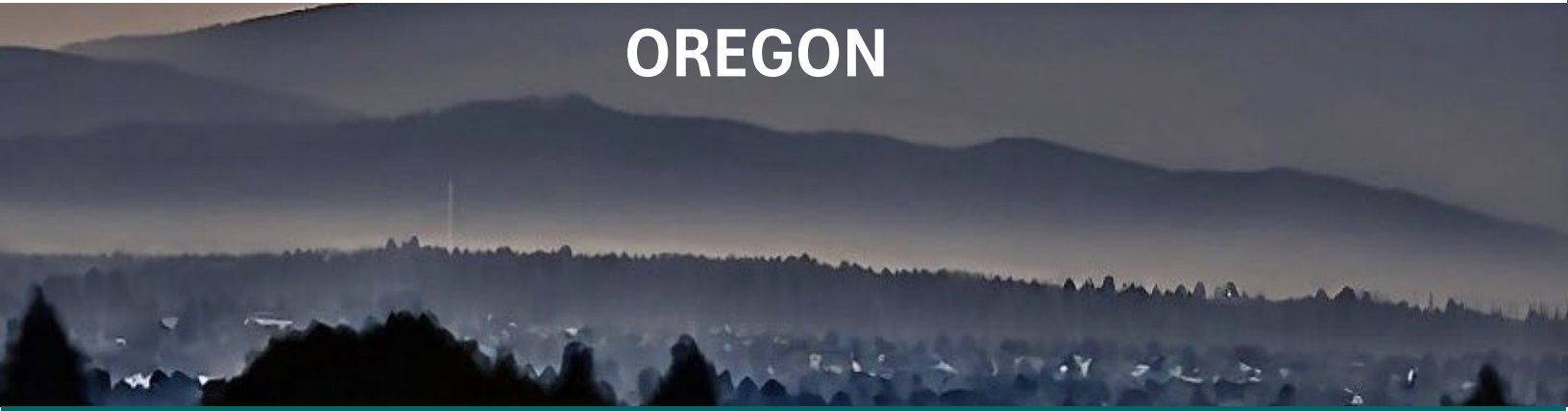




CLACKAMAS COUNTY



OREGON



ADOPTED BUDGET

Fiscal Year 2025-2026

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

CLACKAMAS COUNTY, OREGON

ADOPTED BUDGET

FISCAL YEAR 2025-26



Submitted to Clackamas County:

Board of County Commissioners

Craig Roberts, Chairperson

Diana Helm, Commissioner

Paul Savas, Commissioner

Martha Schrader, Commissioner

Ben West, Commissioner

Budget Committee

Kenneth Sernach, Chairperson

James Karn, Public Member

Jan Lee, Public Member

Wendy Rader, Public Member

James Rhodes, Public Member

Prepared by Staff Members:

Gary Schmidt, County Administrator

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

Megan Petersen, Budget Coordinator



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**Clackamas County
Oregon**

For the Fiscal Year Beginning

July 01, 2024

Christopher P. Morill

Executive Director

Table of Contents

Budget Message

Organization Charts	7
Budget Message	9
Changes in Resources and Requirements Between Proposed, Approved, & Adoption	20
Performance Clackamas County Strategic Plan	21
Long-Term Planning Efforts and Major Initiatives	27

Budget Overview

About the County.....	31
Clackamas County Quick Facts (Economic Indicators)	32
Governing Board	36
Public Involvement	37
Financial Structure	37
Basis of Accounting and Budgeting.....	37
Budget Adoption Process.....	38
Budget Revision Process	39
Budget Policies	39

Financial Summaries

Total Budget Summary.....	58
Revenue Summary	59
Resources by Fund Type, Fund and Category	63
Resources by Fund Type, Fund and Department	64
Expense Summary	66
Requirements by Fund Type, Fund and Category	68
Requirements by Fund Type, Fund and Department	69
End-of-Year Financial Position.....	71
County Debt Summary	73
Clackamas County Outstanding Bonds.....	75
County Fund Structure	76
County Workforce Summary	78
FY25-26 FTE by Fund.....	80
5-Year General Fund Forecast.....	81

Budget by Fund

Budget by Fund Overview.....	82
General Fund (100) Budget Summary	83
General Fund Resources by Department and Category	84
General Fund Requirements by Department and Category	85
General Fund Support by Function	86

General Fund FTE by Departments	87
General Fund Support by Department	88
General Fund Budget by Priority	89
General Fund	90
Special Revenue Funds	96
County Fair.....	98
County School.....	100
Development Services	102
Sheriff's Operating Levy.....	105
Inmate Welfare Special	107
Community Services	109
CCSO Forfeitures.....	111
Law Library.....	113
Library Network	115
Road.....	118
Property Resources.....	121
County-Wide Transportation SDC.....	123
Public Land Corner Preservation	125
Special Grants.....	127
Health, Housing, and Human Services	129
Clackamas Health Centers.....	131
Transient Lodging Tax.....	133
Parks and Forestry.....	135
Debt Service	137
County Debt Service	139
Debt Service – General Obligation.....	141
Capital Project.....	143
Capital Projects.....	145
Enterprise Funds	147
Stone Creek Golf Course	149
Clackamas Broadband Utility	151
911 Center	154
Internal Service	156
Facilities Management	158
Technology Services	162
Self-Insurance.....	166
Risk Management Claims	168
Fleet Services.....	170
 Budget by Department	
Budget by Department Overview	172
Departmental Summary	173
Office of Assessment & Taxation	174

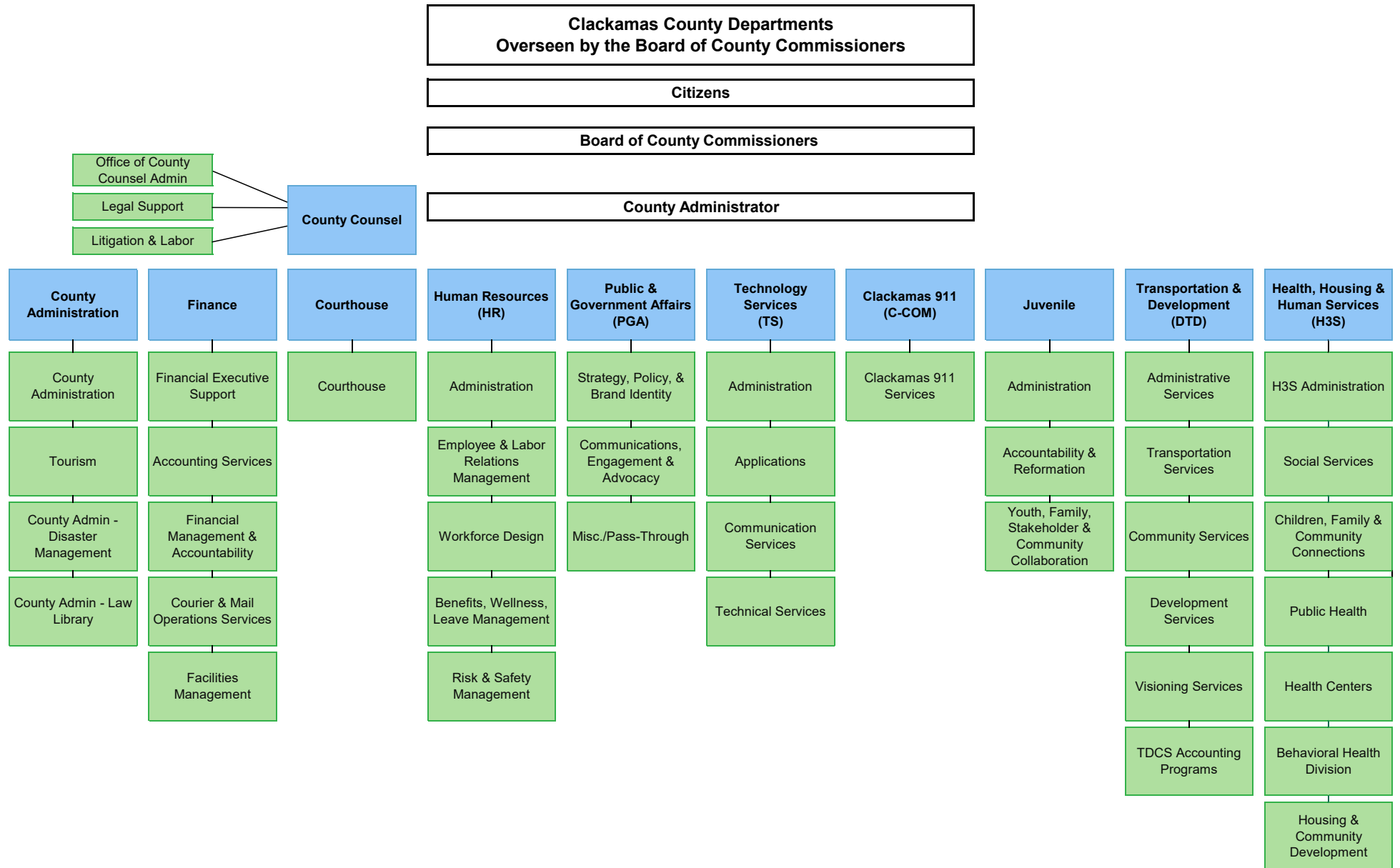
County Administration	186
Tourism	193
County Admin – Disaster Management	203
County Admin – Law Library	212
Office of the County Clerk	216
County Counsel.....	230
Finance	241
Facilities	259
Capital Projects	270
Courthouse.....	273
Human Resources.....	276
Public & Government Affairs	311
Technology Services	321
County Treasurer’s Office	340
Clackamas 911.....	346
Sheriff’s Office	350
District Attorney	391
Justice Court	407
Juvenile	413
Transportation & Development.....	436
Health, Housing, & Human Services	513
Miscellaneous and Pass-Through	593
Non-Departmental	601

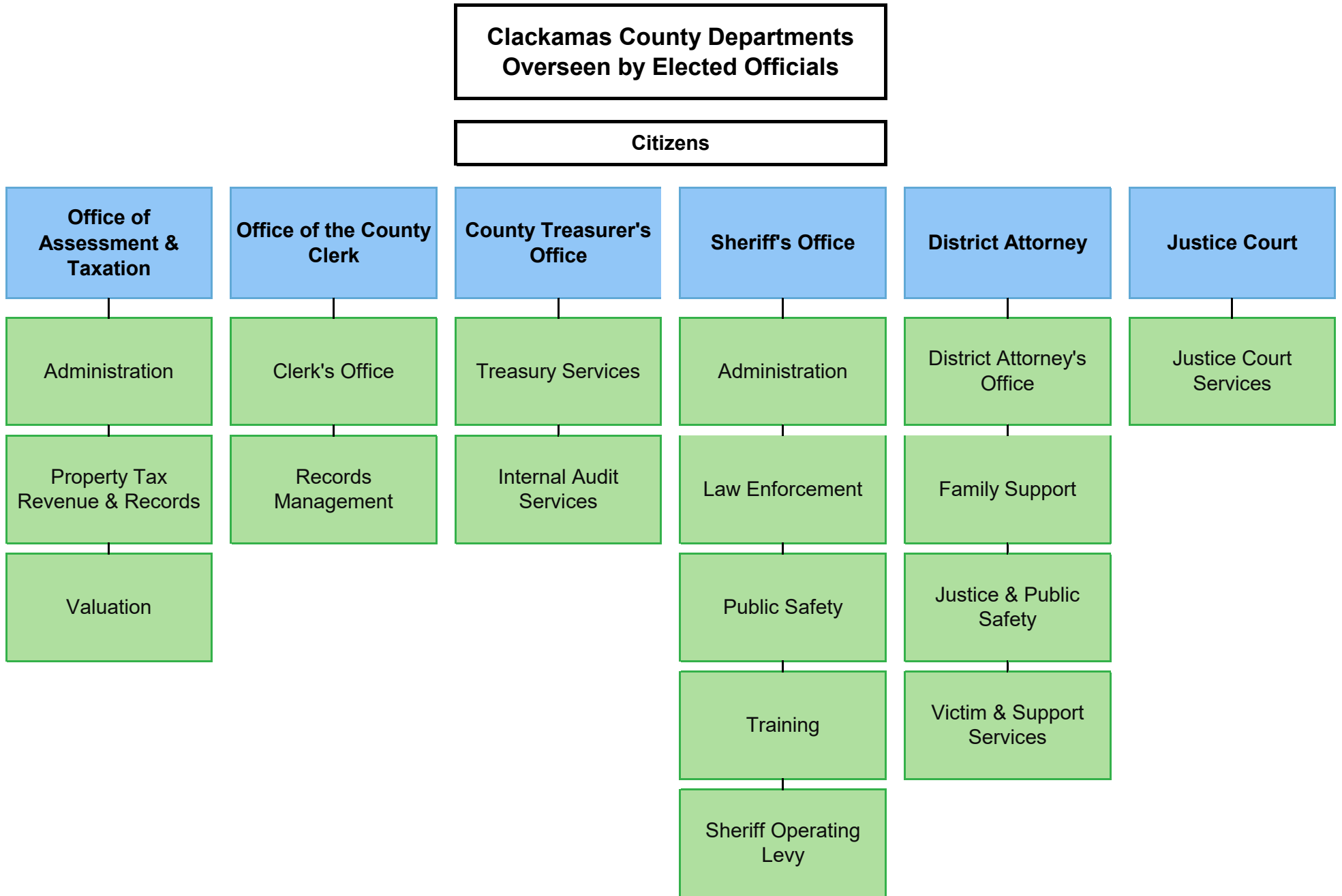
Capital Projects

Overview	606
Transportation System Planning and Project Programming	607
Funding Sources and Future Projects	610
5-Year Capital Improvement Program Project List.....	616
Unfunded Projects Matched with Possible Granting Funding Sources	623
Operating Impacts	624
All Capital Projects	624

Supplemental

2025-2026 Budget - Adopting Board Order.....	625
Glossary	643
Glossary of Acronyms	648





Budget Message

Fiscal Year 2025-2026 (FY25-26)

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

The Clackamas County, Oregon FY25-26 Proposed Budget is \$1,510,118,895 and is balanced as required by Oregon budget law.

The chart below displays the proposed budget amount of \$2,026,238,665 for the County along with the eight Service Districts governed by the Board of County Commissioners.

• Water Environment Services	\$247,583,463
• The Development Agency	\$41,638,819
• North Clackamas Parks & Rec. District	\$40,915,205
• Library Service District of Clack. County	\$26,258,827
• Extension and 4-H Service District	\$18,706,852
• Enhanced Law Enforcement District	\$9,836,464
• Street Lighting District	\$5,134,878
• Housing Authority of Clackamas County	\$126,045,263
Subtotal Districts	\$516,119,770
• Clackamas County	\$1,510,118,895
All-Clackamas County Budget	\$2,026,238,665

This budget was developed without sacrificing programs. Moreover, General Fund debt will be paid off in 2029, the Courthouse opened on time and on budget and the County is investing in key infrastructure services. Even though the County is also challenged with increasing costs and demand for services - under the Board's leadership - the County continues to provide its residents with critical services.

With that said, it's important to add a cautionary note. The primary source of discretionary revenue – property taxes - is not keeping pace with rising costs. Combined with the uncertainty about federal funds and regional SHS (Supportive Housing Services) dollars, the County is anticipating some of these impacts in the General Fund forecast. However, to the extent that funding is reduced or eliminated, programs and services will need to adjust accordingly. In other words, there is no room to backfill with General Funds.

While the current forecast shows a positive net balance for the next 10 years; it is not too soon to undertake a financial analysis of County priorities and associated costs.

Budget Committee

BCC Members

Craig Roberts, Chair
 Paul Savas
 Martha Schrader
 Ben West
 Vacant, Position 4

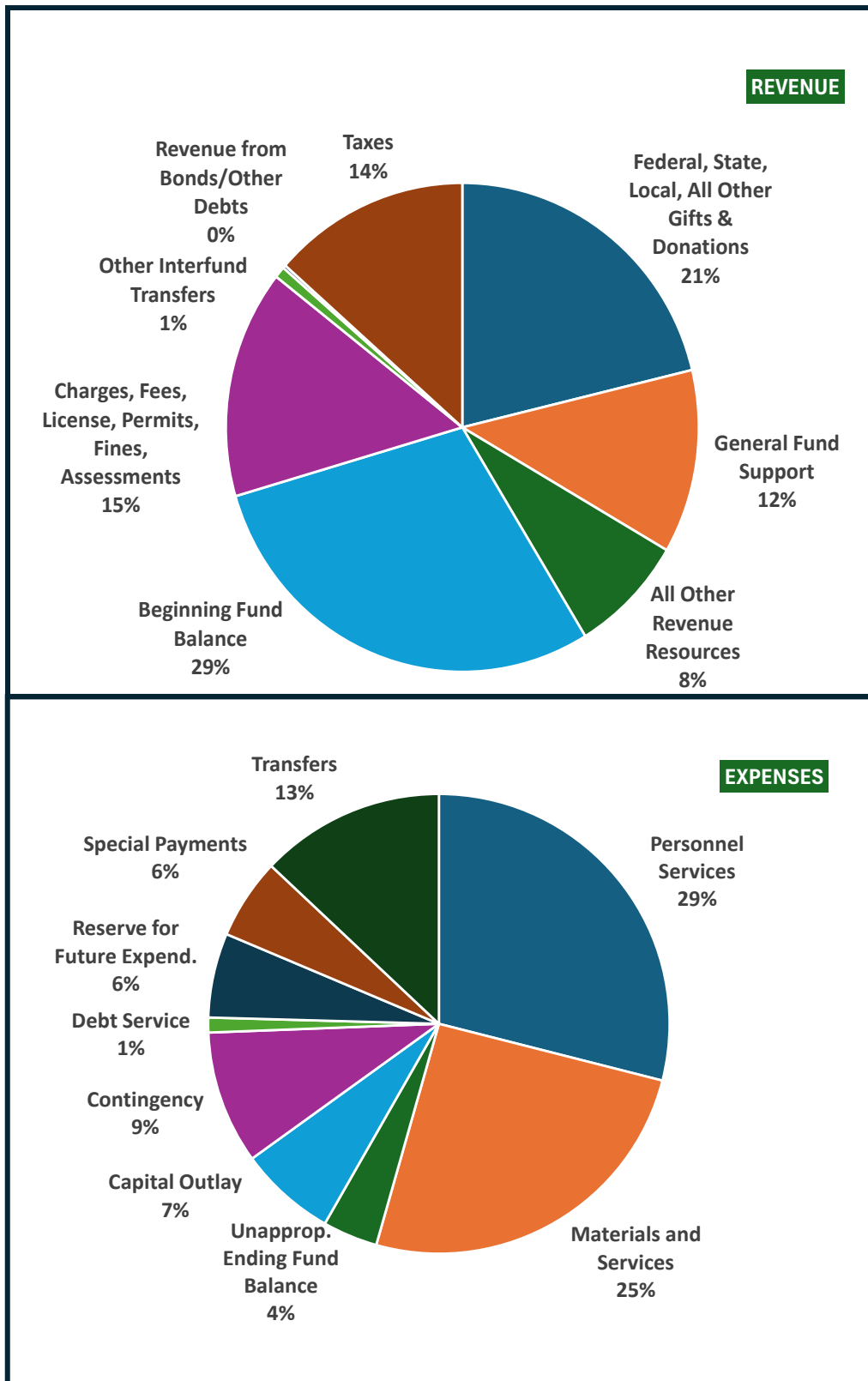
Public Members

James Karn
 Jan Lee
 Wendy Rader
 James Rhodes
 Kenneth Sernach

County Staff

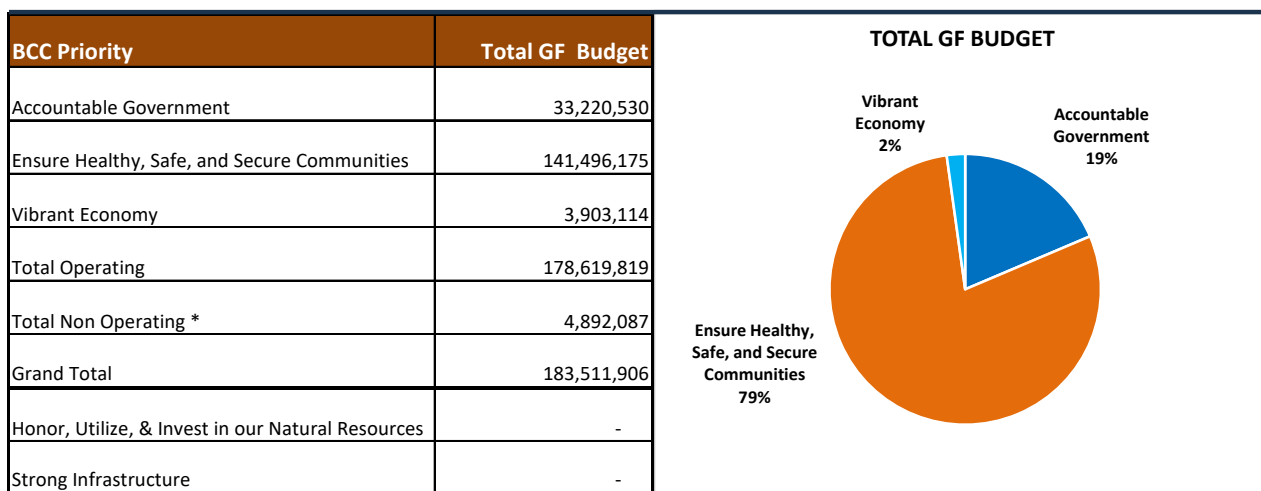
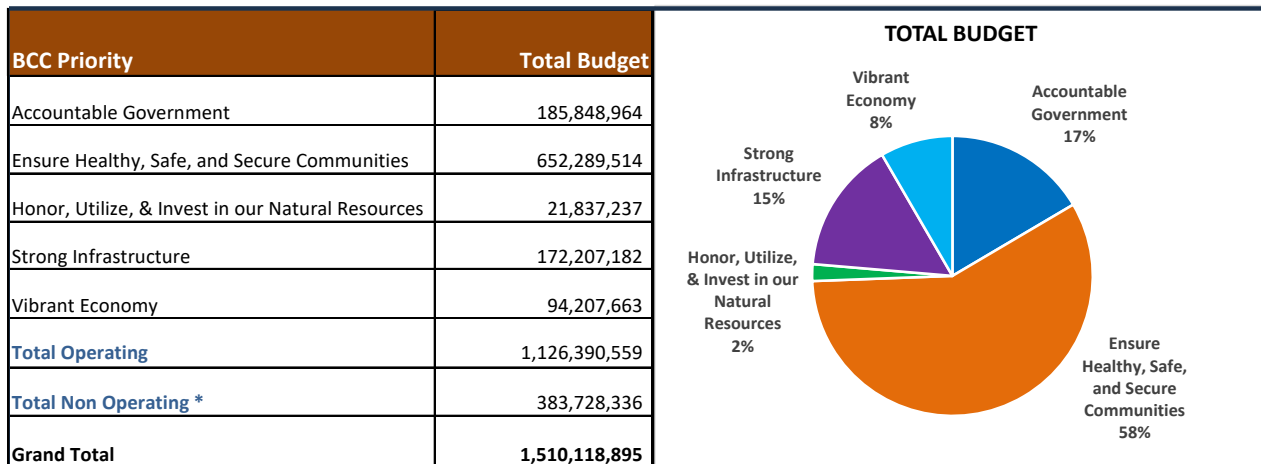
Gary Schmidt	Administrator & Budget Officer
Elizabeth Comfort	Finance Director
Sandra Montoya	Budget Manager
Megan Peterson	Budget Coordinator
Blaze Riggins	Senior Budget Analyst
Roxann Fisher	Budget Analyst
Jian Zhang	Budget Analyst

Summary of Revenues and Expenses (All Funds)



Performance Clackamas and Budget Alignment

The budget information below 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 Budget: Non-Operating includes Non-Departmental, Payroll Pass Through, and Debt Service programs

GF Budget: Non-Operating includes Debt Services

FY25-26 Proposed Budget Summary and Comparison with FY24-25

The summary below compares Clackamas County resources and requirements in the FY24-25 Amended Budget to the FY25-26 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	FY24-25 Amended	FY25-26 Budget	\$ Change	% Change
Resources by Category					
	Beginning Fund Balance	422,692,803	440,356,668	17,663,865	4.2%
Current Revenues					
	Taxes	195,477,150	203,466,225	7,989,075	4.1%
	Federal, State, Local, Other Donations	463,668,577	320,542,973	(143,125,604)	-30.9%
	Charges/Fees/License/Permits/Fines	213,654,706	228,300,573	14,645,867	6.9%
	Revenue from Bonds & Other Debts	2,489,032	3,067,883	578,851	23.3%
	All Other Revenue Resources	109,215,634	119,578,272	10,362,638	9.5%
	Interfund Transfers	18,496,091	11,294,396	(7,201,695)	-38.9%
	General Fund Support	157,504,128	183,511,906	26,007,778	16.5%
	Subtotal Current Revenues	1,160,505,318	1,069,762,228	(90,743,090)	-7.8%
	Total Resources	1,583,198,122	1,510,118,896	(73,079,225)	-4.6%
Requirements by Category					
	Personnel Services	410,466,298	437,559,716	27,093,417	6.6%
	Materials & Services	377,719,394	383,650,263	5,930,869	1.6%
	Capital Outlay	238,041,370	102,610,634	(135,430,736)	-56.9%
	Subtotal Current Expenditures	1,026,227,063	923,820,613	(102,406,450)	-10.0%
	Debt Service	15,547,163	15,795,300	248,137	1.6%
	Special Payments	82,052,290	85,607,480	3,555,190	4.3%
	Interfund Transfer	18,764,538	12,091,332	(6,673,206)	-35.6%
	General Fund Support	157,504,128	183,511,906	26,007,778	16.5%
	Contingency	130,110,295	141,412,115	11,301,820	8.7%
	Reserve for Future Expenditures	96,769,585	89,713,943	(7,055,642)	-7.3%
	Unappropriated Ending Fund Balance	56,223,061	58,166,207	1,943,146	3.5%
	Total Requirements	1,583,198,123	1,510,118,895	(73,079,227)	-4.6%

Explanation of Revenue and Expenses

Revenue

Tax Revenue

Countywide, tax revenue is expected to increase by 4.1% or \$203.5 million for FY25-26. This includes delinquencies and penalties/interest.

Federal, State, and Local Revenue

These funds are budgeted to decrease by \$143.1 million, or 30.9%. This decrease is primarily due to the State's one-time contribution for the Courthouse construction in FY24-25.

Charges for Services, Fees and Licenses

This category is budgeted at \$228.3 million in FY25-26, an increase of \$14.6 million over FY24-25.

Revenue from Bonds and Other Debts

This revenue is budgeted at \$3.1 million in FY25-26, an increase of \$.6 million over FY24-25. Loan proceeds from the County Fair fund account for \$1.9 million of this total.

All Other Revenue Sources

This is budgeted at \$119.6 million and includes \$37.6 million for salary reimbursements from other agencies that use the County to process their payroll, \$33.7 million for the Self-Insurance Fund, and \$13.8 million in expected interest income. It also includes the Transient Room Tax, Asset Sale Proceeds, and Franchise Fees.

Interfund Transfers

These are the dollars sent from one County fund to another.

General Fund Support

General Fund Support reflects the receipt and distribution of tax dollars to the operating departments. This is reported as revenue to the operating departments and a transfer expense to Non-Departmental.

Expenses

Personnel Services

Total County personnel services are budgeted to increase by \$27.1 million or 6.6% for a total FY25-26 budget of \$437.6 million. This includes a COLA increase of 2.8% and PERS increase of 18.1%.

Materials & Services (M&S)

Expenses are proposed to increase by 1.6% (\$5.9 million) for a total of \$383.7 million. This percentage increase is lower than last year's primarily due to a reduction in Metro Supportive Housing funds.

Capital Outlay

Capital outlay decreased from FY24-25: \$102.6 million vs. \$238.0 million. This decrease is driven by \$138.1 million in construction costs for the new courthouse which was budgeted in FY24-25.

General Fund Contingency and Reserves

Per Board policy, General Fund Contingency is calculated at 5% of operating expenses for unforeseen circumstances that may arise in the current year. General Fund Reserves are calculated at 10% of

combined Taxes, Fees, Fine and Permits which are set aside for future use (not in the current fiscal year).

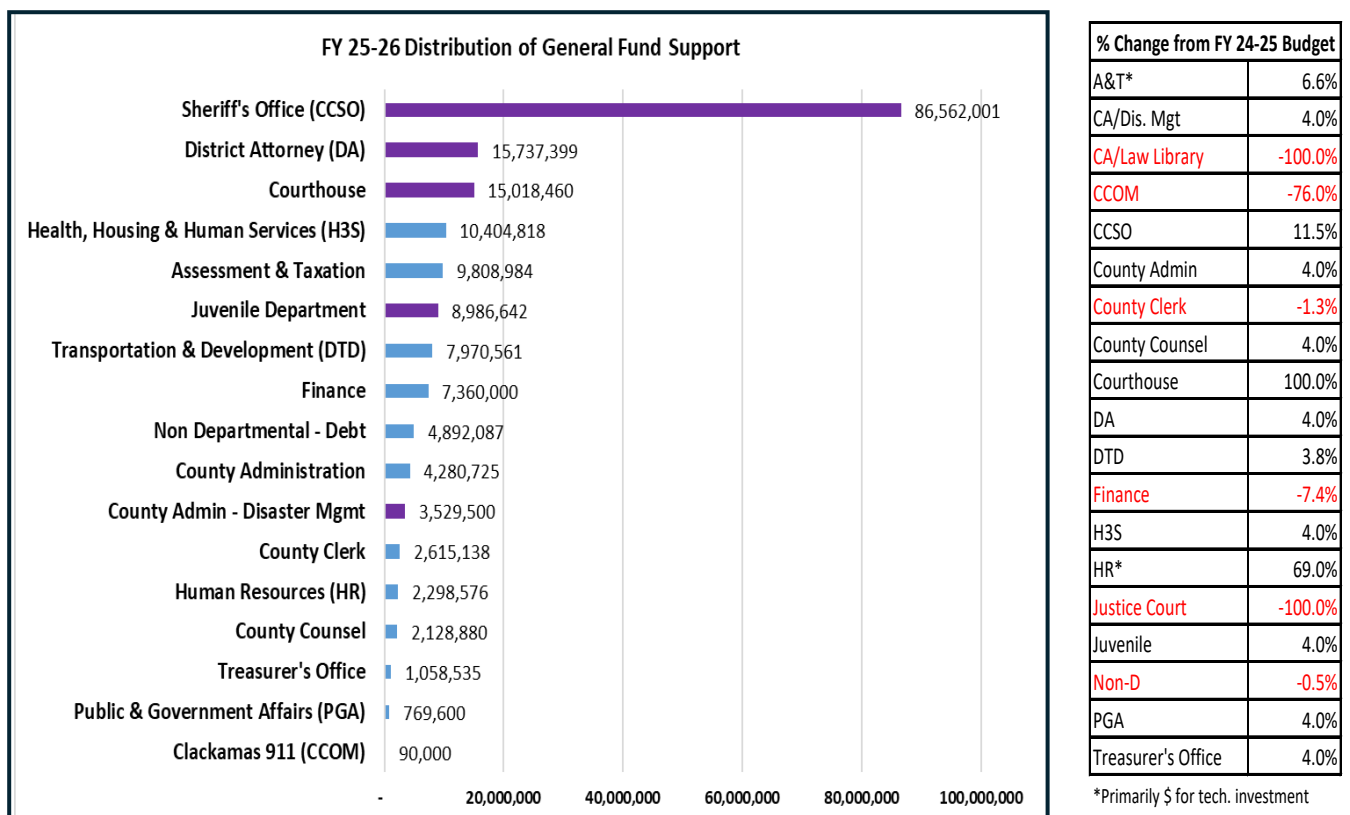
In FY25-26, in line with the policy, Contingency is budgeted at \$141.4 million, and Reserves is \$89.7 million for a total of \$231.1 million, an increase of \$4.2 million over FY24-25.

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 and is budgeted at \$58.2 million for FY25-26.

Distribution of General Fund Support (GFS)

The chart below displays the distribution of General Fund Support (\$183.5 million) by department. As in previous years, **Public Safety** departments/offices receive the largest share (71%).



County Staffing

The chart below includes all regular and limited-term full-time equivalent (FTE) in departments and elected offices.

Budget Year	FY22-23 Actual	FY23-24 Actual	FY24-25 Budget	FY24-25 Estimated	FY25-26 Proposed
FTE	2,397.7	2,446.4	2,450.9	2,512.4	2,513.8

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.

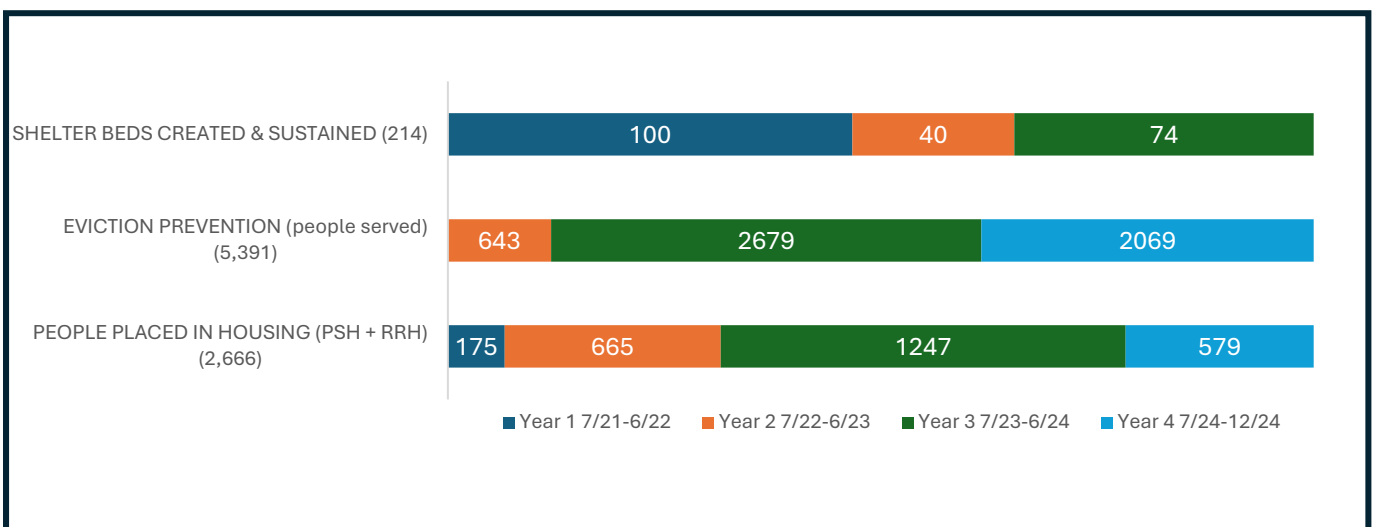
In addition, the Supportive Housing Services tax was implemented in 2020. In FY24-25, the County anticipates spending \$73 million of this tax. The FY25-26 proposed budget includes an additional expenditure of \$64 million plus carryover for one-time and limited duration expenses. More information about the Supportive Housing Services tax can be found at

www.clackamas.us/housingauthority/supportive-housing-services.

Bond Funding:



SHS Tax:

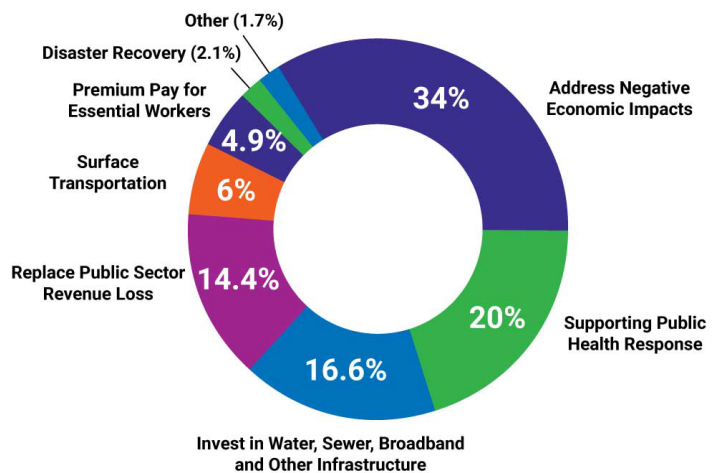


One-Time Federal Aid

American Rescue Plan Act (ARPA)

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

100% of the \$81,227,922 has been obligated to projects. Examples include the Oak Lodge and Gladstone Libraries, the Broadband Infrastructure Expansion, and the Fairgrounds Multipurpose Building. Funds have also been distributed to local non-profit organizations to help individuals with basic needs.



National Opioid Settlement Funds

Clackamas County, along with several local cities, is receiving funding from the National Opioid Settlement to help address the impacts of the opioid and substance use crisis affecting our community and the nation. Over the coming years, Oregon is expected to receive more than \$600 million, with Clackamas County projected to receive over \$24 million. To date, the County has received approximately \$7 million.

A portion of the funds have been awarded to community providers to address the opioid crisis. Additional funds have been allocated to County programs and services that address substance use prevention, early intervention, treatment, and recovery programs that support individuals with a substance use disorder (SUD) and/or are involved with the justice system.

Investments in Infrastructure that Serves the Public

Significant progress has been in the design, construction, and renovation of several buildings that house key services for the public. None of these projects require increased property taxes. Projected completion dates are:

- Lake Road Health Center (Outpatient Behavioral Health) –Summer/2025
- Gladstone and Oak Lodge Libraries – Gladstone completed; Oak Lodge October/ 2025
- 24-hour Crisis Stabilization Center –December/2025
- Recovery Campus for people with substance use disorders –Design Phase - Spring/2026

Courthouse Replacement Project

The replacement County Courthouse opened May 2025. It is funded through a combination of State matching funds and County property tax dollars. The County did not take out debt for the Courthouse and instead opted for the Public Private Partnership (P3) model. To meet its obligation, the County strategically reduced its operating budget by \$15 million (or approximately 10%) in FY23-24. To account for the ongoing expenses and payments associated with the Courthouse, a new department has been created within the Chart of Accounts.

More detailed information can be found at: [New Circuit Courthouse | Clackamas County](#).

Investments in Internal Infrastructure

One of the Board's priorities is "Building Trust through Good Government". Among other things, the public expects efficient service delivery, easy access to information, and security of data shared with the County. To meet these expectations, the County is investing in technology solutions to replace, update, or install systems that enhance our ability to serve our residents.

Impact of Loss of Federal Funds

It is still not known if federal dollars will be reduced or eliminated to local governments. If so, there is no room in the General Fund to back fill these essential services. If federal dollars indeed are lost, those programs and services will also be eliminated.

Department/Office Unfunded Staffing Requests

A few departments and offices have expressed the need for additional staff to address current challenges. Those positions that were not funded with General Funds have been approved; however, due to limitations on available General Funds, positions that require that funding source have not been approved. Following is a summary of identified needs. These will also be discussed during the individual department/office presentation:

Department/Office	Request	#FTE	Annual Cost (GFS)
CA/Disaster Mgmt.	Additional positions for Medical Examiner Office to address significant increase in deaths	2	\$302,755
H3S	Position to increase federal benefits for veterans	1	\$142,875
H3S	Position to address Medicaid administration claims billing and provide grant and legislative coordination	1	\$125,483
H3S	Position to provide referrals/navigation for Women, Infants, Children's program and nurse home visiting	1	\$118,751
H3S	Position to plan community driven grants for priority areas in the County Health Needs Assess.	1	\$186,384
DA	Legal assistant for Victim Assistance program	1	\$109,824
DA	Victim Advocate position	1	\$118,046
DA	Executive Assistant for the DA	1	\$139,556
DTD	Animal Care Specialist to address staffing shortage	1	\$113,600
DTD	Code Enforcement position to address community complaints and increase site investigations	1	\$170,000
DTD	Assistance covering Legal Fees to address new process	0	\$120,000
TOTAL		11	\$1,647,274

Developing the Budget

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. Components of the forecast include:

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 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

The County has moved away from routinely increasing budgets regardless of actual revenue and expenses. Instead, a review of historical revenue and expenses along with current projections formed the basis for each department and office's budget. The Budget Manual further supported a more analytic approach with these directions:

- 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 benefiting programs
- Prorate funding for new/vacant positions
- If proposing a new program, identify a new revenue source or reductions to balance

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, Records Management, and County Counsel - to the operating departments.

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

The FY25-26 Proposed Budget reflects costs associated with the third year of implementing a hybrid cost allocation model. The County Administrator limited increases to these departments to no more than 4%. With that as a base, the internal services departments conservatively budgeted their expenses resulting in

an overall increase of 1.3% from FY24-25. When distributed using updated staffing and other drivers, several departments saw a decrease in their allocated costs.

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 last two years with additional details located in the policy subsection.

Conclusion

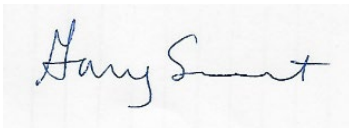
This FY25-26 proposed budget reflects the County's continued commitment to public safety and other critical services to its residents. It builds upon past investments for affordable housing, expands recovery services for individuals with behavioral health challenges, and focuses on maintaining and improving the County's infrastructure.

The County will, however, be challenged in the months ahead as it faces uncertainty about federal and regional resources, increasing costs of goods and services, and rising expectations. By maintaining a balance between fiscal prudence and necessary investments, the County is positioning itself for long-term stability and success. As the County moves forward, ongoing evaluation and adjustments will ensure that it remains aligned with the Board's goals while adapting to changing circumstances.

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, Sandra Montoya, Budget Manager, and the entire budget team for their dedicated work.

Finally, thank you to the Budget Committee for its commitment and consideration of this proposed budget.

Sincerely,

A handwritten signature in blue ink, reading "Gary Schmidt", on a light-colored rectangular background.

Gary Schmidt
County Administrator & Budget Officer

Clackamas County (Excluding Districts/Agencies)
Changes in Resources and Requirements Between Proposed, Approved, Adopted
FY25-26 Budget

	Proposed Budget	Changes 5/29/25**	Approved Budget	Calculation Corrections ***	Adopted Budget	Approved vs Adopted %
<u>Resources by Category</u>						
Beginning Fund Balance	440,356,668		440,356,668		440,356,668	0.0%
Current Revenues						
Taxes	203,466,225		203,466,225		203,466,225	0.0%
Federal, State, Local, Donations	320,542,973		320,542,973		320,542,973	0.0%
Charges/Fees/License/Permits/Fines	228,300,573		228,300,573		228,300,573	0.0%
Revenue from Bonds & Other Debts	3,067,883		3,067,883		3,067,883	0.0%
All Other Revenue Resources	119,578,272		119,578,272		119,578,272	0.0%
Interfund Transfers	11,294,396		11,294,396		11,294,396	0.0%
General Fund Support *	183,511,906	(3,912,641)	179,599,265	304,641	179,903,905	0.2%
Subtotal Current Revenues	1,069,762,227	(3,912,641)	1,065,849,586	304,641	1,066,154,227	0.0%
Total Resources	1,510,118,895	(3,912,641)	1,506,206,254	304,641	1,506,510,895	0.0%
<u>Requirements by Category</u>						
Personnel Services	437,559,715	(4,216,641)	433,343,074	608,641	433,951,715	0.1%
Materials & Services	383,650,263		383,650,263		383,650,263	0.0%
Capital Outlay	102,610,634		102,610,634		102,610,634	0.0%
Subtotal Operating Expenditures	923,820,612	(4,216,641)	919,603,971	608,641	920,212,612	0.1%
General Fund Support *	183,511,906	(4,216,641)	179,295,265	608,640	179,903,905	0.3%
Subtotal Current Expenditures	1,107,332,518	(8,433,282)	1,098,899,236	1,217,281	1,100,116,517	0.1%
Debt Service	15,795,300		15,795,300		15,795,300	0.0%
Special Payments	85,607,480		85,607,480		85,607,480	0.0%
Interfund Transfer	12,091,331		12,091,331		12,091,331	0.0%
Contingency	141,412,115		141,412,115		141,412,115	0.0%
Appropriated Expenditures	1,362,238,745	(8,433,282)	1,353,805,463	1,217,281	1,355,022,745	0.1%
Reserve for Future Expenditures	89,713,943		89,713,943		89,713,943	0.0%
Year End Projected Balance						
Unappropriated Ending Fund Bal	58,166,207	4,520,641	62,686,848	(912,641)	61,774,207	-1.5%
Total Requirements	1,510,118,895	(3,912,641)	1,506,206,254	304,641	1,506,510,895	0.0%
Full-Time Equivalents (FTE's)	2,513.8	1.0	2,514.8		2,514.8	0.0%

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

**5/29/25 Changes reflect a \$4,368,641 reduction in General Fund Support and expenses to CCSO's budget, and a \$152,000 increase in General Fund Support to Disaster Management for 1 new FTE.

***6/18/25 A calculation error in the 5/29/25 appropriated and unappropriated totals has been corrected. Appropriated is \$1,217,281 greater and total budget is \$304,641 greater than originally reported. Imposed taxes did not change.



Performance Clackamas

Clackamas County Strategic Plan

March 2021 Update



Commissioner
Sonya Fischer

Commissioner
Paul Savas

Chair
Tootie Smith
Page 21

Commissioner
Martha Schrader

Commissioner
Mark Shull

Build Public Trust through Good Government



Public trust is the currency of good government. Clackamas County will design and deliver services that make a difference and measure our effectiveness in terms of results for our customers. We will listen, be accountable and deliver what we promise. When we allocate resources, they will be tied to results that matter. Updating the County Courthouse will ensure that key public safety services are safe and accessible to all residents.

Goals

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

Grow a Vibrant Economy



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

Goals

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

Build a Strong Infrastructure

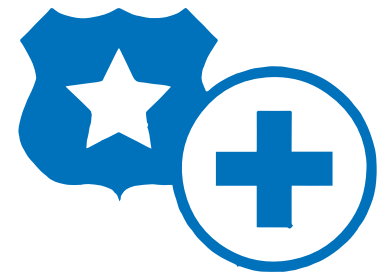


Ensure long-term investments in infrastructure that will support the diverse needs of Clackamas County residents, including: a thriving economy, living wage jobs, housing and transportation alternatives, and a healthy environment.

Goals

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

Ensure Safe, Healthy and Secure Communities



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

Goals

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

Honor, Utilize, Promote and Invest in our Natural Resources



The abundant natural resources in both urban and rural areas of Clackamas County provide extraordinary economic and recreational opportunities. A balanced sustainable approach to our natural resources will generate prosperity and help secure and conserve those resources for future generations.

Goals

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

Long-Term Planning Efforts and Major Initiatives

Performance Clackamas is the County's strategic plan that emphasizes the relationship between providing budget resources and measurable progress toward the declared goals of the governing body. This program has changed the approach to budget development and tracking of outcomes so that measurable progress toward Clackamas County goals will be provided to residents. The five strategic goals are as follows:

1. Build Public Trust through Good Government
2. Grow a Vibrant Economy
3. Build a Strong Infrastructure
4. Ensure Safe, Healthy, and Secure Communities
5. Honor, Utilize, Promote, and Invest in our Natural Resources

Build Public Trust through Good Government

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

- *Balanced* (required by Oregon Budget Law): Planned revenues match or exceed planned expenses each year.
- *Structurally sound*: Recurring revenues are used to cover recurring expenses and one-time revenues to cover one-time expenses.
 - Recurring revenues are revenues that are expected to continue year-to-year, with some degree of predictability. Property taxes are an example of recurring revenue, whereas a settlement from a lawsuit is a good example of non-recurring revenue.
 - Recurring expenditures appear in the budget each year - examples include salaries, benefits, materials and services, and asset maintenance costs.
- *Sustainable*: By strategically allocating resources, managing finances, and meeting spending commitments, financial health is maintained both now and in the future. The County has adopted a 30-year forecast model to ensure that the cost structure and strategies are financially sustainable. The forecast is regularly reviewed and updated in real time as changes in assumptions, funding, or policy occur.
- *Accurate Forecasting*: The forecast is built around data-informed assumptions on growth or changes in both revenues and expenses. Changes may be driven by policy shifts or local, federal, and state funding availability.
- *Communications and Engagement*: Through the development of strategic communications and engagement plans, the Clackamas County community will experience greater transparency and accountability from their county government.

Grow a Vibrant Economy

Economic Development: Clackamas County is focused on attracting and supporting industries offering stable, well-paying jobs that strengthen the local economy and provide long-term opportunities. This is done through prioritizing sectors that offer diverse, modern career paths such as manufacturing, healthcare, and technology.

Growth Development: The County works closely with education and workforce partners to ensure residents are prepared for in-demand jobs by investing in scholarships for accredited training programs, supporting rural workforce training, and securing early access to healthcare focused career and technical education.

Business Development Grant Program: The next cycle of the program launches this fall and is open exclusively to traded-sector businesses. This grant program supports local businesses making capital investments or investing in workforce training. It is open to both existing businesses and those looking to relocate to Clackamas County.

Enterprise Zone Program: This program encourages local businesses to invest by offering property tax exemptions on new buildings, machinery, and equipment. Eligible businesses can receive a 3-year property tax abatement within designated zones in Clackamas County. This program is currently active and is scheduled for renewal consideration around 2030.

Build a Strong Infrastructure

Courthouse: The new 257,000 sq. ft. Clackamas County Courthouse officially opened to the public on May 19th, 2025. The courthouse is designed to provide significantly more room and security for staff and visitors, and to serve the community for many decades to come. The new building includes:

- 16 Courtrooms
- Jury assembly and Grand Jury spaces
- 20 Judicial chambers
- Safe corridors for courthouse users
- Offices for the District Attorney
- Secure holding cells
- Improved prisoner transfer facilities
- New home of the law library

The new courthouse creates a more responsive and efficient local justice system, greater measures of safety for victims, and increased accessibility. Another benefit of the new courthouse is its location on the Red Soils campus, placing residents steps away from other important co-located services, such as social services, behavioral health, and public health.

This project has embodied innovation in construction and environmental sustainability, and sets a precedent for future developments within Oregon and beyond. The courthouse delivers a modern facility by integrating advanced green technologies, prioritizing security without sacrificing openness, and fostering strong community and statewide support. Not only will the courthouse serve the immediate needs of Clackamas County, but will also showcase the benefits of collaboration, efficiency, and sustainability in public projects.

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

Clackamas County aims to make houselessness and housing instability rare, short-term, and not recurring. From 2021-2024, 18,176 individual people were supported by County housing services; this includes houseless people placed in housing, eviction prevention, help with rent, and finding shelter. The breakdown includes:

- 3,544 Residents moved into permanent supportive housing
- 8,112 Residents received help to prevent eviction or pay rent
- 2,986 Residents stayed in a shelter

A key funding source for housing services is the regional Supportive Housing Services measure and program (SHS), which funds houseless services inside the Metro Urban Growth Boundary.

- 3,322 Residents had houselessness prevented through SHS in the two years that the program has been implemented (2022-2024)
- 2,082 Houseless residents have been placed in permanent housing with ongoing support services through SHS (2021-2024)

The Housing Authority of Clackamas County (HACC) has increased the supply of affordable homes across the county. 1,073 New, affordable homes have been built since 2022. New and forthcoming developments include:

- Tukwila Springs, 48 units, 2022
- Fuller Road Station, 99 units, 2022
- Good Shepherd Village, 142 units, 2023
- Las Flores, 171 units, 2023
- Mercy Greenbrae, 100 units, 2024
- Molalla Apartments, 60 units, 2024
- Hillside Park, 275 units, 2026
- El Nido, 55 units, 2026
- Vuela, 121 units, 2026

Ensure Safe, Healthy, and Secure Communities

Evacuation Planning: Clackamas County continues to work with law enforcement, fire districts, city partners, and neighboring counties to improve evacuation planning in the county. During an incident, such as a wildfire, evacuation routes may change during the event as the incident changes. This planning helps identify routes out of a neighborhood that can best handle large volumes of traffic and areas that may be prone to congestion during an evacuation.

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

American Rescue Plan Act (ARPA): ARPA provided federal emergency relief funding to local governments. Clackamas County received approximately \$81.2 million, which had to be obligated by December 2024, and spent by December 2026. All funds have been committed to county projects at this time.

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

Supporting Public Health Response (~\$16.2 million)

- Fairgrounds Multipurpose Facility - \$4.8 million
- Public Health payroll costs - \$4 million
- Behavioral Health Center relocation - \$2.9 million
- C-800 Communication Towers - \$2 million
- Clackamas Fire District - \$1 million
- Adult and Teen Challenge NW - \$1.3 million
- Disaster Management payroll costs - \$250k
- Behavioral Health payroll costs - \$200k
- Disaster Management contractor support - \$77k

Address Negative Economic Impacts (~\$27.9 million)

- Oak Lodge Library project - \$9.2 million
- Gladstone Library project - \$6.9 million
- Nonprofit support - \$3.8 million
- Hotel/motel emergency sheltering program - \$2.2 million
- Basic needs household assistance - \$1.8 million
- Recovery Center - \$1 million
- Habitat for Humanity - \$800k
- Career Restart Services, Workforce Training - \$600k
- Canby Center, \$640k
- CBO admin support - \$240k
- Molalla Adult Community Center - \$200K
- PreventNet Program - \$200k
- Children of Incarcerated Parents Program - \$180k
- Temp. hotel shelter/other warming shelter activities - \$156k
- WIC Relocation, \$43k
- Public Health CIO non-payroll - \$20k

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

- NCPRD (operations) - \$3.3 million
- Various services within the DTD - \$2.1 million
- Sheriff's Office (maintenance, equipment) - \$1.7 million
- Restaurant inspection licensing fees - \$1.3 million
- Recovery Center - \$1 million
- Wichita Center roof - \$1 million
- WES - \$710k
- County parks (maintenance and repairs) - \$249k
- County Fair - \$167k
- Law Library programming and services - \$109k
- County library support - \$28k

Invest in Water, Sewer, and Broadband Infrastructure (~\$13.5 million)

- Clackamas Broadband Exchange expansion - \$10.1 million
- Stormwater repairs - \$3.5 million

Premium Pay for Essential Workers (~\$4 million)**Surface Transportation (~4.9 million)**

- Sidewalks - \$1.2 million
- Paving - \$3.1 million
- Highway - \$565k

Disaster Recovery (~1.7 million)

- Technology Services - \$1.6 million
- Emergency tracking software - \$100k

APRA Funding Administration (~1.4 million)**Honor, Utilize, Promote, and Invest in our Natural Resources**

Recovery Oriented System of Care (ROSC): Clackamas County will continue to address houselessness, mental health and substance use disorders through the completion and operation of the Clackamas County Recovery Campus, by 2027.

The Recovery Campus will provide extensive wrap-around services, this includes detox, stabilization, mental health treatment, peer support, and transitional housing. Individuals will be there on a voluntary basis, and can be referred from hospitals, community partners, law enforcement, families, themselves, and others. Resources will be provided for housed and unhoused people with addictions to get well and re-engage with their communities.

The campus is a critical addition to our recovery-oriented system of care, where residents will access our network of resources. The Recovery campus is one of six priority investments, including:

- Clackamas County Stabilization Center
- Recovery Housing Program
- Caring Place
- Clackamas Village
- Lake Road Health Center

Construction is estimated to cost approximately \$40 million. Clackamas County purchased the property for \$3.5 million. Similar to other large projects, the County is utilizing a variety of funding sources to underwrite these one-time costs. Thus far, about \$18 million has been identified for this project.

BUDGET DOCUMENT

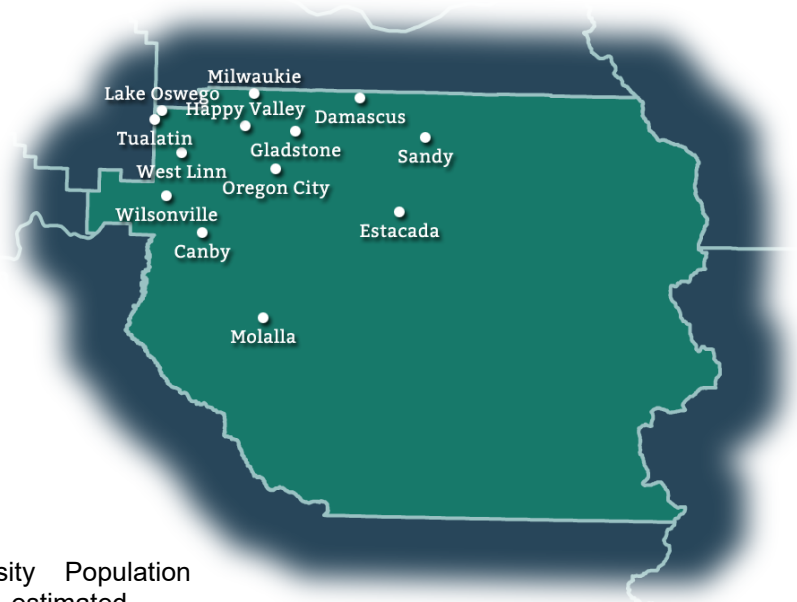
The FY25-26 adopted budget for Clackamas County is detailed in this book and contains information regarding the County budget, as well as individual departments, fund descriptions, and summaries. It is designed to provide budget focus in a concise format and convey summary financial and service level information to increase the readers' understanding of the budget process and functions of Clackamas County. It makes generous use of narrative explanations and graphic displays to enhance readability.

