>5,415,602</b>	<b>5,458,649</b>	<b>198,314</b>	<b>4%</b>	<b>5,645,198</b>	<b>-3%</b>
Personnel Services	1,469,751	1,657,738	2,021,602	1,809,942	2,061,592	39,990	2%	1,645,810	25%
Materials and Services	837,855	695,951	596,270	842,143	724,058	127,788	21%	791,983	-9%
Capital Outlay	-	-	-	-	-	-	-	-	-
<b>Operating Expense</b>	<b>2,307,606</b>	<b>2,353,689</b>	<b>2,617,872</b>	<b>2,652,085</b>	<b>2,785,650</b>	<b>167,778</b>	<b>6%</b>	<b>2,437,793</b>	<b>14%</b>
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	3,614,490	3,357,623	2,642,463	2,453,430	2,672,999	30,536	1%	3,141,848	-15%
Transfers	-	-	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-	-	-
<b>Total Expense</b>	<b>5,922,096</b>	<b>5,711,312</b>	<b>5,260,335</b>	<b>5,105,515</b>	<b>5,458,649</b>	<b>198,314</b>	<b>4%</b>	<b>5,579,641</b>	<b>-2%</b>
<b>Revenues Less Expenses</b>	77,881	(191,297)	-	310,087	-	-	-	65,557	-

Notes:

Most programs in CFCC-Prevention will remain operational in FY24-25. 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  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

**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

	FY21-22 Actuals	FY22-23 Actuals	FY23-24 Amended Budget	FY23-24 Projected Year-End	FY24-25 Budget	Budget-to-Budget Changes:		3-Year Average	% Change from 3-Year Avg
						\$ FY23-24 to FY24-25	% FY23-24 to FY24-25		
<b>Beginning Fund Balance</b>	-	-	<b>401,877</b>	<b>744,761</b>	<b>439,545</b>	<b>37,668</b>	<b>9%</b>	<b>248,254</b>	<b>77%</b>
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	-	879,341	1,039,512	1,013,293	133,952	15%	346,504	192%
Charges, Fees, License, Permits, Fines	-	-	155,000	132,050	132,000	(23,000)	-15%	44,017	200%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	10,000	35,529	35,529	-	3,333	966%
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	-	-	74,628	74,628	95,221	20,593	28%	24,876	283%
<b>Operating Revenue</b>	-	-	<b>1,108,969</b>	<b>1,256,190</b>	<b>1,276,043</b>	<b>167,074</b>	<b>15%</b>	<b>418,730</b>	<b>205%</b>
<b>Total Revenue</b>	-	-	<b>1,510,846</b>	<b>2,000,951</b>	<b>1,715,588</b>	<b>204,742</b>	<b>14%</b>	<b>666,984</b>	<b>157%</b>
Personnel Services	-	-	1,179,944	1,215,494	1,292,397	112,453	10%	405,165	219%
Materials and Services	-	-	330,902	345,912	423,191	92,289	28%	115,304	267%
Capital Outlay	-	-	-	-	-	-	-	-	-
<b>Operating Expense</b>	-	-	<b>1,510,846</b>	<b>1,561,406</b>	<b>1,715,588</b>	<b>204,742</b>	<b>14%</b>	<b>520,469</b>	<b>230%</b>
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-	-	-
<b>Total Expense</b>	-	-	<b>1,510,846</b>	<b>1,561,406</b>	<b>1,715,588</b>	<b>204,742</b>	<b>14%</b>	<b>520,469</b>	<b>230%</b>
<b>Revenues Less Expenses</b>	-	-	-	439,545	-	-	-	146,515	-

Notes:

Resolution Services is still adapting to a CGF reduction of \$554,000 in FY23-24 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 Actuals	FY22-23 Actuals	FY23-24 Amended Budget	FY23-24 Projected Year-End	FY24-25 Budget	Budget-to-Budget Changes:		3-Year Average	% Change from 3-Year Avg
						\$ FY23-24 to FY24-25	% FY23-24 to FY24-25		
<b>Beginning Fund Balance</b>	-	<b>34,728</b>	-	-	-	-	-	<b>11,576</b>	<b>-100%</b>
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	625,905	1,234,697	-	-	-	-	-	620,200	-100%
Charges, Fees, License, Permits, Fines	183,898	173,417	-	-	-	-	-	119,105	-100%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	80	5,550	-	-	-	-	-	1,877	-100%
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	559,629	567,151	-	-	-	-	-	375,593	-100%
<b>Operating Revenue</b>	<b>1,369,512</b>	<b>1,980,815</b>	-	-	-	-	-	<b>1,116,776</b>	<b>-100%</b>
<b>Total Revenue</b>	<b>1,369,512</b>	<b>2,015,543</b>	-	-	-	-	-	<b>1,128,352</b>	<b>-100%</b>
Personnel Services	1,017,156	878,139	-	-	-	-	-	631,765	-100%
Materials and Services	317,628	392,642	-	-	-	-	-	236,757	-100%
Capital Outlay	-	-	-	-	-	-	-	-	-
<b>Operating Expense</b>	<b>1,334,784</b>	<b>1,270,781</b>	-	-	-	-	-	<b>868,522</b>	<b>-100%</b>
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-	-	-
<b>Total Expense</b>	<b>1,334,784</b>	<b>1,270,781</b>	-	-	-	-	-	<b>868,522</b>	<b>-100%</b>
<b>Revenues Less Expenses</b>	<b>34,728</b>	<b>744,762</b>	-	-	-	-	-	<b>259,830</b>	

Notes:  
 This Program will be moving into the Health, Housing and Human Services Dept beginning FY23-24. New Program number will be 400305



400302-Weatherization

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:		3-Year Average	% Change from 3-Year Avg
						\$ FY23-24 to FY24-25	% FY23-24 to FY24-25		
<b>Beginning Fund Balance</b>	(397,025)	173,836	-	-	-	-	-	(74,396)	-100%
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	2,559,467	2,318,795	-	-	-	-	-	1,626,087	-100%
Charges, Fees, License, Permits, Fines	73,052	10,165	-	-	-	-	-	27,739	-100%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	45,650	8,639	-	-	-	-	-	18,096	-100%
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	83,873	-	-	-	-	-	-	27,958	-100%
<b>Operating Revenue</b>	<b>2,762,042</b>	<b>2,337,599</b>	-	-	-	-	-	<b>1,699,880</b>	<b>-100%</b>
<b>Total Revenue</b>	<b>2,365,017</b>	<b>2,511,435</b>	-	-	-	-	-	<b>1,625,484</b>	<b>-100%</b>
Personnel Services	1,086,559	911,046	-	-	-	-	-	665,869	-100%
Materials and Services	1,104,621	1,465,660	-	-	-	-	-	856,760	-100%
Capital Outlay	-	-	-	-	-	-	-	-	-
<b>Operating Expense</b>	<b>2,191,180</b>	<b>2,376,706</b>	-	-	-	-	-	<b>1,522,629</b>	<b>-100%</b>
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-	-	-
<b>Total Expense</b>	<b>2,191,180</b>	<b>2,376,706</b>	-	-	-	-	-	<b>1,522,629</b>	<b>-100%</b>
<b>Revenues Less Expenses</b>	<b>173,836</b>	<b>134,729</b>	-	-	-	-	-	<b>102,855</b>	

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



	Budget-to-Budget Changes:							3-Year Average	% Change from 3-Year Avg
	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		
<b>Beginning Fund Balance</b>	-	-	-	-	-	-	-	-	-
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	-	-	-	-	-	-	-	-	-
<b>Operating Revenue</b>	-	-	-	-	-	-	-	-	-
<b>Total Revenue</b>	-	-	-	-	-	-	-	-	-
Personnel Services	-	-	-	-	-	-	-	-	-
Materials and Services	5,412	-	-	-	-	-	-	1,804	-100%
Capital Outlay	-	-	-	-	-	-	-	-	-
<b>Operating Expense</b>	<b>5,412</b>	-	-	-	-	-	-	<b>1,804</b>	<b>-100%</b>
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-	-	-
<b>Total Expense</b>	<b>5,412</b>	-	-	-	-	-	-	<b>1,804</b>	<b>-100%</b>
<b>Revenues Less Expenses</b>	(5,412)	-	-	-	-	-	-	(1,804)	

Notes:  
None.



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**CLACKAMAS**  
C O U N T Y



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:		3-Year Average	% Change from 3-Year Avg
						\$ FY23-24 to FY24-25	% FY23-24 to FY24-25		
<b>Beginning Fund Balance</b>	<b>21,776</b>	-	-	<b>43,139</b>	-	-	-	<b>21,638</b>	<b>-100%</b>
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	121,294	-	-	-	-	-	-	40,431	-100%
Charges, Fees, License, Permits, Fines	619,958	539,064	794,157	619,055	895,991	101,834	13%	592,692	51%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	36,114	408	-	851	-	-	-	12,458	-100%
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-	-	-
<b>Operating Revenue</b>	<b>777,366</b>	<b>539,472</b>	<b>794,157</b>	<b>619,906</b>	<b>895,991</b>	<b>101,834</b>	<b>13%</b>	<b>645,581</b>	<b>39%</b>
<b>Total Revenue</b>	<b>799,142</b>	<b>539,472</b>	<b>794,157</b>	<b>663,045</b>	<b>895,991</b>	<b>101,834</b>	<b>13%</b>	<b>667,220</b>	<b>34%</b>
Personnel Services	698,392	460,010	678,160	561,749	833,660	155,500	23%	573,384	45%
Materials and Services	99,206	79,462	115,997	101,296	62,331	(53,666)	-46%	93,321	-33%
Capital Outlay	-	-	-	-	-	-	-	-	-
<b>Operating Expense</b>	<b>797,598</b>	<b>539,472</b>	<b>794,157</b>	<b>663,045</b>	<b>895,991</b>	<b>101,834</b>	<b>13%</b>	<b>666,705</b>	<b>34%</b>
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-	-	-
<b>Total Expense</b>	<b>797,598</b>	<b>539,472</b>	<b>794,157</b>	<b>663,045</b>	<b>895,991</b>	<b>101,834</b>	<b>13%</b>	<b>666,705</b>	<b>34%</b>
<b>Revenues Less Expenses</b>	<b>1,544</b>	-	-	-	-	-	-	<b>515</b>	

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
3. Immunization Services: ORS 433.269

Program funded through revenue grant agreement between OH and the Local Public Health Authority



**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:		3-Year Average	% Change from 3-Year Avg
						\$ FY23-24 to FY24-25	% FY23-24 to FY24-25		
<b>Beginning Fund Balance</b>	-	88,085	53,122	97,163	232,680	179,558	338%	61,749	277%
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%	2,577,679	7%
Charges, Fees, License, Permits, Fines	459,662	365,795	1,105,470	902,139	966,175	(139,295)	-13%	575,866	68%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	5,408	116,078	118,177	190,377	192,411	74,234	63%	103,954	85%
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	403,673	778,003	997,352	656,145	875,845	(121,507)	-12%	612,607	43%
<b>Operating Revenue</b>	<b>3,367,207</b>	<b>3,933,009</b>	<b>5,273,524</b>	<b>4,310,101</b>	<b>4,797,820</b>	<b>(475,704)</b>	<b>-9%</b>	<b>3,870,105</b>	<b>24%</b>
<b>Total Revenue</b>	<b>3,367,207</b>	<b>4,021,093</b>	<b>5,326,646</b>	<b>4,407,264</b>	<b>5,030,500</b>	<b>(296,146)</b>	<b>-6%</b>	<b>3,931,855</b>	<b>28%</b>
Personnel Services	1,865,464	2,151,541	3,148,225	2,494,708	3,550,413	402,188	13%	2,170,571	64%
Materials and Services	1,334,407	1,786,719	2,032,826	1,133,161	1,128,030	(904,796)	-45%	1,418,096	-20%
Capital Outlay	-	-	145,595	146,190	-	(145,595)	-100%	48,730	-100%
<b>Operating Expense</b>	<b>3,199,871</b>	<b>3,938,261</b>	<b>5,326,646</b>	<b>3,774,059</b>	<b>4,678,443</b>	<b>(648,203)</b>	<b>-12%</b>	<b>3,637,397</b>	<b>29%</b>
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	67,790	227,143	-	400,525	352,057	352,057	-	231,819	52%
Transfers	-	-	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-	-	-
<b>Total Expense</b>	<b>3,267,662</b>	<b>4,165,404</b>	<b>5,326,646</b>	<b>4,174,584</b>	<b>5,030,500</b>	<b>(296,146)</b>	<b>-6%</b>	<b>3,869,216</b>	<b>30%</b>
<b>Revenues Less Expenses</b>	99,545	(144,310)	-	232,680	-	-	-	62,638	-

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:		3-Year Average	% Change from 3-Year Avg
						\$ FY23-24 to FY24-25	% FY23-24 to FY24-25		
<b>Beginning Fund Balance</b>	<b>1,180,721</b>	<b>905,794</b>	<b>1,179,682</b>	<b>717,271</b>	<b>518,191</b>	<b>(661,491)</b>	<b>-56%</b>	<b>934,595</b>	<b>-45%</b>
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	2,071,408	227,115	789,949	504,786	1,087,275	297,326	38%	934,436	16%
Charges, Fees, License, Permits, Fines	1,006,069	954,525	1,377,306	1,206,858	1,260,787	(116,519)	-8%	1,055,817	19%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	2,250	2,259	13,848	12,325	24,650	10,802	78%	5,611	339%
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	525,928	-	-	-	-	-	-	175,309	-100%
<b>Operating Revenue</b>	<b>3,605,655</b>	<b>1,183,899</b>	<b>2,181,103</b>	<b>1,723,969</b>	<b>2,372,712</b>	<b>191,609</b>	<b>9%</b>	<b>2,171,174</b>	<b>9%</b>
<b>Total Revenue</b>	<b>4,786,376</b>	<b>2,089,693</b>	<b>3,360,785</b>	<b>2,441,240</b>	<b>2,890,903</b>	<b>(469,882)</b>	<b>-14%</b>	<b>3,105,770</b>	<b>-7%</b>
Personnel Services	970,770	414,292	1,470,953	750,872	986,147	(484,806)	-33%	711,978	39%
Materials and Services	1,246,640	673,814	1,519,741	875,093	1,497,654	(22,087)	-1%	931,849	61%
Capital Outlay	90,905	99,404	126,810	58,343	-	(126,810)	-100%	82,884	-100%
<b>Operating Expense</b>	<b>2,308,315</b>	<b>1,187,511</b>	<b>3,117,504</b>	<b>1,684,308</b>	<b>2,483,801</b>	<b>(633,703)</b>	<b>-20%</b>	<b>1,726,711</b>	<b>44%</b>
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	265,152	198,898	243,281	238,741	273,000	29,719	12%	234,264	17%
Transfers	-	-	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	134,102	134,102	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-	-	-
<b>Total Expense</b>	<b>2,573,467</b>	<b>1,386,409</b>	<b>3,360,785</b>	<b>1,923,049</b>	<b>2,890,903</b>	<b>(469,882)</b>	<b>-14%</b>	<b>1,960,975</b>	<b>47%</b>
<b>Revenues Less Expenses</b>	<b>2,212,909</b>	<b>703,284</b>	<b>-</b>	<b>518,191</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,144,795</b>	<b>-</b>

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

**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

	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	3-Year Average	% Change from 3-Year Avg
<b>Beginning Fund Balance</b>	<b>271,782</b>	<b>592,879</b>	<b>953,812</b>	<b>680,624</b>	<b>1,201,496</b>	<b>247,684</b>	<b>26%</b>	<b>515,095</b>	<b>133%</b>
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	528,065	1,064,306	332,588	1,076,444	393,793	61,205	18%	889,605	-56%
Charges, Fees, License, Permits, Fines	1,537,601	1,552,586	1,645,180	1,524,123	1,858,829	213,649	13%	1,538,103	21%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	-	74	-	31	-	-	-	35	-100%
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	31,143	49,263	58,448	27,700	48,433	(10,015)	-17%	36,036	34%
<b>Operating Revenue</b>	<b>2,096,809</b>	<b>2,666,229</b>	<b>2,036,216</b>	<b>2,628,298</b>	<b>2,301,055</b>	<b>264,839</b>	<b>13%</b>	<b>2,463,779</b>	<b>-7%</b>
<b>Total Revenue</b>	<b>2,368,591</b>	<b>3,259,108</b>	<b>2,990,028</b>	<b>3,308,922</b>	<b>3,502,551</b>	<b>512,523</b>	<b>17%</b>	<b>2,978,874</b>	<b>18%</b>
Personnel Services	1,391,898	1,404,747	2,036,044	1,551,918	2,742,499	706,455	35%	1,449,521	89%
Materials and Services	337,970	327,607	878,527	456,339	661,352	(217,175)	-25%	373,972	77%
Capital Outlay	-	-	-	38,062	-	-	-	12,687	-100%
<b>Operating Expense</b>	<b>1,729,868</b>	<b>1,732,354</b>	<b>2,914,571</b>	<b>2,046,319</b>	<b>3,403,851</b>	<b>489,280</b>	<b>17%</b>	<b>1,836,181</b>	<b>85%</b>
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	45,843	79,612	75,457	61,107	98,700	23,243	31%	62,187	59%
Transfers	-	-	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-	-	-
<b>Total Expense</b>	<b>1,775,712</b>	<b>1,811,966</b>	<b>2,990,028</b>	<b>2,107,426</b>	<b>3,502,551</b>	<b>512,523</b>	<b>17%</b>	<b>1,898,368</b>	<b>85%</b>
<b>Revenues Less Expenses</b>	<b>592,879</b>	<b>1,447,142</b>	<b>-</b>	<b>1,201,496</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,080,506</b>	<b>-</b>

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	Rate of gonorrhea incidence per 100,000	88.28	77.27	70	129.6	70
RESULT	Percentage of syphilis cases with investigative files that contain risk factor information.	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:		3-Year Average	% Change from 3-Year Avg
						\$ FY23-24 to FY24-25	% FY23-24 to FY24-25		
<b>Beginning Fund Balance</b>	5,314,549	2,670,199	397,213	117,852	16,081	(381,132)	-96%	2,700,867	-99%
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%	4,401,581	-62%
Charges, Fees, License, Permits, Fines	13,733	53,169	-	-	58,270	58,270	-	22,301	161%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	(348)	27,901	12,500	12,980	30,238	17,738	142%	13,511	124%
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	864,551	691,430	386,341	606,140	674,531	288,190	75%	720,707	-6%
<b>Operating Revenue</b>	<b>9,291,886</b>	<b>3,184,319</b>	<b>2,175,714</b>	<b>2,998,096</b>	<b>2,432,951</b>	<b>257,237</b>	<b>12%</b>	<b>5,158,100</b>	<b>-53%</b>
<b>Total Revenue</b>	<b>14,606,435</b>	<b>5,854,518</b>	<b>2,572,927</b>	<b>3,115,948</b>	<b>2,449,032</b>	<b>(123,895)</b>	<b>-5%</b>	<b>7,858,967</b>	<b>-69%</b>
Personnel Services	6,901,189	4,246,860	1,634,813	2,034,566	1,985,704	350,891	21%	4,394,205	-55%
Materials and Services	5,200,404	1,510,357	840,924	847,541	428,328	(412,596)	-49%	2,519,434	-83%
Capital Outlay	-	-	-	-	-	-	-	-	-
<b>Operating Expense</b>	<b>12,101,594</b>	<b>5,757,217</b>	<b>2,475,737</b>	<b>2,882,107</b>	<b>2,414,032</b>	<b>(61,705)</b>	<b>-2%</b>	<b>6,913,639</b>	<b>-65%</b>
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	365,286	102,488	97,190	217,760	35,000	(62,190)	-64%	228,511	-85%
Transfers	-	-	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-	-	-
<b>Total Expense</b>	<b>12,466,880</b>	<b>5,859,705</b>	<b>2,572,927</b>	<b>3,099,867</b>	<b>2,449,032</b>	<b>(123,895)</b>	<b>-5%</b>	<b>7,142,151</b>	<b>-66%</b>
<b>Revenues Less Expenses</b>	2,139,554	(5,187)	-	16,081	-	-	-	716,816	-

Notes:

Decrease in Federal & State Funding: COVID response and associated funding termed in FY23-24 (COVID Limited Term FTE termed in FY23-24)



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 OHA	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:		3-Year Average	% Change from 3-Year Avg
						\$ FY23-24 to FY24-25	% FY23-24 to FY24-25		
<b>Beginning Fund Balance</b>	<b>377,685</b>	<b>921,006</b>	<b>2,411,052</b>	<b>925,491</b>	<b>288,314</b>	<b>(2,122,738)</b>	<b>-88%</b>	<b>741,394</b>	<b>-61%</b>
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	760,656	4,786,202	3,392,384	3,977,067	3,219,708	(172,676)	-5%	3,174,642	1%
Charges, Fees, License, Permits, Fines	54,865	619	92,582	81,772	312,000	219,418	237%	45,752	582%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	11,170	4,396	300,000	-	-	(300,000)	-100%	5,189	-100%
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	44,362	647,104	291,217	444,015	322,798	31,581	11%	378,494	-15%
<b>Operating Revenue</b>	<b>871,053</b>	<b>5,438,320</b>	<b>4,076,183</b>	<b>4,502,854</b>	<b>3,854,506</b>	<b>(221,677)</b>	<b>-5%</b>	<b>3,604,076</b>	<b>7%</b>
<b>Total Revenue</b>	<b>1,248,738</b>	<b>6,359,326</b>	<b>6,487,235</b>	<b>5,428,345</b>	<b>4,142,820</b>	<b>(2,344,415)</b>	<b>-36%</b>	<b>4,345,470</b>	<b>-5%</b>
Personnel Services	583,749	3,229,210	4,741,464	2,455,453	2,723,782	(2,017,682)	-43%	2,089,471	30%
Materials and Services	393,346	2,255,716	1,563,478	2,115,134	1,148,900	(414,578)	-27%	1,588,065	-28%
Capital Outlay	-	27,500	-	-	-	-	-	9,167	-100%
<b>Operating Expense</b>	<b>977,095</b>	<b>5,512,426</b>	<b>6,304,942</b>	<b>4,570,587</b>	<b>3,872,682</b>	<b>(2,432,260)</b>	<b>-39%</b>	<b>3,686,703</b>	<b>5%</b>
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	374,939	182,293	569,444	270,138	87,845	48%	314,794	-14%
Transfers	-	-	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-	-	-
<b>Total Expense</b>	<b>977,095</b>	<b>5,887,365</b>	<b>6,487,235</b>	<b>5,140,031</b>	<b>4,142,820</b>	<b>(2,344,415)</b>	<b>-36%</b>	<b>4,001,497</b>	<b>4%</b>
<b>Revenues Less Expenses</b>	<b>271,643</b>	<b>471,962</b>	<b>-</b>	<b>288,314</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>343,973</b>	<b>-</b>

Notes:  
 Decrease in Federal Funding: PE51-05 Public Health Modernization Funding terminated in FY23-24



# 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:		3-Year Average	% Change from 3-Year Avg
						\$ FY23-24 to FY24-25	% FY23-24 to FY24-25		
<b>Beginning Fund Balance</b>	161,811	725	235,530	-	-	(235,530)	-100%	54,179	-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%	593,065	4%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	-	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-	-	-
<b>Operating Revenue</b>	<b>690,747</b>	<b>570,203</b>	<b>543,860</b>	<b>518,247</b>	<b>619,036</b>	<b>75,176</b>	<b>14%</b>	<b>593,065</b>	<b>4%</b>
<b>Total Revenue</b>	<b>852,558</b>	<b>570,928</b>	<b>779,390</b>	<b>518,247</b>	<b>619,036</b>	<b>(160,354)</b>	<b>-21%</b>	<b>647,244</b>	<b>-4%</b>
Personnel Services	169,105	320,578	524,861	302,236	452,323	(72,538)	-14%	263,973	71%
Materials and Services	158,929	138,832	250,409	215,570	166,713	(83,696)	-33%	171,110	-3%
Capital Outlay	-	-	-	-	-	-	-	-	-
<b>Operating Expense</b>	<b>328,034</b>	<b>459,410</b>	<b>775,270</b>	<b>517,806</b>	<b>619,036</b>	<b>(156,234)</b>	<b>-20%</b>	<b>435,083</b>	<b>42%</b>
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	2,869	4,120	441	-	(4,120)	-100%	1,103	-100%
Transfers	-	-	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-	-	-
<b>Total Expense</b>	<b>328,034</b>	<b>462,279</b>	<b>779,390</b>	<b>518,247</b>	<b>619,036</b>	<b>(160,354)</b>	<b>-21%</b>	<b>436,187</b>	<b>42%</b>
<b>Revenues Less Expenses</b>	<b>524,524</b>	<b>108,649</b>	<b>-</b>	<b>-</b>	<b>-</b>			<b>211,057</b>	

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:						3-Year Average	% Change from 3-Year Avg	
	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
<b>Beginning Fund Balance</b>	<b>17,453,766</b>	<b>12,197,203</b>	<b>16,771,886</b>	<b>19,942,413</b>	<b>16,300,298</b>	<b>(471,588)</b>	<b>-3%</b>	<b>16,531,127</b>	<b>-1%</b>
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%	4,581,836	-41%
Charges, Fees, License, Permits, Fines	2,201,797	4,124,299	3,880,920	3,866,287	4,095,096	214,176	6%	3,397,461	21%
Revenue from Bonds & Other Debts	45,963	45,963	7,045,960	7,045,960	45,970	(6,999,990)	-99%	2,379,295	-98%
All Other Revenue Resources	124,839	329,310	149,000	827,000	485,000	336,000	226%	427,050	14%
Other Interfund Transfers	-	-	1,000,000	1,000,000	-	(1,000,000)	-100%	333,333	-100%
General Fund Support	496,039	-	52,510	52,510	-	(52,510)	-100%	182,850	-100%
<b>Operating Revenue</b>	<b>6,585,641</b>	<b>8,552,090</b>	<b>17,685,930</b>	<b>18,767,744</b>	<b>7,322,386</b>	<b>(10,363,544)</b>	<b>-59%</b>	<b>11,301,825</b>	<b>-35%</b>
<b>Total Revenue</b>	<b>24,039,407</b>	<b>20,749,293</b>	<b>34,457,816</b>	<b>38,710,157</b>	<b>23,622,684</b>	<b>(10,835,132)</b>	<b>-31%</b>	<b>27,832,953</b>	<b>-15%</b>
Personnel Services	4,477,987	4,168,579	5,282,369	4,812,374	5,665,932	383,563	7%	4,486,313	26%
Materials and Services	2,749,692	3,002,064	2,675,290	2,914,938	2,316,788	(358,502)	-13%	2,888,898	-20%
Capital Outlay	4,614,526	884,552	11,000,000	11,129,774	-	(11,000,000)	-100%	5,542,951	-100%
<b>Operating Expense</b>	<b>11,842,205</b>	<b>8,055,195</b>	<b>18,957,659</b>	<b>18,857,086</b>	<b>7,982,720</b>	<b>(10,974,939)</b>	<b>-58%</b>	<b>12,918,162</b>	<b>-38%</b>
Debt Service	-	-	60,000	60,000	-	(60,000)	-100%	20,000	-100%
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	631,870	631,870	631,950	80	0%	210,623	200%
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Contingency	-	-	15,930,016	-	15,100,842	(829,174)	-5%	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-	-	-
<b>Total Expense</b>	<b>11,842,205</b>	<b>8,055,195</b>	<b>35,579,545</b>	<b>19,548,956</b>	<b>23,715,512</b>	<b>(11,864,033)</b>	<b>-33%</b>	<b>13,148,785</b>	<b>80%</b>
<b>Revenues Less Expenses</b>	<b>12,197,203</b>	<b>12,694,098</b>	<b>(1,121,729)</b>	<b>19,161,201</b>	<b>(92,828)</b>			<b>14,684,167</b>	

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)



	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	3-Year Average	% Change from 3-Year Avg
<b>Beginning Fund Balance</b>	-	(856,643)	-	-	-	-	-	(285,548)	-100%
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%	3,245,914	-11%
Charges, Fees, License, Permits, Fines	9,923,467	9,220,825	11,079,680	9,622,516	11,731,000	651,320	6%	9,588,936	22%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	11,545	13,367	213,650	17,182	13,650	(200,000)	-94%	14,031	-3%
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-	-	-
<b>Operating Revenue</b>	<b>12,619,033</b>	<b>12,588,488</b>	<b>13,385,180</b>	<b>13,339,124</b>	<b>14,640,920</b>	<b>1,255,740</b>	<b>9%</b>	<b>12,848,882</b>	<b>14%</b>
<b>Total Revenue</b>	<b>12,619,033</b>	<b>11,731,845</b>	<b>13,385,180</b>	<b>13,339,124</b>	<b>14,640,920</b>	<b>1,255,740</b>	<b>9%</b>	<b>12,563,334</b>	<b>17%</b>
Personnel Services	10,029,157	10,812,363	12,327,509	12,326,592	14,427,297	2,099,788	17%	11,056,037	30%
Materials and Services	3,446,518	4,327,199	3,704,457	4,306,308	4,112,578	408,121	11%	4,026,675	2%
Capital Outlay	-	-	-	-	-	-	-	-	-
<b>Operating Expense</b>	<b>13,475,676</b>	<b>15,139,562</b>	<b>16,031,966</b>	<b>16,632,900</b>	<b>18,539,875</b>	<b>2,507,909</b>	<b>16%</b>	<b>15,082,713</b>	<b>23%</b>
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-	-	-
<b>Total Expense</b>	<b>13,475,676</b>	<b>15,139,562</b>	<b>16,031,966</b>	<b>16,632,900</b>	<b>18,539,875</b>	<b>2,507,909</b>	<b>16%</b>	<b>15,082,713</b>	<b>23%</b>
<b>Revenues Less Expenses</b>	(856,643)	(3,407,717)	(2,646,786)	(3,293,776)	(3,898,955)			(2,519,379)	

Notes:

During FY22-23 the COVID-19 Pandemic designation will officially end. Health Centers will need to make minor changes to account for rules that were in place during the pandemic and that will be ending when the pandemic designation ends.



Gladstone Pediatric Clinic and School-Based Health Centers

**Purpose Statement**

The purpose of the Gladstone Pediatric Clinic and School-Based Health Centers Program is to provide quality, evidence-based pediatric care, to children and teens in order to support and promote their optimal health, growth and development.

**Performance Narrative**

The 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**

	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	3-Year Average	% Change from 3-Year Avg
<b>Beginning Fund Balance</b>	-	(375,166)	-	-	-	-	-	(125,055)	-100%
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	398,422	1,132,695	180,620	389,185	255,990	75,370	42%	640,100	-60%
Charges, Fees, License, Permits, Fines	2,454,703	2,661,423	3,397,760	2,504,308	3,265,200	(132,560)	-4%	2,540,144	29%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	355,000	-	-	-	-	-	-	118,333	-100%
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-	-	-
<b>Operating Revenue</b>	<b>3,208,124</b>	<b>3,794,117</b>	<b>3,578,380</b>	<b>2,893,493</b>	<b>3,521,190</b>	<b>(57,190)</b>	<b>-2%</b>	<b>3,298,578</b>	<b>7%</b>
<b>Total Revenue</b>	<b>3,208,124</b>	<b>3,418,951</b>	<b>3,578,380</b>	<b>2,893,493</b>	<b>3,521,190</b>	<b>(57,190)</b>	<b>-2%</b>	<b>3,173,523</b>	<b>11%</b>
Personnel Services	2,940,754	3,531,377	4,315,648	3,751,403	4,551,888	236,240	5%	3,407,845	34%
Materials and Services	626,111	661,079	727,202	750,092	748,040	20,838	3%	679,094	10%
Capital Outlay	16,425	-	-	-	-	-	-	5,475	-100%
<b>Operating Expense</b>	<b>3,583,290</b>	<b>4,192,455</b>	<b>5,042,850</b>	<b>4,501,495</b>	<b>5,299,928</b>	<b>257,078</b>	<b>5%</b>	<b>4,092,414</b>	<b>30%</b>
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-	-	-
<b>Total Expense</b>	<b>3,583,290</b>	<b>4,192,455</b>	<b>5,042,850</b>	<b>4,501,495</b>	<b>5,299,928</b>	<b>257,078</b>	<b>5%</b>	<b>4,092,414</b>	<b>30%</b>
<b>Revenues Less Expenses</b>	(375,166)	(773,504)	(1,464,470)	(1,608,002)	(1,778,738)			(918,891)	

Notes:

During FY22-23 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



	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	3-Year Average	% Change from 3-Year Avg
<b>Beginning Fund Balance</b>	1,458	785,103	-	-	-	-	-	262,187	-100%
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	1,599,365	2,569,809	405,390	825,217	790,530	385,140	95%	1,664,797	-53%
Charges, Fees, License, Permits, Fines	4,647,891	4,909,751	5,245,600	5,485,586	5,567,100	321,500	6%	5,014,409	11%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	-	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-	-	-
<b>Operating Revenue</b>	<b>6,247,255</b>	<b>7,479,560</b>	<b>5,650,990</b>	<b>6,310,803</b>	<b>6,357,630</b>	<b>706,640</b>	<b>13%</b>	<b>6,679,206</b>	<b>-5%</b>
<b>Total Revenue</b>	<b>6,248,713</b>	<b>8,264,663</b>	<b>5,650,990</b>	<b>6,310,803</b>	<b>6,357,630</b>	<b>706,640</b>	<b>13%</b>	<b>6,941,393</b>	<b>-8%</b>
Personnel Services	3,953,295	4,519,994	5,642,090	5,216,470	5,964,196	322,106	6%	4,563,253	31%
Materials and Services	1,242,833	1,430,575	1,310,441	1,412,434	1,523,292	212,851	16%	1,361,947	12%
Capital Outlay	267,483	6,282	-	16,833	-	-	-	96,866	-100%
<b>Operating Expense</b>	<b>5,463,610</b>	<b>5,956,851</b>	<b>6,952,531</b>	<b>6,645,737</b>	<b>7,487,488</b>	<b>534,957</b>	<b>8%</b>	<b>6,022,066</b>	<b>24%</b>
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-	-	-
<b>Total Expense</b>	<b>5,463,610</b>	<b>5,956,851</b>	<b>6,952,531</b>	<b>6,645,737</b>	<b>7,487,488</b>	<b>534,957</b>	<b>8%</b>	<b>6,022,066</b>	<b>24%</b>
<b>Revenues Less Expenses</b>	785,103	2,307,812	(1,301,541)	(334,934)	(1,129,858)			919,327	

Notes:

During FY22-23 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

## 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. <sup>1</sup>	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:		3-Year Average	% Change from 3-Year Avg
						\$ FY23-24 to FY24-25	% FY23-24 to FY24-25		
<b>Beginning Fund Balance</b>	17,645	4,557,529	-	-	-	-	-	1,525,058	-100%
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	661,094	1,749,620	459,480	857,980	875,018	415,538	90%	1,089,565	-20%
Charges, Fees, License, Permits, Fines	19,664,160	19,549,876	26,525,938	20,520,844	30,528,079	4,002,141	15%	19,911,627	53%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	5,178	7,576	7,580	7,675	7,580	-	0%	6,810	11%
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-	-	-
<b>Operating Revenue</b>	<b>20,330,432</b>	<b>21,307,072</b>	<b>26,992,998</b>	<b>21,386,499</b>	<b>31,410,677</b>	<b>4,417,679</b>	<b>16%</b>	<b>21,008,001</b>	<b>50%</b>
<b>Total Revenue</b>	<b>20,348,077</b>	<b>25,864,601</b>	<b>26,992,998</b>	<b>21,386,499</b>	<b>31,410,677</b>	<b>4,417,679</b>	<b>16%</b>	<b>22,533,059</b>	<b>39%</b>
Personnel Services	12,509,579	12,950,345	16,679,866	15,011,087	20,006,628	3,326,762	20%	13,490,337	48%
Materials and Services	3,280,970	3,792,532	3,778,606	3,971,781	4,503,670	725,064	19%	3,681,761	22%
Capital Outlay	-	-	-	27,822	-	-	-	9,274	-100%
<b>Operating Expense</b>	<b>15,790,548</b>	<b>16,742,877</b>	<b>20,458,472</b>	<b>19,010,690</b>	<b>24,510,298</b>	<b>4,051,826</b>	<b>20%</b>	<b>17,181,372</b>	<b>43%</b>
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-	-	-
<b>Total Expense</b>	<b>15,790,548</b>	<b>16,742,877</b>	<b>20,458,472</b>	<b>19,010,690</b>	<b>24,510,298</b>	<b>4,051,826</b>	<b>20%</b>	<b>17,181,372</b>	<b>43%</b>
<b>Revenues Less Expenses</b>	<b>4,557,529</b>	<b>9,121,724</b>	<b>6,534,526</b>	<b>2,375,809</b>	<b>6,900,379</b>			<b>5,351,688</b>	

Notes:

During FY22-23 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 FY23-24 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**

	FY21-22 Actuals	FY22-23 Actuals	FY23-24 Amended Budget	FY23-24 Projected Year-End	FY24-25 Budget	Budget-to-Budget Changes:		3-Year Average	% Change from 3-Year Avg
						\$ FY23-24 to FY24-25	% FY23-24 to FY24-25		
<b>Beginning Fund Balance</b>	<b>2,583,073</b>	<b>3,320,046</b>	<b>1,415,742</b>	<b>10,681,225</b>	<b>3,919,490</b>	<b>2,503,748</b>	<b>177%</b>	<b>5,528,115</b>	<b>-29%</b>
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%	4,857,108	37%
Charges, Fees, License, Permits, Fines	629,125	1,293,766	1,053,311	1,439,334	1,441,521	388,210	37%	1,120,742	29%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	12,015	150,704	-	154,887	-	-	-	105,869	-100%
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	394,549	340,246	323,095	-	103,732	(219,363)	-68%	244,932	-58%
<b>Operating Revenue</b>	<b>5,093,644</b>	<b>9,513,605</b>	<b>4,833,274</b>	<b>4,378,703</b>	<b>8,216,663</b>	<b>3,383,389</b>	<b>70%</b>	<b>6,328,650</b>	<b>30%</b>
<b>Total Revenue</b>	<b>7,676,717</b>	<b>12,833,650</b>	<b>6,249,016</b>	<b>15,059,928</b>	<b>12,136,153</b>	<b>5,887,137</b>	<b>94%</b>	<b>11,856,765</b>	<b>2%</b>
Personnel Services	2,461,272	2,836,889	3,349,863	3,180,289	3,499,609	149,746	4%	2,826,150	24%
Materials and Services	1,895,399	1,047,984	2,306,761	3,011,089	7,103,508	4,796,747	208%	1,984,824	258%
Capital Outlay	-	222,213	263,289	107,840	108,141	(155,148)	-59%	110,018	-2%
<b>Operating Expense</b>	<b>4,356,671</b>	<b>4,107,086</b>	<b>5,919,913</b>	<b>6,299,218</b>	<b>10,711,258</b>	<b>4,791,345</b>	<b>81%</b>	<b>4,920,992</b>	<b>118%</b>
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Contingency	-	-	329,103	-	1,424,895	1,095,792	333%	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-	-	-
<b>Total Expense</b>	<b>4,356,671</b>	<b>4,107,086</b>	<b>6,249,016</b>	<b>6,299,218</b>	<b>12,136,153</b>	<b>5,887,137</b>	<b>94%</b>	<b>4,920,992</b>	<b>147%</b>
<b>Revenues Less Expenses</b>	<b>3,320,046</b>	<b>8,726,564</b>	<b>-</b>	<b>8,760,710</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>6,935,773</b>	<b>-</b>

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 expressing need.	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:		3-Year Average	% Change from 3-Year Avg
						\$ FY23-24 to FY24-25	% FY23-24 to FY24-25		
<b>Beginning Fund Balance</b>	<b>1,196,330</b>	<b>1,089,738</b>	<b>1,415,434</b>	-	<b>2,452,039</b>	<b>1,036,605</b>	<b>73%</b>	<b>762,023</b>	<b>222%</b>
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%	5,254,186	39%
Charges, Fees, License, Permits, Fines	-	-	-	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	23,627	1,500	200,000	-	-	(200,000)	-100%	8,376	-100%
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	-	-	46,768	-	-	(46,768)	-100%	-	-
<b>Operating Revenue</b>	<b>5,562,359</b>	<b>5,046,454</b>	<b>8,468,366</b>	<b>5,178,872</b>	<b>7,303,618</b>	<b>(1,164,748)</b>	<b>-14%</b>	<b>5,262,562</b>	<b>39%</b>
<b>Total Revenue</b>	<b>6,758,689</b>	<b>6,136,193</b>	<b>9,883,800</b>	<b>5,178,872</b>	<b>9,755,657</b>	<b>(128,143)</b>	<b>-1%</b>	<b>6,024,585</b>	<b>62%</b>
Personnel Services	2,919,550	3,283,201	3,914,373	3,530,481	4,332,046	417,673	11%	3,244,411	34%
Materials and Services	2,105,917	2,193,202	3,830,358	2,279,244	3,774,533	(55,825)	-1%	2,192,788	72%
Capital Outlay	-	-	-	-	-	-	-	-	-
<b>Operating Expense</b>	<b>5,025,467</b>	<b>5,476,404</b>	<b>7,744,731</b>	<b>5,809,725</b>	<b>8,106,579</b>	<b>361,848</b>	<b>5%</b>	<b>5,437,199</b>	<b>49%</b>
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	643,484	898,278	589,254	718,455	740,779	151,525	26%	753,406	-2%
Transfers	-	-	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	278,318	-	-	(278,318)	-100%	-	-
Contingency	-	-	1,271,497	-	908,299	(363,198)	-29%	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-	-	-
<b>Total Expense</b>	<b>5,668,951</b>	<b>6,374,681</b>	<b>9,883,800</b>	<b>6,528,180</b>	<b>9,755,657</b>	<b>(128,143)</b>	<b>-1%</b>	<b>6,190,604</b>	<b>58%</b>
<b>Revenues Less Expenses</b>	<b>1,089,738</b>	<b>(238,489)</b>	<b>-</b>	<b>(1,349,308)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(166,020)</b>	<b>-</b>

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 Services Program

### Purpose Statement

The purpose of the Peer Delivered Services Program is to provide peer outreach, support, and recovery services to residents of Clackamas County experiencing mental health or addiction issues so they can partner with someone with similar life experiences to help them advocate for themselves and define and achieve their own recovery goals that lead to an increase in quality of life.