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

ABOUT THE COUNTY

Profile of the Government

Clackamas County is one of three counties comprising the Portland metropolitan area in Northwest Oregon. The county originally contained the territorial capital for the Oregon Territory and had boundaries extending east to what is now Montana and Idaho, and north into what is now British Columbia, Canada. Today, the county is 1,879 square miles extending east to include Mount Hood, Oregon's tallest peak, south to the Willamette Valley, west to the Willamette River, and north to include some parts of South Portland.

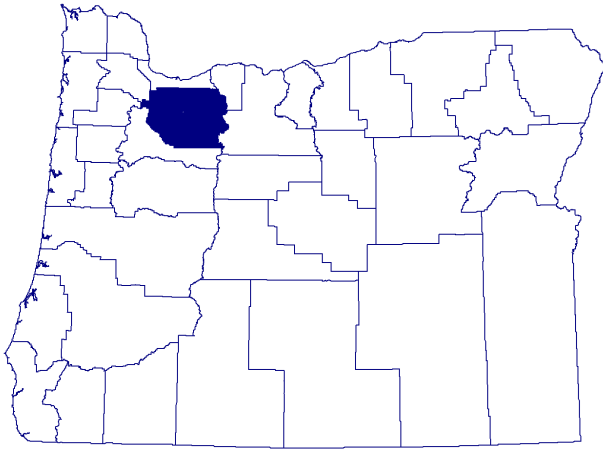


According to the Portland State University Population Research Center, Clackamas County has an estimated population of 426,567 in 2024. Clackamas County remains one of the more developable parts of the tri-county Portland metropolitan area. Due to low supply and increasing demand, home buyers are looking to urban areas within Clackamas County as housing prices continue to rise in the area.

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

Clackamas County Quick Facts

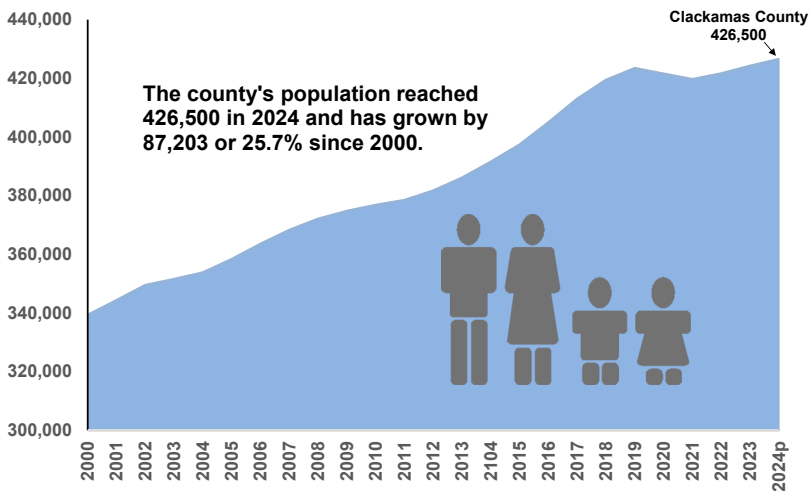
Updated 06/13/25



Clackamas County — Just the Numbers:

Land Area:	1,879 sq. miles
City, County & State Roads:	2,428 miles
Persons per sq. mile:	227
% of National Forest:	52%
2024 Population:	426,500
Civilian Labor Force:	227,708 Apr/25
Employed Labor Force:	217,907 Apr/25
Unemployment Rate:	4.3% Apr/25
2024 Average Wage:	\$69,941
Per Capita Income (2023):	\$51,666

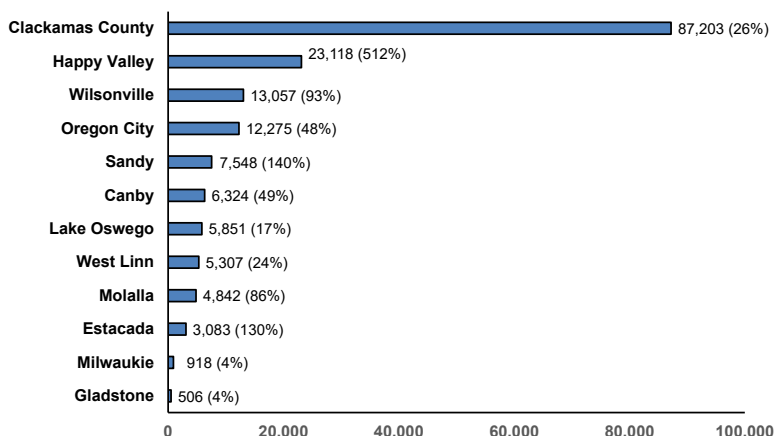
Clackamas County Population: 2000-2024p



Population

- Clackamas County's population reached 426,500 in 2024 and has grown by 25.7% since 2000, adding 837,203 residents.
- By 2044, the county's population is projected to reach 493,560 with 19% of its population (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 (23,118), Wilsonville (13,057), and Oregon City (12,275). The cities with the highest population growth rates included Happy Valley (512%), (Sandy (140%), Estacada (130%), Wilsonville (93%), and Molalla (86%).

Population Growth: 2000-2024p Clackamas County and Incorporated Cities



City Population Estimates - 2024p

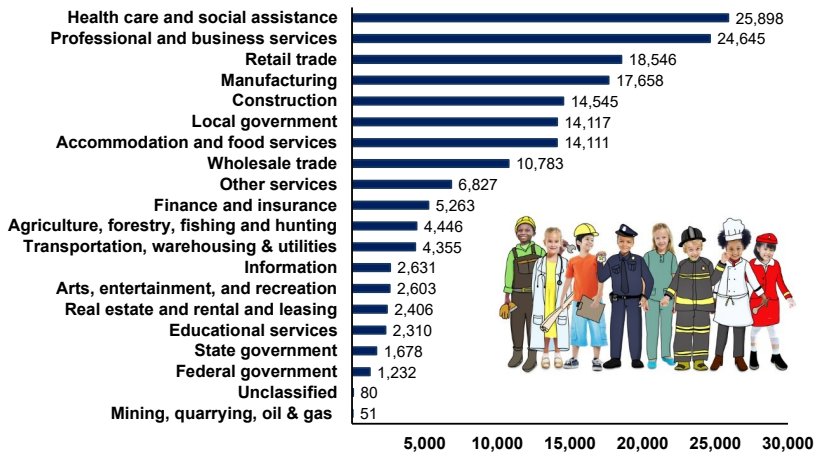
Canby	19,114
Estacada	5,454
Gladstone	11,944
Happy Valley	27,637
Johnson City	515
Lake Oswego*	41,129
Milwaukie	21,408
Molalla	10,489
Oregon City	38,029
Rivergrove*	557
Sandy	12,933
West Linn	27,568
Wilsonville*	27,048

Source: Population Research Center, PSU, 2024p estimates

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

Industry and Labor Force

Average Broad Industry Covered Employment, Clackamas County: 2024 Average Annual Employment: 174,186



Source: Oregon Employment Department, QCEW, 2024

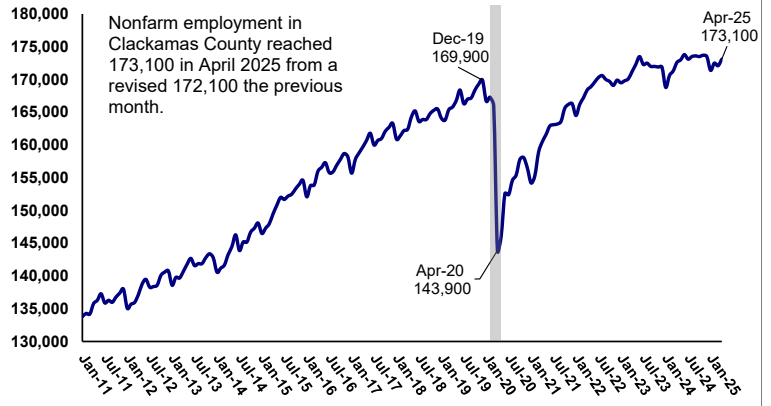
Industry Employment

- The total average covered employment in Clackamas County was 174,186 in 2024. This was an increase of 948 jobs since 2023.
- Four, broad industries made up one-half of total employment in 2024 and these industries included health care & social assistance (25,898); professional and business services (24,645); retail trade (18,546); and manufacturing (17,658).

Monthly Employment Statistics

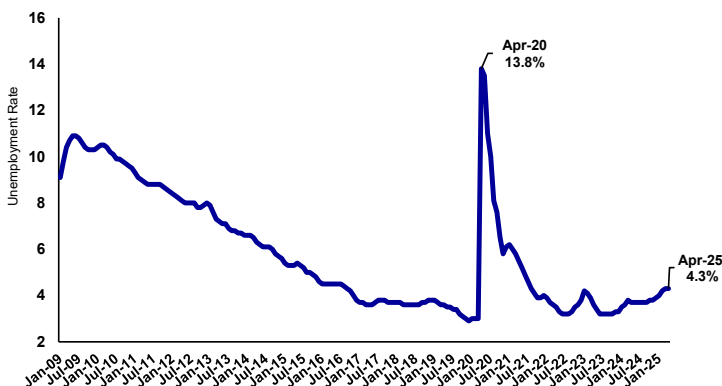
- During the start of the pandemic, total nonfarm employment in Clackamas County fell from 167,400 in February 2020 to 143,900 in April 2020 with a loss of -23,400 jobs. Since April 2025, the county has added back 28,500 or 125% of the jobs lost during the recession.
- The *seasonally adjusted* unemployment rate in Clackamas County was at 4.3% in April 2025 and has fallen by 9.5 percentage points since the highest unemployment rate in April 2020 at 13.8%.
- Most incorporated cities within Clackamas County have experienced job growth at above 20% since the COVID pandemic. The cities adding the most jobs were Happy Valley (5,004); Oregon City (3,886) and Wilsonville (3,129). The cities with the highest rate of job growth were Estacada (70%) and Happy Valley (52%).

Monthly Nonfarm Employment: Clackamas County January 2011 to April 2025 (by place of business)



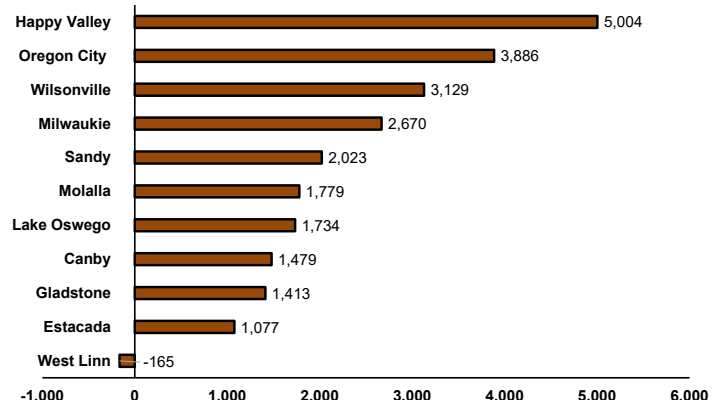
Source: Oregon Employment Department, Current Employment Statistics (not seasonally adjusted)

Clackamas County Unemployment Rate January 2009 to April 2025 (seasonally adjusted)



Source: Oregon Employment Department, LAUS

Growth in Resident Employment Incorporated Cities in Clackamas County April 2020 to April 2025

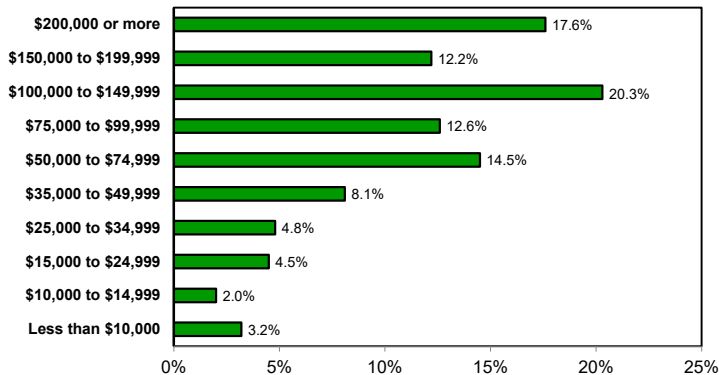


Source: Oregon Employment Department, LAUS

Household Income and Educational Attainment

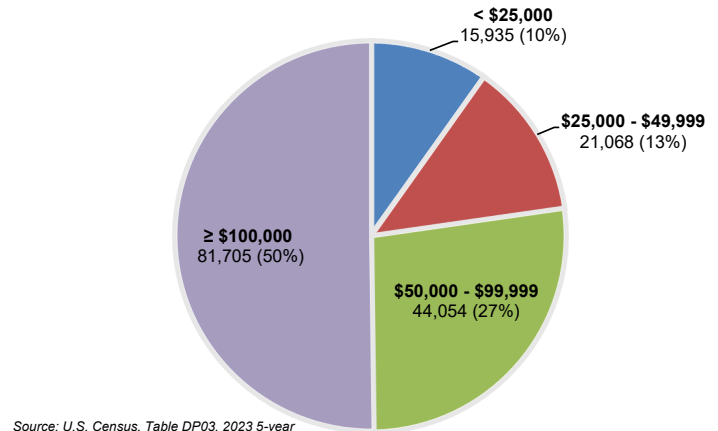
- During 2023, the median household income in Clackamas County was \$100,360 compared with \$97,419 a year ago.
- One-half of households had incomes $\geq$ \$100,000 whereas one-tenth of households had incomes $<$ \$25,000.

**Household Income
Clackamas County, 2023**
(Median Household Income: \$100,360)



Source: Census, ACS, 2023, 5-Year Estimates, Table DP03

**Household Income by Broad Category
Clackamas County, 2023**

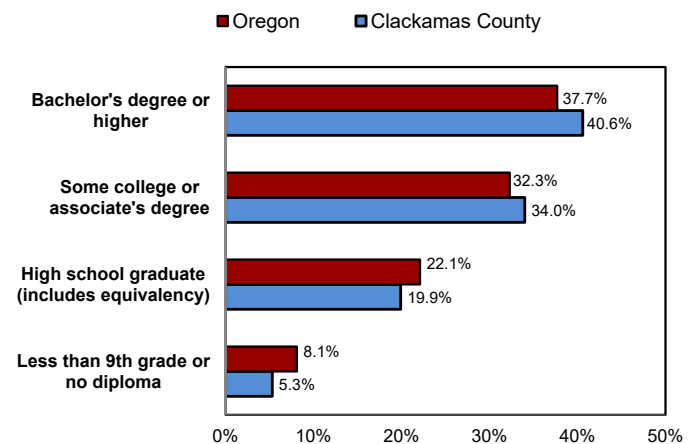


Source: U.S. Census, Table DP03, 2023 5-year

Education

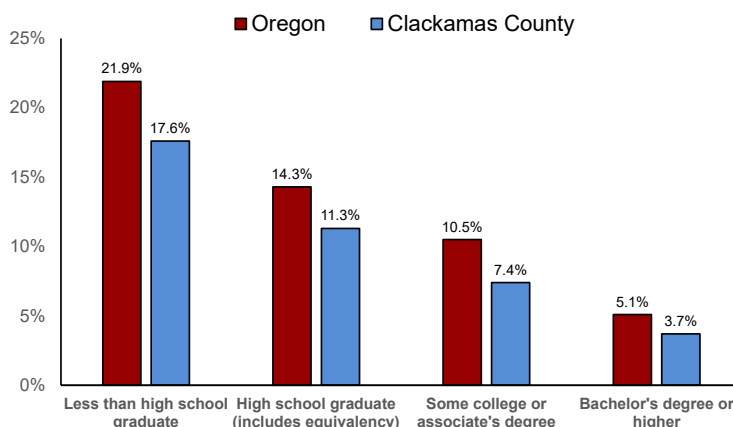
- Compared with Oregon, Clackamas County had a higher portion of its population (25 years and older) both with a bachelor's degree or higher (40.6%) and some college or associate's degree (34.0%) in 2023.
- Contrastingly, the county had a lower portion of its population who were high school graduates (19.9%) and the population with less than 9th grade or no diploma (5.3%)

Educational Attainment: 2023
(Population 25 years and over)



Source: Census, 2023 ACS 1-year estimates, Table S1501

Poverty Rate for Population 25+ by Educational Attainment: Clackamas County and Oregon (2023)

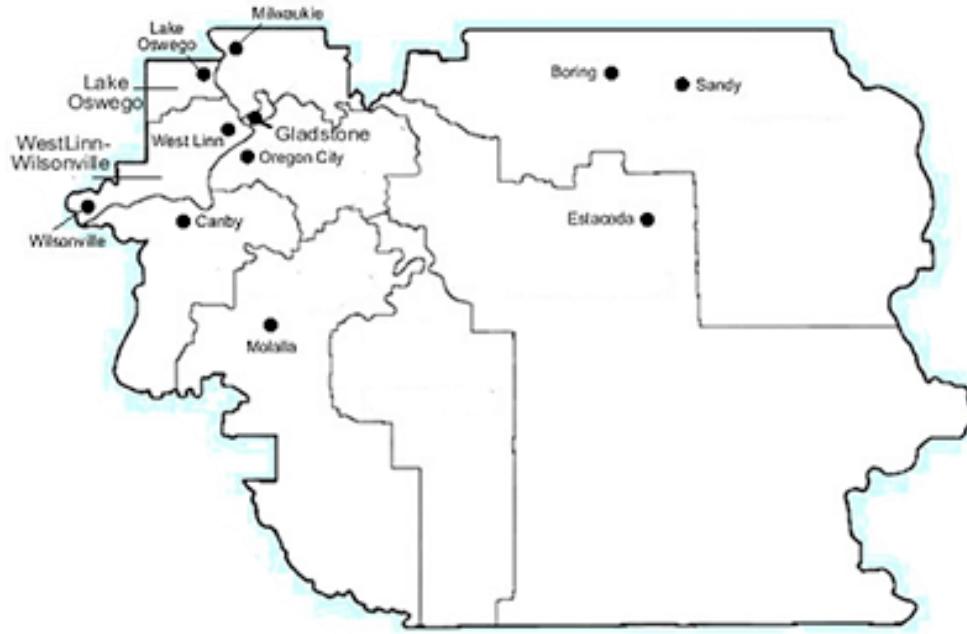


Source: Census, ACS, 2023, 5-year estimates, Table S1501

Poverty

- In 2023, the average poverty rate of all people living in Clackamas County was at 7.5% compared with 11.9% in Oregon.
- The level of educational attainment seemed to significantly influence the rate of poverty in the county in 2023.
- Clackamas County residents with less than a high school education had a much higher poverty rate at 17.6% than residents with either a high school diploma (11.3%), some college or associate's degree (7.4%), or a bachelor's degree or higher (3.7%).

Cities in Clackamas County



City Demographic Fast Facts

2023	Median Age	Bachelor's Degree or Higher (25 years and older)	Median Household Income	Worked from Home	People whose income in past 12 months fell below the poverty level	Veteran Status (18 years and older)	Disability Status	Households with broadband internet subscription
Clackamas County	42.1	39.7%	\$ 100,360	19.0%	7.5%	6.8%	12.7%	92.9%
Canby	41.3	30.5%	\$ 100,268	12.2%	6.8%	7.1%	12.8%	91.6%
Estacada	37.8	13.5%	\$ 82,909	12.6%	23.5%	12.4%	14.9%	88.6%
Gladstone	45.0	23.6%	\$ 90,395	21.5%	13.0%	10.3%	16.9%	89.3%
Happy Valley	39.7	46.4%	\$ 120,324	21.2%	6.9%	5.9%	8.8%	95.5%
Lake Oswego	46.5	75.1%	\$ 140,441	29.8%	3.1%	5.6%	8.7%	96.5%
Milwaukie	39.9	40.9%	\$ 82,422	22.3%	6.5%	7.8%	14.2%	90.9%
Molalla	32.5	18.0%	\$ 83,996	13.9%	7.1%	6.5%	15.3%	90.7%
Oregon City	36.4	32.5%	\$ 94,648	14.2%	7.0%	7.3%	14.4%	94.1%
Sandy	38.5	24.8%	\$ 102,201	13.6%	7.8%	8.7%	12.8%	94.4%
West Linn	43.3	62.5%	\$ 138,526	31.9%	5.2%	5.5%	9.3%	95.9%
Wilsonville	38.7	44.5%	\$ 87,371	12.0%	8.8%	7.1%	11.5%	93.1%

Source: Census, ACS, 2023, 5-year estimates, Tables S0101, DP02, DP03, and B01002

Governing Board

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

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

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

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

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

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

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

PUBLIC INVOLVEMENT

Citizens are encouraged to become involved in the county's budget process. Public comments are welcome at [Budget Committee](https://www.clackamas.us/budget/committee.html) 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. The fund groups consist of one General Fund, as well as 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. 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 for 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 by 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).

Clackamas 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 the Oregon Revised Statutes, Chapter 294 which prescribes the format and content of local government budgets in the state. All of the General Fund, special revenue funds, enterprise funds, internal service funds, capital projects funds, fiduciary funds, and debt service funds are included in the annual appropriated budget of the county.

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

BUDGET ADOPTION PROCESS



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

The Budget Committee (BC) is composed of the County Commissioners and an equal number of appointed citizen members serving staggered terms. The Budget Committee reviews the long-term forecast and current-year projections. The committee also refines budget policies and directions to guide staff in preparing the budget.

The budget process is based upon these policies and directions, which are incorporated into a comprehensive Budget Manual. A budget training meeting is held to distribute manuals to those staff members charged with the preparation of the upcoming year's budget. At that meeting, new policies and guidelines are discussed, as are any changes in procedure. Departments then spend the next several weeks compiling their budget requests for the upcoming year.

Each department submits its requested budget to the Finance-Budget staff who review the information to verify that all required components are included and that anticipated revenues balance expenditures in all funds. The Budget Manager then completes a preliminary analysis before review by the County Administrator, the designated Budget Officer. The County Administrator, corresponding department directors, and budget staff review all submitted budgets. Upon review of the departmental budgets, the County Administrator instructs revisions where necessary, determines recommended levels of General Fund support, and balances the budget. The proposed budget is communicated to departments so they can begin work on the presentation and budget book material.

The Budget Committee is given the responsibility of convening public hearings during which they receive the budget message and budget document, hear public testimony, and approve a county budget. The County Administrator presents his budget message during the first meeting. The Budget Committee has the opportunity to ask questions about the requests before making decisions on funding levels for each department. Public testimony is heard, and the Budget Committee agrees upon an approved budget.

Before adoption by the Board of County Commissioners, the budget and a notice of the adoption hearing are published in a newspaper of general circulation in the County. At the public hearing, the budget is officially adopted by Resolution and Order. This adoption must take place before July 1 of the fiscal year for the county to have appropriation authority for the coming year.

BUDGET REVISION PROCESS

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

The budget may be amended after adoption by one of four methods.

Budgetary Change	Approval Level
Transfer within a fund - within the operating budget	1. Director 2. Finance-Budget Team
Transfer within a fund - between budget categories	Board
Supplemental budget (changes in expenditures)	Board
Other Budgetary Changes • Loans • Elimination of unnecessary funds • Emergency authorizations	Board

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

BUDGET POLICIES

Please see the itemized list below of current budget policies:

- Cost Recovery
 - Establishes a long-term financially sustainable practice for cost recovery and preservation of the County's discretionary funds.
- Debt Management
 - Provides guidance on the issuance, structure, best practices, and management of the County and its agencies' debt.
- County Budget Development Framework
 - Establishes the framework for development of the County's annual budget.
- Contingency and Reserve
 - Provides reserve for future expenditure and contingency accounts in the annual budget.

Clackamas County Policy

Name of Policy	Cost Recovery for Fines, Fees, and Revenue Agreements	Policy #	FIN- 1.100
Policy Owner Name	Elizabeth Comfort	Effective Date	Dec 3, 2024
Policy Owner Position	Finance Director	Approved Date	Dec 3, 2024
Approved By	Board of County Commissioners	Next Review Date	December, 2027

I. PURPOSE AND SCOPE

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

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

II. AUTHORITY

ORS 203.035 authorizes the Board of County Commissioners to promulgate policies for the management and operation of Clackamas County Government.

III. GENERAL POLICY

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

IV. DEFINITIONS

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

V. POLICY GUIDELINES

a. Rate Increases

The Board of County Commissioners sets rates annually by resolution. Unless otherwise approved by the Board for specific programs or services, fees and fines will automatically increase up to 3% consistent with the current amount of the Consumer Price Index for the Western United States CPI. If the CPI increases more than 3%, the Board of County Commissioners shall decide whether to increase fees/fines accordingly.

1. **Requests to Increase Fees/Fines above the Board authorized Percentage** Only the Board has the authority to grant an exception to increase fees/fines more than the Board's authorized increase. Instances in which the Board will consider exceptions are as follows:
 - a.) Fees Outside of the County's Control: Instances where the County has no control over rate setting, such as fees/fines established by the State of Oregon or the County has entered into a legally enforceable agreement that cannot be renegotiated.
 - b.) Inability to increase fees will result in significant reduction or the elimination of services.
2. **Requests to Increase Fees/Fines below the Board authorized Percentage** Department may request to keep their fees/fines flat or less than the Board authorized percentage for programs or services that are provided for the Public Good.

b. New Programs/Services:

When proposing new programs or services, departments are required to seek approval from the Board of all proposed services, their full costs (both direct and indirect), proposed rate structure and corresponding anticipated revenues, including fees. The analysis must include a comparison of rates for similar services charged by neighboring jurisdictions and consideration of alternate service delivery options.

c. Rate Development:

Cost recovery development should reflect the true and full cost of providing the program or service, with the intent to achieve full cost recovery. This includes both direct and indirect costs, including materials, labor, cost of fee collection, charges for the use of capital facilities and/or equipment, program and department administration and overhead. Certain rates, including monthly utility charges, are established with the goal of achieving full cost recovery in the present while also considering future full cost recovery requirements with the goal of keeping annual rate adjustments to a minimum. Also, bond covenants may require the collection of revenues beyond operating and debt service costs. These factors may result in going beyond full cost recovery.

d. Periodic Reviews and Changes:

Departments are required to review rates no less frequently than biannually (unless otherwise specified in approved model/plan) for the impact of inflation, cost increases, adequacy of cost recovery, service demand and competition (as applicable). The analysis must include a comparison of rates for similar services charged by neighboring jurisdictions and consideration of alternate service delivery options.

VI. PROCESS AND PROCEDURES

a. Requests to change fees approved by the Board:

Requests to increase fees above the Board approved percentage shall be submitted to the Board for approval. Requests must include legal mandates, if applicable, three-year funding history including rate history, regional fees, and CPI.

Requests to keep fees flat or less than the Board approved percentage shall be submitted to the Board of Commissioners for approval.

b. Requests for approval for fees/fines for new programs or services

Requests to establish fee/fines for new programs or services must be submitted to the Board for approval. Requests must include legal mandates, if applicable, three year funding history (if available) and regional fees. The Board may approve such requests outside of the annual rate resolution

Clackamas County Policy

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

I. PURPOSE AND SCOPE

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

II. AUTHORITY

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

III. GENERAL POLICY

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

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

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

IV. DEFINITIONS

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

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

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

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

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

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

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

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

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

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

I) Interfund Loans:

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

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

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

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

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

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

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

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

V. POLICY GUIDELINES

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

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

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

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

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

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

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

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

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

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

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

VI. PROCESS AND PROCEDURES

A. Type and Use of Debt

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

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

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

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

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

Board of Commissioners.

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

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

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

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

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

B. Federal, State, or Other Loan Programs

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

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

County's outstanding obligations.

C. Debt Refinancing

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

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

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

D. Debt Structure Considerations

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

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

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

E. Method of Sale

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

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

F. Investment of Bond Proceeds

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

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

G. Credit Ratings/Objectives

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

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

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

H. Bond Issuance Investor Relations

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

I. Post Issuance Tax and Arbitrage Rebate Compliance

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

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

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

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

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

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

involving the bond proceeds.

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

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

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

The Finance Director shall be responsible for:

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

J. Disclosure and Continuing Disclosure

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

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

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

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

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

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

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

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

K. Consultants and Advisors

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

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

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

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

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

3. Disclosure Counsel - The County may engage and retain, when appropriate, Disclosure Counsel through a process administered by the Finance Director and County Counsel consistent with the rules adopted by the County's LCRB, to prepare official statements for debt issues. Disclosure Counsel will be responsible for providing that the official statement complies with all applicable rules, regulations, and guidelines and be a firm with extensive experience in public finance.
4. Underwriters - For negotiated sales, underwriters will be required to demonstrate sufficient capitalization and experience related to the debt issuance in question. The Finance Director, in consultation with the Municipal Advisor, will establish a pool of qualified underwriters through a process consistent with the rules adopted by the County's LCRB and may designate one or more firms as eligible to be senior managers and one or more firms as eligible to be co-managers. Criteria to be used in the appointment of qualified underwriters will include:

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

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

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

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

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

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

L. Interfund Loans

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

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

Interfund loans can be of two types:

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

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

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

or other penalties.

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

M. Reporting Requirements

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

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

Clackamas County Policy

Name of Policy	County Budget Development Framework	Policy #	FIN-1.103
Policy Owner Name	Elizabeth Comfort	Effective Date	January 1, 2025
Policy Owner Position	Finance Director	Approved Date	Dec 4, 2024
Approved By	Gary Schmidt, County Administrator	Next Review Date	Dec 1, 2027

I. PURPOSE AND SCOPE

To establish the framework for development of the County's annual budget.

II. AUTHORITY

ORS 203.035 authorizes the Board of County Commissioners to promulgate policies for the management and operation of Clackamas County Government.

III. GENERAL POLICY

The County will adopt an annual budget that is balanced, structurally sound and sustainable. The Finance Department will maintain a General Fund 5-Year Forecast which will provide a long term budget assessment based on annual projections of revenues and expenses.

IV. DEFINITIONS

Balanced means that planned revenues match or exceed expenses each budget year.

Structurally Sound means ongoing programs are funded with ongoing revenues and restricts the allocation of one-time revenues to one-time expenditures.

Sustainable means a budget that manages finances for short and long-term financial health.

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

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

RESOLUTION NO. 2012 - 14
Page 1 of 2

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

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

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

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

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

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

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

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

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

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

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

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

RESOLUTION NO. 2012 - 14
Page 2 of 2

II. Budgeted Reserves Policy for the County General Fund:

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

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

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

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

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

III. Other Funds Budgeted Reserves Policy:

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

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

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

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

Dated this 16th day of February, 2012.

BOARD OF COUNTY COMMISSIONERS


Chair


Recording Secretary

Summary of Resources and Requirements

Total Budget Summary

Below is a summary of Clackamas County's financial resources and requirements. Audited figures are shown for FY22-23 and FY23-24. For FY24-25, both the amended budget (through June 2025) and projected figures are shown. Lastly, the FY25-26 adopted 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.

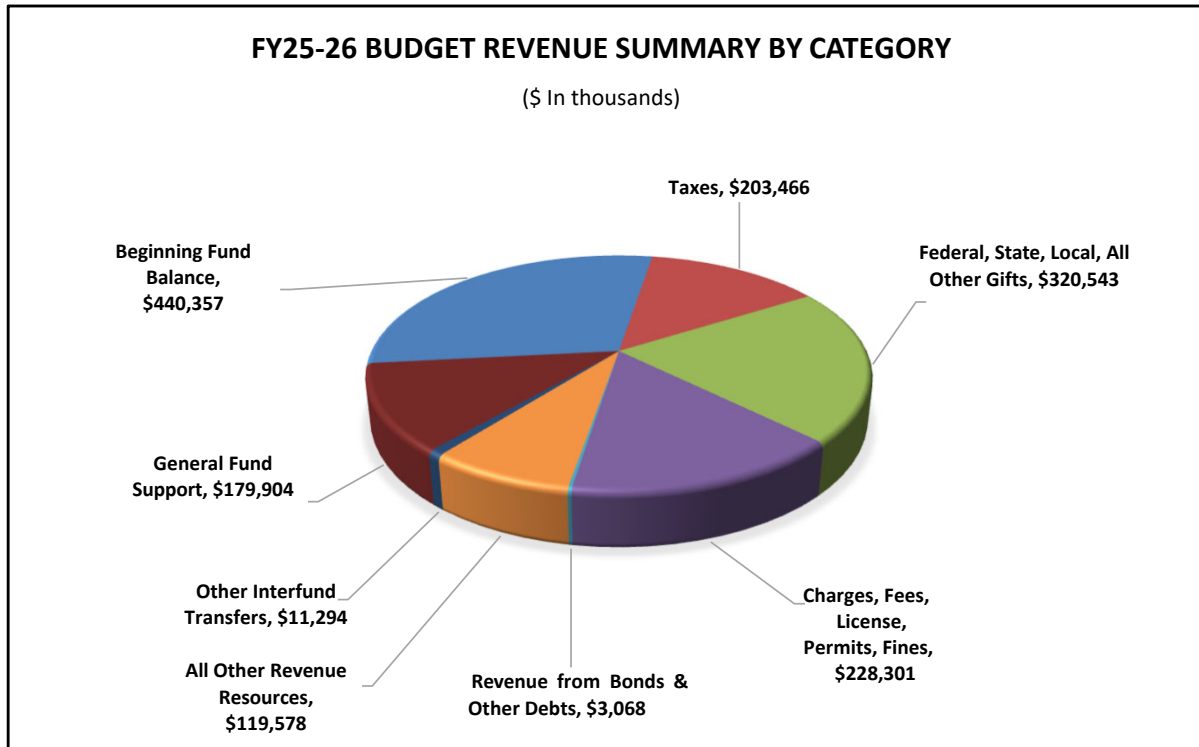
The Clackamas County budget for FY25-26 totals \$1.51 billion, which amounts to a decrease of \$90.4 million or -5.7% from the FY24-25 amended budget. This general overview is intended to provide explanations of the major categories and highlight significant changes with particular attention to differences between the two budget columns. More complete information about the funds and department-specific resources and expenditures is presented throughout the subsequent sections of this book.

Summary of Resources and Requirements					Total Budget Summary		
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended	FY24-25 Projected	FY25-26 Budget	\$ Change	% Change
Resources by Category							
Beginning Fund Balance	322,766,167	414,444,585	422,692,803	468,494,686	440,356,668	17,663,865	4.2%
Current Revenues							
Taxes	179,331,896	186,392,351	195,477,150	196,701,500	203,466,225	7,989,075	4.1%
Federal, State, Local, Other Donations	271,445,027	277,008,144	469,857,330	444,715,613	320,542,972	(149,314,358)	-31.8%
Charges/Fees/License/Permits/Fines	174,530,419	184,509,530	213,686,706	203,725,665	228,300,573	14,613,867	6.8%
Revenue from Bonds & Other Debts	581,270	7,781,148	2,488,287	2,050,805	3,067,883	579,596	23.3%
All Other Revenue Resources	96,283,853	115,559,675	110,215,819	113,042,427	119,578,272	9,362,453	8.5%
Interfund Transfers	5,066,045	11,033,716	19,601,688	16,212,017	11,294,396	(8,307,292)	-42.4%
General Fund Support *	148,385,207	151,577,441	162,854,128	156,662,471	179,903,905	17,049,777	10.5%
Subtotal Current Revenues	875,623,718	933,862,004	1,174,181,108	1,133,110,499	1,066,154,226	(108,026,882)	-9.2%
Total Resources	1,198,389,885	1,348,306,589	1,596,873,912	1,601,605,185	1,506,510,894	(90,363,017)	-5.7%
Requirements by Category							
Personnel Services	328,091,727	359,735,888	415,125,488	385,604,869	433,951,715	18,826,227	4.5%
Materials & Services	209,914,318	248,330,086	390,972,082	439,886,778	383,650,263	(7,321,819)	-1.9%
Capital Outlay	44,433,129	49,378,265	243,043,363	83,709,821	102,610,634	(140,432,729)	-57.8%
General Fund Support *	148,385,207	151,577,441	162,854,128	156,662,471	179,903,905	17,049,777	10.5%
Subtotal Current Expenditures	730,824,381	809,021,680	1,211,995,062	1,065,863,939	1,100,116,517	(111,878,544)	-9.2%
Debt Service	14,865,263	15,677,481	15,547,163	15,547,163	15,795,300	248,137	1.6%
Special Payments	33,190,611	44,057,744	83,385,373	59,516,837	85,607,480	2,222,107	2.7%
Interfund Transfer	5,066,045	11,033,716	20,070,136	20,320,568	12,091,333	(7,978,803)	-39.8%
Contingency	-	-	112,883,533	-	141,412,115	28,528,582	25.3%
Appropriated Expenditures	783,946,300	879,790,621	1,443,881,266	1,161,248,507	1,355,022,745	(88,858,521)	-6.2%
Reserve for Future Expenditures	-	-	96,769,585	-	89,713,943	(7,055,642)	-7.3%
Year End Projected Balance	-	-	-	440,356,678	-	-	-
Unappropriated Ending Fund Balance	-	-	56,223,060	-	61,774,206	5,551,146	9.9%
Total Requirements	783,946,300	879,790,621	1,596,873,912	1,601,605,185	1,506,510,894	(90,363,018)	-5.7%
Full-Time Equivalents (FTE's)**	2,397.7	2,446.4	2,513.4	2,513.4	2,513.8	0.3	0.0%

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

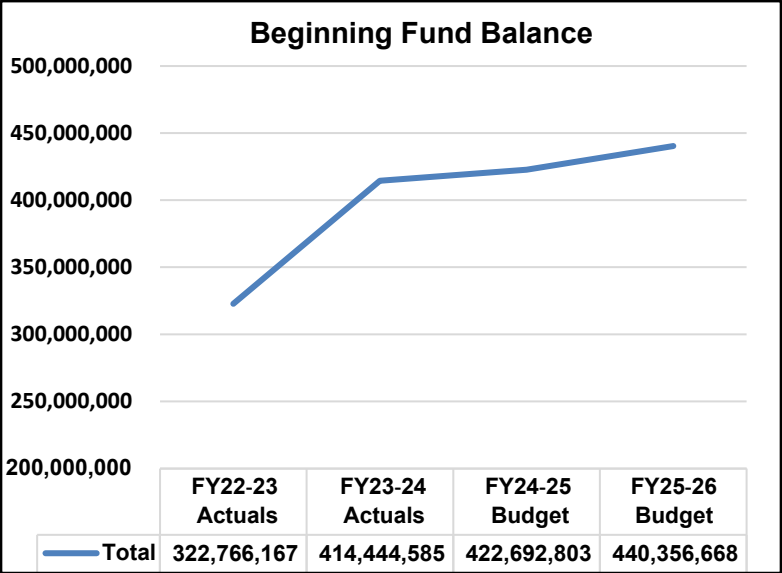
**FTE count was 2,450.9 at adoption of FY24-25 Budget, resulting in budget-to-budget position growth of 62.8 FTE's.

REVENUE SUMMARY



Revenue (Resources) Category	FY24-25 Amended	FY25-26 Budget	\$ Change	% Change
Beginning Fund Balance	422,693	440,357	17,664	4.2%
Taxes	195,477	203,466	7,989	4.1%
Federal, State, Local, All Other Gifts	469,857	320,543	(149,314)	-31.8%
Charges, Fees, License, Permits, Fines	213,687	228,301	14,614	6.8%
Revenue from Bonds & Other Debts	2,488	3,068	580	23.3%
All Other Revenue Resources	110,216	119,578	9,362	8.5%
Other Interfund Transfers	19,602	11,294.40	(8,307)	-42.4%
General Fund Support	162,854	179,904	17,050	10.5%
Total Revenue (Resources)	1,596,874	1,506,511	(90,363)	-5.7%

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 reserves, which are a measure of financial strength and ability to meet future challenges and emergencies. Preservation of fund balance reflects ongoing efforts to curtail spending. Variations will occur from year to year. For FY25-26, the beginning fund balance is \$440.4 million; a 4.2% increase from FY24-25.



Departments estimate the beginning balance in their funds. They make projections based on the most current information about year-to-date actual revenues and expenses. Budgets must be formulated for the coming fiscal year nearly five months in advance. This poses a challenge in estimating resources and year-end spending, particularly for large construction projects.

Tax Revenue, including delinquency, penalty, and interest, is budgeted to increase by 4.1%, to \$203.5 million for FY25-26.

Property tax merits careful analysis because it is the largest single source of county revenue. Property tax can be allocated where needed to fund operations that may not self-generate revenue streams. Most other revenues, such as gasoline tax and grants, are restricted 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. 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 Clackamas County are \$2.4042 per \$1,000 of assessed value inside cities, and \$2.9766 in unincorporated areas.

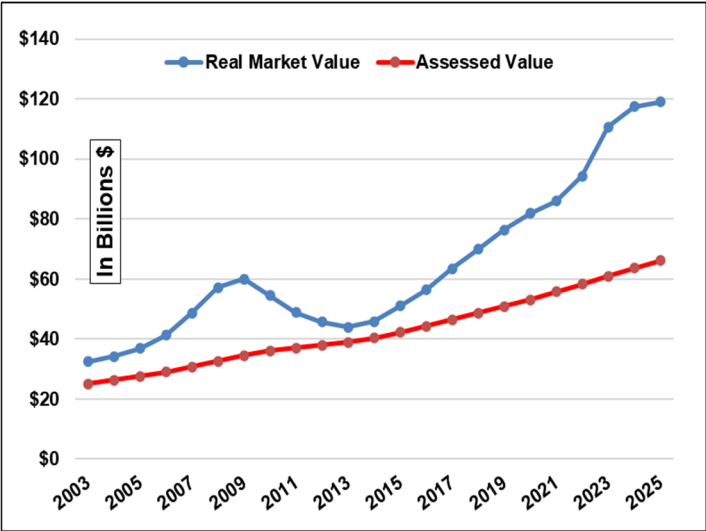
Taxes are calculated by multiplying the appropriate tax rates for a tax code area by the property’s assessed value. Tax rates do not change from year to year unless voters approve temporary levies or general obligation bond issues, and since growth in assessed value for most properties is restricted, 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 the 84-bed jail, 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 this levy every five years since it was first approved (2011 and 2016, and in 2021 approved an increase of \$0.368 per \$1,000 of assessed property value).

As of January 1, 2025, the most recent valuation date available, the market value of property in Clackamas County was \$119.0 billion. This is the twelfth consecutive year of property tax growth since the 2008 recession that saw five years of declining property tax values (2008-2013).

The Assessed Value of an average home is equal to about 56% of its Real Market Value. The Assessor’s value represents the property values as of the assessment date, which is January 1, 2025, and reflects the change in value from January 1, 2024, to January 1, 2025.

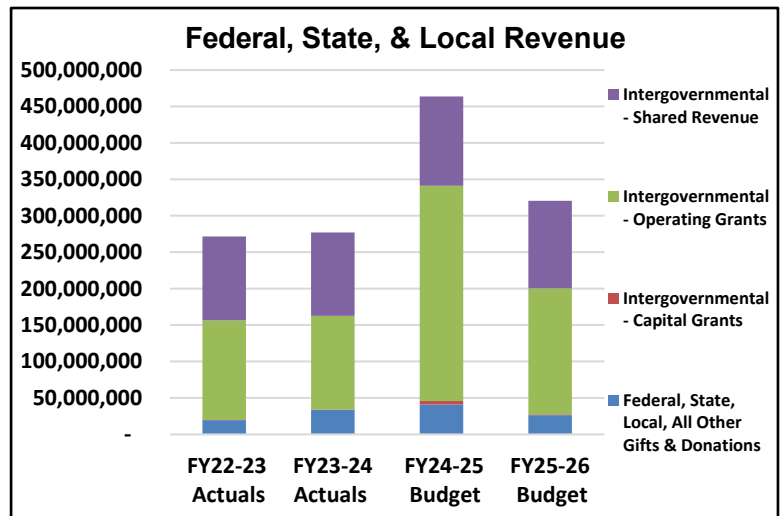
This chart shows a comparison of Real Market Value and the Assessed Value upon which taxes are levied. We can see market value declining between 2010 and 2013 but regaining ground in 2014. Note that market and assessed value were equal in 1997 as that was the final year before Measure 50 went into effect.



Federal, State, and Local Revenue is budgeted to decrease by \$149.3 million, or -31.8%, and makes up 21.3% of total resources.

The county has four intergovernmental revenue classifications: Shared Revenues, Operating Grants, Capital Grants, and Fed/State/All Other. This funding is similar in that it is provided (except for shared revenue from federal lands) for the operation of specific programs, or for purposes mandated/designated by the giving jurisdictions.

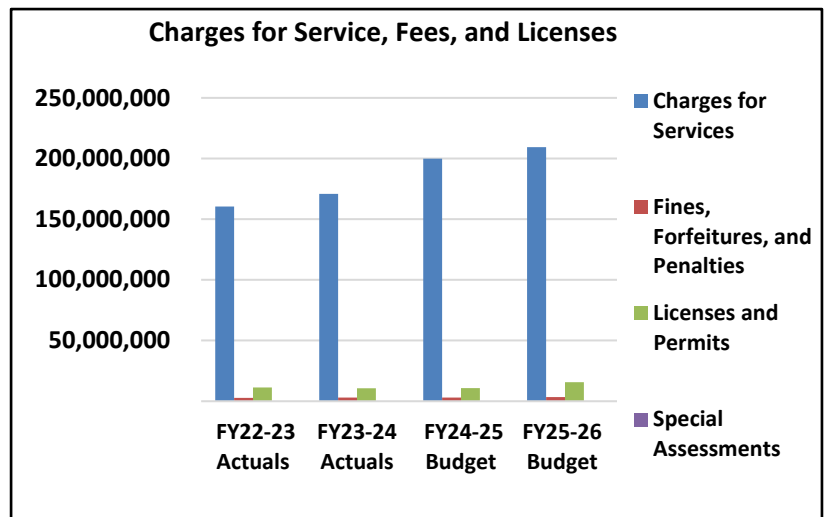
Operating Grants – Budgeted at \$173.2 million in FY25-26, operating grants provide the largest share of support for designated activities. The FY25-26 budget represents a reduction of \$124.9 million, or -41.9%, from FY24-25. The decrease is due to the construction completion of a new county courthouse on May 1, 2025, for which the State of Oregon gave a one-time contribution of \$139.5 million. Departments estimate the grant revenue to be received based on the most current information provided by their grantors.



Shared Revenues - Refers to funds distributed to counties and cities by the State of Oregon from tax income generated from items like alcohol, liquor, video lottery, and marijuana sales. These sources combine to add \$120.1 million to Clackamas County in FY25-26 and are the second largest revenue in the Federal, State, and Local Revenue category. The revenue includes \$63.1 million of Metro Supportive Housing funds for Health, Housing, and Human Services, and \$36.5 million for gas and state highway taxes.

Charges/Fees/Licenses are payments for services provided by county departments to residents or other departments. In FY25-26 these revenue sources are budgeted to generate \$228.3 million, or 15.1% of Clackamas County's total resources. This budget is also \$14.6 million greater than the FY24-25 budgeted in this category.

Charge for Services & Fees – The county policy on fees states that they should comply with state statutes and county ordinances, and be set at a level sufficient to recover the total cost associated with the service provided. If approved by County Commissioners, charges may be set below cost. Charges for services are budgeted at \$209.3 million in FY25-26, an increase of \$9.5 million, or 4.7%.



A significant portion of the fee revenue comes from the county's cost allocation process which charges departments for centralized services provided, data processing, accounting, payroll, human resources, legal, and mail room support. These revenues are generally calculated using historical costs and are recovered in arrears.

Another significant component of Charges for Services' revenue is within the Health Centers Fund - totaling \$60.5 million in FY25-26, which is an increase of \$5.8 million from FY24-25. This increase is driven by Medicaid fees and the Wellness Recovery Action Plan (WRAP). Also included in this category are \$12.0 million in local vehicle registration fees, which remain flat versus the prior year.

Licenses, Permits, and Fines – Represent the granting of authority to do something such as build a house, provide cable, or garbage hauling services within the county's jurisdiction. County-wide, this source is budgeted at \$19.0 million for FY25-26. The Development Services Fund within the Department of Transportation charges for building, electrical, plumbing, and other permits for a total of \$11.6 million. Fines are included in this category and are primarily made up of Justice Court fines, budgeted at \$2.4 million in FY25-26.

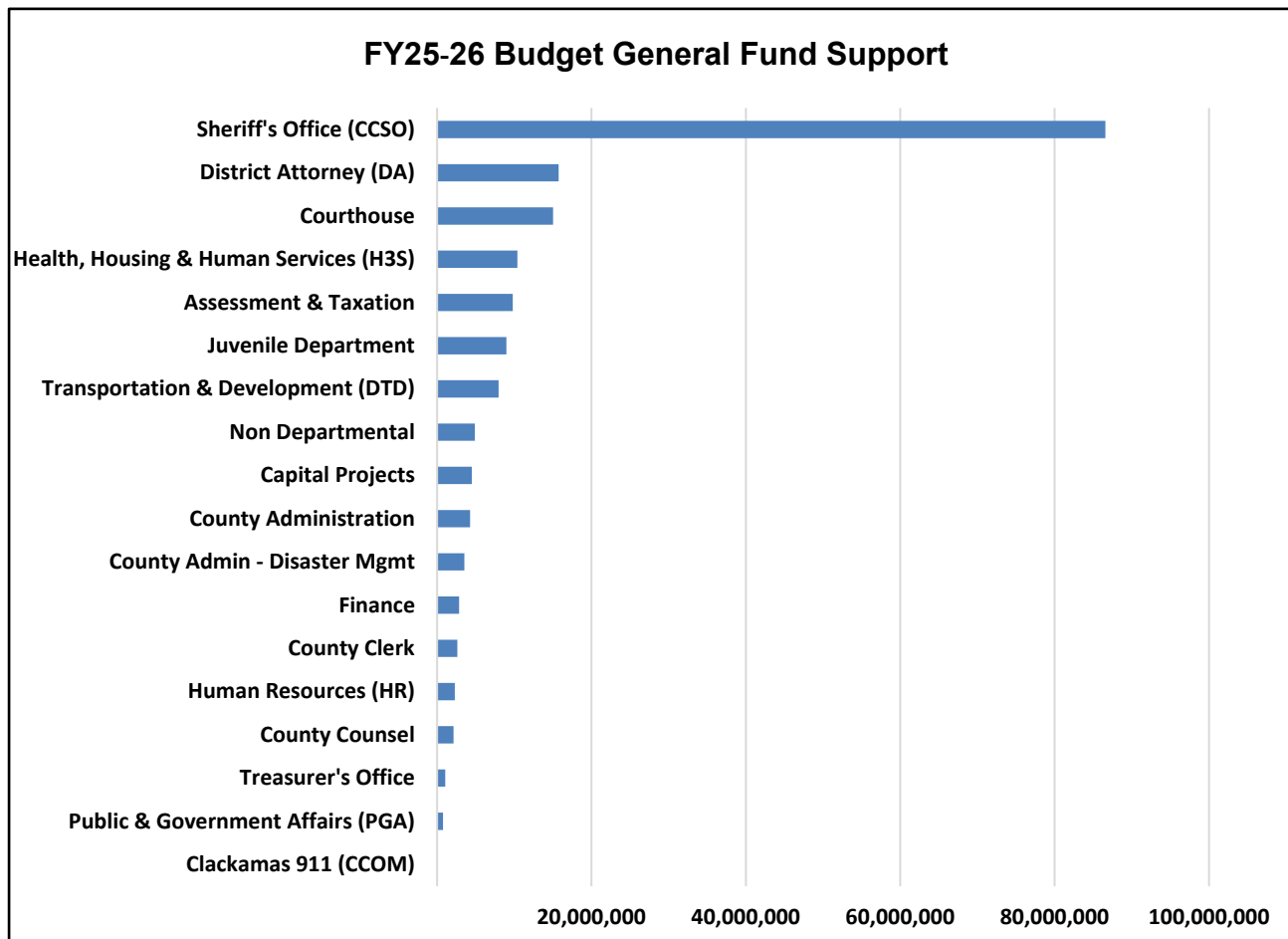
Revenue from Bonds & Other Debts is \$3.1 million in FY25-26, \$0.6 million more than FY24-25. Loan proceeds within the County Fair Fund account for \$2.0 million of this total.

All Other Revenue Resources are budgeted at \$119.6 million. This category includes \$37.6 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. Additionally, the Self-Insurance Fund has budgeted \$33.7 million in medical and other insurance coverage for employees. These contributions are determined in consultation with an actuary. Interest income is expected to be \$13.8 million. 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. Most transfers originate in the General Fund and are labeled *General Fund Support* to reflect the distribution of tax dollars to subsidize the operating departments. This distribution of tax dollars results in a duplication of revenues and expenses, a cost to the fund, and revenue to the receiving department. General Fund Support is budgeted at \$179.9 million in FY25-26, a 10.5% increase.