### Performance Narrative

The Peer Delivered Services Program has 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 measured by self-reported survey.	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.



	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	3-Year Average	% Change from 3-Year Avg
<b>Beginning Fund Balance</b>	14,999	(154,636)	154,978	-	221,441	66,463	43%	(46,546)	-576%
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%	1,891,453	40%
Charges, Fees, License, Permits, Fines	-	24,880	-	-	-	-	-	8,293	-100%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	88	-	-	-	-	-	-	29	-100%
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-	-	-
<b>Operating Revenue</b>	<b>1,760,793</b>	<b>1,671,237</b>	<b>2,311,103</b>	<b>2,267,297</b>	<b>2,657,291</b>	<b>346,188</b>	<b>15%</b>	<b>1,899,776</b>	<b>40%</b>
<b>Total Revenue</b>	<b>1,775,792</b>	<b>1,516,601</b>	<b>2,466,081</b>	<b>2,267,297</b>	<b>2,878,732</b>	<b>412,651</b>	<b>17%</b>	<b>1,853,230</b>	<b>55%</b>
Personnel Services	133,512	53,775	148,576	-	-	(148,576)	-100%	62,429	-100%
Materials and Services	1,433,291	1,031,207	1,501,407	2,087,353	2,155,381	653,974	44%	1,517,284	42%
Capital Outlay	-	-	-	-	-	-	-	-	-
<b>Operating Expense</b>	<b>1,566,802</b>	<b>1,084,982</b>	<b>1,649,983</b>	<b>2,087,353</b>	<b>2,155,381</b>	<b>505,398</b>	<b>31%</b>	<b>1,579,712</b>	<b>36%</b>
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	363,625	291,705	661,120	392,848	348,459	(312,661)	-47%	349,393	0%
Transfers	-	-	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Contingency	-	-	154,978	-	374,892	219,914	142%	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-	-	-
<b>Total Expense</b>	<b>1,930,428</b>	<b>1,376,687</b>	<b>2,466,081</b>	<b>2,480,201</b>	<b>2,878,732</b>	<b>412,651</b>	<b>17%</b>	<b>1,929,105</b>	<b>49%</b>
<b>Revenues Less Expenses</b>	(154,636)	139,914	-	(212,904)	-	-	-	(75,875)	-

Notes:

The budget for peer delivered services increased slightly in FY24-25 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 FY24-25, 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:		3-Year Average	% Change from 3-Year Avg
						\$ FY23-24 to FY24-25	% FY23-24 to FY24-25		
<b>Beginning Fund Balance</b>	260,124	365,006	192,971	-	70,215	(122,756)	-64%	208,377	-66%
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	451,783	552,390	515,703	513,478	572,290	56,587	11%	505,883	13%
Charges, Fees, License, Permits, Fines	-	-	-	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	2,693	6,372	1,260	-	-	(1,260)	-100%	3,022	-100%
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-	-	-
<b>Operating Revenue</b>	<b>454,475</b>	<b>558,762</b>	<b>516,963</b>	<b>513,478</b>	<b>572,290</b>	<b>55,327</b>	<b>11%</b>	<b>508,905</b>	<b>12%</b>
<b>Total Revenue</b>	<b>714,599</b>	<b>923,768</b>	<b>709,934</b>	<b>513,478</b>	<b>642,505</b>	<b>(67,429)</b>	<b>-9%</b>	<b>717,282</b>	<b>-10%</b>
Personnel Services	254,721	282,341	310,226	318,630	339,177	28,951	9%	285,231	19%
Materials and Services	94,872	156,608	206,737	205,884	258,905	52,168	25%	152,455	70%
Capital Outlay	-	-	-	-	-	-	-	-	-
<b>Operating Expense</b>	<b>349,593</b>	<b>438,949</b>	<b>516,963</b>	<b>524,514</b>	<b>598,082</b>	<b>81,119</b>	<b>16%</b>	<b>437,685</b>	<b>37%</b>
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Contingency	-	-	192,971	-	44,423	(148,548)	-77%	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-	-	-
<b>Total Expense</b>	<b>349,593</b>	<b>438,949</b>	<b>709,934</b>	<b>524,514</b>	<b>642,505</b>	<b>(67,429)</b>	<b>-9%</b>	<b>437,685</b>	<b>47%</b>
<b>Revenues Less Expenses</b>	365,006	484,819	-	(11,036)	-	-	-	279,596	-

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), CareOreon-OHP and Trillium Community Health Plan-OHP. The CFAA indicates which services are mandated: 24-7 crisis line,

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



	FY21-22 Actuals	FY22-23 Actuals	FY23-24 Amended Budget	FY23-24 Projected Year-End	FY24-25 Budget	Budget-to-Budget Changes:		3-Year Average	% Change from 3-Year Avg
						\$ FY23-24 to FY24-25	% FY23-24 to FY24-25		
<b>Beginning Fund Balance</b>	<b>1,183,033</b>	<b>1,180,521</b>	<b>1,751,843</b>	-	<b>1,432,604</b>	<b>(319,239)</b>	<b>-18%</b>	<b>787,851</b>	<b>82%</b>
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%	5,767,245	30%
Charges, Fees, License, Permits, Fines	161,872	371,393	544,341	478,933	547,859	3,518	1%	337,399	62%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	2,915	20	1,000	-	-	(1,000)	-100%	978	-100%
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	317,268	237,231	182,026	436,049	565,271	383,245	211%	330,183	71%
<b>Operating Revenue</b>	<b>4,997,563</b>	<b>6,442,817</b>	<b>7,554,784</b>	<b>7,867,035</b>	<b>8,587,072</b>	<b>1,032,288</b>	<b>14%</b>	<b>6,435,805</b>	<b>33%</b>
<b>Total Revenue</b>	<b>6,180,596</b>	<b>7,623,338</b>	<b>9,306,627</b>	<b>7,867,035</b>	<b>10,019,676</b>	<b>713,049</b>	<b>8%</b>	<b>7,223,656</b>	<b>39%</b>
Personnel Services	3,878,551	4,195,990	5,301,359	4,486,741	5,920,286	618,927	12%	4,187,094	41%
Materials and Services	1,080,534	1,713,719	2,565,895	2,431,967	3,295,816	729,921	28%	1,742,073	89%
Capital Outlay	27,920	-	-	40,000	40,000	40,000	-	22,640	77%
<b>Operating Expense</b>	<b>4,987,005</b>	<b>5,909,709</b>	<b>7,867,254</b>	<b>6,958,708</b>	<b>9,256,102</b>	<b>1,388,848</b>	<b>18%</b>	<b>5,951,807</b>	<b>56%</b>
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	13,070	-	-	-	-	-	-	4,357	-100%
Transfers	-	-	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Contingency	-	-	1,439,373	-	763,574	(675,799)	-47%	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-	-	-
<b>Total Expense</b>	<b>5,000,075</b>	<b>5,909,709</b>	<b>9,306,627</b>	<b>6,958,708</b>	<b>10,019,676</b>	<b>713,049</b>	<b>8%</b>	<b>5,956,164</b>	<b>68%</b>
<b>Revenues Less Expenses</b>	<b>1,180,521</b>	<b>1,713,628</b>	<b>-</b>	<b>908,327</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,267,492</b>	<b>-</b>

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 FY24-25 and the revenue does not currently meet the level of staffing needed for the geographic area of response in Clackamas County.



	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	3-Year Average	% Change from 3-Year Avg
<b>Beginning Fund Balance</b>	-	(137,028)	-	-	-	-	-	(45,676)	-100%
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	(8,182)	-	-	-	-	-	(2,727)	-100%
Charges, Fees, License, Permits, Fines	-	-	-	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	-	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-	-	-
<b>Operating Revenue</b>	-	(8,182)	-	-	-	-	-	(2,727)	-100%
<b>Total Revenue</b>	-	(145,210)	-	-	-	-	-	(48,403)	-100%
Personnel Services	-	-	-	-	-	-	-	-	-
Materials and Services	137,028	(0)	-	-	-	-	-	45,676	-100%
Capital Outlay	-	-	-	-	-	-	-	-	-
<b>Operating Expense</b>	<b>137,028</b>	<b>(0)</b>	-	-	-	-	-	<b>45,676</b>	<b>-100%</b>
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-	-	-
<b>Total Expense</b>	<b>137,028</b>	<b>(0)</b>	-	-	-	-	-	<b>45,676</b>	<b>-100%</b>
<b>Revenues Less Expenses</b>	(137,028)	(145,210)	-	-	-	-	-	(94,079)	

Notes:  
None.



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**CLACKAMAS**  
C O U N T Y



# 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 processing by HCDD.	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.



400701-Administration & Operations

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:		3-Year Average	% Change from 3-Year Avg
						\$ FY23-24 to FY24-25	% FY23-24 to FY24-25		
<b>Beginning Fund Balance</b>	-	35,897,332	33,451,407	51,530,017	43,153,559	9,702,152	29%	29,142,450	48%
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	57,319,999	2,455,743	3,880,676	5,509,167	3,053,424	124%	20,400,225	-73%
Charges, Fees, License, Permits, Fines	-	-	-	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	-	1,007,681	363,332	763,332	720,063	356,731	98%	590,338	22%
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	-	-	19,280	19,280	232,215	212,935	1104%	6,427	3513%
<b>Operating Revenue</b>	-	58,327,681	2,838,355	4,663,288	6,461,445	3,623,090	128%	20,996,990	-69%
<b>Total Revenue</b>	-	94,225,013	36,289,762	56,193,305	49,615,004	13,325,242	37%	50,139,439	-1%
Personnel Services	-	1,293,725	2,411,219	1,290,942	3,798,067	1,386,848	58%	861,556	341%
Materials and Services	-	372,973	22,440,415	11,648,804	27,304,354	4,863,939	22%	4,007,259	581%
Capital Outlay	-	-	-	-	-	-	-	-	-
<b>Operating Expense</b>	-	1,666,699	24,851,634	12,939,746	31,102,421	6,250,787	25%	4,868,815	539%
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	343,859	119,280	100,000	100,000	(19,280)	-16%	147,953	-32%
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	-	-	-	-	-	-	-	-	-
<b>Total Expense</b>	-	2,010,557	36,289,762	13,039,746	49,615,004	13,325,242	37%	5,016,768	889%
<b>Revenues Less Expenses</b>	-	92,214,455	-	43,153,559	-	-	-	45,122,671	-

Notes:

This program is part of the new Housing & Community Development Division, which was formed in FY22-23 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:		3-Year Average	% Change from 3-Year Avg
						\$ FY23-24 to FY24-25	% FY23-24 to FY24-25		
<b>Beginning Fund Balance</b>	-	(72,178)	5,356,862	8,356,862	11,547,519	6,190,657	116%	2,761,561	318%
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	36,942	4,365,006	6,915,664	6,872,173	2,507,167	57%	2,317,535	197%
Charges, Fees, License, Permits, Fines	-	-	-	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	-	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-	-	-
<b>Operating Revenue</b>	-	36,942	4,365,006	6,915,664	6,872,173	2,507,167	57%	2,317,535	197%
<b>Total Revenue</b>	-	(35,235)	9,721,868	15,272,526	18,419,692	8,697,824	89%	5,079,097	263%
Personnel Services	-	434,329	1,744,757	711,325	2,298,501	553,745	32%	381,885	502%
Materials and Services	-	67,113	1,360,435	1,915,564	13,303,712	11,943,277	878%	660,892	1913%
Capital Outlay	-	-	-	-	-	-	-	-	-
<b>Operating Expense</b>	-	501,443	3,105,192	2,626,889	15,602,213	12,497,022	402%	1,042,777	1396%
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	235,870	6,616,676	1,098,118	-	(6,616,676)	-100%	444,663	-100%
Transfers	-	-	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	2,817,479	2,817,479	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-	-	-
<b>Total Expense</b>	-	737,313	9,721,868	3,725,007	18,419,692	8,697,825	89%	1,487,440	1138%
<b>Revenues Less Expenses</b>	-	(772,548)	-	11,547,519	-	-	-	3,591,657	-

Notes:

This program is part of the new Housing & Community Development Division, which was formed in FY22-23 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	<b>Community Development Programs</b> Number of homes rehabilitated (rehab loan, accessibility grant, critical home repair)	58	33	60	58	60
RESULT	<b>Weatherization Services</b> 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

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      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:		3-Year Average	% Change from 3-Year Avg
						\$ FY23-24 to FY24-25	% FY23-24 to FY24-25		
<b>Beginning Fund Balance</b>	-	-	141,256	(384,438)	150,000	8,744	6%	(128,146)	-217%
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	32,927	15,510,529	7,163,065	14,109,312	(1,401,217)	-9%	2,398,664	488%
Charges, Fees, License, Permits, Fines	-	-	50,000	47,600	50,000	-	0%	15,867	215%
Revenue from Bonds & Other Debts	-	-	260,000	324,354	260,000	-	0%	108,118	140%
All Other Revenue Resources	-	-	750,000	1,040,000	350,000	(400,000)	-53%	346,667	1%
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-	-	-
<b>Operating Revenue</b>	-	32,927	16,570,529	8,575,019	14,769,312	(1,801,217)	-11%	2,869,315	415%
<b>Total Revenue</b>	-	32,927	16,711,785	8,190,581	14,919,312	(1,792,473)	-11%	2,741,169	444%
Personnel Services	-	32,959	3,143,516	2,936,758	2,972,078	(171,438)	-5%	989,906	200%
Materials and Services	-	114	11,890,800	4,619,185	10,753,734	(1,137,066)	-10%	1,539,766	598%
Capital Outlay	-	-	200,000	143,066	200,000	-	0%	47,689	319%
<b>Operating Expense</b>	-	33,073	15,234,316	7,699,009	13,925,812	(1,308,504)	-9%	2,577,361	440%
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	1,477,469	341,572	993,500	(483,969)	-33%	113,857	773%
Transfers	-	-	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-	-	-
<b>Total Expense</b>	-	33,073	16,711,785	8,040,581	14,919,312	(1,792,473)	-11%	2,691,218	454%
<b>Revenues Less Expenses</b>	-	(146)	-	150,000	-	-	-	49,951	-

Notes:  
A new unit combining Community Development 640202 and Weatherization Programs



# 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

Shared Services

Grant Funding

Explain all "Yes" boxes below

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

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

Explanation      This program 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.



	FY21-22 Actuals	FY22-23 Actuals	FY23-24 Amended Budget	FY23-24 Projected Year-End	FY24-25 Budget	Budget-to-Budget Changes:		3-Year Average	% Change from 3-Year Avg
						\$ FY23-24 to FY24-25	% FY23-24 to FY24-25		
<b>Beginning Fund Balance</b>	-	-	-	200,000	457,500	457,500	-	66,667	586%
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	1,366,324	2,477,529	3,915,104	4,646,337	2,168,808	88%	1,760,476	164%
Charges, Fees, License, Permits, Fines	-	-	-	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	-	23,986	-	-	-	-	-	7,995	-100%
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	-	400,000	203,426	203,426	203,425	(1)	0%	201,142	1%
<b>Operating Revenue</b>	-	<b>1,790,310</b>	<b>2,680,955</b>	<b>4,118,530</b>	<b>4,849,762</b>	<b>2,168,807</b>	<b>81%</b>	<b>1,969,613</b>	<b>146%</b>
<b>Total Revenue</b>	-	<b>1,790,310</b>	<b>2,680,955</b>	<b>4,318,530</b>	<b>5,307,262</b>	<b>2,626,307</b>	<b>98%</b>	<b>2,036,280</b>	<b>161%</b>
Personnel Services	-	-	-	-	-	-	-	-	-
Materials and Services	-	342	-	1,410,226	3,749,762	3,749,762	-	470,189	698%
Capital Outlay	-	-	-	-	-	-	-	-	-
<b>Operating Expense</b>	-	<b>342</b>	-	<b>1,410,226</b>	<b>3,749,762</b>	<b>3,749,762</b>	-	<b>470,189</b>	<b>698%</b>
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	1,326,567	2,680,955	2,450,804	1,557,500	(1,123,455)	-42%	1,259,124	24%
Transfers	-	-	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-	-	-
<b>Total Expense</b>	-	<b>1,326,909</b>	<b>2,680,955</b>	<b>3,861,030</b>	<b>5,307,262</b>	<b>2,626,307</b>	<b>98%</b>	<b>1,729,313</b>	<b>207%</b>
<b>Revenues Less Expenses</b>	-	<b>463,401</b>	-	<b>457,500</b>	-	-	-	<b>306,967</b>	-

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:		3-Year Average	% Change from 3-Year Avg
						\$ FY23-24 to FY24-25	% FY23-24 to FY24-25		
<b>Beginning Fund Balance</b>	-	-	14,128,040	26,565,289	29,439,491	15,311,451	108%	8,855,096	232%
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	5,120,688	9,010,041	15,061,014	13,554,854	4,544,813	50%	6,727,234	101%
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%	319,608	61%
<b>Operating Revenue</b>	-	5,520,688	9,568,866	15,619,839	14,068,086	4,499,220	47%	7,046,842	100%
<b>Total Revenue</b>	-	5,520,688	23,696,906	42,185,128	43,507,577	19,810,671	84%	15,901,939	174%
Personnel Services	-	-	-	-	-	-	-	-	-
Materials and Services	-	1,843,458	12,203,041	1,806,797	37,333,285	25,130,244	206%	1,216,752	2968%
Capital Outlay	-	-	-	-	-	-	-	-	-
<b>Operating Expense</b>	-	1,843,458	12,203,041	1,806,797	37,333,285	25,130,244	206%	1,216,752	2968%
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	2,201,065	11,493,865	10,938,840	5,699,492	(5,794,373)	-50%	4,379,968	30%
Transfers	-	-	-	-	474,800	474,800	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-	-	-
<b>Total Expense</b>	-	4,044,523	23,696,906	12,745,637	43,507,577	19,810,671	84%	5,596,720	677%
<b>Revenues Less Expenses</b>	-	1,476,165	-	29,439,491	-	-	-	10,305,219	-

Notes:

This program is part of the new Housing & Community Development Division, which was formed in FY22-23 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:		3-Year Average	% Change from 3-Year Avg
						\$ FY23-24 to FY24-25	% FY23-24 to FY24-25		
<b>Beginning Fund Balance</b>	-	-	525,000	5,525,000	14,320,357	13,795,357	2628%	1,841,667	678%
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	1,917,569	7,484,533	11,827,399	2,603,999	(4,880,534)	-65%	4,581,656	-43%
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%	378,901	87%
<b>Operating Revenue</b>	-	2,317,569	8,221,236	12,564,102	3,312,710	(4,908,526)	-60%	4,960,557	-33%
<b>Total Revenue</b>	-	2,317,569	8,746,236	18,089,102	17,633,067	8,886,831	102%	6,802,224	159%
Personnel Services	-	-	-	-	-	-	-	-	-
Materials and Services	-	19,444	250,000	2,250,470	16,224,369	15,974,369	6390%	756,638	2044%
Capital Outlay	-	-	-	-	-	-	-	-	-
<b>Operating Expense</b>	-	19,444	250,000	2,250,470	16,224,369	15,974,369	6390%	756,638	2044%
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	1,912,430	8,134,439	1,322,390	1,170,432	(6,964,007)	-86%	1,078,273	9%
Transfers	-	-	361,797	195,885	238,266	(123,531)	-34%	65,295	265%
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-	-	-
<b>Total Expense</b>	-	1,931,874	8,746,236	3,768,745	17,633,067	8,886,831	102%	1,900,206	828%
<b>Revenues Less Expenses</b>	-	385,695	-	14,320,357	-	-	-	4,902,017	-

Notes:

This program is part of the new Housing & Community Development Division, which was formed in FY22-23 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:		3-Year Average	% Change from 3-Year Avg
						\$ FY23-24 to FY24-25	% FY23-24 to FY24-25		
<b>Beginning Fund Balance</b>	-	-	1,590,000	1,590,000	520,000	(1,070,000)	-67%	530,000	-2%
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	3,010,786	18,945,884	29,939,145	40,823,767	21,877,883	115%	10,983,310	272%
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%	26,308	411%
<b>Operating Revenue</b>	-	<b>3,010,786</b>	<b>19,024,809</b>	<b>30,018,070</b>	<b>40,958,260</b>	<b>21,933,451</b>	<b>115%</b>	<b>11,009,619</b>	<b>272%</b>
<b>Total Revenue</b>	-	<b>3,010,786</b>	<b>20,614,809</b>	<b>31,608,070</b>	<b>41,478,260</b>	<b>20,863,451</b>	<b>101%</b>	<b>11,539,619</b>	<b>259%</b>
Personnel Services	-	-	-	-	-	-	-	-	-
Materials and Services	-	9,895	-	6,473,261	10,414,883	10,414,883	-	2,161,052	382%
Capital Outlay	-	-	-	-	-	-	-	-	-
<b>Operating Expense</b>	-	<b>9,895</b>	-	<b>6,473,261</b>	<b>10,414,883</b>	<b>10,414,883</b>	-	<b>2,161,052</b>	<b>382%</b>
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	3,000,891	20,514,809	24,514,809	30,835,085	10,320,276	50%	9,171,900	236%
Transfers	-	-	100,000	100,000	228,292	128,292	128%	33,333	585%
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-	-	-
<b>Total Expense</b>	-	<b>3,010,786</b>	<b>20,614,809</b>	<b>31,088,070</b>	<b>41,478,260</b>	<b>20,863,451</b>	<b>101%</b>	<b>11,366,285</b>	<b>265%</b>
<b>Revenues Less Expenses</b>	-	-	-	520,000	-	-	-	173,333	-

**Notes:**

This program is part of the new Housing & Community Development Division, which was formed in FY22-23 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.



	FY21-22 Actuals	FY22-23 Actuals	FY23-24 Amended Budget	FY23-24 Projected Year-End	FY24-25 Budget	Budget-to-Budget Changes:		3-Year Average	% Change from 3-Year Avg
						\$ FY23-24 to FY24-25	% FY23-24 to FY24-25		
<b>Beginning Fund Balance</b>	<b>543,350</b>	<b>(514,570)</b>	-	-	-	-	-	<b>9,593</b>	<b>-100%</b>
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	3,476,395	4,615,410	-	-	-	-	-	2,697,268	-100%
Charges, Fees, License, Permits, Fines	86,397	112,701	-	-	-	-	-	66,366	-100%
Revenue from Bonds & Other Debts	791,019	285,307	-	-	-	-	-	358,775	-100%
All Other Revenue Resources	3,305	933,947	-	-	-	-	-	312,417	-100%
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	27,859	-	-	-	-	-	-	9,286	-100%
<b>Operating Revenue</b>	<b>4,384,975</b>	<b>5,947,366</b>	-	-	-	-	-	<b>3,444,114</b>	<b>-100%</b>
<b>Total Revenue</b>	<b>4,928,325</b>	<b>5,432,795</b>	-	-	-	-	-	<b>3,453,707</b>	<b>-100%</b>
Personnel Services	1,157,452	1,222,982	-	-	-	-	-	793,478	-100%
Materials and Services	2,881,553	4,365,456	-	-	-	-	-	2,415,670	-100%
Capital Outlay	-	-	-	-	-	-	-	-	-
<b>Operating Expense</b>	<b>4,039,005</b>	<b>5,588,438</b>	-	-	-	-	-	<b>3,209,148</b>	<b>-100%</b>
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	1,403,890	363,378	-	-	-	-	-	589,089	-100%
Transfers	-	-	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-	-	-
<b>Total Expense</b>	<b>5,442,895</b>	<b>5,951,816</b>	-	-	-	-	-	<b>3,798,237</b>	<b>-100%</b>
<b>Revenues Less Expenses</b>	<b>(514,570)</b>	<b>(519,021)</b>	-	-	-	-	-	<b>(344,530)</b>	

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

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# Technology Services

Budget Presentation  
FY24-25





# Technology Services (18)

## Department Budget Summary by Fund

Line of Business Name	Program Name	FY24-25	FY24-25	FY24-25	FY24-25	FY24-25 General Fund Support in Budget*	% of Total	FY24-25 FTE **		
		* ARPA Fund (230)	Clackamas Broadband Utility Fund (602)	Technology Services Fund (747)	Total Budget			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
<b>TOTAL</b>		<b>7,264,281</b>	<b>3,012,673</b>	<b>23,997,132</b>	<b>34,274,086</b>	<b>-</b>	<b>0%</b>	<b>58.0</b>	<b>53.0</b>	<b>5.0</b>
<b>FY23-24 Budget (Amended)</b>		<b>8,065,823</b>	<b>2,771,091</b>	<b>24,769,638</b>	<b>35,606,552</b>	<b>-</b>	<b>0%</b>	<b>58.0</b>	<b>54.0</b>	<b>4.0</b>
<b>\$ Increase (Decrease)</b>		<b>(801,542)</b>	<b>241,582</b>	<b>(772,506)</b>	<b>(1,332,466)</b>	<b>-</b>		<b>0.0</b>	<b>-1.0</b>	<b>1.0</b>
<b>% Increase (Decrease)</b>		<b>-10%</b>	<b>9%</b>	<b>-3%</b>	<b>-4%</b>	<b>-</b>		<b>0%</b>	<b>-2%</b>	<b>25%</b>

\* 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).

## 18-Technology Services (TS) / 230-Special Grants Fund

### Summary of Revenue and Expense

	FY21-22 Actuals	FY22-23 Actuals	FY23-24 Amended Budget	FY23-24 Projected Year-End	FY24-25 Budget	Budget-to-Budget Changes:		3-Year Average	% Change from 3-Year Average
						\$ FY23-24 to FY24-25	% FY23-24 to FY24-25		
<b>Beginning Fund Balance</b>	-	-	-	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	394,177	1,057,804	7,065,823	7,065,823	7,100,000	34,177	0%	2,839,268	150%
Charges, Fees, License, Permits	-	-	-	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	1,000,000	-	164,281	(835,719)	-84%	-	-
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-	-	-
<b>Operating Revenue</b>	<b>394,177</b>	<b>1,057,804</b>	<b>8,065,823</b>	<b>7,065,823</b>	<b>7,264,281</b>	<b>(801,542)</b>	<b>-10%</b>	<b>2,839,268</b>	<b>156%</b>
<b>Total Revenue</b>	<b>394,177</b>	<b>1,057,804</b>	<b>8,065,823</b>	<b>7,065,823</b>	<b>7,264,281</b>	<b>(801,542)</b>	<b>-10%</b>	<b>2,839,268</b>	<b>156%</b>
Personnel Services	53,885	69,134	250,000	250,000	-	(250,000)	-100%	124,340	-100%
Materials and Services	118,560	408,554	1,650,000	650,000	164,281	(1,485,719)	-90%	392,371	-58%
Capital Outlay	221,732	580,116	6,165,823	6,165,823	7,100,000	934,177	15%	2,322,557	206%
<b>Operating Expenditure</b>	<b>394,177</b>	<b>1,057,804</b>	<b>8,065,823</b>	<b>7,065,823</b>	<b>7,264,281</b>	<b>(801,542)</b>	<b>-10%</b>	<b>2,839,268</b>	<b>156%</b>
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
<b>Total Expense</b>	<b>394,177</b>	<b>1,057,804</b>	<b>8,065,823</b>	<b>7,065,823</b>	<b>7,264,281</b>	<b>(801,542)</b>	<b>-10%</b>	<b>2,839,268</b>	<b>156%</b>
<b>Revenues Less Expenses</b>	-	-	-	-	-				

# 18-Technology Services (TS) / 602-Clackamas Broadband Utility

## Summary of Revenue and Expense

	FY21-22 Actuals	FY22-23 Actuals	FY23-24 Amended Budget	FY23-24 Projected Year-End	FY24-25 Budget	Budget-to-Budget Changes:		3-Year Average	% Change from 3-Year Average
						\$ FY23-24 to FY24-25	% FY23-24 to FY24-25		
<b>Beginning Fund Balance</b>	373,699	336,916	45,000	78,114	114,000	69,000	153%	262,910	-57%
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	32,270	-	-	-	-	-	-	10,757	-100%
Charges, Fees, License, Permits	1,527,237	1,402,671	2,681,091	2,681,091	2,861,672	180,581	7%	1,870,333	53%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	38,761	35,164	45,000	45,000	37,000	(8,000)	-18%	39,642	-7%
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-	-	-
<b>Operating Revenue</b>	<b>1,598,267</b>	<b>1,437,835</b>	<b>2,726,091</b>	<b>2,726,091</b>	<b>2,898,672</b>	<b>172,581</b>	<b>6%</b>	<b>1,920,731</b>	<b>51%</b>
<b>Total Revenue</b>	<b>1,971,966</b>	<b>1,774,751</b>	<b>2,771,091</b>	<b>2,804,205</b>	<b>3,012,672</b>	<b>241,581</b>	<b>9%</b>	<b>2,183,641</b>	<b>38%</b>
Personnel Services	692,190	758,902	814,940	814,939	1,096,804	281,864	35%	755,344	45%
Materials and Services	710,901	771,917	856,095	856,095	874,869	18,774	2%	779,638	12%
Capital Outlay	174,606	123,665	1,000,000	974,170	1,000,001	1	0%	424,147	136%
<b>Operating Expenditure</b>	<b>1,577,697</b>	<b>1,654,483</b>	<b>2,671,034</b>	<b>2,645,204</b>	<b>2,971,673</b>	<b>300,639</b>	<b>11%</b>	<b>1,959,128</b>	<b>52%</b>
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	57,353	42,154	45,000	45,000	41,000	(4,000)	-9%	48,169	-15%
Transfers	-	-	-	-	-	-	-	-	-
Contingency	-	-	55,057	-	-	(55,057)	-100%	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
<b>Total Expense</b>	<b>1,635,050</b>	<b>1,696,637</b>	<b>2,771,091</b>	<b>2,690,204</b>	<b>3,012,673</b>	<b>241,582</b>	<b>9%</b>	<b>2,007,297</b>	<b>50%</b>
<b>Revenues Less Expenses</b>	<b>336,916</b>	<b>78,114</b>	<b>-</b>	<b>114,001</b>	<b>-</b>			<b>176,344</b>	

# 18-Technology Services (TS) / 747-Technology Services Fund

## Summary of Revenue and Expense

	FY21-22 Actuals	FY22-23 Actuals	FY23-24 Amended Budget	FY23-24 Projected Year-End	FY24-25 Budget	Budget-to-Budget Changes:			% Change from 3-Year Average
						\$ FY23-24 to FY24-25	% FY23-24 to FY24-25	3-Year Average	
<b>Beginning Fund Balance</b>	4,984,782	5,693,695	6,365,840	6,365,840	2,987,955	(3,377,885)	-53%	5,681,439	-47%
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	2,386	-	-	-	-	-	-	795	-100%
Charges, Fees, License, Permits	16,970,939	16,997,119	18,220,797	17,401,303	20,891,176	2,670,379	15%	17,123,120	22%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	78,796	131,739	33,000	110,000	118,000	85,000	258%	106,845	10%
Other Interfund Transfers	-	500,000	150,000	150,000	-	(150,000)	-100%	216,667	-100%
General Fund Support	-	-	-	-	-	-	-	-	-
<b>Operating Revenue</b>	<b>17,052,122</b>	<b>17,628,858</b>	<b>18,403,797</b>	<b>17,661,303</b>	<b>21,009,176</b>	<b>2,605,379</b>	<b>14%</b>	<b>17,447,428</b>	<b>20%</b>
<b>Total Revenue</b>	<b>22,036,904</b>	<b>23,322,553</b>	<b>24,769,637</b>	<b>24,027,143</b>	<b>23,997,131</b>	<b>(772,506)</b>	<b>-3%</b>	<b>23,128,867</b>	<b>4%</b>
Personnel Services	8,532,278	9,029,831	10,369,143	10,133,956	11,009,451	640,308	6%	9,232,022	19%
Materials and Services	6,996,348	7,311,806	9,604,602	9,730,232	10,419,595	814,993	8%	8,012,795	30%
Capital Outlay	814,583	615,076	1,968,958	1,175,000	1,571,786	(397,172)	-20%	868,220	81%
<b>Operating Expenditure</b>	<b>16,343,209</b>	<b>16,956,713</b>	<b>21,942,703</b>	<b>21,039,188</b>	<b>23,000,832</b>	<b>1,058,129</b>	<b>5%</b>	<b>18,113,037</b>	<b>27%</b>
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
Contingency	-	-	1,626,935	-	346,300	(1,280,635)	-79%	-	-
Reserve for Future Expenditures	-	-	1,200,000	-	650,000	(550,000)	-46%	-	-
<b>Total Expense</b>	<b>16,343,209</b>	<b>16,956,713</b>	<b>24,769,638</b>	<b>21,039,188</b>	<b>23,997,132</b>	<b>(772,506)</b>	<b>-3%</b>	<b>18,113,037</b>	<b>32%</b>
<b>Revenues Less Expenses</b>	<b>5,693,695</b>	<b>6,365,840</b>	<b>-</b>	<b>2,987,955</b>	<b>-</b>			<b>5,015,830</b>	

Significant  
Changes  
from  
FY23-24  
Budget

Program	Changes
Technical Services	VMware Infrastructure Software Renewal (+800k)
	Microsoft Software Licensing (+500k)
Office of the Director	DSB Rent (+268k)
Telecom	Increased budget authority to process cell-phone billing pass-thru charges to/from departments (+400k)
Technical Services / Applications	Elimination of General Fund Subsidy revenue (-400k)
GIS	Reduced revenue from property recording fees (-120k)



# 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 **		
		* ARPA 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
<b>TOTAL</b>		<b>7,264,281</b>	<b>3,012,673</b>	<b>23,997,132</b>	<b>34,274,086</b>	<b>-</b>	<b>0%</b>	<b>58.0</b>	<b>53.0</b>	<b>5.0</b>
<b>FY23-24 Budget (Amended)</b>		<b>8,065,823</b>	<b>2,771,091</b>	<b>24,769,638</b>	<b>35,606,552</b>	<b>-</b>	<b>0%</b>	<b>58.0</b>	<b>54.0</b>	<b>4.0</b>
<b>\$ Increase (Decrease)</b>		<b>(801,542)</b>	<b>241,582</b>	<b>(772,506)</b>	<b>(1,332,466)</b>	<b>-</b>		<b>0.0</b>	<b>-1.0</b>	<b>1.0</b>
<b>% Increase (Decrease)</b>		<b>-10%</b>	<b>9%</b>	<b>-3%</b>	<b>-4%</b>	<b>-</b>		<b>0%</b>	<b>-2%</b>	<b>25%</b>

\* 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.

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### 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
 <b>Result</b>	Technology Services will develop, and maintain, a County Technology Strategic Plan(s) that covers Technology Services and Initiatives.	5% *1	50%	50%	100%	100%
 <b>Result</b>	% 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:		3-Year Average	% Change from 3-Year Avg
						\$ FY23-24 to FY24-25	% FY23-24 to FY24-25		
<b>Beginning Fund Balance</b>	<b>31,040</b>	<b>354,555</b>	<b>677,000</b>	<b>678,000</b>	<b>149,159</b>	<b>(527,841)</b>	<b>-78%</b>	<b>354,531</b>	<b>-58%</b>
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%	1,321,051	40%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	1,000,000	-	164,281	(835,719)	-84%	-	-
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-	-	-
<b>Operating Revenue</b>	<b>1,400,177</b>	<b>1,408,480</b>	<b>2,154,495</b>	<b>1,154,495</b>	<b>2,016,331</b>	<b>(138,164)</b>	<b>-6%</b>	<b>1,321,051</b>	<b>53%</b>
<b>Total Revenue</b>	<b>1,431,217</b>	<b>1,763,035</b>	<b>2,831,495</b>	<b>1,832,495</b>	<b>2,165,490</b>	<b>(666,005)</b>	<b>-24%</b>	<b>1,675,582</b>	<b>29%</b>
Personnel Services	647,797	950,141	1,088,693	1,089,477	1,414,090	325,397	30%	895,805	58%
Materials and Services	428,865	475,365	1,592,802	593,859	700,100	(892,702)	-56%	499,363	40%
Capital Outlay	-	-	-	-	-	-	-	-	-
<b>Operating Expense</b>	<b>1,076,662</b>	<b>1,425,505</b>	<b>2,681,495</b>	<b>1,683,336</b>	<b>2,114,190</b>	<b>(567,305)</b>	<b>-21%</b>	<b>1,395,168</b>	<b>52%</b>
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Contingency	-	-	150,000	-	51,300	(98,700)	-66%	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-	-	-
<b>Total Expense</b>	<b>1,076,662</b>	<b>1,425,505</b>	<b>2,831,495</b>	<b>1,683,336</b>	<b>2,165,490</b>	<b>(666,005)</b>	<b>-24%</b>	<b>1,395,168</b>	<b>55%</b>
<b>Revenues Less Expenses</b>	<b>354,555</b>	<b>337,529</b>	<b>-</b>	<b>149,159</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>280,414</b>	<b>-</b>

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
<b>Result</b>	% 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



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	3-Year Average	% Change from 3-Year Avg
<b>Beginning Fund Balance</b>	439,095	76,166	239,000	239,000	75,000	(164,000)	-69%	251,420	-70%
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	-	-	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines	1,212,822	1,529,547	2,135,762	1,930,762	2,264,300	128,538	6%	1,557,710	45%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	-	-	-	-	-	-
Other Interfund Transfers	-	390,000	-	-	-	-	-	130,000	-100%
General Fund Support	-	-	-	-	-	-	-	-	-
<b>Operating Revenue</b>	<b>1,212,822</b>	<b>1,919,547</b>	<b>2,135,762</b>	<b>1,930,762</b>	<b>2,264,300</b>	<b>128,538</b>	<b>6%</b>	<b>1,687,710</b>	<b>34%</b>
<b>Total Revenue</b>	<b>1,651,917</b>	<b>1,995,713</b>	<b>2,374,762</b>	<b>2,169,762</b>	<b>2,339,300</b>	<b>(35,462)</b>	<b>-1%</b>	<b>1,939,131</b>	<b>21%</b>
Personnel Services	745,685	635,578	1,007,959	911,740	1,035,403	27,444	3%	764,334	35%
Materials and Services	830,066	1,236,240	1,366,803	1,183,022	1,303,897	(62,906)	-5%	1,083,109	20%
Capital Outlay	-	-	-	-	-	-	-	-	-
<b>Operating Expense</b>	<b>1,575,750</b>	<b>1,871,819</b>	<b>2,374,762</b>	<b>2,094,762</b>	<b>2,339,300</b>	<b>(35,462)</b>	<b>-1%</b>	<b>1,847,444</b>	<b>27%</b>
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-	-	-
<b>Total Expense</b>	<b>1,575,750</b>	<b>1,871,819</b>	<b>2,374,762</b>	<b>2,094,762</b>	<b>2,339,300</b>	<b>(35,462)</b>	<b>-1%</b>	<b>1,847,444</b>	<b>27%</b>
<b>Revenues Less Expenses</b>	76,166	123,895	-	75,000	-			91,687	

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
<b>Output</b>	# of Software Evaluation Group (SEG) requests for evaluation	40	159 <sup>*1</sup>	100	78	100
<b>Output</b>	Annual total # of developed or redesigned applications		11	10	64 <sup>*2</sup>	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:		3-Year Average	% Change from 3-Year Avg
						\$ FY23-24 to FY24-25	% FY23-24 to FY24-25		
<b>Beginning Fund Balance</b>	<b>1,000</b>	<b>138,522</b>	<b>367,000</b>	<b>367,000</b>	<b>110,230</b>	<b>(256,770)</b>	<b>-70%</b>	<b>168,841</b>	<b>-35%</b>
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	-	-	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines	1,819,155	1,878,563	1,911,526	1,821,526	2,042,874	131,348	7%	1,839,748	11%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	-	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-	-	-
<b>Operating Revenue</b>	<b>1,819,155</b>	<b>1,878,563</b>	<b>1,911,526</b>	<b>1,821,526</b>	<b>2,042,874</b>	<b>131,348</b>	<b>7%</b>	<b>1,839,748</b>	<b>11%</b>
<b>Total Revenue</b>	<b>1,820,155</b>	<b>2,017,085</b>	<b>2,278,526</b>	<b>2,188,526</b>	<b>2,153,104</b>	<b>(125,422)</b>	<b>-6%</b>	<b>2,008,589</b>	<b>7%</b>
Personnel Services	1,319,544	1,556,718	1,677,665	1,678,809	1,795,217	117,552	7%	1,518,357	18%
Materials and Services	362,090	366,718	305,861	399,487	342,887	37,026	12%	376,098	-9%
Capital Outlay	-	-	-	-	-	-	-	-	-
<b>Operating Expense</b>	<b>1,681,633</b>	<b>1,923,436</b>	<b>1,983,526</b>	<b>2,078,296</b>	<b>2,138,104</b>	<b>154,578</b>	<b>8%</b>	<b>1,894,455</b>	<b>13%</b>
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Contingency	-	-	295,000	-	15,000	(280,000)	-95%	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-	-	-
<b>Total Expense</b>	<b>1,681,633</b>	<b>1,923,436</b>	<b>2,278,526</b>	<b>2,078,296</b>	<b>2,153,104</b>	<b>(125,422)</b>	<b>-6%</b>	<b>1,894,455</b>	<b>14%</b>
<b>Revenues Less Expenses</b>	<b>138,522</b>	<b>93,649</b>	<b>-</b>	<b>110,230</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>114,134</b>	<b>-</b>

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
<b>Result</b>	Estimated % Uptime for major supported systems (w/o upgrades or emergencies)	99.50%	> 99%	99.8%	99.9%	99.8%
<b>Output</b>	# 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 Actuals	FY22-23 Actuals	FY23-24 Amended Budget	FY23-24 Projected Year-End	FY24-25 Budget	Budget-to-Budget Changes:		3-Year Average	% Change from 3-Year Avg
						\$ FY23-24 to FY24-25	% FY23-24 to FY24-25		
<b>Beginning Fund Balance</b>	<b>16,000</b>	<b>82,697</b>	<b>199,500</b>	<b>199,500</b>	-	<b>(199,500)</b>	<b>-100%</b>	<b>99,399</b>	<b>-100%</b>
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%	518,096	34%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	-	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-	-	-
<b>Operating Revenue</b>	<b>581,491</b>	<b>611,427</b>	<b>605,971</b>	<b>361,370</b>	<b>693,027</b>	<b>87,056</b>	<b>14%</b>	<b>518,096</b>	<b>34%</b>
<b>Total Revenue</b>	<b>597,491</b>	<b>694,124</b>	<b>805,471</b>	<b>560,870</b>	<b>693,027</b>	<b>(112,444)</b>	<b>-14%</b>	<b>617,495</b>	<b>12%</b>
Personnel Services	420,038	470,368	529,703	474,602	548,304	18,601	4%	455,003	21%
Materials and Services	94,756	103,090	86,268	86,268	129,723	43,455	50%	94,704	37%
Capital Outlay	-	-	-	-	-	-	-	-	-
<b>Operating Expense</b>	<b>514,794</b>	<b>573,457</b>	<b>615,971</b>	<b>560,870</b>	<b>678,027</b>	<b>62,056</b>	<b>10%</b>	<b>549,707</b>	<b>23%</b>
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Contingency	-	-	189,500	-	15,000	(174,500)	-92%	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-	-	-
<b>Total Expense</b>	<b>514,794</b>	<b>573,457</b>	<b>805,471</b>	<b>560,870</b>	<b>693,027</b>	<b>(112,444)</b>	<b>-14%</b>	<b>549,707</b>	<b>26%</b>
<b>Revenues Less Expenses</b>	<b>82,697</b>	<b>120,667</b>	<b>-</b>	<b>-</b>	<b>-</b>			<b>67,788</b>	

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
 <b>Result</b>	% 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:		3-Year Average	% Change from 3-Year Avg
						\$ FY23-24 to FY24-25	% FY23-24 to FY24-25		
<b>Beginning Fund Balance</b>	<b>501,000</b>	<b>634,058</b>	<b>423,280</b>	<b>423,280</b>	<b>70,280</b>	<b>(353,000)</b>	<b>-83%</b>	<b>519,446</b>	<b>-86%</b>
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	1,357	-	-	-	-	-	-	452	-100%
Charges, Fees, License, Permits, Fines	1,359,359	1,309,320	1,031,933	911,933	1,252,150	220,217	21%	1,193,537	5%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	17,531	17,036	33,000	10,000	18,000	(15,000)	-45%	14,856	21%
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-	-	-
<b>Operating Revenue</b>	<b>1,378,247</b>	<b>1,326,355</b>	<b>1,064,933</b>	<b>921,933</b>	<b>1,270,150</b>	<b>205,217</b>	<b>19%</b>	<b>1,208,845</b>	<b>5%</b>
<b>Total Revenue</b>	<b>1,879,247</b>	<b>1,960,413</b>	<b>1,488,213</b>	<b>1,345,213</b>	<b>1,340,430</b>	<b>(147,783)</b>	<b>-10%</b>	<b>1,728,291</b>	<b>-22%</b>
Personnel Services	1,005,038	879,165	939,722	940,204	986,979	47,257	5%	941,469	5%
Materials and Services	240,204	257,750	262,211	405,009	338,451	76,240	29%	300,988	12%
Capital Outlay	-	-	-	-	-	-	-	-	-
<b>Operating Expense</b>	<b>1,245,242</b>	<b>1,136,914</b>	<b>1,201,933</b>	<b>1,345,213</b>	<b>1,325,430</b>	<b>123,497</b>	<b>10%</b>	<b>1,242,456</b>	<b>7%</b>
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Contingency	-	-	286,280	-	15,000	(271,280)	-95%	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-	-	-
<b>Total Expense</b>	<b>1,245,242</b>	<b>1,136,914</b>	<b>1,488,213</b>	<b>1,345,213</b>	<b>1,340,430</b>	<b>(147,783)</b>	<b>-10%</b>	<b>1,242,456</b>	<b>8%</b>
<b>Revenues Less Expenses</b>	<b>634,005</b>	<b>823,499</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>485,835</b>	<b>-</b>

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
<b>Result</b>	% 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%
<b>Result</b>	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:		3-Year Average	% Change from 3-Year Avg
						\$ FY23-24 to FY24-25	% FY23-24 to FY24-25		
<b>Beginning Fund Balance</b>	<b>1,321,889</b>	<b>963,431</b>	<b>1,445,958</b>	<b>1,444,958</b>	<b>897,286</b>	<b>(548,672)</b>	<b>-38%</b>	<b>1,243,426</b>	<b>-28%</b>
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	9,529	1,342	-	-	-	-	-	3,624	-100%
Charges, Fees, License, Permits, Fines	3,611,646	3,508,239	3,865,357	3,705,464	4,435,273	569,916	15%	3,608,450	23%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	11,008	114,636	-	100,000	100,000	100,000	-	75,215	33%
Other Interfund Transfers	-	110,000	-	-	-	-	-	36,667	-100%
General Fund Support	-	-	-	-	-	-	-	-	-
<b>Operating Revenue</b>	<b>3,632,184</b>	<b>3,734,218</b>	<b>3,865,357</b>	<b>3,805,464</b>	<b>4,535,273</b>	<b>669,916</b>	<b>17%</b>	<b>3,723,955</b>	<b>22%</b>
<b>Total Revenue</b>	<b>4,954,073</b>	<b>4,697,648</b>	<b>5,311,315</b>	<b>5,250,422</b>	<b>5,432,559</b>	<b>121,244</b>	<b>2%</b>	<b>4,967,381</b>	<b>9%</b>
Personnel Services	1,134,153	1,274,907	1,396,679	1,397,796	1,459,536	62,857	5%	1,268,952	15%
Materials and Services	2,354,045	2,189,290	2,700,678	2,535,340	2,955,737	255,059	9%	2,359,558	25%
Capital Outlay	502,444	54,972	1,213,958	420,000	1,017,286	(196,672)	-16%	325,805	212%
<b>Operating Expense</b>	<b>3,990,643</b>	<b>3,519,169</b>	<b>5,311,315</b>	<b>4,353,136</b>	<b>5,432,559</b>	<b>121,244</b>	<b>2%</b>	<b>3,954,316</b>	<b>37%</b>
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-	-	-
<b>Total Expense</b>	<b>3,990,643</b>	<b>3,519,169</b>	<b>5,311,315</b>	<b>4,353,136</b>	<b>5,432,559</b>	<b>121,244</b>	<b>2%</b>	<b>3,954,316</b>	<b>37%</b>
<b>Revenues Less Expenses</b>	<b>963,431</b>	<b>1,178,479</b>	<b>-</b>	<b>897,286</b>	<b>-</b>			<b>1,013,065</b>	

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
<b>Result</b>	% Days (24/7) where no interruptions occur due to problems or issues with the fiber network. (Excludes maintenance or emergency repairs)	99.9%	100.0%	99.9%	100.0%	100.0%
<b>Result</b>	# 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

	FY21-22 Actuals	FY22-23 Actuals	FY23-24 Amended Budget	FY23-24 Projected Year-End	FY24-25 Budget	Budget-to-Budget Changes:		3-Year Average	% Change from 3-Year Avg
						\$ FY23-24 to FY24-25	% FY23-24 to FY24-25		
<b>Beginning Fund Balance</b>	<b>373,699</b>	<b>330,914</b>	<b>45,000</b>	<b>78,114</b>	<b>114,000</b>	<b>69,000</b>	<b>153%</b>	<b>260,909</b>	<b>-56%</b>
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	402,317	1,056,462	7,065,823	7,065,823	7,100,000	34,177	0%	2,841,534	150%
Charges, Fees, License, Permits, Fines	1,527,237	1,402,671	2,681,091	2,681,091	2,861,672	180,581	7%	1,870,333	53%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	38,761	35,164	45,000	45,000	37,000	(8,000)	-18%	39,642	-7%
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-	-	-
<b>Operating Revenue</b>	<b>1,968,314</b>	<b>2,494,298</b>	<b>9,791,914</b>	<b>9,791,914</b>	<b>9,998,672</b>	<b>206,758</b>	<b>2%</b>	<b>4,751,509</b>	<b>110%</b>
<b>Total Revenue</b>	<b>2,342,013</b>	<b>2,825,212</b>	<b>9,836,914</b>	<b>9,870,028</b>	<b>10,112,672</b>	<b>275,758</b>	<b>3%</b>	<b>5,012,418</b>	<b>102%</b>
Personnel Services	721,944	828,036	1,064,940	1,064,939	1,096,804	31,864	3%	871,640	26%
Materials and Services	835,463	1,184,721	1,506,095	1,506,095	874,869	(631,226)	-42%	1,175,426	-26%
Capital Outlay	396,338	703,396	7,165,823	7,139,993	8,100,001	934,178	13%	2,746,576	195%
<b>Operating Expense</b>	<b>1,953,746</b>	<b>2,716,153</b>	<b>9,736,857</b>	<b>9,711,027</b>	<b>10,071,673</b>	<b>334,816</b>	<b>3%</b>	<b>4,793,642</b>	<b>110%</b>
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	57,353	42,154	45,000	45,000	41,000	(4,000)	-9%	48,169	-15%
Transfers	-	-	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Contingency	-	-	55,057	-	-	(55,057)	-100%	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-	-	-
<b>Total Expense</b>	<b>2,011,099</b>	<b>2,758,308</b>	<b>9,836,914</b>	<b>9,756,027</b>	<b>10,112,673</b>	<b>275,759</b>	<b>3%</b>	<b>4,841,811</b>	<b>109%</b>
<b>Revenues Less Expenses</b>	<b>330,914</b>	<b>66,904</b>	<b>-</b>	<b>114,001</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>170,607</b>	<b>-</b>

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
<b>Result</b>	% 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



	FY21-22 Actuals	FY22-23 Actuals	FY23-24 Amended Budget	FY23-24 Projected Year-End	FY24-25 Budget	Budget-to-Budget Changes:		3-Year Average	% Change from 3-Year Avg
						\$ FY23-24 to FY24-25	% FY23-24 to FY24-25		
<b>Beginning Fund Balance</b>	(218,200)	367,638	159,000	159,000	36,000	(123,000)	-77%	102,813	-65%
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%	1,280,538	5%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	50,000	-	-	-	-	-	-	16,667	-100%
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-	-	-
<b>Operating Revenue</b>	<b>1,423,072</b>	<b>1,276,315</b>	<b>1,192,228</b>	<b>1,192,228</b>	<b>1,344,597</b>	<b>152,369</b>	<b>13%</b>	<b>1,297,205</b>	<b>4%</b>
<b>Total Revenue</b>	<b>1,204,872</b>	<b>1,643,953</b>	<b>1,351,228</b>	<b>1,351,228</b>	<b>1,380,597</b>	<b>29,369</b>	<b>2%</b>	<b>1,400,018</b>	<b>-1%</b>
Personnel Services	486,841	654,341	658,306	658,307	695,174	36,868	6%	599,830	16%
Materials and Services	350,393	296,007	692,922	656,921	685,423	(7,499)	-1%	434,440	58%
Capital Outlay	-	-	-	-	-	-	-	-	-
<b>Operating Expense</b>	<b>837,234</b>	<b>950,348</b>	<b>1,351,228</b>	<b>1,315,228</b>	<b>1,380,597</b>	<b>29,369</b>	<b>2%</b>	<b>1,034,270</b>	<b>33%</b>
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-	-	-
<b>Total Expense</b>	<b>837,234</b>	<b>950,348</b>	<b>1,351,228</b>	<b>1,315,228</b>	<b>1,380,597</b>	<b>29,369</b>	<b>2%</b>	<b>1,034,270</b>	<b>33%</b>
<b>Revenues Less Expenses</b>	<b>367,638</b>	<b>693,605</b>	<b>-</b>	<b>36,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>365,748</b>	<b>-</b>

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
<b>Output</b>	# of Technology Procurements	429	282	300	296	300
<b>Output</b>	# 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:		3-Year Average	% Change from 3-Year Avg
						\$ FY23-24 to FY24-25	% FY23-24 to FY24-25		
<b>Beginning Fund Balance</b>	<b>2,892,958</b>	<b>3,082,630</b>	<b>2,855,102</b>	<b>2,855,102</b>	<b>1,650,000</b>	<b>(1,205,102)</b>	<b>-42%</b>	<b>2,943,563</b>	<b>-44%</b>
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	15,630	-	-	-	-	-	-	5,210	-100%
Charges, Fees, License, Permits, Fines	5,613,165	5,475,228	6,323,525	6,323,525	7,006,905	683,380	11%	5,803,973	21%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	257	68	-	-	-	-	-	108	-100%
Other Interfund Transfers	-	-	150,000	150,000	-	(150,000)	-100%	50,000	-100%
General Fund Support	-	-	-	-	-	-	-	-	-
<b>Operating Revenue</b>	<b>5,629,052</b>	<b>5,475,295</b>	<b>6,473,525</b>	<b>6,473,525</b>	<b>7,006,905</b>	<b>533,380</b>	<b>8%</b>	<b>5,859,291</b>	<b>20%</b>
<b>Total Revenue</b>	<b>8,522,010</b>	<b>8,557,926</b>	<b>9,328,627</b>	<b>9,328,627</b>	<b>8,656,905</b>	<b>(671,722)</b>	<b>-7%</b>	<b>8,802,854</b>	<b>-2%</b>
Personnel Services	2,797,313	2,608,613	3,070,415	2,983,021	3,074,747	4,332	0%	2,796,316	10%
Materials and Services	2,329,929	2,383,098	3,597,057	3,870,326	4,127,658	530,601	15%	2,861,117	44%
Capital Outlay	312,138	560,488	755,000	755,000	554,500	(200,500)	-27%	542,542	2%
<b>Operating Expense</b>	<b>5,439,380</b>	<b>5,552,199</b>	<b>7,422,472</b>	<b>7,608,347</b>	<b>7,756,905</b>	<b>334,433</b>	<b>5%</b>	<b>6,199,975</b>	<b>25%</b>
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	-	-	-	-	-	-	-	-	-
<b>Total Expense</b>	<b>5,439,380</b>	<b>5,552,199</b>	<b>9,328,627</b>	<b>7,608,347</b>	<b>8,656,905</b>	<b>(671,722)</b>	<b>-7%</b>	<b>6,199,975</b>	<b>40%</b>
<b>Revenues Less Expenses</b>	<b>3,082,630</b>	<b>3,005,727</b>	<b>-</b>	<b>1,720,280</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>2,602,879</b>	<b>-</b>

Notes:  
 No significant changes

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# Facilities

Budget Presentation  
FY24-25





**Finance (15)  
Facilities Only**

**Department Budget Summary by Fund**

<i>Line of Business Name</i>	<i>Program Name</i>	FY24-25 Facilities Management Fund (744)	FY24-25 Total Budget	FY24-25 General Fund Support in Budget*	% of Total	FY24-25 FTE **			
						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	
<b>TOTAL</b>		17,023,756	17,023,756	-	0%	55.7	52.7	3.0	
		<i>FY23-24 Budget (Amended)</i>	15,845,473	15,845,473	99,545	1%	55.7	51.7	4.0
		<i>\$ Increase (Decrease)</i>	1,178,282	1,178,282	(99,545)		-	1.0	(1.0)
		<i>% Increase (Decrease)</i>	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).

**15-Finance / 744-Facilities Management Fund**  
**Summary of Revenue and Expense**

	FY21-22	FY22-23	FY23-24	FY23-24	FY24-25	Budget-to-Budget Changes:		3-Year	% Change
	Actuals	Actuals	Amended Budget	Projected Year-End	Budget	\$ FY23-24 to FY24-25	% FY23-24 to FY24-25	Average	from 3-Year Average
<b>Beginning Fund Balance</b>	2,239,471	2,163,456	209,897	461,751	747,133	537,236	256%	1,621,559	-54%
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	21,761	399,333	-	-	-	-	-	140,365	-100%
Charges, Fees, License, Permits	10,033,719	10,662,963	12,670,851	12,470,537	16,276,161	3,605,310	28%	11,055,740	47%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	2,707,834	2,772,882	2,865,181	2,860,681	463	(2,864,718)	-100%	2,780,466	-100%
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	-	-	99,545	99,545	-	(99,545)	-100%	33,182	-100%
<b>Operating Revenue</b>	<b>12,763,314</b>	<b>13,835,178</b>	<b>15,635,577</b>	<b>15,430,763</b>	<b>16,276,624</b>	<b>641,047</b>	<b>4%</b>	<b>14,009,752</b>	<b>16%</b>
<b>Total Revenue</b>	<b>15,002,785</b>	<b>15,998,634</b>	<b>15,845,474</b>	<b>15,892,514</b>	<b>17,023,757</b>	<b>1,178,283</b>	<b>7%</b>	<b>15,631,311</b>	<b>9%</b>
Personnel Services	5,968,202	6,337,104	7,746,715	7,022,778	8,134,913	388,198	5%	6,442,695	26%
Materials and Services	6,779,895	7,265,248	7,721,271	8,026,726	8,078,321	357,050	5%	7,357,290	10%
Capital Outlay	82,915	134,530	106,711	95,877	210,522	103,811	97%	104,441	102%
<b>Operating Expenditure</b>	<b>12,831,011</b>	<b>13,736,883</b>	<b>15,574,697</b>	<b>15,145,381</b>	<b>16,423,756</b>	<b>849,058</b>	<b>5%</b>	<b>13,904,425</b>	<b>18%</b>
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	1,800,000	-	-	-	-	-	600,000	-100%
Contingency	-	-	270,776	-	600,000	329,224	122%	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
<b>Total Expense</b>	<b>12,831,011</b>	<b>15,536,883</b>	<b>15,845,473</b>	<b>15,145,381</b>	<b>17,023,756</b>	<b>1,178,282</b>	<b>7%</b>	<b>14,504,425</b>	<b>17%</b>
<b>Revenues Less Expenses</b>	<b>2,171,774</b>	<b>461,751</b>	<b>-</b>	<b>747,133</b>	<b>-</b>			<b>1,126,886</b>	

Significant  
Changes  
from  
FY23-24  
Budget

Program	Changes
Facilities Management - All programs	In FY24-25, we updated both our Facilities Maintenance and Utilities allocation methodology to include actual work orders, utility bill costs, and sq. footage cost driver. This significant change improves transparency and provides our County partners with a more accurate and fair allocation of Facilities Maintenance and Utility costs.
Facilities Management- Construction	We are 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.
	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.



**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
<b>TOTAL</b>		<b>17,023,756</b>	<b>17,023,756</b>	<b>-</b>	<b>0%</b>	<b>55.7</b>	<b>52.7</b>	<b>3.0</b>
<b>FY23-24 Budget (Amended)</b>		<b>15,845,473</b>	<b>15,845,473</b>	<b>99,545</b>	<b>1%</b>	<b>55.7</b>	<b>51.7</b>	<b>4.0</b>
<b>\$ Increase (Decrease)</b>		<b>1,178,282</b>	<b>1,178,282</b>	<b>(99,545)</b>		<b>-</b>	<b>1.0</b>	<b>(1.0)</b>
<b>% Increase ( Decrease)</b>		<b>7%</b>	<b>7%</b>	<b>-100%</b>	<b>-100%</b>	<b>0%</b>	<b>2%</b>	<b>-25%</b>

\* 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."



150402-Courier & Mail Operations  
 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	3-Year Average	% Change from 3-Year Avg
<b>Beginning Fund Balance</b>	-	-	-	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	16,450	-	-	-	-	-	-	5,483	-100%
Charges, Fees, License, Permits, Fines	726,087	751,391	580,127	607,609	712,586	132,459	23%	695,029	3%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	364	56	-	-	-	-	-	140	-100%
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	102,313	102,393	99,545	99,545	-	(99,545)	-100%	101,417	-100%
<b>Operating Revenue</b>	<b>845,214</b>	<b>853,840</b>	<b>679,672</b>	<b>707,154</b>	<b>712,586</b>	<b>32,914</b>	<b>5%</b>	<b>802,069</b>	<b>-11%</b>
<b>Total Revenue</b>	<b>845,214</b>	<b>853,840</b>	<b>679,672</b>	<b>707,154</b>	<b>712,586</b>	<b>32,914</b>	<b>5%</b>	<b>802,069</b>	<b>-11%</b>
Personnel Services	359,234	352,497	283,634	310,616	323,197	39,564	14%	340,782	-5%
Materials and Services	475,475	405,800	369,327	369,827	389,389	20,062	5%	417,034	-7%
Capital Outlay	-	-	26,711	26,711	-	(26,711)	-100%	8,904	-100%
<b>Operating Expense</b>	<b>834,709</b>	<b>758,297</b>	<b>679,672</b>	<b>707,154</b>	<b>712,586</b>	<b>32,915</b>	<b>5%</b>	<b>766,720</b>	<b>-7%</b>
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-	-	-
<b>Total Expense</b>	<b>834,709</b>	<b>758,297</b>	<b>679,672</b>	<b>707,154</b>	<b>712,586</b>	<b>32,915</b>	<b>5%</b>	<b>766,720</b>	<b>-7%</b>
<b>Revenues Less Expenses</b>	<b>10,504</b>	<b>95,544</b>	<b>-</b>	<b>-</b>	<b>-</b>			<b>35,349</b>	

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:		3-Year Average	% Change from 3-Year Avg
						\$ FY23-24 to FY24-25	% FY23-24 to FY24-25		
<b>Beginning Fund Balance</b>	<b>1,049,272</b>	<b>2,921,785</b>	<b>209,897</b>	<b>50,000</b>	<b>388,523</b>	<b>178,626</b>	<b>85%</b>	<b>1,340,352</b>	<b>-71%</b>
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	58,242	-	-	-	-	-	-	19,414	-100%
Charges, Fees, License, Permits, Fines	4,194,571	1,771,137	2,508,754	2,328,199	2,703,202	194,448	8%	2,764,636	-2%
Revenue from Bonds & Other Debts	5,175	-	-	-	-	-	-	1,725	-100%
All Other Revenue Resources	2,671,335	43,141	5,000	500	463	(4,537)	-91%	904,992	-100%
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-	-	-
<b>Operating Revenue</b>	<b>6,929,323</b>	<b>1,814,278</b>	<b>2,513,754</b>	<b>2,328,699</b>	<b>2,703,665</b>	<b>189,911</b>	<b>8%</b>	<b>3,690,767</b>	<b>-27%</b>
<b>Total Revenue</b>	<b>7,978,595</b>	<b>4,736,063</b>	<b>2,723,651</b>	<b>2,378,699</b>	<b>3,092,188</b>	<b>368,537</b>	<b>14%</b>	<b>5,031,119</b>	<b>-39%</b>
Personnel Services	1,842,372	1,525,047	1,797,723	1,601,298	1,826,118	28,394	2%	1,656,239	10%
Materials and Services	3,139,974	1,013,587	645,928	632,524	655,548	9,620	1%	1,595,362	-59%
Capital Outlay	74,464	129,189	80,000	69,000	210,522	130,522	163%	90,884	132%
<b>Operating Expense</b>	<b>5,056,810</b>	<b>2,667,823</b>	<b>2,523,651</b>	<b>2,302,822</b>	<b>2,692,188</b>	<b>168,536</b>	<b>7%</b>	<b>3,342,485</b>	<b>-19%</b>
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	522,290	-	-	-	-	-	174,097	-100%
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Contingency	-	-	200,000	-	400,000	200,000	100%	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-	-	-
<b>Total Expense</b>	<b>5,056,810</b>	<b>3,190,113</b>	<b>2,723,651</b>	<b>2,302,822</b>	<b>3,092,188</b>	<b>368,536</b>	<b>14%</b>	<b>3,516,581</b>	<b>-12%</b>
<b>Revenues Less Expenses</b>	<b>2,921,785</b>	<b>1,545,950</b>	<b>-</b>	<b>75,877</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,514,537</b>	<b>-</b>

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 Actuals	FY22-23 Actuals	FY23-24 Amended Budget	FY23-24 Projected Year-End	FY24-25 Budget	Budget-to-Budget Changes:		3-Year Average	% Change from 3-Year Avg
						\$ FY23-24 to FY24-25	% FY23-24 to FY24-25		
<b>Beginning Fund Balance</b>	<b>30,892</b>	<b>761</b>	<b>-</b>	<b>106,275</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>45,976</b>	<b>-100%</b>
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	32,952	3,291	-	-	-	-	-	12,081	-100%
Charges, Fees, License, Permits, Fines	1,225,002	819,632	1,487,960	1,264,928	1,674,082	186,122	13%	1,103,187	52%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	-	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-	-	-
<b>Operating Revenue</b>	<b>1,257,953</b>	<b>822,922</b>	<b>1,487,960</b>	<b>1,264,928</b>	<b>1,674,082</b>	<b>186,122</b>	<b>13%</b>	<b>1,115,268</b>	<b>50%</b>
<b>Total Revenue</b>	<b>1,288,845</b>	<b>823,683</b>	<b>1,487,960</b>	<b>1,371,203</b>	<b>1,674,082</b>	<b>186,122</b>	<b>13%</b>	<b>1,161,244</b>	<b>44%</b>
Personnel Services	1,105,513	1,336,931	1,427,933	1,281,114	1,614,443	186,510	13%	1,241,186	30%
Materials and Services	93,595	104,971	60,027	90,089	59,639	(388)	-1%	96,218	-38%
Capital Outlay	88,977	-	-	-	-	-	-	29,659	-100%
<b>Operating Expense</b>	<b>1,288,084</b>	<b>1,441,902</b>	<b>1,487,960</b>	<b>1,371,203</b>	<b>1,674,082</b>	<b>186,122</b>	<b>13%</b>	<b>1,367,063</b>	<b>22%</b>
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-	-	-
<b>Total Expense</b>	<b>1,288,084</b>	<b>1,441,902</b>	<b>1,487,960</b>	<b>1,371,203</b>	<b>1,674,082</b>	<b>186,122</b>	<b>13%</b>	<b>1,367,063</b>	<b>22%</b>
<b>Revenues Less Expenses</b>	<b>761</b>	<b>(618,219)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(205,819)</b>	<b>-</b>

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:		3-Year Average	% Change from 3-Year Avg
						\$ FY23-24 to FY24-25	% FY23-24 to FY24-25		
<b>Beginning Fund Balance</b>	<b>1,159,307</b>	<b>1,040,146</b>	-	<b>255,476</b>	-	-	-	<b>818,310</b>	<b>-100%</b>
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	107,760	396,042	-	-	-	-	-	167,934	-100%
Charges, Fees, License, Permits, Fines	4,605,830	8,068,758	8,094,010	8,269,801	8,195,688	101,678	1%	6,981,463	17%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	15,607	21,281	-	-	-	-	-	12,296	-100%
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-	-	-
<b>Operating Revenue</b>	<b>4,729,197</b>	<b>8,486,081</b>	<b>8,094,010</b>	<b>8,269,801</b>	<b>8,195,688</b>	<b>101,678</b>	<b>1%</b>	<b>7,161,693</b>	<b>14%</b>
<b>Total Revenue</b>	<b>5,888,504</b>	<b>9,526,227</b>	<b>8,094,010</b>	<b>8,525,277</b>	<b>8,195,688</b>	<b>101,678</b>	<b>1%</b>	<b>7,980,003</b>	<b>3%</b>
Personnel Services	3,197,510	3,475,127	4,237,426	3,829,750	4,311,770	74,344	2%	3,500,796	23%
Materials and Services	1,638,060	3,371,699	3,856,584	4,144,881	3,883,918	27,334	1%	3,051,547	27%
Capital Outlay	12,788	547	-	166	-	-	-	4,500	-100%
<b>Operating Expense</b>	<b>4,848,357</b>	<b>6,847,373</b>	<b>8,094,010</b>	<b>7,974,797</b>	<b>8,195,688</b>	<b>101,678</b>	<b>1%</b>	<b>6,556,842</b>	<b>25%</b>
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	1,277,710	-	-	-	-	-	425,903	-100%
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-	-	-
<b>Total Expense</b>	<b>4,848,357</b>	<b>8,125,083</b>	<b>8,094,010</b>	<b>7,974,797</b>	<b>8,195,688</b>	<b>101,678</b>	<b>1%</b>	<b>6,982,746</b>	<b>17%</b>
<b>Revenues Less Expenses</b>	<b>1,040,146</b>	<b>1,401,145</b>	-	<b>550,480</b>	-	-	-	<b>997,257</b>	-

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)



	FY21-22 Actuals	FY22-23 Actuals	FY23-24 Amended Budget	FY23-24 Projected Year-End	FY24-25 Budget	Budget-to-Budget Changes:		3-Year Average	% Change from 3-Year Avg
						\$ FY23-24 to FY24-25	% FY23-24 to FY24-25		
<b>Beginning Fund Balance</b>	-	(1,848,936)	-	50,000	358,610	358,610	-	(599,645)	-160%
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	-	-	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines	-	3,436	-	-	2,990,602	2,990,602	-	1,145	261023%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	15,717	2,708,460	2,860,181	2,860,181	-	(2,860,181)	-100%	1,861,453	-100%
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-	-	-
<b>Operating Revenue</b>	<b>15,717</b>	<b>2,711,896</b>	<b>2,860,181</b>	<b>2,860,181</b>	<b>2,990,602</b>	<b>130,421</b>	<b>5%</b>	<b>1,862,598</b>	<b>61%</b>
<b>Total Revenue</b>	<b>15,717</b>	<b>862,961</b>	<b>2,860,181</b>	<b>2,910,181</b>	<b>3,349,212</b>	<b>489,031</b>	<b>17%</b>	<b>1,262,953</b>	<b>165%</b>
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%	2,474,500	25%
Capital Outlay	-	-	-	-	-	-	-	-	-
<b>Operating Expense</b>	<b>1,864,652</b>	<b>2,769,442</b>	<b>2,789,405</b>	<b>2,789,405</b>	<b>3,149,212</b>	<b>359,807</b>	<b>13%</b>	<b>2,474,500</b>	<b>27%</b>
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Contingency	-	-	70,776	-	200,000	129,224	183%	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-	-	-
<b>Total Expense</b>	<b>1,864,652</b>	<b>2,769,442</b>	<b>2,860,181</b>	<b>2,789,405</b>	<b>3,349,212</b>	<b>489,031</b>	<b>17%</b>	<b>2,474,500</b>	<b>35%</b>
<b>Revenues Less Expenses</b>	(1,848,936)	(1,906,481)	-	120,776	-	-	-	(1,211,547)	-

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.

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# Capital Projects

Budget Presentation  
FY24-25





## 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%	-	
<b>TOTAL</b>		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.

**15-Finance / 420-Capital Projects  
Summary of Revenue and Expense**

	FY21-22	FY22-23	FY23-24	FY23-24	FY24-25	Budget-to-Budget Changes:		3-Year	% Change
	Actuals	Actuals	Amended Budget	Projected Year-End	Budget	\$ FY23-24 to FY24-25	% FY23-24 to FY24-25	Average	from 3-Year Average
<b>Beginning Fund Balance</b>	3,056,895	4,730,507	7,556,396	9,307,263	13,081,054	5,524,658	73%	5,698,222	130%
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%	4,274,580	2930%
Charges, Fees, License, Permits	-	-	-	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	17,923	50,960	35,000	200,000	200,000	165,000	471%	89,628	123%
Other Interfund Transfers	-	1,800,000	-	-	-	-	-	600,000	-100%
General Fund Support	6,154,282	8,140,132	8,645,606	5,500,000	5,200,000	(3,445,606)	-40%	6,598,138	-21%
<b>Operating Revenue</b>	<b>7,440,465</b>	<b>13,809,157</b>	<b>15,280,606</b>	<b>13,437,416</b>	<b>134,900,000</b>	<b>119,619,394</b>	<b>783%</b>	<b>11,562,346</b>	<b>1067%</b>
<b>Total Revenue</b>	<b>10,497,360</b>	<b>18,539,664</b>	<b>22,837,002</b>	<b>22,744,679</b>	<b>147,981,054</b>	<b>125,144,052</b>	<b>548%</b>	<b>17,260,568</b>	<b>757%</b>
Personnel Services	-	-	-	-	-	-	-	-	-
Materials and Services	3,281,524	917,656	1,844,407	417,731	1,239,665	(604,743)	-33%	1,538,970	-19%
Capital Outlay	2,109,829	8,314,745	18,992,595	9,245,894	142,075,074	123,082,479	648%	6,556,823	2067%
<b>Operating Expenditure</b>	<b>5,391,353</b>	<b>9,232,401</b>	<b>20,837,002</b>	<b>9,663,625</b>	<b>143,314,739</b>	<b>122,477,736</b>	<b>588%</b>	<b>8,095,793</b>	<b>1670%</b>
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	805,980	805,980	-	-	-
Reserve for Future Expenditures	-	-	2,000,000	-	3,860,335	1,860,335	93%	-	-
<b>Total Expense</b>	<b>5,391,353</b>	<b>9,232,401</b>	<b>22,837,002</b>	<b>9,663,625</b>	<b>147,981,054</b>	<b>125,144,051</b>	<b>548%</b>	<b>8,095,793</b>	<b>1728%</b>
<b>Revenues Less Expenses</b>	<b>5,106,007</b>	<b>9,307,263</b>	<b>-</b>	<b>13,081,054</b>	<b>-</b>			<b>9,164,775</b>	

Significant  
Changes  
from  
FY23-24  
Budget

Program	Change(s)
Facilities Management- Construction	<p>The State of Oregon has bonded \$139.5 million for the County’s replacement courthouse. In May 2025 a \$130,000,000 Milestone pass-through payment will be made to the developer Fengate. Other reimbursements to the County for Courthouse related work will be reimbursed up to \$10 million.</p>
	<p>Continue work on the Courthouse project as needed/requested. Actively managing the \$4.7M project to rebuild Parking Lot F and the northern section of Loop Rd. to completion in direct support and as required by the new Courthouse.</p>
	<p>Savings for future replacement reserves increased by \$1,860,335 each year. This is added to the \$2,000,000 from FY23-24.</p>
	<p>Addition of contingency in the amount of \$805,980.</p>



**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%	-	
<b>TOTAL</b>		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.*



Budget Summary

	FY21-22 Actuals	FY22-23 Actuals	FY23-24 Amended Budget	FY23-24 Projected Year-End	FY24-25 Budget	Budget-to-Budget Changes:		3-Year Average	% Change from 3-Year Avg
						\$ FY23-24 to FY24-25	% FY23-24 to FY24-25		
<b>Beginning Fund Balance</b>	<b>3,056,895</b>	<b>4,780,207</b>	<b>7,556,396</b>	<b>9,307,263</b>	<b>13,081,054</b>	<b>5,524,658</b>	<b>73%</b>	<b>5,714,788</b>	<b>129%</b>
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%	4,274,580	2930%
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%	89,628	123%
Other Interfund Transfers	-	1,800,000	-	-	-	-	-	600,000	-100%
General Fund Support	6,154,282	8,140,132	8,645,606	5,500,000	5,200,000	(3,445,606)	-40%	6,598,138	-21%
<b>Operating Revenue</b>	<b>7,440,465</b>	<b>13,809,157</b>	<b>15,280,606</b>	<b>13,437,416</b>	<b>134,900,000</b>	<b>119,619,394</b>	<b>783%</b>	<b>11,562,346</b>	<b>1067%</b>
<b>Total Revenue</b>	<b>10,497,360</b>	<b>18,589,364</b>	<b>22,837,002</b>	<b>22,744,679</b>	<b>147,981,054</b>	<b>125,144,052</b>	<b>548%</b>	<b>17,277,134</b>	<b>757%</b>
Personnel Services	-	-	-	-	-	-	-	-	-
Materials and Services	3,325,138	923,206	1,844,407	417,731	1,239,665	(604,743)	-33%	1,555,358	-20%
Capital Outlay	2,016,515	8,319,539	18,992,595	9,245,894	142,075,074	123,082,479	648%	6,527,316	2077%
<b>Operating Expense</b>	<b>5,341,653</b>	<b>9,242,745</b>	<b>20,837,002</b>	<b>9,663,625</b>	<b>143,314,739</b>	<b>122,477,736</b>	<b>588%</b>	<b>8,082,674</b>	<b>1673%</b>
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	-	-	-	-	-	-	-	-	-
<b>Total Expense</b>	<b>5,341,653</b>	<b>9,242,745</b>	<b>22,837,002</b>	<b>9,663,625</b>	<b>147,981,054</b>	<b>125,144,051</b>	<b>548%</b>	<b>8,082,674</b>	<b>1731%</b>
<b>Revenues Less Expenses</b>	<b>5,155,707</b>	<b>9,346,619</b>	<b>-</b>	<b>13,081,054</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>9,194,460</b>	<b>-</b>

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.

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# Non-Departmental

Budget Presentation  
FY24-25





# 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%	-
<b>FY23-24 Budget (Amended)</b>		\$ 239,397,647	\$ 7,874,181	\$ 10,095,170	\$ 5,581,400	\$ 262,948,398	\$ 5,062,980	2%	-
<b>\$ Increase (Decrease)</b>		\$ 21,482,973	\$ 13,254,253	\$ (283,332)	\$ 153,925	\$ 34,607,820	\$ (145,103)		
<b>% Increase ( Decrease)</b>		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.