The largest recipients of General Fund Support include:

- Sheriff's Office at 46%, \$82.8 million
- District Attorney at 9%, \$15.7 million
- Courthouse at 8%, \$15.0 million
- Health, Housing, & Human Services at 6%, \$10.4 million



Resources by Fund Type, Fund and Category
FY25-26 Budget

Fund Type / Fund #-Name	Beginning Fund Balance	Taxes	Federal, State, Local, & Donations	Charges, Fees, Permits, Fines	Revenue from Bonds & Debts	All Other Revenue Resources	Other Interfund Transfers	General Fund Support	Grand Total
General Fund									
100-General Fund	110,310,045	172,675,000	27,846,473	50,491,090		46,140,338	1,166,633	142,098,448	550,728,027
General Fund Total	110,310,045	172,675,000	27,846,473	50,491,090		46,140,338	1,166,633	142,098,448	550,728,027
Special Revenue Fund									
201-County Fair Fund	1,193,730		5,121,744	794,850	1,856,423	2,886,000	632,000		12,484,747
204-County School Fund	-		609,000			1,000			610,000
205-Development Services Fund	7,690,544		-	12,736,565		894,753			21,321,862
206-Sheriff's Operating Levy	7,370,281	24,910,000	-			300,000			32,580,281
207-Inmate Welfare Special Fund	-		-	55,000		1,500			56,500
208-Community Services Fund	9,372,782		2,750,500	627,233		403,290		-	13,153,805
209-CCSO Forfeitures	-		43,500			1,000			44,500
211-Law Library Fund	147,554		-	407,820		16,000		-	571,374
212-Library Services	9,596,768		3,183,873	305,021		1,918,344	100,000	2,900,092	18,004,098
215-Road Fund	50,670,586		51,720,672	16,987,372	-	6,282,542	5,935,371	-	131,596,543
218-Property Resources Fund	2,745,017			19,000		266,570	119,633		3,150,220
223-Countywide Transportation SDC Fund	19,932,332			2,016,450		685,000			22,633,782
224-Public Land Cor Pres Fund	1,347			395,000		-			396,347
230-Special Grants Fund	8,608,769		49,806,931	-		6,621,376	-	-	65,037,076
240-Health Housing & Human Services Fund	131,433,621		166,625,443	14,720,265	500,000	4,007,256	42,000	10,404,818	327,733,403
253-Clackamas Health Centers	7,779,640		6,731,178	60,473,847	45,960	506,230	683,365	-	76,220,220
255-Transient Lodging Tax Fund	9,296,652		570,000			6,332,000			16,198,652
257-Parks & Forestry Fund	2,130,617		1,558,338	1,371,700	665,500	645,114	701,000	-	7,072,269
Special Revenue Fund Total	267,970,241	24,910,000	288,721,179	110,910,123	3,067,883	31,767,975	8,213,369	13,304,910	748,865,680
Debt Service Fund									
320-Clackamas County Debt Service	-			-		3,092,244	1,914,394	4,892,087	9,898,725
321-Clackamas County Debt Service - GO	-	5,881,225	350			15,000	-		5,896,575
Debt Service Fund Total	-	5,881,225	350	-		3,107,244	1,914,394	4,892,087	15,795,300
Capital Projects Fund									
420-Capital Projects	11,037,341		-			200,000	-	19,518,460	30,755,801
510-LID Construction Fund	-								-
Capital Projects Fund Total	11,037,341		-			200,000	-	19,518,460	30,755,801
Enterprise Funds									
601-Stone Creek Golf Course	3,846,247			3,981,920		107,980			7,936,147
602-Clackamas Broadband Utility	220,789		-	2,635,376		47,000			2,903,165
605-911 Center Fund	3,420,576		3,354,970	8,241,722		135,000	-	90,000	15,242,268
Enterprise Funds Total	7,487,612		3,354,970	14,859,018		289,980	-	90,000	26,081,580
Internal Service Funds									
744-Facilities Management Fund	1,244,987		-	16,740,315		416,318		-	18,401,620
747-Technology Services Fund	5,542,195		-	18,851,589		405,800	-	-	24,799,584
760-Self-Insurance Fund	24,136,738		-	2,071,826		37,055,457			63,264,021
761-Risk Management Claims Fund	12,299,064			6,225,000		200,000	-		18,724,064
770-Fleet Services Fund	328,445		620,000	8,151,612		(4,840)			9,095,217
Internal Service Funds Total	43,551,429		620,000	52,040,342		38,072,735	-	-	134,284,506
Grand Total	440,356,668	203,466,225	320,542,972	228,300,573	3,067,883	119,578,272	11,294,396	179,903,905	1,506,510,894

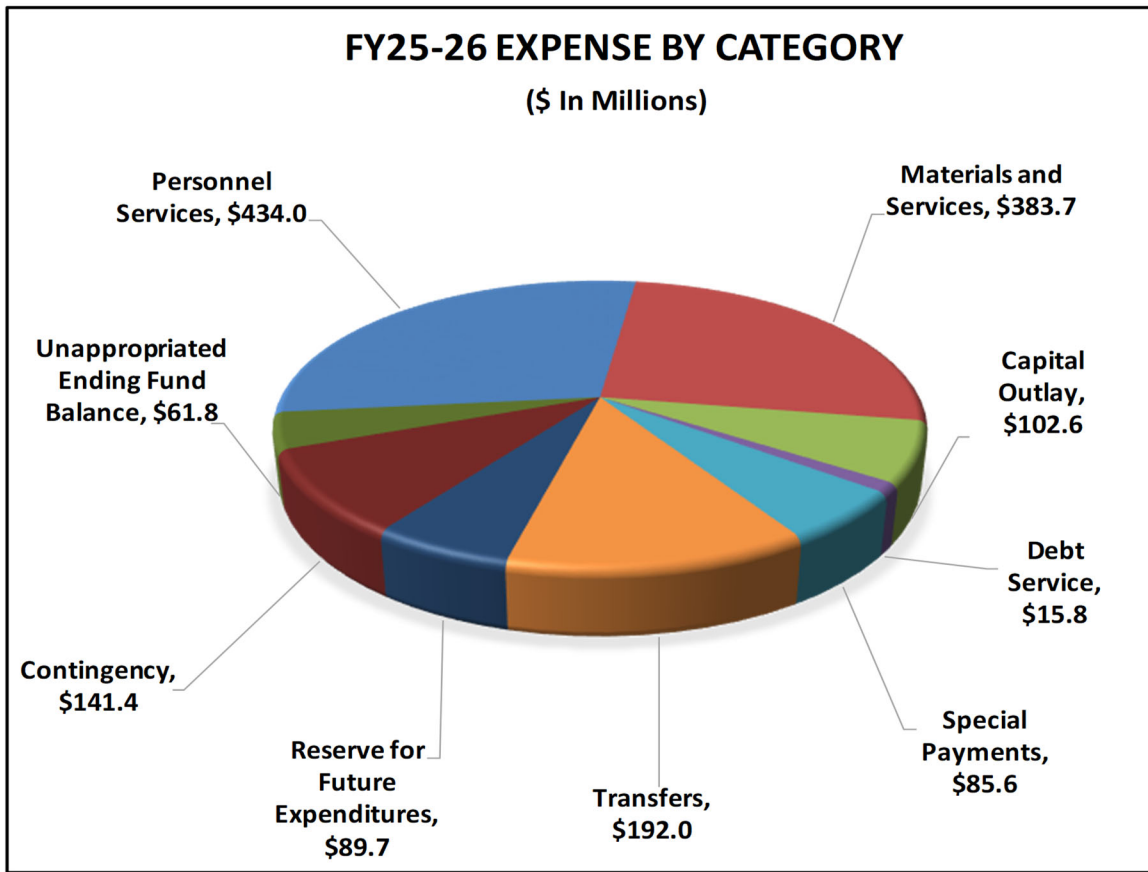
**Resources by Fund Type, Fund and Department
FY25-26 Budget**

Fund Type / Fund #-Name	Assessment & Taxation	Capital Projects	Clackamas 911 CCOM	County Administration	County Admin - Disaster Mgmt	County Admin - Law Library	County Clerk	County Counsel	Courthouse	District Attorney (DA)	Facilities	Finance
General Fund												
100-General Fund	11,352,226			4,330,292	4,725,537		5,805,790	3,783,420		20,685,367		8,204,000
General Fund Total	11,352,226			4,330,292	4,725,537		5,805,790	3,783,420		20,685,367		8,204,000
Special Revenue Fund												
201-County Fair Fund												
204-County School Fund												
205-Development Services Fund												
206-Sheriff's Operating Levy												
207-Inmate Welfare Special Fund												
208-Community Services Fund												
209-CCSO Forfeitures												
211-Law Library Fund						571,374						
212-Library Services												
215-Road Fund												
218-Property Resources Fund												
223-Countywide Transportation SDC Fund												
224-Public Land Cor Pres Fund												
230-Special Grants Fund	-		-	2,200,000	28,040		-			85,000		840,489
240-Health Housing & Human Services Fund												
250-Employer Contribution Reserve (Inactive)												
253-Clackamas Health Centers												
255-Transient Lodging Tax Fund				15,416,652								
257-Parks & Forestry Fund												
Special Revenue Fund Total	-		-	17,616,652	28,040	571,374	-			85,000		840,489
Debt Service Fund												
320-Clackamas County Debt Service												
321-Clackamas County Debt Service - GO												
Debt Service Fund Total												
Capital Projects Fund												
420-Capital Projects		15,737,341							15,018,460			
Capital Projects Fund Total		15,737,341							15,018,460			
Enterprise Funds												
601-Stone Creek Golf Course												
602-Clackamas Broadband Utility												
605-911 Center Fund			15,242,268									
Enterprise Funds Total			15,242,268									
Internal Service Funds												
744-Facilities Management Fund											18,401,620	
747-Technology Services Fund												
760-Self-Insurance Fund												
761-Risk Management Claims Fund												
770-Fleet Services Fund												
Internal Service Funds Total											18,401,620	
Grand Total	11,352,226	15,737,341	15,242,268	21,946,944	4,753,577	571,374	5,805,790	3,783,420	15,018,460	20,770,367	18,401,620	9,044,489

**Resources by Fund Type, Fund and Department
FY25-26 Budget**

Fund Type / Fund #-Name	Health, Housing & Human Services (H3S)	Human Resources (HR)	Justice Court	Juvenile Department	Misc/Pass- Through	Non Departmental	Public & Government Affairs (PGA)	Sheriff's Office (CCSO)	Technology Services (TS)	Transportation & Development (DTD)	Treasurer's Office	Grand Total
General Fund												
100-General Fund		7,208,026	3,425,000	11,457,948	39,962,102	286,139,209	4,837,064	118,790,000		18,377,205	1,644,840	550,728,027
General Fund Total		7,208,026	3,425,000	11,457,948	39,962,102	286,139,209	4,837,064	118,790,000		18,377,205	1,644,840	550,728,027
Special Revenue Fund												
201-County Fair Fund					12,484,747					-		12,484,747
204-County School Fund	-				610,000							610,000
205-Development Services Fund										21,321,862		21,321,862
206-Sheriff's Operating Levy								32,580,281				32,580,281
207-Inmate Welfare Special Fund								56,500				56,500
208-Community Services Fund										13,153,805		13,153,805
209-CCSO Forfeitures								44,500				44,500
211-Law Library Fund												571,374
212-Library Services										18,004,098		18,004,098
215-Road Fund										131,596,543		131,596,543
218-Property Resources Fund					1,135,586					2,014,634		3,150,220
223-Countywide Transportation SDC Fund					22,633,782					-		22,633,782
224-Public Land Cor Pres Fund										396,347		396,347
230-Special Grants Fund	2,165,183	-	-	205,230	4,800,000	45,601,634	-	200,000	4,537,173	4,374,327	-	65,037,076
240-Health Housing & Human Services Fund	327,733,403											327,733,403
250-Employer Contribution Reserve (Inactive)	-											-
253-Clackamas Health Centers	76,220,220											76,220,220
255-Transient Lodging Tax Fund					782,000							16,198,652
257-Parks & Forestry Fund										7,072,269		7,072,269
Special Revenue Fund Total	406,118,806	-	-	205,230	42,446,115	45,601,634	-	32,881,281	4,537,173	197,933,885	-	748,865,680
Debt Service Fund												
320-Clackamas County Debt Service						9,898,725						9,898,725
321-Clackamas County Debt Service - GO						5,896,575						5,896,575
Debt Service Fund Total						15,795,300						15,795,300
Capital Projects Fund												
420-Capital Projects												30,755,801
Capital Projects Fund Total												30,755,801
Enterprise Funds												
601-Stone Creek Golf Course										7,936,147		7,936,147
602-Clackamas Broadband Utility									2,903,165			2,903,165
605-911 Center Fund												15,242,268
Enterprise Funds Total									2,903,165	7,936,147		26,081,580
Internal Service Funds												
744-Facilities Management Fund												18,401,620
747-Technology Services Fund									24,799,584			24,799,584
760-Self-Insurance Fund		63,264,021										63,264,021
761-Risk Management Claims Fund		18,724,064										18,724,064
770-Fleet Services Fund										9,095,217		9,095,217
Internal Service Funds Total		81,988,085							24,799,584	9,095,217		134,284,506
Grand Total	406,118,806	89,196,111	3,425,000	11,663,178	82,408,217	347,536,143	4,837,064	151,671,281	32,239,922	233,342,455	1,644,840	1,506,510,894

EXPENSE SUMMARY



Expense (Requirements) by Category in Millions	FY24-25 Amended	FY25-26 Budget	\$ Change	% Change
Personnel Services	415.1	434.0	18.8	4.5%
Materials and Services	391.0	383.7	(7.3)	-1.9%
Capital Outlay	243.0	102.6	(140.4)	-57.8%
Debt Service	15.5	15.8	0.2	1.6%
Special Payments	83.4	85.6	2.2	2.7%
Transfers	182.9	192.0	9.1	5.0%
Reserve for Future Expenditures	96.8	89.7	(7.1)	-7.3%
Contingency	112.9	141.4	28.5	25.3%
Unappropriated Ending Fund Balance	56.2	61.8	5.6	9.9%
Total Expense (Requirements)	1,596.9	1,506.5	(90.4)	-5.7%

Personnel Services are budgeted to increase by \$18.8 million, or 4.5%, and total \$434.0 million in the FY25-26 budget due to merit/cost of living adjustments (COLA), PERS, and benefit costs. This budget includes 2,513.8 full-time equivalent (FTE) positions. This is an increase of 62.8 FTE positions over the budgeted FTE's in FY24-25, and a 0.4 FTE increase from FY24-25 amended budget as of June 2025. County-wide 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. Budgets for personnel services typically exceed actual expenditure due to vacancies that occur during the year.

Materials and Services (M&S) are budgeted to decrease by \$7.3 million to \$383.7 million, or -1.9% compared to the prior year's budget. This includes increases in Repair and Maintenance and the Supplies subcategories with a total of \$60.9 million, offset by a decrease in Professional Services of \$12.1 million, totaling \$191.9 million. The decrease is driven by H3S' Housing & Community Development's decrease in Professional Services based on a reduction in funding from Metro Supportive Housing. Allocated costs of \$40 million are also included in this category and represent the county's overhead costs that are charged to operating departments. Overhead services, for which departments are charged, include payroll processing, computer support, and facilities maintenance. The Materials and Service category can be impacted by many factors, such as personnel levels, inflation, and weather-related expenditures.

Capital Outlay is budgeted at \$102.6 million versus an FY24-25 budget of \$243 million. The total decrease of \$140.4 million is primarily driven by the completion of the new county courthouse budgeted in FY24-25. This category includes both capital purchases such as vehicles, bridge construction, and other large county projects. 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 subsequent year.

Debt Service has remained relatively flat with a \$15.8 million budget in FY25-26. This balance is comprised of principal payments of \$12.7 million and interest payments of \$3.1 million for county facilities (Public Service Building, Sheriff Training Center, Development Service Building), and improvements to Sunnybrook, Jail, and Red Soils Campus.

Special Payments of \$85.6 million in FY25-26 represent an increase of \$2.2 million, or 2.7%. This category accounts for payments to other organizations for which goods or services are not received in return, and year-over-year variances will occur as projects are undertaken and completed. This includes an increase for H3S' Housing & Community Development division related to the Metro Supportive Housing funds and payment to Housing Authority of Clackamas County (HACC). \$16 million related to ARPA funding within Non-Departmental is part of this Special Payments total.

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 operating departments. General Fund Support is budgeted at \$179.9 million. It is important to note that the receipt and distribution of these funds results in the duplication of revenues and expenses.

Contingency is the funding set aside to be available for unforeseen circumstances that may arise in the budget year. In FY25-26, the contingency is budgeted to increase by \$28.5 million, to \$141.4 million.

Reserves are funds set aside for future use and legally not available to be spent during the budgeted fiscal year. The reserves are budgeted to decrease in FY25-26 by \$7.1 million, or -7.3%, to \$89.7 million.

Unappropriated Ending Fund Balance reflects the total money received, but not spent, at the end of the fiscal year. This money is unavailable to be spent and shows up as a Beginning Fund Balance resource in the subsequent year. In FY25-26, the unappropriated ending fund balance is budgeted at \$58.2 million.

**Requirements by Fund Type, Fund and Category
FY25-26 Budget**

Fund Type / Fund #-Name	Personnel Services	Materials & Services	Capital Outlay	Debt Service	Special Payments	Transfers	Reserves	Contingency	Unapprop. Ending Fund Balance	Total
General Fund										
100-General Fund	199,027,323	54,763,310	2,275,000	-	5,898,521	180,975,919	22,219,283	23,794,464	61,774,207	550,728,027
General Fund Total	199,027,323	54,763,310	2,275,000	-	5,898,521	180,975,919	22,219,283	23,794,464	61,774,207	550,728,027
Special Revenue Fund										
201-County Fair Fund	1,094,983	1,662,750	8,472,000		-			1,255,014	-	12,484,747
204-County School Fund		2,000			608,000					610,000
205-Development Services Fund	8,312,105	3,478,792	182,000				6,387,046	2,961,920	-	21,321,863
206-Sheriff's Operating Levy	18,204,039	9,270,000	2,000,000		-	-		3,106,242	-	32,580,281
207-Inmate Welfare Special Fund		56,500								56,500
208-Community Services Fund	1,377,073	2,163,420			1,100,000	-	6,706,888	1,806,423	-	13,153,804
209-CCSO Forfeitures	-	100	44,400							44,500
211-Law Library Fund	333,060	188,313						50,000	-	571,374
212-Library Services	4,035,526	3,612,186	1,820,000		360,000		2,299,342	5,877,044	-	18,004,098
215-Road Fund	26,865,462	33,223,884	29,237,592		5,200,302	2,506,700	11,055,008	23,507,595	-	131,596,543
218-Property Resources Fund	202,354	204,036	-		-	119,633	1,111,444	1,512,753	-	3,150,220
223-Countywide Transportation SDC Fund		508,114	-		-	4,711,671	7,063,997	10,350,000	-	22,633,782
224-Public Land Cor Pres Fund	2,687	356,479	-				-	37,182	-	396,347
230-Special Grants Fund	921,911	35,012,561	10,455,358		18,647,247	-	-	-	-	65,037,077
240-Health Housing & Human Services Fund	74,776,689	136,312,117	23,571,150	-	51,257,410	1,171,123	12,864,000	27,780,915	-	327,733,404
253-Clackamas Health Centers	54,498,543	14,725,411	-	-	-	631,938		6,364,328	-	76,220,220
255-Transient Lodging Tax Fund	1,647,993	6,918,658			2,000,000	632,000		5,000,000	-	16,198,651
257-Parks & Forestry Fund	1,816,765	1,807,454	1,347,280			400,000	1,112,426	588,344	-	7,072,269
Special Revenue Fund Total	194,089,190	249,502,775	77,129,780	-	79,172,959	10,173,065	48,600,151	90,197,760	-	748,865,680
Debt Service Fund										
320-Clackamas County Debt Service				9,898,725					-	9,898,725
321-Clackamas County Debt Service - GO				5,896,575						5,896,575
Debt Service Fund Total				15,795,300					-	15,795,300
Capital Projects Fund										
420-Capital Projects	-	4,246,275	17,496,655		-		8,112,871	900,000	-	30,755,801
Capital Projects Fund Total	-	4,246,275	17,496,655		-		8,112,871	900,000	-	30,755,801
Enterprise Funds										
601-Stone Creek Golf Course		3,622,038	3,600,000			225,000		489,109	-	7,936,147
602-Clackamas Broadband Utility	949,015	894,756	999,394		60,000			-	-	2,903,165
605-911 Center Fund	11,201,662	1,319,492	30,000		476,000		1,832,714	382,400	-	15,242,268
Enterprise Funds Total	12,150,677	5,836,286	4,629,394		536,000	225,000	1,832,714	871,509	-	26,081,580
Internal Service Funds										
744-Facilities Management Fund	8,640,555	9,025,117	221,253			-		514,696	-	18,401,621
747-Technology Services Fund	12,375,205	8,934,054	858,552			-	1,906,773	725,000	-	24,799,583
760-Self-Insurance Fund	2,656,112	40,312,238				621,254	3,352,151	16,322,266	-	63,264,021
761-Risk Management Claims Fund	1,840,904	5,515,464					3,690,000	7,677,696	-	18,724,064
770-Fleet Services Fund	3,171,750	5,514,743	-					408,724	-	9,095,217
Internal Service Funds Total	28,684,526	69,301,616	1,079,805			621,254	8,948,924	25,648,382	-	134,284,507
Grand Total	433,951,715	383,650,263	102,610,634	15,795,300	85,607,480	191,995,238	89,713,943	141,412,115	61,774,207	1,506,510,895

**Requirements by Fund Type, Fund and Department
FY25-26 Budget**

Fund Type / Fund #-Name	Assessment & Taxation	Capital Projects	Clackamas 911 (CCOM)	County Administration	County Admin - Disaster Mgmt	County Admin - Law Library	County Clerk	County Counsel	Courthouse	District Attorney (DA)	Facilities	Finance	Health, Housing & Human Services (H3S)
General Fund													
100-General Fund	11,352,226			4,330,291	4,725,537		5,805,791	3,783,420		20,685,367		8,203,999	
General Fund Total	11,352,226			4,330,291	4,725,537		5,805,791	3,783,420		20,685,367		8,203,999	
Special Revenue Fund													
201-County Fair Fund													
204-County School Fund													
205-Development Services Fund													
206-Sheriff's Operating Levy													
207-Inmate Welfare Special Fund													
208-Community Services Fund													
209-CCSO Forfeitures													
211-Law Library Fund						571,374							
212-Library Services													
215-Road Fund													
218-Property Resources Fund													
223-Countywide Transportation SDC Fund													
224-Public Land Cor Pres Fund													-
230-Special Grants Fund	-		-	2,200,001	28,040		-			85,001		840,488	2,165,183
240-Health Housing & Human Services Fund													327,733,404
253-Clackamas Health Centers													76,220,220
255-Transient Lodging Tax Fund				15,416,651									
257-Parks & Forestry Fund													
Special Revenue Fund Total	-		-	17,616,652	28,040	571,374	-			85,001		840,488	406,118,806
Debt Service Fund													
320-Clackamas County Debt Service													
321-Clackamas County Debt Service - GO													
Debt Service Fund Total													
Capital Projects Fund													
420-Capital Projects		15,737,341							15,018,460				
Capital Projects Fund Total		15,737,341							15,018,460				
Enterprise Funds													
601-Stone Creek Golf Course													
602-Clackamas Broadband Utility													
605-911 Center Fund			15,242,268										
Enterprise Funds Total			15,242,268										
Internal Service Funds													
744-Facilities Management Fund											18,401,621		
747-Technology Services Fund													
760-Self-Insurance Fund													
761-Risk Management Claims Fund													
770-Fleet Services Fund													
Internal Service Funds Total											18,401,621		
Grand Total	11,352,226	15,737,341	15,242,268	21,946,943	4,753,577	571,374	5,805,791	3,783,420	15,018,460	20,770,367	18,401,621	9,044,487	406,118,806

**Requirements by Fund Type, Fund and Department
FY25-26 Budget**

Fund Type / Fund #-Name	Human Resources (HR)	Justice Court	Juvenile Department	Misc/Pass- Through	Non Departmental	Public & Government Affairs (PGA)	Sheriff's Office (CCSO)	Technology Services (TS)	Transportation & Development (DTD)	Treasurer's Office	Grand Total
General Fund											
100-General Fund	7,208,025	3,425,000	11,457,948	39,962,103	286,139,214	4,837,064	118,789,999		18,377,204	1,644,840	550,728,027
General Fund Total	7,208,025	3,425,000	11,457,948	39,962,103	286,139,214	4,837,064	118,789,999		18,377,204	1,644,840	550,728,027
Special Revenue Fund											
201-County Fair Fund				12,484,747					-		12,484,747
204-County School Fund				610,000							610,000
205-Development Services Fund									21,321,863		21,321,863
206-Sheriff's Operating Levy							32,580,281				32,580,281
207-Inmate Welfare Special Fund							56,500				56,500
208-Community Services Fund									13,153,804		13,153,804
209-CCSO Forfeitures							44,500				44,500
211-Law Library Fund											571,374
212-Library Services									18,004,098		18,004,098
215-Road Fund									131,596,543		131,596,543
218-Property Resources Fund				1,135,586					2,014,634		3,150,220
223-Countywide Transportation SDC Fund				22,633,782					-		22,633,782
224-Public Land Cor Pres Fund									396,347		396,347
230-Special Grants Fund	-	-	205,230	4,800,000	45,601,634	-	200,000	4,537,173	4,374,327	-	65,037,077
240-Health Housing & Human Services Fund											327,733,404
253-Clackamas Health Centers											76,220,220
255-Transient Lodging Tax Fund				782,000							16,198,651
257-Parks & Forestry Fund									7,072,269		7,072,269
Special Revenue Fund Total	-	-	205,230	42,446,115	45,601,634	-	32,881,281	4,537,173	197,933,885	-	748,865,680
Debt Service Fund											
320-Clackamas County Debt Service					9,898,725						9,898,725
321-Clackamas County Debt Service - GO					5,896,575						5,896,575
Debt Service Fund Total					15,795,300						15,795,300
Capital Projects Fund											
420-Capital Projects											30,755,801
Capital Projects Fund Total											30,755,801
Enterprise Funds											
601-Stone Creek Golf Course									7,936,147		7,936,147
602-Clackamas Broadband Utility								2,903,165			2,903,165
605-911 Center Fund											15,242,268
Enterprise Funds Total								2,903,165	7,936,147		26,081,580
Internal Service Funds											
744-Facilities Management Fund											18,401,621
747-Technology Services Fund								24,799,583			24,799,583
760-Self-Insurance Fund	63,264,021										63,264,021
761-Risk Management Claims Fund	18,724,064										18,724,064
770-Fleet Services Fund									9,095,217		9,095,217
Internal Service Funds Total	81,988,085							24,799,583	9,095,217		134,284,507
Grand Total	89,196,110	3,425,000	11,663,178	82,408,218	347,536,147	4,837,064	151,671,280	32,239,922	233,342,454	1,644,840	1,506,510,895

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 Local Budget Law, Clackamas County does not budget ending fund balances. Although not budgeted, the End-of-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. Historically, these transfers will be made each year.

The table on the next page is an attempt to estimate the minimum ending fund balance for each fund on June 30th, 2025, based on the current budget; this is money that should be available for the FY25-26 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 projection is made with the best information available at the time the budget was formulated. Not all transactions and end-of-year adjustments for FY24-25 have been recorded and the books have not yet been audited.
- New revenues will be recognized during the fiscal year.
 - If additional resources become available, primarily through new grants, they will be recognized.
- Current revenues will come in and current expenditures will be made as budgeted.
 - 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 FY24-25 should exceed the projections. The following table is a county-wide summary. More complete information for each fund is available in the *Budget by Fund* section.

Summary of Resources and Requirements

Estimated Year End Financial Position

Fund	Beginning Fund Balance 07/01/2025	Revenues (Increases)	Expenses (Decreases)	Ending Fund Bal 06/30/2026	% Change
100-General Fund	110,310,045	440,417,982	442,940,073	107,787,954	-2%
201-County Fair Fund	1,193,730	11,291,017	11,229,733	1,255,014	5%
204-County School Fund	-	610,000	610,000	-	-
205-Development Services Fund	7,690,544	13,631,318	11,972,897	9,348,966	22%
206-Sheriff's Operating Levy	7,370,281	25,210,000	29,474,039	3,106,242	-58%
207-Inmate Welfare Special Fund	-	56,500	56,500	-	-
208-Community Services Fund	9,372,782	3,781,023	4,640,493	8,513,311	-9%
209-CCSO Forfeitures	-	44,500	44,500	-	-
211-Law Library Fund	147,554	423,820	521,374	50,000	-66%
212-Library Services	9,596,768	8,407,330	9,827,712	8,176,386	-15%
215-Road Fund	50,670,586	80,925,957	97,033,940	34,562,603	-32%
218-Property Resources Fund	2,745,017	405,203	526,023	2,624,197	-4%
223-Countywide Transportation SDC Fund	19,932,332	2,701,450	5,219,785	17,413,997	-13%
224-Public Land Cor Pres Fund	1,347	395,000	359,165	37,182	2660%
230-Special Grants Fund	8,608,769	56,428,307	65,037,077	-	-100%
240-Health Housing & Human Services Fund	131,433,621	196,299,782	287,088,489	40,644,915	-69%
253-Clackamas Health Centers	7,779,640	68,440,580	69,855,892	6,364,328	-18%
255-Transient Lodging Tax Fund	9,296,652	6,902,000	11,198,651	5,000,000	-46%
257-Parks & Forestry Fund	2,130,617	4,941,652	5,371,499	1,700,770	-20%
320-Clackamas County Debt Service	-	9,898,725	9,898,725	-	-
321-Clackamas County Debt Service - GO	-	5,896,575	5,896,575	-	-
420-Capital Projects	11,037,341	19,718,460	21,742,930	9,012,871	-18%
601-Stone Creek Golf Course	3,846,247	4,089,900	7,447,038	489,109	-87%
602-Clackamas Broadband Utility	220,789	2,682,376	2,903,165	-	-100%
605-911 Center Fund	3,420,576	11,821,692	13,027,154	2,215,114	-35%
744-Facilities Management Fund	1,244,987	17,156,633	17,886,925	514,696	-59%
747-Technology Services Fund	5,542,195	19,257,389	22,167,810	2,631,773	-53%
760-Self-Insurance Fund	24,136,738	39,127,283	43,589,604	19,674,417	-18%
761-Risk Management Claims Fund	12,299,064	6,425,000	7,356,368	11,367,696	-8%
770-Fleet Services Fund	328,445	8,766,772	8,686,493	408,724	24%
Grand Total	440,356,668	1,066,154,226	1,213,610,630	292,900,265	-33%

Note: Indicates "Major Fund"

COUNTY DEBT SUMMARY

Clackamas County follows ORS 287A which set debt limits based on Real Market Value. As of June 30th, 2025, the Real Market Value of the taxable property in the county was \$119.0 billion. The table below shows the breakdown of outstanding debt and the percentage of capacity issued by the county.

General Obligation Debt: ORS 287A.100 establishes a limit on bonded indebtedness for counties. Counties may issue an aggregate principal amount of up to 2% of the Real Market Value of all taxable properties within the county if the county's voters approve the general obligation bonds. General obligation bonds are secured by the power to levy an additional tax outside the limitations of Article XI, Sections 11 and 11b.

Clackamas County Outstanding Long-Term Debt

	Date of Issue	Date of Maturity	Amount Issued	Amount Outstanding
<u>General Obligation Debt</u>				
2016B (Tax-Exempt)	9/29/2016	6/1/2031	53,155,000	33,970,000
<u>Full Faith and Credit Debt</u>				
2012 Refunding (PSB and Sheriff)	9/6/2012	1/1/2033	18,750,000	9,215,000
2018 Refunding (DSB)	2/16/2018	6/1/2027	28,255,000	6,700,000
2020 Refunding (Jail, Red Soils, Light Rail)	8/20/2020	6/1/2029*	26,690,000	16,160,000
2020 Obligation (DTD)	8/20/2020	6/1/2040	20,000,000	16,410,000
2023 Health Clinics	8/29/2023	6/1/2038	7,000,000	6,234,500
			100,695,000	54,719,500

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

Clackamas County Debt Capacity

Measure 5 Real Market Value ⁽¹⁾ (FY25-26)		119,012,545,756			
	Debt Limit (% of RMV)	Total Debt Capacity	Outstanding Debt Subject to Limit	Remaining Legal Capacity	% of Capacity Issued
General Obligation Bonds ⁽²⁾	2%	2,380,250,915	33,970,000	2,346,280,915	1.4%
Limited Tax Pension Bonds ⁽³⁾	5%	5,950,627,288	-	5,950,627,288	0.0%
Limited Tax Obligations ⁽⁴⁾	1%	1,190,125,458	54,719,500	1,135,405,958	4.6%

(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 General Obligation (GO) Bonds:** In 2016, Clackamas County issued \$59 million in general obligation bonds, approved by voters in May 2016. These bonds 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 \$34 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 the Clackamas County Sheriff’s Office and other law enforcement agencies, as well as a public shooting range. These two issues were refunded in 2012 and this new combined debt has \$9.2 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 laid out 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 \$6.7 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 re-purposing of facilities used by the Sheriff’s Department, and to 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 million was refunded in August 2020 at a 0.89% interest rate, with final maturity in 2028. A \$6.8 million balloon payment is due in 2028.

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

FY Debt Service	Total Debt Service (DS)		Total DS
	Principal	Interest	
25-26	12,685,400	3,109,900	15,795,300
26-27	13,480,900	2,520,612	16,001,512
27-28	16,712,100	2,070,654	18,782,754
28-29 to 39-40	45,811,100	4,746,184	50,557,284
Total	88,689,500	12,447,350	101,136,850

Bond Rating:

In July 2020, Moody’s Investors Service assigned its underlying rating of “Aaa” to the 2020 Refunding Bonds. The “Aaa” rating was reaffirmed July 2025.

Clackamas County Outstanding Bonds

	Series 2012 Refund		Series 2016 GO Bond (Fund 321)		2018 Refunding Bond		Series 2020 (Refunding FFC 2009 Bonds)		Series 2020 (PDX - Milwaukee Light Rail Project)		Series 2020 (DTD Road Project)		Series 2023 Health Clinics			Total Fund 320 Debt Services					
Amount Issued	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest	Total FY Debt Services						
Interest Rate*	\$ 18,875,000		\$ 59,000,000		\$ 28,255,000		\$ 16,115,000		\$ 10,575,000		\$ 20,000,000		\$ 7,000,000								
Date of Issue	2.83%		2.22%		2.00%		0.893%		0.89%		0.89%		4.195%								
Date of Maturity	09/06/12		09/29/16		2/16/2018		08/20/20		8/20/2020		08/20/20		8/29/2023								
FY Debt Services	01/01/33		06/01/31		6/1/27		06/01/40		6/1/28		06/01/40		6/1/2038								
	PSB and Sheriff Training Center		Fund 321		DSB		Sunnybrook, Jail, Red Soils Campus														
	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest		Principal	Interest	Total	FY Rent Collection	Transfer in from Road Fund	GF Support
2025	845,000	322,813	4,375,000	1,360,325	3,120,000	328,769	1,735,000	464,100	640,000	441,000	815,000	468,206	355,500	276,451	\$ 15,547,163	7,510,500	2,301,338	9,811,838	2,940,750	1,915,157	4,955,931
2026	915,000	289,013	4,755,000	1,141,575	3,285,000	203,969	1,830,000	377,350	675,000	409,000	855,000	427,456	370,400	261,537	\$ 15,795,300	7,930,400	1,968,325	9,898,725	3,042,244	1,914,394	4,942,087
2027	985,000	252,413	5,155,000	903,825	3,415,000	72,569	1,935,000	285,850	705,000	375,250	900,000	384,706	385,900	245,999	\$ 16,001,512	8,325,900	1,616,787	9,942,687	3,133,511	1,916,605	4,892,570
2028	1,045,000	222,863	5,475,000	749,175			2,050,000	189,100	6,800,000	340,000	940,000	339,706	402,100	229,811	\$ 18,782,754	11,237,100	1,321,479	12,558,579	3,227,517	1,911,617	7,419,446
2029	1,110,000	191,513	5,840,000	557,550			2,165,000	86,600			990,000	292,706	419,000	212,942	\$ 11,865,311	4,684,000	783,761	5,467,761	3,324,342	1,914,649	
2030	1,180,000	158,213	6,190,000	382,350							1,030,000	253,106	436,600	195,365	\$ 9,825,634	2,646,600	606,684	3,253,284	3,424,072	1,915,072	
2031	1,250,000	122,813	6,555,000	196,650							1,070,000	211,906	454,900	177,050	\$ 10,038,319	2,774,900	511,769	3,286,669	3,526,795	1,913,856	
2032	1,325,000	85,313									1,115,000	169,106	474,000	157,967	\$ 3,326,386	2,914,000	412,386	3,326,386	3,632,598	1,916,073	
2033	1,405,000	43,906									1,125,000	155,169	493,800	138,083	\$ 3,360,958	3,023,800	337,158	3,360,958	3,741,576	1,912,051	
2034											1,145,000	139,700	514,500	117,368	\$ 1,916,568	1,659,500	257,068	1,916,568	3,853,824	1,916,568	
2035											1,160,000	123,956	536,100	95,784	\$ 1,915,841	1,696,100	219,741	1,915,841	3,969,438	1,915,841	
2036											1,175,000	106,556	558,600	73,295	\$ 1,913,451	1,733,600	179,851	1,913,451	4,088,521	1,913,451	
2037											1,195,000	87,463	582,100	49,862	\$ 1,914,424	1,777,100	137,324	1,914,424	4,211,177	1,914,424	
2038											1,215,000	68,044	606,500	25,443	\$ 1,914,986	1,821,500	93,486	1,914,986	4,337,512	1,914,986	
2039											1,235,000	46,781			\$ 1,281,781	1,235,000	46,781	1,281,781	4,467,638	1,281,781	
2040											1,260,000	23,625			\$ 1,283,625	1,260,000	23,625	1,283,625	4,601,667	1,283,625	
	\$ 9,215,000	\$ 1,366,044	\$ 33,970,000	\$ 3,931,125	\$ 6,700,000	\$ 276,538	\$ 7,980,000	\$ 938,900	\$ 8,180,000	\$ 1,124,250	16,410,000	\$ 2,829,988	\$ 6,234,500	\$ 1,980,506	\$ 101,136,850	54,719,500	8,516,225	\$ 63,235,725			

FY25-26																					
Outstanding	\$ 9,215,000		\$ 33,970,000		\$ 6,700,000		\$ 7,980,000		\$ 8,180,000		\$ 16,410,000		\$ 6,234,500		\$ 88,689,500						
Bond Principal																					

Clackamas County - Fund Structure
FY25-26 Budget
Total = \$1,506,510,895

Governmental Funds						Proprietary Funds		
General Fund	Special Revenue Funds	Special Revenue Funds	Special Revenue Funds	Debt Service Funds	Capital Projects Fund	Internal Service Fund	Internal Service Funds	Enterprise Funds
Major Funds	Major Funds					Major Funds		
100-General Fund	215-Road Fund	201-County Fair Fund	211-Law Library Fund	320-Clackamas County Debt Service	420-Capital Projects	760-Self-Insurance Fund	744-Facilities Management Fund	601-Stone Creek Golf Course
\$550,728,027	\$131,596,543	\$12,484,747	\$571,374	\$9,898,725	\$30,755,801	\$63,264,021	\$18,401,621	\$7,936,147
	230-Special Grants Fund	204-County School Fund	212-Library Network	321-Clackamas County Debt Service - GO			747-Technology Services Fund	602-Clackamas Broadband Utility
	\$65,037,077	\$610,000	\$18,004,098	\$5,896,575			\$24,799,583	\$2,903,165
	240-Health Housing & Human Services Fund	205-Development Services Fund	218-Property Resources Fund				761-Risk Management Claims Fund	605-911 Center Fund
	\$327,733,404	\$21,321,863	\$3,150,220				\$18,724,064	\$15,242,268
	253-Clackamas Health Centers	206-Sheriff's Operating Levy	223-Countywide Transportation SDC Fund				770-Fleet Services Fund	
	\$76,220,220	\$32,580,281	\$22,633,782				\$9,095,217	
		207-Inmate Welfare Special Fund	224-Public Land Cor Pres Fund					
		\$56,500	\$396,347					
		208-Community Services	255-Transient Lodging Tax Fund					
		\$13,153,804	\$16,198,651					
		209-CCSO Forfeitures	257-Parks & Forestry Fund					
		\$44,500	\$7,072,269					

Note: **Bold orange font** considered "Major Funds" for purposes of the FY25-26 Adopted Budget Book.

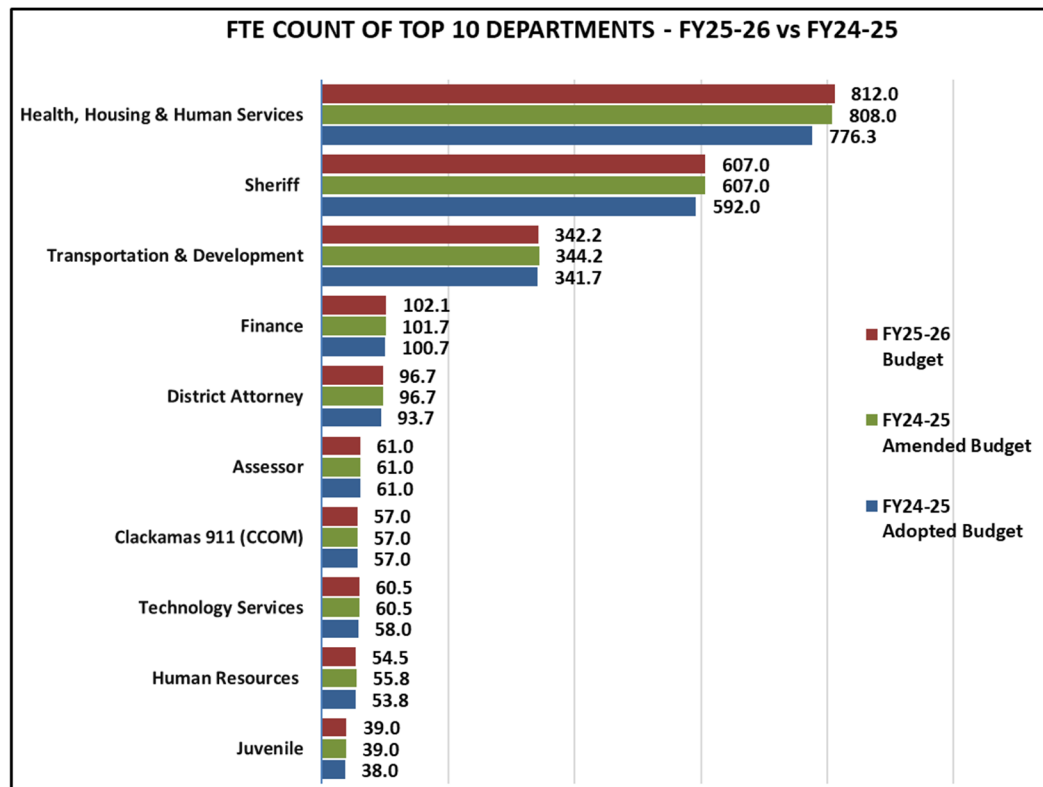
Clackamas County - Fund Structure Detail

FY25-26 Budget

Fund Type	Fund Full	FY25-26 Adopted Expenses (\$)	% of Fund Type	% of Total CLCK
General Fund	100-General Fund	550,728,027	100%	37%
General Fund Total		550,728,027	100%	37%
Special Revenue Fund	201-County Fair Fund	12,484,747	2%	1%
	204-County School Fund	610,000	0%	0%
	205-Development Services Fund	21,321,863	3%	1%
	206-Sheriff's Operating Levy	32,580,281	4%	2%
	207-Inmate Welfare Special Fund	56,500	0%	0%
	208-Community Services Fund	13,153,804	2%	1%
	209-CCSO Forfeitures	44,500	0%	0%
	211-Law Library Fund	571,374	0%	0%
	212-Library Services	18,004,098	2%	1%
	215-Road Fund	131,596,543	18%	9%
	218-Property Resources Fund	3,150,220	0%	0%
	223-Countywide Transportation SDC Fund	22,633,782	3%	2%
	224-Public Land Cor Pres Fund	396,347	0%	0%
	230-Special Grants Fund	65,037,077	9%	4%
	240-Health Housing & Human Services Fund	327,733,404	44%	22%
	253-Clackamas Health Centers	76,220,220	10%	5%
	255-Transient Lodging Tax Fund	16,198,651	2%	1%
	257-Parks & Forestry Fund	7,072,269	1%	0%
Special Revenue Fund Total		748,865,680	100%	50%
Debt Service Fund	320-Clackamas County Debt Service	9,898,725	63%	1%
	321-Clackamas County Debt Service - GO	5,896,575	37%	0%
Debt Service Fund Total		15,795,300	100%	1%
Capital Projects Fund	420-Capital Projects	30,755,801	100%	2%
Capital Projects Fund Total		30,755,801		
Enterprise Funds	601-Stone Creek Golf Course	7,936,147	30%	1%
	602-Clackamas Broadband Utility	2,903,165	11%	0%
	605-911 Center Fund	15,242,268	58%	1%
Enterprise Funds Total		26,081,580	100%	2%
Internal Service Funds	744-Facilities Management Fund	18,401,621	14%	1%
	747-Technology Services Fund	24,799,583	18%	2%
	760-Self-Insurance Fund	63,264,021	47%	4%
	761-Risk Management Claims Fund	18,724,064	14%	1%
	770-Fleet Services Fund	9,095,217	7%	1%
Internal Service Funds Total		134,284,507	100%	9%
Grand Total		1,506,510,895	100%	100%

Note: Indicates "Major Fund"

The FY25-26 budget provides for 2,513.8 full-time equivalent positions (FTE). This is an increase of 62.8 FTE from the FY24-25 budget, and a 0.4 FTE increase from the FY24-25 amended budget as of June 2025.



The largest employers are:

- Health, Housing, and Human Services with 812.0 positions (32.3%).
- Clackamas County Sheriff's Office with 607.0 positions (22.7%, 36.0 reported in Misc/Pass-Through). The number of budgeted positions filled is 560.0.
- Department of Transportation & Development with 342.2 positions (13.6%).

Summary of Full-Time Equivalents by Department Table

County Workforce Summary (continued)

Department	FY22-23 Actual	FY23-24 Actual	FY24-25 Adopted Budget	FY24-25 Amended Budget	FY25-26 Budget	% Change
Health, Housing, & Human Services	710.5	764.2	776.3	808.0	812.0	32.3%
Sheriff's Office (CCSO)	592.0	592.0	592.0	607.0	607.0	24.1%
Transportation & Development (DTD)	301.7	344.2	341.7	344.2	342.2	13.6%
Finance	101.7	100.7	100.7	101.7	103.1	4.1%
District Attorney	91.7	94.7	93.7	96.7	96.7	3.8%
Assessor	61.0	61.0	61.0	61.0	61.0	2.4%
Clackamas 911 (CCOM)	57.0	57.0	57.0	57.0	57.0	2.3%
Technology Services (TS)	57.0	58.0	58.0	60.5	60.5	2.4%
Human Resources	50.0	54.8	53.8	55.8	54.5	2.2%
Juvenile	41.0	39.0	38.0	39.0	39.0	1.6%
Public & Government Affairs (PGA)	24.5	24.0	23.0	23.0	23.0	0.9%
County Administration	21.8	17.8	16.8	16.8	16.0	0.6%
Clerk	19.0	21.0	21.0	21.0	21.0	0.8%
County Admin - Disaster Management	19.7	14.5	14.5	15.0	16.0	0.6%
County Counsel	12.8	14.0	14.0	14.0	14.0	0.6%
Tourism	9.7	9.7	9.7	9.7	9.7	0.4%
Treasurer	7.0	7.0	7.0	7.0	7.0	0.3%
Justice Court	7.0	7.0	7.0	7.0	7.0	0.3%
County Admin - Law Library	2.4	2.3	2.3	2.3	2.3	0.1%
Business & Community Services	43.5	-	-	-	-	0.0%
Resolution Services	6.2	-	-	-	-	0.0%
Miscellaneous & Pass-Through	160.5	163.5	163.5	166.8	166.8	6.6%
Total Budgeted Full-Time Equivalents (FTEs)	2,397.7	2,446.4	2,450.9	2,513.4	2,515.8	100%

FY25-26 FTE by Fund

Active Funds	Fund Name	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Projected	FY25-26 Adopted
100	General Fund	1,092.7	1,094.2	1,112.9	1,113.0
205	Development Services Fund	52.3	49.3	49.3	49.2
206	Sheriff's Operating Levy Fund	63.0	92.0	92.0	92.0
208	Lottery/Community Services Fund	11.7	9.5	7.0	7.0
211	Law Library Fund	2.4	2.3	2.3	2.3
212	Library Network	22.0	24.0	24.0	24.0
215	Road Fund	162.5	164.5	169.0	172.0
218	Property Resources Fund	1.0	1.0	1.0	1.0
224	Public Land Cor Pres Fund	5.5	5.5	4.5	-
230	Special Grants Fund	4.5	4.8	4.8	4.0
240	Health Housing & Human Services Fund	501.7	477.0	497.4	491.4
253	Clackamas Health Centers Fund	255.0	286.2	309.6	319.6
255	Transient Lodging Tax Fund	7.5	9.7	9.7	9.7
257	Parks & Forestry Fund	8.8	10.0	9.0	9.0
602	Clackamas Broadband Utility Fund	6.0	6.0	6.0	6.0
605	911 Center Fund	56.0	57.0	57.0	57.0
744	Facilities Management Fund	52.0	55.7	56.7	59.1
747	Technology Service Fund	52.0	52.0	54.5	54.5
760	Self-Insurance Fund	11.3	15.3	15.3	14.9
761	Casualty Fund	7.8	8.5	9.5	9.2
770	Fleet Services Fund	22.0	22.0	22.0	21.0
Total		2,397.7	2,446.4	2,513.4	2,515.8

5-Year General Fund Forecast

	Actual FY23-24	Proj FY24-25	Yr 1 FY25-26	Debt Prepay Yr 2 FY26-27	Balloon Pymt Yr 3 FY27-28	Yr 4 FY28-29	Yr 5 FY29-30
Beginning Fund Balance	87,305,803	98,967,746	105,810,049	102,884,812	93,412,223	88,643,371	84,746,637
Taxes	158,702,048	166,960,000	172,675,000	179,498,897	186,778,996	194,358,032	201,655,097
Federal, State, Local, All Other Gifts & Donations	26,865,638	28,106,556	27,846,473	25,356,242	25,605,202	26,768,090	27,042,018
Charges, Fees, License, Permits	44,290,227	47,091,406	50,491,090	53,970,397	55,872,425	57,846,637	59,895,824
All Other Revenue Resources	43,574,916	45,291,430	44,828,413	46,047,416	47,893,254	49,446,665	51,387,149
Other Interfund Transfers	398,535	715,997	1,166,633	1,181,032	1,216,463	1,252,957	1,290,546
GF Support Transfer Revenue	124,208,251	133,676,790	139,023,862	145,975,055	152,543,932	158,645,689	164,991,517
Operating Revenue	398,039,615	421,842,179	436,031,470	452,029,039	469,910,272	488,318,070	506,262,150
Personnel Services	176,254,736	186,840,588	193,411,767	199,534,978	209,000,091	216,891,575	226,842,578
Materials and Services	45,122,728	51,393,859	52,763,310	54,259,939	55,814,461	57,422,465	59,085,915
Capital Outlay	2,081,310	1,862,391	2,275,000	2,343,250	2,425,264	2,510,148	2,598,003
Special Payments	4,779,946	5,950,249	5,898,521	6,353,294	6,575,660	6,805,808	7,044,011
GF Support Transfer Departments	147,575,972	158,977,476	160,223,008	167,019,983	174,535,882	181,517,317	188,778,010
GF Support Transfer Debt	5,062,980	4,775,313	4,892,087	13,206,240	7,433,526		
Operating Expense	380,877,672	409,799,876	419,463,693	442,717,684	455,784,884	465,147,314	484,348,518
Net Operating Income (Loss)	17,161,943	12,042,303	16,567,777	9,311,355	14,125,388	23,170,756	21,913,633
Courthouse Annual Pymt Transfer	2,000,000	1,967,850	14,993,014	15,083,945	15,194,240	15,367,490	15,687,919
Fund 420 Capital Projects	3,500,000	3,232,150	3,000,000	3,000,000	3,000,000	11,000,000	3,000,000
Fund 420 Capital Project Reserves			1,500,000	700,000	700,000	700,000	700,000
Other Capital Projects Transfer	3,500,000	3,232,150	4,500,000	3,700,000	3,700,000	11,700,000	3,700,000
Courthouse/Capital Projects Transfer	5,500,000	5,200,000	19,493,014	18,783,945	18,894,240	27,067,490	19,387,919
Total GF Support Transfers	158,138,952	168,952,789	184,608,109	199,010,167	200,863,648	208,584,807	208,165,929
Ending Fund Balance	98,967,746	105,810,049	102,884,812	93,412,223	88,643,371	84,746,637	87,272,351
Contingency - 5% of Operating	19,043,884	20,489,994	20,973,185	22,135,884	22,789,244	23,257,366	24,217,426
Reserves - 10% of Taxes, Fees, Fines & Permits	18,385,298	18,662,166	19,447,434	20,137,106	20,929,555	21,754,132	22,552,823
Unappropriated Ending Fund Balance	61,538,565	66,657,889	62,464,194	51,139,232	44,924,571	39,735,140	40,502,102

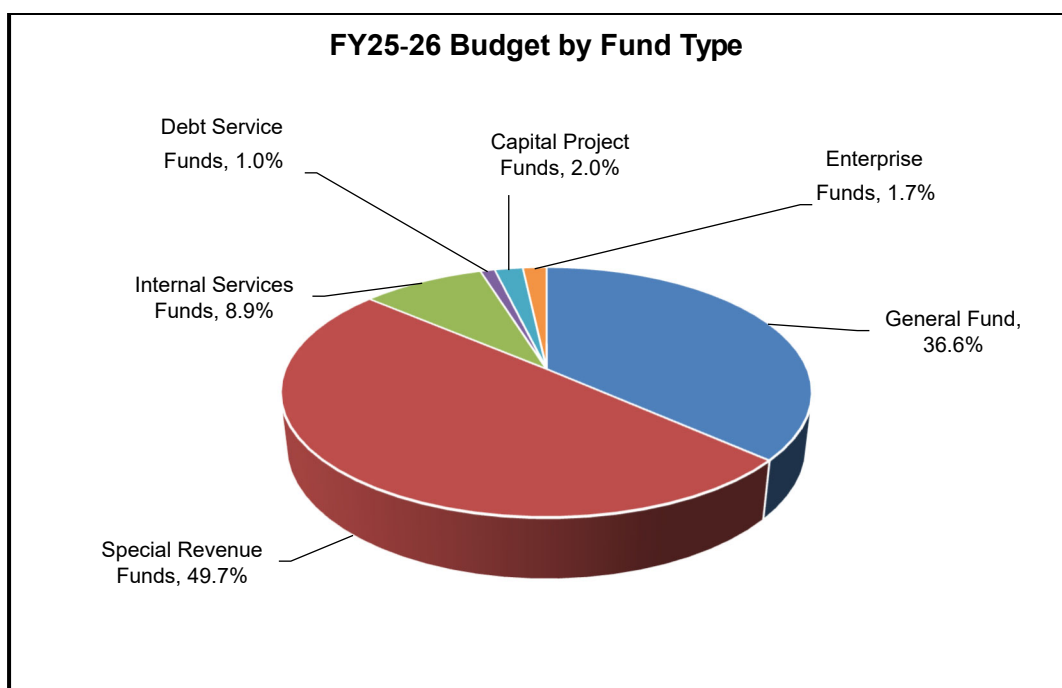
Assumptions:

- FY24-25 includes 13 additional CCSO positions starting January 2025
- FY24-25 GFS Transfers includes 1 time library transfer \$6.5 million
- FY25-26 GFS Transfers includes 1 time transfer of \$1.2 million to HR, Assessor, CCOM
- FY25-26 GFS Transfers includes \$676K to ELED
- FY26-27 \$8.3 million Debt payoff for 2012 Series Refund (PSB & CCSO Training Ctr), interest savings \$825K
- FY27-28 \$6.7 million Debt balloon payment on 2020 Series (PDX-Milwaukie Light Rail Project)
- Personnel Vacancy: 3.5% assumed vacancy rate
- Personnel COLA: Yr 1: 2.8%, Yr 2-5: 3.5%, Yr 6+: 3.0% (+1.0% Merit)
- PERS (Personnel): Alternating fiscal years at 8.0% and 1.5% beginning FY31-32
- Property tax assessed value growth: Yr 1-4: 4.0%, Yr 5+: 3.8%
- GF Support: Yr 2: 5.0%, Yr 3: 4.5%, Yr 4-5: 4.0% Yr 6-8: 3.5%, and forward: 3.0%
- CPI growth: Yr 2-5: 3.5% and forward: 3.0%
- Cost allocation revenue and expense growth: 4.0%
- Ongoing transfer of \$1.5 million to Capital Projects Reserves
- Unappropriated Fund Balance is used for long term financial stabilization
- FY28-29 Includes \$8 million to Redland Road related to the courthouse

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

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

- **General Fund** – The General Fund records transactions relating to activities for which specific types of funds are not required. It is the general operating fund for local governments.
- **Special Revenue Fund** – A special revenue fund accounts for specific revenue sources restricted to expenditures for designated purposes.
- **Internal Services Fund** – An internal service fund accounts for services furnished by one county department to other departments within the County.
- **Debt Service Fund** – A debt service fund records principal and interest payments on general obligation long-term debt. Resources cannot be diverted or used for any other purpose.
- **Capital Project Funds** – A capital project fund accounts for the receipt and disbursement of money used to finance the building or acquisition of capital facilities. These activities are non-recurring, major expenditures.
- **Enterprise Fund** – An enterprise fund accounts for a business activity operated by the county for which a customer pays a fee or charge for a service or product.



Summary of Resources and Requirements

General Fund (100) Budget Summary

	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended	FY24-25 Projected	FY25-26 Budget	\$ Change	% Change
<u>Resources by Category</u>							
Beginning Fund Balance	83,717,166	87,305,804	91,358,699	98,967,746	110,310,045	18,951,346	20.7%
Current Revenues							
Taxes	152,567,794	158,702,048	165,920,000	166,960,000	172,675,000	6,755,000	4.1%
Federal, State, Local, Other Donations	23,580,761	26,865,638	28,564,410	28,106,556	27,846,473	(717,937)	-2.5%
Charges/Fees/License/Permits/Fines	41,095,650	44,290,227	47,069,787	47,091,406	50,491,090	3,421,303	7.3%
All Other Revenue Resources	37,196,671	43,574,916	46,780,542	45,291,430	46,140,338	(640,204)	-1.4%
Interfund Transfers	158,394	398,535	1,440,338	715,997	1,166,633	(273,705)	-19.0%
General Fund Support*	122,989,012	124,208,251	139,561,872	133,676,790	142,098,448	2,536,576	1.8%
Subtotal Current Revenues	377,588,282	398,039,614	429,336,949	421,842,179	440,417,982	11,081,032	2.6%
Total Resources	461,305,448	485,345,418	520,695,648	520,809,925	550,728,027	30,032,379	5.8%
<u>Requirements by Category</u>							
Personnel Services	166,812,968	176,254,736	194,053,243	186,840,588	199,027,323	4,974,080	2.6%
Materials & Services	48,178,836	45,123,058	53,500,690	51,393,859	54,763,310	1,262,621	2.4%
Capital Outlay	3,742,348	2,081,310	3,418,979	1,862,391	2,275,000	(1,143,979)	-33.5%
General Fund Support*	122,989,012	124,208,251	139,561,872	133,676,790	142,098,448	2,536,576	1.8%
Subtotal Current Expenditures	341,723,164	347,667,355	390,534,783	373,773,628	398,164,081	7,629,297	2.0%
Special Payments	5,489,343	4,779,616	6,541,437	5,950,249	5,898,521	(642,916)	-9.8%
Interfund Transfer	26,042,376	33,930,701	30,592,168	30,775,999	38,877,471	8,285,303	27.1%
Contingency	-	-	16,962,663	-	23,794,464	6,831,801	40.3%
Appropriated Expenditures	373,254,883	386,377,672	444,631,051	410,499,876	466,734,537	22,103,485	5.0%
Reserve for Future Expenditures	-	-	19,841,533	-	22,219,283	2,377,750	12.0%
Year End Projected Balance	-	-	-	110,310,049	-	-	-
Unappropriated Ending Fund Balance	-	-	56,223,061	-	61,774,207	5,551,146	9.9%
Total Requirements	373,254,883	386,377,672	520,695,645	520,809,925	550,728,027	30,032,381	5.8%

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

**General Fund (100) - Resources by Department and Category
FY25-26 Budget**

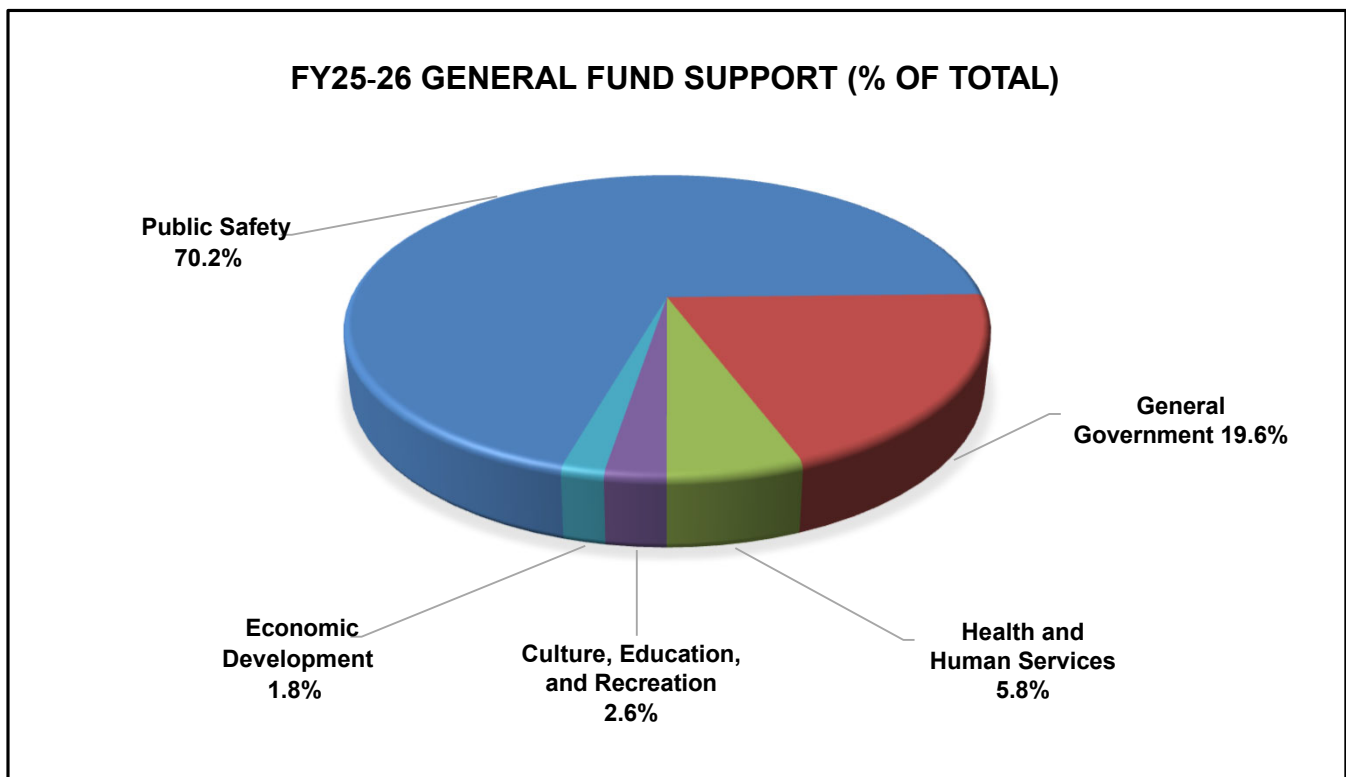
Department	Beginning Fund Balance	Taxes	Federal, State, Local, All Other Gifts & Donations	Charges, Fees, Licenses, Permits, Fines, Assessments	All Other Revenue Resources	Other Interfund Transfers	General Fund Support	Total
Assessment & Taxation	-		1,280,000	2,500	260,742	-	9,808,984	11,352,226
County Admin - Disaster Mgmt	400,607		643,430	-	-		3,681,500	4,725,537
County Administration	-		-	49,567	-		4,280,725	4,330,292
County Clerk	473,494		-	2,567,158	150,000		2,615,138	5,805,790
County Counsel	-			1,654,540	-		2,128,880	3,783,420
District Attorney (DA)	11,102		4,411,867	524,999	-		15,737,399	20,685,367
Finance	242,005	175,000	-	4,606,995	320,000	-	2,860,000	8,204,000
Human Resources (HR)	29,144			4,204,523	54,529	621,254	2,298,576	7,208,026
Justice Court	300,000			3,050,000	75,000	-	-	3,425,000
Juvenile Department	-		2,345,927	-	-	125,379	8,986,642	11,457,948
Misc/Pass-Through	555,770		122,381	3,061,763	36,222,188		-	39,962,102
Non Departmental	104,154,209	172,500,000	5,650,000	-	3,835,000			286,139,209
Public & Government Affairs (PGA)	-		-	1,740,571	2,326,893		769,600	4,837,064
Sheriff's Office (CCSO)	-		12,493,163	22,779,837	315,000	400,000	82,802,000	118,790,000
Transportation & Development (DTD)	4,143,714		899,705	5,662,331	2,580,986	20,000	5,070,469	18,377,205
Treasurer's Office				586,305	-		1,058,535	1,644,840
Grand Total	110,310,045	172,675,000	27,846,473	50,491,090	46,140,338	1,166,633	142,098,448	550,728,027

**General Fund (100) - Requirements by Department and Category
FY25-26 Budget**

Department	Personnel Services	Materials and Services	Capital Outlay	Special Payments	Transfers	Reserve for Future Expenditures	Contingency	Unappropriated Ending Fund Balance	Grand Total
Assessment & Taxation	8,258,967	3,093,259	-						11,352,226
County Admin - Disaster Mgmt	3,101,643	1,223,288	-	400,607				-	4,725,537
County Administration	3,488,732	716,559	-	125,000	-				4,330,291
County Clerk	2,850,607	2,830,183	125,000	-			-	-	5,805,791
County Counsel	3,604,881	178,539	-					-	3,783,420
District Attorney (DA)	17,303,921	2,823,446		558,000				-	20,685,367
Finance	7,108,546	1,095,453			-			-	8,203,999
Human Resources (HR)	5,750,706	1,457,319						-	7,208,025
Justice Court	963,519	907,043		1,300,000				254,437	3,425,000
Juvenile Department	6,835,507	4,622,441	-	-					11,457,948
Misc/Pass-Through	36,192,189	53,000	-	3,250,414	20,000	351,600	94,900	-	39,962,103
Non Departmental	-	2,081,525	-	-	180,579,919	19,450,000	22,508,000	61,519,770	286,139,214
Public & Government Affairs (PGA)	4,216,453	606,111	-	14,500					4,837,064
Sheriff's Office (CCSO)	88,739,998	27,500,000	2,100,000	250,000	200,000	-		-	118,789,999
Transportation & Development (DTD)	9,282,384	5,259,574	50,000	-	176,000	2,417,683	1,191,564	-	18,377,204
Treasurer's Office	1,329,269	315,571							1,644,840
Grand Total	199,027,323	54,763,310	2,275,000	5,898,521	180,975,919	22,219,283	23,794,464	61,774,207	550,728,027

FY25-26 Budget General Fund Support By Function

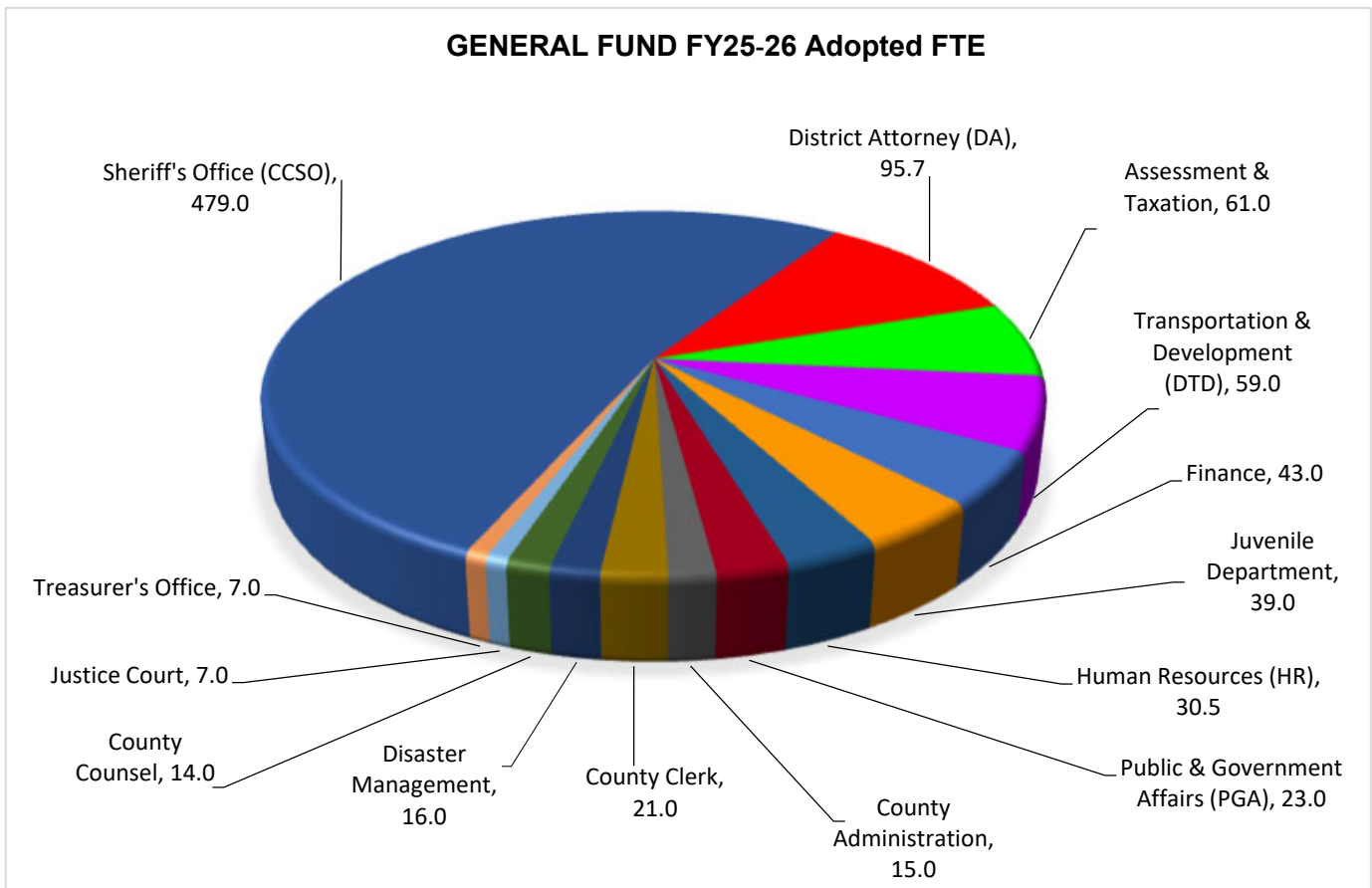
Function	FY25-26 Budget	FY25-26 GF Support	% of Total GF Support
Public Safety	223,115,505	126,316,001	70.2%
General Government	561,525,910	35,212,525	19.6%
Health and Human Services	406,118,806	10,404,818	5.8%
Culture, Education, and Recreation	46,089,929	4,667,447	2.6%
Economic Development	49,732,160	3,303,114	1.8%
Pass-Through/Misc.	82,408,217	-	0.0%
Roads & Infrastructure	137,520,365	-	0.0%
Total	1,506,510,894	179,903,905	100.0%



General Fund FTE By Department

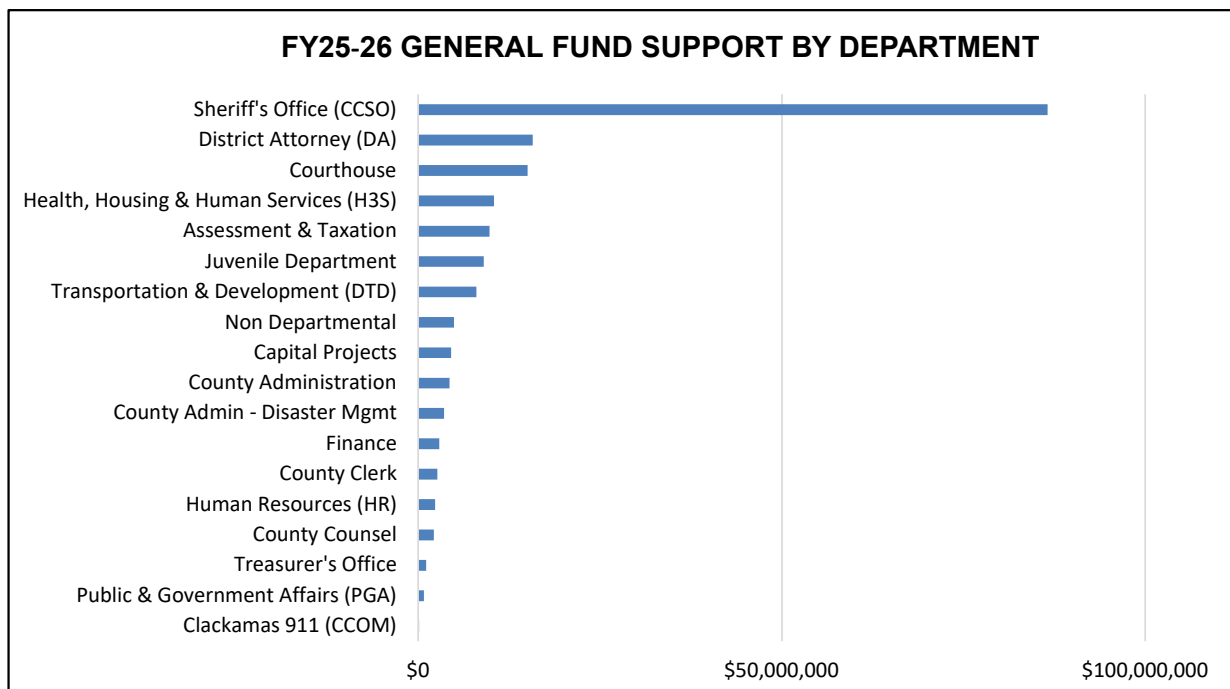
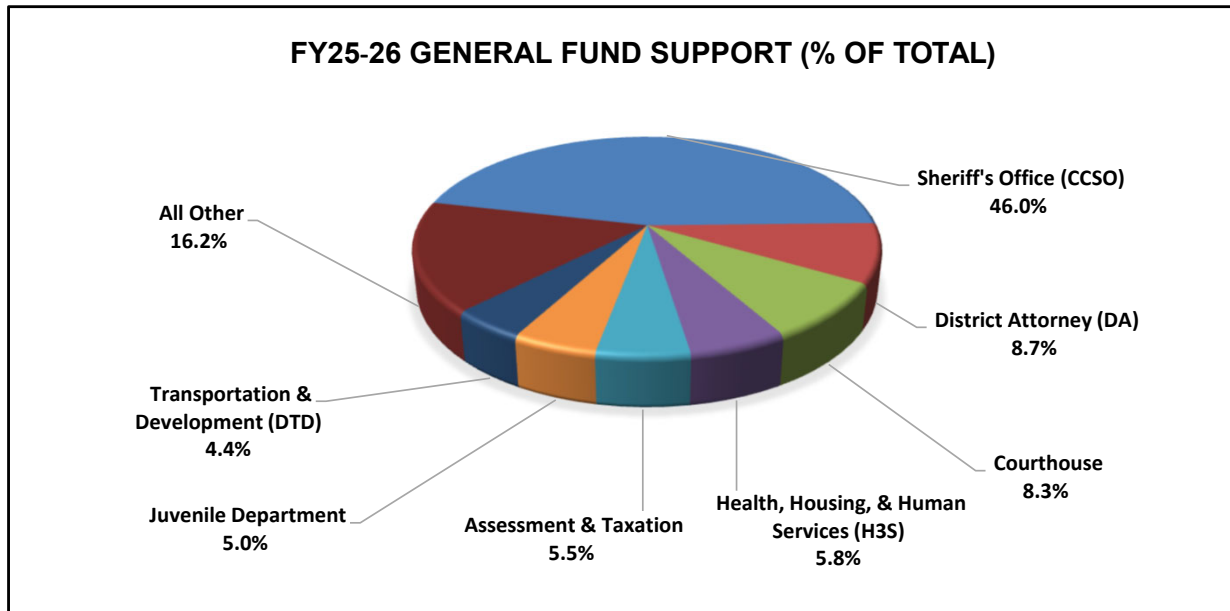
Department	FY24-25 Estimated FTE	FY25-26 Budget FTE	Change
Sheriff's Office (CCSO)	479.0	479.0	0.0
District Attorney (DA)	95.7	95.7	0.0
Assessment & Taxation	61.0	61.0	0.0
Transportation & Development (DTD)	58.4	59.0	0.6
Finance	44.0	43.0	(1.0)
Juvenile Department	39.0	39.0	0.0
Human Resources (HR)	31.0	30.5	(0.6)
Public & Government Affairs (PGA)	23.0	23.0	0.0
County Administration	15.0	15.0	0.0
County Clerk	21.0	21.0	0.0
Disaster Management	15.0	16.0	1.0
County Counsel	14.0	14.0	0.0
Justice Court	7.0	7.0	0.0
Treasurer's Office	7.0	7.0	0.0
Grand Total	910.1	910.2	0.0

**This list does not include ELED, which is now in pass-through Dept. 80.*



FY25-26 Budget General Fund Support By Department

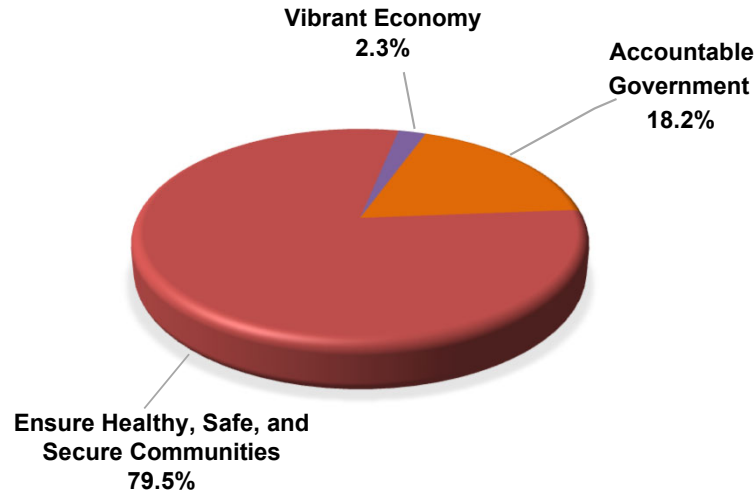
Department	FY25-26 Budget	FY25-26 GF Support	% of Total GF Support
Sheriff's Office (CCSO)	151,671,281	82,802,000	46.0%
District Attorney (DA)	20,770,367	15,737,399	8.7%
Courthouse	15,018,460	15,018,460	8.3%
Health, Housing, & Human Services (H3S)	406,118,806	10,404,818	5.8%
Assessment & Taxation	11,352,226	9,808,984	5.5%
Juvenile Department	11,663,178	8,986,642	5.0%
Transportation & Development (DTD)	233,342,455	7,970,561	4.4%
All Other	656,574,121	29,175,041	16.2%
Total	1,506,510,894	179,903,905	100.0%



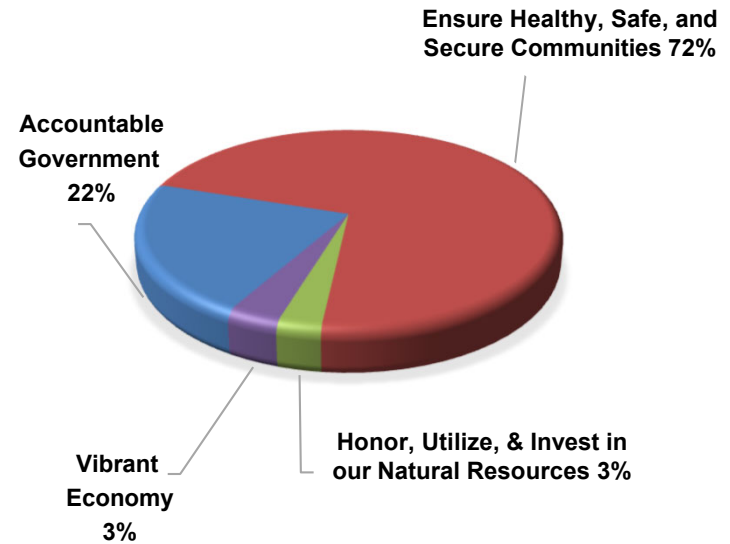
General Fund (100) Departments - FY25-26 Budget by Priority

BCC Priority	FY25-26 GF Support	FY25-26 Budget	GF Support % of Budget
Accountable Government	25,820,438	49,610,414	52.0%
Ensure Healthy, Safe, and Secure Communities	112,974,896	163,837,313	69.0%
Honor, Utilize, & Invest in our Natural Resources		6,828,821	0.0%
Vibrant Economy	3,303,114	8,120,082	40.7%
Total Operating	142,098,448	228,396,630	62.2%
Not Applicable - Non Operating	-	322,331,397	0.0%
Grand Total	142,098,448	550,728,027	25.8%

GENERAL FUND 100 - GF SUPPORT

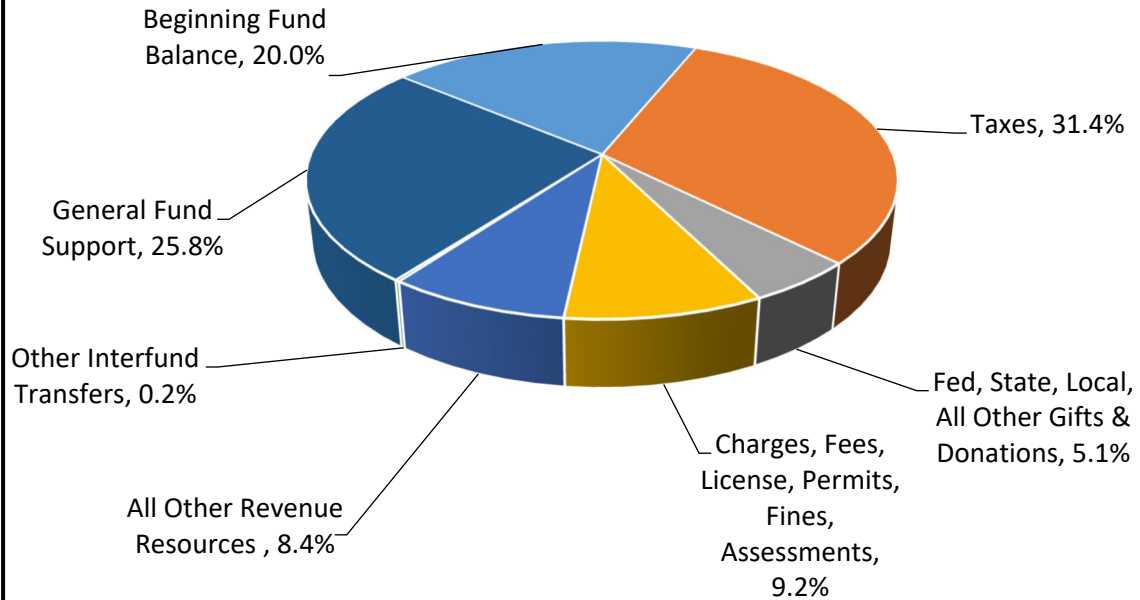


GENERAL FUND 100 - TOTAL BUDGET

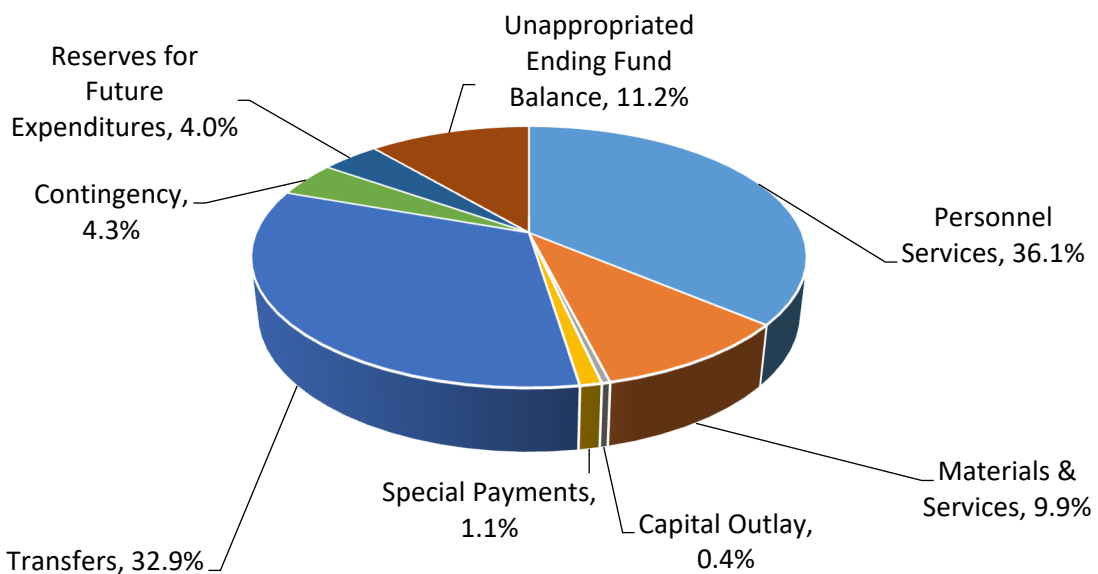


General Fund

FY25-26 Resources by Category



FY25-26 Requirements by Category





Description of Fund

The General Fund is the main operating fund of Clackamas County, and it accounts for the activities of elected officials and departments primarily funded with tax dollars. Elected officials include County Commissioners, Assessment and Taxation, Clerk, District Attorney, Justice of the Peace (Justice Court), Sheriff, and Treasurer. General Fund departments include Capital Projects, County Administration (Administration, Disaster Management, and Law Library), County Counsel, Courthouse, Facilities, Finance, Health/Housing/Human Services (H3S), Human Resources, Juvenile, Miscellaneous/Pass-Through, Public & Government Affairs, and portions of Transportation & Development (DTD).

Revenue Summary

Summary of Resources and Requirements				General Fund (100) Budget Summary			
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended	FY24-25 Projected	FY25-26 Budget	\$ Change	% Change
Resources by Category							
Beginning Fund Balance	83,717,166	87,305,804	91,358,699	98,967,746	110,310,045	18,951,346	20.7%
Current Revenues							
Taxes	152,567,794	158,702,048	165,920,000	166,960,000	172,675,000	6,755,000	4.1%
Federal, State, Local, Other Donations	23,580,761	26,865,638	28,564,410	28,106,556	27,846,473	(717,937)	-2.5%
Charges/Fees/License/Permits/Fines	41,095,650	44,290,227	47,069,787	47,091,406	50,491,090	3,421,303	7.3%
All Other Revenue Resources	37,196,671	43,574,916	46,780,542	45,291,430	46,140,338	(640,204)	-1.4%
Interfund Transfers	158,394	398,535	1,440,338	715,997	1,166,633	(273,705)	-19.0%
General Fund Support *	122,989,012	124,208,251	139,561,872	133,676,790	142,098,448	2,536,576	1.8%
Subtotal Current Revenues	377,588,282	398,039,614	429,336,949	421,842,179	440,417,982	11,081,032	2.6%
Total Resources	461,305,448	485,345,418	520,695,648	520,809,925	550,728,027	30,032,379	5.8%

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

- Beginning Fund Balance is budgeted at \$110.3 million for FY25-26; \$19.0 million more than the FY24-25 Amended Budget. General Fund departments account for \$6.2 million in restricted fund balance and the remainder of the \$104.1 is budgeted in Non-Departmental and includes contingency, reserves, and unappropriated dollars set aside for future courthouse payments and operational stabilization.
- Property tax is budgeted in Non-Departmental and transferred to funds/departments as a General Fund support subsidy. In FY25-26, property tax revenue (current and delinquent) is budgeted at \$172.2 million*, an increase of \$6.7 million over the previous year's budget. **\$0.5 million in non-property tax revenue*
- Federal, State, Local, Other Donations are budgeted at \$27.9 million; a decrease of \$0.7 million from FY24-25.
 - Federal, State, and Local Grants are budgeted at \$23.4 million for grants mainly received for public safety in the District Attorney, Disaster Management, Juvenile, and Sheriff's Parole and Probation programs.

- State Shared Revenue is budgeted at \$4.5 million; including a Cigarette Tax of \$0.3 million, Liquor Tax of \$3.0 million, Payments In Lieu of Taxes (PILOT) of \$0.6 million, Public Education & Government revenue of \$0.1 million, and other State Shared Revenue of \$0.2 million.
- Charges for Services revenue is budgeted at \$50.5 million in FY25-26. This category includes the sub-categories of Charges for Services (cost allocations, and internal and external charges), Licenses and Permits, Fines/Forfeitures/Penalties, and Special Assessments.
 - Charges for Services to Other Governments are budgeted at \$13.6 million and Cost Allocation revenue of \$11.8 million represents overhead costs to internal departments for county provided services such as technology, facilities maintenance, utilities, human resources, accounting, payroll, legal, etc. Departments that provide services to external users (e.g. Sheriff services to contract cities) also distribute their overhead costs and receive Indirect Cost revenue, budgeted at \$7.2 million in FY25-26.
 - Licenses and Permits (e.g. dog licenses, planning permits, etc.) are budgeted at \$1.2 million in FY25-26. Dog licenses make up approximately \$800k in this category.
 - Fines/Forfeitures/Penalties are budgeted at \$3.3 million for FY25-26 and are primarily made up of fines collected from Justice Court. In FY25-26 this category is budgeted at \$0.3 million from the prior year's budget.
- All Other Revenue Resources include salary reimbursements from other county agencies/departments totaling \$37.7 million, Interest revenue of \$3.5 million, and Franchise Fee revenue of \$3.6 million. FY25-26 is budgeted \$0.6 million less than FY24-25 primarily based on anticipated interest earning reductions.
- General Fund Support accounts for the subsidy received by nearly all departments in the General Fund and a few Special Revenue departments. The total revenue subsidy budgeted for FY25-26 is \$142.1 million.
 - General Fund: The total subsidy budgeted for FY25-26 is \$142.1 million, which represents an increase of \$2.5 million from FY24-25. The largest departmental increases are Human Resources at \$0.9 million and Assessment & Taxation at \$0.6 million, driven by technology upgrade projects.
 - Special Revenue Funds are budgeted to receive \$14 million in FY25-26, with the largest receiver being Health, Housing, & Human Services (H3S) with a budget of \$10.4 million, which is \$0.4 million more than FY24-25.
 - Debt Service Fund is budgeted to receive \$4.9 million to cover the debt portion for which the General Fund is responsible. The debt payments are transferred to Fund 320 Clackamas County Debt Service Fund, from which the actual principal and interest payments are made.
 - Capital Projects Fund is budgeted at \$19.5 million; an increase of \$14.3 million, due to the first year of repayment for the courthouse facility.

Expenditure Summary

Summary of Resources and Requirements			General Fund (100) Budget Summary				
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended	FY24-25 Projected	FY25-26 Budget	\$ Change	% Change
Requirements by Category							
Personnel Services	166,812,968	176,254,736	194,053,243	186,840,588	199,027,323	4,974,080	2.6%
Materials & Services	48,178,836	45,123,058	53,500,690	51,393,859	54,763,310	1,262,621	2.4%
Capital Outlay	3,742,348	2,081,310	3,418,979	1,862,391	2,275,000	(1,143,979)	-33.5%
General Fund Support *	122,989,012	124,208,251	139,561,872	133,676,790	142,098,448	2,536,576	1.8%
Subtotal Current Expenditures	341,723,164	347,667,355	390,534,783	373,773,628	398,164,081	7,629,297	2.0%
Special Payments	5,489,343	4,779,616	6,541,437	5,950,249	5,898,521	(642,916)	-9.8%
Interfund Transfer	26,042,376	33,930,701	30,592,168	30,775,999	38,877,471	8,285,303	27.1%
Contingency	-	-	16,962,663	-	23,794,464	6,831,801	40.3%
Appropriated Expenditures	373,254,883	386,377,672	444,631,051	410,499,876	466,734,537	22,103,485	5.0%
Reserve for Future Expenditures	-	-	19,841,533	-	22,219,283	2,377,750	12.0%
Year End Projected Balance**	-	-	-	110,310,049	-	-	-
Unappropriated Ending Fund Balance	-	-	56,223,061	-	61,774,207	5,551,146	9.9%
Total Requirements	373,254,883	386,377,672	520,695,645	520,809,925	550,728,027	30,032,381	5.8%
*General Fund Support reflects the receipt and distribution of tax dollars to the operating departments which results in the duplication of revenue and expenses.							

- Personnel Services expenditures are budgeted at \$199 million for FY25-26, an increase of \$5 million from FY24-25. It also includes \$36.2 million of reimbursed payroll costs from the following agencies: Water Environment Services, North Clackamas Parks and Recreation, Clackamas County Development Agency, and Enhanced Law Enforcement District.
- Materials and Services (M&S) expenditures encompass items totaling \$54.8 million for FY25-26, representing an increase of \$1.3 million from FY24-25. Items classified as M&S include liability insurance, professional services, office rent, supplies, and communications costs. Cost allocations totaling \$16.2 million are also under the M&S category.
- The Capital Outlay budget is \$2.3 million in FY25-26 and includes items like computer software/hardware, vehicles, and building improvements. Most of this category comes from the Sheriff's Office vehicle cost of \$2.2 million.
- General Fund Support is the budgeted intrafund subsidy of \$142.1 million to departments within the General Fund.
- Interfund Transfers are subsidies to other funds, and total \$38.9 million.

FY25-26 Budget of General Fund Support Transfers by Department		
Department	Intrafund Transfers	Interfund Transfers
Assessment & Taxation	9,808,984	
Clackamas 911 (CCOM)		90,000
County Admin - Disaster Mgmt	3,681,500	
County Administration	4,280,725	
County Clerk	2,615,138	-
County Counsel	2,128,880	
Courthouse		15,018,460
District Attorney (DA)	15,737,399	
Finance	2,860,000	4,500,000
Health, Housing & Human Services (H3S)		10,404,818
Human Resources (HR)	2,298,576	
Juvenile Department	8,986,642	
Non Departmental		4,892,087
Public & Government Affairs (PGA)	769,600	
Sheriff's Office (CCSO)	82,802,000	676,015
Transportation & Development (DTD)	5,070,469	2,900,092
Treasurer's Office	1,058,535	
Total	142,098,448	38,481,472
		180,579,920

- Special Payments is a category that distributes funding (i.e. grants, fees, taxes, etc.) to other governments and agencies to support programs benefiting county residents. In FY25-26, the category is budgeted at \$5.9 million, which is a decrease of \$0.6 million from FY24-25.

In FY25-26, the Contingency budget, which is available for unforeseen expenses in the current year, has increased by \$6.8 million to \$23.8 million. As the need arises throughout the year, the Board may transfer budget authority from Contingency to another operating category in the General Fund or other fund.

Reserves, which are funds available for future expenses, have increased by \$2.4 million to \$22.2 million in FY25-26. Reserves may not be used in the current fiscal year, rather they must be programmed into a spendable budget category in future years.

Unappropriated Ending Fund Balance is intended to provide working capital to finance activities between July 1st and the time when property tax and other general revenue become available to meet the cash flow needs of the fund, provide a set aside for long-term projects, and offer operational stabilization.

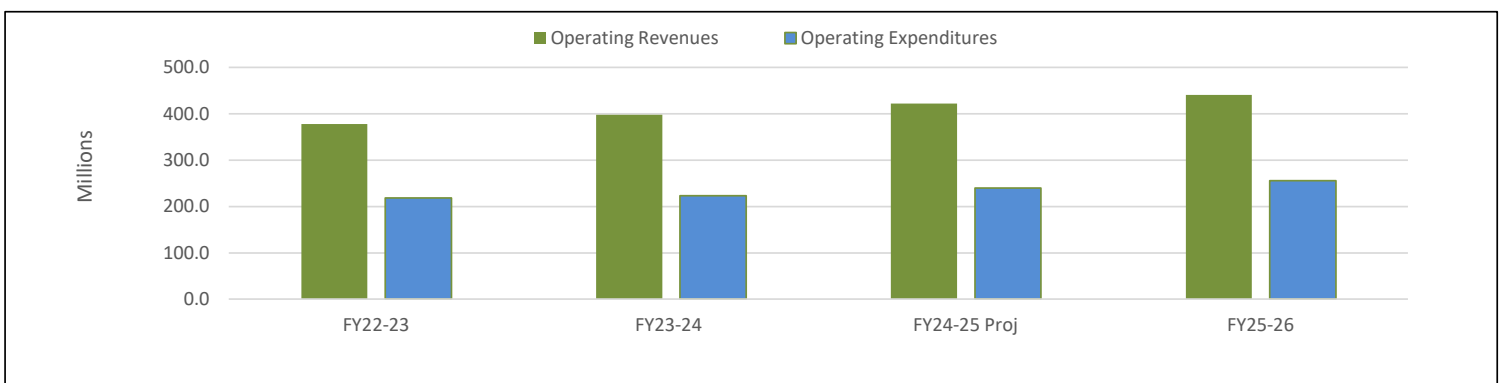
Significant Issues & Changes

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



General Fund (100)

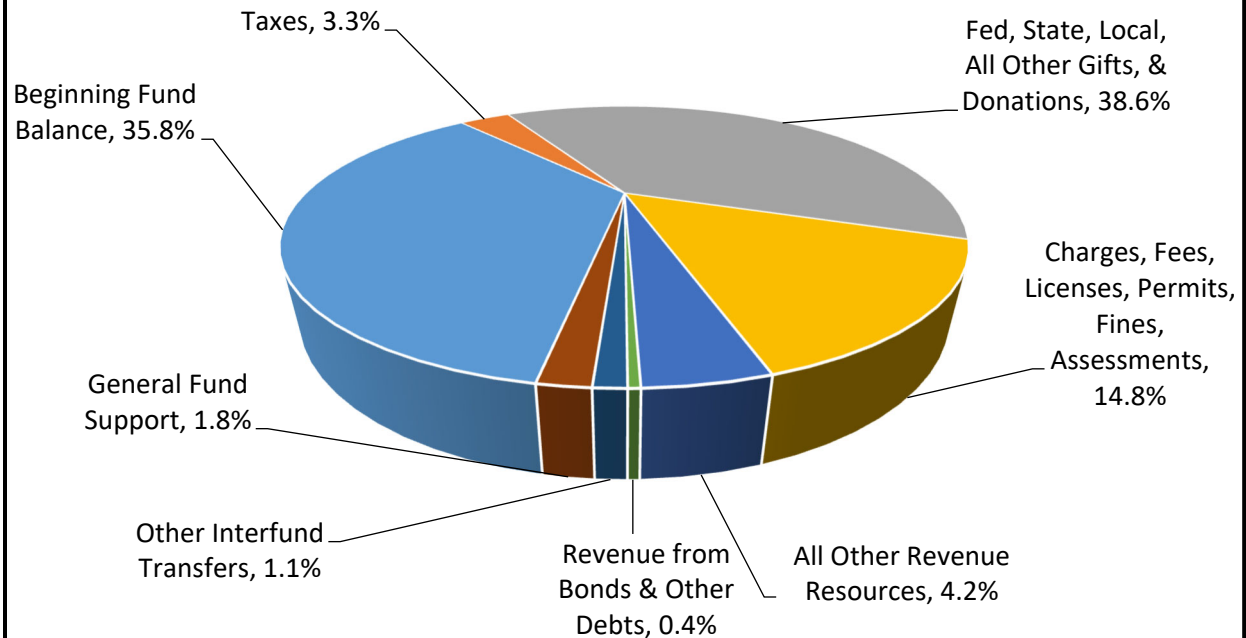
	FY22-23 Actual	FY23-24 Actual	FY24-25 Amended	FY24-25 Projected YE	FY25-26 Adopted
Beginning Fund Balance	83,717,166	87,305,804	91,358,699	98,967,746	110,310,045
Taxes	152,567,794	158,702,048	165,920,000	166,960,000	172,675,000
Federal, State, Local, All Other Gifts & Donations	23,580,761	26,865,638	28,564,410	28,106,556	27,846,473
Charges, Fees, License, Permits, Fines, Assessments	41,095,650	44,290,227	47,069,787	47,091,406	50,491,090
All Other Revenue Resources	37,196,671	43,574,916	46,780,542	45,291,430	46,140,338
Other Interfund Transfers	158,394	398,535	1,440,338	715,997	1,166,633
General Fund Support	122,989,012	124,208,251	139,561,872	133,676,790	142,098,448
Operating Revenue	377,588,282	398,039,614	429,336,949	421,842,179	440,417,982
Total Revenue	461,305,448	485,345,418	520,695,648	520,809,925	550,728,027
Personnel Services	166,812,968	176,254,736	194,053,243	186,840,588	199,027,323
Materials and Services	48,178,836	45,123,058	53,500,690	51,393,859	54,763,310
Capital Outlay	3,742,348	2,081,310	3,418,979	1,862,391	2,275,000
Operating Expenditure	218,734,152	223,459,104	250,972,911	240,096,838	256,065,633
Debt Service	-	-	-	-	-
Special Payments	5,489,493	4,779,946	6,541,437	5,950,249	5,898,521
Transfers	149,031,388	158,138,952	170,154,040	164,452,789	180,975,919
Contingency	-	-	16,962,663	-	23,794,464
Total Appropriated	373,255,033	386,378,002	444,631,051	410,499,876	466,734,537
Reserve for Future Expenditures	-	-	19,841,533	-	22,219,283
Total Expense	373,255,033	386,378,002	464,472,584	410,499,876	488,953,820
Revenues Less Expenses	88,050,416	98,967,416	56,223,064	110,310,049	61,774,207



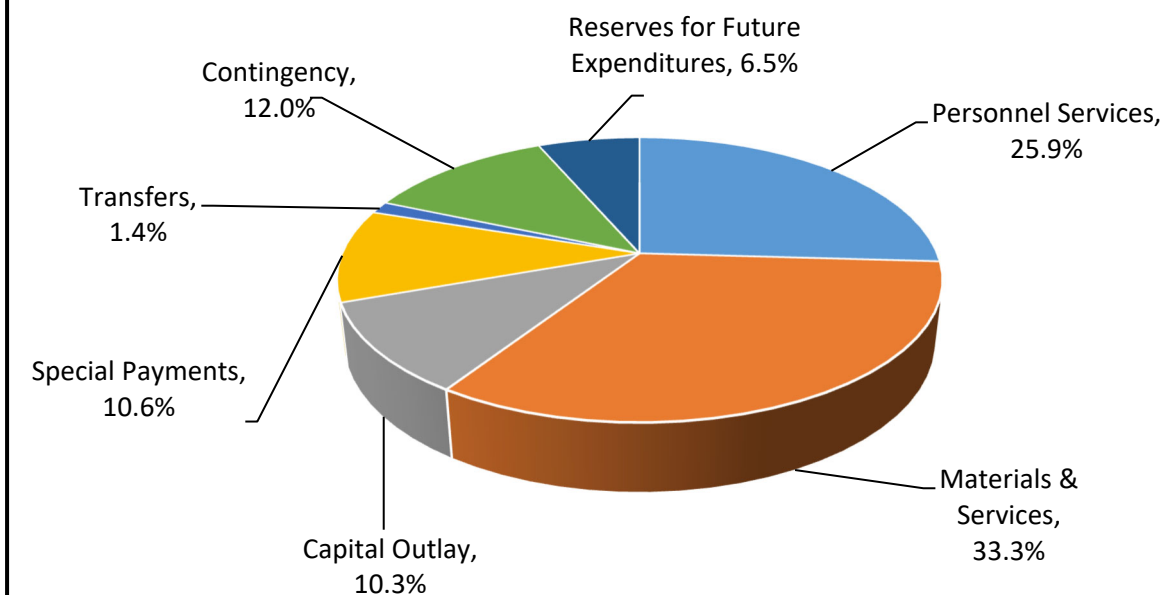
**FY23-24 General Fund Resolution Service Department merged to Health, Housing, & Human Services Fund.

Special Revenue Funds

FY25-26 Resources by Category



FY25-26 Requirements by Category



Funds In This Section

201 County Fair
 204 County School
 205 Development Services
 206 Sheriff's Operating Levy
 207 Inmate Welfare Special
 208 Lottery
 209 CCSO Forefeitures
 211 Law Library
 212 Library Network
 215 Road
 218 Property Resources
 223 Countywide Transportation SDC
 224 Public Land Corner Preservation
 230 Special Grants
 240 Health, Housing and Human Services
 253 Clackamas Health Centers
 255 Transient Lodging Tax
 257 Parks & Forestry

Managing Department

Department of Transportation & Development
 Treasurer's Office
 Department of Transportation & Development
 Sheriff's Office
 Sheriff's Office
 Department of Transportation & Development
 Sheriff's Office
 County Admin - Law Library
 Department of Transportation & Development
 Department of Transportation & Development
 Department of Transportation & Development
 Department of Transportation & Development
 Department of Transportation & Development
 Finance
 Health, Housing & Human Services
 Health, Housing & Human Services
 Tourism
 Department of Transportation & Development



Description of Fund

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

Revenue Summary

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

Expenditure Summary

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

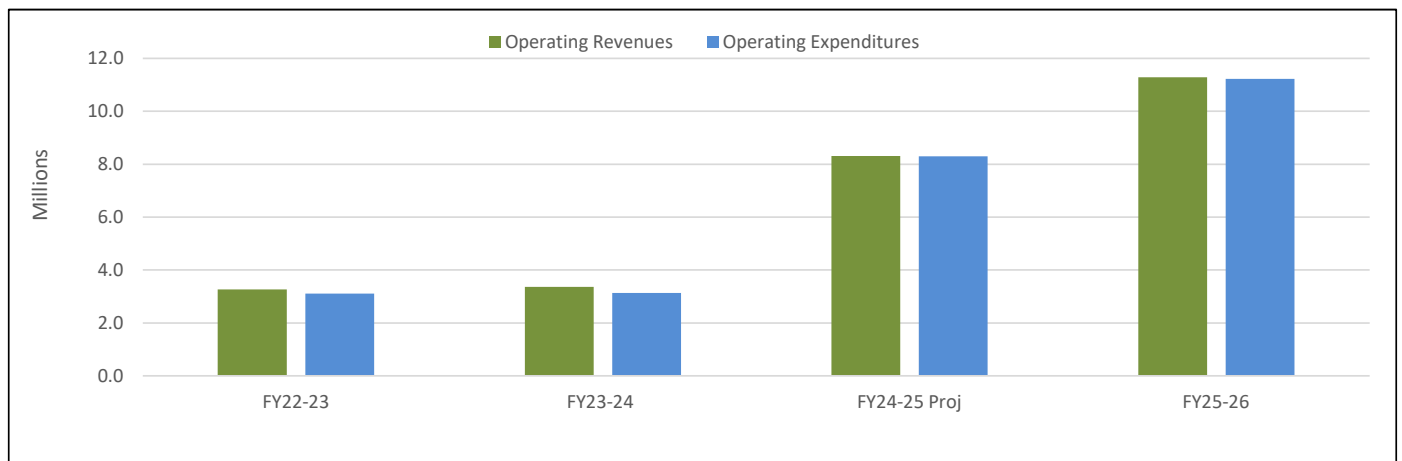
Significant Issues & Changes

- In FY21-22, the County Fair was the fortunate recipient of state ARPA dollars from Senator Kennemer and Representative Drazan. These funds have been received and will be used to replace the Livestock Building with a multi-use facility and other associated improvements.
- The county provided \$4.8 million in county ARPA funds to be used toward the construction of the Livestock Building, and Business Oregon provided \$277,777 through funds distributed to County fairgrounds.
- The Fair & Event Center Board of Directors and staff have been creative in expanding their programming with new events. There are many bookings for the Fair and Events Center and operations have returned to normal post-COVID, and are expanding.
- The county maintains the County Fair Fund; however, the Fair Board, according to the Fair Management Agreement between Clackamas County and the County Fair Board, assumes responsibility for the accuracy of all financial activities.
- "The County Fair Board has the exclusive management of the Clackamas County Fairgrounds and Events Center and all other property owned, leased, used or controlled by the county and devoted to the use of the County Fair, and is entrusted and charged with the entire business management and financial and other affairs of such fair." ORS 565.230(1)



County Fair Fund (201)

	FY22-23 Actual	FY23-24 Actual	FY24-25 Amended	FY24-25 Projected YE	FY25-26 Adopted
Beginning Fund Balance	802,293	956,273	807,533	1,176,149	1,193,730
Federal, State, Local, All Other Gifts & Donations	640,909	607,232	1,998,412	5,121,744	5,121,744
Charges, Fees, License, Permits, Fines, Assessments	749,405	703,920	725,500	757,000	794,850
Revenue from Bonds & Other Debts	-	-	1,856,423	-	1,856,423
All Other Revenue Resources	1,325,560	1,457,722	2,629,563	1,820,000	2,886,000
Other Interfund Transfers	553,266	589,230	615,745	615,745	632,000
Operating Revenue	3,269,139	3,358,103	7,825,643	8,314,489	11,291,017
Total Revenue	4,071,433	4,314,377	8,633,176	9,490,638	12,484,747
Personnel Services	777,765	1,083,508	863,495	1,052,419	1,094,983
Materials and Services	1,662,743	1,699,531	1,707,740	1,628,912	1,662,750
Capital Outlay	674,651	355,188	5,728,577	5,615,577	8,472,000
Operating Expenditure	3,115,159	3,138,227	8,299,812	8,296,908	11,229,733
Contingency	-	-	333,364	-	1,255,014
Total Appropriated	3,115,159	3,138,227	8,633,176	8,296,908	12,484,747
Total Expense	3,115,159	3,138,227	8,633,176	8,296,908	12,484,747
Revenues Less Expenses	956,273	1,176,149	-	1,193,730	-





Description of Fund

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

Revenue Summary

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

Expenditure Summary

Dollars collected are distributed by the county to school districts in Clackamas County with the calculation provided by the Education Service District.

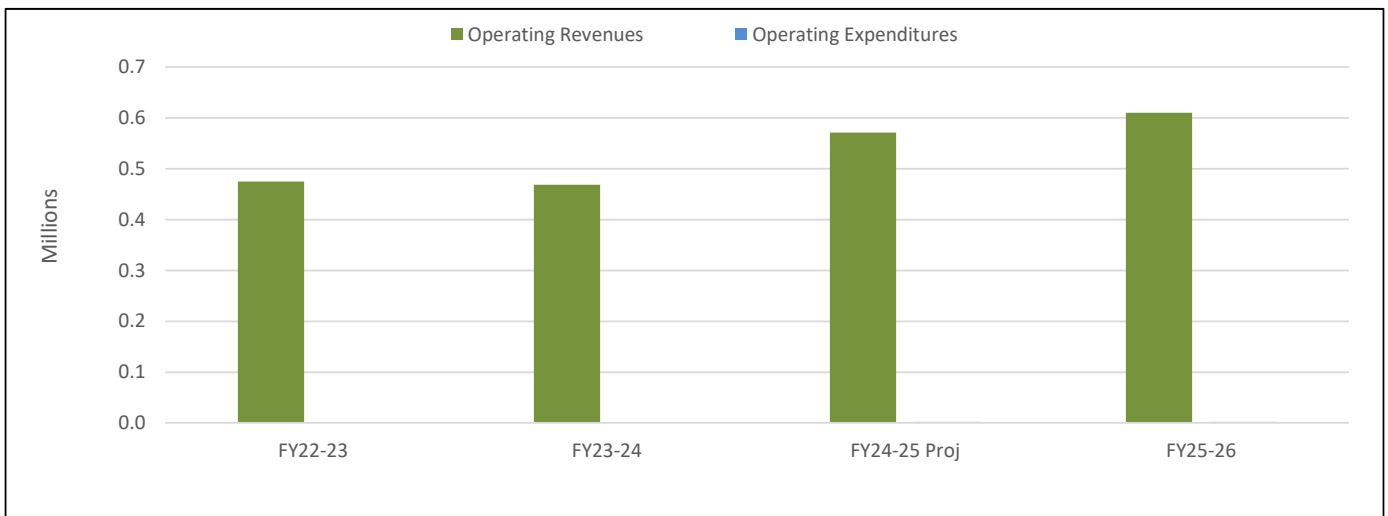
Significant Issues & Changes

None.



County School Fund (204)

	FY22-23 Actual	FY23-24 Actual	FY24-25 Amended	FY24-25 Projected YE	FY25-26 Adopted
Beginning Fund Balance	512,360	34,074	-	6,120	-
Federal, State, Local, All Other Gifts & Donations	465,555	463,918	576,000	569,880	609,000
All Other Revenue Resources	8,816	4,358	1,000	1,000	1,000
Operating Revenue	474,371	468,276	577,000	570,880	610,000
Total Revenue	986,731	502,350	577,000	577,000	610,000
Materials and Services	546	121	2,000	2,000	2,000
Operating Expenditure	546	121	2,000	2,000	2,000
Special Payments	952,111	496,109	575,000	575,000	608,000
Total Appropriated	952,658	496,231	577,000	577,000	610,000
Total Expense	952,658	496,231	577,000	577,000	610,000
Revenues Less Expenses	34,074	6,119	-	-	-





BUILDING CODES

Description of Fund

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

Revenue Summary

The Building Codes Program is funded exclusively by dollars collected through permitting activity. It does not receive any money from the General Fund for its operation. Revenue is primarily generated from three basic sources: building, plumbing, and electrical permits.

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

Due to the cyclical nature of the construction industry, it is both prudent and appropriate for the program to establish a reserve to weather those periodic downturns that are typical of the industry. Best practice suggests that a 6-12 month reserve is appropriate to retain key personnel and those with special skills and/or certifications, such as building inspectors and plans examiners.

Expenditure Summary

The most significant expenditures are for personnel services. The very nature of the work is labor intensive and requires significant personnel time to provide five-day-a-week service to the construction community including permitting, customer service, plans reviews, and next-day inspection services.

Expenditures for materials and services fluctuate due to permit activity and inspection demands (for example fuel costs).

Significant Issues & Changes

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

SEPTIC & ONSITE WASTEWATER

Description of Fund

Septic & Onsite Wastewater (SOWP) is responsible for the review, permitting, and inspection of the septic systems in unincorporated areas of Clackamas County for customers who are not served by a sanitary sewer provider. This program works collaboratively with the Code Enforcement Program to enforce unusually difficult or complex violations of the Department of Environmental Quality subsurface sewage disposal regulations.

Revenue Summary

The Septic and Onsite Wastewater Program is funded exclusively by dollars collected through permitting activity. It does not receive any money from the General Fund for its operation.

Expenditure Summary

The most significant expenditures are for personnel services. The very nature of the work is labor intensive and requires significant personnel time to provide five-day-a-week service to the construction community including permitting, customer service, plans reviews, and inspection services.