## 00-Non Departmental / 100-General Fund

### Summary of Revenue and Expense

	FY21-22 Actuals	FY22-23 Actuals	FY23-24 Amended Budget	FY23-24 Projected Year-End	FY24-25 Budget	Budget-to-Budget Changes:		3-Year Average	% Change from 3-Year Average
						\$ FY23-24 to FY24-25	% FY23-24 to FY24-25		
<b>Beginning Fund Balance</b>	75,431,695	76,831,750	75,958,302	81,553,257	85,405,620	9,447,318	12%	77,938,901	10%
Taxes	144,681,203	152,567,794	155,936,480	159,100,000	165,800,000	9,863,520	6%	152,116,332	9%
Federal, State, Local, All Other Gifts	5,436,568	5,130,959	5,156,000	5,600,000	5,640,000	484,000	9%	5,389,176	5%
Charges, Fees, License, Permits	39,578	2,259	13,000	1,430	-	(13,000)	-100%	14,422	-100%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	(818,978)	3,043,271	2,333,865	4,032,878	4,035,000	1,701,135	73%	2,085,724	93%
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-	-	-
<b>Operating Revenue</b>	<b>149,338,372</b>	<b>160,744,282</b>	<b>163,439,345</b>	<b>168,734,308</b>	<b>175,475,000</b>	<b>12,035,655</b>	<b>7%</b>	<b>159,605,654</b>	<b>10%</b>
<b>Total Revenue</b>	<b>224,770,066</b>	<b>237,576,032</b>	<b>239,397,647</b>	<b>250,287,565</b>	<b>260,880,620</b>	<b>21,482,973</b>	<b>9%</b>	<b>237,544,555</b>	<b>10%</b>
Personnel Services	-	3,669,227	275,000	262,591	99,680	(175,320)	-64%	1,310,606	-92%
Materials and Services	6,077,104	5,480,335	1,533,515	891,712	1,445,740	(87,775)	-6%	4,149,717	-65%
Capital Outlay	-	-	250,000	-	-	(250,000)	-100%	-	-
<b>Operating Expenditure</b>	<b>6,077,104</b>	<b>9,149,562</b>	<b>2,058,515</b>	<b>1,154,303</b>	<b>1,545,420</b>	<b>(513,095)</b>	<b>-25%</b>	<b>5,460,323</b>	<b>-72%</b>
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	6,069,427	277,899	-	-	139,686	139,686	-	2,115,775	-93%
Transfers	139,367,494	148,885,207	160,068,575	161,974,668	167,485,222	7,416,647	5%	150,075,790	12%
Contingency	-	-	21,575,000	-	21,088,000	(487,000)	-2%	-	-
Reserve for Future Expenditures	-	-	27,000,000	-	18,389,000	(8,611,000)	-32%	-	-
<b>Total Expense</b>	<b>151,514,025</b>	<b>158,312,668</b>	<b>210,702,090</b>	<b>163,128,971</b>	<b>208,647,328</b>	<b>(2,054,762)</b>	<b>-1%</b>		
<b>Revenues Less Expenses</b>	<b>73,256,042</b>	<b>79,263,364</b>	<b>28,695,557</b>	<b>87,158,594</b>	<b>52,233,292</b>				

## 00-Non Departmental / 230-Special Grants Fund

### Summary of Revenue and Expense

	FY21-22	FY22-23	FY23-24	FY23-24	FY24-25	Budget-to-Budget Changes:		3-Year	% Change
	Actuals	Actuals	Amended Budget	Projected Year-End	Budget	\$ FY23-24 to FY24-25	% FY23-24 to FY24-25	Average	from 3-Year Average
<b>Beginning Fund Balance</b>	8,715	107,419	7,121	3,350,350	-	(7,121)	-100%	1,155,495	-100%
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	-	1,963,236	19,073,000	14,335,570	12,372,334	630%	6,357,667	125%
Charges, Fees, License, Permits	-	-	-	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	143,291	4,062,860	5,903,824	3,700,000	6,792,865	889,041	15%	2,635,384	158%
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-	-	-
<b>Operating Revenue</b>	<b>143,291</b>	<b>4,062,860</b>	<b>7,867,060</b>	<b>22,773,000</b>	<b>21,128,435</b>	<b>13,261,375</b>	<b>169%</b>	<b>8,993,050</b>	<b>135%</b>
<b>Total Revenue</b>	<b>152,006</b>	<b>4,170,278</b>	<b>7,874,181</b>	<b>26,123,350</b>	<b>21,128,435</b>	<b>13,254,254</b>	<b>168%</b>	<b>10,148,545</b>	<b>108%</b>
Personnel Services	-	-	-	-	-	-	-	-	-
Materials and Services	44,587	69,033	2,470,356	13,600,000	10,007,536	7,537,180	305%	4,571,207	119%
Capital Outlay	-	-	-	-	-	-	-	-	-
<b>Operating Expenditure</b>	<b>44,587</b>	<b>69,033</b>	<b>2,470,356</b>	<b>13,600,000</b>	<b>10,007,536</b>	<b>7,537,180</b>	<b>305%</b>	<b>4,571,207</b>	<b>119%</b>
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	12,523,351	11,120,898	11,120,898	-	4,174,450	166%
Transfers	-	-	-	-	-	-	-	-	-
Contingency	-	-	5,403,824	-	-	(5,403,824)	-100%	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
<b>Total Expense</b>	<b>44,587</b>	<b>69,033</b>	<b>7,874,180</b>	<b>26,123,351</b>	<b>21,128,434</b>	<b>13,254,254</b>	<b>168%</b>		
<b>Revenues Less Expenses</b>	<b>107,419</b>	<b>4,101,246</b>	<b>-</b>	<b>-</b>	<b>-</b>				

**Clackamas County (Excluding Agencies) Outstanding Debt - Fund 320**

	Series 2012 Refund		2018 Refunding Bond		Series 2020 (Refunding FFC 2009 Bonds)		Series 2020 (PDX - Milwaukee Light Rail Proj)		Series 2020 (DTD Rd Proj)		Series 2023 Health Clinics		Total Fund 320 Debt Services		
Amount Issued	\$ 18,875,000		\$ 28,255,000		\$ 16,115,000		\$ 10,575,000		\$ 20,000,000		\$ 7,000,000				
Interest Rate*	2.83%		2.00%		0.893%		0.89%		0.89%		4.195%				
Date of Issue	09/06/12		2/16/2018		08/20/20		8/20/2020		08/20/20		8/29/2023				
Date of Maturity	01/01/33		6/1/27		06/01/40		6/1/28		06/01/40		6/1/2038				
FY Debt Services	PSB and Sheriff training ctr		DSB		Sunnybrook, Jail, Red Soils Campus										
	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest	Total
2025	845,000	322,813	3,120,000	328,769	1,735,000	464,100	640,000	441,000	815,000	468,206	355,500	276,451	7,510,500	2,301,338	9,811,838
2026	915,000	289,013	3,285,000	203,969	1,830,000	377,350	675,000	409,000	855,000	427,456	370,400	261,537	7,930,400	1,968,325	9,898,725
2027	985,000	252,413	3,415,000	72,569	1,935,000	285,850	705,000	375,250	900,000	384,706	385,900	245,999	8,325,900	1,616,787	9,942,687
2028	1,045,000	222,863			2,050,000	189,100	6,800,000	340,000	940,000	339,706	402,100	229,811	11,237,100	1,321,479	12,558,579
2029	1,110,000	191,513			2,165,000	86,600			990,000	292,706	419,000	212,942	4,684,000	783,761	5,467,761
2030	1,180,000	158,213							1,030,000	253,106	436,600	195,365	2,646,600	606,684	3,253,284
2031	1,250,000	122,813							1,070,000	211,906	454,900	177,050	2,774,900	511,769	3,286,669
2032	1,325,000	85,313							1,115,000	169,106	474,000	157,967	2,914,000	412,386	3,326,386
2033	1,405,000	43,906							1,125,000	155,169	493,800	138,083	3,023,800	337,158	3,360,958
2034									1,145,000	139,700	514,500	117,368	1,659,500	257,068	1,916,568
2035									1,160,000	123,956	536,100	95,784	1,696,100	219,741	1,915,841
2036									1,175,000	106,556	558,600	73,295	1,733,600	179,851	1,913,451
2037									1,195,000	87,463	582,100	49,862	1,777,100	137,324	1,914,424
2038									1,215,000	68,044	606,500	25,443	1,821,500	93,486	1,914,986
2039									1,235,000	46,781			1,235,000	46,781	1,281,781
2040									1,260,000	23,625			1,260,000	23,625	1,283,625
	<u>\$ 10,060,000</u>	<u>\$ 1,688,856</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>62,230,000</u>	<u>10,817,563</u>	<u>\$ 73,047,563</u>

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

Series 2023 Health Clinics  
Series 2020 Refunded Light Rail 2012  
Series 2020 Refunded Series 2009 (Sunnybrook Remodel, Jail Renovation, Red Soils Campus Improvements)  
Series 2020 Road Project (DTD fund215)  
Series 2018 Refunded DSB  
Series 2012 refunded PSB and Public Safety Training Ctr  
FY24-25 PSB collects rent of \$9.20/SqFt to meet the debt services requirement.  
FY24-25 DSB collects rent \$13.67/SqFt with a 3% annually increase.

# 00-Non Departmental / 320-Clackamas County Debt Service

## Summary of Revenue and Expense

	FY21-22 Actuals	FY22-23 Actuals	FY23-24 Amended Budget	FY23-24 Projected Year-End	FY24-25 Budget	Budget-to-Budget Changes:		3-Year Average	% Change from 3-Year Average
						\$ FY23-24 to FY24-25	% FY23-24 to FY24-25		
<b>Beginning Fund Balance</b>	100,968	98,217	-	18,054	30,054	30,054	-	72,413	-58%
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	-	-	-	-	-	-	-	-
Charges, Fees, License, Permits	-	304,570	-	-	-	-	-	101,523	-100%
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%	3,124,800	-6%
Other Interfund Transfers	1,280,406	1,283,956	1,913,830	1,913,830	1,915,157	1,327	0%	1,492,731	28%
General Fund Support	4,744,699	4,897,989	5,062,980	5,062,980	4,917,877	(145,103)	-3%	4,901,889	0%
<b>Operating Revenue</b>	<b>9,406,387</b>	<b>9,349,275</b>	<b>10,095,170</b>	<b>10,107,170</b>	<b>9,781,784</b>	<b>(313,386)</b>	<b>-3%</b>	<b>9,620,944</b>	<b>2%</b>
<b>Total Revenue</b>	<b>9,507,355</b>	<b>9,447,492</b>	<b>10,095,170</b>	<b>10,125,224</b>	<b>9,811,838</b>	<b>(283,332)</b>	<b>-3%</b>	<b>9,693,357</b>	<b>1%</b>
Personnel Services	-	-	-	-	-	-	-	-	-
Materials and Services	-	-	-	-	-	-	-	-	-
Capital Outlay	-	-	-	-	-	-	-	-	-
<b>Operating Expenditure</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Debt Service	9,409,138	9,429,438	10,095,170	10,095,170	9,811,838	(283,332)	-3%	9,644,582	2%
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
<b>Total Expense</b>	<b>9,409,138</b>	<b>9,429,438</b>	<b>10,095,170</b>	<b>10,095,170</b>	<b>9,811,838</b>	<b>(283,332)</b>	<b>-3%</b>		
<b>Revenues Less Expenses</b>	<b>98,217</b>	<b>18,054</b>	<b>-</b>	<b>30,054</b>	<b>-</b>				

## 00-Non Departmental / 321-Clackamas County Debt Service - GO

### Summary of Revenue and Expense

	FY21-22 Actuals	FY22-23 Actuals	FY23-24 Amended Budget	FY23-24 Projected Year-End	FY24-25 Budget	Budget-to-Budget Changes:		3-Year Average	% Change from 3-Year Average
						\$ FY23-24 to FY24-25	% FY23-24 to FY24-25		
<b>Beginning Fund Balance</b>	215,307	304,796	233,700	173,715	-	(233,700)	-100%	231,273	-100%
Taxes	5,366,492	5,232,540	5,343,800	5,391,000	5,735,325	391,525	7%	5,330,011	8%
Federal, State, Local, All Other Gifts	1,714	546	-	340	-	-	-	867	-100%
Charges, Fees, License, Permits	-	-	-	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	10,858	71,658	3,900	16,345	-	(3,900)	-100%	32,954	-100%
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-	-	-
<b>Operating Revenue</b>	<b>5,379,064</b>	<b>5,304,744</b>	<b>5,347,700</b>	<b>5,407,685</b>	<b>5,735,325</b>	<b>387,625</b>	<b>7%</b>	<b>5,363,831</b>	<b>7%</b>
<b>Total Revenue</b>	<b>5,594,371</b>	<b>5,609,540</b>	<b>5,581,400</b>	<b>5,581,400</b>	<b>5,735,325</b>	<b>153,925</b>	<b>3%</b>	<b>5,595,104</b>	<b>3%</b>
Personnel Services	-	-	-	-	-	-	-	-	-
Materials and Services	-	-	-	-	-	-	-	-	-
Capital Outlay	-	-	-	-	-	-	-	-	-
<b>Operating Expenditure</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Debt Service	5,289,575	5,435,825	5,581,400	5,581,400	5,735,325	153,925	3%	5,435,600	6%
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
<b>Total Expense</b>	<b>5,289,575</b>	<b>5,435,825</b>	<b>5,581,400</b>	<b>5,581,400</b>	<b>5,735,325</b>	<b>153,925</b>	<b>3%</b>		
<b>Revenues Less Expenses</b>	<b>304,796</b>	<b>173,715</b>	<b>-</b>	<b>-</b>	<b>-</b>				

Significant  
Changes  
from  
FY23-24  
Budget

Program	Changes
All Programs	Beginning fund balance up 12% due to lower transfers in prior year
	Higher interest rates driving up interest income by 73%
	Personnel charges represents elected official salary adjustments to be shifted to the proper departments prior to budget adoption  Capital Outlay reduction due to a project transfer to Technology Services in FY24-25
	Reserves for Future Expenditures includes FY24-25 calculation per General Fund policy



# 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%	-
	<b>FY23-24 Budget (Amended)</b>	\$ 239,397,647	\$ 7,874,181	\$ 10,095,170	\$ 5,581,400	\$ 262,948,398	\$ 5,062,980	2%	-
	<b>\$ Increase (Decrease)</b>	\$ 21,482,973	\$ 13,254,253	\$ (283,332)	\$ 153,925	\$ 34,607,820	\$ (145,103)		
	<b>% Increase ( Decrease)</b>	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.



Budget Summary

	FY21-22 Actuals	FY22-23 Actuals	FY23-24 Amended Budget	FY23-24 Projected Year-End	FY24-25 Budget	Budget-to-Budget Changes:		3-Year Average	% Change from 3-Year Avg
						\$ FY23-24 to FY24-25	% FY23-24 to FY24-25		
<b>Beginning Fund Balance</b>	<b>75,440,410</b>	<b>76,939,169</b>	<b>75,965,423</b>	<b>84,903,607</b>	<b>85,405,620</b>	<b>9,440,197</b>	<b>12%</b>	<b>79,094,395</b>	<b>8%</b>
Taxes	144,681,203	152,567,794	155,936,480	159,100,000	165,800,000	9,863,520	6%	152,116,332	9%
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%	11,746,842	70%
Charges, Fees, License, Permits, Fines	39,578	2,259	13,000	1,430	-	(13,000)	-100%	14,422	-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%	4,721,107	129%
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-	-	-
<b>Operating Revenue</b>	<b>149,481,663</b>	<b>164,807,142</b>	<b>171,306,405</b>	<b>191,507,308</b>	<b>196,603,435</b>	<b>25,297,030</b>	<b>15%</b>	<b>168,598,704</b>	<b>17%</b>
<b>Total Revenue</b>	<b>224,922,072</b>	<b>241,746,311</b>	<b>247,271,828</b>	<b>276,410,915</b>	<b>282,009,055</b>	<b>34,737,227</b>	<b>14%</b>	<b>247,693,099</b>	<b>14%</b>
Personnel Services	-	3,669,227	275,000	262,591	99,680	(175,320)	-64%	1,310,606	-92%
Materials and Services	6,121,691	5,549,368	4,003,871	14,491,712	11,453,277	7,449,406	186%	8,720,924	31%
Capital Outlay	-	-	250,000	-	-	(250,000)	-100%	-	-
<b>Operating Expense</b>	<b>6,121,691</b>	<b>9,218,594</b>	<b>4,528,871</b>	<b>14,754,303</b>	<b>11,552,957</b>	<b>7,024,086</b>	<b>155%</b>	<b>10,031,530</b>	<b>15%</b>
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	6,069,427	277,899	-	12,523,351	11,260,584	11,260,584	-	6,290,226	79%
Transfers	139,367,494	148,885,207	160,068,575	161,974,668	167,485,222	7,416,647	5%	150,075,790	12%
Reserve for Future Expenditures	-	-	27,000,000	-	18,389,000	(8,611,000)	-32%	-	-
Contingency	-	-	26,978,824	-	21,088,000	(5,890,824)	-22%	-	-
Unappropriated Ending Fund Balance	-	-	28,695,558	85,266,060	52,233,292	23,537,734	82%	28,422,020	84%
<b>Total Expense</b>	<b>151,558,612</b>	<b>158,381,700</b>	<b>247,271,828</b>	<b>274,518,382</b>	<b>282,009,055</b>	<b>34,737,227</b>	<b>14%</b>	<b>194,819,565</b>	<b>45%</b>
<b>Revenues Less Expenses</b>	<b>73,363,460</b>	<b>83,364,610</b>	<b>-</b>	<b>1,892,533</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>52,873,535</b>	<b>-</b>

Notes:  
None.



Budget Summary

	FY21-22 Actuals	FY22-23 Actuals	FY23-24 Amended Budget	FY23-24 Projected Year-End	FY24-25 Budget	Budget-to-Budget Changes:		3-Year Average	% Change from 3-Year Avg
						\$ FY23-24 to FY24-25	% FY23-24 to FY24-25		
<b>Beginning Fund Balance</b>	<b>100,968</b>	<b>98,217</b>	-	<b>18,054</b>	<b>30,054</b>	<b>30,054</b>	-	<b>72,413</b>	<b>-58%</b>
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	-	-	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines	-	304,570	-	-	-	-	-	101,523	-100%
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%	3,124,800	-6%
Other Interfund Transfers	1,280,406	1,283,956	1,913,830	1,913,830	1,915,157	1,327	0%	1,492,731	28%
General Fund Support	4,744,699	4,897,989	5,062,980	5,062,980	4,917,877	(145,103)	-3%	4,901,889	0%
<b>Operating Revenue</b>	<b>9,406,387</b>	<b>9,349,275</b>	<b>10,095,170</b>	<b>10,107,170</b>	<b>9,781,784</b>	<b>(313,386)</b>	<b>-3%</b>	<b>9,620,944</b>	<b>2%</b>
<b>Total Revenue</b>	<b>9,507,355</b>	<b>9,447,492</b>	<b>10,095,170</b>	<b>10,125,224</b>	<b>9,811,838</b>	<b>(283,332)</b>	<b>-3%</b>	<b>9,693,357</b>	<b>1%</b>
Personnel Services	-	-	-	-	-	-	-	-	-
Materials and Services	-	-	-	-	-	-	-	-	-
Capital Outlay	-	-	-	-	-	-	-	-	-
<b>Operating Expense</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Debt Service	9,409,138	9,429,438	10,095,170	10,095,170	9,811,838	(283,332)	-3%	9,644,582	2%
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-	-	-
<b>Total Expense</b>	<b>9,409,138</b>	<b>9,429,438</b>	<b>10,095,170</b>	<b>10,095,170</b>	<b>9,811,838</b>	<b>(283,332)</b>	<b>-3%</b>	<b>9,644,582</b>	<b>2%</b>
<b>Revenues Less Expenses</b>	<b>98,217</b>	<b>18,054</b>	<b>-</b>	<b>30,054</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>48,775</b>	<b>-</b>

Notes:  
None.



	FY21-22 Actuals	FY22-23 Actuals	FY23-24 Amended Budget	FY23-24 Projected Year-End	FY24-25 Budget	Budget-to-Budget Changes:		3-Year Average	% Change from 3-Year Avg
						\$ FY23-24 to FY24-25	% FY23-24 to FY24-25		
<b>Beginning Fund Balance</b>	<b>215,307</b>	<b>304,796</b>	<b>233,700</b>	<b>173,715</b>	-	<b>(233,700)</b>	<b>-100%</b>	<b>231,273</b>	<b>-100%</b>
Taxes	5,366,492	5,232,540	5,343,800	5,391,000	5,735,325	391,525	7%	5,330,011	8%
Federal, State, Local, All Other Gifts	1,714	546	-	340	-	-	-	867	-100%
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%	32,954	-100%
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-	-	-
<b>Operating Revenue</b>	<b>5,379,064</b>	<b>5,304,744</b>	<b>5,347,700</b>	<b>5,407,685</b>	<b>5,735,325</b>	<b>387,625</b>	<b>7%</b>	<b>5,363,831</b>	<b>7%</b>
<b>Total Revenue</b>	<b>5,594,371</b>	<b>5,609,540</b>	<b>5,581,400</b>	<b>5,581,400</b>	<b>5,735,325</b>	<b>153,925</b>	<b>3%</b>	<b>5,595,104</b>	<b>3%</b>
Personnel Services	-	-	-	-	-	-	-	-	-
Materials and Services	-	-	-	-	-	-	-	-	-
Capital Outlay	-	-	-	-	-	-	-	-	-
<b>Operating Expense</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Debt Service	5,289,575	5,435,825	5,581,400	5,581,400	5,735,325	153,925	3%	5,435,600	6%
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-	-	-
<b>Total Expense</b>	<b>5,289,575</b>	<b>5,435,825</b>	<b>5,581,400</b>	<b>5,581,400</b>	<b>5,735,325</b>	<b>153,925</b>	<b>3%</b>	<b>5,435,600</b>	<b>6%</b>
<b>Revenues Less Expenses</b>	<b>304,796</b>	<b>173,715</b>	<b>-</b>	<b>-</b>	<b>-</b>			<b>159,504</b>	

Notes:  
None.

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# Miscellaneous and Pass-Through

Budget Presentation  
FY24-25





# 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
<b>TOTAL</b>		<b>27,488,527</b>	<b>577,000</b>	<b>765,000</b>	<b>28,830,527</b>	<b>-</b>	<b>-</b>	<b>163.5</b>	<b>151.5</b>	<b>12.0</b>
<b>FY23-24 Budget (Amended)</b>		\$ 25,917,945	\$ 1,142,821	\$ 739,230	\$ 27,799,996	-	-	163.5	149.5	14.0
<b>\$ Increase (Decrease)</b>		\$ 1,570,582	\$ (565,821)	\$ 25,770	\$ 1,030,531	-	-	0.0	2.0	-2.0
<b>% Increase (Decrease)</b>		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).

## 80-Misc/Pass-Through Payroll / 100-General Fund

### Summary of Revenue and Expense

	FY21-22 Actuals	FY22-23 Actuals	FY23-24 Amended Budget	FY23-24 Projected Year-End	FY24-25 Budget	Budget-to-Budget Changes:			% Change from 3-Year Average
						\$ FY23-24 to FY24-25	% FY23-24 to FY24-25	3-Year Average	
<b>Beginning Fund Balance</b>	-	-	-	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	282	-	-	-	-	-	-	94	-100%
Charges, Fees, License, Permits	-	(1)	-	-	-	-	-	(0)	-100%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	19,807,444	21,342,564	25,917,945	24,047,638	27,488,527	1,570,582	6%	21,732,549	26%
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-	-	-
<b>Operating Revenue</b>	<b>19,807,725</b>	<b>21,342,563</b>	<b>25,917,945</b>	<b>24,047,638</b>	<b>27,488,527</b>	<b>1,570,582</b>	<b>6%</b>	<b>21,732,642</b>	<b>26%</b>
<b>Total Revenue</b>	<b>19,807,725</b>	<b>21,342,563</b>	<b>25,917,945</b>	<b>24,047,638</b>	<b>27,488,527</b>	<b>1,570,582</b>	<b>6%</b>	<b>21,732,642</b>	<b>26%</b>
Personnel Services	19,659,713	21,344,611	25,917,945	24,047,638	27,488,527	1,570,582	6%	21,683,987	27%
Materials and Services	60	-	-	-	-	-	-	20	-100%
Capital Outlay	-	-	-	-	-	-	-	-	-
<b>Operating Expenditure</b>	<b>19,659,773</b>	<b>21,344,611</b>	<b>25,917,945</b>	<b>24,047,638</b>	<b>27,488,527</b>	<b>1,570,582</b>	<b>6%</b>	<b>21,684,007</b>	<b>27%</b>
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
<b>Total Expense</b>	<b>19,659,773</b>	<b>21,344,611</b>	<b>25,917,945</b>	<b>24,047,638</b>	<b>27,488,527</b>	<b>1,570,582</b>	<b>6%</b>	<b>21,684,007</b>	<b>27%</b>
<b>Revenues Less Expenses</b>	<b>147,953</b>	<b>(2,048)</b>	<b>-</b>	<b>-</b>	<b>-</b>			<b>48,635</b>	

## 80-Misc/Pass-Through / 204-County School Fund

### Summary of Revenue and Expense

	FY21-22 Actuals	FY22-23 Actuals	FY23-24 Amended Budget	FY23-24 Projected Year-End	FY24-25 Budget	Budget-to-Budget Changes:		3-Year Average	% Change from 3-Year Average
						\$ FY23-24 to FY24-25	% FY23-24 to FY24-25		
<b>Beginning Fund Balance</b>	366,463	512,360	142,821	34,074	-	(142,821)	-100%	304,299	-100%
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	515,437	465,555	1,000,000	497,962	576,000	(424,000)	-42%	492,985	17%
Charges, Fees, License, Permits	-	-	-	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	1,248	8,816	-	1,200	1,000	1,000	-	3,755	-73%
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-	-	-
<b>Operating Revenue</b>	<b>516,685</b>	<b>474,371</b>	<b>1,000,000</b>	<b>499,162</b>	<b>577,000</b>	<b>(423,000)</b>	<b>-42%</b>	<b>496,739</b>	<b>16%</b>
<b>Total Revenue</b>	<b>883,148</b>	<b>986,731</b>	<b>1,142,821</b>	<b>533,236</b>	<b>577,000</b>	<b>(565,821)</b>	<b>-50%</b>	<b>801,038</b>	<b>-28%</b>
Personnel Services	-	-	-	-	-	-	-	-	-
Materials and Services	377	546	10,000	-	-	(10,000)	-100%	308	-100%
Capital Outlay	-	-	-	-	-	-	-	-	-
<b>Operating Expenditure</b>	<b>377</b>	<b>546</b>	<b>10,000</b>	<b>-</b>	<b>-</b>	<b>(10,000)</b>	<b>-100%</b>	<b>308</b>	<b>-100%</b>
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	370,410	952,111	1,132,821	533,236	577,000	(555,821)	-49%	618,586	-7%
Transfers	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
<b>Total Expense</b>	<b>370,788</b>	<b>952,658</b>	<b>1,142,821</b>	<b>533,236</b>	<b>577,000</b>	<b>(565,821)</b>	<b>-50%</b>	<b>618,894</b>	<b>-7%</b>
<b>Revenues Less Expenses</b>	<b>512,360</b>	<b>34,074</b>	<b>-</b>	<b>-</b>	<b>-</b>			<b>182,145</b>	

**80-Misc/Pass-Through / 255-Transient Lodging Tax Fund**

**Summary of Revenue and Expense**

	FY21-22 Actuals	FY22-23 Actuals	FY23-24 Amended Budget	FY23-24 Projected Year-End	FY24-25 Budget	Budget-to-Budget Changes:		3-Year Average	% Change from 3-Year Average
						\$ FY23-24 to FY24-25	% FY23-24 to FY24-25		
<b>Beginning Fund Balance</b>	5,073	6,088	-	-	-	-	-	3,721	-100%
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	-	-	-	-	-	-	-	-
Charges, Fees, License, Permits	-	-	-	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	624,186	715,369	739,230	714,230	765,000	25,770	3%	684,595	12%
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-	-	-
<b>Operating Revenue</b>	<b>624,186</b>	<b>715,369</b>	<b>739,230</b>	<b>714,230</b>	<b>765,000</b>	<b>25,770</b>	<b>3%</b>	<b>684,595</b>	<b>12%</b>
<b>Total Revenue</b>	<b>629,260</b>	<b>721,457</b>	<b>739,230</b>	<b>714,230</b>	<b>765,000</b>	<b>25,770</b>	<b>3%</b>	<b>688,316</b>	<b>11%</b>
Personnel Services	-	-	-	-	-	-	-	-	-
Materials and Services	106,583	115,425	150,000	125,000	150,000	-	0%	115,669	30%
Capital Outlay	-	-	-	-	-	-	-	-	-
<b>Operating Expenditure</b>	<b>106,583</b>	<b>115,425</b>	<b>150,000</b>	<b>125,000</b>	<b>150,000</b>	<b>-</b>	<b>0%</b>	<b>115,669</b>	<b>30%</b>
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	516,588	553,266	589,230	589,230	615,000	25,770	4%	553,028	11%
Contingency	-	-	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
<b>Total Expense</b>	<b>623,171</b>	<b>668,691</b>	<b>739,230</b>	<b>714,230</b>	<b>765,000</b>	<b>25,770</b>	<b>3%</b>	<b>668,697</b>	<b>14%</b>
<b>Revenues Less Expenses</b>	<b>6,088</b>	<b>52,766</b>	<b>-</b>	<b>-</b>	<b>-</b>			<b>19,618</b>	

**80-Misc/Pass-Through Payroll / 230-Special Grants Fund**  
**Summary of Revenue and Expense**

	FY21-22	FY22-23	FY23-24	FY23-24	FY24-25	Budget-to-Budget Changes:		3-Year	% Change
	Actuals	Actuals	Amended Budget	Projected Year-End	Budget	\$ FY23-24 to FY24-25	% FY23-24 to FY24-25	Average	from 3-Year Average
<b>Beginning Fund Balance</b>	-	-	-	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	293,954	-	-	-	-	-	-	97,985	-100%
Charges, Fees, License, Permits	-	-	-	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	-	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-	-	-
<b>Operating Revenue</b>	<b>293,954</b>	-	-	-	-	-	-	<b>97,985</b>	<b>-100%</b>
<b>Total Revenue</b>	<b>293,954</b>	-	-	-	-	-	-	<b>97,985</b>	<b>-100%</b>
Personnel Services	293,954	-	-	-	-	-	-	97,985	-100%
Materials and Services	-	-	-	-	-	-	-	-	-
Capital Outlay	-	-	-	-	-	-	-	-	-
<b>Operating Expenditure</b>	<b>293,954</b>	-	-	-	-	-	-	<b>97,985</b>	<b>-100%</b>
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
<b>Total Expense</b>	<b>293,954</b>	-	-	-	-	-	-	<b>97,985</b>	<b>-100%</b>
<b>Revenues Less Expenses</b>	-	-	-	-	-	-	-	-	-

Significant  
Changes  
from  
FY23-24  
Budget

Program	Changes
County School Fund	In FY22-23 the State instructions for the distribution to County Schools was delayed and the budget authority was carried forward into FY23-24. Instructions received in 2023, after the budget was prepared. The FY24-25 budget now aligns with revenue receipts and payment expectations.



## 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
<b>TOTAL</b>		<b>27,488,527</b>	<b>577,000</b>	<b>765,000</b>	<b>28,830,527</b>	<b>-</b>	<b>-</b>	<b>163.5</b>	<b>151.5</b>	<b>12.0</b>
<b>FY23-24 Budget (Amended)</b>		<b>\$ 25,917,945</b>	<b>\$ 1,142,821</b>	<b>\$ 739,230</b>	<b>\$ 27,799,996</b>	<b>-</b>	<b>-</b>	<b>163.5</b>	<b>149.5</b>	<b>14.0</b>
<b>\$ Increase (Decrease)</b>		<b>\$ 1,570,582</b>	<b>\$ (565,821)</b>	<b>\$ 25,770</b>	<b>\$ 1,030,531</b>	<b>-</b>	<b>-</b>	<b>0.0</b>	<b>2.0</b>	<b>-2.0</b>
<b>% Increase (Decrease)</b>		<b>6.1%</b>	<b>-49.5%</b>	<b>3.5%</b>	<b>3.7%</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>	<b>1.3%</b>	<b>-14.3%</b>

\*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).



Budget Summary

	FY21-22 Actuals	FY22-23 Actuals	FY23-24 Amended Budget	FY23-24 Projected Year-End	FY24-25 Budget	Budget-to-Budget Changes:		3-Year Average	% Change from 3-Year Avg
						\$ FY23-24 to FY24-25	% FY23-24 to FY24-25		
<b>Beginning Fund Balance</b>	366,463	512,360	142,821	34,074	-	(142,821)	-100%	304,299	-100%
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	515,437	465,555	1,000,000	497,962	576,000	(424,000)	-42%	492,985	17%
Charges, Fees, License, Permits, Fines	-	-	-	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	1,248	8,816	-	1,200	1,000	1,000	-	3,755	-73%
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-	-	-
<b>Operating Revenue</b>	<b>516,685</b>	<b>474,371</b>	<b>1,000,000</b>	<b>499,162</b>	<b>577,000</b>	<b>(423,000)</b>	<b>-42%</b>	<b>496,739</b>	<b>16%</b>
<b>Total Revenue</b>	<b>883,148</b>	<b>986,731</b>	<b>1,142,821</b>	<b>533,236</b>	<b>577,000</b>	<b>(565,821)</b>	<b>-50%</b>	<b>801,038</b>	<b>-28%</b>
Personnel Services	-	-	-	-	-	-	-	-	-
Materials and Services	377	546	10,000	-	-	(10,000)	-100%	308	-100%
Capital Outlay	-	-	-	-	-	-	-	-	-
<b>Operating Expense</b>	<b>377</b>	<b>546</b>	<b>10,000</b>	<b>-</b>	<b>-</b>	<b>(10,000)</b>	<b>-100%</b>	<b>308</b>	<b>-100%</b>
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	370,410	952,111	1,132,821	533,236	577,000	(555,821)	-49%	618,586	-7%
Transfers	-	-	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-	-	-
<b>Total Expense</b>	<b>370,788</b>	<b>952,658</b>	<b>1,142,821</b>	<b>533,236</b>	<b>577,000</b>	<b>(565,821)</b>	<b>-50%</b>	<b>618,894</b>	<b>-7%</b>
<b>Revenues Less Expenses</b>	<b>512,360</b>	<b>34,074</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>182,145</b>	<b>-</b>

Notes:  
None.



**800203-OLD WES (Utilities) Payroll**  
 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:		3-Year Average	% Change from 3-Year Avg
						\$ FY23-24 to FY24-25	% FY23-24 to FY24-25		
<b>Beginning Fund Balance</b>	-	-	-	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	-	-	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines	-	-	-	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	13,890,495	-	-	-	-	-	-	4,630,165	-100%
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-	-	-
<b>Operating Revenue</b>	<b>13,890,495</b>	-	-	-	-	-	-	<b>4,630,165</b>	<b>-100%</b>
<b>Total Revenue</b>	<b>13,890,495</b>	-	-	-	-	-	-	<b>4,630,165</b>	<b>-100%</b>
Personnel Services	11,139,981	-	-	-	-	-	-	3,713,327	-100%
Materials and Services	-	-	-	-	-	-	-	-	-
Capital Outlay	-	-	-	-	-	-	-	-	-
<b>Operating Expense</b>	<b>11,139,981</b>	-	-	-	-	-	-	<b>3,713,327</b>	<b>-100%</b>
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-	-	-
<b>Total Expense</b>	<b>11,139,981</b>	-	-	-	-	-	-	<b>3,713,327</b>	<b>-100%</b>
<b>Revenues Less Expenses</b>	<b>2,750,513</b>	-	-	-	-	-	-	<b>916,838</b>	

Notes:  
None.



800204-OLD NCPRD Payroll

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:		3-Year Average	% Change from 3-Year Avg
						\$ FY23-24 to FY24-25	% FY23-24 to FY24-25		
<b>Beginning Fund Balance</b>	-	-	-	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	282	-	-	-	-	-	-	94	-100%
Charges, Fees, License, Permits, Fines	-	-	-	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	3,720,830	-	-	-	-	-	-	1,240,277	-100%
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-	-	-
<b>Operating Revenue</b>	<b>3,721,112</b>	-	-	-	-	-	-	<b>1,240,371</b>	<b>-100%</b>
<b>Total Revenue</b>	<b>3,721,112</b>	-	-	-	-	-	-	<b>1,240,371</b>	<b>-100%</b>
Personnel Services	4,315,987	-	-	-	-	-	-	1,438,662	-100%
Materials and Services	-	-	-	-	-	-	-	-	-
Capital Outlay	-	-	-	-	-	-	-	-	-
<b>Operating Expense</b>	<b>4,315,987</b>	-	-	-	-	-	-	<b>1,438,662</b>	<b>-100%</b>
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-	-	-
<b>Total Expense</b>	<b>4,315,987</b>	-	-	-	-	-	-	<b>1,438,662</b>	<b>-100%</b>
<b>Revenues Less Expenses</b>	<b>(594,875)</b>	-	-	-	-	-	-	<b>(198,292)</b>	

Notes:  
None.



800205-OLD Development Agency Payroll  
 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:		3-Year Average	% Change from 3-Year Avg
						\$ FY23-24 to FY24-25	% FY23-24 to FY24-25		
<b>Beginning Fund Balance</b>	-	-	-	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	-	-	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines	-	-	-	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	358,955	-	-	-	-	-	-	119,652	-100%
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-	-	-
<b>Operating Revenue</b>	<b>358,955</b>	-	-	-	-	-	-	<b>119,652</b>	<b>-100%</b>
<b>Total Revenue</b>	<b>358,955</b>	-	-	-	-	-	-	<b>119,652</b>	<b>-100%</b>
Personnel Services	358,955	-	-	-	-	-	-	119,652	-100%
Materials and Services	-	-	-	-	-	-	-	-	-
Capital Outlay	-	-	-	-	-	-	-	-	-
<b>Operating Expense</b>	<b>358,955</b>	-	-	-	-	-	-	<b>119,652</b>	<b>-100%</b>
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-	-	-
<b>Total Expense</b>	<b>358,955</b>	-	-	-	-	-	-	<b>119,652</b>	<b>-100%</b>
<b>Revenues Less Expenses</b>	-	-	-	-	-	-	-	-	-

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:		3-Year Average	% Change from 3-Year Avg
						\$ FY23-24 to FY24-25	% FY23-24 to FY24-25		
<b>Beginning Fund Balance</b>	5,073	6,088	-	-	-	-	-	3,721	-100%
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%	684,595	12%
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-	-	-
<b>Operating Revenue</b>	<b>624,186</b>	<b>715,369</b>	<b>739,230</b>	<b>714,230</b>	<b>765,000</b>	<b>25,770</b>	<b>3%</b>	<b>684,595</b>	<b>12%</b>
<b>Total Revenue</b>	<b>629,260</b>	<b>721,457</b>	<b>739,230</b>	<b>714,230</b>	<b>765,000</b>	<b>25,770</b>	<b>3%</b>	<b>688,316</b>	<b>11%</b>
Personnel Services	-	-	-	-	-	-	-	-	-
Materials and Services	106,583	115,425	150,000	125,000	150,000	-	0%	115,669	30%
Capital Outlay	-	-	-	-	-	-	-	-	-
<b>Operating Expense</b>	<b>106,583</b>	<b>115,425</b>	<b>150,000</b>	<b>125,000</b>	<b>150,000</b>	<b>-</b>	<b>0%</b>	<b>115,669</b>	<b>30%</b>
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	516,588	553,266	589,230	589,230	615,000	25,770	4%	553,028	11%
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-	-	-
<b>Total Expense</b>	<b>623,171</b>	<b>668,691</b>	<b>739,230</b>	<b>714,230</b>	<b>765,000</b>	<b>25,770</b>	<b>3%</b>	<b>668,697</b>	<b>14%</b>
<b>Revenues Less Expenses</b>	6,088	52,766	-	-	-	-	-	19,618	-

Notes:  
 None.