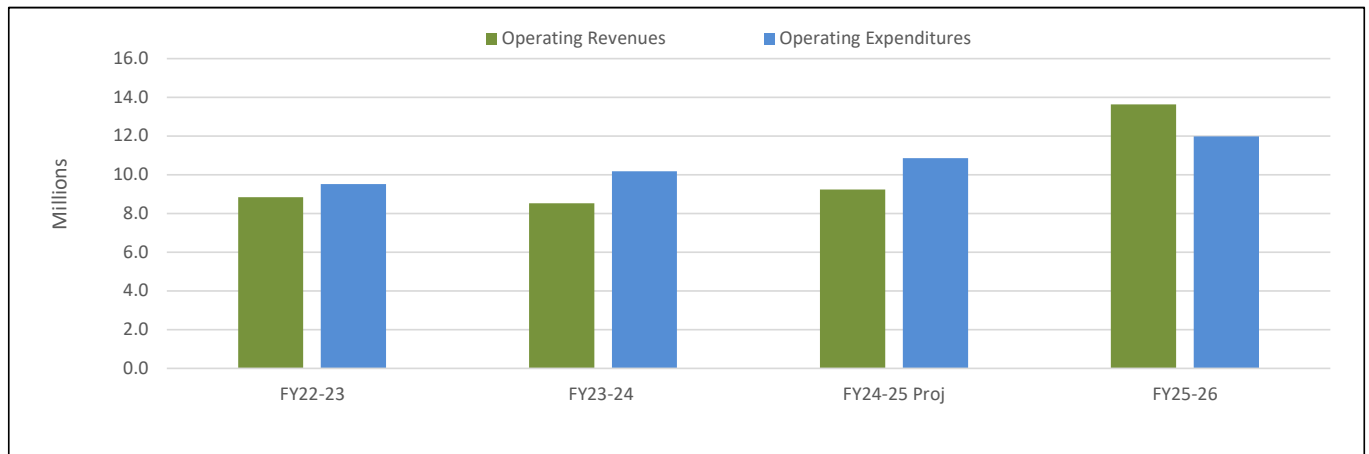
Significant Issues and Changes

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



Development Services Fund (205)

	FY22-23 Actual	FY23-24 Actual	FY24-25 Amended	FY24-25 Projected YE	FY25-26 Adopted
Beginning Fund Balance	11,647,315	10,965,503	8,405,076	9,309,626	7,690,544
Federal, State, Local, All Other Gifts & Donations	18,180	24,690	23,719	18,597	-
Charges, Fees, License, Permits, Fines, Assessments	8,440,147	7,959,846	7,726,130	8,521,219	12,736,565
All Other Revenue Resources	385,469	534,103	497,143	694,249	894,753
Operating Revenue	8,843,795	8,518,639	8,246,992	9,234,065	13,631,318
Total Revenue	20,491,111	19,484,142	16,652,068	18,543,691	21,321,862
Personnel Services	6,960,473	6,650,135	7,836,268	7,224,555	8,312,105
Materials and Services	2,565,010	3,457,495	3,680,545	3,531,384	3,478,792
Capital Outlay	125	66,886	100,000	97,208	182,000
Operating Expenditure	9,525,608	10,174,516	11,616,813	10,853,147	11,972,897
Contingency	-	-	2,797,366	-	2,961,920
Total Appropriated	9,525,608	10,174,516	14,414,179	10,853,147	14,934,817
Reserve for Future Expenditures	-	-	2,237,889	-	6,387,045
Total Expense	9,525,608	10,174,516	16,652,068	10,853,147	21,321,862
Revenues Less Expenses	10,965,503	9,309,626	-	7,690,544	-





Description of Fund

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

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

Revenue Summary

Revenue generated by the Levy is primarily from tax collections.

Expenditure Summary

Levy expenditures pay for personnel and materials and services expenditures.

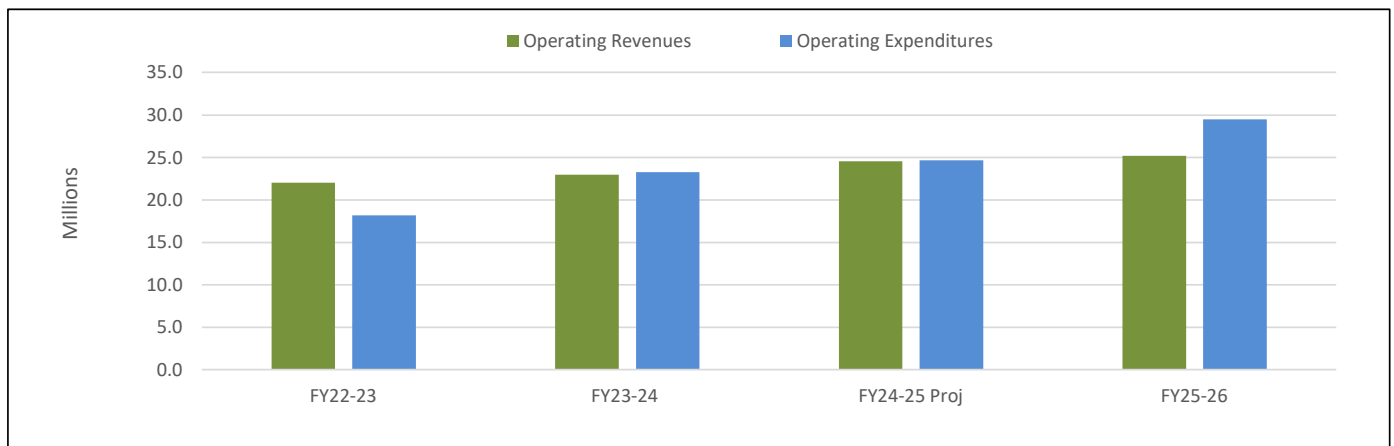
Significant Issues & Changes

The levy will be up for renewal in FY26-27 and as costs continue to rise and cost allocations and indirect costs are now funded by the local option tax, an extensive analysis will be undertaken to determine the appropriate rate to cover these costs and maintain service levels.



Sheriff's Operating Levy Fund (206)

	FY22-23 Actual	FY23-24 Actual	FY24-25 Amended	FY24-25 Projected YE	FY25-26 Adopted
Beginning Fund Balance	3,981,389	7,808,077	7,684,147	7,495,281	7,370,281
Taxes	21,531,563	22,314,439	23,821,825	24,110,000	24,910,000
Federal, State, Local, All Other Gifts & Donations	225,676	86,180	2,200	10,000	-
All Other Revenue Resources	280,831	578,948	165,000	425,000	300,000
Operating Revenue	22,038,070	22,979,567	23,989,025	24,545,000	25,210,000
Total Revenue	26,019,459	30,787,644	31,673,172	32,040,281	32,580,281
Personnel Services	9,792,606	13,312,263	17,076,686	14,750,000	18,204,039
Materials and Services	7,267,903	9,008,368	8,673,779	8,910,001	9,270,000
Capital Outlay	1,127,565	971,733	1,240,739	1,010,000	2,000,000
Operating Expenditure	18,188,074	23,292,363	26,991,205	24,670,001	29,474,039
Special Payments	23,308	-	-	-	-
Contingency	-	-	4,681,967	-	3,106,242
Total Appropriated	18,211,382	23,292,363	31,673,172	24,670,001	32,580,281
Total Expense	18,211,382	23,292,363	31,673,172	24,670,001	32,580,281
Revenues Less Expenses	7,808,077	7,495,281	-	7,370,280	-





Description of Fund

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

Revenue Summary

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

Expenditure Summary

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

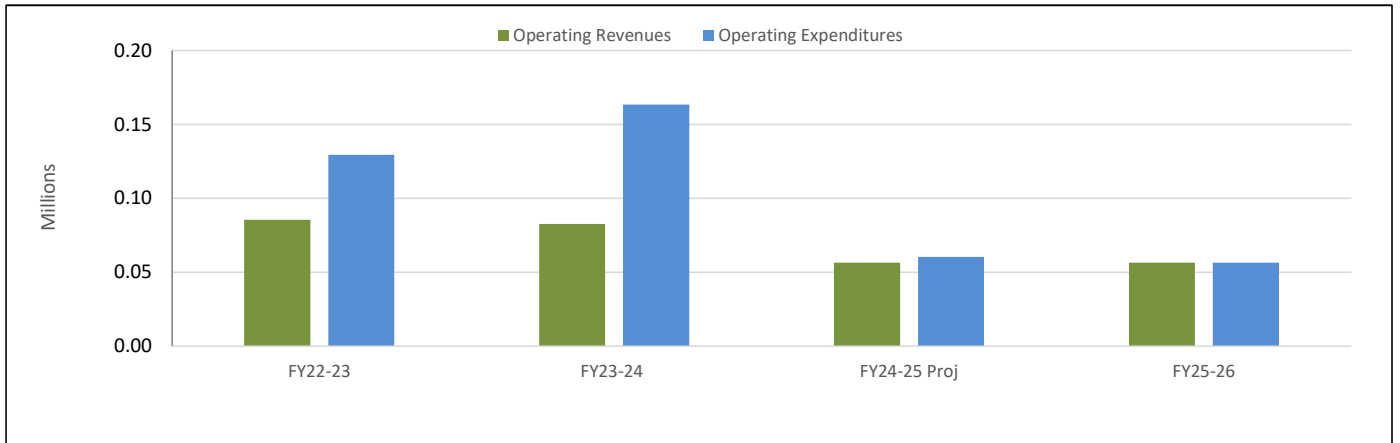
Significant Issues & Changes

Clackamas County established this fund at the end of FY22-23. No changes have occurred since the fund was adopted.



Inmate Welfare Special Fund (207)

	FY22-23 Actual	FY23-24 Actual	FY24-25 Amended	FY24-25 Projected YE	FY25-26 Adopted
Beginning Fund Balance	128,301	84,534	-	3,800	-
Federal, State, Local, All Other Gifts & Donations	-	-	-	-	-
Charges, Fees, License, Permits, Fines, Assessments	85,462	80,135	125,000	55,000	55,000
All Other Revenue Resources	14	2,560	1,500	1,500	1,500
Operating Revenue	85,476	82,695	126,500	56,500	56,500
Total Revenue	213,778	167,229	126,500	60,300	56,500
Personnel Services	-	-	-	-	-
Materials and Services	129,244	163,429	126,500	60,300	56,500
Capital Outlay	-	-	-	-	-
Operating Expenditure	129,244	163,429	126,500	60,300	56,500
Total Appropriated	129,244	163,429	126,500	60,300	56,500
Total Expense	129,244	163,429	126,500	60,300	56,500
Revenues Less Expenses	84,534	3,800	-	-	-



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



Description of Fund

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

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

Revenue Summary

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

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

Expenditure Summary

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

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

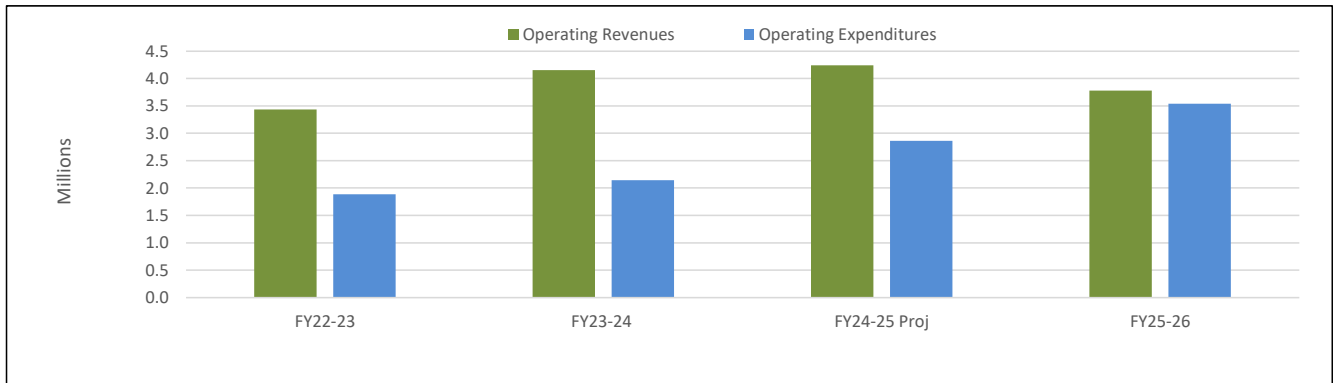
Significant Issues & Changes

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



Community Services Fund (208)

	FY22-23 Actual	FY23-24 Actual	FY24-25 Amended	FY24-25 Projected YE	FY25-26 Adopted
Beginning Fund Balance	6,215,250	7,534,317	7,674,905	9,046,621	9,372,782
Federal, State, Local, All Other Gifts & Donations	2,384,398	2,750,453	2,403,327	2,766,000	2,750,500
Charges, Fees, License, Permits, Fines, Assessments	906,139	908,319	987,346	983,573	627,233
All Other Revenue Resources	142,362	419,618	305,950	489,395	403,290
Other Interfund Transfers	-	-	-	-	-
General Fund Support	-	76,498	-	-	-
Operating Revenue	3,432,900	4,154,888	3,696,623	4,238,968	3,781,023
Total Revenue	9,648,150	11,689,205	11,371,528	13,285,589	13,153,805
Personnel Services	1,101,305	986,628	1,335,370	1,276,007	1,377,073
Materials and Services	783,882	1,155,959	2,129,761	1,586,799	2,163,420
Operating Expenditure	1,885,188	2,142,587	3,465,131	2,862,806	3,540,493
Special Payments	165,645	500,000	1,100,000	1,050,000	1,100,000
Transfers	63,000	-	-	-	-
Contingency	-	-	1,000,923	-	1,806,424
Total Appropriated	2,113,833	2,642,587	5,566,054	3,912,806	6,446,917
Reserve for Future Expenditures	-	-	5,805,474	-	6,706,888
Total Expense	2,113,833	2,642,587	11,371,528	3,912,806	13,153,805
Revenues Less Expenses	7,534,317	9,046,619	-	9,372,783	-





Description of Fund

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

Revenue Summary

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

Expenditure Summary

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

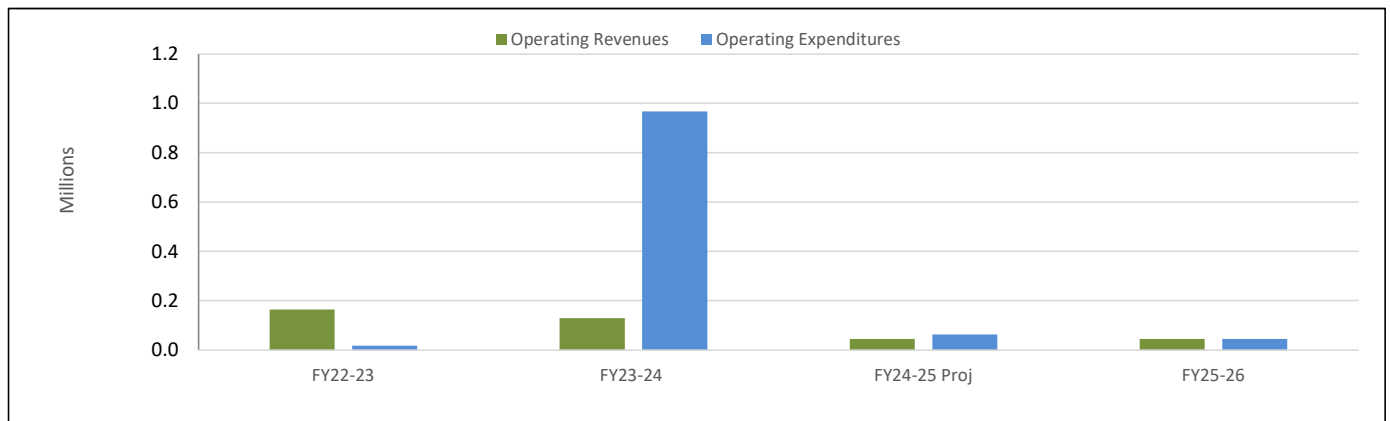
Significant Issues & Changes

Clackamas County established this fund at the end of FY22-23. No changes have occurred since establishment of the fund.



CCSO Forfeitures Fund (209)

	FY22-23 Actual	FY23-24 Actual	FY24-25 Amended	FY24-25 Projected YE	FY25-26 Adopted
Beginning Fund Balance	710,075	856,677	563,742	18,487	-
Federal, State, Local, All Other Gifts & Donations	161,943	90,096	350,000	43,500	43,500
All Other Revenue Resources	2,151	38,607	20,000	1,000	1,000
Operating Revenue	164,094	128,703	370,000	44,500	44,500
Total Revenue	874,168	985,380	933,742	62,987	44,500
Personnel Services	-	442,394	-	-	-
Materials and Services	85	1,160	164,357	70	100
Capital Outlay	17,406	523,339	769,385	62,917	44,400
Operating Expenditure	17,491	966,893	933,742	62,987	44,500
Total Appropriated	17,491	966,893	933,742	62,987	44,500
Total Expense	17,491	966,893	933,742	62,987	44,500
Revenues Less Expenses	856,677	18,487	-	-	-



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



Description of Fund

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

Revenue Summary

The Law Library revenue source was altered by the 2011 Oregon State Legislature (2011 House Bills 2710, 2712, and 5056). Before this shift, since 1927, all Law Library revenue was generated from a portion of the filing fees collected in each civil suit, action, or proceeding. Beginning with the 2011-2013 biennium, Law Library revenue has been derived from a set appropriation. The Chief Justice distributes these funds to counties based on revenue received from filing fees collected in the respective county courts. The Law Library's beginning fund balance, which comprises the majority of the Law Library's total resources, is funding accumulated by the Law Library for anticipated necessary expenditures for the future of the Law Library. Minor contributions to revenue come from earned interest, copier/printer fees, and Steven Ness Legal Publishing Company form fees. The 2013 Oregon State Legislature appropriated \$100,000 less funding for county law libraries for the 2013-2015 biennium. Clackamas received 9.64% of this total appropriation. The 2017 Oregon State Legislature further cut the Law Library allocation resulting in approximately \$50,000 less revenue for Clackamas. Law Library funding remained static until 2023 when the legislature passed Senate Bill 5512, which included a modest 9% increase for county law libraries. If it passes as currently drafted, HB5012 will include a modest increase for county libraries for the next biennium. The Law Library proposed budget is based on that presumption.

Expenditure Summary

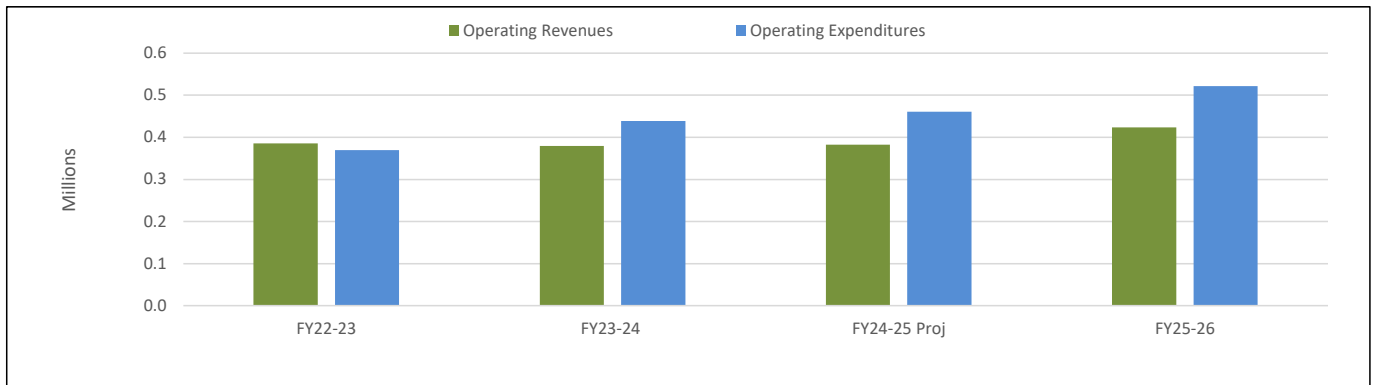
The majority of available Law Library funds have been held in dwindling reserve and contingency for the sole purpose of helping to continue providing a robust, modern Law Library program at existing levels. Even with drastic and significant expenditure adjustments, due to the changes in Law Library funding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

Significant Issues and Changes

N/A

Law Library Fund (211)

	FY22-23 Actual	FY23-24 Actual	FY24-25 Amended	FY24-25 Projected YE	FY25-26 Adopted
Beginning Fund Balance	268,541	284,874	194,415	225,564	147,554
Federal, State, Local, All Other Gifts & Donations	25,797	-	-	-	-
Charges, Fees, License, Permits, Fines, Assessments	351,135	362,720	370,069	363,069	407,820
All Other Revenue Resources	9,012	16,401	13,000	13,620	16,000
General Fund Support	-	-	6,011	6,011	-
Operating Revenue	385,944	379,121	389,080	382,700	423,820
Total Revenue	654,485	663,995	583,495	608,264	571,374
Personnel Services	237,845	284,046	346,103	266,005	333,060
Materials and Services	131,765	154,385	195,221	194,705	188,313
Operating Expenditure	369,611	438,431	541,324	460,710	521,374
Contingency	-	-	42,171	-	50,000
Total Appropriated	369,611	438,431	583,495	460,710	571,374
Total Expense	369,611	438,431	583,495	460,710	571,374
Revenues Less Expenses	284,874	225,564	-	147,554	-





Description of Fund

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

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

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

Revenue Summary

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

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

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

Expenditure Summary

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

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

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

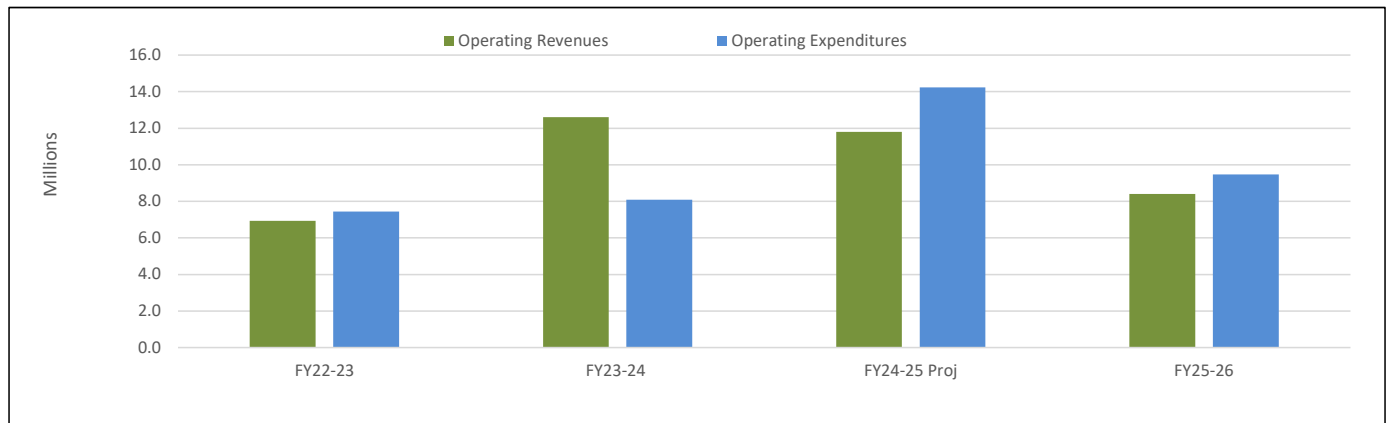
Significant Issues & Changes

- The Library Support Services Program provides essential services to libraries in Clackamas County per individual IGAs with each library city and relies upon the General Fund to do so.
- Demand for library support services continues to increase and is growing in complexity, increasing the amount of time and resources needed for service provision. Program staff have to strategically prioritize services related to technology installation and maintenance, services to libraries, and are facing challenges staffing materials handling/courier operations.

- In FY17-18, the County entered into a Settlement Agreement with the City of Gladstone which contemplates the construction of two new libraries, one at the site of the former Gladstone City Hall and one in unincorporated Clackamas County within the Oak Lodge Library service area, co-located with the Concord School Renovation Project under the direction of the North Clackamas Parks and Recreation District (NCPRD). This "one library, two buildings" model envisioned sharing staff and resources to realize operational efficiencies and achieve economies of scale. The BCC has pledged General Fund support to fill the funding gap and allow for the construction of both libraries.
- Construction of the new Gladstone Library was completed in August 2024. The Oak Lodge Library construction project is ongoing.

Library Services Fund (212)

	FY22-23 Actual	FY23-24 Actual	FY24-25 Amended	FY24-25 Projected YE	FY25-26 Adopted
Beginning Fund Balance	8,173,996	7,620,886	8,697,736	12,072,728	9,596,768
Federal, State, Local, All Other Gifts & Donations	2,742,118	3,952,198	2,790,955	3,151,030	3,183,873
Charges, Fees, License, Permits, Fines, Assessments	192,503	83,497	225,600	200,100	305,021
All Other Revenue Resources	1,093,235	1,231,599	1,344,322	1,247,680	1,918,344
Other Interfund Transfers	-	4,666,189	6,478,642	4,417,602	100,000
General Fund Support	2,906,620	2,680,451	2,788,550	2,788,550	2,900,092
Operating Revenue	6,934,476	12,613,934	13,628,069	11,804,962	8,407,330
Total Revenue	15,108,472	20,234,820	22,325,806	23,877,690	18,004,098
Personnel Services	3,203,475	3,305,734	3,871,454	3,766,375	4,035,526
Materials and Services	2,270,550	2,290,343	2,674,088	2,672,201	3,612,186
Capital Outlay	1,960,759	2,499,319	11,886,478	7,792,346	1,820,000
Operating Expenditure	7,434,784	8,095,397	18,432,020	14,230,922	9,467,712
Special Payments	52,802	66,697	75,000	50,000	360,000
Contingency	-	-	1,718,498	-	5,877,044
Total Appropriated	7,487,586	8,162,094	20,225,518	14,280,922	15,704,756
Reserve for Future Expenditures	-	-	2,100,288	-	2,299,342
Total Expense	7,487,586	8,162,094	22,325,806	14,280,922	18,004,098
Revenues Less Expenses	7,620,886	12,072,726	-	9,596,768	-





Description of Fund

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

Transportation Maintenance

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

Transportation Engineering & Construction

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

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

The major sources of capital project revenues are from:

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

Traffic Safety

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

Land Use & Permitting: Transportation Development Review

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

Long-Range Transportation Planning

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

Damascus Roads

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

Community Road Fund (CRF)

The purpose of the Community Road Fund Program is to provide congestion relief, local road paving, and safety improvement services to the public so they can safely and efficiently use the transportation system.

Department Administration

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

Revenue Summary

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

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

Expenditure Summary

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

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

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

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

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

Significant Issues and Changes

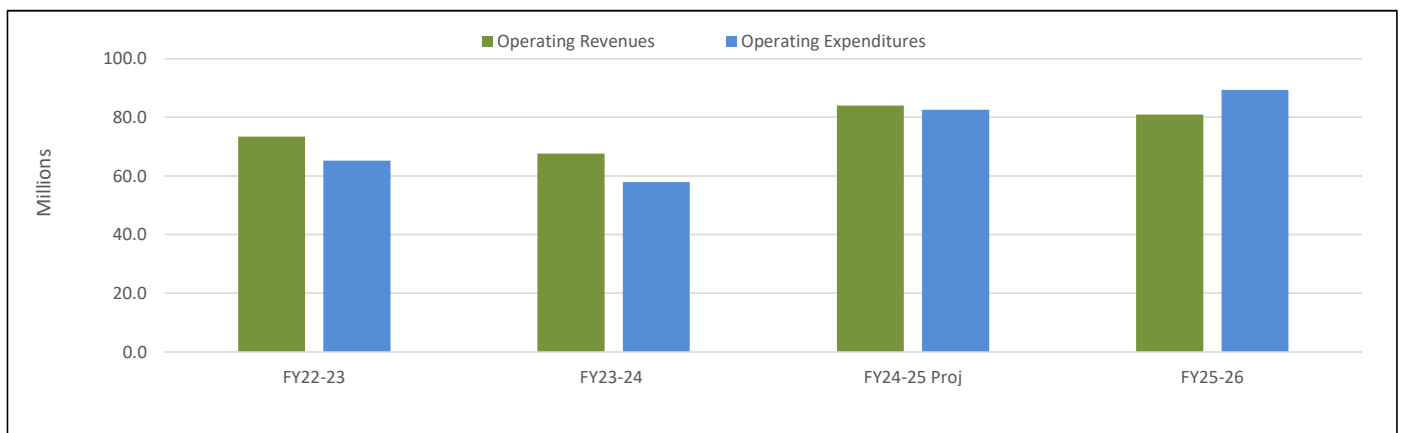
The passage of House Bill 2017 provided the relief of some additional road funding that continues to increase over its 10 year phase-in, ultimately forecasted to provide an additional \$13 million each year for Clackamas County transportation programs.

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

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

Road Fund (215)

	FY22-23 Actual	FY23-24 Actual	FY24-25 Amended	FY24-25 Projected YE	FY25-26 Adopted
Beginning Fund Balance	53,138,868	55,451,564	56,620,668	59,091,522	50,670,586
Federal, State, Local, All Other Gifts & Donations	53,769,830	44,740,275	57,398,083	55,393,642	51,720,672
Charges, Fees, License, Permits, Fines, Assessments	15,868,440	16,715,716	16,745,187	16,714,198	16,987,372
Revenue from Bonds & Other Debts	-	-	-	-	-
All Other Revenue Resources	3,309,415	4,864,505	1,912,865	6,214,397	6,282,542
Other Interfund Transfers	432,429	1,028,670	5,763,393	5,598,741	5,935,371
General Fund Support	-	207,623	-	-	-
Operating Revenue	73,380,113	67,556,790	81,819,528	83,920,978	80,925,957
Total Revenue	126,518,981	123,008,354	138,440,197	143,012,500	131,596,543
Personnel Services	19,177,525	21,519,300	25,217,476	22,837,856	26,865,462
Materials and Services	21,617,744	25,966,948	31,470,942	30,152,585	33,223,884
Capital Outlay	24,406,882	10,358,031	32,141,569	29,528,536	29,237,592
Operating Expenditure	65,202,151	57,844,279	88,829,988	82,518,977	89,326,939
Special Payments	4,481,310	4,790,596	6,495,452	6,470,302	5,200,302
Transfers	1,383,956	1,281,956	3,352,635	3,352,635	2,506,700
Contingency	-	-	16,156,200	-	23,507,595
Total Appropriated	71,067,417	63,916,831	114,834,275	92,341,914	120,541,535
Reserve for Future Expenditures	-	-	23,605,922	-	11,055,008
Total Expense	71,067,417	63,916,831	138,440,197	92,341,914	131,596,543
Revenues Less Expenses	55,451,564	59,091,523	-	50,670,586	-





Description of Fund

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

The Tax Title Land Program accounts for tax foreclosed property proceeds. The county annually forecloses upon tax-delinquent properties following a six-year notification process. After the sixth year of delinquency, the property is deeded to the county in place of the uncollected taxes. The properties are then typically sold at public auction. The Tax Title Land Program receives the proceeds from the sale of those properties. In return, it reimburses the Property Disposition Program for all costs associated with the management and disposal of the foreclosed properties. Before FY23-24, any funds remaining were distributed to the taxing districts of the county. The Tyler vs. Hennepin Supreme Court finding directs surplus funds from the sale of tax foreclosed properties to be returned to the prior property owner. Clackamas County has policies and procedures to ensure former owners are notified of potential surplus funds and provided an opportunity to claim them.

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

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

Revenue Summary

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

Expenditure Summary

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

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

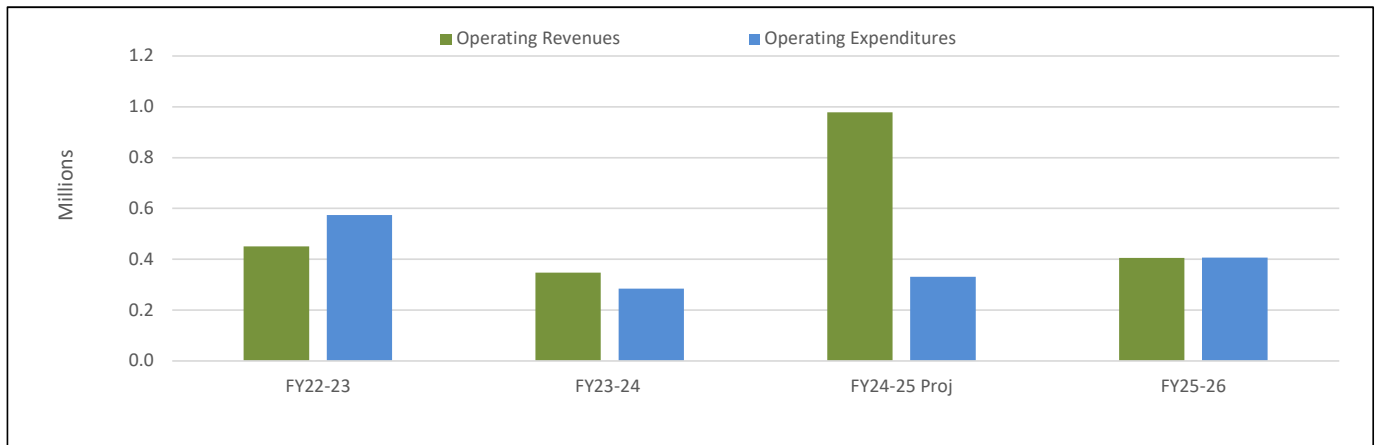
Significant Issues & Changes

- Before FY23-24, per ORS Chapter 275, when net proceeds from surplus property sales and transfers exceeded Tax Title Land Program expenses, excess funds were distributed to all taxing entities within Clackamas County. Since the Tyler vs. Hennepin Supreme Court finding requires that all excess funds from a property sale be returned to either the former owner or an eligible claimant, funds are now retained and processed in accordance with surplus funds policy and procedures.
- The Tyler vs. Hennepin Supreme Court case may change how this program is funded; since the county is restricted in what funds can be held from foreclosed property sales. The county is currently seeking guidance from the Oregon Department of Revenue regarding allowable costs.



Property Resources Fund (218)

	FY22-23 Actual	FY23-24 Actual	FY24-25 Amended	FY24-25 Projected YE	FY25-26 Adopted
Beginning Fund Balance	2,418,425	2,294,653	2,361,588	2,254,354	2,745,017
Charges, Fees, License, Permits, Fines, Assessments	300,000	-	-	17,000	19,000
All Other Revenue Resources	150,859	243,772	247,194	805,279	266,570
Other Interfund Transfers	-	103,266	120,854	155,775	119,633
Operating Revenue	450,859	347,038	368,048	978,054	405,203
Total Revenue	2,869,284	2,641,691	2,729,637	3,232,408	3,150,220
Personnel Services	163,449	175,138	185,830	178,375	202,354
Materials and Services	411,181	108,933	170,717	153,241	204,036
Capital Outlay	-	-	-	-	-
Operating Expenditure	574,630	284,072	356,547	331,616	406,390
Special Payments	-	-	-	-	-
Transfers	-	103,266	120,854	155,775	119,633
Contingency	-	-	742,188	-	1,512,753
Total Appropriated	574,630	387,338	1,219,589	487,391	2,038,776
Reserve for Future Expenditures	-	-	1,510,048	-	1,111,444
Total Expense	574,630	387,338	2,729,637	487,391	3,150,220
Revenues Less Expenses	2,294,653	2,254,354	-	2,745,017	-





Description of Fund

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

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

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

Revenue Summary

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

Expenditure Summary

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

Significant Issues & Changes

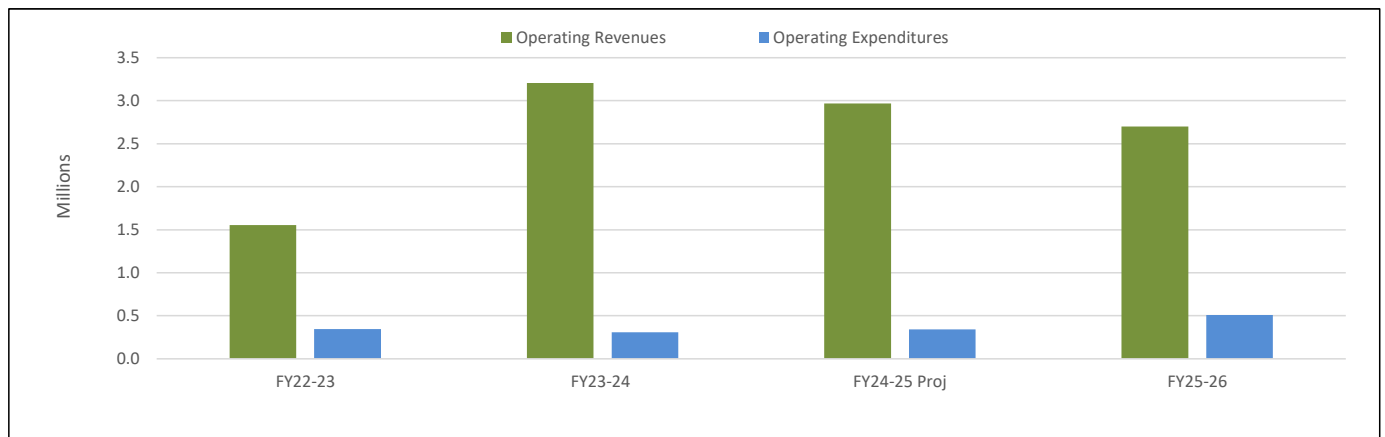
The SDC revenue requires a matching revenue source. Only a percentage of each project in the area can be funded with system development charges. The amount eligible for SDC funding is based on the additional transportation capacity needed to serve new development that will use existing excess road capacity.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

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



County-wide Transportation SDC Fund (223)

	FY22-23 Actual	FY23-24 Actual	FY24-25 Amended	FY24-25 Projected YE	FY25-26 Adopted
Beginning Fund Balance	18,100,528	18,974,995	18,664,548	20,847,082	19,932,332
Charges, Fees, License, Permits, Fines, Assessments	1,195,856	2,458,757	1,030,300	2,019,500	2,016,450
All Other Revenue Resources	357,559	749,169	600,000	950,000	685,000
Operating Revenue	1,553,415	3,207,926	1,630,300	2,969,500	2,701,450
Total Revenue	19,653,943	22,182,921	20,294,848	23,816,582	22,633,782
Materials and Services	166,601	307,168	464,697	343,079	508,114
Capital Outlay	179,919	-	-	-	-
Operating Expenditure	346,520	307,168	464,697	343,079	508,114
Transfers	332,429	1,028,670	3,715,850	3,541,171	4,711,671
Contingency	-	-	4,537,082	-	10,350,000
Total Appropriated	678,948	1,335,839	8,717,629	3,884,251	15,569,785
Reserve for Future Expenditures	-	-	11,577,219	-	7,063,997
Total Expense	678,948	1,335,839	20,294,848	3,884,251	22,633,782
Revenues Less Expenses	18,974,995	20,847,082	-	19,932,332	-





Description of Fund

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

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

Revenue Summary

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

Expenditure Summary

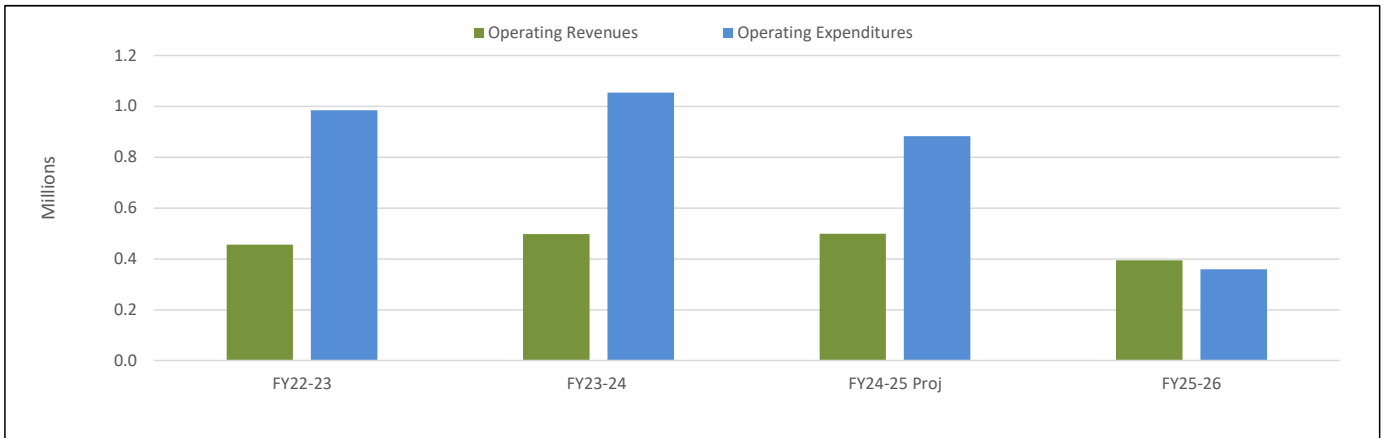
The most significant expenditures are for personnel services. The very nature of the work is labor intensive and requires significant personnel time in research, field operations, remonumentation, and the preparation of reports.

Significant Issues & Changes

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

Public Land Corner Preservation Fund (224)

	FY22-23 Actual	FY23-24 Actual	FY24-25 Amended	FY24-25 Projected YE	FY25-26 Adopted
Beginning Fund Balance	1,471,280	942,121	359,202	384,894	1,347
Charges, Fees, License, Permits, Fines, Assessments	367,136	470,837	966,611	482,524	395,000
All Other Revenue Resources	88,794	26,466	9,967	16,629	-
Operating Revenue	455,930	497,303	976,577	499,153	395,000
Total Revenue	1,927,210	1,439,424	1,335,779	884,047	396,347
Personnel Services	791,587	851,805	896,084	665,970	2,687
Materials and Services	164,583	202,726	221,028	216,730	356,479
Capital Outlay	28,919	-	-	-	-
Operating Expenditure	985,089	1,054,531	1,117,112	882,700	359,165
Contingency	-	-	218,667	-	37,182
Total Appropriated	985,089	1,054,531	1,335,779	882,700	396,347
Total Expense	985,089	1,054,531	1,335,779	882,700	396,347
Revenues Less Expenses	942,121	384,893	-	1,347	-





Description of Fund

This fund is used to track two important funding sources:

- American Rescue Plan Act of 2021 (ARPA) - The bill gives emergency funding for state, local, territorial, and tribal governments to provide relief to support public health response work and equitable economic recovery.
- Opioid Settlement Funding - First received in April 2021, the opioid funding was transferred from the General Fund to the Special Grants Fund. The use of these funds is limited to programs that provide opioid prevention, treatment, and recovery services at the local level.

Revenue Summary

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

Expenditure Summary

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

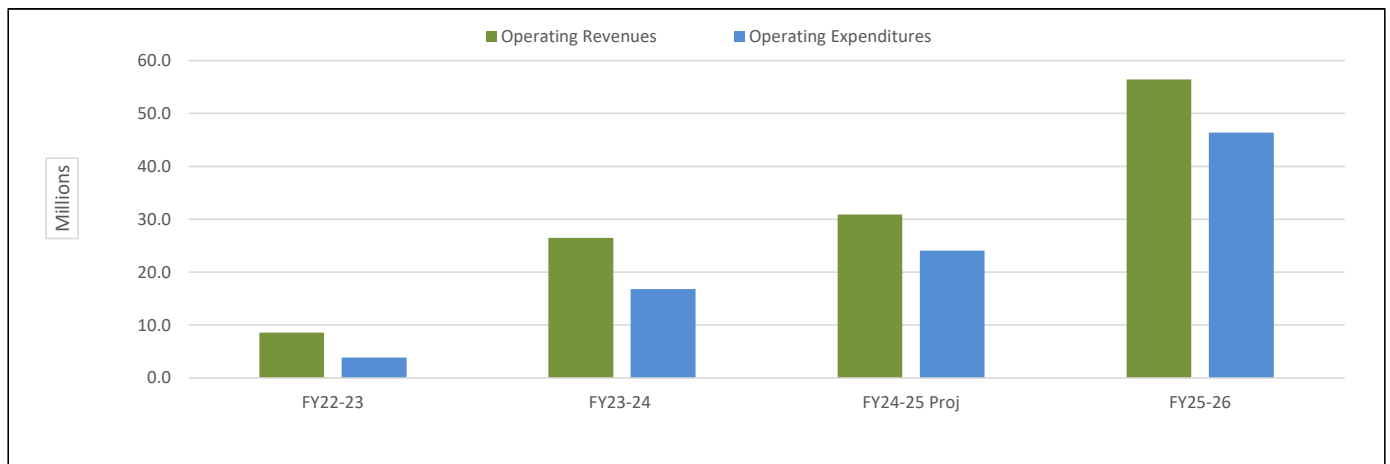
Significant Issues & Changes

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



Special Grants Fund (230)

	FY22-23 Actual	FY23-24 Actual	FY24-25 Amended	FY24-25 Projected YE	FY25-26 Adopted
Beginning Fund Balance	107,419	4,100,350	55,923	8,758,769	8,608,769
Federal, State, Local, All Other Gifts & Donations	4,504,691	21,102,593	49,055,412	27,654,355	49,806,931
All Other Revenue Resources	4,062,860	5,355,773	8,856,682	3,233,979	6,621,376
Operating Revenue	8,567,551	26,458,366	57,912,094	30,888,334	56,428,307
Total Revenue	8,674,970	30,558,717	57,968,017	39,647,103	65,037,076
Personnel Services	768,400	1,191,115	1,385,967	1,089,790	921,911
Materials and Services	2,223,407	2,271,940	10,450,465	8,591,801	35,012,561
Capital Outlay	887,822	13,346,028	26,251,970	14,379,709	10,455,358
Operating Expenditure	3,879,629	16,809,083	38,088,403	24,061,300	46,389,830
Special Payments	694,990	4,969,582	19,879,614	6,977,032	18,647,246
Contingency	-	-	-	-	-
Total Appropriated	4,574,619	21,778,665	57,968,017	31,038,332	65,037,076
Total Expense	4,574,619	21,778,665	57,968,017	31,038,332	65,037,076
Revenues Less Expenses	4,100,350	8,780,051	-	8,608,771	-





Description of Fund

The Health, Housing, and Human Services (H3S) Fund aligns its programs with the Clackamas County priority areas to ensure healthy, safe, and secure communities and a vibrant economy. The H3S Fund accounts for the H3S Director's Office, the Behavioral Health Division, the Children, Family and Community Connections Division, the Housing & Community Development Division, the Public Health Division, and the Social Services Division. While the Clackamas Health Centers and the Housing Authority of Clackamas County operate under separate funds, their strategic and administrative oversight is provided by the H3S Director's Office. Collectively, the H3S Director's Office leads coordination of all programs, services, contracts, procurement, budget, finance, grants, personnel, quality improvement, and performance management across the divisions.

Revenue Summary

The FY25-26 total budgeted revenue for the H3S Fund is \$327.7 million. Major funding sources include federal, state, and local grants, service-generated revenues, such as patient and inspection fees, and contracts, fees, and licenses. Just 3%, \$10.4 million, of H3S's total fund budget is General Fund supported, yet this funding leverages over \$175 million in other public funding, maximizing the county's ability to deliver essential services. The H3S Director's Office closely monitors revenue sources and coordinates and manages all H3S lines of business to utilize funds efficiently, assures the greatest delivery of services with current resources, and strategically seeks new funding opportunities that are not dependent on the County General Fund.

Expenditure Summary

The H3S Fund supports 489.4 full-time equivalent employees (FTE). When combining the FTE from the Health Centers (Fund 253) and the Housing Authority (a component unit of H3S), the total FTE within the H3S Department is 882.3. Personnel services within the H3S Fund alone are budgeted at \$74.8 million. Materials and Services are \$136.3 million and larger line items like internal services and contracted services. Contracted services are over \$100 million of the total (approximately 73%), which are largely programs and services contracted through community-based organizations. The Special Payments budget is over \$50 million, and these are pass through payments to sub-recipients to serve the community. Contingency is budgeted at \$27.8 million, which is restricted for program and service delivery. The H3S Fund continues to control costs while maintaining the highest level of effectiveness and delivery of quality services.

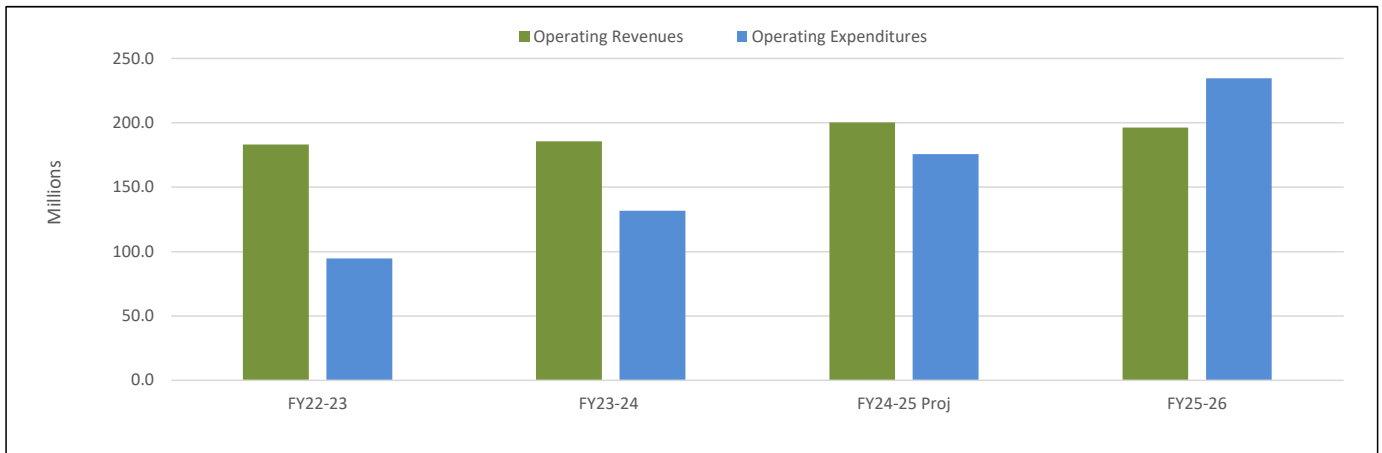
Significant Issues & Changes

The Health, Housing, and Human Services (H3S) Department continues to navigate a range of structural and emerging challenges that impact our ability to deliver high-quality, community-based services. These include funding pressures, workforce capacity concerns, and policy alignment with state agencies. Together, these dynamics require adaptive leadership and strategic investment to ensure continued service to Clackamas County's most vulnerable residents. While the H3S Fund remains relatively flat compared to the FY24-25 Amended Budget, the costs associated with delivering effective health, housing, and human services continue to rise due to inflation, expanded community needs, and escalating infrastructure expenses. Without revenue growth to match service expansion or cost increases, divisions must find efficiencies while avoiding service cuts—placing strain on administrative systems and partner organizations. Uncertainty about funding levels from local, state, and federal sources compound these issues.



Health, Housing, & Human Services Fund (240)

	FY22-23 Actual	FY23-24 Actual	FY24-25 Amended	FY24-25 Projected YE	FY25-26 Adopted
Beginning Fund Balance	49,621,739	118,423,202	125,496,534	144,950,831	131,433,621
Federal, State, Local, All Other Gifts & Donations	160,781,283	158,304,693	180,825,643	171,839,145	166,625,443
Charges, Fees, License, Permits, Fines, Assessments	10,093,808	10,625,163	14,233,058	13,691,996	14,720,265
Revenue from Bonds & Other Debts	285,307	254,343	260,000	1,425,511	500,000
All Other Revenue Resources	2,796,730	6,142,242	1,435,391	3,379,429	4,007,256
Other Interfund Transfers	63,000	-	50,000	42,000	42,000
General Fund Support	9,248,520	10,334,963	10,004,633	9,840,622	10,404,818
Operating Revenue	183,268,649	185,661,405	206,808,725	200,218,703	196,299,782
Total Revenue	232,890,388	304,084,607	332,305,259	345,169,534	327,733,404
Personnel Services	48,933,666	56,023,478	69,640,048	59,971,747	74,776,689
Materials and Services	45,140,388	73,686,060	175,217,406	107,707,890	136,312,117
Capital Outlay	492,482	2,055,791	6,130,008	7,995,547	23,571,150
Operating Expenditure	94,566,536	131,765,328	250,987,462	175,675,184	234,659,956
Special Payments	20,633,199	27,356,223	46,864,838	37,149,344	51,257,410
Transfers	12,213	12,213	953,570	911,384	1,171,123
Contingency	-	-	18,769,322	-	27,780,915
Total Appropriated	115,211,948	159,133,764	317,575,192	213,735,912	314,869,404
Reserve for Future Expenditures	-	-	14,730,067	-	12,864,000
Total Expense	115,211,948	159,133,764	332,305,259	213,735,912	327,733,404
Revenues Less Expenses	117,678,440	144,950,843	-	131,433,622	-





Description of Fund

The Clackamas Health Centers Fund aligns its programs within the Clackamas County priority areas to ensure healthy, safe, and secure communities. The Clackamas Health Centers, a Federally Qualified Health Center (FQHC), is a mission-driven organization that works to promote the oral, physical, and mental health of its community members, and strives to prevent disease, injury, and disability.

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

The division is organized as follows:

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

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

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

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

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

Revenue Summary

The Health Centers Division projected FY25-26 budget is \$76.2 million. It receives the majority of its revenue from charges for services in conjunction with a combination of federal and state funding. Budget assumptions for FY25-26 revenue predict conservative growth in existing revenue streams when compared to FY24-25 budget totals.

Expenditure Summary

In the FY25-26 budget, personnel services costs account for about 71.4% of total expenditures and support 318.9 FTE. Materials and services, cost allocations and interfund transfers are operating expenditures, which account for 20.1% of the budget. The remaining 8.5% is budgeted as contingency, which represents the resources available for unanticipated expenditures as well as funding for the behavioral health relocation. The use of contingency requires prior approval by the Board of County Commissioners and the Clackamas County Community Health Council.

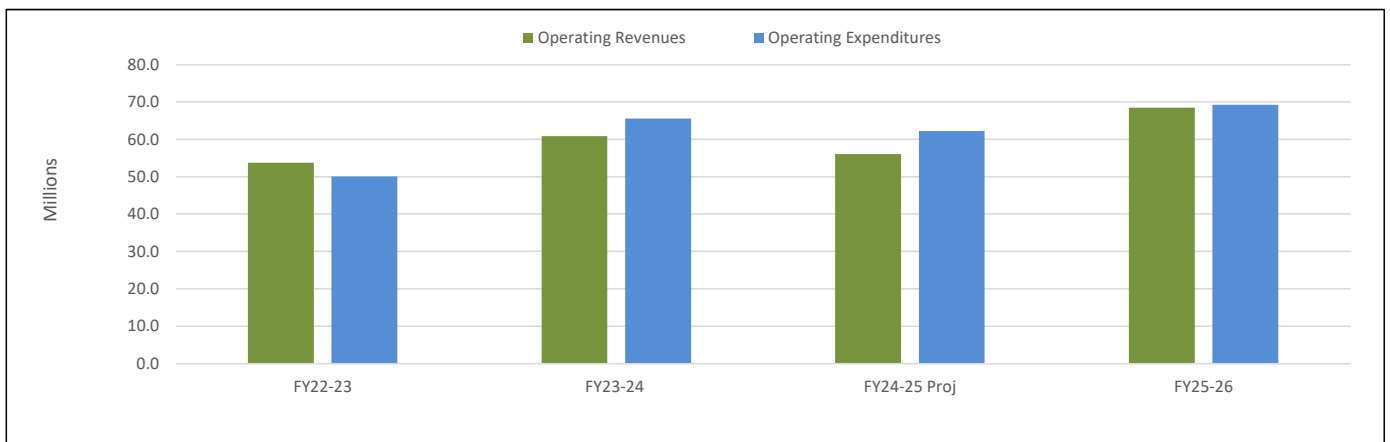
Significant Issues & Changes

Health Centers' behavioral health services are currently transitioning into a new clinic location. This transition is estimated to be completed during the first quarter of FY25-26. Construction delays have pushed back the completion date of renovations, but clients are still being seen at the Lake Road Health Center in areas not impacted by construction or transitioned to telehealth visits. The transition will continue to have some impact on service delivery and revenue generated in addition to the added expense of purchasing and improving the permanent location. While uncertainty in the future of Medicaid funding could lead to difficult budget challenges ahead, the division continues to work toward revenue growth, sustainable operations, and the expansion of health care services by investing in under-served areas.



Clackamas Health Centers Fund (253)

	FY22-23 Actual	FY23-24 Actual	FY24-25 Amended	FY24-25 Projected YE	FY25-26 Adopted
Beginning Fund Balance	16,308,015	19,942,402	16,300,298	14,640,608	7,779,640
Federal, State, Local, All Other Gifts & Donations	12,858,938	10,496,942	7,514,128	9,983,001	6,731,178
Charges, Fees, License, Permits, Fines, Assessments	40,466,174	41,288,112	54,719,917	45,296,682	60,473,847
Revenue from Bonds & Other Debts	45,963	7,026,812	45,970	-	45,960
All Other Revenue Resources	350,253	1,011,487	506,230	752,748	506,230
Other Interfund Transfers	-	1,000,000	466,558	-	683,365
General Fund Support	-	52,510	-	-	-
Operating Revenue	53,721,328	60,875,863	63,252,803	56,032,431	68,440,580
Total Revenue	70,029,343	80,818,265	79,553,101	70,673,039	76,220,220
Personnel Services	35,982,657	41,184,499	50,615,941	46,101,750	54,498,543
Materials and Services	13,213,449	15,065,185	14,104,368	15,038,616	14,725,411
Capital Outlay	890,835	9,295,115	2,500,000	1,121,083	-
Operating Expenditure	50,086,941	65,544,799	67,220,309	62,261,449	69,223,954
Debt Service	-	1,000	-	-	-
Transfers	-	631,869	631,951	631,950	631,938
Contingency	-	-	11,700,841	-	6,364,328
Total Appropriated	50,086,941	66,177,668	79,553,101	62,893,399	76,220,220
Total Expense	50,086,941	66,177,668	79,553,101	62,893,399	76,220,220
Revenues Less Expenses	19,942,402	14,640,597	-	7,779,640	-





Description of Fund

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

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

Revenue Summary

New transient room tax receipts, anticipated at \$6.0 million, provide nearly all the new revenue for this fund.