**800301-WES (Utilities) Payroll**  
 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:		3-Year Average	% Change from 3-Year Avg
						\$ FY23-24 to FY24-25	% FY23-24 to FY24-25		
<b>Beginning Fund Balance</b>	-	-	-	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	214,369	-	-	-	-	-	-	71,456	-100%
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%	10,258,476	83%
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-	-	-
<b>Operating Revenue</b>	<b>191,225</b>	<b>14,584,573</b>	<b>17,385,894</b>	<b>16,214,000</b>	<b>18,746,724</b>	<b>1,360,830</b>	<b>8%</b>	<b>10,329,933</b>	<b>81%</b>
<b>Total Revenue</b>	<b>191,225</b>	<b>14,584,573</b>	<b>17,385,894</b>	<b>16,214,000</b>	<b>18,746,724</b>	<b>1,360,830</b>	<b>8%</b>	<b>10,329,933</b>	<b>81%</b>
Personnel Services	2,833,639	14,586,636	17,385,894	16,214,000	18,746,724	1,360,830	8%	11,211,425	67%
Materials and Services	60	-	-	-	-	-	-	20	-100%
Capital Outlay	-	-	-	-	-	-	-	-	-
<b>Operating Expense</b>	<b>2,833,699</b>	<b>14,586,636</b>	<b>17,385,894</b>	<b>16,214,000</b>	<b>18,746,724</b>	<b>1,360,830</b>	<b>8%</b>	<b>11,211,445</b>	<b>67%</b>
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-	-	-
<b>Total Expense</b>	<b>2,833,699</b>	<b>14,586,636</b>	<b>17,385,894</b>	<b>16,214,000</b>	<b>18,746,724</b>	<b>1,360,830</b>	<b>8%</b>	<b>11,211,445</b>	<b>67%</b>
<b>Revenues Less Expenses</b>	<b>(2,642,474)</b>	<b>(2,063)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(881,512)</b>	

Notes:  
None.



	FY21-22 Actuals	FY22-23 Actuals	FY23-24 Amended Budget	FY23-24 Projected Year-End	FY24-25 Budget	Budget-to-Budget Changes:		3-Year Average	% Change from 3-Year Avg
						\$ FY23-24 to FY24-25	% FY23-24 to FY24-25		
<b>Beginning Fund Balance</b>	-	-	-	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	40,140	-	-	-	-	-	-	13,380	-100%
Charges, Fees, License, Permits, Fines	-	(1)	-	-	-	-	-	(0)	-100%
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%	5,050,256	58%
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-	-	-
<b>Operating Revenue</b>	<b>1,801,223</b>	<b>6,245,682</b>	<b>7,842,413</b>	<b>7,144,000</b>	<b>7,991,868</b>	<b>149,455</b>	<b>2%</b>	<b>5,063,635</b>	<b>58%</b>
<b>Total Revenue</b>	<b>1,801,223</b>	<b>6,245,682</b>	<b>7,842,413</b>	<b>7,144,000</b>	<b>7,991,868</b>	<b>149,455</b>	<b>2%</b>	<b>5,063,635</b>	<b>58%</b>
Personnel Services	1,205,879	6,245,667	7,842,413	7,144,000	7,991,868	149,455	2%	4,865,182	64%
Materials and Services	-	-	-	-	-	-	-	-	-
Capital Outlay	-	-	-	-	-	-	-	-	-
<b>Operating Expense</b>	<b>1,205,879</b>	<b>6,245,667</b>	<b>7,842,413</b>	<b>7,144,000</b>	<b>7,991,868</b>	<b>149,455</b>	<b>2%</b>	<b>4,865,182</b>	<b>64%</b>
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-	-	-
<b>Total Expense</b>	<b>1,205,879</b>	<b>6,245,667</b>	<b>7,842,413</b>	<b>7,144,000</b>	<b>7,991,868</b>	<b>149,455</b>	<b>2%</b>	<b>4,865,182</b>	<b>64%</b>
<b>Revenues Less Expenses</b>	<b>595,344</b>	<b>15</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>198,453</b>	<b>-</b>

Notes:  
None.



**800501-Development Agency Payroll**  
 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:		3-Year Average	% Change from 3-Year Avg
						\$ FY23-24 to FY24-25	% FY23-24 to FY24-25		
<b>Beginning Fund Balance</b>	-	-	-	-	-	-	-	-	-
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%	433,724	73%
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-	-	-
<b>Operating Revenue</b>	<b>99,225</b>	<b>512,307</b>	<b>689,638</b>	<b>689,638</b>	<b>749,935</b>	<b>60,297</b>	<b>9%</b>	<b>433,724</b>	<b>73%</b>
<b>Total Revenue</b>	<b>99,225</b>	<b>512,307</b>	<b>689,638</b>	<b>689,638</b>	<b>749,935</b>	<b>60,297</b>	<b>9%</b>	<b>433,724</b>	<b>73%</b>
Personnel Services	99,225	512,307	689,638	689,638	749,935	60,297	9%	433,724	73%
Materials and Services	-	-	-	-	-	-	-	-	-
Capital Outlay	-	-	-	-	-	-	-	-	-
<b>Operating Expense</b>	<b>99,225</b>	<b>512,307</b>	<b>689,638</b>	<b>689,638</b>	<b>749,935</b>	<b>60,297</b>	<b>9%</b>	<b>433,724</b>	<b>73%</b>
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-	-	-
<b>Total Expense</b>	<b>99,225</b>	<b>512,307</b>	<b>689,638</b>	<b>689,638</b>	<b>749,935</b>	<b>60,297</b>	<b>9%</b>	<b>433,724</b>	<b>73%</b>
<b>Revenues Less Expenses</b>	-	-	-	-	-	-	-	-	-

Notes:  
None.

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# Finance

## Budget Presentation FY24-25





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	-
<b>TOTAL</b>		<b>8,152,782</b>	<b>267,001</b>	<b>8,419,783</b>	<b>2,750,000</b>	<b>33%</b>	<b>45.0</b>	<b>44.0</b>	<b>1.0</b>
<b>FY23-24 Budget (Amended)</b>		<b>7,955,830</b>	<b>208,109</b>	<b>8,163,939</b>	<b>2,847,729</b>	<b>35%</b>	<b>45.0</b>	<b>44.0</b>	<b>1.0</b>
<b>\$ Increase (Decrease)</b>		<b>196,951</b>	<b>58,893</b>	<b>255,844</b>	<b>(97,729)</b>		<b>-</b>	<b>-</b>	<b>-</b>
<b>% Increase (Decrease)</b>		<b>2%</b>	<b>28%</b>	<b>3%</b>	<b>-3%</b>		<b>0%</b>	<b>0%</b>	<b>0%</b>

\* 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).

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

	FY21-22	FY22-23	FY23-24	FY23-24	FY24-25	Budget-to-Budget Changes:		3-Year	% Change
	Actuals	Actuals	Amended Budget	Projected Year-End	Budget	\$ FY23-24 to FY24-25	% FY23-24 to FY24-25	Average	from 3-Year Average
<b>Beginning Fund Balance</b>	1,092,116	492,127	230,000	239,524	367,000	137,000	60%	607,922	-40%
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	897	-	-	-	-	-	-	299	-100%
Charges, Fees, License, Permits	5,058,830	5,047,368	4,348,101	4,372,660	4,265,165	(82,936)	-2%	4,826,286	-12%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	313,736	291,948	330,000	630,200	650,619	320,619	97%	411,961	58%
Other Interfund Transfers	-	-	200,000	200,000	120,000	(80,000)	-40%	66,667	80%
General Fund Support	2,073,206	2,998,840	2,847,729	2,601,711	2,750,000	(97,729)	-3%	2,557,919	8%
<b>Operating Revenue</b>	<b>7,446,669</b>	<b>8,338,156</b>	<b>7,725,830</b>	<b>7,804,571</b>	<b>7,785,784</b>	<b>59,954</b>	<b>1%</b>	<b>7,863,132</b>	<b>-1%</b>
<b>Total Revenue</b>	<b>8,538,785</b>	<b>8,830,284</b>	<b>7,955,830</b>	<b>8,044,095</b>	<b>8,152,784</b>	<b>196,954</b>	<b>2%</b>	<b>8,471,054</b>	<b>-4%</b>
Personnel Services	5,434,069	6,005,485	6,550,117	6,370,600	6,920,020	369,902	6%	5,936,718	17%
Materials and Services	2,620,906	2,047,316	1,405,713	1,306,495	1,232,762	(172,951)	-12%	1,991,572	-38%
Capital Outlay	-	-	-	-	-	-	-	-	-
<b>Operating Expenditure</b>	<b>8,054,975</b>	<b>8,052,801</b>	<b>7,955,830</b>	<b>7,677,095</b>	<b>8,152,782</b>	<b>196,951</b>	<b>2%</b>	<b>7,928,290</b>	<b>3%</b>
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
<b>Total Expense</b>	<b>8,054,975</b>	<b>8,052,801</b>	<b>7,955,830</b>	<b>7,677,095</b>	<b>8,152,782</b>	<b>196,951</b>	<b>2%</b>	<b>7,928,290</b>	<b>3%</b>
<b>Revenues Less Expenses</b>	<b>483,810</b>	<b>777,483</b>	<b>-</b>	<b>367,000</b>	<b>-</b>			<b>542,764</b>	

**15-Finance / 230-Special Grants Fund  
Summary of Revenue and Expense**

	FY21-22	FY22-23	FY23-24	FY23-24	FY24-25	Budget-to-Budget Changes:		3-Year	% Change
	Actuals	Actuals	Amended Budget	Projected Year-End	Budget	\$ FY23-24 to FY24-25	% FY23-24 to FY24-25	Average	from 3-Year Average
<b>Beginning Fund Balance</b>	-	-	-	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	217,333	49,708	208,108	115,380	267,000	58,892	28%	127,474	109%
Charges, Fees, License, Permits	-	-	-	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	-	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-	-	-
<b>Operating Revenue</b>	<b>217,333</b>	<b>49,708</b>	<b>208,108</b>	<b>115,380</b>	<b>267,000</b>	<b>58,892</b>	<b>28%</b>	<b>127,474</b>	<b>109%</b>
<b>Total Revenue</b>	<b>217,333</b>	<b>49,708</b>	<b>208,108</b>	<b>115,380</b>	<b>267,000</b>	<b>58,892</b>	<b>28%</b>	<b>127,474</b>	<b>109%</b>
Personnel Services	217,333	-	154,060	34,850	169,631	15,572	10%	84,061	102%
Materials and Services	-	49,708	54,049	80,530	97,370	43,321	80%	43,413	124%
Capital Outlay	-	-	-	-	-	-	-	-	-
<b>Operating Expenditure</b>	<b>217,333</b>	<b>49,708</b>	<b>208,109</b>	<b>115,380</b>	<b>267,001</b>	<b>58,893</b>	<b>28%</b>	<b>127,474</b>	<b>109%</b>
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
<b>Total Expense</b>	<b>217,333</b>	<b>49,708</b>	<b>208,109</b>	<b>115,380</b>	<b>267,001</b>	<b>58,893</b>	<b>28%</b>	<b>127,474</b>	<b>109%</b>
<b>Revenues Less Expenses</b>	-	-	-	-	-			-	

Significant  
Changes  
from  
FY23-24  
Budget

Program	Changes
Accounts Payable	The County uses a purchasing card for small dollar, direct purchases. The use of the card is efficient and provides an annual cash rebate based on the amount spent. In FY24-25 it is estimated that the cash rebate will increase to \$300,000.
Finance Systems	In-house upgrade of financial systems will save approximately \$170,000 in external consultant fees.
Grants	Approximately \$267,000 of ARPA operating costs (e.g. audit and grant reporting) will be paid with federal funding.
All Programs	The Finance department continues to implement efficiencies and accounting procedures to improve processes for the County. Through fully implementing the AR and Contracts modules, updating the timekeeping system, and monthly balance sheet reconciliations, all departments will experience more streamlined accounting.



# 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 Actuals	FY22-23 Actuals	FY23-24 Amended Budget	FY23-24 Projected Year-End	FY24-25 Budget	Budget-to-Budget Changes:		3-Year Average	% Change from 3-Year Avg
						\$ FY23-24 to FY24-25	% FY23-24 to FY24-25		
<b>Beginning Fund Balance</b>	-	-	-	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	2,035	-	-	-	-	-	-	678	-100%
Charges, Fees, License, Permits, Fines	-	-	539,738	539,740	535,071	(4,667)	-1%	179,913	197%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	-	317	-	200	-	-	-	172	-100%
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	472,702	899,333	529,690	317,900	403,900	(125,790)	-24%	563,312	-28%
<b>Operating Revenue</b>	<b>474,737</b>	<b>899,650</b>	<b>1,069,428</b>	<b>857,840</b>	<b>938,971</b>	<b>(130,457)</b>	<b>-12%</b>	<b>744,076</b>	<b>26%</b>
<b>Total Revenue</b>	<b>474,737</b>	<b>899,650</b>	<b>1,069,428</b>	<b>857,840</b>	<b>938,971</b>	<b>(130,457)</b>	<b>-12%</b>	<b>744,076</b>	<b>26%</b>
Personnel Services	774,034	807,439	1,008,525	820,680	905,044	(103,481)	-10%	800,718	13%
Materials and Services	71,989	78,417	60,903	37,160	33,927	(26,976)	-44%	62,522	-46%
Capital Outlay	-	-	-	-	-	-	-	-	-
<b>Operating Expense</b>	<b>846,023</b>	<b>885,856</b>	<b>1,069,428</b>	<b>857,840</b>	<b>938,971</b>	<b>(130,457)</b>	<b>-12%</b>	<b>863,240</b>	<b>9%</b>
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-	-	-
<b>Total Expense</b>	<b>846,023</b>	<b>885,856</b>	<b>1,069,428</b>	<b>857,840</b>	<b>938,971</b>	<b>(130,457)</b>	<b>-12%</b>	<b>863,240</b>	<b>9%</b>
<b>Revenues Less Expenses</b>	<b>(371,286)</b>	<b>13,794</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(119,164)</b>	<b>-</b>

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



Budget Summary

	FY21-22 Actuals	FY22-23 Actuals	FY23-24 Amended Budget	FY23-24 Projected Year-End	FY24-25 Budget	Budget-to-Budget Changes:		3-Year Average	% Change from 3-Year Avg
						\$ FY23-24 to FY24-25	% FY23-24 to FY24-25		
<b>Beginning Fund Balance</b>	<b>1,092,116</b>	<b>483,810</b>	<b>230,000</b>	<b>239,524</b>	-	<b>(230,000)</b>	<b>-100%</b>	<b>605,150</b>	<b>-100%</b>
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	-	-	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines	-	-	142,281	142,280	140,344	(1,937)	-1%	47,427	196%
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%	147,495	75%
<b>Operating Revenue</b>	<b>107,088</b>	<b>154,301</b>	<b>385,424</b>	<b>323,376</b>	<b>398,560</b>	<b>13,136</b>	<b>3%</b>	<b>194,922</b>	<b>104%</b>
<b>Total Revenue</b>	<b>1,199,204</b>	<b>638,111</b>	<b>615,424</b>	<b>562,900</b>	<b>398,560</b>	<b>(216,864)</b>	<b>-35%</b>	<b>800,072</b>	<b>-50%</b>
Personnel Services	326,790	341,236	361,285	362,070	373,418	12,133	3%	343,365	9%
Materials and Services	557,682	57,349	254,138	200,830	25,142	(228,996)	-90%	271,954	-91%
Capital Outlay	-	-	-	-	-	-	-	-	-
<b>Operating Expense</b>	<b>884,472</b>	<b>398,586</b>	<b>615,423</b>	<b>562,900</b>	<b>398,560</b>	<b>(216,863)</b>	<b>-35%</b>	<b>615,319</b>	<b>-35%</b>
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-	-	-
<b>Total Expense</b>	<b>884,472</b>	<b>398,586</b>	<b>615,423</b>	<b>562,900</b>	<b>398,560</b>	<b>(216,863)</b>	<b>-35%</b>	<b>615,319</b>	<b>-35%</b>
<b>Revenues Less Expenses</b>	<b>314,732</b>	<b>239,525</b>	<b>-</b>	<b>-</b>	<b>-</b>			<b>184,753</b>	

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  Y

Shared Services  N

Grant Funding  N

Explain all "Yes" boxes below

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

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

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



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:		3-Year Average	% Change from 3-Year Avg
						\$ FY23-24 to FY24-25	% FY23-24 to FY24-25		
<b>Beginning Fund Balance</b>	-	488	-	-	-	-	-	163	-100%
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%	357,673	-78%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	-	265,172	200,000	500,000	530,619	330,619	165%	255,057	108%
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	-	-	89,857	-	-	(89,857)	-100%	-	-
<b>Operating Revenue</b>	<b>512,154</b>	<b>768,137</b>	<b>555,552</b>	<b>557,900</b>	<b>609,655</b>	<b>54,103</b>	<b>10%</b>	<b>612,730</b>	<b>-1%</b>
<b>Total Revenue</b>	<b>512,154</b>	<b>768,625</b>	<b>555,552</b>	<b>557,900</b>	<b>609,655</b>	<b>54,103</b>	<b>10%</b>	<b>612,893</b>	<b>-1%</b>
Personnel Services	378,421	397,666	528,185	531,000	575,542	47,356	9%	435,696	32%
Materials and Services	207,847	73,078	27,367	26,900	34,113	6,746	25%	102,608	-67%
Capital Outlay	-	-	-	-	-	-	-	-	-
<b>Operating Expense</b>	<b>586,268</b>	<b>470,743</b>	<b>555,552</b>	<b>557,900</b>	<b>609,655</b>	<b>54,102</b>	<b>10%</b>	<b>538,304</b>	<b>13%</b>
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-	-	-
<b>Total Expense</b>	<b>586,268</b>	<b>470,743</b>	<b>555,552</b>	<b>557,900</b>	<b>609,655</b>	<b>54,102</b>	<b>10%</b>	<b>538,304</b>	<b>13%</b>
<b>Revenues Less Expenses</b>	(74,114)	297,882	-	-	-	-	-	74,589	-

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.



	FY21-22 Actuals	FY22-23 Actuals	FY23-24 Amended Budget	FY23-24 Projected Year-End	FY24-25 Budget	Budget-to-Budget Changes:		3-Year Average	% Change from 3-Year Avg
						\$ FY23-24 to FY24-25	% FY23-24 to FY24-25		
<b>Beginning Fund Balance</b>	-	-	-	-	167,000	167,000	-	-	-
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	10,177	-	-	-	-	-	-	3,392	-100%
Charges, Fees, License, Permits, Fines	655,020	702,380	597,675	829,520	803,675	206,000	34%	728,974	10%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	-	45	-	-	-	-	-	15	-100%
Other Interfund Transfers	-	-	200,000	200,000	120,000	(80,000)	-40%	66,667	80%
General Fund Support	-	-	791,859	589,535	467,820	(324,039)	-41%	196,512	138%
<b>Operating Revenue</b>	<b>665,197</b>	<b>702,425</b>	<b>1,589,534</b>	<b>1,619,055</b>	<b>1,391,495</b>	<b>(198,039)</b>	<b>-12%</b>	<b>995,559</b>	<b>40%</b>
<b>Total Revenue</b>	<b>665,197</b>	<b>702,425</b>	<b>1,589,534</b>	<b>1,619,055</b>	<b>1,558,495</b>	<b>(31,039)</b>	<b>-2%</b>	<b>995,559</b>	<b>57%</b>
Personnel Services	362,893	390,872	1,073,677	1,074,700	1,126,820	53,142	5%	609,488	85%
Materials and Services	85,444	145,068	515,857	377,355	431,675	(84,182)	-16%	202,622	113%
Capital Outlay	-	-	-	-	-	-	-	-	-
<b>Operating Expense</b>	<b>448,337</b>	<b>535,940</b>	<b>1,589,534</b>	<b>1,452,055</b>	<b>1,558,495</b>	<b>(31,040)</b>	<b>-2%</b>	<b>812,111</b>	<b>92%</b>
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-	-	-
<b>Total Expense</b>	<b>448,337</b>	<b>535,940</b>	<b>1,589,534</b>	<b>1,452,055</b>	<b>1,558,495</b>	<b>(31,040)</b>	<b>-2%</b>	<b>812,111</b>	<b>92%</b>
<b>Revenues Less Expenses</b>	<b>216,861</b>	<b>166,485</b>	<b>-</b>	<b>167,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>183,449</b>	<b>-</b>

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.



	FY21-22 Actuals	FY22-23 Actuals	FY23-24 Amended Budget	FY23-24 Projected Year-End	FY24-25 Budget	Budget-to-Budget Changes:		3-Year Average	% Change from 3-Year Avg
						\$ FY23-24 to FY24-25	% FY23-24 to FY24-25		
<b>Beginning Fund Balance</b>	-	-	-	-	-	-	-	-	-
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%	519,095	-22%
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%	165,500	113%
<b>Operating Revenue</b>	<b>749,103</b>	<b>627,283</b>	<b>728,906</b>	<b>677,400</b>	<b>757,705</b>	<b>28,799</b>	<b>4%</b>	<b>684,595</b>	<b>11%</b>
<b>Total Revenue</b>	<b>749,103</b>	<b>627,283</b>	<b>728,906</b>	<b>677,400</b>	<b>757,705</b>	<b>28,799</b>	<b>4%</b>	<b>684,595</b>	<b>11%</b>
Personnel Services	668,032	721,952	705,759	652,400	728,542	22,783	3%	680,795	7%
Materials and Services	62,507	73,747	23,147	25,000	29,163	6,016	26%	53,751	-46%
Capital Outlay	-	-	-	-	-	-	-	-	-
<b>Operating Expense</b>	<b>730,539</b>	<b>795,700</b>	<b>728,906</b>	<b>677,400</b>	<b>757,705</b>	<b>28,799</b>	<b>4%</b>	<b>734,546</b>	<b>3%</b>
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-	-	-
<b>Total Expense</b>	<b>730,539</b>	<b>795,700</b>	<b>728,906</b>	<b>677,400</b>	<b>757,705</b>	<b>28,799</b>	<b>4%</b>	<b>734,546</b>	<b>3%</b>
<b>Revenues Less Expenses</b>	18,564	(168,417)	-	-	-	-	-	(49,951)	-

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  Y

Shared Services  N

Grant Funding  N

Explain all "Yes" boxes below

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

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

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



	FY21-22 Actuals	FY22-23 Actuals	FY23-24 Amended Budget	FY23-24 Projected Year-End	FY24-25 Budget	Budget-to-Budget Changes:		3-Year Average	% Change from 3-Year Avg
						\$ FY23-24 to FY24-25	% FY23-24 to FY24-25		
<b>Beginning Fund Balance</b>	-	-	-	-	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%	519,021	41%
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%	630,482	-52%
<b>Operating Revenue</b>	<b>1,002,470</b>	<b>1,144,040</b>	<b>1,111,018</b>	<b>1,302,000</b>	<b>1,033,270</b>	<b>(77,748)</b>	<b>-7%</b>	<b>1,149,503</b>	<b>-10%</b>
<b>Total Revenue</b>	<b>1,002,470</b>	<b>1,144,040</b>	<b>1,111,018</b>	<b>1,302,000</b>	<b>1,233,270</b>	<b>122,252</b>	<b>11%</b>	<b>1,149,503</b>	<b>7%</b>
Personnel Services	866,578	845,924	874,427	865,000	921,901	47,473	5%	859,167	7%
Materials and Services	236,372	378,892	236,591	237,000	311,369	74,778	32%	284,088	10%
Capital Outlay	-	-	-	-	-	-	-	-	-
<b>Operating Expense</b>	<b>1,102,951</b>	<b>1,224,816</b>	<b>1,111,018</b>	<b>1,102,000</b>	<b>1,233,270</b>	<b>122,251</b>	<b>11%</b>	<b>1,143,256</b>	<b>8%</b>
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-	-	-
<b>Total Expense</b>	<b>1,102,951</b>	<b>1,224,816</b>	<b>1,111,018</b>	<b>1,102,000</b>	<b>1,233,270</b>	<b>122,251</b>	<b>11%</b>	<b>1,143,256</b>	<b>8%</b>
<b>Revenues Less Expenses</b>	<b>(100,481)</b>	<b>(80,776)</b>	<b>-</b>	<b>200,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>6,248</b>	<b>-</b>

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.



150303-Grants

BCC Priority Alignment: Accountable Government

Budget Summary

	Budget-to-Budget Changes:								% Change from 3-Year Avg
	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	3-Year Average	
<b>Beginning Fund Balance</b>	-	7,829	-	-	-	-	-	2,610	-100%
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	7,576	49,708	208,108	115,380	267,000	58,892	28%	57,555	364%
Charges, Fees, License, Permits, Fines	1,088,161	1,232,850	1,050,038	1,050,540	1,177,197	127,159	12%	1,123,850	5%
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	-	536,714	-65%
<b>Operating Revenue</b>	<b>1,673,782</b>	<b>2,138,196</b>	<b>1,258,146</b>	<b>1,342,380</b>	<b>1,633,018</b>	<b>374,872</b>	<b>30%</b>	<b>1,718,119</b>	<b>-5%</b>
<b>Total Revenue</b>	<b>1,673,782</b>	<b>2,146,025</b>	<b>1,258,146</b>	<b>1,342,380</b>	<b>1,633,018</b>	<b>374,872</b>	<b>30%</b>	<b>1,720,729</b>	<b>-5%</b>
Personnel Services	934,856	1,231,548	978,529	923,600	1,246,518	267,989	27%	1,030,001	21%
Materials and Services	682,651	737,226	279,617	418,780	386,500	106,883	38%	612,885	-37%
Capital Outlay	-	-	-	-	-	-	-	-	-
<b>Operating Expense</b>	<b>1,617,507</b>	<b>1,968,773</b>	<b>1,258,146</b>	<b>1,342,380</b>	<b>1,633,018</b>	<b>374,872</b>	<b>30%</b>	<b>1,642,887</b>	<b>-1%</b>
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-	-	-
<b>Total Expense</b>	<b>1,617,507</b>	<b>1,968,773</b>	<b>1,258,146</b>	<b>1,342,380</b>	<b>1,633,018</b>	<b>374,872</b>	<b>30%</b>	<b>1,642,887</b>	<b>-1%</b>
<b>Revenues Less Expenses</b>	56,275	177,252	-	-	-	-	-	77,842	-

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

	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	3-Year Average	% Change from 3-Year Avg
<b>Beginning Fund Balance</b>	-	-	-	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	4,798	-	-	-	-	-	-	1,599	-100%
Charges, Fees, License, Permits, Fines	995,371	895,067	691,392	691,400	395,469	(295,923)	-43%	860,613	-54%
Revenue from Bonds & Other Debts	31,884	19,837	30,000	30,000	20,000	(10,000)	-33%	27,240	-27%
All Other Revenue Resources	281,487	6,521	100,000	100,000	100,000	-	0%	129,336	-23%
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	151,840	178,567	414,538	418,600	774,641	360,103	87%	249,669	210%
<b>Operating Revenue</b>	<b>1,465,381</b>	<b>1,099,991</b>	<b>1,235,930</b>	<b>1,240,000</b>	<b>1,290,110</b>	<b>54,180</b>	<b>4%</b>	<b>1,268,457</b>	<b>2%</b>
<b>Total Revenue</b>	<b>1,465,381</b>	<b>1,099,991</b>	<b>1,235,930</b>	<b>1,240,000</b>	<b>1,290,110</b>	<b>54,180</b>	<b>4%</b>	<b>1,268,457</b>	<b>2%</b>
Personnel Services	803,370	916,352	1,173,788	1,176,000	1,211,867	38,079	3%	965,241	26%
Materials and Services	240,939	147,447	62,142	64,000	78,243	16,101	26%	150,795	-48%
Capital Outlay	-	-	-	-	-	-	-	-	-
<b>Operating Expense</b>	<b>1,044,309</b>	<b>1,063,798</b>	<b>1,235,930</b>	<b>1,240,000</b>	<b>1,290,110</b>	<b>54,180</b>	<b>4%</b>	<b>1,116,036</b>	<b>16%</b>
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-	-	-
<b>Total Expense</b>	<b>1,044,309</b>	<b>1,063,798</b>	<b>1,235,930</b>	<b>1,240,000</b>	<b>1,290,110</b>	<b>54,180</b>	<b>4%</b>	<b>1,116,036</b>	<b>16%</b>
<b>Revenues Less Expenses</b>	<b>421,072</b>	<b>36,193</b>	<b>-</b>	<b>-</b>	<b>-</b>			<b>152,422</b>	

Notes:  
 None.

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# County Administration

Budget Presentation  
FY24-25





# County Administration (12)

## 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)	ARPA 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	1,082,290	-	1,082,290	1,082,290	100%	5.0	5.0	-
	<b>TOTAL</b>	<b>4,130,875</b>	<b>6,728,132</b>	<b>10,859,007</b>	<b>4,078,347</b>	<b>38%</b>	<b>16.8</b>	<b>14.8</b>	<b>2.0</b>
	<b>FY23-24 Budget (Amended)</b>	4,690,176	9,441,562	14,131,738	3,922,530	28%	17.8	15.8	2.0
	<b>\$ Increase (Decrease)</b>	-559,302	-2,713,430	-3,272,732	155,817		(1.0)	(1.0)	0.0
	<b>% Increase (Decrease)</b>	-12%	-29%	-23%	4%		-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).

# 12-County Administration / 100-General Fund

## Summary of Revenue and Expense

	FY21-22 Actuals	FY22-23 Actuals	FY23-24 Amended Budget	FY23-24 Projected Year-End	FY24-25 Budget	Budget-to-Budget Changes:			% Change from 3-Year Average
						\$ FY23-24 to FY24-25	% FY23-24 to FY24-25	3-Year Average	
<b>Beginning Fund Balance</b>	-	95,000	-	-	-	-	-	31,667	-100%
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	-	-	-	-	-	-	-	-
Charges, Fees, License, Permits	1,350,617	1,049,460	757,646	446,100	52,528	(705,119)	-93%	948,726	-94%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	100,635	36,285	10,000	10,000	-	(10,000)	-100%	48,973	-100%
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	4,336,288	4,882,243	3,922,530	3,667,138	4,078,347	155,817	4%	4,295,223	-5%
<b>Operating Revenue</b>	<b>5,787,541</b>	<b>5,967,988</b>	<b>4,690,176</b>	<b>4,123,238</b>	<b>4,130,875</b>	<b>(559,302)</b>	<b>-12%</b>	<b>5,292,922</b>	<b>-22%</b>
<b>Total Revenue</b>	<b>5,787,541</b>	<b>6,062,988</b>	<b>4,690,176</b>	<b>4,123,238</b>	<b>4,130,875</b>	<b>(559,302)</b>	<b>-12%</b>	<b>5,324,589</b>	<b>-22%</b>
Personnel Services	3,757,994	4,027,001	3,679,125	3,115,302	3,225,802	(453,323)	-12%	3,633,432	-11%
Materials and Services	1,092,639	1,324,884	895,306	887,590	777,073	(118,233)	-13%	1,101,704	-29%
Capital Outlay	-	18,335	-	4,602	-	-	-	7,646	-100%
<b>Operating Expenditure</b>	<b>4,850,633</b>	<b>5,370,219</b>	<b>4,574,431</b>	<b>4,007,494</b>	<b>4,002,875</b>	<b>(571,556)</b>	<b>-12%</b>	<b>4,742,782</b>	<b>-16%</b>
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	709,162	499,121	115,744	115,744	128,000	12,256	11%	441,342	-71%
Transfers	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
<b>Total Expense</b>	<b>5,559,795</b>	<b>5,869,340</b>	<b>4,690,175</b>	<b>4,123,238</b>	<b>4,130,875</b>	<b>(559,300)</b>	<b>-12%</b>	<b>5,184,124</b>	<b>-20%</b>
<b>Revenues Less Expenses</b>	<b>227,746</b>	<b>193,648</b>	<b>-</b>	<b>-</b>	<b>-</b>			<b>140,464</b>	

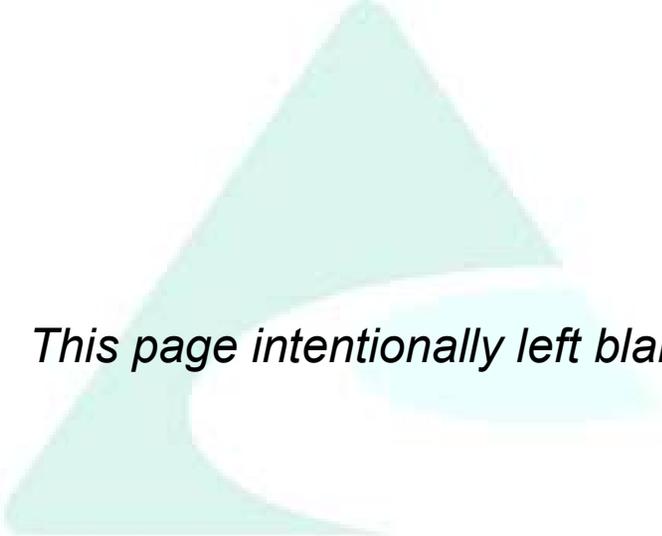
# 12-County Administration / 230-Special Grants Fund

## Summary of Revenue and Expense

	FY21-22	FY22-23	FY23-24	FY23-24	FY24-25	Budget-to-Budget Changes:		3-Year Average	% Change from 3-Year Average
	Actuals	Actuals	Amended Budget	Projected Year-End	Budget	\$ FY23-24 to FY24-25	% FY23-24 to FY24-25		
<b>Beginning Fund Balance</b>	-	-	102,879	-	-	(102,879)	-100%	-	-
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	19,355	811,001	9,338,683	4,908,901	6,728,132	(2,610,551)	-28%	1,913,086	252%
Charges, Fees, License, Permits	-	-	-	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	-	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-	-	-
<b>Operating Revenue</b>	<b>19,355</b>	<b>811,001</b>	<b>9,338,683</b>	<b>4,908,901</b>	<b>6,728,132</b>	<b>(2,610,551)</b>	<b>-28%</b>	<b>1,913,086</b>	<b>252%</b>
<b>Total Revenue</b>	<b>19,355</b>	<b>811,001</b>	<b>9,441,562</b>	<b>4,908,901</b>	<b>6,728,132</b>	<b>(2,713,430)</b>	<b>-29%</b>	<b>1,913,086</b>	<b>252%</b>
Personnel Services	15,890	111,236	296,438	260,994	315,100	18,663	6%	129,373	144%
Materials and Services	3,465	5,670	-	-	-	-	-	3,045	-100%
Capital Outlay	-	-	-	-	-	-	-	-	-
<b>Operating Expenditure</b>	<b>19,355</b>	<b>116,906</b>	<b>296,438</b>	<b>260,994</b>	<b>315,100</b>	<b>18,663</b>	<b>6%</b>	<b>132,418</b>	<b>138%</b>
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	694,990	9,145,125	4,647,907	6,413,032	(2,732,093)	-30%	1,780,966	260%
Transfers	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
<b>Total Expense</b>	<b>19,355</b>	<b>811,897</b>	<b>9,441,563</b>	<b>4,908,901</b>	<b>6,728,132</b>	<b>(2,713,430)</b>	<b>-29%</b>	<b>1,913,384</b>	<b>252%</b>
<b>Revenues Less Expenses</b>	<b>-</b>	<b>(895)</b>	<b>-</b>	<b>-</b>	<b>-</b>			<b>(298)</b>	

Significant  
Changes  
from  
FY23-24  
Budget

Program	Change(s)
Equity Inclusion Office	This program was eliminated 1 FTE transferred to PGA; 1 FTE transferred to County Counsel
County Administration	1 FTE reduction in Policy Advisors Reduced to 5 PA's FY24-25 from 6 PA's in FY23-24
County Administration	6 FTE reductions between FY23-24 and FY24-25



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CLACKAMAS  
COUNTY



County Administration (12)

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)	ARPA 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	1,082,290	-	1,082,290	1,082,290	100%	5.0	5.0	-	
<b>TOTAL</b>		<b>4,130,875</b>	<b>6,728,132</b>	<b>10,859,007</b>	<b>4,078,347</b>	<b>38%</b>	<b>16.8</b>	<b>14.8</b>	<b>2.0</b>	
		<b>FY23-24 Budget (Amended)</b>	4,690,176	9,441,562	14,131,738	3,922,530	28%	17.8	15.8	2.0
		<b>\$ Increase (Decrease)</b>	-559,302	-2,713,430	-3,272,732	155,817		(1.0)	(1.0)	0.0
		<b>% Increase (Decrease)</b>	-12%	-29%	-23%	4%		-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	<b>Courthouse Milestones</b> 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



Budget Summary

	FY21-22 Actuals	FY22-23 Actuals	FY23-24 Amended Budget	FY23-24 Projected Year-End	FY24-25 Budget	Budget-to-Budget Changes:		3-Year Average	% Change from 3-Year Avg
						\$ FY23-24 to FY24-25	% FY23-24 to FY24-25		
<b>Beginning Fund Balance</b>	-	-	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%	58,456	11410%
Charges, Fees, License, Permits, Fines	1,350,617	1,049,460	-	-	-	-	-	800,026	-100%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	1,762	625	-	-	-	-	-	796	-100%
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	2,734,843	3,094,027	2,688,836	2,423,399	2,996,057	307,221	11%	2,750,756	9%
<b>Operating Revenue</b>	<b>4,090,688</b>	<b>4,144,166</b>	<b>8,402,546</b>	<b>2,595,247</b>	<b>9,724,189</b>	<b>1,321,643</b>	<b>16%</b>	<b>3,610,034</b>	<b>169%</b>
<b>Total Revenue</b>	<b>4,090,688</b>	<b>4,144,166</b>	<b>8,505,425</b>	<b>2,595,247</b>	<b>9,724,189</b>	<b>1,218,764</b>	<b>14%</b>	<b>3,610,034</b>	<b>169%</b>
Personnel Services	2,269,897	2,460,548	2,300,265	2,039,434	2,534,355	234,091	10%	2,256,626	12%
Materials and Services	987,360	1,102,815	444,291	435,467	648,802	204,511	46%	841,881	-23%
Capital Outlay	-	18,335	-	4,602	-	-	-	7,646	-100%
<b>Operating Expense</b>	<b>3,257,257</b>	<b>3,581,698</b>	<b>2,744,556</b>	<b>2,479,503</b>	<b>3,183,157</b>	<b>438,602</b>	<b>16%</b>	<b>3,106,153</b>	<b>2%</b>
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	709,162	499,121	5,760,869	115,744	6,541,032	780,163	14%	441,342	1382%
Transfers	-	-	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-	-	-
<b>Total Expense</b>	<b>3,966,419</b>	<b>4,080,818</b>	<b>8,505,425</b>	<b>2,595,247</b>	<b>9,724,189</b>	<b>1,218,765</b>	<b>14%</b>	<b>3,547,495</b>	<b>174%</b>
<b>Revenues Less Expenses</b>	124,268	63,348	-	-	-	-	-	62,539	-

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 Actuals	FY22-23 Actuals	FY23-24 Amended Budget	FY23-24 Projected Year-End	FY24-25 Budget	Budget-to-Budget Changes:		3-Year Average	% Change from 3-Year Avg
						\$ FY23-24 to FY24-25	% FY23-24 to FY24-25		
<b>Beginning Fund Balance</b>	-	95,000	-	-	-	-	-	31,667	-100%
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	15,890	804,795	3,624,973	4,737,053	-	(3,624,973)	-100%	1,852,579	-100%
Charges, Fees, License, Permits, Fines	-	-	757,646	446,100	-	(757,646)	-100%	148,700	-100%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	98,870	35,660	10,000	10,000	-	(10,000)	-100%	48,177	-100%
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	588,021	719,706	-	-	-	-	-	435,909	-100%
<b>Operating Revenue</b>	<b>702,781</b>	<b>1,560,161</b>	<b>4,392,619</b>	<b>5,193,153</b>	-	<b>(4,392,619)</b>	<b>-100%</b>	<b>2,485,365</b>	<b>-100%</b>
<b>Total Revenue</b>	<b>702,781</b>	<b>1,655,161</b>	<b>4,392,619</b>	<b>5,193,153</b>	-	<b>(4,392,619)</b>	<b>-100%</b>	<b>2,517,032</b>	<b>-100%</b>
Personnel Services	519,633	643,179	675,127	334,646	-	(675,127)	-100%	499,153	-100%
Materials and Services	86,272	187,227	217,492	210,600	-	(217,492)	-100%	161,366	-100%
Capital Outlay	-	-	-	-	-	-	-	-	-
<b>Operating Expense</b>	<b>605,905</b>	<b>830,407</b>	<b>892,619</b>	<b>545,246</b>	-	<b>(892,619)</b>	<b>-100%</b>	<b>660,519</b>	<b>-100%</b>
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	694,990	3,500,000	4,647,907	-	(3,500,000)	-100%	1,780,966	-100%
Transfers	-	-	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-	-	-
<b>Total Expense</b>	<b>605,905</b>	<b>1,525,397</b>	<b>4,392,619</b>	<b>5,193,153</b>	-	<b>(4,392,619)</b>	<b>-100%</b>	<b>2,441,485</b>	<b>-100%</b>
<b>Revenues Less Expenses</b>	96,875	129,764	-	-	-	-	-	75,547	-

Notes:  
 Moved to new County Allocation Model



**120103-Outreach Program**  
 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:		3-Year Average	% Change from 3-Year Avg
						\$ FY23-24 to FY24-25	% FY23-24 to FY24-25		
<b>Beginning Fund Balance</b>	-	-	-	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	6,151	-	-	-	-	-	2,050	-100%
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	-	-	-	-	-	105,606	-100%
<b>Operating Revenue</b>	<b>157,518</b>	<b>165,450</b>	-	-	<b>52,528</b>	<b>52,528</b>	-	<b>107,656</b>	<b>-51%</b>
<b>Total Revenue</b>	<b>157,518</b>	<b>165,450</b>	-	-	<b>52,528</b>	<b>52,528</b>	-	<b>107,656</b>	<b>-51%</b>
Personnel Services	150,918	165,810	-	-	-	-	-	105,576	-100%
Materials and Services	-	-	-	-	52,528	52,528	-	-	-
Capital Outlay	-	-	-	-	-	-	-	-	-
<b>Operating Expense</b>	<b>150,918</b>	<b>165,810</b>	-	-	<b>52,528</b>	<b>52,528</b>	-	<b>105,576</b>	<b>-50%</b>
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-	-	-
<b>Total Expense</b>	<b>150,918</b>	<b>165,810</b>	-	-	<b>52,528</b>	<b>52,528</b>	-	<b>105,576</b>	<b>-50%</b>
<b>Revenues Less Expenses</b>	<b>6,600</b>	<b>(360)</b>	-	-	-	-	-	<b>2,080</b>	

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



Budget Summary

	FY21-22 Actuals	FY22-23 Actuals	FY23-24 Amended Budget	FY23-24 Projected Year-End	FY24-25 Budget	Budget-to-Budget Changes:		3-Year Average	% Change from 3-Year Avg
						\$ FY23-24 to FY24-25	% FY23-24 to FY24-25		
<b>Beginning Fund Balance</b>	-	-	-	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	-	-	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines	-	-	-	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	3	-	-	-	-	-	-	1	-100%
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	855,906	909,211	1,233,694	1,243,739	1,082,290	(151,404)	-12%	1,002,952	8%
<b>Operating Revenue</b>	<b>855,909</b>	<b>909,211</b>	<b>1,233,694</b>	<b>1,243,739</b>	<b>1,082,290</b>	<b>(151,404)</b>	<b>-12%</b>	<b>1,002,953</b>	<b>8%</b>
<b>Total Revenue</b>	<b>855,909</b>	<b>909,211</b>	<b>1,233,694</b>	<b>1,243,739</b>	<b>1,082,290</b>	<b>(151,404)</b>	<b>-12%</b>	<b>1,002,953</b>	<b>8%</b>
Personnel Services	833,434	868,700	1,000,171	1,002,216	1,006,547	6,376	1%	901,450	12%
Materials and Services	22,472	40,511	233,523	241,523	75,743	(157,780)	-68%	101,502	-25%
Capital Outlay	-	-	-	-	-	-	-	-	-
<b>Operating Expense</b>	<b>855,906</b>	<b>909,211</b>	<b>1,233,694</b>	<b>1,243,739</b>	<b>1,082,290</b>	<b>(151,404)</b>	<b>-12%</b>	<b>1,002,952</b>	<b>8%</b>
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-	-	-
<b>Total Expense</b>	<b>855,906</b>	<b>909,211</b>	<b>1,233,694</b>	<b>1,243,739</b>	<b>1,082,290</b>	<b>(151,404)</b>	<b>-12%</b>	<b>1,002,952</b>	<b>8%</b>
<b>Revenues Less Expenses</b>	-	-	-	-	-	-	-	-	-

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

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# Tourism

Budget Presentation  
FY24-25





## 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	-
	<b>TOTAL</b>	<b>12,242,125</b>	<b>12,242,125</b>	<b>-</b>	<b>-</b>	<b>9.7</b>	<b>9.7</b>	<b>0.0</b>
	<b>FY23-24 Budget (Amended)</b>	12,061,560	12,061,560	-	-	9.7	9.7	0.0
	<b>\$ Increase (Decrease)</b>	180,565	180,565	-	-	0.0	0.0	0.0
	<b>% Increase (Decrease)</b>	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).

# 12-County Administration / 255-Transient Lodging Tax Fund

## Summary of Revenue and Expense

	FY21-22	FY22-23	FY23-24	FY23-24	FY24-25	Budget-to-Budget Changes:		3-Year	% Change
	Actuals	Actuals	Amended Budget	Projected Year-End	Budget	\$ FY23-24 to FY24-25	% FY23-24 to FY24-25	Average	from 3-Year Average
<b>Beginning Fund Balance</b>	3,181,798	6,376,481	7,126,829	7,402,015	6,712,125	(414,704)	-6%	5,653,431	19%
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	471,150	556,018	424,000	424,000	530,000	106,000	25%	483,723	10%
Charges, Fees, License, Permits	-	-	-	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	4,814,107	5,157,931	4,510,731	4,510,731	5,000,000	489,269	11%	4,827,590	4%
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-	-	-
<b>Operating Revenue</b>	<b>5,285,257</b>	<b>5,713,949</b>	<b>4,934,731</b>	<b>4,934,731</b>	<b>5,530,000</b>	<b>595,269</b>	<b>12%</b>	<b>5,311,312</b>	<b>4%</b>
<b>Total Revenue</b>	<b>8,467,055</b>	<b>12,090,430</b>	<b>12,061,560</b>	<b>12,336,746</b>	<b>12,242,125</b>	<b>180,565</b>	<b>1%</b>	<b>10,964,744</b>	<b>12%</b>
Personnel Services	990,589	1,264,816	1,516,984	1,526,154	1,636,299	119,315	8%	1,260,520	30%
Materials and Services	1,099,986	3,328,812	4,781,835	2,987,047	5,105,826	323,992	7%	2,471,948	107%
Capital Outlay	-	-	-	-	-	-	-	-	-
<b>Operating Expenditure</b>	<b>2,090,575</b>	<b>4,593,628</b>	<b>6,298,818</b>	<b>4,513,201</b>	<b>6,742,125</b>	<b>443,307</b>	<b>7%</b>	<b>3,732,468</b>	<b>81%</b>
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	147,553	700,000	911,420	500,000	(200,000)	-29%	352,991	42%
Transfers	-	-	200,000	200,000	-	(200,000)	-100%	66,667	-100%
Contingency	-	-	4,862,742	-	5,000,000	137,258	3%	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
<b>Total Expense</b>	<b>2,090,575</b>	<b>4,741,181</b>	<b>12,061,560</b>	<b>5,624,621</b>	<b>12,242,125</b>	<b>180,565</b>	<b>1%</b>	<b>4,152,125</b>	<b>195%</b>
<b>Revenues Less Expenses</b>	<b>6,376,481</b>	<b>7,349,249</b>	<b>-</b>	<b>6,712,125</b>	<b>-</b>			<b>6,812,618</b>	

Significant  
Changes  
from  
FY23-24  
Budget

Program	Changes
Fund 255	Revenue forecasted to equal FY22-23 actuals.
Leadership & Administration	Contingency remains the equivalent to one-year Transient Lodging Tax revenue
Leadership & Administration	The professional services increase is the result of prior year carryover during COVID recovery when revenue exceeded forecasts. Carryover is programmed for high impact one-time projects to keep the ongoing budget sustainable.
Marketing & Communications	Program budget increase is a result of increase in advertising expenses and programming prior year carryover
Development	FY24/25 budget reflects the sustainable level. FY23/24 pass through funds were higher than normal.



## 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	-	
<b>TOTAL</b>		<b>12,242,125</b>	<b>12,242,125</b>	<b>-</b>	<b>-</b>	<b>9.7</b>	<b>9.7</b>	<b>0.0</b>	
		<i><b>FY23-24 Budget (Amended)</b></i>	12,061,560	12,061,560	-	-	9.7	9.7	0.0
		<i><b>\$ Increase (Decrease)</b></i>	180,565	180,565	-	-	0.0	0.0	0.0
		<i><b>% Increase (Decrease)</b></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).



**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  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



120201-Leadership & Administration  
 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:		3-Year Average	% Change from 3-Year Avg
						\$ FY23-24 to FY24-25	% FY23-24 to FY24-25		
<b>Beginning Fund Balance</b>	<b>3,181,798</b>	<b>6,635,868</b>	<b>5,893,420</b>	<b>5,874,179</b>	<b>6,712,125</b>	<b>818,705</b>	<b>14%</b>	<b>5,230,615</b>	<b>28%</b>
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	-	-	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines	-	-	-	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	15,900	-	-	-	-	-	5,300	-100%
All Other Revenue Resources	4,754,503	458,732	2,186,213	2,026,263	1,326,945	(859,268)	-39%	2,413,166	-45%
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-	-	-
<b>Operating Revenue</b>	<b>4,754,503</b>	<b>474,632</b>	<b>2,186,213</b>	<b>2,026,263</b>	<b>1,326,945</b>	<b>(859,268)</b>	<b>-39%</b>	<b>2,418,466</b>	<b>-45%</b>
<b>Total Revenue</b>	<b>7,936,302</b>	<b>7,110,500</b>	<b>8,079,633</b>	<b>7,900,442</b>	<b>8,039,070</b>	<b>(40,563)</b>	<b>-1%</b>	<b>7,649,081</b>	<b>5%</b>
Personnel Services	990,589	515,605	539,125	540,527	612,327	73,201	14%	682,240	-10%
Materials and Services	309,845	764,880	2,477,766	447,790	2,426,744	(51,022)	-2%	507,505	378%
Capital Outlay	-	-	-	-	-	-	-	-	-
<b>Operating Expense</b>	<b>1,300,434</b>	<b>1,280,485</b>	<b>3,016,891</b>	<b>988,317</b>	<b>3,039,070</b>	<b>22,179</b>	<b>1%</b>	<b>1,189,745</b>	<b>155%</b>
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	200,000	200,000	-	(200,000)	-100%	66,667	-100%
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Contingency	-	-	4,862,742	-	5,000,000	137,258	3%	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-	-	-
<b>Total Expense</b>	<b>1,300,434</b>	<b>1,280,485</b>	<b>8,079,633</b>	<b>1,188,317</b>	<b>8,039,070</b>	<b>(40,563)</b>	<b>-1%</b>	<b>1,256,412</b>	<b>540%</b>
<b>Revenues Less Expenses</b>	<b>6,635,868</b>	<b>5,830,015</b>	<b>-</b>	<b>6,712,125</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>6,392,669</b>	<b>-</b>

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:		3-Year Average	% Change from 3-Year Avg
						\$ FY23-24 to FY24-25	% FY23-24 to FY24-25		
<b>Beginning Fund Balance</b>	-	(49,695)	620,221	831,641	-	(620,221)	-100%	260,649	-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%	825,625	65%
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-	-	-
<b>Operating Revenue</b>	-	<b>1,590,558</b>	<b>846,317</b>	<b>886,317</b>	<b>1,362,304</b>	<b>515,987</b>	<b>61%</b>	<b>825,625</b>	<b>65%</b>
<b>Total Revenue</b>	-	<b>1,540,863</b>	<b>1,466,538</b>	<b>1,717,958</b>	<b>1,362,304</b>	<b>(104,234)</b>	<b>-7%</b>	<b>1,086,274</b>	<b>25%</b>
Personnel Services	-	268,077	284,988	286,584	299,354	14,366	5%	184,887	62%
Materials and Services	49,695	293,592	481,550	519,954	562,950	81,400	17%	287,747	96%
Capital Outlay	-	-	-	-	-	-	-	-	-
<b>Operating Expense</b>	<b>49,695</b>	<b>561,669</b>	<b>766,538</b>	<b>806,538</b>	<b>862,304</b>	<b>95,766</b>	<b>12%</b>	<b>472,634</b>	<b>82%</b>
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	147,553	700,000	911,420	500,000	(200,000)	-29%	352,991	42%
Transfers	-	-	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-	-	-
<b>Total Expense</b>	<b>49,695</b>	<b>709,222</b>	<b>1,466,538</b>	<b>1,717,958</b>	<b>1,362,304</b>	<b>(104,234)</b>	<b>-7%</b>	<b>825,625</b>	<b>65%</b>
<b>Revenues Less Expenses</b>	(49,695)	831,641	-	-	-	-	-	260,649	-

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 Actuals	FY22-23 Actuals	FY23-24 Amended Budget	FY23-24 Projected Year-End	FY24-25 Budget	Budget-to-Budget Changes:		3-Year Average	% Change from 3-Year Avg
						\$ FY23-24 to FY24-25	% FY23-24 to FY24-25		
<b>Beginning Fund Balance</b>	-	141,825	-	83,007	-	-	-	74,944	-100%
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	471,150	556,018	424,000	424,000	530,000	106,000	25%	483,723	10%
Charges, Fees, License, Permits, Fines	-	-	-	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	49,783	17,500	-	-	-	-	-	22,428	-100%
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-	-	-
<b>Operating Revenue</b>	<b>520,933</b>	<b>573,518</b>	<b>424,000</b>	<b>424,000</b>	<b>530,000</b>	<b>106,000</b>	<b>25%</b>	<b>506,150</b>	<b>5%</b>
<b>Total Revenue</b>	<b>520,933</b>	<b>715,343</b>	<b>424,000</b>	<b>507,007</b>	<b>530,000</b>	<b>106,000</b>	<b>25%</b>	<b>581,094</b>	<b>-9%</b>
Personnel Services	-	105,312	117,881	122,316	126,768	8,886	8%	75,876	67%
Materials and Services	379,107	535,627	306,119	384,691	403,233	97,114	32%	433,142	-7%
Capital Outlay	-	-	-	-	-	-	-	-	-
<b>Operating Expense</b>	<b>379,107</b>	<b>640,938</b>	<b>424,000</b>	<b>507,007</b>	<b>530,000</b>	<b>106,000</b>	<b>25%</b>	<b>509,018</b>	<b>4%</b>
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-	-	-
<b>Total Expense</b>	<b>379,107</b>	<b>640,938</b>	<b>424,000</b>	<b>507,007</b>	<b>530,000</b>	<b>106,000</b>	<b>25%</b>	<b>509,018</b>	<b>4%</b>
<b>Revenues Less Expenses</b>	141,825	74,405	-	-	-	-	-	72,077	-

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:		3-Year Average	% Change from 3-Year Avg
						\$ FY23-24 to FY24-25	% FY23-24 to FY24-25		
<b>Beginning Fund Balance</b>	-	(351,517)	613,188	613,188	-	(613,188)	-100%	87,224	-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%	1,561,071	48%
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-	-	-
<b>Operating Revenue</b>	<b>9,821</b>	<b>3,075,240</b>	<b>1,478,201</b>	<b>1,598,151</b>	<b>2,310,751</b>	<b>832,550</b>	<b>56%</b>	<b>1,561,071</b>	<b>48%</b>
<b>Total Revenue</b>	<b>9,821</b>	<b>2,723,724</b>	<b>2,091,389</b>	<b>2,211,339</b>	<b>2,310,751</b>	<b>219,362</b>	<b>10%</b>	<b>1,648,295</b>	<b>40%</b>
Personnel Services	-	375,822	574,989	576,727	597,850	22,861	4%	317,516	88%
Materials and Services	361,338	1,734,713	1,516,400	1,634,612	1,712,900	196,500	13%	1,243,554	38%
Capital Outlay	-	-	-	-	-	-	-	-	-
<b>Operating Expense</b>	<b>361,338</b>	<b>2,110,536</b>	<b>2,091,389</b>	<b>2,211,339</b>	<b>2,310,750</b>	<b>219,361</b>	<b>10%</b>	<b>1,561,071</b>	<b>48%</b>
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-	-	-
<b>Total Expense</b>	<b>361,338</b>	<b>2,110,536</b>	<b>2,091,389</b>	<b>2,211,339</b>	<b>2,310,750</b>	<b>219,361</b>	<b>10%</b>	<b>1,561,071</b>	<b>48%</b>
<b>Revenues Less Expenses</b>	(351,517)	613,188	-	-	-	-	-	87,224	-

Notes:  
 FY 23/24 budget reflects a decrease in expenses because FY22/23 included significant carryover from FY21/22.

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# County Admin – Disaster Management

Budget Presentation  
FY24-25





## 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)	ARPA 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%	-	-	-
<b>TOTAL</b>		4,396,469	55,923	4,452,392	3,393,750	76%	14.5	13.0	1.5
<i>FY23-24 Budget (Amended)</i>		4,346,735	100,256	4,446,991	3,045,048	68%	14.5	13.0	1.5
<i>\$ Increase (Decrease)</i>		49,734	-44,333	5,401	348,702		-	-	-
<i>% Increase ( Decrease)</i>		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).

## 23-County Admin - Disaster Mgmt / 100-General Fund

### Summary of Revenue and Expense

	FY21-22	FY22-23	FY23-24	FY23-24	FY24-25	Budget-to-Budget Changes:		3-Year	% Change
	Actuals	Actuals	Amended Budget	Projected Year-End	Budget	\$ FY23-24 to FY24-25	% FY23-24 to FY24-25	Average	from 3-Year Average
<b>Beginning Fund Balance</b>	-	423,844	573,844	573,844	583,844	10,000	2%	332,563	76%
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	1,028,009	548,746	727,843	586,221	418,874	(308,969)	-42%	720,992	-42%
Charges, Fees, License, Permits	19,905	7,807	-	-	-	-	-	9,237	-100%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	145,041	18,904	-	-	-	-	-	54,648	-100%
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	2,526,466	3,271,504	3,045,048	2,779,198	3,393,750	348,702	11%	2,859,056	19%
<b>Operating Revenue</b>	<b>3,719,421</b>	<b>3,846,961</b>	<b>3,772,891</b>	<b>3,365,419</b>	<b>3,812,624</b>	<b>39,733</b>	<b>1%</b>	<b>3,643,934</b>	<b>5%</b>
<b>Total Revenue</b>	<b>3,719,421</b>	<b>4,270,805</b>	<b>4,346,735</b>	<b>3,939,263</b>	<b>4,396,468</b>	<b>49,733</b>	<b>1%</b>	<b>3,976,496</b>	<b>11%</b>
Personnel Services	1,977,974	2,275,391	2,541,398	2,209,271	2,760,104	218,706	9%	2,154,212	28%
Materials and Services	756,098	1,114,177	1,081,492	1,006,148	1,052,520	(28,972)	-3%	958,808	10%
Capital Outlay	47,143	177,663	-	-	-	-	-	74,935	-100%
<b>Operating Expenditure</b>	<b>2,781,214</b>	<b>3,567,231</b>	<b>3,622,891</b>	<b>3,215,419</b>	<b>3,812,625</b>	<b>189,734</b>	<b>5%</b>	<b>3,187,955</b>	<b>20%</b>
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	174,115	27,884	723,844	140,000	583,844	(140,000)	-19%	114,000	412%
Transfers	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
<b>Total Expense</b>	<b>2,955,330</b>	<b>3,595,115</b>	<b>4,346,735</b>	<b>3,355,419</b>	<b>4,396,469</b>	<b>49,734</b>	<b>1%</b>	<b>3,301,955</b>	<b>33%</b>
<b>Revenues Less Expenses</b>	<b>764,091</b>	<b>675,690</b>	<b>-</b>	<b>583,844</b>	<b>-</b>			<b>674,542</b>	

## 23-County Admin - Disaster Mgmt / 230-Special Grants Fund

### Summary of Revenue and Expense

	FY21-22 Actuals	FY22-23 Actuals	FY23-24 Amended Budget	FY23-24 Projected Year-End	FY24-25 Budget	Budget-to-Budget Changes:		3-Year Average	% Change from 3-Year Average
						\$ FY23-24 to FY24-25	% FY23-24 to FY24-25		
<b>Beginning Fund Balance</b>	-	-	-	-	55,923	55,923	-	-	-
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	235,559	132,808	100,256	100,256	-	(100,256)	-100%	156,208	-100%
Charges, Fees, License, Permits	-	-	-	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	-	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-	-	-
<b>Operating Revenue</b>	<b>235,559</b>	<b>132,808</b>	<b>100,256</b>	<b>100,256</b>	<b>-</b>	<b>(100,256)</b>	<b>-100%</b>	<b>156,208</b>	<b>-100%</b>
<b>Total Revenue</b>	<b>235,559</b>	<b>132,808</b>	<b>100,256</b>	<b>100,256</b>	<b>55,923</b>	<b>(44,333)</b>	<b>-44%</b>	<b>156,208</b>	<b>-64%</b>
Personnel Services	157,776	132,808	-	-	-	-	-	96,861	-100%
Materials and Services	77,784	-	-	-	-	-	-	25,928	-100%
Capital Outlay	-	-	100,256	44,333	55,923	(44,333)	-44%	14,778	278%
<b>Operating Expenditure</b>	<b>235,559</b>	<b>132,808</b>	<b>100,256</b>	<b>44,333</b>	<b>55,923</b>	<b>(44,333)</b>	<b>-44%</b>	<b>137,567</b>	<b>-59%</b>
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
<b>Total Expense</b>	<b>235,559</b>	<b>132,808</b>	<b>100,256</b>	<b>44,333</b>	<b>55,923</b>	<b>(44,333)</b>	<b>-44%</b>	<b>137,567</b>	<b>-59%</b>
<b>Revenues Less Expenses</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>55,923</b>	<b>-</b>			<b>18,641</b>	

Significant  
Changes  
from  
FY23-24  
Budget

Program	Change(s)
Medical Examiner	Investment in temporary labor, professional services, and lab services to compensate for increased caseload and investigations.



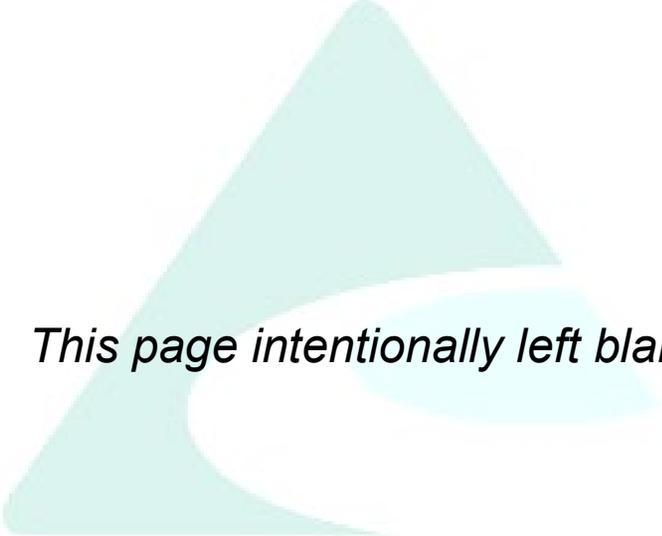
County Admin - Disaster Management (23)

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)	ARPA 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%	-	-	-
<b>TOTAL</b>		<b>4,396,469</b>	<b>55,923</b>	<b>4,452,392</b>	<b>3,393,750</b>	<b>76%</b>	<b>14.5</b>	<b>13.0</b>	<b>1.5</b>
<b>FY23-24 Budget (Amended)</b>		<b>4,346,735</b>	<b>100,256</b>	<b>4,446,991</b>	<b>3,045,048</b>	<b>68%</b>	<b>14.5</b>	<b>13.0</b>	<b>1.5</b>
<b>\$ Increase (Decrease)</b>		<b>49,734</b>	<b>-44,333</b>	<b>5,401</b>	<b>348,702</b>		<b>-</b>	<b>-</b>	<b>-</b>
<b>% Increase (Decrease)</b>		<b>1%</b>	<b>-44%</b>	<b>0%</b>	<b>11%</b>		<b>0%</b>	<b>0%</b>	<b>0%</b>

\*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).



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**CLACKAMAS**  
C O U N T Y



# 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 <sup>1</sup>	34%	35%	85%	70%	85%
Output	75% of Public Alert calls connected to residents	85%	89%	85%	89%	85%

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

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 Actuals	FY22-23 Actuals	FY23-24 Amended Budget	FY23-24 Projected Year-End	FY24-25 Budget	Budget-to-Budget Changes:		3-Year Average	% Change from 3-Year Avg
						\$ FY23-24 to FY24-25	% FY23-24 to FY24-25		
<b>Beginning Fund Balance</b>	-	-	-	-	55,923	55,923	-	-	-
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	785,756	314,452	230,856	228,414	105,600	(125,256)	-54%	442,874	-76%
Charges, Fees, License, Permits, Fines	19,905	7,807	-	-	-	-	-	9,237	-100%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	145,041	6,602	-	-	-	-	-	50,548	-100%
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	1,514,122	1,955,460	1,831,930	1,522,627	2,024,020	192,090	10%	1,664,070	22%
<b>Operating Revenue</b>	<b>2,464,824</b>	<b>2,284,321</b>	<b>2,062,786</b>	<b>1,751,041</b>	<b>2,129,620</b>	<b>66,834</b>	<b>3%</b>	<b>2,166,729</b>	<b>-2%</b>
<b>Total Revenue</b>	<b>2,464,824</b>	<b>2,284,321</b>	<b>2,062,786</b>	<b>1,751,041</b>	<b>2,185,543</b>	<b>122,757</b>	<b>6%</b>	<b>2,166,729</b>	<b>1%</b>
Personnel Services	1,019,273	1,297,146	1,554,443	1,221,698	1,667,848	113,405	7%	1,179,372	41%
Materials and Services	574,656	834,778	408,087	429,087	461,772	53,685	13%	612,840	-25%
Capital Outlay	47,143	-	100,256	44,333	55,923	(44,333)	-44%	30,492	83%
<b>Operating Expense</b>	<b>1,641,071</b>	<b>2,131,924</b>	<b>2,062,786</b>	<b>1,695,118</b>	<b>2,185,543</b>	<b>122,757</b>	<b>6%</b>	<b>1,822,704</b>	<b>20%</b>
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	174,115	27,884	-	-	-	-	-	67,333	-100%
Transfers	-	-	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-	-	-
<b>Total Expense</b>	<b>1,815,186</b>	<b>2,159,808</b>	<b>2,062,786</b>	<b>1,695,118</b>	<b>2,185,543</b>	<b>122,757</b>	<b>6%</b>	<b>1,890,038</b>	<b>16%</b>
<b>Revenues Less Expenses</b>	<b>649,638</b>	<b>124,513</b>	<b>-</b>	<b>55,923</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>276,691</b>	<b>-</b>

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.



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	3-Year Average	% Change from 3-Year Avg
<b>Beginning Fund Balance</b>	-	-	-	-	-	-	-	-	-
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%	-	
<b>Operating Revenue</b>	<b>1,011,180</b>	<b>1,312,045</b>	<b>1,198,118</b>	<b>1,223,571</b>	<b>1,349,730</b>	<b>151,612</b>	<b>13%</b>	-	
<b>Total Revenue</b>	<b>1,011,180</b>	<b>1,312,045</b>	<b>1,198,118</b>	<b>1,223,571</b>	<b>1,349,730</b>	<b>151,612</b>	<b>13%</b>	-	
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	-	-	-	-	-	-	
<b>Operating Expense</b>	<b>1,007,121</b>	<b>1,312,045</b>	<b>1,198,118</b>	<b>1,223,571</b>	<b>1,349,730</b>	<b>151,613</b>	<b>13%</b>	-	
Debt Service	-	-	-	-	-	-	-	-	
Special Payments	-	-	-	-	-	-	-	-	
Transfers	-	-	-	-	-	-	-	-	
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	
Contingency	-	-	-	-	-	-	-	-	
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-	-	
<b>Total Expense</b>	<b>1,007,121</b>	<b>1,312,045</b>	<b>1,198,118</b>	<b>1,223,571</b>	<b>1,349,730</b>	<b>151,613</b>	<b>13%</b>	-	
<b>Revenues Less Expenses</b>	<b>4,060</b>	-	-	-	-	-	-	-	

Notes:

State of Oregon changed its practice to limit its provision of medical examiner services to select type of death cases. This change results in additional work for Clackamas County medical examiners, and the need to hire temporary/contracted staff.



# 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 <sup>1</sup>	N/A	142	N/A	N/A	N/A
Output	Number of RV's and families Sheltered by Clackamas County during an event <sup>2</sup>	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. <sup>3</sup>	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. <sup>4</sup>	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. <sup>5</sup>	891	N/A	N/A	N/A	N/A

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

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

<sup>3</sup> 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.

<sup>4</sup> 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.

<sup>5</sup> 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 Actuals	FY22-23 Actuals	FY23-24 Amended Budget	FY23-24 Projected Year-End	FY24-25 Budget	Budget-to-Budget Changes:		3-Year Average	% Change from 3-Year Avg
						\$ FY23-24 to FY24-25	% FY23-24 to FY24-25		
<b>Beginning Fund Balance</b>	-	-	-	-	-	-	-	-	-
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%	-	
<b>Operating Revenue</b>	<b>478,976</b>	<b>208,352</b>	<b>15,000</b>	<b>33,000</b>	<b>20,000</b>	<b>5,000</b>	<b>33%</b>	-	
<b>Total Revenue</b>	<b>478,976</b>	<b>208,352</b>	<b>15,000</b>	<b>33,000</b>	<b>20,000</b>	<b>5,000</b>	<b>33%</b>	-	
Personnel Services	288,021	148,037	-	-	-	-	-	-	-
Materials and Services	80,561	17,979	15,000	33,000	20,000	5,000	33%	-	
Capital Outlay	-	-	-	-	-	-	-	-	-
<b>Operating Expense</b>	<b>368,583</b>	<b>166,016</b>	<b>15,000</b>	<b>33,000</b>	<b>20,000</b>	<b>5,000</b>	<b>33%</b>	-	
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-	-	-
<b>Total Expense</b>	<b>368,583</b>	<b>166,016</b>	<b>15,000</b>	<b>33,000</b>	<b>20,000</b>	<b>5,000</b>	<b>33%</b>	-	
<b>Revenues Less Expenses</b>	<b>110,394</b>	<b>42,336</b>	-	-	-	-	-	-	

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:		3-Year Average	% Change from 3-Year Avg
						\$ FY23-24 to FY24-25	% FY23-24 to FY24-25		
<b>Beginning Fund Balance</b>	-	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	-	-	-	-	-	-	-	-	-
<b>Operating Revenue</b>	-	175,050	597,243	458,063	313,274	(283,969)	-48%		-
<b>Total Revenue</b>	-	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	-	-	-	-	-	-	-	-	-
<b>Operating Expense</b>	-	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	-	-	-	-	-	-	-	-	-
<b>Total Expense</b>	-	90,054	1,171,087	448,063	897,118	(273,969)	-23%		-
<b>Revenues Less Expenses</b>	-	508,841	-	583,844	-				

Notes:  
Additional grant projects

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# County Admin – Law Library

Budget Presentation  
FY24-25





## 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	
<b>TOTAL</b>		583,495	583,495	6,011	1%	2.3	1.8	0.5	
		<b>FY23-24 Budget (Amended)</b>	558,549	558,549	-	-	2.3	1.8	0.5
		<b>\$ Increase (Decrease)</b>	24,946	24,946	-	-	0.0	0.0	0.0
		<b>% Increase ( Decrease)</b>	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).

## 27-County Admin - Law Library / 211-Law Library Fund

### Summary of Revenue and Expense

	FY21-22 Actuals	FY22-23 Actuals	FY23-24 Amended Budget	FY23-24 Projected Year-End	FY24-25 Budget	Budget-to-Budget Changes:		3-Year Average	% Change from 3-Year Average
						\$ FY23-24 to FY24-25	% FY23-24 to FY24-25		
<b>Beginning Fund Balance</b>	176,632	268,541	192,543	284,874	194,415	1,872	1%	243,349	-20%
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	83,001	25,797	-	-	-	-	-	36,266	-100%
Charges, Fees, License, Permits	347,059	351,135	356,386	367,069	370,069	13,683	4%	355,088	4%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	1,767	9,012	9,620	11,500	13,000	3,380	35%	7,426	75%
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	6,011	6,011	-	-	-
<b>Operating Revenue</b>	<b>431,827</b>	<b>385,944</b>	<b>366,006</b>	<b>378,569</b>	<b>389,080</b>	<b>23,074</b>	<b>6%</b>	<b>398,780</b>	<b>-2%</b>
<b>Total Revenue</b>	<b>608,459</b>	<b>654,485</b>	<b>558,549</b>	<b>663,443</b>	<b>583,495</b>	<b>24,946</b>	<b>4%</b>	<b>642,129</b>	<b>-9%</b>
Personnel Services	206,492	237,845	287,987	298,588	346,103	58,116	20%	247,642	40%
Materials and Services	133,427	131,765	170,561	170,440	195,221	24,660	14%	145,211	34%
Capital Outlay	-	-	-	-	-	-	-	-	-
<b>Operating Expenditure</b>	<b>339,919</b>	<b>369,611</b>	<b>458,549</b>	<b>469,028</b>	<b>541,324</b>	<b>82,776</b>	<b>18%</b>	<b>392,852</b>	<b>38%</b>
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
Contingency	-	-	100,000	-	42,171	(57,829)	-58%	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
<b>Total Expense</b>	<b>339,919</b>	<b>369,611</b>	<b>558,549</b>	<b>469,028</b>	<b>583,495</b>	<b>24,947</b>	<b>4%</b>	<b>392,852</b>	<b>49%</b>
<b>Revenues Less Expenses</b>	<b>268,541</b>	<b>284,874</b>	<b>-</b>	<b>194,415</b>	<b>-</b>			<b>249,277</b>	

Significant  
Changes  
from  
FY23-24  
Budget

Area	Changes
Pro Bono Programming	Presented in person and virtual Expungement and Lawyer in the Law Library clinics.
Collection Development	Continued restoration and expansion of physical and electronic resources and materials.
Co-location	Participated in planning future Law Library space in new courthouse.
Equal Access to Justice	Provided legal research, information, resources and assistance services to the legal community and general public.
Funding	Received and allocated donations and a donation to support work on a grant to improve online civil legal assistance.



County Admin - Law Library (27)

Department Budget Summary by Fund

Line of Business Name	Program Name	FY24-25	FY24-25	FY24-25	% of	FY24-25 FTE **		
		Law Library Fund (211)	Total Budget	General Fund Support in Budget*	Total	Total	Filled	Vacant
Law Library Administration	Law Library Services	583,495	583,495	6,011	1%	2.3	1.8	0.5
<b>TOTAL</b>		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).



# Law Library Line of Business

## Law Library Program

### Purpose Statement

The Law Library program will support the department's work of providing equal access to justice services to Clackamas County patrons, including members of the legal community and general public, so they can obtain legal information, legal research assistance, knowledge for navigating court systems, and access to legal resources and materials. We aim to continue maintaining all existing collection and service levels. The collection includes a carefully balanced selection of both print and electronic materials. Law Library services include, but are not limited to, both legal community and general public legal assistance, as well as legal assistance outreach. The Law Library will continue to serve the advanced legal reference, resource and referral assistance needs of the community beyond what is offered by other entities and institutions.

### Performance Narrative

### Key Performance Measures

Measure	FY21-22 Actual	FY22-23 Actual	FY23-24 Actual	FY24-25 Target
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      Law Library does not have any Performance Measures in place at this time.



	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	3-Year Average	% Change from 3-Year Avg
<b>Beginning Fund Balance</b>	<b>176,632</b>	<b>268,541</b>	<b>192,543</b>	<b>284,874</b>	<b>194,415</b>	<b>1,872</b>	<b>1%</b>	<b>243,349</b>	<b>-20%</b>
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	83,001	25,797	-	-	-	-	-	36,266	-100%
Charges, Fees, License, Permits, Fines	347,059	351,135	356,386	367,069	370,069	13,683	4%	355,088	4%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	1,767	9,012	9,620	11,500	13,000	3,380	35%	7,426	75%
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	6,011	6,011	-	-	-
<b>Operating Revenue</b>	<b>431,827</b>	<b>385,944</b>	<b>366,006</b>	<b>378,569</b>	<b>389,080</b>	<b>23,074</b>	<b>6%</b>	<b>398,780</b>	<b>-2%</b>
<b>Total Revenue</b>	<b>608,459</b>	<b>654,485</b>	<b>558,549</b>	<b>663,443</b>	<b>583,495</b>	<b>24,946</b>	<b>4%</b>	<b>642,129</b>	<b>-9%</b>
Personnel Services	206,492	237,845	287,987	298,588	346,103	58,116	20%	247,642	40%
Materials and Services	133,427	131,765	170,561	170,440	195,221	24,660	14%	145,211	34%
Capital Outlay	-	-	-	-	-	-	-	-	-
<b>Operating Expense</b>	<b>339,919</b>	<b>369,611</b>	<b>458,549</b>	<b>469,028</b>	<b>541,324</b>	<b>82,776</b>	<b>18%</b>	<b>392,852</b>	<b>38%</b>
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Contingency	-	-	100,000	-	42,171	(57,829)	-58%	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-	-	-
<b>Total Expense</b>	<b>339,919</b>	<b>369,611</b>	<b>558,549</b>	<b>469,028</b>	<b>583,495</b>	<b>24,947</b>	<b>4%</b>	<b>392,852</b>	<b>49%</b>
<b>Revenues Less Expenses</b>	<b>268,541</b>	<b>284,874</b>	<b>-</b>	<b>194,415</b>	<b>-</b>			<b>249,277</b>	

Notes:  
None.

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# County Counsel

Budget Presentation  
Fiscal Year 24-25





# County Counsel (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	-	
<b>TOTAL</b>		<b>3,664,449</b>	<b>3,664,449</b>	<b>2,047,000</b>	<b>56%</b>	<b>14.0</b>	<b>13.0</b>	<b>1.0</b>	
		<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).