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

Expenditure Summary

The Clackamas County Fair is guaranteed an annual income indexed for inflation, under the amended TRT Ordinance. The balance of all revenues collected, less a 2% administrative service charge (shown in materials and services), is distributed to the TDC Fund. This fiscal year the interfund transfer reflects an expenditure of \$632k for the County Fair and \$5.55 million for the TDC.

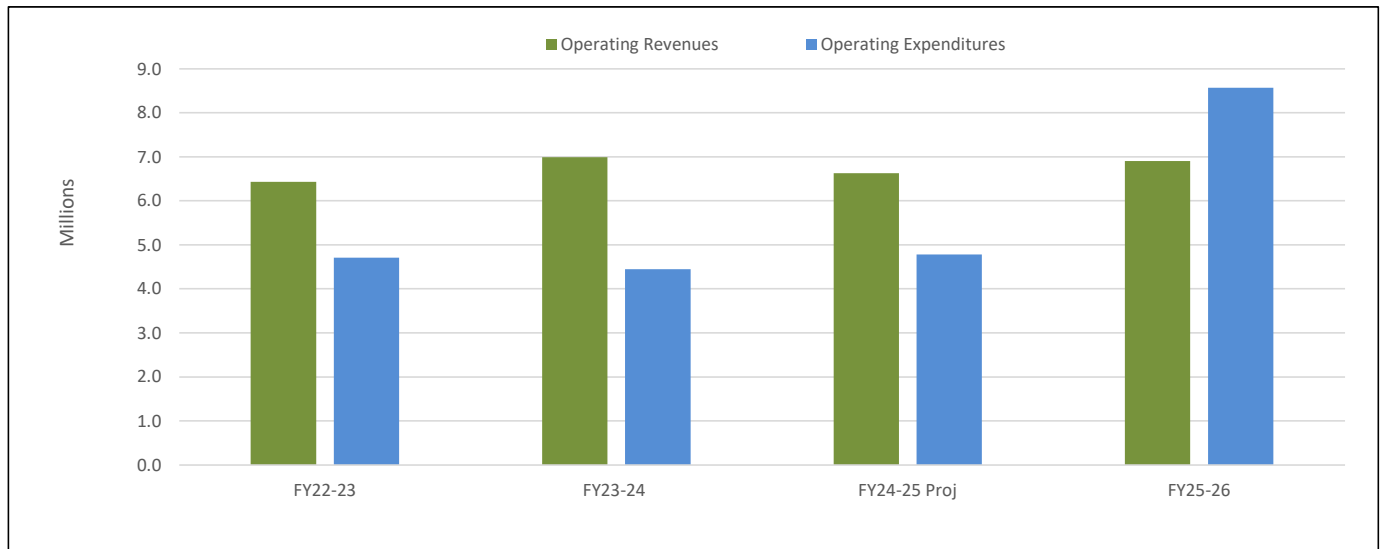
Significant Issues & Changes

TRT collections in FY20-21, FY21-22, and FY22-23 were higher than anticipated. TRT collections exceeded pre-pandemic levels in FY21-22 and FY22-23. This left a significant carryover in FY24-25 of one-time use funds. However, the organization experienced a change in leadership halfway through the FY24-25 along with staffing vacancies and that carry-over was not spent down as intended. This carry-over is now built into the FY25-26 budget and is programmed to support strategic investments, grants, and advertising – all aligning with Tourism's 5-year strategic priorities.



Transient Lodging Tax Fund (255)

	FY22-23 Actual	FY23-24 Actual	FY24-25 Amended	FY24-25 Projected YE	FY25-26 Adopted
Beginning Fund Balance	6,382,569	7,402,015	6,712,125	8,611,504	9,296,652
Federal, State, Local, All Other Gifts & Donations	556,018	593,232	530,000	577,743	570,000
Revenue from Bonds & Other Debts	-	-	-	-	-
All Other Revenue Resources	5,873,300	6,394,591	5,765,745	6,048,962	6,331,999
Operating Revenue	6,429,318	6,987,823	6,295,745	6,626,705	6,901,999
Total Revenue	12,811,887	14,389,838	13,007,870	15,238,209	16,198,651
Personnel Services	1,264,816	1,545,963	1,636,299	1,636,330	1,647,993
Materials and Services	3,444,237	2,900,441	4,907,795	3,147,108	6,918,658
Operating Expenditure	4,709,053	4,446,404	6,544,094	4,783,438	8,566,651
Special Payments	147,553	542,700	848,031	542,370	2,000,000
Transfers	553,266	789,230	615,745	615,745	632,000
Contingency	-	-	5,000,000	-	5,000,000
Total Appropriated	5,409,872	5,778,333	13,007,870	5,941,553	16,198,651
Total Expense	5,409,872	5,778,333	13,007,870	5,941,553	16,198,651
Revenues Less Expenses	7,402,015	8,611,504	-	9,296,656	-





Description of Fund

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

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

The Forestry Program currently owns and manages 3,200 acres of forest lands. The lands are managed to have healthy forests that produce timber on a sustainable level, protect natural resources, and contribute to jobs in rural communities by providing timber for the local logging, mill, and wood products industries. The net revenue generated from timber sales supports the Forestry Program operations and capital needs, along with contributing to the County Parks operations and capital repair and replacement budget.

Revenue Summary

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

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

Expenditure Summary

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

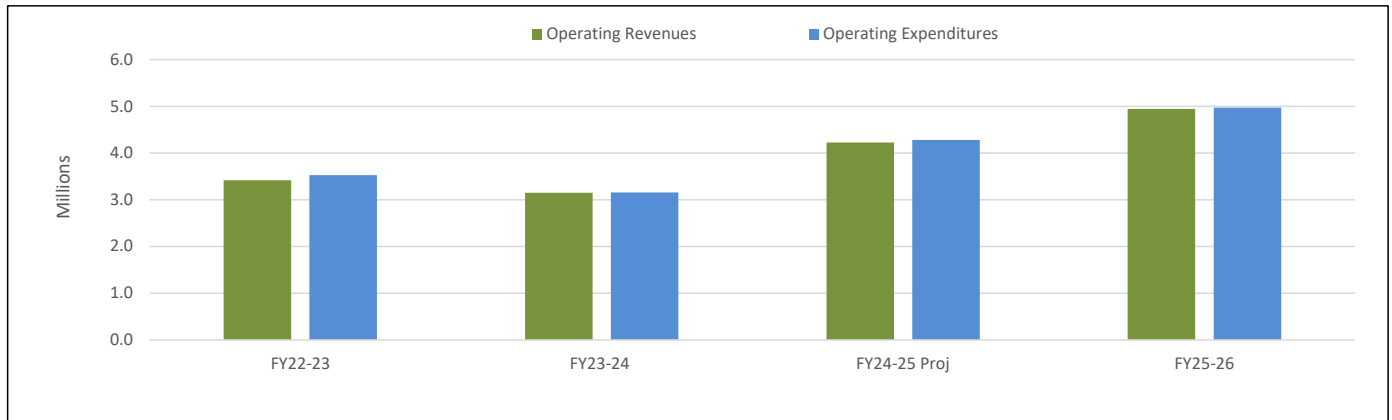
Forestry expenditures include personnel services. Materials and services will facilitate timber harvesting costs and provide for the reforestation of newly harvested forest stands.

Significant Issues & Changes

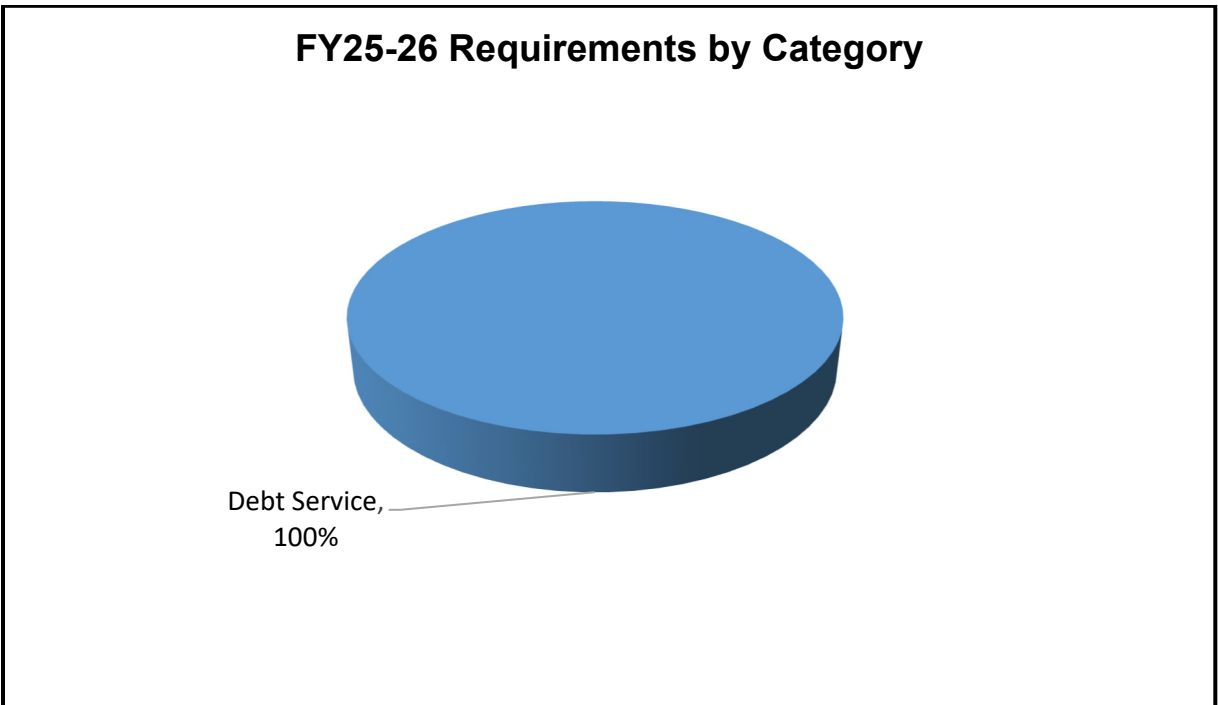
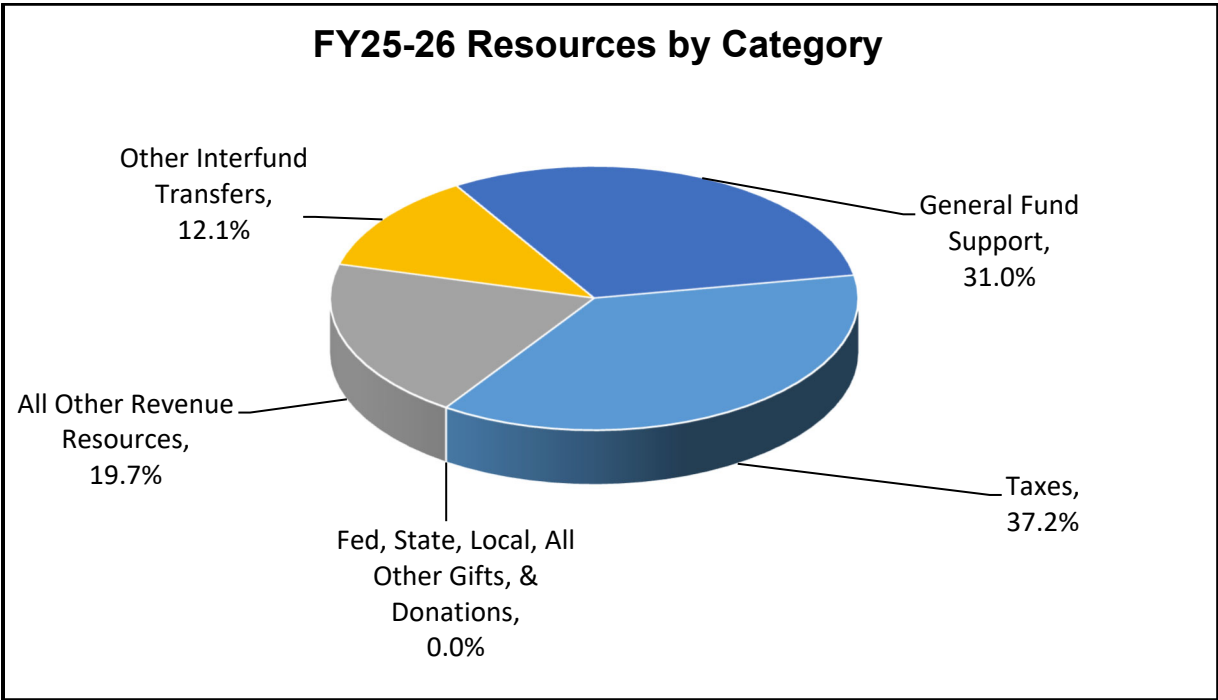
- Parks plans to continue to leverage partnerships to accomplish maintenance and capital projects, including anticipating financial support through State Grants and Metro Bonds. Parks continue to provide safe, healthy outdoor recreational experiences, and continue to be a draw for travel and tourism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

Parks & Forestry Fund (257)

	FY22-23 Actual	FY23-24 Actual	FY24-25 Amended	FY24-25 Projected YE	FY25-26 Adopted
Beginning Fund Balance	3,096,275	2,988,722	2,736,078	2,583,521	2,130,617
Federal, State, Local, All Other Gifts & Donations	1,089,828	394,749	1,102,350	1,253,222	1,558,338
Charges, Fees, License, Permits, Fines, Assessments	1,236,403	1,126,780	1,273,400	1,206,100	1,371,700
Revenue from Bonds & Other Debts	250,000	499,993	325,894	625,294	665,500
All Other Revenue Resources	361,848	426,961	1,514,080	439,510	645,114
Other Interfund Transfers	275,000	701,000	701,000	701,000	701,000
General Fund Support	202,934	-	-	-	-
Operating Revenue	3,416,013	3,149,482	4,916,724	4,225,126	4,941,652
Total Revenue	6,512,288	6,138,203	7,652,802	6,808,647	7,072,269
Personnel Services	1,588,855	1,619,364	1,917,089	1,725,629	1,816,765
Materials and Services	1,195,506	1,356,613	1,718,785	1,648,680	1,807,454
Capital Outlay	739,206	178,703	2,203,274	903,721	1,347,280
Operating Expenditure	3,523,567	3,154,680	5,839,148	4,278,030	4,971,499
Transfers	-	400,000	400,000	400,000	400,000
Contingency	-	-	527,729	-	588,344
Total Appropriated	3,523,567	3,554,680	6,766,877	4,678,030	5,959,843
Reserve for Future Expenditures	-	-	885,925	-	1,112,426
Total Expense	3,523,567	3,554,680	7,652,802	4,678,030	7,072,269
Revenues Less Expenses	2,988,722	2,583,523	-	2,130,617	-



Debt Service Fund



Funds Included In This Section

Managing Department

320 Clackamas County Debt Service

Finance

321 Clackamas County Debt Service - General Obligation

Finance



Description of Fund

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

Revenue Summary

Transfers-in from the General Fund, Road Fund and Health Centers provide debt service payments. In the General Fund, the debt service is recovered from facility occupying departments by way of office rent.

Expenditure Summary

Principal and interest payments required to meet debt service obligations for each issue are tracked separately with unique project numbers. Total principal payments in FY25-26 are budgeted at \$7.9 million and interest payments are \$2.0 million.

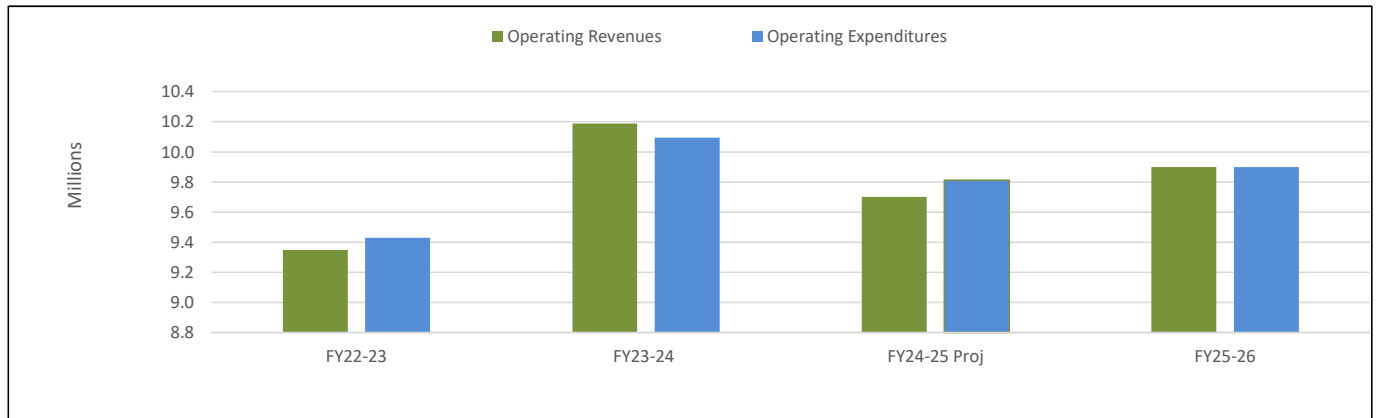
Significant Issues & Changes

None.



Clackamas County Debt Service Fund (320)

	FY22-23 Actual	FY23-24 Actual	FY24-25 Amended	FY24-25 Projected YE	FY25-26 Adopted
Beginning Fund Balance	98,217	18,054	30,054	110,618	-
Charges, Fees, License, Permits, Fines, Assessments	304,570	-	-	-	-
All Other Revenue Resources	2,862,759	3,210,915	2,948,750	3,010,750	3,092,244
Other Interfund Transfers	1,283,956	1,913,825	1,915,157	1,915,157	1,914,394
General Fund Support	4,897,989	5,062,980	4,917,877	4,775,313	4,892,087
Operating Revenue	9,349,275	10,187,721	9,781,784	9,701,220	9,898,725
Total Revenue	9,447,492	10,205,775	9,811,838	9,811,838	9,898,725
Debt Service	9,429,438	10,095,156	9,811,838	9,811,838	9,898,725
Total Appropriated	9,429,438	10,095,156	9,811,838	9,811,838	9,898,725
Total Expense	9,429,438	10,095,156	9,811,838	9,811,838	9,898,725
Revenues Less Expenses	18,054	110,618	-	-	-





Description of Fund

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

Revenue Summary

Revenue to satisfy the debt comes from property tax collections.

Expenditure Summary

Principal and interest payments required to meet debt service obligations for the current year are budgeted in this fund. FY25-26 budgeted principal payments are \$4.8 million and interest payments are \$1.1 million.

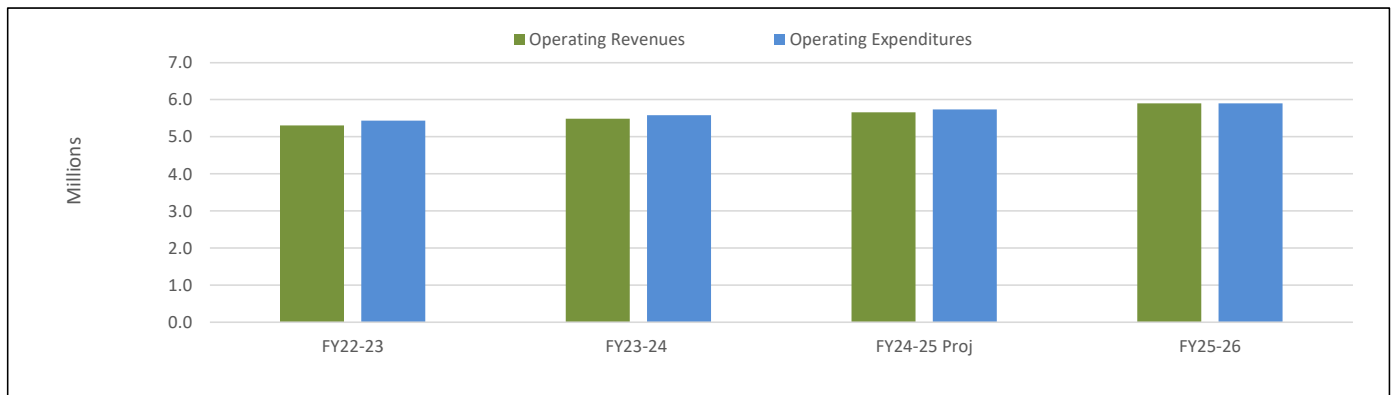
Significant Issues & Changes

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



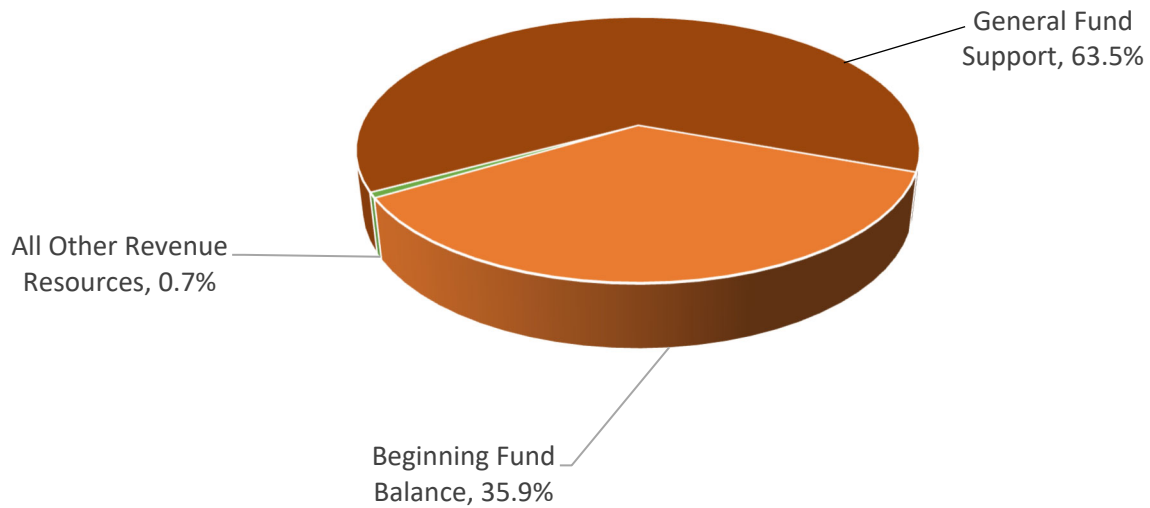
Clackamas County Debt Service - GO (321)

	FY22-23 Actual	FY23-24 Actual	FY24-25 Amended	FY24-25 Projected YE	FY25-26 Adopted
Beginning Fund Balance	304,796	173,715	-	80,187	-
Taxes	5,232,540	5,375,864	5,735,325	5,631,500	5,881,225
Federal, State, Local, All Other Gifts & Donations	546	1,563	-	350	350
All Other Revenue Resources	71,658	110,370	-	23,288	15,000
Operating Revenue	5,304,744	5,487,797	5,735,325	5,655,138	5,896,575
Total Revenue	5,609,540	5,661,512	5,735,325	5,735,325	5,896,575
Debt Service	5,435,825	5,581,325	5,735,325	5,735,325	5,896,575
Total Appropriated	5,435,825	5,581,325	5,735,325	5,735,325	5,896,575
Total Expense	5,435,825	5,581,325	5,735,325	5,735,325	5,896,575
Revenues Less Expenses	173,715	80,187	-	-	-

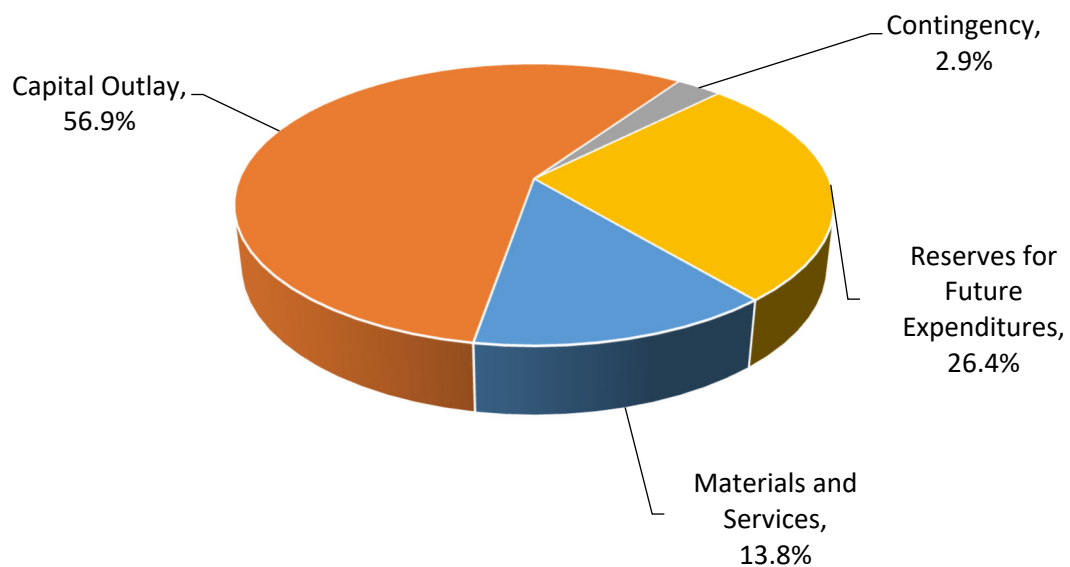


Capital Projects Fund

FY25-26 Resources by Category



FY25-26 Requirements by Category



Funds Included In This Section

Managing Department

420 Capital Projects

Finance



Description of Fund

The Capital Projects Fund accumulates various resources over multiple years for new facilities, or for the improvement of existing county facilities, and accounts for the expenditure of resources within the fund.

Revenue Summary

The Beginning Fund Balance account represents prior year's transfers received for projects still in progress, or projects for which funding is still being accumulated. Each year, budgeted projects are funded with a mix of beginning fund balance, new transfers, interest earnings, and other revenues.

Expenditure Summary

Expenditures in this fund are associated with capital projects. In the FY25-26 Budget, the fund has:

- \$7.6 million for facilities projects
- \$15.0 million for Courthouse payments
- \$8.1 million reserved for future county capital projects

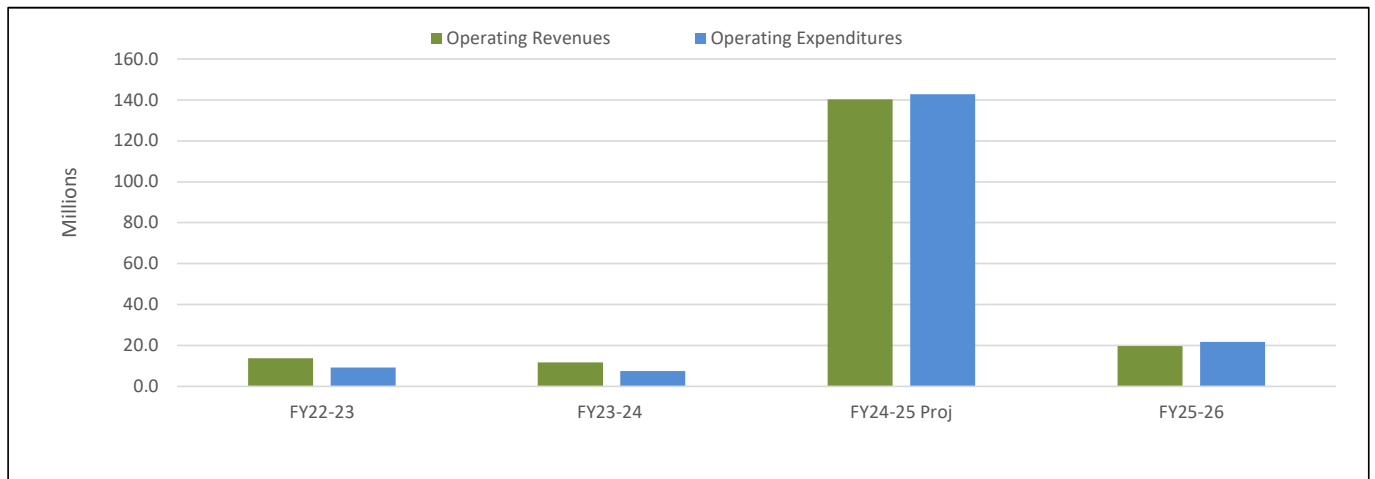
Significant Issues & Changes

The Courthouse Construction Project, including the one-time milestone payment of \$130 million, funded by the State of Oregon Department of Justice, was completed in FY24-25. Beginning in FY25-26, the new courthouse's operating expenses and the 30-year principal and interest payments will be reported under Department 29 (Courthouse) and Program 290101 (Courthouse) within this fund.



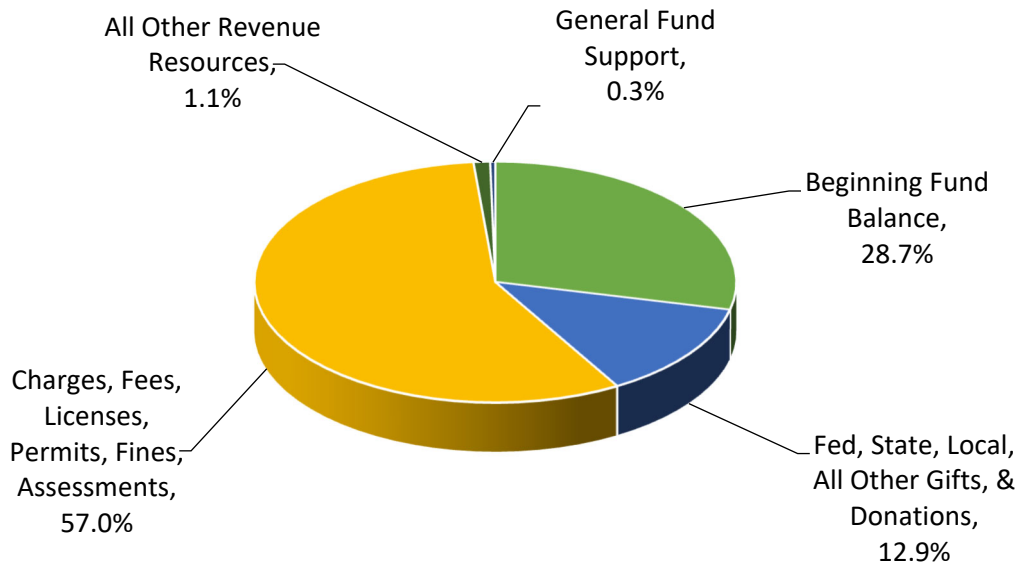
Capital Projects Fund (420)

	FY22-23 Actual	FY23-24 Actual	FY24-25 Amended	FY24-25 Projected YE	FY25-26 Adopted
Beginning Fund Balance	4,730,507	9,308,263	13,081,054	13,545,197	11,037,341
Federal, State, Local, All Other Gifts & Donations	3,818,065	2,723,297	132,077,420	134,642,360	-
All Other Revenue Resources	50,960	372,208	200,000	500,000	200,000
Other Interfund Transfers	1,800,000	-	-	-	-
General Fund Support	8,140,132	8,645,606	5,200,000	5,200,000	19,518,460
Operating Revenue	13,809,157	11,741,111	137,477,420	140,342,360	19,718,460
Total Revenue	18,539,664	21,049,373	150,558,474	153,887,557	30,755,801
Materials and Services	917,656	728,571	2,000,945	131,515,985	4,246,275
Capital Outlay	8,314,745	6,775,605	143,891,214	11,334,231	17,496,655
Operating Expenditure	9,232,401	7,504,176	145,892,159	142,850,216	21,742,930
Contingency	-	-	805,980	-	900,000
Total Appropriated	9,232,401	7,504,176	146,698,139	142,850,216	22,642,930
Reserve for Future Expenditures	-	-	3,860,335	-	8,112,871
Total Expense	9,232,401	7,504,176	150,558,474	142,850,216	30,755,801
Revenues Less Expenses	9,307,263	13,545,197	-	11,037,341	-

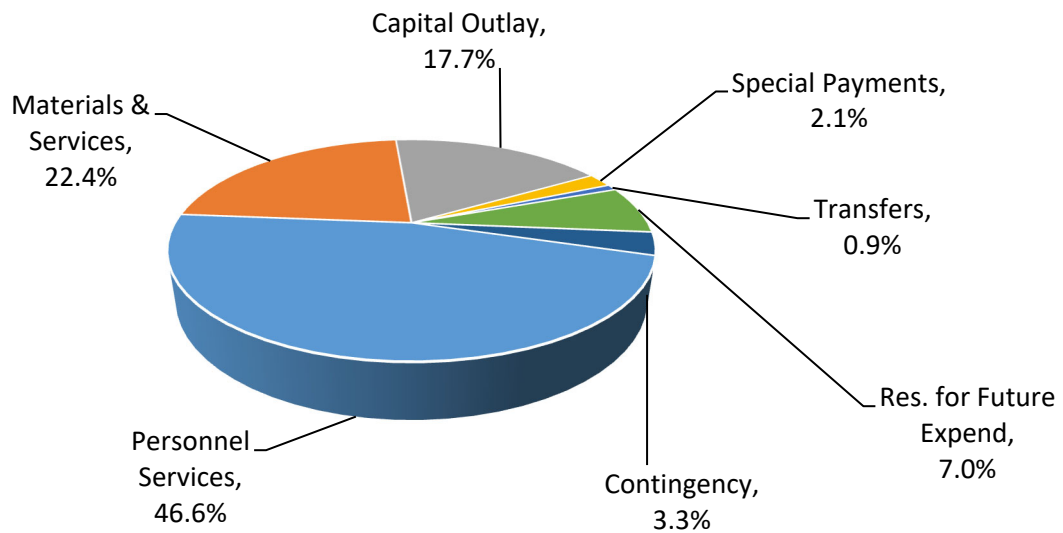


Enterprise Fund

FY25-26 Resources by Category



FY25-26 Requirements by Category



Funds Included In This Section

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

Managing Department

Department of Transportation & Development
Technology Services
C-COM 911



Description of Fund

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

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

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

Revenue Summary

Revenue is composed primarily of golf course fees.

Expenditure Summary

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

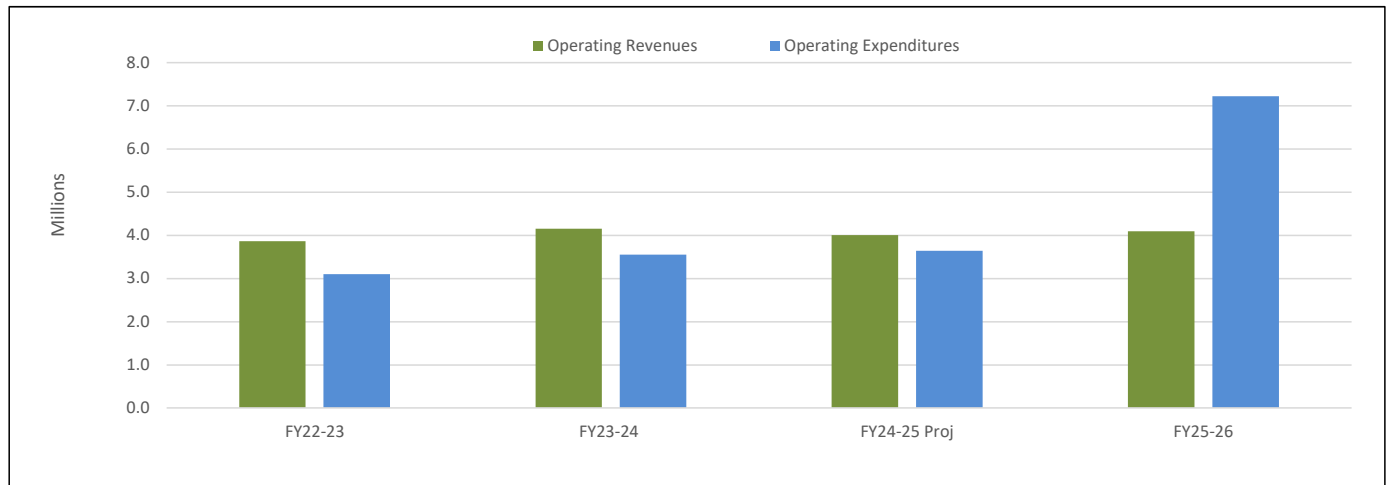
Significant Issues & Changes

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



Stone Creek Golf Course Fund (601)

	FY22-23 Actual	FY23-24 Actual	FY24-25 Amended	FY24-25 Projected YE	FY25-26 Adopted
Beginning Fund Balance	2,845,189	3,328,783	3,474,004	3,708,028	3,846,247
Charges, Fees, License, Permits, Fines, Assessments	3,802,537	3,997,065	3,884,800	3,884,800	3,981,920
All Other Revenue Resources	59,997	158,054	74,990	122,640	107,980
Operating Revenue	3,862,533	4,155,119	3,959,790	4,007,440	4,089,900
Total Revenue	6,707,722	7,483,902	7,433,794	7,715,468	7,936,147
Materials and Services	3,035,584	3,203,341	3,180,057	3,525,720	3,622,038
Capital Outlay	68,355	347,533	3,100,000	118,501	3,600,000
Operating Expenditure	3,103,939	3,550,874	6,280,057	3,644,221	7,222,038
Transfers	275,000	225,000	225,000	225,000	225,000
Contingency	-	-	928,737	-	489,109
Total Appropriated	3,378,939	3,775,874	7,433,794	3,869,221	7,936,147
Total Expense	3,378,939	3,775,874	7,433,794	3,869,221	7,936,147
Revenues Less Expenses	3,328,783	3,708,028	-	3,846,247	-





Description of Fund

The Clackamas Broadband eXchange (CBX) Fund was initially funded from federal and matching funds for the American Recovery and Reinvestment Act (ARRA) Grant under the Broadband Technology Opportunities Program (BTOP) Grant Project. With the completion of the grant in September 2013, the project has now moved into a self-support model much like a utility business. As such it has continued to slowly expand and grow through either self-funded or customer-funded construction. In FY21-22, the county received an American Rescue Plan Act (ARPA) Grant of which CBX was awarded \$10.1 million to expand broadband into under-served areas of the county. Phase 2 of the project budgeted for \$4.5 million in FY25-26. Primary activities include:

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

Revenue Summary

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

Expenditure Summary

For FY25-26 the total initial Fund 602 CBX budget is \$2.9 million with the estimated remaining balance of the ARPA grant of \$4.5 million for a total of \$7.4 million in Fund 602 CBX and Fund 230 ARPA. The ARPA portion of the program is expected to last until 2026 so any unused ARPA funds will be rolled into the next fiscal year until the ARPA work is completed. Continued growth is expected as new reimbursed construction projects are added along with additional phases of ARPA funds. Expenditures planned for the fiscal year include staffing (\$949,015 / 32.6% of Fund 602) and fiber plant maintenance/repairs/relocations (\$305,000 / 10.5% of Fund 602). Estimated construction costs are budgeted for \$1 million (35.4% of Fund 602). Any additional net revenue will be utilized in the construction of expanded fiber opportunities as funding permits or partnerships with other agencies and businesses.

Significant Issues & Changes

- Continued planning/construction for the expansion of the fiber plant as funding allows, providing new business, service, and economic opportunities for agencies, businesses, and the public while remaining fully self-sufficient.
- Continued to develop partnerships with several local telecommunication companies.
- Additional expanded fiber plant to agencies in adjacent counties (Washington and Multnomah).
- Changed the Denver hub route to the Bend hub as a backup for the potential loss of the Portland internet connection.

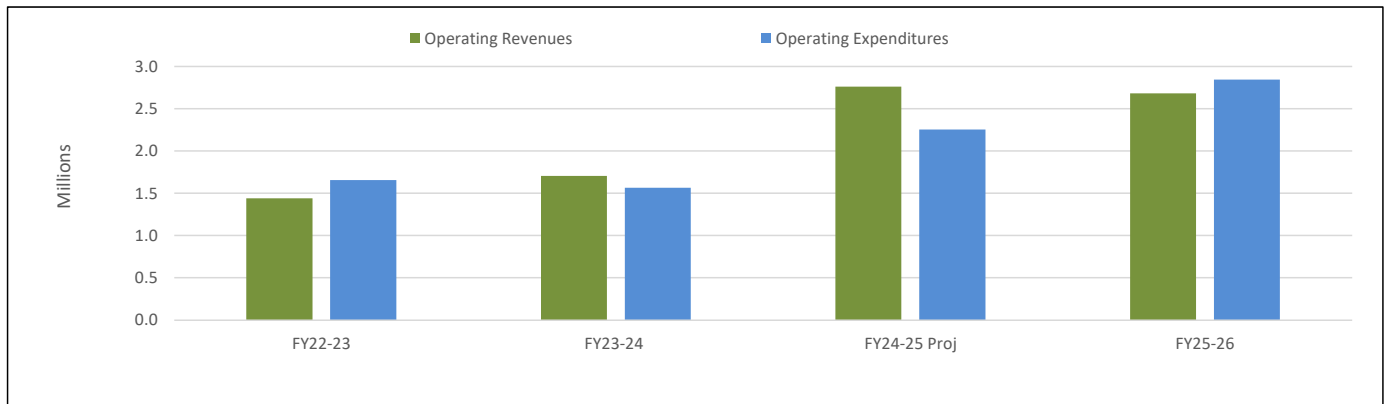
Goals for Next Fiscal Year

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



Clackamas Broadband Utility Fund (602)

	FY22-23 Actual	FY23-24 Actual	FY24-25 Amended	FY24-25 Projected YE	FY25-26 Adopted
Beginning Fund Balance	336,916	78,114	170,117	175,710	220,789
Federal, State, Local, All Other Gifts & Donations	-	-	-	6,457	-
Charges, Fees, License, Permits, Fines, Assessments	1,402,671	1,654,296	2,861,672	2,295,778	2,635,376
All Other Revenue Resources	35,164	48,577	37,000	50,466	47,000
Operating Revenue	1,437,835	1,702,874	2,898,672	2,352,701	2,682,376
Total Revenue	1,774,751	1,780,988	3,068,789	2,528,411	2,903,165
Personnel Services	758,902	752,238	1,096,804	939,095	949,015
Materials and Services	771,917	685,156	911,986	717,691	894,756
Capital Outlay	123,665	125,746	1,000,000	597,918	999,394
Operating Expenditure	1,654,483	1,563,141	3,008,789	2,254,704	2,843,165
Special Payments	42,154	42,137	60,000	52,918	60,000
Total Appropriated	1,696,637	1,605,278	3,068,789	2,307,622	2,903,165
Total Expense	1,696,637	1,605,278	3,068,789	2,307,622	2,903,165
Revenues Less Expenses	78,114	175,710	-	220,789	-





Description of Fund

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

Revenue Summary

The major source of funding for the department is from fire and law enforcement member agency dispatch fees accounting for 52% of revenue. The state 911 Fund provides 20% of the revenue. The remaining revenue is comprised of a contract with the U.S. Forest Service, Bureau of Land Management and dispatching fees paid by numerous Clackamas County entities including Community Corrections, Code Enforcement, District Attorney's Office, Dog Services, Medical Examiner, Juvenile Department, and Weigh Master. In addition, audio reproduction fees and interest income are included as minor sources of revenue.

For FY25-26, there is a one-time County General Fund subsidy of \$90k.

Expenditure Summary

Personnel services account for 73% of total expenditures and support 57 FTE including dispatch, technical, training, and administrative support personnel.

The materials and services category accounts for 6% of CCOM expenditures. The cost allocation for county support is 6% of CCOM expenditures.

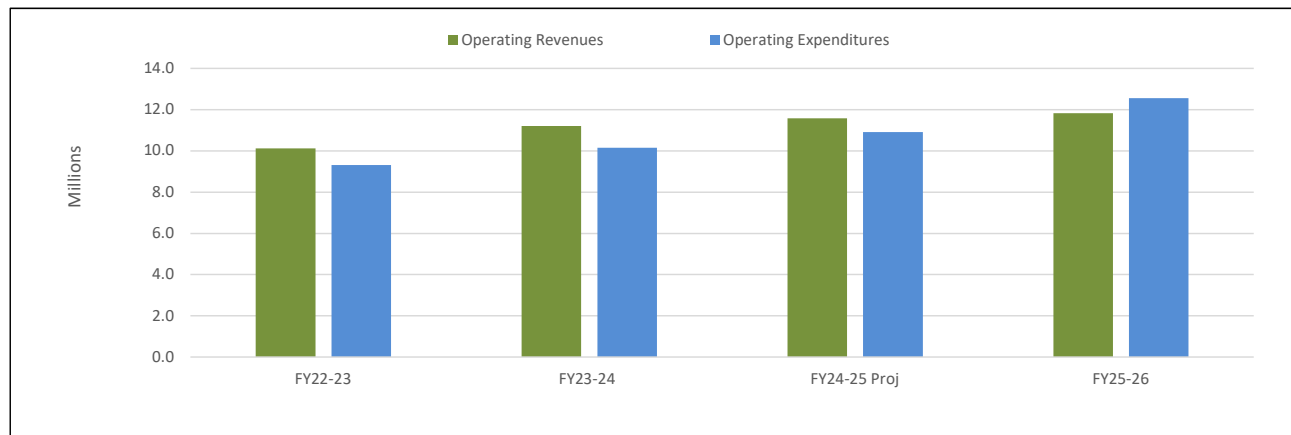
Significant Issues & Changes

The CCOM Member Board made no changes in services in FY25-26 due to cost increases related to both inflation and previous year cost allocation charges. User fees increased by 10.68% for FY25-26 over the previous fiscal year.



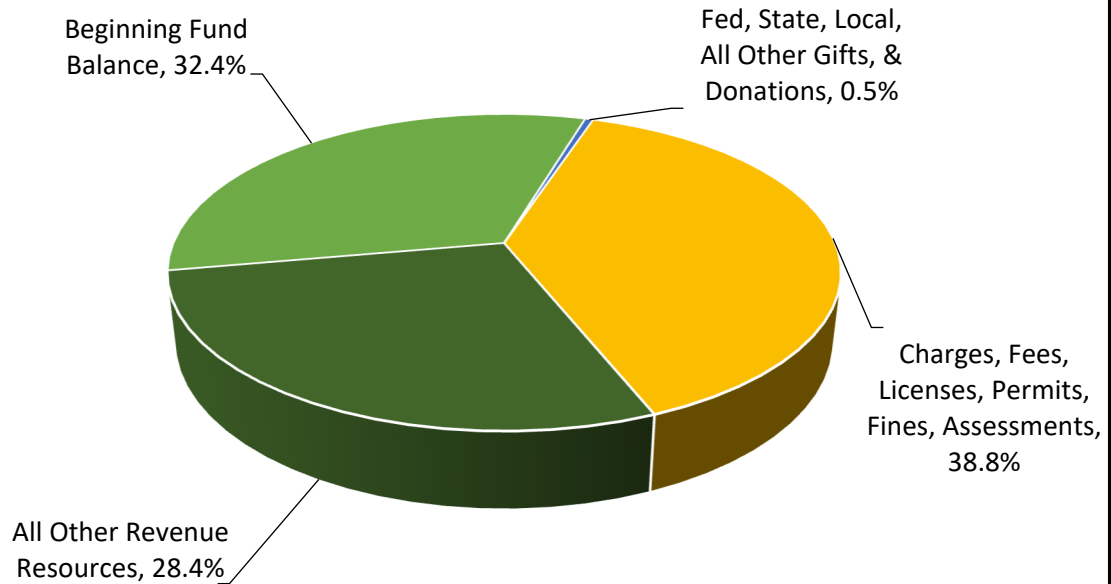
911 Center Fund (605)

	FY22-23 Actual	FY23-24 Actual	FY24-25 Amended	FY24-25 Projected YE	FY25-26 Adopted
Beginning Fund Balance	2,613,833	2,911,306	3,031,739	3,446,950	3,420,576
Federal, State, Local, All Other Gifts & Donations	3,421,158	3,717,176	4,055,272	3,574,730	3,354,970
Charges, Fees, License, Permits, Fines, Assessments	6,618,963	7,113,800	7,446,094	7,446,094	8,241,722
All Other Revenue Resources	73,405	161,160	51,000	132,200	135,000
Other Interfund Transfers	-	-	50,000	50,000	-
General Fund Support	-	209,014	375,185	375,185	90,000
Operating Revenue	10,113,526	11,201,150	11,977,551	11,578,209	11,821,692
Total Revenue	12,727,360	14,112,456	15,009,290	15,025,159	15,242,268
Personnel Services	8,467,103	8,965,103	10,303,477	9,360,724	11,201,662
Materials and Services	825,807	1,182,935	1,525,987	1,544,237	1,319,492
Capital Outlay	14,948	3,383	15,000	-	30,000
Operating Expenditure	9,307,858	10,151,421	11,844,464	10,904,961	12,551,154
Special Payments	508,196	514,085	946,000	699,622	476,000
Contingency	-	-	382,400	-	382,400
Total Appropriated	9,816,054	10,665,506	13,172,864	11,604,583	13,409,554
Reserve for Future Expenditures	-	-	1,836,426	-	1,832,714
Total Expense	9,816,054	10,665,506	15,009,290	11,604,583	15,242,268
Revenues Less Expenses	2,911,306	3,446,950	-	3,420,576	-

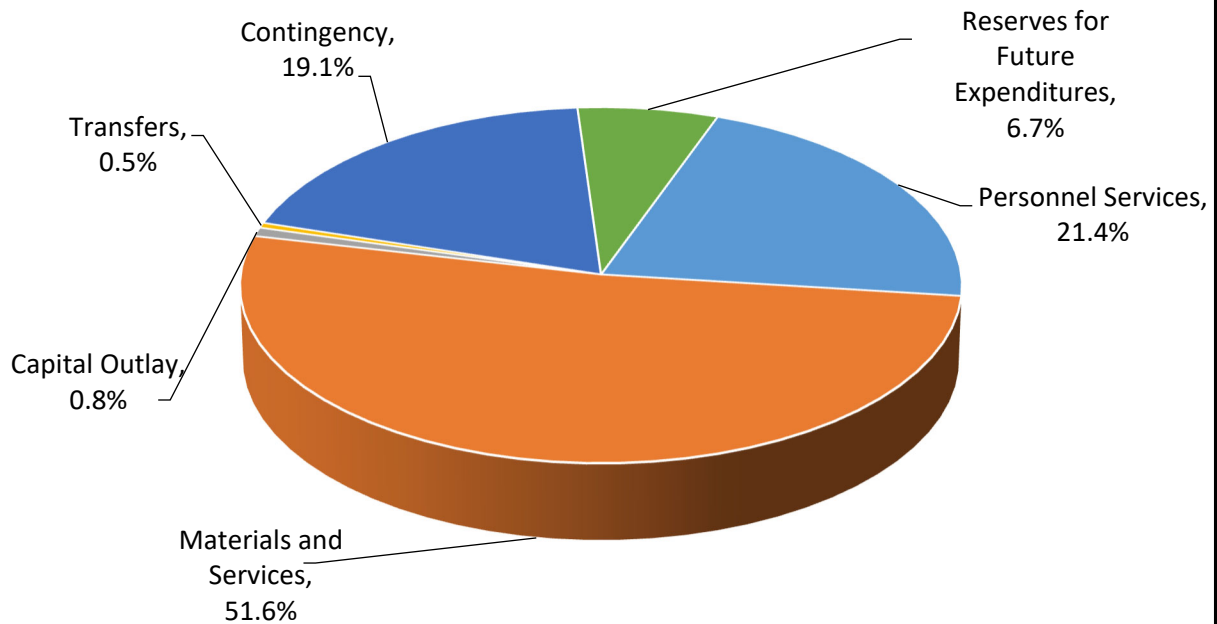


Internal Services Fund

FY25-26 Resources by Category



FY25-26 Requirements by Category



Funds Included In This Section		Managing Department
744	Facilities Management	Facilities
747	Technology Services	Technology Services
760	Self-Insurance	Human Resources
761	Risk Management Claims	Human Resources
770	Fleet Services	Department of Transportation & Development



Description of Fund

Facilities Management provides maintenance and management services to both county owned and leased facilities, housing county departments, and services.

In FY25-26, the Facilities Management team will support over 1.2 million square feet of space, in more than 100 owned and leased buildings, ranging in size from 500 to 241,073 square feet.

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

- 24/7/365 On-call and after-hours emergency response.
- A comprehensive Preventative Maintenance Program designed to support and maintain county assets.
- A Facilities service and work request system to respond to urgent issues and address corrective repairs.
- A complete range of facilities services including janitorial services, heating, ventilating and air conditioning, plumbing, electrical, general building, landscaping and grounds maintenance.
- Contract management for janitorial, alarm monitoring, landscaping, and other key facilities services.
- Building security and access control, security alarm maintenance and repairs, annual system testing and evacuation drills, and county-wide ID/access badging program.
- Lease management for county offices, health centers, pharmacies, and storage space.
- Consulting, space planning, and project management services for retrofits remodels, and new construction.
- Utility management - electricity, natural gas, water, sewer, trash, recycling, and energy/sustainability programs.
- Construction, remodeling, and moving services to county facilities and departments.
- Inclement weather response and support to drive public and employee safety and the continued operations of services during inclement weather events.
- Declared emergency support (essential personnel).

Revenue Summary

Revenue for ongoing operations and maintenance comes primarily from charges to building occupant fees that are collected through the county's cost allocation process, which covers projected expenditures for the coming year.

Revenue in *Charges, Fees, Licenses, Permits, Fines, and Assessments* account for 90% of Facilities total revenue in FY25-26, with 79.8% of that revenue coming directly from the cost allocation process.

Special projects, remodels, and new construction are estimated and billed to departments as performed. Approximately 13.3% of facilities operating revenue in FY25-26 comes from sources outside the cost allocation system.

The remaining 6% of the projected revenue consists of a beginning fund balance that comes from unused contingency funds, as well as personnel cost savings in FY24-25 due to a number of vacant positions.

Expenditure Summary

Personnel Services account for 46.9% of this year's expenditures. Materials and services, which account for 49% of total expenditures, consist of maintenance services, contracted services, supplies, and regulatory agency fees. Capital outlay and contingency funds account for the remaining 3.9% of planned expenditures.

Utility costs have their revenue and expense accounts budgeted under a separate program (150504) for better tracking and transparency. Utility costs account for 21.6% of the overall Facilities' budget.

FY24-25 Major Accomplishments

- New Clackamas County Courthouse Support Project.
- Construct Loop Rd and Parking Lot F.
- CUP – Central Utility Plant utilidor expansion to support new courthouse.
- CUP – Central Utility Plant generator upgrade.
- Decommission Skills Center, demo Friends Involved in Dog Outreach (FIDO) building and landscape dog runs.
- Drill well and connect water to office at Brightwood Sand Shed.
- Replacement of the MAU unit at the Public Safety Training Center (PSTC). This unit serves the ranges and is at the end of its life-cycle.
- Additional security upgrades to access and entry points at PSB and DSB.
- Install 10 EV charging stations at various county buildings.
- Replace hardware and re-keying of the Stokes Building to the county standard of Primus and ADA requirements.
- Replacement of the BAS system engines on the Metasys server. The current engines are obsolete and no longer supported.

Significant Issues & Changes

- Unknown costs are associated with the exterior maintenance (landscape/hardscape/parking) of the new courthouse.
- The overall sq. ft. (Facilities cost driver) has increased the past (3) years from 955,738 in FY23-24, to 966,941 in FY24-25, to 1,157,747 in FY25-26, with no staff increase.
- Tariffs – may increase materials costs and create new long lead items.
- Significant increase in both mail postage costs (+30%) and the volume (+26%) of mail processed.