# 14-County Counsel / 100-General Fund

## Summary of Revenue and Expense

	FY21-22 Actuals	FY22-23 Actuals	FY23-24 Amended Budget	FY23-24 Projected Year-End	FY24-25 Budget	Budget-to-Budget Changes:		3-Year Average	% Change from 3-Year Average
						\$ FY23-24 to FY24-25	% FY23-24 to FY24-25		
<b>Beginning Fund Balance</b>	-	42,770	26,000	-	13,645	(12,355)	-48%	14,257	-4%
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	-	-	-	-	-	-	-	-
Charges, Fees, License, Permits	786,812	842,987	1,383,999	1,383,999	1,603,804	219,805	16%	1,004,600	60%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	-	496	-	-	-	-	-	165	-100%
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	2,383,786	2,449,764	1,953,416	1,979,416	2,047,000	93,584	5%	2,270,989	-10%
<b>Operating Revenue</b>	<b>3,170,598</b>	<b>3,293,247</b>	<b>3,337,415</b>	<b>3,363,415</b>	<b>3,650,804</b>	<b>313,389</b>	<b>9%</b>	<b>3,275,754</b>	<b>11%</b>
<b>Total Revenue</b>	<b>3,170,598</b>	<b>3,336,017</b>	<b>3,363,415</b>	<b>3,363,415</b>	<b>3,664,449</b>	<b>301,034</b>	<b>9%</b>	<b>3,290,010</b>	<b>11%</b>
Personnel Services	2,762,168	2,934,974	3,142,223	3,143,188	3,482,984	340,761	11%	2,946,777	18%
Materials and Services	347,907	400,305	195,192	194,227	167,820	(27,372)	-14%	314,146	-47%
Capital Outlay	17,753	736	26,000	12,355	13,645	(12,355)	-48%	10,281	33%
<b>Operating Expenditure</b>	<b>3,127,829</b>	<b>3,336,015</b>	<b>3,363,415</b>	<b>3,349,770</b>	<b>3,664,449</b>	<b>301,034</b>	<b>9%</b>	<b>3,271,205</b>	<b>12%</b>
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
<b>Total Expense</b>	<b>3,127,829</b>	<b>3,336,015</b>	<b>3,363,415</b>	<b>3,349,770</b>	<b>3,664,449</b>	<b>301,034</b>	<b>9%</b>	<b>3,271,205</b>	<b>12%</b>
<b>Revenues Less Expenses</b>	<b>42,770</b>	<b>-</b>	<b>-</b>	<b>13,645</b>	<b>-</b>			<b>18,806</b>	

Significant  
Changes  
from  
FY23-24  
Budget

Program	Change(s)
Legal Support	We have added 1 FTE (Legal Counsel 1 to focus on EDI) We also had a .75 FTE Paralegal position become full-time; this position's cost is split 50/50 between programs 140202 & 140303
Litigation	.75 FTE Paralegal position became full-time, this position's cost is split 50/50 between program 140202 & 140303



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	-	
<b>TOTAL</b>		<b>3,664,449</b>	<b>3,664,449</b>	<b>2,047,000</b>	<b>56%</b>	<b>14.0</b>	<b>13.0</b>	<b>1.0</b>	
		<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



Budget Summary

	FY21-22 Actuals	FY22-23 Actuals	FY23-24 Amended Budget	FY23-24 Projected Year-End	FY24-25 Budget	Budget-to-Budget Changes:		3-Year Average	% Change from 3-Year Avg
						\$ FY23-24 to FY24-25	% FY23-24 to FY24-25		
<b>Beginning Fund Balance</b>	-	42,770	26,000	-	13,645	(12,355)	-48%	14,257	-4%
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	-	-	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines	3,007	887	1,000	1,000	1,000	-	0%	1,631	-39%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	-	496	-	-	-	-	-	165	-100%
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	783,171	672,525	590,804	616,804	604,639	13,835	2%	690,833	-12%
<b>Operating Revenue</b>	<b>786,178</b>	<b>673,908</b>	<b>591,804</b>	<b>617,804</b>	<b>605,639</b>	<b>13,835</b>	<b>2%</b>	<b>692,630</b>	<b>-13%</b>
<b>Total Revenue</b>	<b>786,178</b>	<b>716,678</b>	<b>617,804</b>	<b>617,804</b>	<b>619,284</b>	<b>1,480</b>	<b>0%</b>	<b>706,887</b>	<b>-12%</b>
Personnel Services	439,628	482,297	518,779	520,748	560,936	42,157	8%	480,891	17%
Materials and Services	75,021	192,901	73,025	71,056	44,703	(28,322)	-39%	112,993	-60%
Capital Outlay	17,753	736	26,000	12,355	13,645	(12,355)	-48%	10,281	33%
<b>Operating Expense</b>	<b>532,403</b>	<b>675,934</b>	<b>617,804</b>	<b>604,159</b>	<b>619,284</b>	<b>1,480</b>	<b>0%</b>	<b>604,165</b>	<b>3%</b>
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-	-	-
<b>Total Expense</b>	<b>532,403</b>	<b>675,934</b>	<b>617,804</b>	<b>604,159</b>	<b>619,284</b>	<b>1,480</b>	<b>0%</b>	<b>604,165</b>	<b>3%</b>
<b>Revenues Less Expenses</b>	253,776	40,744	-	13,645	-	-	-	102,721	-

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 Actuals	FY22-23 Actuals	FY23-24 Amended Budget	FY23-24 Projected Year-End	FY24-25 Budget	Budget-to-Budget Changes:		3-Year Average	% Change from 3-Year Avg
						\$ FY23-24 to FY24-25	% FY23-24 to FY24-25		
<b>Beginning Fund Balance</b>	-	-	-	-	-	-	-	-	-
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%	481,300	106%
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%	285,163	65%
<b>Operating Revenue</b>	<b>511,506</b>	<b>603,704</b>	<b>1,184,179</b>	<b>1,184,179</b>	<b>1,460,703</b>	<b>276,524</b>	<b>23%</b>	<b>766,463</b>	<b>91%</b>
<b>Total Revenue</b>	<b>511,506</b>	<b>603,704</b>	<b>1,184,179</b>	<b>1,184,179</b>	<b>1,460,703</b>	<b>276,524</b>	<b>23%</b>	<b>766,463</b>	<b>91%</b>
Personnel Services	724,300	464,386	1,127,742	1,128,530	1,405,553	277,811	25%	772,405	82%
Materials and Services	82,448	49,601	56,437	55,649	55,150	(1,287)	-2%	62,566	-12%
Capital Outlay	-	-	-	-	-	-	-	-	-
<b>Operating Expense</b>	<b>806,748</b>	<b>513,987</b>	<b>1,184,179</b>	<b>1,184,179</b>	<b>1,460,703</b>	<b>276,523</b>	<b>23%</b>	<b>834,971</b>	<b>75%</b>
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-	-	-
<b>Total Expense</b>	<b>806,748</b>	<b>513,987</b>	<b>1,184,179</b>	<b>1,184,179</b>	<b>1,460,703</b>	<b>276,523</b>	<b>23%</b>	<b>834,971</b>	<b>75%</b>
<b>Revenues Less Expenses</b>	(295,242)	89,717	-	-	-	-	-	(68,508)	-

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:							3-Year Average	% Change from 3-Year Avg
	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		
<b>Beginning Fund Balance</b>	-	-	-	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	-	-	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines	-	4,363	-	-	-	-	-	1,454	-100%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	-	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	76,701	67,934	-	-	-	-	-	48,212	-100%
<b>Operating Revenue</b>	<b>76,701</b>	<b>72,297</b>	-	-	-	-	-	<b>49,666</b>	<b>-100%</b>
<b>Total Revenue</b>	<b>76,701</b>	<b>72,297</b>	-	-	-	-	-	<b>49,666</b>	<b>-100%</b>
Personnel Services	11,529	64,680	-	-	-	-	-	25,403	-100%
Materials and Services	18,407	5,332	-	-	-	-	-	7,913	-100%
Capital Outlay	-	-	-	-	-	-	-	-	-
<b>Operating Expense</b>	<b>29,937</b>	<b>70,012</b>	-	-	-	-	-	<b>33,316</b>	<b>-100%</b>
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-	-	-
<b>Total Expense</b>	<b>29,937</b>	<b>70,012</b>	-	-	-	-	-	<b>33,316</b>	<b>-100%</b>
<b>Revenues Less Expenses</b>	<b>46,764</b>	<b>2,285</b>	-	-	-	-	-	<b>16,350</b>	

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



	Budget-to-Budget Changes:							3-Year Average	% Change from 3-Year Avg
	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		
<b>Beginning Fund Balance</b>	-	-	-	-	-	-	-	-	-
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	-	-	-	-	-	118,744	-100%
<b>Operating Revenue</b>	<b>185,995</b>	<b>170,238</b>	-	-	-	-	-	<b>118,744</b>	<b>-100%</b>
<b>Total Revenue</b>	<b>185,995</b>	<b>170,238</b>	-	-	-	-	-	<b>118,744</b>	<b>-100%</b>
Personnel Services	33,163	161,913	-	-	-	-	-	65,025	-100%
Materials and Services	21,789	8,325	-	-	-	-	-	10,038	-100%
Capital Outlay	-	-	-	-	-	-	-	-	-
<b>Operating Expense</b>	<b>54,952</b>	<b>170,238</b>	-	-	-	-	-	<b>75,064</b>	<b>-100%</b>
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-	-	-
<b>Total Expense</b>	<b>54,952</b>	<b>170,238</b>	-	-	-	-	-	<b>75,064</b>	<b>-100%</b>
<b>Revenues Less Expenses</b>	<b>131,043</b>	-	-	-	-	-	-	<b>43,681</b>	

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



	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	3-Year Average	% Change from 3-Year Avg
<b>Beginning Fund Balance</b>	-	-	-	-	-	-	-	-	-
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%	520,214	18%
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%	949,486	-20%
<b>Operating Revenue</b>	<b>1,453,052</b>	<b>1,591,943</b>	<b>1,364,105</b>	<b>1,364,105</b>	<b>1,373,103</b>	<b>8,998</b>	<b>1%</b>	<b>1,469,700</b>	<b>-7%</b>
<b>Total Revenue</b>	<b>1,453,052</b>	<b>1,591,943</b>	<b>1,364,105</b>	<b>1,364,105</b>	<b>1,373,103</b>	<b>8,998</b>	<b>1%</b>	<b>1,469,700</b>	<b>-7%</b>
Personnel Services	1,518,362	1,580,541	1,298,375	1,296,583	1,305,136	6,761	1%	1,465,162	-11%
Materials and Services	149,791	144,146	65,730	67,522	67,967	2,237	3%	120,486	-44%
Capital Outlay	-	-	-	-	-	-	-	-	-
<b>Operating Expense</b>	<b>1,668,153</b>	<b>1,724,687</b>	<b>1,364,105</b>	<b>1,364,105</b>	<b>1,373,103</b>	<b>8,998</b>	<b>1%</b>	<b>1,585,648</b>	<b>-13%</b>
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-	-	-
<b>Total Expense</b>	<b>1,668,153</b>	<b>1,724,687</b>	<b>1,364,105</b>	<b>1,364,105</b>	<b>1,373,103</b>	<b>8,998</b>	<b>1%</b>	<b>1,585,648</b>	<b>-13%</b>
<b>Revenues Less Expenses</b>	(215,101)	(132,744)	-	-	-	-	-	(115,948)	-

Notes:  
 No significant changes to this program.



**140302-Labor & Employment**  
 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:		3-Year Average	% Change from 3-Year Avg
						\$ FY23-24 to FY24-25	% FY23-24 to FY24-25		
<b>Beginning Fund Balance</b>	-	-	-	-	-	-	-	-	-
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%	178,551	18%
<b>Operating Revenue</b>	<b>157,167</b>	<b>181,158</b>	<b>197,327</b>	<b>197,327</b>	<b>211,359</b>	<b>14,032</b>	<b>7%</b>	<b>178,551</b>	<b>18%</b>
<b>Total Revenue</b>	<b>157,167</b>	<b>181,158</b>	<b>197,327</b>	<b>197,327</b>	<b>211,359</b>	<b>14,032</b>	<b>7%</b>	<b>178,551</b>	<b>18%</b>
Personnel Services	35,185	181,157	197,327	197,327	211,359	14,033	7%	137,890	53%
Materials and Services	451	-	-	-	-	-	-	150	-100%
Capital Outlay	-	-	-	-	-	-	-	-	-
<b>Operating Expense</b>	<b>35,636</b>	<b>181,157</b>	<b>197,327</b>	<b>197,327</b>	<b>211,359</b>	<b>14,033</b>	<b>7%</b>	<b>138,040</b>	<b>53%</b>
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-	-	-
<b>Total Expense</b>	<b>35,636</b>	<b>181,157</b>	<b>197,327</b>	<b>197,327</b>	<b>211,359</b>	<b>14,033</b>	<b>7%</b>	<b>138,040</b>	<b>53%</b>
<b>Revenues Less Expenses</b>	121,531	-	-	-	-	-	-	40,511	-

Notes:  
 No significant changes to this program.

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# Human Resources

Budget Presentation  
FY24-25





# 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%	-	-	-
<b>TOTAL</b>		6,394,579	66,034,361	18,760,880	91,189,820	1,360,000	1%	53.8	48.8	5.0
	<b>FY23-24 Budget (Amended)</b>	5,771,134	57,104,362	17,219,768	80,095,264	1,288,584	2%	54.8	48.8	6.0
	<b>\$ Increase (Decrease)</b>	623,445	8,929,999	1,541,112	11,094,556	71,416		1.0	0.0	1.0
	<b>% Increase (Decrease)</b>	11%	16%	9%	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).

# 16-Human Resources (HR) / 100-General Fund

## Summary of Revenue and Expense

	FY21-22 Actuals	FY22-23 Actuals	FY23-24 Amended Budget	FY23-24 Projected Year-End	FY24-25 Budget	Budget-to-Budget Changes:		3-Year Average	% Change from 3-Year Average
						\$ FY23-24 to FY24-25	% FY23-24 to FY24-25		
<b>Beginning Fund Balance</b>	-	103,644	100,000	100,000	164,351	64,351	64%	67,881	142%
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	-	-	-	-	-	-	-	-
Charges, Fees, License, Permits	3,753,355	4,054,670	4,054,672	4,054,672	4,036,077	(18,595)	0%	3,954,232	2%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	10	214,768	327,878	341,200	137,561	(190,317)	-58%	185,326	-26%
Other Interfund Transfers	-	-	-	131,838	696,590	696,590	-	43,946	1485%
General Fund Support	1,323,927	1,292,705	1,288,584	858,331	1,360,000	71,416	6%	1,158,321	17%
<b>Operating Revenue</b>	<b>5,077,292</b>	<b>5,562,143</b>	<b>5,671,134</b>	<b>5,386,041</b>	<b>6,230,228</b>	<b>559,094</b>	<b>10%</b>	<b>5,341,825</b>	<b>17%</b>
<b>Total Revenue</b>	<b>5,077,292</b>	<b>5,665,787</b>	<b>5,771,134</b>	<b>5,486,041</b>	<b>6,394,579</b>	<b>623,445</b>	<b>11%</b>	<b>5,409,707</b>	<b>18%</b>
Personnel Services	3,984,639	4,461,655	4,965,364	4,447,074	5,468,031	502,667	10%	4,297,789	27%
Materials and Services	912,382	850,704	805,770	874,616	926,548	120,778	15%	879,234	5%
Capital Outlay	-	-	-	-	-	-	-	-	-
<b>Operating Expenditure</b>	<b>4,897,021</b>	<b>5,312,359</b>	<b>5,771,134</b>	<b>5,321,690</b>	<b>6,394,579</b>	<b>623,445</b>	<b>11%</b>	<b>5,177,023</b>	<b>24%</b>
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
<b>Total Expense</b>	<b>4,897,021</b>	<b>5,312,359</b>	<b>5,771,134</b>	<b>5,321,690</b>	<b>6,394,579</b>	<b>623,445</b>	<b>11%</b>	<b>5,177,023</b>	<b>24%</b>
<b>Revenues Less Expenses</b>	<b>180,271</b>	<b>353,428</b>	<b>-</b>	<b>164,351</b>	<b>-</b>			<b>232,683</b>	

# 16-Human Resources (HR) / 760-Self-Insurance Fund

## Summary of Revenue and Expense

	FY21-22	FY22-23	FY23-24	FY23-24	FY24-25	Budget-to-Budget Changes:		3-Year	% Change
	Actuals	Actuals	Amended Budget	Projected Year-End	Budget	\$ FY23-24 to FY24-25	% FY23-24 to FY24-25	Average	from 3-Year Average
<b>Beginning Fund Balance</b>	22,792,734	24,597,171	25,476,496	26,447,179	29,853,323	4,376,827	17%	24,612,361	21%
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	-	-	-	-	-	-	-	-
Charges, Fees, License, Permits	1,825,986	2,007,487	1,989,008	2,063,136	2,144,596	155,588	8%	1,965,536	9%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	30,987,062	32,183,540	29,638,858	32,460,878	34,036,442	4,397,584	15%	31,877,160	7%
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-	-	-
<b>Operating Revenue</b>	<b>32,813,048</b>	<b>34,191,026</b>	<b>31,627,866</b>	<b>34,524,014</b>	<b>36,181,038</b>	<b>4,553,172</b>	<b>14%</b>	<b>33,842,696</b>	<b>7%</b>
<b>Total Revenue</b>	<b>55,605,782</b>	<b>58,788,197</b>	<b>57,104,362</b>	<b>60,971,193</b>	<b>66,034,361</b>	<b>8,929,999</b>	<b>16%</b>	<b>58,455,057</b>	<b>13%</b>
Personnel Services	1,276,785	1,809,456	2,414,862	2,048,480	2,499,580	84,718	4%	1,711,574	46%
Materials and Services	29,731,826	30,531,553	35,461,787	29,069,390	36,257,365	795,578	2%	29,777,590	22%
Capital Outlay	-	-	-	-	-	-	-	-	-
<b>Operating Expenditure</b>	<b>31,008,611</b>	<b>32,341,009</b>	<b>37,876,649</b>	<b>31,117,870</b>	<b>38,756,945</b>	<b>880,297</b>	<b>2%</b>	<b>31,489,163</b>	<b>23%</b>
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	2,696,590	2,696,590	-	-	-
Contingency	-	-	15,944,474	-	21,228,675	5,284,201	33%	-	-
Reserve for Future Expenditures	-	-	3,283,239	-	3,352,151	68,912	2%	-	-
<b>Total Expense</b>	<b>31,008,611</b>	<b>32,341,009</b>	<b>57,104,362</b>	<b>31,117,870</b>	<b>66,034,361</b>	<b>8,930,000</b>	<b>16%</b>	<b>31,489,163</b>	<b>110%</b>
<b>Revenues Less Expenses</b>	<b>24,597,171</b>	<b>26,447,188</b>	<b>-</b>	<b>29,853,323</b>	<b>-</b>			<b>26,965,894</b>	

# 16-Human Resources (HR) / 761-Risk Management Claims Fund

## Summary of Revenue and Expense

	FY21-22	FY22-23	FY23-24	FY23-24	FY24-25	Budget-to-Budget Changes:		3-Year	% Change
	Actuals	Actuals	Amended Budget	Projected Year-End	Budget	\$ FY23-24 to FY24-25	% FY23-24 to FY24-25	Average	from 3-Year Average
<b>Beginning Fund Balance</b>	12,813,277	12,135,003	11,169,390	11,280,065	10,660,880	(508,510)	-5%	12,076,115	-12%
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	-	-	-	-	-	-	-	-
Charges, Fees, License, Permits	5,136,448	5,190,837	6,000,378	6,000,378	6,000,000	(378)	0%	5,442,554	10%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	36,740	200,183	50,000	100,000	100,000	50,000	100%	112,308	-11%
Other Interfund Transfers	-	-	-	-	2,000,000	2,000,000	-	-	-
General Fund Support	-	-	-	-	-	-	-	-	-
<b>Operating Revenue</b>	<b>5,173,188</b>	<b>5,391,020</b>	<b>6,050,378</b>	<b>6,100,378</b>	<b>8,100,000</b>	<b>2,049,622</b>	<b>34%</b>	<b>5,554,862</b>	<b>46%</b>
<b>Total Revenue</b>	<b>17,986,465</b>	<b>17,526,024</b>	<b>17,219,768</b>	<b>17,380,443</b>	<b>18,760,880</b>	<b>1,541,112</b>	<b>9%</b>	<b>17,630,977</b>	<b>6%</b>
Personnel Services	1,316,214	1,382,692	1,496,142	1,532,390	1,660,339	164,197	11%	1,410,432	18%
Materials and Services	4,535,247	4,863,265	4,940,183	5,187,173	5,412,032	471,849	10%	4,861,895	11%
Capital Outlay	-	-	-	-	-	-	-	-	-
<b>Operating Expenditure</b>	<b>5,851,461</b>	<b>6,245,958</b>	<b>6,436,325</b>	<b>6,719,563</b>	<b>7,072,372</b>	<b>636,046</b>	<b>10%</b>	<b>6,272,327</b>	<b>13%</b>
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
Contingency	-	-	7,114,443	-	8,018,508	904,065	13%	-	-
Reserve for Future Expenditures	-	-	3,669,000	-	3,670,000	1,000	0%	-	-
<b>Total Expense</b>	<b>5,851,461</b>	<b>6,245,958</b>	<b>17,219,768</b>	<b>6,719,563</b>	<b>18,760,880</b>	<b>1,541,111</b>	<b>9%</b>	<b>6,272,327</b>	<b>199%</b>
<b>Revenues Less Expenses</b>	<b>12,135,003</b>	<b>11,280,066</b>	-	<b>10,660,880</b>	-			<b>11,358,650</b>	

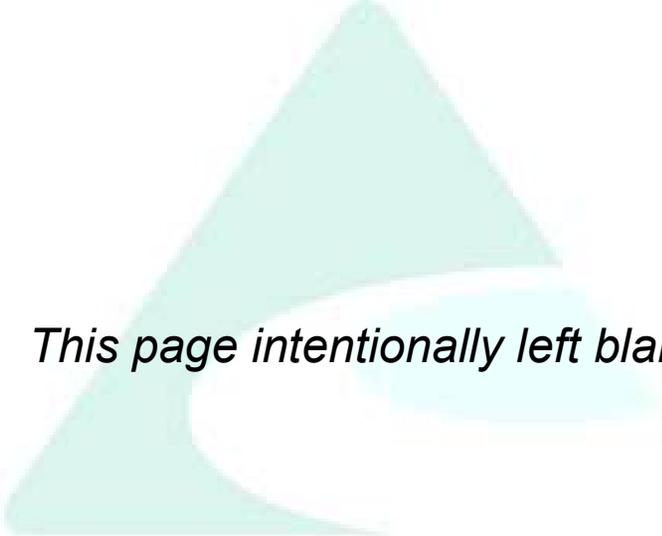
# 16-Human Resources (HR) / 230-Special Grants Fund

## Summary of Revenue and Expense

	FY21-22 Actuals	FY22-23 Actuals	FY23-24 Amended Budget	FY23-24 Projected Year-End	FY24-25 Budget	Budget-to-Budget Changes:		3-Year Average	% Change from 3-Year Average
						\$ FY23-24 to FY24-25	% FY23-24 to FY24-25		
<b>Beginning Fund Balance</b>	-	-	-	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	23,506	-	-	-	-	-	-	7,835	-100%
Charges, Fees, License, Permits	-	-	-	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	-	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-	-	-
<b>Operating Revenue</b>	<b>23,506</b>	-	-	-	-	-	-	<b>7,835</b>	<b>-100%</b>
<b>Total Revenue</b>	<b>23,506</b>	-	-	-	-	-	-	<b>7,835</b>	<b>-100%</b>
Personnel Services	23,506	-	-	-	-	-	-	7,835	-100%
Materials and Services	-	-	-	-	-	-	-	-	-
Capital Outlay	-	-	-	-	-	-	-	-	-
<b>Operating Expenditure</b>	<b>23,506</b>	-	-	-	-	-	-	<b>7,835</b>	<b>-100%</b>
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
<b>Total Expense</b>	<b>23,506</b>	-	-	-	-	-	-	<b>7,835</b>	<b>-100%</b>
<b>Revenues Less Expenses</b>	-	-	-	-	-	-	-	-	-

Significant Changes from FY23-24 Budget

Program	Change(s)
Director's Office	HR lost 3 critical positions. Due to this loss, HR's professional services costs increased to complete major functions of our department. A limited-term position was also added to provide support across the department and programs.
Workforce Data Management	Upgraded PeopleSoft HR to the latest PeopleTools version to enhance security and better position HR to take advantage of future innovations. With the increased need to support both HR program initiatives and county departments, WDM has added an additional analyst to support these efforts.
Employee and Labor Relations	Lost chief negotiator and grievance investigator. HR outsourced these services, leading to increased spending in Professional Services to ensure due process and union negotiations as we started bargaining six union contracts.
Risk & Safety	Update to the department allocation model for FY24-25 budget. Individual departments allocations changed due to staffing changes. With assistance from the Benefits Self Insurance Fund, \$2M was transferred to Risk & Safety to better allocate excess reserves under HR umbrella.
Benefits and Wellness	Since Sept 2023, the Leave Administration has been contracting with The Standard in administering family, medical, military, and company sponsored leaves. Benefits Admin is in the process of transitioning to a third party administrator to administer benefits to employees.



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**CLACKAMAS**  
C O U N T Y



# 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%	-	-	-
<b>TOTAL</b>		6,394,579	66,034,361	18,760,880	91,189,820	1,360,000	1%	53.8	48.8	5.0
<b>FY23-24 Budget (Amended)</b>		5,771,134	57,104,362	17,219,768	80,095,264	1,288,584	2%	54.8	48.8	6.0
<b>\$ Increase (Decrease)</b>		623,445	8,929,999	1,541,112	11,094,556	71,416		1.0	0.0	1.0
<b>% Increase (Decrease)</b>		11%	16%	9%	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).



**Administration**  
**Director's Office**

**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% <sup>1</sup>	100%	80%	N/A*	80%
Output	Number of revised Employee Policies and Procedures and County Code. <sup>3</sup>	5	3	12	7	12
Output (NEW)	Number of Internal Complaints investigated per fiscal year <sup>3</sup>	8	14	10	10	7
Result	80% of Clackamas County managers agree or strongly agree that Human Resources is a strategic business partner. <sup>4</sup>	100% <sup>1</sup>	N/A	80%	N/A*	80%
Output (NEW)	By 2025, all Employment Policies and Practices will be current and reviewed every three years thereafter. <sup>3</sup>	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.**

<sup>1</sup> 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.

<sup>2</sup> 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.

<sup>3</sup> This data is collected each Fiscal Year in June.

Program includes:

Mandated Services  N

Shared Services  N

Grant Funding  N

Explain all "Yes" boxes below

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

Explanation



	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	3-Year Average	% Change from 3-Year Avg
<b>Beginning Fund Balance</b>	-	43,866	-	-	13,979	13,979	-	14,622	-4%
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	8,183	-	-	-	-	-	-	2,728	-100%
Charges, Fees, License, Permits, Fines	725,491	629,839	695,612	695,612	694,531	(1,081)	0%	683,647	2%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	-	-	-	-	-	-
Other Interfund Transfers	-	-	-	44,179	132,539	132,539	-	14,726	800%
General Fund Support	205,691	221,512	214,764	170,271	219,196	4,432	2%	199,158	10%
<b>Operating Revenue</b>	<b>939,365</b>	<b>851,351</b>	<b>910,376</b>	<b>910,062</b>	<b>1,046,266</b>	<b>135,890</b>	<b>15%</b>	<b>900,259</b>	<b>16%</b>
<b>Total Revenue</b>	<b>939,365</b>	<b>895,217</b>	<b>910,376</b>	<b>910,062</b>	<b>1,060,245</b>	<b>149,869</b>	<b>16%</b>	<b>914,881</b>	<b>16%</b>
Personnel Services	724,078	694,669	684,296	669,617	824,363	140,067	20%	696,121	18%
Materials and Services	202,066	229,682	226,080	226,466	235,882	9,802	4%	219,405	8%
Capital Outlay	-	-	-	-	-	-	-	-	-
<b>Operating Expense</b>	<b>926,144</b>	<b>924,351</b>	<b>910,376</b>	<b>896,083</b>	<b>1,060,245</b>	<b>149,869</b>	<b>16%</b>	<b>915,526</b>	<b>16%</b>
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-	-	-
<b>Total Expense</b>	<b>926,144</b>	<b>924,351</b>	<b>910,376</b>	<b>896,083</b>	<b>1,060,245</b>	<b>149,869</b>	<b>16%</b>	<b>915,526</b>	<b>16%</b>
<b>Revenues Less Expenses</b>	13,222	(29,134)	-	13,979	-	-	-	(645)	-

Notes:  
None.



# Administration

## Workforce Data Management

### Purpose Statement

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

### Performance Narrative Statement

**Major Initiatives:**

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

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

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

### Key Performance Measures

		FY 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% <sup>1</sup>	97% <sup>1</sup>	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% <sup>1</sup>	77% <sup>1</sup>	80%	75%	80%
Output	Number of data transactions provided	7,884	20,295 <sup>1</sup>	7,200	9,446	7,200
Output (NEW)	Number of Employee Self Service password resets.	1,349	212 <sup>3</sup>	400	780	400
Output (NEW)	Number of HR system enhancements.	19	6 <sup>3</sup>	10	2	10
Output (NEW)	Number of HR business process improvements.	14	9 <sup>3</sup>	10	n/a**	10
Output	Number of Managers and staff trained (removed)	Discontinue	n/a	n/a	n/a	n/a

\*=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.

<sup>1</sup> Calendar year data 2022. This data is collected once a calendar year.

<sup>2</sup> 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.

<sup>3</sup> Measure is a quarterly reported measure, data reflects data totals up to Q3.

Mandated Services  N

Shared Services  N

Grant Funding  N

Explain all "Yes" boxes below

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

Explanation



160102-Workforce Data Management  
 BCC Priority Alignment: Accountable Government

Budget Summary

	FY21-22 Actuals	FY22-23 Actuals	FY23-24 Amended Budget	FY23-24 Projected Year-End	FY24-25 Budget	Budget-to-Budget Changes:		3-Year Average	% Change from 3-Year Avg
						\$ FY23-24 to FY24-25	% FY23-24 to FY24-25		
<b>Beginning Fund Balance</b>	-	16,812	-	-	60,000	60,000	-	5,604	971%
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%	624,462	-2%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	10	-	-	-	-	-	-	3	-100%
Other Interfund Transfers	-	-	-	50,783	196,532	196,532	-	16,928	1061%
General Fund Support	217,499	221,512	214,764	202,406	215,435	671	0%	213,806	1%
<b>Operating Revenue</b>	<b>820,452</b>	<b>879,742</b>	<b>826,977</b>	<b>865,402</b>	<b>1,022,861</b>	<b>195,884</b>	<b>24%</b>	<b>855,199</b>	<b>20%</b>
<b>Total Revenue</b>	<b>820,452</b>	<b>896,554</b>	<b>826,977</b>	<b>865,402</b>	<b>1,082,861</b>	<b>255,884</b>	<b>31%</b>	<b>860,803</b>	<b>26%</b>
Personnel Services	738,995	821,877	746,638	788,427	949,485	202,847	27%	783,099	21%
Materials and Services	139,269	120,461	80,339	16,975	133,376	53,037	66%	92,235	45%
Capital Outlay	-	-	-	-	-	-	-	-	-
<b>Operating Expense</b>	<b>878,264</b>	<b>942,337</b>	<b>826,977</b>	<b>805,402</b>	<b>1,082,861</b>	<b>255,884</b>	<b>31%</b>	<b>875,334</b>	<b>24%</b>
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-	-	-
<b>Total Expense</b>	<b>878,264</b>	<b>942,337</b>	<b>826,977</b>	<b>805,402</b>	<b>1,082,861</b>	<b>255,884</b>	<b>31%</b>	<b>875,334</b>	<b>24%</b>
<b>Revenues Less Expenses</b>	(57,812)	(45,783)	-	60,000	-	-	-	(14,532)	-

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% <sup>1</sup>	90%	90%	N/A*	90%
Result (NEW)	90% of managers/supervisors/will have E&LR training biannually.	0% <sup>2</sup>	90%	90%	N/A*	90%
Output	Number of collective bargaining agreements and/or other labor agreements negotiated to resolution.	11	5 <sup>3</sup>	5 <sup>3</sup>	17	5 <sup>3</sup>
Output (NEW)	Number of managers and supervisors completing employee/labor relations training courses.	68 <sup>4</sup>	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
Result	80% of grievances resolved prior to arbitration	Discontinue	n/a	n/a	n/a	n/a
Output	Number of disciplinary actions involving economic loss	Discontinue	n/a	n/a	n/a	n/a
Output	Number of implemented performance improvement plans, work plans and/or other similar performance management related tools	n/a	n/a	n/a	n/a	n/a

\*=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.

<sup>1</sup> 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.

<sup>2</sup> 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.

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

<sup>4</sup> 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

	FY21-22 Actuals	FY22-23 Actuals	FY23-24 Amended Budget	FY23-24 Projected Year-End	FY24-25 Budget	Budget-to-Budget Changes:		3-Year Average	% Change from 3-Year Avg
						\$ FY23-24 to FY24-25	% FY23-24 to FY24-25		
<b>Beginning Fund Balance</b>	-	10,000	40,000	40,000	90,372	50,372	126%	16,667	442%
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%	582,347	-2%
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%	178,195	-53%
<b>Operating Revenue</b>	<b>816,958</b>	<b>750,644</b>	<b>624,794</b>	<b>714,025</b>	<b>657,825</b>	<b>33,031</b>	<b>5%</b>	<b>760,542</b>	<b>-14%</b>
<b>Total Revenue</b>	<b>816,958</b>	<b>760,644</b>	<b>664,794</b>	<b>754,025</b>	<b>748,197</b>	<b>83,403</b>	<b>13%</b>	<b>777,209</b>	<b>-4%</b>
Personnel Services	551,840	489,158	521,957	486,823	559,531	37,574	7%	509,274	10%
Materials and Services	124,445	121,909	142,837	176,830	188,666	45,829	32%	141,062	34%
Capital Outlay	-	-	-	-	-	-	-	-	-
<b>Operating Expense</b>	<b>676,285</b>	<b>611,067</b>	<b>664,794</b>	<b>663,653</b>	<b>748,197</b>	<b>83,403</b>	<b>13%</b>	<b>650,335</b>	<b>15%</b>
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-	-	-
<b>Total Expense</b>	<b>676,285</b>	<b>611,067</b>	<b>664,794</b>	<b>663,653</b>	<b>748,197</b>	<b>83,403</b>	<b>13%</b>	<b>650,335</b>	<b>15%</b>
<b>Revenues Less Expenses</b>	<b>140,673</b>	<b>149,577</b>	<b>-</b>	<b>90,372</b>	<b>-</b>			<b>126,874</b>	

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. <sup>1</sup>	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. <sup>2</sup>	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.

<sup>1</sup> Current terminology should replace "tools" with "information".

<sup>2</sup> Current terminology should replace "Equal Pay Analysis Recommendations" with "Salary Placement Approvals".

Program includes:

Mandated Services  N

Shared Services  N

Grant Funding  N

Explain all "Yes" boxes below

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

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

Explanation



**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:		3-Year Average	% Change from 3-Year Avg
						\$ FY23-24 to FY24-25	% FY23-24 to FY24-25		
<b>Beginning Fund Balance</b>	-	-	60,000	60,000	-	(60,000)	-100%	20,000	-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%	751,616	-3%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	-	-	-	-	-	-
Other Interfund Transfers	-	-	-	36,876	140,904	140,904	-	12,292	1046%
General Fund Support	282,808	177,316	214,764	134,884	363,289	148,525	69%	198,336	83%
<b>Operating Revenue</b>	<b>944,202</b>	<b>1,035,117</b>	<b>950,416</b>	<b>907,412</b>	<b>1,231,693</b>	<b>281,277</b>	<b>30%</b>	<b>962,244</b>	<b>28%</b>
<b>Total Revenue</b>	<b>944,202</b>	<b>1,035,117</b>	<b>1,010,416</b>	<b>967,412</b>	<b>1,231,693</b>	<b>221,277</b>	<b>22%</b>	<b>982,244</b>	<b>25%</b>
Personnel Services	746,558	790,464	899,078	745,931	1,099,547	200,470	22%	760,984	44%
Materials and Services	177,914	73,620	111,338	221,481	132,146	20,808	19%	157,672	-16%
Capital Outlay	-	-	-	-	-	-	-	-	-
<b>Operating Expense</b>	<b>924,472</b>	<b>864,085</b>	<b>1,010,416</b>	<b>967,412</b>	<b>1,231,693</b>	<b>221,278</b>	<b>22%</b>	<b>918,656</b>	<b>34%</b>
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-	-	-
<b>Total Expense</b>	<b>924,472</b>	<b>864,085</b>	<b>1,010,416</b>	<b>967,412</b>	<b>1,231,693</b>	<b>221,278</b>	<b>22%</b>	<b>918,656</b>	<b>34%</b>
<b>Revenues Less Expenses</b>	19,730	171,032	-	-	-	-	-	63,588	-

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 as reduction of the number of standard questions in applications, implementation of COVID OHA language in job postings, intranet page creation and buildout, implement standard diversity statement on all job postings, create and add telework language to job postings, implement JobElephant to assist with posting jobs on external job boards, and creating hiring manager documentation to assist with the recruitment process, ability to generate conditional job offers in PeopleSoft, and implementation of resume parsing tool into PeopleSoft.

**Partnership**

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

### Key Performance Measures

		FY 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 <sup>1</sup>	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
Output	Number of recruitment outreach events per year <sup>2</sup>	12	24	24	Discontinue	N/A

\*=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 doing.**

<sup>1</sup> 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.

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

Program includes:

Mandated Services  N

Shared Services  N

Grant Funding  N

Explain all "Yes" boxes below

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

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

Explanation



**160303-Recruitment & Selection**  
 BCC Priority Alignment: Accountable Government

**Budget Summary**

	FY21-22 Actuals	FY22-23 Actuals	FY23-24 Amended Budget	FY23-24 Projected Year-End	FY24-25 Budget	Budget-to-Budget Changes:		3-Year Average	% Change from 3-Year Avg
						\$ FY23-24 to FY24-25	% FY23-24 to FY24-25		
<b>Beginning Fund Balance</b>	-	5,000	-	-	-	-	-	1,667	-100%
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%	897,419	18%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	-	214,768	327,878	341,200	137,561	(190,317)	-58%	185,323	-26%
Other Interfund Transfers	-	-	-	-	226,615	226,615	-	-	-
General Fund Support	217,500	300,435	370,942	92,230	285,271	(85,671)	-23%	203,388	40%
<b>Operating Revenue</b>	<b>923,576</b>	<b>1,432,652</b>	<b>1,767,553</b>	<b>1,502,163</b>	<b>1,707,425</b>	<b>(60,128)</b>	<b>-3%</b>	<b>1,286,130</b>	<b>33%</b>
<b>Total Revenue</b>	<b>923,576</b>	<b>1,437,652</b>	<b>1,767,553</b>	<b>1,502,163</b>	<b>1,707,425</b>	<b>(60,128)</b>	<b>-3%</b>	<b>1,287,797</b>	<b>33%</b>
Personnel Services	841,932	1,236,741	1,669,214	1,414,281	1,605,187	(64,028)	-4%	1,164,318	38%
Materials and Services	110,345	112,581	98,339	87,882	102,238	3,899	4%	103,603	-1%
Capital Outlay	-	-	-	-	-	-	-	-	-
<b>Operating Expense</b>	<b>952,277</b>	<b>1,349,322</b>	<b>1,767,553</b>	<b>1,502,163</b>	<b>1,707,425</b>	<b>(60,129)</b>	<b>-3%</b>	<b>1,267,921</b>	<b>35%</b>
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-	-	-
<b>Total Expense</b>	<b>952,277</b>	<b>1,349,322</b>	<b>1,767,553</b>	<b>1,502,163</b>	<b>1,707,425</b>	<b>(60,129)</b>	<b>-3%</b>	<b>1,267,921</b>	<b>35%</b>
<b>Revenues Less Expenses</b>	<b>(28,701)</b>	<b>88,330</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>19,876</b>	<b>-</b>

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.

- **Workforce Planning:** In FY 24/25 we will continue to look at turnover trends and employee engagement data, and other data analytics to help us prepare for the future.

### 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% <sup>1</sup>	94% <sup>1</sup>	90%	92% <sup>1</sup>	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
Output	Number of workforce plans developed	n/a	n/a	n/a	n/a	n/a
Result	By 2021 90% of County departments will have workforce planning elements integrated into their strategic business plan	Discontinue	n/a	n/a	n/a	n/a
Output	Number of employees engaging with the Leadership Academy	Discontinue	n/a	n/a	n/a	n/a
Output	Number of County employees registered for formal learning events	Discontinue	n/a	n/a	n/a	n/a

\*=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 doing.

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.<sup>1</sup> Average percentage of quarterly data

Program includes:

Mandated Services  N

Shared Services  N

Grant Funding  N

Explain all "Yes" boxes below

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

Explanation



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

**Budget Summary**

	FY21-22 Actuals	FY22-23 Actuals	FY23-24 Amended Budget	FY23-24 Projected Year-End	FY24-25 Budget	Budget-to-Budget Changes:		3-Year Average	% Change from 3-Year Avg
						\$ FY23-24 to FY24-25	% FY23-24 to FY24-25		
<b>Beginning Fund Balance</b>	-	27,966	-	-	-	-	-	9,322	-100%
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%	414,741	-10%
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%	165,438	16%
<b>Operating Revenue</b>	<b>640,922</b>	<b>612,637</b>	<b>591,018</b>	<b>486,977</b>	<b>564,158</b>	<b>(26,860)</b>	<b>-5%</b>	<b>580,179</b>	<b>-3%</b>
<b>Total Revenue</b>	<b>640,922</b>	<b>640,603</b>	<b>591,018</b>	<b>486,977</b>	<b>564,158</b>	<b>(26,860)</b>	<b>-5%</b>	<b>589,501</b>	<b>-4%</b>
Personnel Services	389,419	428,747	444,181	341,995	429,919	(14,262)	-3%	386,720	11%
Materials and Services	158,343	192,450	146,837	144,982	134,240	(12,597)	-9%	165,258	-19%
Capital Outlay	-	-	-	-	-	-	-	-	-
<b>Operating Expense</b>	<b>547,762</b>	<b>621,197</b>	<b>591,018</b>	<b>486,977</b>	<b>564,159</b>	<b>(26,859)</b>	<b>-5%</b>	<b>551,979</b>	<b>2%</b>
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-	-	-
<b>Total Expense</b>	<b>547,762</b>	<b>621,197</b>	<b>591,018</b>	<b>486,977</b>	<b>564,159</b>	<b>(26,859)</b>	<b>-5%</b>	<b>551,979</b>	<b>2%</b>
<b>Revenues Less Expenses</b>	93,160	19,406	-	-	-	-	-	37,522	-

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 <sup>1</sup>	90% <sup>3</sup>	90%	90% <sup>3</sup>	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 <sup>2</sup>	90%	N/A <sup>2</sup>	90%
Result (NEW)	Annual alignment of wellness programs with workforce need.	n/a <sup>1</sup>	n/a <sup>1</sup>	20%	n/a <sup>1</sup>	20%
Output (NEW)	Number of medical leave requests.	368	249	450	438	450
Output (NEW)	Number of Wellness Program class participants.	n/a <sup>1</sup>	n/a <sup>1</sup>	150	n/a <sup>1</sup>	150
Output (NEW)	Number of enrollment changes.	7890	2970	3690	n/a <sup>1</sup>	3690
Result	90% of Wellness class surveys indicate "agree" or "strongly agree" that the class contributes to well-being	Discontinue	n/a		n/a	
Result	90% of Expected/Open Leave Cases in PeopleSoft HR are accurate	Discontinue	n/a		n/a	
Result	80% of employees return to work within 180 days of initial non-occupational disability claim	Discontinue	n/a		n/a	

#### Performance Measures Narrative:

\*\*\*Note- HR program areas are in the process of realigning our performance measures to accurately reflect the work we are doing.

<sup>1</sup> This data was not available due to staff changes.

<sup>2</sup> This data was not collected by the annual survey from County Administration in Dec 2023.

<sup>3</sup> 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.



Budget Summary

	FY21-22 Actuals	FY22-23 Actuals	FY23-24 Amended Budget	FY23-24 Projected Year-End	FY24-25 Budget	Budget-to-Budget Changes:		3-Year Average	% Change from 3-Year Avg
						\$ FY23-24 to FY24-25	% FY23-24 to FY24-25		
<b>Beginning Fund Balance</b>	<b>2,896,090</b>	<b>2,555,561</b>	<b>3,304,078</b>	<b>2,631,944</b>	<b>1,800,987</b>	<b>(1,503,091)</b>	<b>-45%</b>	<b>2,694,532</b>	<b>-33%</b>
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	6,210	-	-	-	-	-	-	2,070	-100%
Charges, Fees, License, Permits, Fines	1,746,745	1,923,516	1,912,764	1,977,630	2,063,985	151,221	8%	1,882,630	10%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	50,369	483,052	150,101	408,798	491,471	341,370	227%	314,073	56%
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-	-	-
<b>Operating Revenue</b>	<b>1,803,324</b>	<b>2,406,568</b>	<b>2,062,865</b>	<b>2,386,428</b>	<b>2,555,456</b>	<b>492,591</b>	<b>24%</b>	<b>2,198,773</b>	<b>16%</b>
<b>Total Revenue</b>	<b>4,699,415</b>	<b>4,962,129</b>	<b>5,366,943</b>	<b>5,018,372</b>	<b>4,356,443</b>	<b>(1,010,500)</b>	<b>-19%</b>	<b>4,893,305</b>	<b>-11%</b>
Personnel Services	1,285,538	1,809,456	2,414,862	2,048,480	2,499,580	84,718	4%	1,714,491	46%
Materials and Services	858,316	520,719	2,710,751	1,168,905	1,682,368	(1,028,383)	-38%	849,313	98%
Capital Outlay	-	-	-	-	-	-	-	-	-
<b>Operating Expense</b>	<b>2,143,854</b>	<b>2,330,175</b>	<b>5,125,613</b>	<b>3,217,385</b>	<b>4,181,948</b>	<b>(943,664)</b>	<b>-18%</b>	<b>2,563,805</b>	<b>63%</b>
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Contingency	-	-	241,330	-	174,495	(66,835)	-28%	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-	-	-
<b>Total Expense</b>	<b>2,143,854</b>	<b>2,330,175</b>	<b>5,366,943</b>	<b>3,217,385</b>	<b>4,356,443</b>	<b>(1,010,499)</b>	<b>-19%</b>	<b>2,563,805</b>	<b>70%</b>
<b>Revenues Less Expenses</b>	<b>2,555,561</b>	<b>2,631,954</b>	<b>-</b>	<b>1,800,987</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>2,329,501</b>	<b>-</b>

Notes:  
 None.



Budget Summary

	FY21-22 Actuals	FY22-23 Actuals	FY23-24 Amended Budget	FY23-24 Projected Year-End	FY24-25 Budget	Budget-to-Budget Changes:		3-Year Average	% Change from 3-Year Avg
						\$ FY23-24 to FY24-25	% FY23-24 to FY24-25		
<b>Beginning Fund Balance</b>	<b>16,418,677</b>	<b>18,216,944</b>	<b>17,815,326</b>	<b>19,304,760</b>	<b>23,067,357</b>	<b>5,252,031</b>	<b>29%</b>	<b>17,980,127</b>	<b>28%</b>
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	-	-	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines	-	352	-	-	-	-	-	117	-100%
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%	28,670,567	7%
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-	-	-
<b>Operating Revenue</b>	<b>28,265,928</b>	<b>28,511,076</b>	<b>26,972,971</b>	<b>29,235,050</b>	<b>30,615,148</b>	<b>3,642,177</b>	<b>14%</b>	<b>28,670,684</b>	<b>7%</b>
<b>Total Revenue</b>	<b>44,684,605</b>	<b>46,728,019</b>	<b>44,788,297</b>	<b>48,539,810</b>	<b>53,682,505</b>	<b>8,894,208</b>	<b>20%</b>	<b>46,650,811</b>	<b>15%</b>
Personnel Services	-	-	-	-	-	-	-	-	-
Materials and Services	26,467,661	27,423,259	30,167,877	25,472,453	31,746,077	1,578,200	5%	26,454,458	20%
Capital Outlay	-	-	-	-	-	-	-	-	-
<b>Operating Expense</b>	<b>26,467,661</b>	<b>27,423,259</b>	<b>30,167,877</b>	<b>25,472,453</b>	<b>31,746,077</b>	<b>1,578,200</b>	<b>5%</b>	<b>26,454,458</b>	<b>20%</b>
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	2,696,590	2,696,590	-	-	-
Reserve for Future Expenditures	-	-	2,997,000	-	2,965,000	(32,000)	-1%	-	-
Contingency	-	-	11,623,420	-	16,274,838	4,651,418	40%	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-	-	-
<b>Total Expense</b>	<b>26,467,661</b>	<b>27,423,259</b>	<b>44,788,297</b>	<b>25,472,453</b>	<b>53,682,505</b>	<b>8,894,208</b>	<b>20%</b>	<b>26,454,458</b>	<b>103%</b>
<b>Revenues Less Expenses</b>	<b>18,216,944</b>	<b>19,304,760</b>	<b>-</b>	<b>23,067,357</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>20,196,354</b>	<b>-</b>

Notes:  
None.



Budget Summary

	FY21-22 Actuals	FY22-23 Actuals	FY23-24 Amended Budget	FY23-24 Projected Year-End	FY24-25 Budget	Budget-to-Budget Changes:		3-Year Average	% Change from 3-Year Avg
						\$ FY23-24 to FY24-25	% FY23-24 to FY24-25		
<b>Beginning Fund Balance</b>	<b>1,800,854</b>	<b>1,972,926</b>	<b>2,579,788</b>	<b>2,139,890</b>	<b>2,735,162</b>	<b>155,374</b>	<b>6%</b>	<b>1,971,224</b>	<b>39%</b>
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%	2,349,615	6%
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-	-	-
<b>Operating Revenue</b>	<b>2,311,624</b>	<b>2,364,497</b>	<b>2,151,212</b>	<b>2,372,724</b>	<b>2,479,030</b>	<b>327,818</b>	<b>15%</b>	<b>2,349,615</b>	<b>6%</b>
<b>Total Revenue</b>	<b>4,112,478</b>	<b>4,337,424</b>	<b>4,731,000</b>	<b>4,512,614</b>	<b>5,214,192</b>	<b>483,192</b>	<b>10%</b>	<b>4,320,838</b>	<b>21%</b>
Personnel Services	(2,543)	-	-	-	-	-	-	(848)	-100%
Materials and Services	2,142,095	2,197,534	1,894,788	1,777,452	1,866,325	(28,463)	-2%	2,039,027	-8%
Capital Outlay	-	-	-	-	-	-	-	-	-
<b>Operating Expense</b>	<b>2,139,552</b>	<b>2,197,534</b>	<b>1,894,788</b>	<b>1,777,452</b>	<b>1,866,325</b>	<b>(28,463)</b>	<b>-2%</b>	<b>2,038,179</b>	<b>-8%</b>
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	-	-	-	-	-	-	-	-	-
<b>Total Expense</b>	<b>2,139,552</b>	<b>2,197,534</b>	<b>4,731,000</b>	<b>1,777,452</b>	<b>5,214,192</b>	<b>483,192</b>	<b>10%</b>	<b>2,038,179</b>	<b>156%</b>
<b>Revenues Less Expenses</b>	<b>1,972,926</b>	<b>2,139,889</b>	<b>-</b>	<b>2,735,162</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>2,282,659</b>	<b>-</b>

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 <sup>2</sup>	
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 <sup>2</sup>	90%	N/A <sup>2</sup>	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.

Program includes:

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

Explain all "Yes" boxes below

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

Explanation



Budget Summary

	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	3-Year Average	% Change from 3-Year Avg
<b>Beginning Fund Balance</b>	992,564	1,102,805	1,190,546	1,576,057	1,639,833	449,287	38%	1,223,809	34%
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%	446,001	-22%
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-	-	-
<b>Operating Revenue</b>	<b>276,081</b>	<b>731,170</b>	<b>285,142</b>	<b>330,753</b>	<b>347,291</b>	<b>62,149</b>	<b>22%</b>	<b>446,001</b>	<b>-22%</b>
<b>Total Revenue</b>	<b>1,268,645</b>	<b>1,833,975</b>	<b>1,475,688</b>	<b>1,906,810</b>	<b>1,987,124</b>	<b>511,436</b>	<b>35%</b>	<b>1,669,810</b>	<b>19%</b>
Personnel Services	-	-	-	-	-	-	-	-	-
Materials and Services	165,839	257,918	466,977	266,977	480,326	13,349	3%	230,245	109%
Capital Outlay	-	-	-	-	-	-	-	-	-
<b>Operating Expense</b>	<b>165,839</b>	<b>257,918</b>	<b>466,977</b>	<b>266,977</b>	<b>480,326</b>	<b>13,349</b>	<b>3%</b>	<b>230,245</b>	<b>109%</b>
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	-	-	-	-	-	-	-	-	-
<b>Total Expense</b>	<b>165,839</b>	<b>257,918</b>	<b>1,475,688</b>	<b>266,977</b>	<b>1,987,124</b>	<b>511,436</b>	<b>35%</b>	<b>230,245</b>	<b>763%</b>
<b>Revenues Less Expenses</b>	<b>1,102,805</b>	<b>1,576,058</b>	<b>-</b>	<b>1,639,833</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,439,565</b>	<b>-</b>

Notes:  
None.



	FY21-22 Actuals	FY22-23 Actuals	FY23-24 Amended Budget	FY23-24 Projected Year-End	FY24-25 Budget	Budget-to-Budget Changes:		3-Year Average	% Change from 3-Year Avg
						\$ FY23-24 to FY24-25	% FY23-24 to FY24-25		
<b>Beginning Fund Balance</b>	682,466	746,852	582,876	792,846	606,013	23,137	4%	740,722	-18%
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%	82,788	-3%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	83,061	94,097	79,432	109,607	100,502	21,070	27%	95,588	5%
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-	-	-
<b>Operating Revenue</b>	<b>162,302</b>	<b>177,716</b>	<b>155,676</b>	<b>195,113</b>	<b>181,113</b>	<b>25,437</b>	<b>16%</b>	<b>178,377</b>	<b>2%</b>
<b>Total Revenue</b>	<b>844,768</b>	<b>924,568</b>	<b>738,552</b>	<b>987,959</b>	<b>787,126</b>	<b>48,574</b>	<b>7%</b>	<b>919,098</b>	<b>-14%</b>
Personnel Services	-	-	-	-	-	-	-	-	-
Materials and Services	97,916	131,722	219,594	381,946	476,119	256,525	117%	203,861	134%
Capital Outlay	-	-	-	-	-	-	-	-	-
<b>Operating Expense</b>	<b>97,916</b>	<b>131,722</b>	<b>219,594</b>	<b>381,946</b>	<b>476,119</b>	<b>256,525</b>	<b>117%</b>	<b>203,861</b>	<b>134%</b>
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Contingency	-	-	518,958	-	311,007	(207,951)	-40%	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-	-	-
<b>Total Expense</b>	<b>97,916</b>	<b>131,722</b>	<b>738,552</b>	<b>381,946</b>	<b>787,126</b>	<b>48,574</b>	<b>7%</b>	<b>203,861</b>	<b>286%</b>
<b>Revenues Less Expenses</b>	746,852	792,845	-	606,013	-	-	-	715,237	-

Notes:  
None.



**160406-Deferred 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:		3-Year Average	% Change from 3-Year Avg
						\$ FY23-24 to FY24-25	% FY23-24 to FY24-25		
<b>Beginning Fund Balance</b>	<b>2,082</b>	<b>2,082</b>	<b>3,882</b>	<b>1,682</b>	<b>3,971</b>	<b>89</b>	<b>2%</b>	<b>1,949</b>	<b>104%</b>
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	-	1,315	128%
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-	-	-
<b>Operating Revenue</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>3,946</b>	<b>3,000</b>	<b>3,000</b>	<b>-</b>	<b>1,315</b>	<b>128%</b>
<b>Total Revenue</b>	<b>2,082</b>	<b>2,082</b>	<b>3,882</b>	<b>5,628</b>	<b>6,971</b>	<b>3,089</b>	<b>80%</b>	<b>3,264</b>	<b>114%</b>
Personnel Services	-	-	-	-	-	-	-	-	-
Materials and Services	-	400	1,800	1,657	6,150	4,350	242%	686	797%
Capital Outlay	-	-	-	-	-	-	-	-	-
<b>Operating Expense</b>	<b>-</b>	<b>400</b>	<b>1,800</b>	<b>1,657</b>	<b>6,150</b>	<b>4,350</b>	<b>242%</b>	<b>686</b>	<b>797%</b>
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Contingency	-	-	2,082	-	821	(1,261)	-61%	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-	-	-
<b>Total Expense</b>	<b>-</b>	<b>400</b>	<b>3,882</b>	<b>1,657</b>	<b>6,971</b>	<b>3,089</b>	<b>80%</b>	<b>686</b>	<b>917%</b>
<b>Revenues Less Expenses</b>	<b>2,082</b>	<b>1,682</b>	<b>-</b>	<b>3,971</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>2,578</b>	<b>-</b>

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. <sup>1</sup>	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. <sup>1</sup>	0.60	0.8	1	n/a**	1
Result	By 2025, all classification specifications will contain risk management responsibilities. <sup>1</sup>	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 <sup>1</sup>	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.

Mandated Services  N

Shared Services  N

Grant Funding  N

Explain all "Yes" boxes below

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

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

Explanation



Budget Summary

	FY21-22 Actuals	FY22-23 Actuals	FY23-24 Amended Budget	FY23-24 Projected Year-End	FY24-25 Budget	Budget-to-Budget Changes:		3-Year Average	% Change from 3-Year Avg
						\$ FY23-24 to FY24-25	% FY23-24 to FY24-25		
<b>Beginning Fund Balance</b>	<b>383,111</b>	<b>81,138</b>	-	<b>54,468</b>	-	-	-	<b>172,906</b>	<b>-100%</b>
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	9,112	-	-	-	-	-	-	3,037	-100%
Charges, Fees, License, Permits, Fines	1,228,659	1,610,327	1,719,025	1,692,355	1,932,140	213,115	12%	1,510,447	28%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	-	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-	-	-
<b>Operating Revenue</b>	<b>1,237,771</b>	<b>1,610,327</b>	<b>1,719,025</b>	<b>1,692,355</b>	<b>1,932,140</b>	<b>213,115</b>	<b>12%</b>	<b>1,513,484</b>	<b>28%</b>
<b>Total Revenue</b>	<b>1,620,882</b>	<b>1,691,465</b>	<b>1,719,025</b>	<b>1,746,823</b>	<b>1,932,140</b>	<b>213,115</b>	<b>12%</b>	<b>1,686,390</b>	<b>15%</b>
Personnel Services	1,306,602	1,403,452	1,496,142	1,532,390	1,660,339	164,197	11%	1,414,148	17%
Materials and Services	233,142	233,545	222,883	214,433	268,732	45,849	21%	227,040	18%
Capital Outlay	-	-	-	-	-	-	-	-	-
<b>Operating Expense</b>	<b>1,539,744</b>	<b>1,636,997</b>	<b>1,719,025</b>	<b>1,746,823</b>	<b>1,929,072</b>	<b>210,046</b>	<b>12%</b>	<b>1,641,188</b>	<b>18%</b>
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	3,068	3,068	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-	-	-
<b>Total Expense</b>	<b>1,539,744</b>	<b>1,636,997</b>	<b>1,719,025</b>	<b>1,746,823</b>	<b>1,932,140</b>	<b>213,114</b>	<b>12%</b>	<b>1,641,188</b>	<b>18%</b>
<b>Revenues Less Expenses</b>	<b>81,138</b>	<b>54,468</b>	-	-	-	-	-	<b>45,202</b>	

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. <sup>1</sup>	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.

<sup>1</sup> This data is per Fiscal Year and collected annually in June.

Program includes:

Mandated Services  N

Shared Services  N

Grant Funding  N

Explain all "Yes" boxes below

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

Explanation



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:		3-Year Average	% Change from 3-Year Avg
						\$ FY23-24 to FY24-25	% FY23-24 to FY24-25		
<b>Beginning Fund Balance</b>	<b>10,053,303</b>	<b>9,772,288</b>	<b>9,001,994</b>	<b>9,268,933</b>	<b>8,609,641</b>	<b>(392,353)</b>	<b>-4%</b>	<b>9,698,175</b>	<b>-11%</b>
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%	1,913,741	18%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	36,740	200,183	50,000	100,000	100,000	50,000	100%	112,308	-11%
Other Interfund Transfers	-	-	-	-	1,000,000	1,000,000	-	-	-
General Fund Support	-	-	-	-	-	-	-	-	-
<b>Operating Revenue</b>	<b>2,124,222</b>	<b>1,880,275</b>	<b>2,084,769</b>	<b>2,073,648</b>	<b>3,353,417</b>	<b>1,268,648</b>	<b>61%</b>	<b>2,026,048</b>	<b>66%</b>
<b>Total Revenue</b>	<b>12,177,524</b>	<b>11,652,563</b>	<b>11,086,763</b>	<b>11,342,581</b>	<b>11,963,058</b>	<b>876,295</b>	<b>8%</b>	<b>11,724,223</b>	<b>2%</b>
Personnel Services	-	-	-	-	-	-	-	-	-
Materials and Services	2,405,236	2,383,630	2,502,500	2,732,940	2,833,500	331,000	13%	2,507,269	13%
Capital Outlay	-	-	-	-	-	-	-	-	-
<b>Operating Expense</b>	<b>2,405,236</b>	<b>2,383,630</b>	<b>2,502,500</b>	<b>2,732,940</b>	<b>2,833,500</b>	<b>331,000</b>	<b>13%</b>	<b>2,507,269</b>	<b>13%</b>
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	2,669,000	-	2,670,000	1,000	0%	-	-
Contingency	-	-	5,915,263	-	6,459,558	544,295	9%	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-	-	-
<b>Total Expense</b>	<b>2,405,236</b>	<b>2,383,630</b>	<b>11,086,763</b>	<b>2,732,940</b>	<b>11,963,058</b>	<b>876,295</b>	<b>8%</b>	<b>2,507,269</b>	<b>377%</b>
<b>Revenues Less Expenses</b>	<b>9,772,288</b>	<b>9,268,934</b>	<b>-</b>	<b>8,609,641</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>9,216,954</b>	<b>-</b>

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. <sup>1</sup>	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:**

**HR program areas are in the process of realigning our performance measures to accurately reflect the work we are do.**

\*\*\*Note-

Program includes:

Mandated Services  N

Shared Services  N

Grant Funding  N

Explain all "Yes" boxes below

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

Explanation



160503-Workers' Compensation  
BCC Priority Alignment: Accountable Government

Budget Summary

	FY21-22 Actuals	FY22-23 Actuals	FY23-24 Amended Budget	FY23-24 Projected Year-End	FY24-25 Budget	Budget-to-Budget Changes:		3-Year Average	% Change from 3-Year Avg
						\$ FY23-24 to FY24-25	% FY23-24 to FY24-25		
<b>Beginning Fund Balance</b>	<b>2,207,713</b>	<b>2,115,836</b>	<b>2,005,455</b>	<b>1,795,549</b>	<b>1,893,924</b>	<b>(111,531)</b>	<b>-6%</b>	<b>2,039,699</b>	<b>-7%</b>
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%	1,738,342	-16%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	-	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	1,000,000	1,000,000	-	-	-
General Fund Support	-	-	-	-	-	-	-	-	-
<b>Operating Revenue</b>	<b>1,593,038</b>	<b>1,637,614</b>	<b>1,896,584</b>	<b>1,984,375</b>	<b>2,464,443</b>	<b>567,859</b>	<b>30%</b>	<b>1,738,342</b>	<b>42%</b>
<b>Total Revenue</b>	<b>3,800,751</b>	<b>3,753,450</b>	<b>3,902,039</b>	<b>3,779,924</b>	<b>4,358,367</b>	<b>456,328</b>	<b>12%</b>	<b>3,778,042</b>	<b>15%</b>
Personnel Services	18,725	(20,760)	-	-	-	-	-	(678)	-100%
Materials and Services	1,666,190	1,978,661	1,861,000	1,886,000	1,956,000	95,000	5%	1,843,617	6%
Capital Outlay	-	-	-	-	-	-	-	-	-
<b>Operating Expense</b>	<b>1,684,915</b>	<b>1,957,901</b>	<b>1,861,000</b>	<b>1,886,000</b>	<b>1,956,000</b>	<b>95,000</b>	<b>5%</b>	<b>1,842,939</b>	<b>6%</b>
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	1,000,000	-	1,000,000	-	0%	-	-
Contingency	-	-	1,041,039	-	1,402,367	361,328	35%	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-	-	-
<b>Total Expense</b>	<b>1,684,915</b>	<b>1,957,901</b>	<b>3,902,039</b>	<b>1,886,000</b>	<b>4,358,367</b>	<b>456,328</b>	<b>12%</b>	<b>1,842,939</b>	<b>136%</b>
<b>Revenues Less Expenses</b>	<b>2,115,836</b>	<b>1,795,549</b>	<b>-</b>	<b>1,893,924</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,935,103</b>	<b>-</b>

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:		3-Year Average	% Change from 3-Year Avg
						\$ FY23-24 to FY24-25	% FY23-24 to FY24-25		
<b>Beginning Fund Balance</b>	169,150	165,741	161,941	161,115	157,315	(4,626)	-3%	165,335	-5%
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	-	-	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines	227,269	262,804	350,000	350,000	350,000	-	0%	280,024	25%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	-	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-	-	-
<b>Operating Revenue</b>	<b>227,269</b>	<b>262,804</b>	<b>350,000</b>	<b>350,000</b>	<b>350,000</b>	<b>-</b>	<b>0%</b>	<b>280,024</b>	<b>25%</b>
<b>Total Revenue</b>	<b>396,419</b>	<b>428,545</b>	<b>511,941</b>	<b>511,115</b>	<b>507,315</b>	<b>(4,626)</b>	<b>-1%</b>	<b>445,360</b>	<b>14%</b>
Personnel Services	-	-	-	-	-	-	-	-	-
Materials and Services	230,678	267,430	353,800	353,800	353,800	-	0%	283,969	25%
Capital Outlay	-	-	-	-	-	-	-	-	-
<b>Operating Expense</b>	<b>230,678</b>	<b>267,430</b>	<b>353,800</b>	<b>353,800</b>	<b>353,800</b>	<b>-</b>	<b>0%</b>	<b>283,969</b>	<b>25%</b>
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Contingency	-	-	158,141	-	153,515	(4,626)	-3%	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-	-	-
<b>Total Expense</b>	<b>230,678</b>	<b>267,430</b>	<b>511,941</b>	<b>353,800</b>	<b>507,315</b>	<b>(4,626)</b>	<b>-1%</b>	<b>283,969</b>	<b>79%</b>
<b>Revenues Less Expenses</b>	<b>165,741</b>	<b>161,115</b>	<b>-</b>	<b>157,315</b>	<b>-</b>			<b>161,391</b>	

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

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# Public & Government Affairs

Budget Presentation  
FY24-25





# 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)	ARPA Fund (230)	Total Budget	General Fund Support in	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%	-	-	-
<b>TOTAL</b>		5,346,296	-	5,346,296	740,000	14%	23.0	20.0	3.0
<b>FY23-24 Budget (Amended)</b>		5,539,370	-	5,539,370	604,551	11%	24.0	20.0	4.0
<b>\$ Increase (Decrease)</b>		-193,074	-	-193,074	135,449		(1.0)	-	(1.0)
<b>% Increase (Decrease)</b>		-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).

## 17-Public & Government Affairs (PGA) / 100-General Fund

### Summary of Revenue and Expense

	FY21-22 Actuals	FY22-23 Actuals	FY23-24 Amended Budget	FY23-24 Projected Year-End	FY24-25 Budget	Budget-to-Budget Changes:		3-Year Average	% Change from 3-Year Average
						\$ FY23-24 to FY24-25	% FY23-24 to FY24-25		
<b>Beginning Fund Balance</b>	168,648	127,698	70,000	-	-	(70,000)	-100%	98,782	-100%
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	289,596	-	-	-	-	-	-	96,532	-100%
Charges, Fees, License, Permits	1,362,327	1,299,289	1,299,289	1,299,289	1,675,061	375,772	29%	1,320,302	27%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	2,825,424	2,897,451	2,932,592	2,828,769	2,632,748	(299,844)	-10%	2,850,548	-8%
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	715,684	803,027	604,551	382,029	740,000	135,449	22%	633,580	17%
<b>Operating Revenue</b>	<b>5,193,032</b>	<b>4,999,767</b>	<b>4,836,432</b>	<b>4,510,087</b>	<b>5,047,809</b>	<b>211,377</b>	<b>4%</b>	<b>4,900,962</b>	<b>3%</b>
<b>Total Revenue</b>	<b>5,361,680</b>	<b>5,127,465</b>	<b>4,906,432</b>	<b>4,510,087</b>	<b>5,047,809</b>	<b>141,377</b>	<b>3%</b>	<b>4,999,744</b>	<b>1%</b>
Personnel Services	3,602,241	3,959,768	4,288,521	3,869,148	4,458,055	169,534	4%	3,810,385	17%
Materials and Services	1,141,269	1,094,136	606,911	629,940	578,753	(28,158)	-5%	955,115	-39%
Capital Outlay	-	-	-	-	-	-	-	-	-
<b>Operating Expenditure</b>	<b>4,743,509</b>	<b>5,053,904</b>	<b>4,895,432</b>	<b>4,499,088</b>	<b>5,036,808</b>	<b>141,376</b>	<b>3%</b>	<b>4,765,500</b>	<b>6%</b>
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	273,252	64,542	11,000	11,000	11,000	-	0%	116,265	-91%
Transfers	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
<b>Total Expense</b>	<b>5,016,761</b>	<b>5,118,446</b>	<b>4,906,432</b>	<b>4,510,088</b>	<b>5,047,808</b>	<b>141,376</b>	<b>3%</b>	<b>4,881,765</b>	<b>3%</b>
<b>Revenues Less Expenses</b>	<b>344,919</b>	<b>9,019</b>	<b>-</b>	<b>-</b>	<b>-</b>			<b>117,979</b>	

# 800217 (PGA PEG) Misc/Pass-Through / 100-General Fund

## Summary of Revenue and Expense

	FY21-22 Actuals	FY22-23 Actuals	FY23-24 Amended Budget	FY23-24 Projected Year-End	FY24-25 Budget	Budget-to-Budget Changes:			% Change from 3-Year Average
						\$ FY23-24 to FY24-25	% FY23-24 to FY24-25	3-Year Average	
<b>Beginning Fund Balance</b>	-	115,000	393,868	102,546	100,000	(293,868)	-75%	108,773	-8%
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	147,914	177,565	200,584	136,982	(40,583)	-23%	174,249	-21%
Charges, Fees, License, Permits	-	61,505	61,505	61,505	61,505	-	0%	61,505	0%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	-	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-	-	-
<b>Operating Revenue</b>	-	<b>209,419</b>	<b>239,070</b>	<b>262,089</b>	<b>198,487</b>	<b>(40,583)</b>	<b>-17%</b>	<b>235,754</b>	<b>-16%</b>
<b>Total Revenue</b>	-	<b>324,419</b>	<b>632,938</b>	<b>364,635</b>	<b>298,487</b>	<b>(334,451)</b>	<b>-53%</b>	<b>344,527</b>	<b>-13%</b>
Personnel Services	-	-	-	-	-	-	-	-	-
Materials and Services	-	-	-	-	-	-	-	-	-
Capital Outlay	-	-	-	-	-	-	-	-	-
<b>Operating Expenditure</b>	-	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	221,873	632,938	264,635	298,487	(334,451)	-53%	243,254	23%
Transfers	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
<b>Total Expense</b>	-	<b>221,873</b>	<b>632,938</b>	<b>264,635</b>	<b>298,487</b>	<b>(334,451)</b>	<b>-53%</b>	<b>243,254</b>	<b>23%</b>
<b>Revenues Less Expenses</b>	-	<b>102,546</b>	-	<b>100,000</b>	-			<b>101,273</b>	

## 17-Public & Government Affairs (PGA) / 230-Special Grants Fund

### Summary of Revenue and Expense

	FY21-22 Actuals	FY22-23 Actuals	FY23-24 Amended Budget	FY23-24 Projected Year-End	FY24-25 Budget	Budget-to-Budget Changes:		3-Year Average	% Change from 3-Year Average
						\$ FY23-24 to FY24-25	% FY23-24 to FY24-25		
<b>Beginning Fund Balance</b>	-	-	-	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	9,446	-	-	-	-	-	-	3,149	-100%
Charges, Fees, License, Permits	-	-	-	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	-	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-	-	-
<b>Operating Revenue</b>	<b>9,446</b>	-	-	-	-	-	-	<b>3,149</b>	<b>-100%</b>
<b>Total Revenue</b>	<b>9,446</b>	-	-	-	-	-	-	<b>3,149</b>	<b>-100%</b>
Personnel Services	9,446	-	-	-	-	-	-	3,149	-100%
Materials and Services	-	-	-	-	-	-	-	-	-
Capital Outlay	-	-	-	-	-	-	-	-	-
<b>Operating Expenditure</b>	<b>9,446</b>	-	-	-	-	-	-	<b>3,149</b>	<b>-100%</b>
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
<b>Total Expense</b>	<b>9,446</b>	-	-	-	-	-	-	<b>3,149</b>	<b>-100%</b>
<b>Revenues Less Expenses</b>	-	-	-	-	-	-	-	-	-

Significant  
Changes  
from  
FY23-24  
Budget

Program	Changes
Strategy and Policy	PGA continues to see a decrease in cable franchise fees, which is the department's important source of revenue, thereby making us more reliant on the General Fund.
Strategy and Policy	PGA , in agreement with County Administration, put the county brand initiative on hold. As a result, the department returned \$70,000 to the General Fund.
Communications	Budget reductions replaced the semiannual magazine #MyClackCo with an annual publication of a resource guide to be published in May 2024.
Community Engagement	PGA gained 1.0 FTE as a result of the restructuring of the Equity and Inclusion Office.
Government Relations	PGA continues to face the need to engage local government stakeholders as more state dollars are allocated to support key county initiatives.



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)	ARPA 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%	-	-	-
<b>TOTAL</b>		<b>5,346,296</b>	<b>-</b>	<b>5,346,296</b>	<b>740,000</b>	<b>14%</b>	<b>23.0</b>	<b>20.0</b>	<b>3.0</b>
<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.



Budget Summary

	FY21-22 Actuals	FY22-23 Actuals	FY23-24 Amended Budget	FY23-24 Projected Year-End	FY24-25 Budget	Budget-to-Budget Changes:		3-Year Average	% Change from 3-Year Avg
						\$ FY23-24 to FY24-25	% FY23-24 to FY24-25		
<b>Beginning Fund Balance</b>	<b>106,970</b>	-	-	-	-	-	-	<b>35,657</b>	<b>-100%</b>
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	238,928	-	-	-	-	-	-	79,643	-100%
Charges, Fees, License, Permits, Fines	61,505	-	-	-	1	1	-	20,502	-100%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	1,714,021	741,664	618,746	618,746	551,613	(67,133)	-11%	1,024,810	-46%
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	61,539	109,437	59,437	31,327	176,863	117,426	198%	67,434	162%
<b>Operating Revenue</b>	<b>2,075,993</b>	<b>851,101</b>	<b>678,183</b>	<b>650,073</b>	<b>728,477</b>	<b>50,294</b>	<b>7%</b>	<b>1,192,389</b>	<b>-39%</b>
<b>Total Revenue</b>	<b>2,182,963</b>	<b>851,101</b>	<b>678,183</b>	<b>650,073</b>	<b>728,477</b>	<b>50,294</b>	<b>7%</b>	<b>1,228,046</b>	<b>-41%</b>
Personnel Services	746,943	864,681	634,224	607,414	694,553	60,330	10%	739,679	-6%
Materials and Services	143,060	138,221	43,959	42,659	33,923	(10,036)	-23%	107,980	-69%
Capital Outlay	-	-	-	-	-	-	-	-	-
<b>Operating Expense</b>	<b>890,003</b>	<b>1,002,902</b>	<b>678,183</b>	<b>650,073</b>	<b>728,476</b>	<b>50,294</b>	<b>7%</b>	<b>847,659</b>	<b>-14%</b>
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	270,740	573	-	-	-	-	-	90,438	-100%
Transfers	-	-	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-	-	-
<b>Total Expense</b>	<b>1,160,742</b>	<b>1,003,475</b>	<b>678,183</b>	<b>650,073</b>	<b>728,476</b>	<b>50,294</b>	<b>7%</b>	<b>938,097</b>	<b>-22%</b>
<b>Revenues Less Expenses</b>	<b>1,022,220</b>	<b>(152,374)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>289,949</b>	<b>-</b>

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



Budget Summary

	Budget-to-Budget Changes:							3-Year Average	% Change from 3-Year Avg
	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		
<b>Beginning Fund Balance</b>	-	70,000	70,000	-	-	(70,000)	-100%	23,333	-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	-	-	-	-	-	-	-	-	-
<b>Operating Revenue</b>	-	-	-	-	-	-	-	-	-
<b>Total Revenue</b>	-	70,000	70,000	-	-	(70,000)	-100%	23,333	-100%
Personnel Services	-	-	-	-	-	-	-	-	-
Materials and Services	-	-	70,000	-	-	(70,000)	-100%	-	-
Capital Outlay	-	-	-	-	-	-	-	-	-
<b>Operating Expense</b>	-	-	70,000	-	-	(70,000)	-100%	-	-
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-	-	-
<b>Total Expense</b>	-	-	70,000	-	-	(70,000)	-100%	-	-
<b>Revenues Less Expenses</b>	-	70,000	-	-	-	-	-	23,333	-

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

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 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 Actuals	FY22-23 Actuals	FY23-24 Amended Budget	FY23-24 Projected Year-End	FY24-25 Budget	Budget-to-Budget Changes:		3-Year Average	% Change from 3-Year Avg
						\$ FY23-24 to FY24-25	% FY23-24 to FY24-25		
<b>Beginning Fund Balance</b>	-	-	-	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	60,114	-	-	-	-	-	-	20,038	-100%
Charges, Fees, License, Permits, Fines	1,300,822	1,299,289	1,299,289	1,299,289	1,675,060	375,771	29%	1,299,800	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%	1,628,545	20%
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	562,133	605,971	426,373	253,868	423,452	(2,921)	-1%	473,991	-11%
<b>Operating Revenue</b>	<b>3,027,994</b>	<b>3,607,676</b>	<b>3,907,779</b>	<b>3,631,451</b>	<b>4,050,211</b>	<b>142,432</b>	<b>4%</b>	<b>3,422,374</b>	<b>18%</b>
<b>Total Revenue</b>	<b>3,027,994</b>	<b>3,607,676</b>	<b>3,907,779</b>	<b>3,631,451</b>	<b>4,050,211</b>	<b>142,432</b>	<b>4%</b>	<b>3,422,374</b>	<b>18%</b>
Personnel Services	2,485,132	2,597,850	3,567,804	3,195,493	3,674,607	106,803	3%	2,759,491	33%
Materials and Services	844,864	757,377	328,975	424,959	364,603	35,628	11%	675,733	-46%
Capital Outlay	-	-	-	-	-	-	-	-	-
<b>Operating Expense</b>	<b>3,329,995</b>	<b>3,355,226</b>	<b>3,896,779</b>	<b>3,620,452</b>	<b>4,039,210</b>	<b>142,431</b>	<b>4%</b>	<b>3,435,225</b>	<b>18%</b>
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	2,512	6,271	11,000	11,000	11,000	-	0%	6,594	67%
Transfers	-	-	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-	-	-
<b>Total Expense</b>	<b>3,332,507</b>	<b>3,361,498</b>	<b>3,907,779</b>	<b>3,631,452</b>	<b>4,050,210</b>	<b>142,431</b>	<b>4%</b>	<b>3,441,819</b>	<b>18%</b>
<b>Revenues Less Expenses</b>	<b>(304,513)</b>	<b>246,178</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(19,445)</b>	<b>-</b>

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.



Budget Summary

	FY21-22 Actuals	FY22-23 Actuals	FY23-24 Amended Budget	FY23-24 Projected Year-End	FY24-25 Budget	Budget-to-Budget Changes:		3-Year Average	% Change from 3-Year Avg
						\$ FY23-24 to FY24-25	% FY23-24 to FY24-25		
<b>Beginning Fund Balance</b>	<b>61,678</b>	<b>57,698</b>	-	-	-	-	-	<b>39,792</b>	<b>-100%</b>
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%	197,193	-34%
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	92,012	87,619	118,741	96,834	139,685	20,944	18%	92,155	52%
<b>Operating Revenue</b>	<b>98,491</b>	<b>540,990</b>	<b>250,470</b>	<b>228,563</b>	<b>269,121</b>	<b>18,651</b>	<b>7%</b>	<b>289,348</b>	<b>-7%</b>
<b>Total Revenue</b>	<b>160,169</b>	<b>598,688</b>	<b>250,470</b>	<b>228,563</b>	<b>269,121</b>	<b>18,651</b>	<b>7%</b>	<b>329,140</b>	<b>-18%</b>
Personnel Services	379,612	497,237	86,493	66,241	88,894	2,402	3%	314,363	-72%
Materials and Services	153,346	198,538	163,977	162,322	180,227	16,250	10%	171,402	5%
Capital Outlay	-	-	-	-	-	-	-	-	-
<b>Operating Expense</b>	<b>532,957</b>	<b>695,776</b>	<b>250,470</b>	<b>228,563</b>	<b>269,121</b>	<b>18,652</b>	<b>7%</b>	<b>485,765</b>	<b>-45%</b>
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	57,698	-	-	-	-	-	19,233	-100%
Transfers	-	-	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-	-	-
<b>Total Expense</b>	<b>532,957</b>	<b>753,474</b>	<b>250,470</b>	<b>228,563</b>	<b>269,121</b>	<b>18,652</b>	<b>7%</b>	<b>504,998</b>	<b>-47%</b>
<b>Revenues Less Expenses</b>	<b>(372,788)</b>	<b>(154,785)</b>	-	-	-	-	-	<b>(175,858)</b>	

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**

	FY21-22 Actuals	FY22-23 Actuals	FY23-24 Amended Budget	FY23-24 Projected Year-End	FY24-25 Budget	Budget-to-Budget Changes:		3-Year Average	% Change from 3-Year Avg
						\$ FY23-24 to FY24-25	% FY23-24 to FY24-25		
<b>Beginning Fund Balance</b>	-	115,000	393,868	102,546	100,000	(293,868)	-75%	108,773	-8%
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	147,914	177,565	200,584	136,982	(40,583)	-23%	174,249	-21%
Charges, Fees, License, Permits, Fines	-	61,505	61,505	61,505	61,505	-	0%	61,505	0%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	-	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-	-	-
<b>Operating Revenue</b>	-	209,419	239,070	262,089	198,487	(40,583)	-17%	235,754	-16%
<b>Total Revenue</b>	-	324,419	632,938	364,635	298,487	(334,451)	-53%	344,527	-13%
Personnel Services	-	-	-	-	-	-	-	-	-
Materials and Services	-	-	-	-	-	-	-	-	-
Capital Outlay	-	-	-	-	-	-	-	-	-
<b>Operating Expense</b>	-	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	221,873	632,938	264,635	298,487	(334,451)	-53%	243,254	23%
Transfers	-	-	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Unappropriated Ending Fund Balance	-	-	-	-	-	-	-	-	-
<b>Total Expense</b>	-	221,873	632,938	264,635	298,487	(334,451)	-53%	243,254	23%
<b>Revenues Less Expenses</b>	-	102,546	-	100,000	-	-	-	101,273	

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.