Facilities Management work in the new fiscal year includes:

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

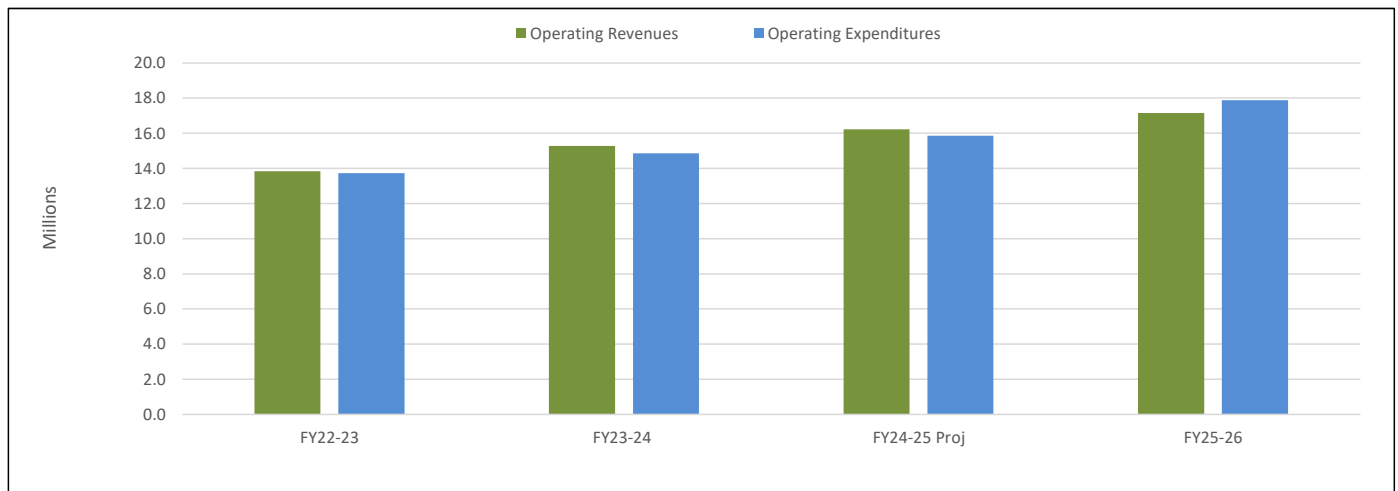
FY25-26 Capital Projects

- Drill well and construct well shed on Red Soils Campus.
- Ongoing State Court support and continued maintenance of old courthouse.
- Phase 3 -replace flora of various caliper on Red Soils Campus due to ice storm damage.
- Phase 2 Red Soils Campus - irrigation upgrade project.
- Security upgrade at CCOM, including access system upgrades and window armor coat.
- Elevator program change at DSB.
- Replacement of Air Handling Unit (AHU) at Dog Services for end of life.
- CUP - chiller drive replacement at Central Utility Plant.
- Seal coat and repair of various parking lots.
- Security upgrades on Red Soils Campus, including TS emergency phone installation project.
- Installation of two, 1000 gallon fuel tanks for emergency backup fuel supply at the Silver Oak Building.
- Remodel existing DA Modular into new Skills Center.
- Replace "end of life" water source heat pumps at Stokes Building.
- Courthouse move, building clear out at Multnomah Courthouse.
- Remove smaller, dilapidated boathouse, refurbish main boathouse to working condition, replace gangway and update dock access.
- Resurface parking lot at McBrod Campus.
- Replace RTU's at McBrod for end of life.
- Assess the existing generators load at McBrod to determine if the units have the capacity needed, determine appropriate upsizing from existing BKW generators to meet demand.
- Seal coat and re-stripe CCSO parking lots at FJC, Jail and Brooks.



Facilities Management Fund (744)

	FY22-23 Actual	FY23-24 Actual	FY24-25 Amended	FY24-25 Projected YE	FY25-26 Adopted
Beginning Fund Balance	2,163,456	461,751	747,133	886,823	1,244,987
Federal, State, Local, All Other Gifts & Donations	399,333	-	-	3,301	-
Charges, Fees, License, Permits, Fines, Assessments	10,662,963	12,007,087	16,276,161	15,861,582	16,740,315
All Other Revenue Resources	2,772,882	3,177,808	463	353,925	416,318
General Fund Support	-	99,545	-	-	-
Operating Revenue	13,835,178	15,284,441	16,276,623	16,218,808	17,156,633
Total Revenue	15,998,634	15,746,192	17,023,756	17,105,631	18,401,620
Personnel Services	6,337,104	7,266,683	8,134,913	7,670,342	8,640,555
Materials and Services	7,265,248	7,490,756	8,078,321	8,040,166	9,025,117
Capital Outlay	134,530	101,929	210,522	150,136	221,253
Operating Expenditure	13,736,883	14,859,369	16,423,756	15,860,644	17,886,925
Transfers	1,800,000	-	-	-	-
Contingency	-	-	600,000	-	514,695
Total Appropriated	15,536,883	14,859,369	17,023,756	15,860,644	18,401,620
Total Expense	15,536,883	14,859,369	17,023,756	15,860,644	18,401,620
Revenues Less Expenses	461,751	886,823	-	1,244,987	-



Description of Fund

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

- Technology administration, including policy recommendations and setting of standards, for the county;
- Infrastructure services such as storage, backups, user management, monitoring, operations, email, server support, virtualization, networking, security, mobility, databases, and other critical systems;
- Cloud solution management services and security (SaaS, PaaS, Hosted, etc.);
- Application design, development, and support, including vendor and document management;
- Administration, design, and support of the enterprise telecommunications network, voice servers, voicemail, long-distance, call centers, unified communications, WebRTC, Voice over IP, business services, & Private Network E911;
- Web development and technology support including internet / intranet / mobile support of security and applications, workflow solutions, and applications integration;
- Technology security inclusive of anti-virus, anti-malware, firewalls, alerts, permissions, intrusion detection, SPAM, mobile security, multi-factor, encryption, audit and compliance management, etc.;
- Server management including physical and virtual systems, web servers, database servers, and application hosting (SaaS);
- Storage solutions include multi-tier solutions for primary data storage, backups, recovery, performance monitoring, and disaster recovery.
- Account management including identity administration, permissions, security, licensing, allocation, forecasting, etc.;
- License and contract management (e.g. Microsoft Office Suite, M365, infrastructure hardware and software, security solutions, Databases, etc.);
- Enterprise Resource Management System including PeopleSoft (Finance, Human Resources), budgeting, (OpenGov), Performance Clackamas metrics, Workforce timekeeping, and related business systems;
- Geographic Information Systems including data layers, mapping, aerial photography, applications, and LIDAR;
- Procurement & support for PCs, laptops, pads, printers, scanners, and peripherals including full call center, technician support, technical bench, and parts inventory;
- 365/24/7 Technical support services including after-hours emergency support;
- Disaster avoidance / assessment & recovery (COOP) design, development & coordination related to technical support & services;
- Technology consulting, project management, planning, business analysis & design, budgeting, and design;
- Administration of mobile technology including mobile devices, remote access, certification, and application delivery;
- Support of much of the county audio visual (A/V) equipment and specialized A/V conference rooms;
- Business systems integration and analysis;
- Data analytics, warehousing, integration, mapping, security, and data governance/security support;
- Secure hybrid integration with on-premise services and vendor-hosted (SaaS) cloud-based solutions;
- Database administration design, management, analytics, integration, governance, and consulting;
- Continuity of operations support for enterprise telecommunications, including registering key facilities with the Department of Homeland Security for telecommunications service priority;
- Life/safety systems such as access controls, fire and intrusion alarms, Alertus Emergency Notification System, and building entry intercoms;
- Video arraignment, video conferencing, video and audio solutions and equipment, paging systems;
- Closed-circuit video security including cameras, video storage, discovery, and management for more than 1100 cameras;
- Low voltage wiring for data, telephone, security, cable TV, door access controls, fire & intrusion alarm, and campus fiber optics for county facilities.
- Design, consult, document, and maintain TS standards for county buildings/facilities;
- Applications management, development, integrations, support, and maintenance for applications that are custom-built and third-party hosted, either on-premises or in the cloud.

Revenue Summary

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

Expenditure Summary

For FY25-26 the total Technology Services (Fund 747) budget is \$24.8 million. The breakdown is as follows:

- Maintenance, support, and communication contracts including licensing for hardware and software products account for approximately 23.3% (\$5.8 million);
- Staffing requirements account for 49.9% (\$12.4 million);
- Capital hardware/software purchases including reserves are 11.2% (\$2.8 million);
- Materials & services outside of hardware/software is 12.7% (\$3.2 million);
- Contingency for 2.9% (\$725,000).

FY24-25 saw a significant outflow of capital expenditures. In FY25-26, funds were placed into reserves to save for future capital expenditures and contingency to boost cybersecurity initiatives.

Significant Issues & Changes

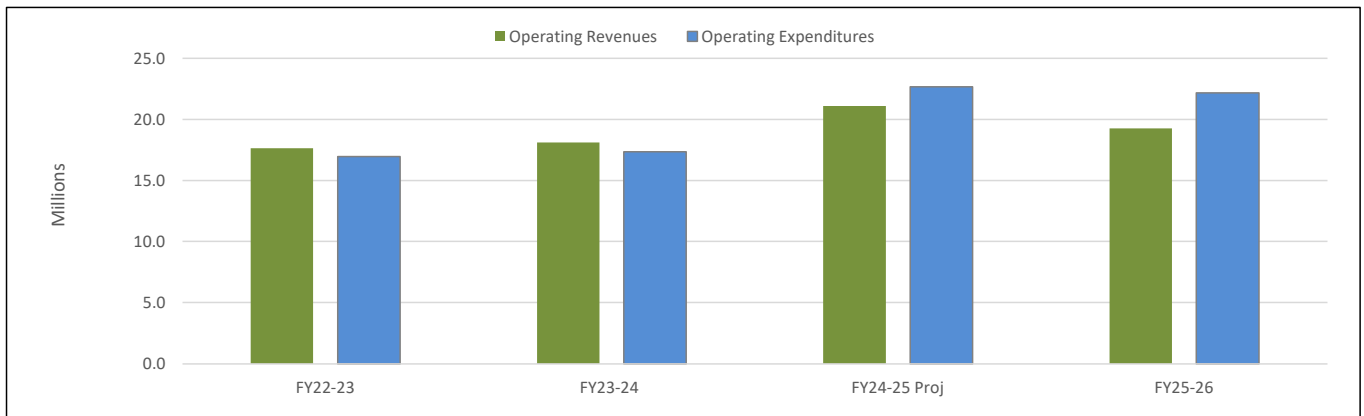
- Continued development of security and policies including enhanced security protocols, multi-factor authentication, and data encryption for numerous increasing threats.
- Refined the Information Security Standards Handbook and continued to build partnerships with federal & state information security agencies.
- Continued development of Microsoft 365 platform and cloud services. Designed and implemented processes for data, process, and workflow development and governance.
- Upgraded internet performance and perimeter network security.
- Continued the balanced moving to hybrid Cloud / Premise architecture for both applications (SaaS) & services (PaaS).
- Continued to enhance telephony and mobile services to provide additional capabilities and services, new remote worker solutions, unified communications functionality, and preparing for additional video conferencing capability.
- Continuous evaluation of new services to save taxpayer dollars and determine the technical and business feasibility for county utilization.
- Continued addition of new CCTV video surveillance around the county including expanded use of high-definition cameras, recording, and upgraded storage array.
- Continued to assist in the technical design, requirements, and review for the new courthouse, the Lake Road Health Center, new library buildings, as well as staff and departmental moves.
- Increased usage of SharePoint for document management and collaboration, list management such as project tracking, and many other workflows. Integrated SharePoint with other county systems including public document retrieval, Accela permitting system, and Treasury systems.
- Assisted DTD and Health Centers with numerous process improvements.
- Planned and began implementation of a multiyear ARPA cyber-disaster recovery project.
- Continue expanding the Solution Evaluation Group. Increased requests for software review. Established review, approval process, and tracking system for all the requests. Partnered with Procurement to establish a process when software and hardware would need to be reviewed by TS before purchasing.
- Implemented a new virtual-private network solution for remote workers.
- Retired numerous end-of-life legacy systems.
- Planned and installed emergency call towers on the county's Red Soils Campus.

Goals for the Next Fiscal Year

- Continue to develop the county's Artificial Intelligence (AI) roadmap/strategy and policy.
- Begin implementation of the Technology Investment Program (TIP) to reduce technical debt.
- Assist the Assessor's Office with the implementation of new tax software.
- Develop standards and practices to assist with workforce succession planning.
- Update the county's mapping systems.
- Implement the replacement of the county's data center storage and server compute stacks.
- Replace HR's document management system.
- Complete migration of Microsoft Exchange email services to M365/Exchange Online.
- Continue to develop COOP coverage, redundant services, and development of the TS Business Continuation Plan.
- Expand business analysis opportunities to enhance TS services and support departmental requirements.
- Continue implementation of priority strategic plans (security, disaster recovery / IT COOP, cloud services)
- Complete new Document Management services to include SharePoint, E-signatures, and cloud storage options.
- Expand Alertus Emergency Notification System to additional county buildings. Upgrade core enterprise voice servers to the latest global release for enhanced services support.
- Continue to assist in the technical direction of the Red Soils Master Plan to include the new courthouse and relocations.
- Design & deploy new county telecommuting solutions, and coordinate with department requirements.
- Expand CCTV services including additional cameras, high-definition options, replacement of older analog devices, and upgrade of CCTV video cameras where required.
- Continue to coordinate with telecom vendors to reduce costs and enhance and expand services to the county.
- Begin development of the Enterprise Architecture Review Process.
- Expand the use of enhanced communications including website, user groups, focus groups, liaisons, etc.
- Continue to work with County Administration and county departments on potential county-wide service improvements and collaborate with departments to review departmental software solutions.
- Work with TS staff to improve overall working conditions and improve work-life balance.
- Continue to work with Health Centers to support the current Electronic Health Record (EHR) Cerner System and its plans for migrating to a different EHR system. Work with Health Centers to establish a data warehouse and Power BI dashboards.

Technology Services Fund (747)

	FY22-23 Actual	FY23-24 Actual	FY24-25 Amended	FY24-25 Projected YE	FY25-26 Adopted
Beginning Fund Balance	5,693,695	6,365,840	6,631,153	7,131,259	5,542,195
Charges, Fees, License, Permits, Fines, Assessments	16,997,119	17,189,988	20,891,176	20,891,176	18,851,589
All Other Revenue Resources	131,739	274,986	118,000	188,000	405,800
Other Interfund Transfers	500,000	633,000	-	-	-
Operating Revenue	17,628,858	18,097,973	21,009,176	21,079,176	19,257,389
Total Revenue	23,322,553	24,463,813	27,640,329	28,210,435	24,799,584
Personnel Services	9,029,831	9,945,158	11,150,800	11,192,910	12,375,205
Materials and Services	7,311,806	7,117,998	11,878,456	10,375,331	8,934,054
Capital Outlay	615,076	269,399	2,400,437	1,100,000	858,552
Operating Expenditure	16,956,713	17,332,555	25,429,693	22,668,241	22,167,810
Transfers	-	-	58,028	-	-
Contingency	-	-	396,300	-	725,000
Total Appropriated	16,956,713	17,332,555	25,884,021	22,668,241	22,892,810
Reserve for Future Expenditures	-	-	1,756,309	-	1,906,773
Total Expense	16,956,713	17,332,555	27,640,330	22,668,241	24,799,583
Revenues Less Expenses	6,365,840	7,131,259	-	5,542,194	-





Description of Fund

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

Revenue Summary

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

Expenditure Summary

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

Significant Issues & Changes

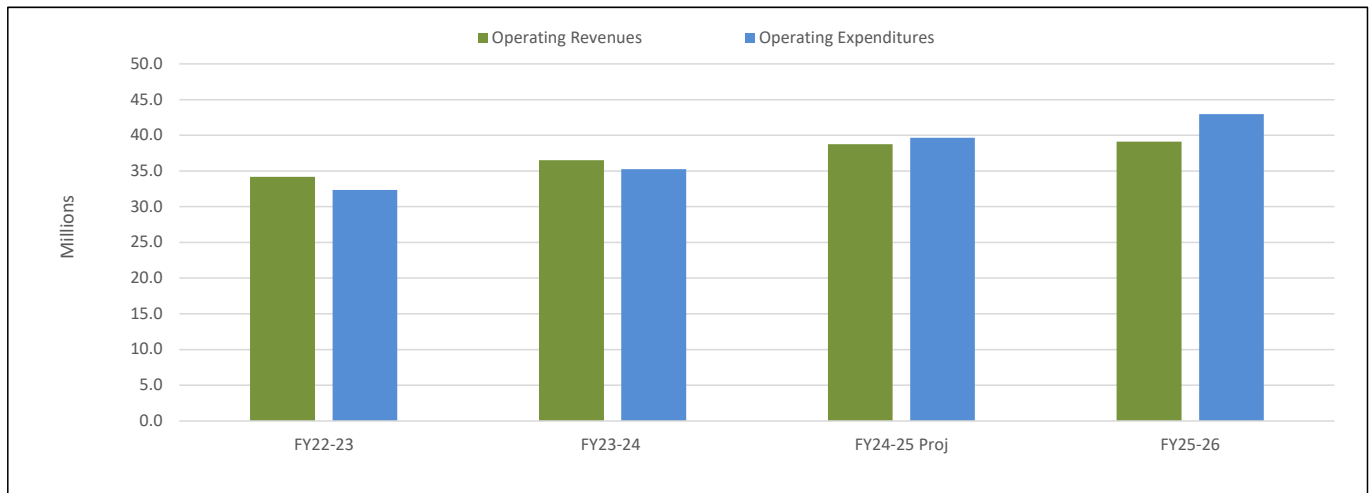
Medical utilization under the self-insured plan has remained largely consistent with the prior year, with strong engagement in preventive services and increased use of lower-cost sites of care. Fixed costs for third-party administration are expected to rise in January 2026 and stop-loss coverage is also projected to increase at that time. The number of high-cost claimants has grown modestly. Renewal rate increases are anticipated in the range of 5% to 10% for two separate plan groups, with the possibility of modest plan design adjustments.

Efforts to improve and optimize benefits administration are ongoing, with a focus on leveraging existing internal processes and strengthening vendor partnerships. These initiatives support the broader service delivery strategy, which prioritize enhanced customer service, adherence to plan sponsor best practices, program compliance and controls, and improved access to data and analytics to support more informed decision-making.

The County contracts with a third-party administrator to provide and administer our Paid Family and Medical Leave (PFML) fully insured equivalent plan and coordinate employee leave of absence and our disability management program. Leave Administration works to coordinate leave programs to support the workforce and business requirements, provide education and streamline processes to ensure compliance with applicable law and enhance the customer experience. Renewal rates for these benefits and services are expected in the fall based on third-party fixed costs and benefit utilization.

Self-Insurance Fund (760)

	FY22-23 Actual	FY23-24 Actual	FY24-25 Amended	FY24-25 Projected YE	FY25-26 Adopted
Beginning Fund Balance	24,597,171	26,447,188	29,853,323	27,700,530	24,136,738
Charges, Fees, License, Permits, Fines, Assessments	2,007,487	2,129,603	2,144,596	2,164,263	2,071,826
All Other Revenue Resources	32,183,540	34,361,057	34,036,442	36,595,191	37,055,457
Operating Revenue	34,191,026	36,490,660	36,181,038	38,759,454	39,127,283
Total Revenue	58,788,197	62,937,848	66,034,361	66,459,984	63,264,021
Personnel Services	1,809,456	2,053,836	2,499,580	2,498,932	2,656,112
Materials and Services	30,531,553	33,183,482	41,257,365	37,127,724	40,312,238
Operating Expenditure	32,341,009	35,237,318	43,756,945	39,626,656	42,968,350
Transfers	-	-	2,696,590	2,696,590	621,254
Contingency	-	-	16,228,675	-	16,322,266
Total Appropriated	32,341,009	35,237,318	62,682,210	42,323,246	59,911,870
Reserve for Future Expenditures	-	-	3,352,151	-	3,352,151
Total Expense	32,341,009	35,237,318	66,034,361	42,323,246	63,264,021
Revenues Less Expenses	26,447,188	27,700,530	-	24,136,738	-





Description of Fund

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

Revenue Summary

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

Expenditure Summary

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

Significant Issues & Changes

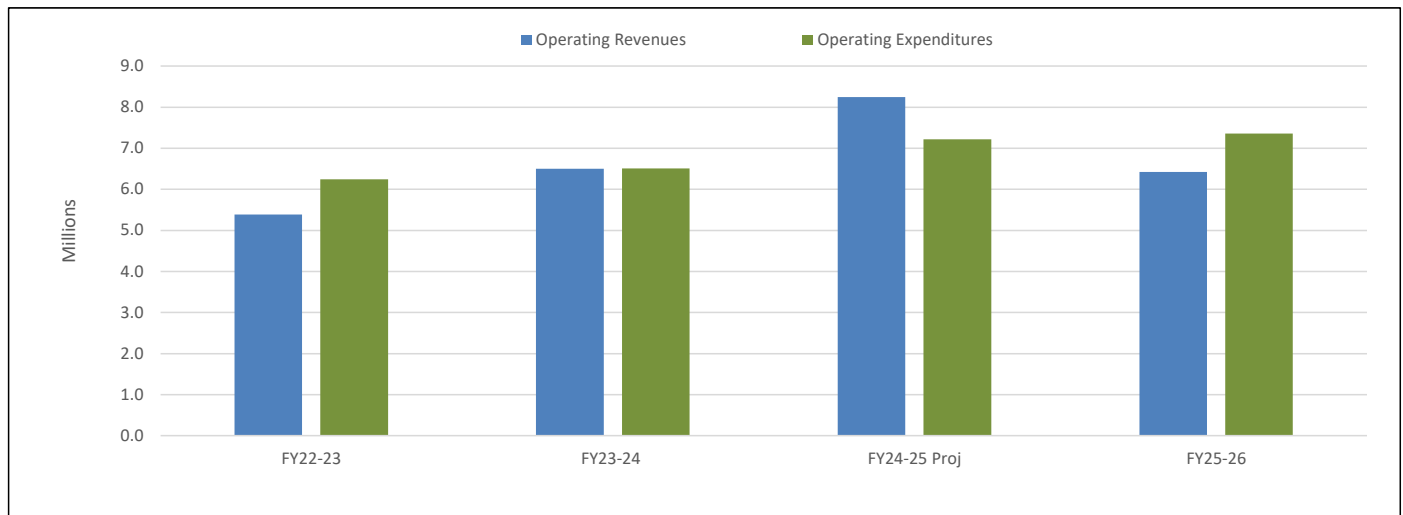
Claims payments and program costs leveled out in FY24-25, mostly due to reduced claims settlements during the year. Reserves for the fund are actuarially sound, continuing to target the 75th percentile confidence level for future liabilities.

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



Risk Management Claims Fund (761)

	FY22-23 Actual	FY23-24 Actual	FY24-25 Amended	FY24-25 Projected YE	FY25-26 Adopted
Beginning Fund Balance	12,135,003	11,280,066	10,660,880	11,268,501	12,299,064
Charges, Fees, License, Permits, Fines, Assessments	5,190,837	6,076,976	6,000,000	6,000,000	6,225,000
All Other Revenue Resources	200,183	420,686	100,000	250,000	200,000
Other Interfund Transfers	-	-	2,000,000	2,000,000	-
Operating Revenue	5,391,020	6,497,662	8,100,000	8,250,000	6,425,000
Total Revenue	17,526,024	17,777,728	18,760,880	19,518,501	18,724,064
Personnel Services	1,382,692	1,497,776	1,817,446	1,817,446	1,840,904
Materials and Services	4,863,265	5,011,451	5,412,032	5,401,991	5,515,464
Operating Expenditure	6,245,958	6,509,227	7,229,479	7,219,437	7,356,368
Contingency	-	-	7,861,401	-	7,677,696
Total Appropriated	6,245,958	6,509,227	15,090,880	7,219,437	15,034,064
Reserve for Future Expenditures	-	-	3,670,000	-	3,690,000
Total Expense	6,245,958	6,509,227	18,760,880	7,219,437	18,724,064
Revenues Less Expenses	11,280,066	11,268,501	-	12,299,064	-





Description of Fund

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

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

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

Negotiate and maintain contracts for:

- Fuel (including emergency fueling)
- Auction services
- Up-fit of police patrol vehicles

Revenue Summary

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

Expenditure Summary

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

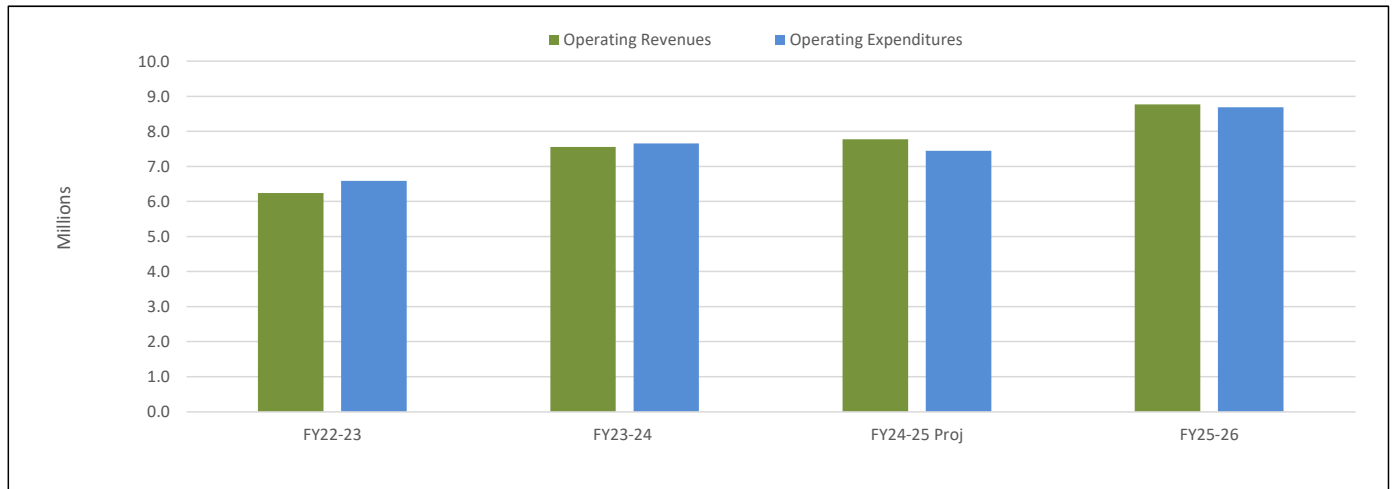
Significant Issues & Changes

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



Fleet Services Fund (770)

	FY22-23 Actual	FY23-24 Actual	FY24-25 Amended	FY24-25 Projected YE	FY25-26 Adopted
Beginning Fund Balance	445,579	100,461	320,128	(4,325)	328,445
Federal, State, Local, All Other Gifts & Donations	-	93,219	590,000	-	620,000
Charges, Fees, License, Permits, Fines, Assessments	6,195,014	7,266,685	7,984,303	7,782,606	8,151,612
All Other Revenue Resources	45,827	190,056	43,000	(9,840)	(4,840)
Operating Revenue	6,240,841	7,549,960	8,617,303	7,772,766	8,766,772
Total Revenue	6,686,420	7,650,422	8,937,431	7,768,441	9,095,217
Personnel Services	2,749,246	2,824,987	3,245,116	2,742,024	3,171,750
Materials and Services	3,823,820	4,806,529	5,146,048	4,657,972	5,514,743
Capital Outlay	12,893	23,229	55,210	40,000	-
Operating Expenditure	6,585,958	7,654,745	8,446,374	7,439,996	8,686,493
Contingency	-	-	491,057	-	408,724
Total Appropriated	6,585,958	7,654,745	8,937,431	7,439,996	9,095,217
Total Expense	6,585,958	7,654,745	8,937,431	7,439,996	9,095,217
Revenues Less Expenses	100,461	(4,323)	-	328,445	-



This section is designed to provide a different perspective from the previous *Department by Fund* section. Analyzing the budget by department provides an opportunity for departments to share significant operational issues. A county-wide organizational chart is provided on pages 7 and 8.

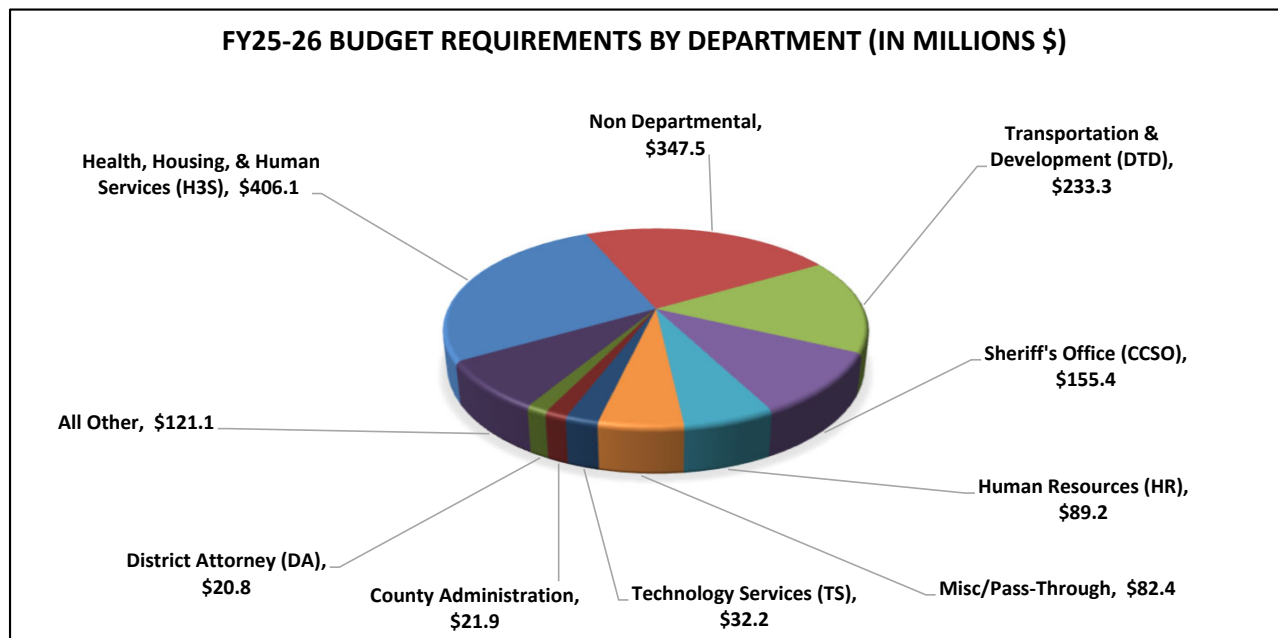
Work is divided into broader lines of business and more specific programs for sets of services that have a common purpose or result. A program is the building block of performance-based budgeting; It is here that performance, revenues and expenses, staffing, and General Fund support are detailed.

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

Summary of Requirements by Department

Departmental Summary

Requirements by Department	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended	FY24-25 Projected	FY25-26 Budget
Assessment & Taxation	8,967,663	9,830,773	10,820,974	10,048,253	11,352,226
Capital Projects	9,232,401	7,504,176	147,981,054	151,310,137	15,737,341
Clackamas 911 (CCOM)	9,816,054	10,665,506	15,009,290	15,025,159	15,242,268
County Admin - Disaster Mgmt	3,727,923	3,213,518	5,041,145	5,091,360	4,753,577
County Admin - Law Library	369,611	438,431	583,495	608,264	571,374
County Administration	11,422,417	13,976,742	23,178,866	25,406,673	21,946,943
County Clerk	4,180,755	3,499,080	6,160,612	5,762,298	5,805,791
County Counsel	3,336,015	3,359,206	3,714,449	3,664,629	3,783,420
Courthouse	-	-	2,577,420	2,577,420	15,018,460
District Attorney (DA)	16,529,646	18,137,120	20,023,047	19,542,155	20,770,367
Facilities	15,536,883	14,859,369	17,023,756	17,105,631	18,401,621
Finance	8,102,509	7,556,814	9,105,324	8,270,046	9,044,487
Health, Housing & Human Services (H3S)	167,359,920	229,806,798	418,442,230	418,598,281	406,118,806
Human Resources (HR)	43,899,326	47,202,168	91,189,820	91,722,194	89,196,110
Justice Court	2,242,384	2,927,255	3,855,594	3,522,969	3,425,000
Juvenile Department	8,633,630	9,712,325	11,086,860	10,361,907	11,663,178
Misc/Pass-Through	23,187,832	32,829,821	74,743,782	76,735,972	82,408,218
Non Departmental	173,246,813	174,784,261	291,094,053	294,880,038	347,536,147
Public & Government Affairs (PGA)	5,118,446	4,224,803	5,394,247	4,749,295	4,837,064
Resolution Services	1,270,781	-	-	-	-
Sheriff's Office (CCSO)	124,811,925	140,799,478	151,554,517	148,247,664	151,671,280
Technology Services (TS)	19,711,155	21,039,811	38,645,901	33,770,259	32,239,922
Transportation & Development (DTD)	121,962,324	122,038,585	248,056,665	253,012,930	233,342,454
Treasurer's Office	1,279,887	1,384,580	1,590,813	1,591,646	1,644,840
Total Requirements by Department	783,946,300	879,790,621	1,596,873,913	1,601,605,179	1,506,510,895





Office of Assessment & Taxation

Bronson Rueda, County Assessor

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



Assessment & Taxation (10)

Department Budget Summary by Fund

Line of Business	Program	FY25-26	FY25-26	FY25-26	% of	FY25-26 FTE **		
		General Fund (100)	Total Budget	General Fund Support in Budget*	Total	Total	Filled	Vacant
Administration	Office of the Assessor & Tax Collector	689,925	689,925	650,210	94%	2.0	2.0	-
Property Tax Revenue & Records	Property Records & Customer Service	2,153,556	2,153,556	1,865,625	87%	14.5	11.5	3.0
	Tax Certification, Collection, & Distribution	2,003,752	2,003,752	1,514,651	76%	11.5	10.5	1.0
Valuation	Annual Property Valuation	3,492,530	3,492,530	3,073,824	88%	17.5	15.5	2.0
	Value Adjustment	3,012,463	3,012,463	2,704,674	90%	15.5	15.5	-
TOTAL		11,352,226	11,352,226	9,808,984	86%	61.0	55.0	6.0
FY24-25 Budget (Amended)		10,820,974	10,820,974	9,200,946	85%	61.0	54.0	7.0
\$ Increase (Decrease)		531,252	531,252	608,038		0.0	1.0	(1.0)
% Increase (Decrease)		5%	5%	7%		0%	2%	-14%

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

** FY25-26 FTE: The figures align to each department's updated personnel counts



Administration

Office of the Assessor & Tax Collector

Purpose Statement

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

Performance Narrative Statement

The Clackamas County Assessor's office promotes a work culture dedicated to providing excellent customer 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 its complexities. Since 2000, the County has seen significant growth with over 24,000 added tax accounts and market value increases over 310%, from \$29 billion to \$119 billion. Taxes extended for collection have increased from \$342 million to over \$1.176 billion, which equates to an increase over 243%. 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 County Assessment Function Funding Assistance (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 11.0 FTE below the Department of Revenue's recommended staffing guidelines for Clackamas County. 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. Repercussions include lost revenue and a lack of fairness and equity among taxpayers.

Key Performance Measures

		FY22-23 Actual	FY23-24 Actual	FY24-25 Target	FY24-25 Projected Performance	FY25-26 Target
Result	Department will operate within 95% of its annual adopted budget	91%	97%	95%	93%	95%
Efficiency	Total cost per account	\$50	\$55	\$60	\$56	\$60
Efficiency	Tax revenue generated per \$ of budgeted expenditure	\$115	\$111	\$120	\$113	\$104



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

	Budget-to-Budget:						
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	\$ Variance	% Variance
Beginning Fund Balance	-	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	34,688	35,641	44,170	42,281	39,715	(4,455)	-10%
Charges, Fees, License, Permits, Fines	-	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	-	-	-	-
Other Interfund Transfers	-	-	17,104	-	-	(17,104)	-100%
General Fund Support	991,996	423,006	1,290,921	1,014,260	650,210	(640,711)	-50%
Operating Revenue	1,026,684	458,647	1,352,195	1,056,541	689,925	(662,270)	-49%
Total Revenue	1,026,684	458,647	1,352,195	1,056,541	689,925	(662,270)	-49%
Personnel Services	351,301	359,604	401,647	248,121	400,945	(702)	0%
Materials and Services	682,524	79,369	950,548	808,420	288,980	(661,567)	-70%
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	1,033,825	438,973	1,352,195	1,056,541	689,925	(662,270)	-49%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Total Appropriated	1,033,825	438,973	1,352,195	1,056,541	689,925	(662,270)	-49%
Reserve for Future Expenditures	-	-	-	-	-	-	-
Total Expense	1,033,825	438,973	1,352,195	1,056,541	689,925	(662,270)	-49%
Revenues Less Expenses	(7,141)	19,674	-	-	-		

Notes:
 \$200k Professional Services for TS Position Reimbursement



Property Tax Revenue & Records

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 2024 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. This year we began 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

		FY22-23 Actual	FY23-24 Actual	FY24-25 Target	FY24-25 Projected Performance	FY25-26 Target
Result	# of property record changes completed	13,255	13,051	11,665	12,093	12,335
Result	>95% of phone calls returned within one business day	>95%	>95%	>95%	>95%	>95%
Result	% of Assessor's tax maps digitized	99%	99%	99%	99%	99%



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

						Budget-to-Budget:	
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	\$ Variance	% Variance
Beginning Fund Balance	-	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	335,320	349,932	320,233	306,539	287,931	(32,302)	-10%
Charges, Fees, License, Permits, Fines	-	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	33,910	32,174	62,236	68,493	-	(62,236)	-100%
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	1,306,757	1,762,449	1,605,978	1,709,978	1,865,625	259,647	16%
Operating Revenue	1,675,987	2,144,555	1,988,447	2,085,010	2,153,556	165,109	8%
Total Revenue	1,675,987	2,144,555	1,988,447	2,085,010	2,153,556	165,109	8%
Personnel Services	1,361,348	1,656,300	1,622,834	1,680,214	1,634,672	11,838	1%
Materials and Services	265,787	514,421	365,614	404,796	518,885	153,271	42%
Capital Outlay	7,633	6,700	-	-	-	-	-
Operating Expense	1,634,769	2,177,421	1,988,447	2,085,010	2,153,556	165,109	8%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Total Appropriated	1,634,769	2,177,421	1,988,447	2,085,010	2,153,556	165,109	8%
Reserve for Future Expenditures	-	-	-	-	-	-	-
Total Expense	1,634,769	2,177,421	1,988,447	2,085,010	2,153,556	165,109	8%
Revenues Less Expenses	41,218	(32,866)	-	-	-		

Notes:

None



Property Tax Revenue & Records

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 FY24-25 tax roll. The program successfully processed levy requirements for 131 taxing districts used to produce a total tax roll of \$1,176,317,142. Tax notifications were mailed for 171,979 accounts by October 25th, 2024. Collection and distribution was timely with taxing districts receiving funds equivalent to 87% of the total tax roll within 15 days of the November collection date. We are on target to be 97% collected by the end of FY24-25.

Key Performance Measures

		FY22-23 Actual	FY23-24 Actual	FY24-25 Target	FY24-25 Projected Performance	FY25-26 Target
Result	87% of tax dollars distributed by November 30th each year	87%	88%	87%	87%	87%
Result	97% of tax dollars are collected by the end of the fiscal year	98%	98%	97%	97%	97%
Output	# of credit, debit and E-check online payment postings	19,875	22,164	22,500	23,750	24,750



100203-Tax Certification, Collection, & Distribution

BCC Priority Alignment: Accountable Government

Program Budget Summary

Budget-to-Budget:						
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	\$ Variance %
Beginning Fund Balance	-	-	-	-	-	-
Taxes	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	208,130	213,847	253,978	243,117	228,359	(25,619) -10%
Charges, Fees, License, Permits, Fines	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-
All Other Revenue Resources	60,211	61,240	49,360	52,514	260,742	211,382 428%
Other Interfund Transfers	-	-	-	-	-	-
General Fund Support	1,146,592	1,469,431	1,544,159	1,615,277	1,514,651	(29,508) -2%
Operating Revenue	1,414,933	1,744,518	1,847,497	1,910,908	2,003,752	156,255 8%
Total Revenue	1,414,933	1,744,518	1,847,497	1,910,908	2,003,752	156,255 8%
Personnel Services	1,142,188	1,276,837	1,299,547	1,333,242	1,359,910	60,363 5%
Materials and Services	383,910	573,976	547,950	577,666	643,842	95,892 18%
Capital Outlay	-	13,837	-	-	-	-
Operating Expense	1,526,098	1,864,650	1,847,497	1,910,908	2,003,752	156,256 8%
Debt Service	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-
Transfers	-	-	-	-	-	-
Contingency	-	-	-	-	-	-
Total Appropriated	1,526,098	1,864,650	1,847,497	1,910,908	2,003,752	156,256 8%
Reserve for Future Expenditures	-	-	-	-	-	-
Total Expense	1,526,098	1,864,650	1,847,497	1,910,908	2,003,752	156,256 8%
Revenues Less Expenses	(111,166)	(120,131)	-	-	-	

Notes:

None



Valuation

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. We are improving our ability to meet all of our statutory mandated functions with the addition of more appraisers and getting some of our newer staff up to speed. 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, which 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 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 14,529 properties in the Happy Valley area of the County. Excluding new construction, approximately 136,000 or 88% 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

		FY22-23 Actual	FY23-24 Actual	FY24-25 Target	FY24-25 Projected Performance	FY25-26 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	11,352	9,446	8,500	8,630	7,200
Demand	# of real properties not physically re-appraised in the past six years	155,000	148,000	136,000	136,000	125,000



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

	Budget-to-Budget:						
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	\$ Variance	% Variance
Beginning Fund Balance	-	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	289,069	297,010	386,488	380,383	416,206	29,718	8%
Charges, Fees, License, Permits, Fines	-	11,924	2,500	2,500	2,500	-	0%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	75,113	79,913	-	(75,113)	-100%
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	2,264,294	2,498,782	2,577,431	2,316,727	3,073,824	496,393	19%
Operating Revenue	2,553,363	2,807,717	3,041,532	2,779,523	3,492,530	450,998	15%
Total Revenue	2,553,363	2,807,717	3,041,532	2,779,523	3,492,530	450,998	15%
Personnel Services	1,890,983	1,855,133	2,319,356	2,027,845	2,481,594	162,237	7%
Materials and Services	690,952	987,350	722,176	751,678	1,010,936	288,760	40%
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	2,581,935	2,842,484	3,041,532	2,779,523	3,492,530	450,998	15%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Total Appropriated	2,581,935	2,842,484	3,041,532	2,779,523	3,492,530	450,998	15%
Reserve for Future Expenditures	-	-	-	-	-	-	-
Total Expense	2,581,935	2,842,484	3,041,532	2,779,523	3,492,530	450,998	15%
Revenues Less Expenses	(28,572)	(34,767)	-	-	-		

Notes:
None



Valuation

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 conflicting pressures of higher interest rates and low inventory continues to stall 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 Property Value Appeals Board (PVAB; formerly BOPTA) decreased 13% over last year while Commercial/Industrial appeals showed a slight decrease of 4%. We expect the percentage of Commercial/Industrial appeals to hold steady again in FY25-26. 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 PVAB; however, as they move to the next level they require a significant amount of resources. The legal complexity of our appeals and the complexity of properties under appeal often continue to require participation by County Counsel for representation at Magistrate, Regular Division Tax Court and Supreme Court cases. We have 1 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. Sales activity has decreased 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 FY25-26 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

		FY22-23 Actual	FY23-24 Actual	FY24-25 Target	FY24-25 Projected Performance	FY25-26 Target
Result	Property Value Appeals Board will remain below 1% annually	<1%	<1%	<1%	<1%	<1%
Output	# of appeals to the Property Value Appeals Board	184	279	300	243	240
Output	# of real property accounts with tax roll corrections completed for omitted property	150	130	125	99	80



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

	Budget-to-Budget:						
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	\$ Variance	% Variance
Beginning Fund Balance	-	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	289,069	297,010	342,318	327,680	307,789	(34,529)	-10%
Charges, Fees, License, Permits, Fines	-	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	140,293	184,979	66,528	68,500	-	(66,528)	-100%
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	1,867,336	2,193,319	2,182,457	1,820,091	2,704,674	522,217	24%
Operating Revenue	2,296,698	2,675,308	2,591,303	2,216,271	3,012,463	421,160	16%
Total Revenue	2,296,698	2,675,308	2,591,303	2,216,271	3,012,463	421,160	16%
Personnel Services	1,868,720	1,903,359	2,190,342	1,796,092	2,381,847	191,505	9%
Materials and Services	322,315	603,886	400,961	420,179	630,616	229,655	57%
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	2,191,035	2,507,245	2,591,303	2,216,271	3,012,463	421,160	16%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Total Appropriated	2,191,035	2,507,245	2,591,303	2,216,271	3,012,463	421,160	16%
Reserve for Future Expenditures	-	-	-	-	-	-	-
Total Expense	2,191,035	2,507,245	2,591,303	2,216,271	3,012,463	421,160	16%
Revenues Less Expenses	105,662	168,063	-	-	-		

Notes:
None



County Administration

Board of County Commissioners

Craig Roberts - Chair
Diana Helm
Paul Savas
Martha Schrader
Ben West

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

County Administration
Gary Schmidt – County Administrator
Nancy Bush – County Operations Officer

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



County Administration (12)

Department Budget Summary by Fund

Line of Business	Program	FY25-26 General Fund (100)	FY25-26 Special Grants Fund (230)	FY25-26 Total Budget	FY25-26 General Fund Support in Budget*	% of Total	FY25-26 FTE **		
							Total	Filled	Vacant
County Administration Line of Business	Office of County Administrator	3,107,181	2,200,000	5,307,181	3,107,181	59%	11.0	11.0	-
	Outreach Program	49,567	-	49,567	-	0%	-	-	-
	BCC Office	1,173,544		1,173,544	1,173,544	100%	5.0	5.0	-
TOTAL		4,330,292	2,200,000	6,530,292	4,280,725	66%	16.0	16.0	0.0
FY24-25 Budget (Amended)		4,168,610	6,768,132	10,936,742	4,116,082	38%	16.8	16.0	0.8
\$ Increase (Decrease)		161,682	-4,568,132	-4,406,450	164,643		(0.8)	0.0	(0.8)
% Increase (Decrease)		4%	-67%	-40%	4%		-5%	0%	-100%

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

** FY25-26 FTE: The figures align to each department's updated personnel counts



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 FY25-26 of \$5,307,181. During FY24-25 significant progress was made in building the replacement County Courthouse.

Key Performance Measures

		FY22-23 Actual	FY23-24 Actual	FY24-25 Target	FY24-25 Actuals	FY25-26 Target
Result	By 2023, Bulid a new County Courthouse	Not measured	45%	100% Completion	Completed	Commissioning Complete
	Courthouse Milestones Groundbreaking - February 2022 Concrete Topoff - December 2023 Crane Removal - June 2024 Commissioning - January 2025 Turnover - May 2025 End of Commissioning - August 2025					

Programs Include

Mandated Services

Shared Services

Grant Funding



1201-County Administration Line of Business

120101-Office of County Administrator

BCC Priority Alignment: Accountable Government

Program Budget Summary

Budget-to-Budget:							
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	\$ Variance	% Variance
Beginning Fund Balance	-	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	54	2,291,528	6,768,132	6,768,132	2,200,000	(4,568,132)	-67%
Charges, Fees, License, Permits, Fines	1,049,460	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	625	-	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	3,094,027	2,032,736	2,996,057	2,996,057	3,107,181	111,124	4%
Operating Revenue	4,144,166	4,324,264	9,764,189	9,764,189	5,307,181	(4,457,008)	-46%
Total Revenue	4,144,166	4,324,264	9,764,189	9,764,189	5,307,181	(4,457,008)	-46%
Personnel Services	2,460,548	2,174,423	2,484,355	2,501,966	2,572,692	88,336	4%
Materials and Services	1,102,815	385,502	648,802	684,191	597,550	(51,252)	-8%
Capital Outlay	18,335	4,603	-	-	-	-	-
Operating Expense	3,581,698	2,564,527	3,133,157	3,186,157	3,170,241	37,084	1%
Debt Service	-	-	-	-	-	-	-
Special Payments	499,121	2,244,115	6,581,032	6,578,032	2,136,940	(4,444,092)	-68%
Transfers	-	-	50,000	-	-	(50,000)	-100%
Contingency	-	-	-	-	-	-	-
Total Appropriated	4,080,818	4,808,642	9,764,189	9,764,189	5,307,181	(4,457,008)	-46%
Reserve for Future Expenditures	-	-	-	-	-	-	-
Total Expense	4,080,818	4,808,642	9,764,189	9,764,189	5,307,181	(4,507,008)	-46%
Revenues Less Expenses	63,348	(484,378)	-	-	-		

Notes:

None



120102-Equity, Diversity & Inclusion

BCC Priority Alignment: Not Applicable

Program Budget Summary

Budget-to-Budget:							
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	\$ Variance	% Variance
Beginning Fund Balance	95,000	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	804,795	2,595,493	-	-	-	-	-
Charges, Fees, License, Permits, Fines	-	757,536	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	35,660	-	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	719,706	-	-	-	-	-	-
Operating Revenue	1,560,161	3,353,029	-	-	-	-	-
Total Revenue	1,655,161	3,353,029	-	-	-	-	-
Personnel Services	643,179	287,378	-	-	-	-	-
Materials and Services	187,227	133,972	-	-	-	-	-
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	830,407	421,350	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-
Special Payments	694,990	2,412,952	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Total Appropriated	1,525,397	2,834,303	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Total Expense	1,525,397	2,834,303	-	-	-	-	-
Revenues Less Expenses	129,764	518,726	-	-	-	-	-

Notes:

This program has been closed beginning FY24-25.



120103-Outreach Program

BCC Priority Alignment: Accountable Government

Program Budget Summary

	Budget-to-Budget:						
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	\$ Variance	% Variance
Beginning Fund Balance	-	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	6,151	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines	-	-	52,528	50,000	49,567	(2,961)	-6%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	159,299	-	-	-	-	-	-
Operating Revenue	165,450	-	52,528	50,000	49,567	(2,961)	-6%
Total Revenue	165,450	-	52,528	50,000	49,567	(2,961)	-6%
Personnel Services	165,810	-	-	-	-	-	-
Materials and Services	-	-	52,528	50,000	49,567	(2,961)	-6%
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	165,810	-	52,528	50,000	49,567	(2,961)	-6%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Total Appropriated	165,810	-	52,528	50,000	49,567	(2,961)	-6%
Reserve for Future Expenditures	-	-	-	-	-	-	-
Total Expense	165,810	-	52,528	50,000	49,567	(2,961)	-6%
Revenues Less Expenses	(360)	-	-	-	-	-	-

Notes:

None



Budget-to-Budget:							
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	\$ Variance	% Variance
Beginning Fund Balance	-	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines	-	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	909,211	1,233,694	1,120,025	1,120,024	1,173,544	53,519	5%
Operating Revenue	909,211	1,233,694	1,120,025	1,120,024	1,173,544	53,519	5%
Total Revenue	909,211	1,233,694	1,120,025	1,120,024	1,173,544	53,519	5%
Personnel Services	868,700	1,017,405	1,044,281	1,044,280	1,104,102	59,821	6%
Materials and Services	40,511	249,604	75,743	75,744	69,442	(6,301)	-8%
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	909,211	1,267,009	1,120,024	1,120,024	1,173,544	53,519	5%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	(97)	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Total Appropriated	909,211	1,266,912	1,120,024	1,120,024	1,173,544	53,519	5%
Reserve for Future Expenditures	-	-	-	-	-	-	-
Total Expense	909,211	1,266,912	1,120,024	1,120,024	1,173,544	53,519	5%
Revenues Less Expenses	-	(33,218)	-	-	-		

Notes:

None



Tourism

Lizzie Keenan, Executive Director

Website: <https://www.mthoodterritory.com>



County Administration - Tourism (12)

Department Budget Summary by Fund

Line of Business	Program	FY25-26 Transient Lodging Tax Fund (255)	FY25-26 Total Budget	FY25-26 General Fund Support in Budget*	% of Total	FY25-26 FTE **		
						Total	Filled	Vacant
Tourism	Leadership & Administration	8,630,217	8,630,217	-	-	3.3	2.3	1.0
	Destination Development & Community Relations	3,009,503	3,009,503	-	-	2.0	2.0	-
	Region Cooperative Tourism Program	610,001	610,001	-	-	0.8	0.8	-
	Marketing & Communication	3,166,931	3,166,931	-	-	3.7	3.7	-
TOTAL		15,416,651	15,416,651	-	-	9.7	8.7	1.0
FY24-25 Budget (Amended)		12,242,125	12,242,125	-	-	9.7	8.7	1.0
\$ Increase (Decrease)		3,174,526	3,174,526	-	-	0.0	0.0	0.0
% Increase (Decrease)		26%	26%	-	-	0%	0%	0%

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

** FY25-26 FTE: The figures align to each department's updated personnel counts

Note: Transient Room Tax given to the County Fair Fund and County Finance is reported in Department 80 Misc./Pass-Through. In FY22-23 and FY23-24 the change in fund balance is due to a split between departments 12 and 80.



Tourism

Leadership & Administration

Purpose Statement

The purpose of Tourism is to provide sustainable county-wide 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

	FY22-23 Actual	FY23-24 Actual	FY24-25 Target	FY24-25 Actuals as of 2/28/25	FY25-26 Target
Annual collection of revenues resulting from the TRT tax collections - County	\$5.7M	\$6.1M	\$5.8M	\$4.1M	\$5.8M
Annual destination spending in Clackamas County as calculated by Dean Runyan Associates for Travel Oregon (reported calendar year)	\$560.6M (year 2023)	\$571.8M (year 2024)	\$555M (year 2025)	***	\$555M

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

Program includes:

Mandated Services

Shared Services

Grant Funding

Explain all "Yes" boxes below

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

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

Explanation



120201-Leadership & Administration
BCC Priority Alignment: Accountable Government
Program Budget Summary

	Budget-to-Budget:						
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	\$ Variance	% Variance
Beginning Fund Balance	6,635,868	5,874,179	6,712,125	7,791,487	8,304,706	1,592,581	24%
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines	-	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	474,632	3,179,930	978,914	1,606,562	325,510	(653,404)	-67%
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-
Operating Revenue	474,632	3,179,930	978,914	1,606,562	325,510	(653,404)	-67%
Total Revenue	7,110,500	9,054,108	7,691,039	9,398,049	8,630,216	939,177	12%
Personnel Services	515,605	577,029	612,327	612,328	579,296	(33,030)	-5%
Materials and Services	764,880	438,958	2,078,713	481,014	3,050,920	972,208	47%
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	1,280,485	1,015,987	2,691,039	1,093,342	3,630,217	939,177	35%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	200,000	-	-	-	-	-
Contingency	-	-	5,000,000	-	5,000,000	-	0%
Total Appropriated	1,280,485	1,215,987	7,691,039	1,093,342	8,630,217	939,177	12%
Reserve for Future Expenditures	-	-	-	-	-	-	-
Total Expense	1,280,485	1,215,987	7,691,039	1,093,342	8,630,217	939,177	12%
Revenues Less Expenses	5,830,015	7,838,122	-	8,304,707	-		

Notes:
 Transition of Tourism department leadership during FY24-25 led to limited spending of the current budget and a higher than expected carryover for FY25-26. Additionally, there was carryover from FY23-24 that was not budgeted for in FY24-25 that is now programmed into the FY25-26 budget. Combined, these funds beyond normal annual revenue have been distributed across the Leadership, Development and Marketing programs in FY25-26, intended for impactful, one time investments.



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

	FY22-23 Actual	FY23-24 Actual	FY24-25 Target	FY24-25 Actuals as of 2/28/25	FY25-26 Target
Annual collection of revenues resulting from the TRT tax collections - County	\$5.7M	\$6.1M	\$5.8M	\$4.1M	\$5.8M
Annual destination spending in Clackamas County as calculated by Dean Runyan Associates for Travel Oregon (reported calendar year)	\$560.6M (year 2023)	\$571.8M (year 2024)	\$555M (year 2025)	***	\$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: Accountable Government
Program Budget Summary

Budget-to-Budget:						
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	\$ % Variance Variance
Beginning Fund Balance	(49,695)	831,641	-	604,165	685,844	685,844 -
Taxes	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-
All Other Revenue Resources	1,590,558	891,394	1,710,335	1,362,304	2,323,660	613,325 36%
Other Interfund Transfers	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-
Operating Revenue	1,590,558	891,394	1,710,335	1,362,304	2,323,660	613,325 36%
Total Revenue	1,540,863	1,723,035	1,710,335	1,966,469	3,009,504	1,299,169 76%
Personnel Services	268,077	294,232	299,354	299,354	317,054	17,700 6%
Materials and Services	293,592	318,039	562,950	438,899	692,449	129,499 23%
Capital Outlay	-	-	-	-	-	-
Operating Expense	561,669	612,271	862,304	738,253	1,009,503	147,199 17%
Debt Service	-	-	-	-	-	-
Special Payments	147,553	506,600	848,031	542,370	2,000,000	1,151,969 136%
Transfers	-	-	-	-	-	-
Contingency	-	-	-	-	-	-
Total Appropriated	709,222	1,118,870	1,710,335	1,280,623	3,009,503	1,299,168 76%
Reserve for Future Expenditures	-	-	-	-	-	-
Total Expense	709,222	1,118,870	1,710,335	1,280,623	3,009,503	1,299,168 76%
Revenues Less Expenses	831,641	604,165	-	685,846	-	

Notes:
 Transition of Tourism department leadership during FY24-25 led to limited spending of the current budget and a higher than expected carryover for FY25-26. Additionally, there was carryover from FY23-24 that was not budgeted for in FY24-25 that is now programmed into the FY25-26 budget. Combined, these funds beyond normal annual revenue have been distributed across the Leadership, Development and Marketing programs in FY25-26, intended for impactful, one time investments.



Tourism

Region Cooperative Tourism Program

Purpose Statement

The purpose of the Regional Cooperative Tourism Program (RCTP) 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

	FY22-23 Actual	FY23-24 Actual	FY24-25 Target	FY24-25 Actuals as of 3/31/25	FY25-26 Target
Quarterly reviews with Travel Oregon program staff	4	4	4	2	4
Annual reports to be completed by the RDMO	1	1	1	0	1
Biennial regional stakeholder feedback via Travel Oregon's Industry Survey	0	0	1	1	0

Program includes:

Mandated Services ☐ N

Shared Services ☐ N

Grant Funding ☐ N

Explain all "Yes" boxes below

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

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

Explanation



120203-Region Cooperative Tourism Program
BCC Priority Alignment: Accountable Government
Program Budget Summary

	Budget-to-Budget:						
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	\$ Variance	% Variance
Beginning Fund Balance	141,825	83,007	-	168,935	40,000	40,000	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	556,018	593,232	530,000	577,743	570,000	40,000	8%
Charges, Fees, License, Permits, Fines	-	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	17,500	56,502	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-
Operating Revenue	573,518	649,734	530,000	577,743	570,000	40,000	8%
Total Revenue	715,343	732,741	530,000	746,678	610,000	80,000	15%
Personnel Services	105,312	120,177	126,768	126,797	135,141	8,373	7%
Materials and Services	535,627	407,529	403,233	579,881	474,860	71,627	18%
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	640,938	527,705	530,000	706,678	610,001	80,001	15%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	36,100	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Total Appropriated	640,938	563,805	530,000	706,678	610,001	80,001	15%
Reserve for Future Expenditures	-	-	-	-	-	-	-
Total Expense	640,938	563,805	530,000	706,678	610,001	80,001	15%
Revenues Less Expenses	74,405	168,935	-	40,000	-		

Notes:
 Year-over-year budget increase due to anticipated increase in grant funding revenue from the Portland Regional Program and anticipated carryover from FY24-25.



Tourism

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

	FY22-23 Actual	FY23-24 Actual	FY24-25 Target	FY24-25 Actuals as of 2/28/25	FY25-26 Target
Annual collection of revenues resulting from the TRT tax collections - County	\$5.7M	\$6.1M	\$5.8M	\$4.1M	\$5.8M
Annual destination spending in Clackamas County as calculated by Dean Runyan Associates for Travel Oregon (reported calendar year)	\$560.6M (year 2023)	\$571.8M (year 2024)	\$555M (year 2025)	***	\$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: Accountable Government
Program Budget Summary

	Budget-to-Budget:						
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	\$ Variance	% Variance
Beginning Fund Balance	(351,517)	613,188	-	46,917	266,102	266,102	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines	-	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	3,075,240	1,601,951	2,310,751	2,314,351	2,900,830	590,079	26%
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-
Operating Revenue	3,075,240	1,601,951	2,310,751	2,314,351	2,900,830	590,079	26%
Total Revenue	2,723,724	2,215,139	2,310,751	2,361,268	3,166,932	856,181	37%
Personnel Services	375,822	554,525	597,850	597,851	616,502	18,651	3%
Materials and Services	1,734,713	1,613,697	1,712,900	1,497,314	2,550,429	837,529	49%
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	2,110,536	2,168,222	2,310,750	2,095,165	3,166,931	856,180	37%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Total Appropriated	2,110,536	2,168,222	2,310,750	2,095,165	3,166,931	856,180	37%
Reserve for Future Expenditures	-	-	-	-	-	-	-
Total Expense	2,110,536	2,168,222	2,310,750	2,095,165	3,166,931	856,180	37%
Revenues Less Expenses	613,188	46,917	-	266,103	-		

Notes:
 Transition of Tourism department leadership during FY24-25 led to limited spending of the current budget and a higher than expected carryover for FY25-26. Additionally, there was carryover from FY23-24 that was not budgeted for in FY24-25 that is now programmed into the FY25-26 budget. Combined, these funds beyond normal annual revenue have been distributed across the Leadership, Development and Marketing programs in FY25-26, intended for impactful, one time investments.



County Administration - Disaster Management

Daniel Nibouar, Program Director

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



County Admin - Disaster Management (23)

Department Budget Summary by Fund

Line of Business	Program	FY25-26	FY25-26	FY25-26	FY25-26	% of	FY25-26 FTE **		
		General Fund (100)	Special Grants Fund (230)	Total Budget	General Fund Support in Budget*	Total	Total	Filled	Vacant
Disaster Management & Medical Examiner	Disaster Management	2,247,171	28,040	2,275,211	2,127,521	94%	9.0	7.0	2.0
	Medical Examiner's Office	1,533,979	-	1,533,979	1,533,979	100%	6.0	6.0	-
	Disaster Activation	20,000	-	20,000	20,000	100%	-	-	-
	Disaster Management Grants	924,387		924,387	-	0%	-	-	-
TOTAL		4,725,537	28,040	4,753,577	3,681,500	77%	15.0	13.0	2.0
FY24-25 Budget (Amended)		4,985,221	55,923	5,041,144	3,393,750	67%	15.0	13.0	2.0
\$ Increase (Decrease)		-259,684	-27,883	-287,567	287,750		-	-	-
% Increase (Decrease)		-5%	-50%	-6%	8%		0%	0%	0%

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

** FY25-26 FTE: The figures align to each department's updated personnel counts



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.

Key Performance Measures

		FY22-23 Actuals	FY23-24 Actuals	FY24-25 Target	FY24-25 Actuals as of 4/28/2025	FY25-26 Target
Result Measure	90% of required Disaster Management Plans that are up to date and approved	Discontinued	Discontinued	Discontinued	Discontinued	Discontinued
Result Measure	75% Clackamas County Departments have up to date, approved Continuity of Operations Plans in place ¹	35%	70%	85%	74%	75%
Output	85% of Public Alert calls connected to residents	89%	89%	85%	86%	85%

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

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



230101-Disaster Management

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

Program Budget Summary

Budget-to-Budget:							
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	\$ Variance	% Variance
Beginning Fund Balance	-	-	55,923	-	-	(55,923)	-100%
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	314,452	52,355	141,962	309,941	147,690	5,728	4%
Charges, Fees, License, Permits, Fines	7,807	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	6,602	1,205	-	1,288	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	1,955,460	1,584,866	2,024,020	1,882,445	2,127,521	103,501	5%
Operating Revenue	2,284,321	1,638,426	2,165,982	2,193,674	2,275,211	109,229	5%
Total Revenue	2,284,321	1,638,426	2,221,905	2,193,674	2,275,211	53,306	2%
Personnel Services	1,297,146	1,262,191	1,667,848	1,493,038	1,817,529	149,681	9%
Materials and Services	834,778	424,370	498,134	672,753	429,642	(68,492)	-14%
Capital Outlay	-	49,333	55,923	27,883	28,040	(27,883)	-50%
Operating Expense	2,131,924	1,735,894	2,221,905	2,193,674	2,275,211	53,306	2%
Debt Service	-	-	-	-	-	-	-
Special Payments	27,884	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Total Appropriated	2,159,808	1,735,894	2,221,905	2,193,674	2,275,211	53,306	2%
Reserve for Future Expenditures	-	-	-	-	-	-	-
Total Expense	2,159,808	1,735,894	2,221,905	2,193,674	2,275,211	53,306	2%
Revenues Less Expenses	124,513	(97,468)	-	-	-		

Notes:

Increase in Professional Services due to cost match in federal grant. Decreasing state support on travel for training.



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.

Key Performance Measures

		FY22-23 Actuals	FY23-24 Actuals	FY24-25 Target	FY24-25 Actuals as of 12/31/2024	FY25-26 Target
Result	% of on-scene investigations with associated interviews and investigations where Quality Assurance Reviews are conducted.	5%	5%	4%	5%	4%
Result	% of the conducted Quality Assurance Reviews demonstrated to have no exceptions or non-compliance with protocols and established professional standards.	85%	85%	95%	85%	95%
Result	Total Number of Medical Examiner Cases	1302*	1316*	1311*	762*	1,200
	Number of On-Scene Investigations	419*	434*	437*	260*	366
	Number of Reportable - Limited Investigations	883*	884*	874*	502*	834

*Calendar Year

Program includes:

Mandated Services

Shared Services

Grant Funding

Explain all "Yes" boxes below

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

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

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



230102-Medical Examiner's Office

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

Program Budget Summary

Budget-to-Budget:							
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	\$ Variance	% Variance
Beginning Fund Balance	-	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines	-	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	1,312,045	1,198,118	1,349,730	1,361,033	1,533,979	184,249	14%
Operating Revenue	1,312,045	1,198,118	1,349,730	1,361,033	1,533,979	184,249	14%
Total Revenue	1,312,045	1,198,118	1,349,730	1,361,033	1,533,979	184,249	14%
Personnel Services	963,016	1,023,537	1,092,256	1,101,037	1,284,113	191,857	18%
Materials and Services	171,366	214,410	257,474	259,996	249,866	(7,608)	-3%
Capital Outlay	177,663	-	-	-	-	-	-
Operating Expense	1,312,045	1,237,947	1,349,730	1,361,033	1,533,979	184,249	14%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Total Appropriated	1,312,045	1,237,947	1,349,730	1,361,033	1,533,979	184,249	14%
Reserve for Future Expenditures	-	-	-	-	-	-	-
Total Expense	1,312,045	1,237,947	1,349,730	1,361,033	1,533,979	184,249	14%
Revenues Less Expenses	-	(39,829)	-	-	-	-	-

Notes:

None



Disaster Management

Disaster Activation

Purpose Statement

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

Key Performance Measures

		FY22-23 Actuals	FY23-24 Actuals	FY24-25 Target	FY24-25 Actuals as of 4/28/2025	FY25-26 Target
Output	Number of Animals sheltered during an event ¹	142	N/A	N/A	N/A	N/A
Output	Number of RV's and families Sheltered by Clackamas County during an event ²	6	N/A	N/A	0.35	N/A
Output	During an event activation, number of Messaging (PIO) released on social media platforms, hits to posts, and other avenues of reaching the community. ³	194,385	N/A	N/A	68 tagged published posts 174,006 Impressions 14,264 Engagements 1,372 Post Link Clicks	N/A
Output	Reportable Staff time dedicated to disaster event establishing shelters, delivering messaging, fulfilling resources requests and providing resources to residents. ⁴	1,819	N/A	N/A	N/A	N/A
Output	Percentage of calls answered at the Public Inquiry Center (PIC) to the number of callers sent to the Public Inquiry line during an event. ⁵	N/A	N/A	N/A	Number of calls and texts supported in English: 33 Number of calls and texts supported in other languages (Spanish and Aramaic): 4	Discontinued

1- Animal sheltering was not required during any EOC activation for FY24-25.

2- Only the July Excessive Heat EOC activation required RV and Family sheltering.

3- Data is for July 2024-April 2025. See attached report for more details.

4- Disaster Management did not have an event that required sheltering, delivering messaging, fulfilling resource requests and providing recourses to residents this FY.

5- Data is for July 2024 activation. Disaster Management now utilizes 2-1-1 to serve as the Public Inquiry Center during EOC activations. The wording for this measure will change for the FY25-26 budget to be more in line with 2-1-1's operations and reporting.

Program includes:

Mandated Service ☒ Y

Shared Services ☐ N

Grant Funding ☒ Y

Explain all "Yes" boxes below

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

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

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



230103-Disaster Activation

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

Program Budget Summary

Budget-to-Budget:						
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	\$ % Variance Variance
Beginning Fund Balance	-	-	-	-	-	- -
Taxes	-	-	-	-	-	- -
Federal, State, Local, All Other Gifts	192,051	20,633	-	-	-	- -
Charges, Fees, License, Permits, Fines	-	-	-	-	-	- -
Revenue from Bonds & Other Debts	-	-	-	-	-	- -
All Other Revenue Resources	12,302	769	-	-	-	- -
Other Interfund Transfers	-	-	-	-	-	- -
General Fund Support	3,999	15,000	20,000	8,697	20,000	- 0%
Operating Revenue	208,352	36,403	20,000	8,697	20,000	- 0%
Total Revenue	208,352	36,403	20,000	8,697	20,000	- 0%
Personnel Services	148,037	-	-	-	-	- -
Materials and Services	17,979	31,712	20,000	8,697	20,000	- 0%
Capital Outlay	-	-	-	-	-	- -
Operating Expense	166,016	31,712	20,000	8,697	20,000	- 0%
Debt Service	-	-	-	-	-	- -
Special Payments	-	-	-	-	-	- -
Transfers	-	-	-	-	-	- -
Contingency	-	-	-	-	-	- -
Total Appropriated	166,016	31,712	20,000	8,697	20,000	- 0%
Reserve for Future Expenditures	-	-	-	-	-	- -
Total Expense	166,016	31,712	20,000	8,697	20,000	- 0%
Revenues Less Expenses	42,336	4,691	-	-	-	

Notes:

None



230104-Disaster Management Grants

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

Program Budget Summary

						Budget-to-Budget:	
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	\$ Variance	% Variance
Beginning Fund Balance	423,844	573,844	583,844	562,069	400,607	(183,237)	-31%
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	175,050	328,796	865,665	965,887	523,780	(341,885)	-39%
Charges, Fees, License, Permits, Fines	-	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	-	(0)	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-
Operating Revenue	175,050	328,796	865,665	965,887	523,780	(341,885)	-39%
Total Revenue	598,895	902,640	1,449,509	1,527,956	924,387	(525,122)	-36%
Personnel Services	-	-	-	-	-	-	-
Materials and Services	90,054	205,162	313,274	273,138	523,780	210,506	67%
Capital Outlay	-	-	552,391	485,354	-	(552,391)	-100%
Operating Expense	90,054	205,162	865,665	758,492	523,780	(341,885)	-39%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	2,803	583,844	300,000	400,607	(183,237)	-31%
Transfers	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Total Appropriated	90,054	207,965	1,449,509	1,058,492	924,387	(525,122)	-36%
Reserve for Future Expenditures	-	-	-	-	-	-	-
Total Expense	90,054	207,965	1,449,509	1,058,492	924,387	(525,122)	-36%
Revenues Less Expenses	508,841	694,675	-	469,464	-		

Notes:
Changing levels in grants and associated projects.



County Administration - Law Library

Jennifer Dalglish, Director

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



County Admin - Law Library (27)

Department Budget Summary by Fund

Line of Business	Program	FY25-26 Law Library Fund (211)	FY25-26 Total Budget	FY25-26 General Fund Support in Budget*	% of Total	FY25-26 FTE **		
						Total	Filled	Vacant
Law Library Administration	Law Library Services	571,374	571,374	-	0%	2.3	2.3	-
TOTAL		571,374	571,374	-	0%	2.3	2.3	0.0
FY24-25 Budget (Amended)		583,495	583,495	6,011	1%	2.3	2.3	0.0
\$ Increase (Decrease)		(12,121)	(12,121)	-		0.0	0.0	0.0
% Increase (Decrease)		-2%	-2%	-100%		0%	0%	-

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

*** FY25-26 FTE: The figures align to each department's updated personnel counts*



Law Library Administration

Law Library Services

Purpose Statement

The Law Library program will support the division'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 personnel, 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 information and 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. The Law Library will provide legal information, legal resources, legal research assistance, a legal self-help center and law practice services in the new courthouse.

Key Performance Measures

Measure	FY22-23 Actual	FY23-24 Actual	FY24-25 Actual	FY25-26 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.



						<u>Budget-to-Budget:</u>	
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	\$ Variance	% Variance
Beginning Fund Balance	268,541	284,874	194,415	225,564	147,554	(46,861)	-24%
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	25,797	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines	351,135	362,720	370,069	363,069	407,820	37,751	10%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	9,012	16,401	13,000	13,620	16,000	3,000	23%
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	-	6,011	6,011	-	(6,011)	-100%
Operating Revenue	385,944	379,121	389,080	382,700	423,820	34,740	9%
Total Revenue	654,485	663,995	583,495	608,264	571,374	(12,121)	-2%
Personnel Services	237,845	284,046	346,103	266,005	333,060	(13,043)	-4%
Materials and Services	131,765	154,385	195,221	194,705	188,313	(6,908)	-4%
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	369,611	438,431	541,324	460,710	521,374	(19,951)	-4%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Contingency	-	-	42,171	-	50,000	7,829	19%
Total Appropriated	369,611	438,431	583,495	460,710	571,374	(12,122)	-2%
Reserve for Future Expenditures	-	-	-	-	-	-	-
Total Expense	369,611	438,431	583,495	460,710	571,374	(4,293)	-1%
Revenues Less Expenses	284,874	225,564	-	147,554	-		

Notes:

No significant issues or changes.



Office of the County Clerk

Catherine McMullen, Clerk

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



County Clerk (13)

Department Budget Summary by Fund

Line of Business	Program	FY25-26 General Fund (100)	FY25-26 Total Budget	FY25-26 General Fund Support in Budget*	% of Total	FY25-26 FTE **		
						Total	Filled	Vacant
Clerk's Office	Office of the Clerk	981,460	981,460	981,460	100%	2.0	2.0	-
	Board of Property Tax Appeals (BOPTA)	12,000	12,000	12,000	100%	-	-	-
	Elections	3,076,171	3,076,171	1,621,678	53%	7.0	6.0	1.0
	Recording	930,502	930,502	-	0%	7.0	5.0	2.0
Records Management	Records Management	805,658	805,658	-	0%	5.0	5.0	-
						-	-	-
		5,805,791	5,805,791	2,615,138	45%	21.0	18.0	3.0
FY24-25 Budget (Amended)		6,160,612	6,160,612	2,648,250	43%	21.0	18.0	3.0
\$ Increase (Decrease)		(354,822)	(354,822)	(33,112)		0.0	0.0	0.0
% Increase (Decrease)		-6%	-6%	-1%		0%	0%	0%

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

** FY25-26 FTE: The figures align to each department's updated personnel counts



Clerk's Office

Office of the Clerk

Purpose Statement

The Office of the Clerk and its major divisions build public trust through good and responsive government. The Office of the Clerk ensures equitable and inclusive access to local government services through conducting accurate and transparent elections, empowering every voice, recording real property transactions, issuing marriage licenses, officiating weddings, and preserving the public record.

Performance Narrative Statement

The Office of the Clerk program proposed a budget of \$981,460, a stable 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

		FY23-24 Actual	FY24-25 Target	FY24-25 Projected	FY25-26 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.	72	55	70	65
 Result	% of elections administered that meet all statutory deadlines including certification.	100%	100%	100%	100%

Program includes:

Mandated Services

Shared Services

Grant Funding

Explain all "Yes" boxes below

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

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

Explanation



130101-Office of the Clerk

BCC Priority Alignment: Accountable Government

Program Budget Summary

Budget-to-Budget:						
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	\$ % Variance Variance
Beginning Fund Balance	929,497	1,497	-	-	-	-
Taxes	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines	1,662,602	18,209	1,616,500	1,616,500	-	(1,616,500) -100%
Revenue from Bonds & Other Debts	-	-	-	-	-	-
All Other Revenue Resources	-	1,850	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-
General Fund Support	350,000	287,017	7,250	7,250	981,460	974,210 13437%
Operating Revenue	2,012,602	307,076	1,623,750	1,623,750	981,460	(642,290) -40%
Total Revenue	2,942,099	308,573	1,623,750	1,623,750	981,460	(642,290) -40%
Personnel Services	572,694	671,889	563,607	530,470	408,577	(155,030) -28%
Materials and Services	318,718	25,545	571,193	566,388	572,884	1,691 0%
Capital Outlay	-	-	-	-	-	-
Operating Expense	891,412	697,433	1,134,799	1,096,858	981,460	(153,339) -14%
Debt Service	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-
Transfers	-	-	-	-	-	-
Contingency	-	-	-	-	-	-
Total Appropriated	891,412	697,433	1,134,799	1,096,858	981,460	(153,339) -14%
Reserve for Future Expenditures	-	-	-	-	-	-
Total Expense	891,412	697,433	1,134,799	1,096,858	981,460	(153,339) -14%
Revenues Less Expenses	2,050,687	(388,861)	488,951	526,892	-	

Notes:

Moving 1.5 FTE Recording positions listed in 130101 back to the Recording Program (130103) and adjusting training and development funds to support the training of new staff filling existing positions.



Clerk's Office

Property Value Appeals Board

Purpose Statement

The purpose of the Clackamas County Property Value Appeals Board (PVAB) 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 Property Value Appeals Board (PVAB) program proposed a budget of \$12k, a continuation of current funding levels. These resources will support office materials and board members, training, and administrative costs of reviewing property value appeals and holding property value appeals hearings.

Key Performance Measures

		FY23-24 Actual	FY24-25 Target	FY24-25 Projected	FY25-26 Target
 Result	% Petitioners who received a decision/order from the Clerk's office within five business days	100%	100%	100%	100%

This program was formerly called the Board of Property Tax Appeals (BOPTA)

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 FTE for the PVAB program is an employee that works and is paid on the Clerk program.



130102-Board of Property Tax Appeals (BOPTA)

BCC Priority Alignment: Accountable Government

Program Budget Summary

	Budget-to-Budget:						
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	\$ Variance	% Variance
Beginning Fund Balance	-	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines	-	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	-	12,000	222	12,000	-	0%
Operating Revenue	-	-	12,000	222	12,000	-	0%
Total Revenue	-	-	12,000	222	12,000	-	0%
Personnel Services	-	-	-	-	-	-	-
Materials and Services	7,887	10,046	12,000	8,700	12,000	-	0%
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	7,887	10,046	12,000	8,700	12,000	-	0%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Total Appropriated	7,887	10,046	12,000	8,700	12,000	-	0%
Reserve for Future Expenditures	-	-	-	-	-	-	-
Total Expense	7,887	10,046	12,000	8,700	12,000	-	0%
Revenues Less Expenses	(7,887)	(10,046)	-	(8,478)	-		

Notes:

No significant changes to this budget. The legislature has changed the name of this program from Board of Property Tax Appeals to the Property Value Appeals Board.



Clerk's Office

Elections

Purpose Statement

The purpose of the Elections program is to provide voter registration, information, ballot delivery, official ballot drop sites, and election administration 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 \$3,076,171, a continuation in funding levels, and will maintain and strengthen technology and security, conduct the November 2025 Special Election, be prepared for the upcoming general election cycle (May 2026). 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

		FY23-24 Actual	FY24-25 Target	FY24-25 Projected	FY25-26 Target
 Result	Overall election cost per eligible voter.	\$1.47	\$1.32	\$1.94	\$1.49
 Result	Election personnel cost per 1,000 ballots processed.	\$717	\$446	\$940	\$652
 Result	% Elections open to observation	100%	100%	100%	100%
 Result	% Ballot correspondence sent to voter within two business days	100%	100%	100%	100%
 Result	% Election filings on the County's website within one business day	100%	100%	100%	100%

Program includes:

Mandated Services	YES
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 Elections Office has received UASI and EAC federal grant funding.



130103-Elections

BCC Priority Alignment: Accountable Government

Program Budget Summary

	Budget-to-Budget:						
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	\$ Variance	% Variance
Beginning Fund Balance	-	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	8,004	3,141	-	-	-	-	-
Charges, Fees, License, Permits, Fines	93,141	296,287	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	193,165	258,333	500,000	500,000	150,000	(350,000)	-70%
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	-	2,397,788	2,230,071	1,621,678	(776,110)	-32%
Operating Revenue	294,309	557,761	2,897,788	2,730,071	1,771,678	(1,126,110)	-39%
Total Revenue	294,309	557,761	2,897,788	2,730,071	1,771,678	(1,126,110)	-39%
Personnel Services	598,533	566,346	824,288	855,555	986,065	161,776	20%
Materials and Services	1,152,313	869,016	1,473,500	1,399,516	1,965,106	491,606	33%
Capital Outlay	-	-	600,000	475,000	125,000	(475,000)	-79%
Operating Expense	1,750,846	1,435,362	2,897,788	2,730,071	3,076,171	178,382	6%
Debt Service	-	-	-	-	-	-	-
Special Payments	202,849	145,711	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Total Appropriated	1,953,695	1,581,073	2,897,788	2,730,071	3,076,171	178,382	6%
Reserve for Future Expenditures	-	-	-	-	-	-	-
Total Expense	1,953,695	1,581,073	2,897,788	2,730,071	3,076,171	178,382	6%
Revenues Less Expenses	(1,659,386)	(1,023,312)	-	-	(1,304,493)		

Notes:

The Elections Program (130103) is updating its ballot tally system, which has not been replaced in five years, with \$240k budgeted for new equipment under professional services. Additionally, \$125k is carried over from FY24-25 capital outlay for the ballot sorter project to complete facility modifications, including room remodeling for optimized workflow. These investments enhance efficiency, security, and reliability in election operations while ensuring the program remains equipped for future needs.



Clerk's Office

Recording

Purpose Statement

The purpose of the Recording program is to provide marriage license, wedding officiation, 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 \$930,502 budget, a continuation 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

		FY23-24 Actual	FY24-25 Target	FY24-25 Projected	FY25-26 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	100%	100%	100%	100%
 Result	% Recorded documents indexed within five business days of being recorded	75%	100%	30%*	100%

*Recording Division has been understaffed Oct. 2024 - May 2025. Expect to be fully staffed by end of FY24-25.

Program includes:

Mandated Services	YES
Shared Services	NO
Grant Funding	NO

Explain all "Yes" boxes below

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

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

Explanation	The Recording Office records official documents on behalf of the County and citizens per ORS.



130105-Recording

BCC Priority Alignment: Accountable Government

Program Budget Summary

Budget-to-Budget:							
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	\$ Variance	% Variance
Beginning Fund Balance	247,353	106,735	503,494	503,494	473,494	(30,000)	-6%
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines	146,475	1,870,904	145,000	145,000	1,761,500	1,616,500	1115%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	-	1,264	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	-	231,212	-	-	(231,212)	-100%
Operating Revenue	146,475	1,872,168	376,212	145,000	1,761,500	1,385,288	368%
Total Revenue	393,828	1,978,903	879,706	648,494	2,234,994	1,355,288	154%
Personnel Services	346,459	392,334	592,241	576,314	780,638	188,397	32%
Materials and Services	135,779	124,112	126,253	117,100	149,864	23,611	19%
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	482,237	516,446	718,494	693,414	930,502	212,008	30%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Contingency	-	-	650,162	-	-	(650,162)	-100%
Total Appropriated	482,237	516,446	1,368,656	693,414	930,502	(438,154)	-32%
Reserve for Future Expenditures	-	-	-	-	-	-	-
Total Expense	482,237	516,446	1,368,656	693,414	930,502	(1,088,316)	-80%
Revenues Less Expenses	(88,409)	1,462,457	(488,950)	(44,920)	1,304,492		

Notes:

The Recording Program (130105) is moving 1.5 FTE Recording positions from the Office of the Clerk Program (130101) back for proper alignment. Recording software service agreement costs increased nearly 10% this past year, adding to expenses. Revenue remains strained due to the housing market's continued slowdown, impacting recording fees. Despite these challenges, the program remains committed to providing accurate and timely document recording services while adapting to financial and market conditions.



Budget-to-Budget:							
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	\$ Variance	% Variance
Beginning Fund Balance	-	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines	1,481	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-
Operating Revenue	1,481	-	-	-	-	-	-
Total Revenue	1,481	-	-	-	-	-	-
Personnel Services	-	-	-	-	-	-	-
Materials and Services	-	-	-	-	-	-	-
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Total Appropriated	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Total Expense	-	-	-	-	-	-	-
Revenues Less Expenses	1,481	-	-	-	-	-	-

Notes:

None



Clerk's Office

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. The program also serves as a passport acceptance facility for the US Department of State.

Performance Narrative Statement

Records Management proposed a \$805,658 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

		FY23-24 Actual	FY24-25 Target	FY24-25 Projected	FY25-26 Target
 Result	% Permanent, hardcopy documents stored in Records Management will be converted to archival film	40%	48%	40%	60%
 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	25%	70%	50%	70%

Mandated Services

Shared Services

Grant Funding

Explain all "Yes" boxes below

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

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



130106-Records Management OLD
BCC Priority Alignment: Accountable Government
Program Budget Summary

Budget-to-Budget:							
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	\$ Variance	% Variance
Beginning Fund Balance	-	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines	657,269	654,120	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-
Operating Revenue	657,269	654,120	-	-	-	-	-
Total Revenue	657,269	654,120	-	-	-	-	-
Personnel Services	572,235	609,041	-	-	-	-	-
Materials and Services	273,288	85,041	-	-	-	-	-
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	845,523	694,082	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Total Appropriated	845,523	694,082	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Total Expense	845,523	694,082	-	-	-	-	-
Revenues Less Expenses	(188,254)	(39,962)	-	-	-	-	-

Notes:

None



Program Budget Summary

	Budget-to-Budget:						
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	\$ Variance	% Variance
Beginning Fund Balance	-	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines	-	-	747,368	759,761	805,658	58,290	8%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-
Operating Revenue	-	-	747,368	759,761	805,658	58,290	8%
Total Revenue	-	-	747,368	759,761	805,658	58,290	8%
Personnel Services	-	-	646,371	648,871	675,328	28,957	4%
Materials and Services	-	-	100,997	110,890	130,330	29,333	29%
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	-	-	747,368	759,761	805,658	58,290	8%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Total Appropriated	-	-	747,368	759,761	805,658	58,290	8%
Reserve for Future Expenditures	-	-	-	-	-	-	-
Total Expense	-	-	747,368	759,761	805,658	58,290	8%
Revenues Less Expenses	-	-	-	-	-	-	-

Notes:

None



County Counsel

Currently Vacant

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



County Counsel (14)

Department Budget Summary by Fund

Line of Business	Program	FY25-26 General Fund (100)	FY25-26 Total Budget	FY25-26 General Fund Support in Budget*	% of Total	FY25-26 FTE **		
						Total	Filled	Vacant
Office of the County Counsel Administration	Office of the County Counsel	623,550	623,550	622,550	100%	2.0	2.0	-
Legal Support	Advisory, Regulatory, & Transactional	1,477,336	1,477,336	443,796	30%	5.5	4.5	1.0
Litigation & Labor	Labor & Employment	237,897	237,897	237,897	100%	1.0	-	1.0
	Litigation	1,444,637	1,444,637	824,637	57%	5.5	5.5	-
TOTAL		3,783,420	3,783,420	2,128,880	56%	14.0	12.0	2.0
<i>FY24-25 Budget (Amended)</i>		3,714,449	3,714,449	2,097,000	56%	14.0	11.0	3.0
<i>\$ Increase (Decrease)</i>		68,971	68,971	31,880		-	1.0	(1.0)
<i>% Increase (Decrease)</i>		1.9%	1.9%	1.5%		0.0%	9.1%	-33.3%

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

** FY25-26 FTE: The figures align to each department's updated personnel counts



Office of the County Counsel Administration

Office of the County Counsel

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		FY22-23 Actual	FY23-24 Actual	FY24-25 Target	FY24-25 Actual to date	FY25-26 Target
Result	% of County Counsel staff will attend educational programs on emerging legal issues	87%	90%	85%	100%	85%
Output	# of presentation/trainings provided to county employees in regards to legal principals and compliance	N/A	10	4	6	4
Customer Service	% of County Departments happy with the services they are receiving	N/A	97%	95%	N/A	N/A
Ratio	% savings county-wide utilizing in house Legal Services	N/A	39%	30%	39%	30%

Mandated Services ☐ Y

Shared Services ☐ N

Grant Funding ☐ N

Explain all "Yes" boxes below

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

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

Explanation Mandated Service: County Code 2.12.010



						<u>Budget-to-Budget:</u>	
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	\$ Variance	% Variance
Beginning Fund Balance	42,770	-	13,645	13,645	-	(13,645)	-100%
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines	887	-	1,000	1,000	1,000	-	0%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	496	-	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	672,525	494,410	654,639	604,639	622,550	(32,089)	-5%
Operating Revenue	673,908	494,410	655,639	605,639	623,550	(32,089)	-5%
Total Revenue	716,678	494,410	669,284	619,284	623,550	(45,734)	-7%
Personnel Services	482,297	526,187	560,936	562,868	569,661	8,725	2%
Materials and Services	192,901	67,153	94,703	41,847	53,889	(40,814)	-43%
Capital Outlay	736	12,355	13,645	14,569	-	(13,645)	-100%
Operating Expense	675,934	605,696	669,284	619,284	623,550	(45,734)	-7%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Total Appropriated	675,934	605,696	669,284	619,284	623,550	(45,734)	-7%
Reserve for Future Expenditures	-	-	-	-	-	-	-
Total Expense	675,934	605,696	669,284	619,284	623,550	(45,734)	-7%
Revenues Less Expenses	40,744	(111,286)	-	-	-		

Notes:

Our document management/billing software was a capital outlay expense in previous years. It has now become a materials & services expense, you will see this in expense account 45130.



Legal Support

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		FY22-23 Actual	FY23-24 Actual	FY24-25 Target	FY24-25 Actual to date	FY25-26 Target
Result	By 2025, provide an answer, consultation, or strategic plan within 7 business days of legal support being requested.	N/A	100%	100%	N/A	N/A
Output	# Legal Consultations provided	3021	3260	2500	2371	2500
Customer Service Measure	95% clients receive an initial response from County Counsel to requests for advice within 3 business days	N/A	95%	95%	N/A	N/A
Ratio Measure	Average time spent per contract reviewed	N/A	38 min	45 min	47 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
Program Budget Summary

Budget-to-Budget:							
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	\$ Variance	% Variance
Beginning Fund Balance	-	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines	296,789	990,799	991,454	991,454	1,033,540	42,086	4%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	306,915	325,380	469,249	469,249	443,796	(25,453)	-5%
Operating Revenue	603,704	1,316,179	1,460,703	1,460,703	1,477,336	16,633	1%
Total Revenue	603,704	1,316,179	1,460,703	1,460,703	1,477,336	16,633	1%
Personnel Services	464,386	1,188,659	1,405,553	1,405,553	1,421,050	15,497	1%
Materials and Services	49,601	45,629	55,150	55,150	56,286	1,136	2%
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	513,987	1,234,288	1,460,703	1,460,703	1,477,336	16,633	1%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Total Appropriated	513,987	1,234,288	1,460,703	1,460,703	1,477,336	16,633	1%
Reserve for Future Expenditures	-	-	-	-	-	-	-
Total Expense	513,987	1,234,288	1,460,703	1,460,703	1,477,336	16,633	1%
Revenues Less Expenses	89,717	81,891	-	-	-		

Notes:
 Reclassifications and salary studies were done - personnel has increased.



140204-Transactional
BCC Priority Alignment: Not Applicable
Program Budget Summary

Budget-to-Budget:						
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	\$ % Variance Variance
Beginning Fund Balance	-	-	-	-	-	-
Taxes	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-
General Fund Support	170,238	-	-	-	-	-
Operating Revenue	170,238	-	-	-	-	-
Total Revenue	170,238	-	-	-	-	-
Personnel Services	161,913	-	-	-	-	-
Materials and Services	8,325	-	-	-	-	-
Capital Outlay	-	-	-	-	-	-
Operating Expense	170,238	-	-	-	-	-
Debt Service	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-
Transfers	-	-	-	-	-	-
Contingency	-	-	-	-	-	-
Total Appropriated	170,238	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-
Total Expense	170,238	-	-	-	-	-
Revenues Less Expenses	-	-	-	-	-	-

Notes:
 The programs have not existed for a few years - just here for data purposes.



Budget-to-Budget:							
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	\$ Variance	% Variance
Beginning Fund Balance	-	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines	4,363	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	67,934	-	-	-	-	-	-
Operating Revenue	72,297	-	-	-	-	-	-
Total Revenue	72,297	-	-	-	-	-	-
Personnel Services	64,680	-	-	-	-	-	-
Materials and Services	5,332	-	-	-	-	-	-
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	70,012	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Total Appropriated	70,012	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Total Expense	70,012	-	-	-	-	-	-
Revenues Less Expenses	2,285	-	-	-	-	-	-

Notes:

The programs have not existed for a few years - just here for data purposes.



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		FY22-23 Actual	FY23-24 Actual	FY24-25 Target	FY24-25 Actual to date	FY25-26 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%	N/A	N/A
Output	# Cases managed	52	56	45	31	45
Output	# of hours of advice given regarding labor and employment issues	N/A	804	950	245	950
Customer Service	% Grievance arbitrations found in the County's favor	100%	10%	75%	N/A	75%
Ratio Measure	% of matters resolved through early resolution	97%	82%	75%	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)



140302-Labor & Employment

BCC Priority Alignment: Accountable Government

Program Budget Summary

						<u>Budget-to-Budget:</u>	
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	\$ Variance	% Variance
Beginning Fund Balance	-	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines	-	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	181,158	197,327	211,359	211,539	237,897	26,538	13%
Operating Revenue	181,158	197,327	211,359	211,539	237,897	26,538	13%
Total Revenue	181,158	197,327	211,359	211,539	237,897	26,538	13%
Personnel Services	181,157	207,687	211,359	211,539	237,897	26,538	13%
Materials and Services	-	-	-	-	-	-	-
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	181,157	207,687	211,359	211,539	237,897	26,538	13%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Total Appropriated	181,157	207,687	211,359	211,539	237,897	26,538	13%
Reserve for Future Expenditures	-	-	-	-	-	-	-
Total Expense	181,157	207,687	211,359	211,539	237,897	26,538	13%
Revenues Less Expenses	-	(10,360)	-	-	-		

Notes:

None



Budget-to-Budget:							
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	\$ Variance	% Variance
Beginning Fund Balance	-	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines	540,949	557,399	611,350	611,350	620,000	8,650	1%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	1,050,994	807,537	761,753	761,753	824,637	62,884	8%
Operating Revenue	1,591,943	1,364,936	1,373,103	1,373,103	1,444,637	71,534	5%
Total Revenue	1,591,943	1,364,936	1,373,103	1,373,103	1,444,637	71,534	5%
Personnel Services	1,580,541	1,249,269	1,305,136	1,305,136	1,376,273	71,137	5%
Materials and Services	144,146	62,266	67,967	67,967	68,364	397	1%
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	1,724,687	1,311,535	1,373,103	1,373,103	1,444,637	71,534	5%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Total Appropriated	1,724,687	1,311,535	1,373,103	1,373,103	1,444,637	71,534	5%
Reserve for Future Expenditures	-	-	-	-	-	-	-
Total Expense	1,724,687	1,311,535	1,373,103	1,373,103	1,444,637	71,534	5%
Revenues Less Expenses	(132,744)	53,401	-	-	-		

Notes:

Reclassifications and salary studies were done - personnel has increased.



Finance

Elizabeth Comfort, Director

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



Finance (15)

Finance Only

Department Budget Summary by Fund

Line of Business	Program	FY25-26 General Fund (100)	FY25-26 Special Grants Fund (230)	FY25-26 Total Budget	FY25-26 General Fund Support in Budget*	% of Total	FY25-26 FTE **		
							Total	Filled	Vacant
Financial Executive Support	Executive Leadership & Administration	942,240	-	942,240	449,040	48%	3.8	3.8	-
	Financial Systems Support	409,658		409,658	200,439	49%	2.0	2.0	-
Accounting Services								-	-
	Accounts Payable	621,161		621,161	1,131	0%	5.0	5.0	-
	Accounting	1,790,668	-	1,790,668	395,552	22%	8.3	8.3	-
	Payroll	823,802		823,802	426,055	52%	5.0	5.0	-
Financial Management & Accountability								-	-
	Budget	1,179,105		1,179,105	531,716	45%	5.0	5.0	-
	Grants	1,152,112	202,747	1,354,860	435,039	32%	7.0	6.0	1.0
	Procurement & Contract Services	1,285,255	-	1,285,255	421,028	33%	8.0	7.0	1.0
TOTAL		8,204,000	202,747	8,406,747	2,860,000	34%	44.0	42.0	2.0
FY24-25 Budget (Amended)		8,152,782	267,001	8,419,783	2,750,000	33%	45.0	41.0	4.0
\$ Increase (Decrease)		51,218	(64,254)	(13,035)	110,000		(1.0)	1.0	(2.0)
% Increase (Decrease)		1%	-24%	0%	4%		-2%	2%	-50%

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

** FY25-26 FTE: The figures align to each department's updated personnel counts



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 to all departments and County staff. Our support is to guide departments to manage and apply best financial practices. This include procurement and facilities services which benefit County residents through responsible management, furthering the strategic objective of building public trust through good government. Through efficient and effective delivery of central finance services, the County's operating departments can focus their efforts on service delivery to their customers.

Key Performance Measures

		FY22-23 Actual	FY23-24 Actual	FY24-25 Target	FY24-25 Actuals	FY25-26 Target
Result	Period Close - Accounting periods will close by June of Fiscal Year for Timely, Accurate and Transparent Financials	NEW	70%	100%	Annual measurement reported after June	100%
Output	Finance Department employees will say that they are empowered and have the tools they need to do their job.	NEW	NEW	100%	84.4%	100%
Customer Service	Department respondents will "agree" or "strongly agree" that they receive quality professional services from the Finance Department that equip them to do their jobs.	NEW	NEW	Survey being developed	Reporting will begin FY25-26	85%
Ratio	Participants per trainings per quarter / 25% of FTEs	NEW	NEW	NEW	Reporting will begin FY25-26	25%

Program includes:

Mandated Services

Shared Services

Grant Funding

Explain all "Yes" boxes below

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

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

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



150101-Executive Leadership & Administration

BCC Priority Alignment: Accountable Government

Program Budget Summary

Budget-to-Budget:						
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	\$ Variance %
Beginning Fund Balance	-	-	-	-	-	-
Taxes	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines	-	540,081	535,071	535,371	493,200	(41,871) -8%
Revenue from Bonds & Other Debts	-	-	-	-	-	-
All Other Revenue Resources	317	75	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-
General Fund Support	899,333	37,397	403,900	358,552	449,040	45,140 11%
Operating Revenue	899,650	577,553	938,971	893,923	942,240	3,269 0%
Total Revenue	899,650	577,553	938,971	893,923	942,240	3,269 0%
Personnel Services	807,439	838,934	905,044	862,197	922,530	17,486 2%
Materials and Services	78,417	29,644	33,927	31,726	19,710	(14,217) -42%
Capital Outlay	-	-	-	-	-	-
Operating Expense	885,856	868,578	938,971	893,923	942,240	3,269 0%
Debt Service	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-
Transfers	-	-	-	-	-	-
Contingency	-	-	-	-	-	-
Total Appropriated	885,856	868,578	938,971	893,923	942,240	3,269 0%
Reserve for Future Expenditures	-	-	-	-	-	-
Total Expense	885,856	868,578	938,971	893,923	942,240	3,269 0%
Revenues Less Expenses	13,794	(291,025)	-	-	-	

Notes:

None



Financial Executive Support

Financial Systems 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. This will help departments 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

		FY22-23 Actual	FY23-24 Actual	FY24-25 Target	FY24-25 Actuals	FY25-26 Target
Result	Decrease the number of report requests to Financial Systems Support (FSS)	NEW	NEW	N/A	Reporting will begin FY25-26	N/A
Output	FSS will provide 17 PeopleSoft Finance system trainings per year to empower County departments to look up financial information	7	4	17	1	17
Customer Service	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	NEW	Survey being developed	Reporting will begin FY25-26	85%
Ratio	10% of the Financial System Support time per quarter on preparation, presenting, and following up for PeopleSoft Finance system trainings	NEW	NEW	NEW	Reporting will begin FY25-26	10%

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



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

Budget-to-Budget:							
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	\$ Variance	% Variance
Beginning Fund Balance	483,810	239,524	-	-	-	-	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines	-	142,281	140,344	140,344	209,219	68,875	49%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	154,301	159,007	258,216	248,484	200,439	(57,777)	-22%
Operating Revenue	154,301	301,288	398,560	388,828	409,658	11,098	3%
Total Revenue	638,111	540,812	398,560	388,828	409,658	11,098	3%
Personnel Services	341,236	363,486	373,418	364,696	388,585	15,166	4%
Materials and Services	57,349	38,979	25,142	24,132	21,073	(4,069)	-16%
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	398,586	402,464	398,560	388,828	409,658	11,097	3%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Total Appropriated	398,586	402,464	398,560	388,828	409,658	11,097	3%
Reserve for Future Expenditures	-	-	-	-	-	-	-
Total Expense	398,586	402,464	398,560	388,828	409,658	11,097	3%
Revenues Less Expenses	239,525	138,347	-	-	-		

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

		FY22-23 Actual	FY23-24 Actual	FY24-25 Target	FY24-25 Actuals	FY25-26 Target
Result	Decrease the PCard average day's outstanding unreconciled charges later than 30 days	NEW	NEW	N/A	Reporting will begin FY25-26	N/A
Output	Vouchers & payments processed within the Fiscal Year	V: 32,696 P: 17,430	V: 28,595 P: 15,014	N/A	Annual end of FY measure	N/A
Customer Service	Department respondents will "agree" or "strongly agree" that they receive quality professional services from the Finance Accounts Payable staff	NEW	NEW	NEW	Reporting will begin FY25-26	85%
Ratio	ACH Payments vs Checks	ACH: 50% CHK: 50%	ACH: 50% CHK: 50%	ACH: 55% CHK: 45%	Annual end of FY measure	ACH: 60% CHK: 40%

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

Program Budget Summary

	Budget-to-Budget:						
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	\$ Variance	% Variance
Beginning Fund Balance	488	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines	502,965	154,989	79,036	79,036	320,030	240,994	305%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	265,172	273,703	530,619	275,000	300,000	(230,619)	-43%
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	89,857	-	241,279	1,131	1,131	-
Operating Revenue	768,137	518,549	609,655	595,315	621,161	11,506	2%
Total Revenue	768,625	518,549	609,655	595,315	621,161	11,506	2%
Personnel Services	397,666	530,294	575,542	556,541	599,304	23,762	4%
Materials and Services	73,078	26,342	34,113	38,774	21,857	(12,256)	-36%
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	470,743	556,636	609,655	595,315	621,161	11,506	2%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Total Appropriated	470,743	556,636	609,655	595,315	621,161	11,506	2%
Reserve for Future Expenditures	-	-	-	-	-	-	-
Total Expense	470,743	556,636	609,655	595,315	621,161	11,506	2%
Revenues Less Expenses	297,882	(38,087)	-	-	-		

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 county-wide strategic objective of building public trust through good government.

Key Performance Measures

		FY22-23 Actual	FY23-24 Actual	FY24-25 Target	FY24-25 Actuals	FY25-26 Target
Result	Period Close--Accounting periods will close 100% of the time by June of Fiscal Year for Timely, Accurate and Transparent Financials	NEW	NEW	100%	Annual end of FY measure	100%
Output	Number of customer billings issued monthly	NEW	NEW	N/A	Reporting will begin FY25-26	N/A
Customer Service	Department respondents will "agree" or "strongly agree" that they receive quality professional services from Accounting staff	NEW	NEW	NEW	Survey being developed	85%
Ratio	Percentage of cash accounts reconciled within 60 days of Treasury upload	NEW	NEW	NEW	Reporting will begin FY25-26	90%

Program includes:

Mandated Services

Shared Services

Grant Funding

Explain all "Yes" boxes below

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

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

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



Budget-to-Budget:							
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	\$ Variance	% Variance
Beginning Fund Balance	-	-	167,000	367,151	242,005	75,005	45%
Taxes	-	77,149	120,000	160,000	175,000	55,000	46%
Federal, State, Local, All Other Gifts	-	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines	702,380	734,644	803,675	803,675	978,111	174,436	22%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	45	10,063	-	-	-	-	-
Other Interfund Transfers	-	200,000	-	-	-	-	-
General Fund Support	-	884,375	467,820	447,907	395,552	(72,268)	-15%
Operating Revenue	702,425	1,906,231	1,391,495	1,411,582	1,548,663	157,168	11%
Total Revenue	702,425	1,906,231	1,558,495	1,778,733	1,790,668	232,173	15%
Personnel Services	390,872	1,078,850	1,126,820	1,111,797	1,239,737	112,917	10%
Materials and Services	145,068	361,169	431,675	424,931	550,931	119,256	28%
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	535,940	1,440,019	1,558,495	1,536,728	1,790,668	232,173	15%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Total Appropriated	535,940	1,440,019	1,558,495	1,536,728	1,790,668	232,173	15%
Reserve for Future Expenditures	-	-	-	-	-	-	-
Total Expense	535,940	1,440,019	1,558,495	1,536,728	1,790,668	232,173	15%
Revenues Less Expenses	166,485	466,212	-	242,005	-		

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

		FY22-23 Actual	FY23-24 Actual	FY24-25 Target	FY24-25 Actuals	FY25-26 Target
Result	% Employees paid accurately and on time per pay period	95%	96%	100%	98%	100%
Output	Number of checks cut per month	5,367	5,378	N/A	5,614	N/A
Customer Service	Department respondents will "agree" or "strongly agree" that they receive quality professional services from the Payroll staff	NEW	NEW	NEW	Survey being developed	85%
Ratio	Program cost per check	\$12.35/ check	\$11.27/ check	N/A	\$8.36/ check	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.



Budget-to-Budget:							
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	\$ Variance	% Variance
Beginning Fund Balance	-	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines	504,985	419,581	404,883	404,883	397,747	(7,136)	-2%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	122,298	308,560	352,822	360,779	426,055	73,233	21%
Operating Revenue	627,283	728,141	757,705	765,662	823,802	66,097	9%
Total Revenue	627,283	728,141	757,705	765,662	823,802	66,097	9%
Personnel Services	721,952	705,011	728,542	740,699	805,040	76,498	11%
Materials and Services	73,747	22,091	29,163	24,963	18,762	(10,401)	-36%
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	795,700	727,103	757,705	765,662	823,802	66,097	9%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Total Appropriated	795,700	727,103	757,705	765,662	823,802	66,097	9%
Reserve for Future Expenditures	-	-	-	-	-	-	-
Total Expense	795,700	727,103	757,705	765,662	823,802	66,097	9%
Revenues Less Expenses	(168,417)	1,038	-	-	-		

Notes:

None



Financial Management & Accountability

Budget

Purpose Statement

The purpose of the Budget Program is to provide financial planning, analysis, monitoring and support services so the county's departments, districts, and agencies, may be in compliance with Oregon Local Budget Law per Oregon Revised Statutes, Chapter 294.

Performance Narrative Statement

These resources allow county leaders and employees with timely services for the management of public funds. This furthers the countywide strategic objective of building public trust through good government.

Key Performance Measures

		FY22-23 Actual	FY23-24 Actual	FY24-25 Target	FY24-25 Actuals	FY25-26 Target
Result	Appropriation in which year-end actual is within 5% of final budget	NEW	NEW	75%	TBD	80%
Output	% of departmental budgets where expenditures do not exceed appropriations at end of fiscal year.	98%	100%	100%	TBD	100%
Customer Service	Conduct 4 budget trainings during the fiscal year to promote understanding of the law, the budgeting system, and the County's process.	100%	100%	100%	100%	100%
Ratio	Year-end Actuals reflect a General Fund Operating Surplus Ratio (Surplus Revenue / Operating Revenue) between 1%-15%, indicating the government's ability to cover its costs and capital projects.	1.1%	2.9%	1.6%	TBD	1%-15%

Program includes:

Mandated Services

Shared Services

Grant Funding

Explain all "Yes" boxes below

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

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

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



150302-Budget

BCC Priority Alignment: Accountable Government

Program Budget Summary

Budget-to-Budget:							
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	\$ Variance	% Variance
Beginning Fund Balance	-	-	200,000	-	-	(200,000)	-100%
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines	457,730	641,701	729,490	729,490	647,389	(82,101)	-11%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	686,310	669,317	303,780	358,770	531,716	227,936	75%
Operating Revenue	1,144,040	1,311,018	1,033,270	1,088,260	1,179,105	145,835	14%
Total Revenue	1,144,040	1,311,018	1,233,270	1,088,260	1,179,105	(54,165)	-4%
Personnel Services	845,924	900,082	921,901	875,290	977,223	55,322	6%
Materials and Services	378,892	244,223	311,369	212,970	201,882	(109,487)	-35%
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	1,224,816	1,144,305	1,233,270	1,088,260	1,179,105	(54,165)	-4%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Total Appropriated	1,224,816	1,144,305	1,233,270	1,088,260	1,179,105	(54,165)	-4%
Reserve for Future Expenditures	-	-	-	-	-	-	-
Total Expense	1,224,816	1,144,305	1,233,270	1,088,260	1,179,105	(54,165)	-4%
Revenues Less Expenses	(80,776)	166,713	-	-	-		

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 sub-recipient 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

		FY22-23 Actual	FY23-24 Actual	FY24-25 Target	FY24-25 Actuals	FY25-26 Target
Result	% of grant reports and draws will be submitted timely based on identified deadlines	NEW	NEW	100%	Reporting will begin FY25-26	100%
Output	Number of reports, invoices, and draws submitted for the reporting period.	NEW	NEW	N/A	Reporting will begin FY25-26	N/A
Customer Service	Department respondents will "agree" or "strongly agree" that they receive quality professional services from the Grants staff	NEW	NEW	85%	Reporting will begin FY25-26	85%
Ratio	Grant revenue divided by grant program expenses for each reporting period.	NEW	NEW	N/A	Reporting will begin FY25-26	N/A

Program includes:

Mandated Services ☐ Y

Shared Services ☐ N

Grant Funding ☐ N

Explain all "Yes" boxes below

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

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

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

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



150303-Grants

BCC Priority Alignment: Accountable Government

Program Budget Summary

Budget-to-Budget:							
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	\$ Variance	% Variance
Beginning Fund Balance	7,829	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	49,708	92,819	267,000	284,630	202,748	(64,252)	-24%
Charges, Fees, License, Permits, Fines	1,232,850	1,049,782	1,177,197	1,177,197	717,073	(460,124)	-39%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	855,638	-	188,821	92,341	435,039	246,218	130%
Operating Revenue	2,138,196	1,142,601	1,633,018	1,554,168	1,354,860	(278,158)	-17%
Total Revenue	2,146,025	1,142,601	1,633,018	1,554,168	1,354,860	(278,158)	-17%
Personnel Services	1,231,548	949,157	1,246,518	1,175,157	1,106,645	(139,874)	-11%
Materials and Services	737,226	315,779	386,500	379,011	248,215	(138,285)	-36%
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	1,968,773	1,264,935	1,633,018	1,554,168	1,354,860	(278,159)	-17%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Total Appropriated	1,968,773	1,264,935	1,633,018	1,554,168	1,354,860	(278,159)	-17%
Reserve for Future Expenditures	-	-	-	-	-	-	-
Total Expense	1,968,773	1,264,935	1,633,018	1,554,168	1,354,860	(278,159)	-17%
Revenues Less Expenses	177,252	(122,334)	-	-	-		

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

		FY22-23 Actual	FY23-24 Actual	FY24-25 Target	FY24-25 Actuals	FY25-26 Target
Result	Decreased incomplete Procurement and Contracts Service (PACS) requests from departments	NEW	N/A	N/A	Annual end of FY measure	N/A
Output	Purchase Orders Created	968	1613	N/A	1416	N/A
Customer Service	% of customers surveyed respond that communication from procurement was clear and supportive for a timely and smooth process	NEW	NEW	NEW	Survey is being developed	80%
Ratio	% of procurement staff time per quarter on procurement individual and formal trainings	NEW	NEW	NEW	Reporting will begin FY25-26	10%

Program includes:

Mandated Services ☐ Y

Shared Services ☐ N

Grant Funding ☐ N

Explain all "Yes" boxes below

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

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

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



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

	Budget-to-Budget:						
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	\$ Variance	% Variance
Beginning Fund Balance	-	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines	895,067	791,392	395,469	495,469	844,226	448,757	113%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	26,358	21,020	120,000	20,000	20,000	(100,000)	-83%
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	178,567	386,648	774,641	641,888	421,028	(353,613)	-46%
Operating Revenue	1,099,991	1,199,060	1,290,110	1,157,357	1,285,254	(4,856)	0%
Total Revenue	1,099,991	1,199,060	1,290,110	1,157,357	1,285,254	(4,856)	0%
Personnel Services	916,352	1,091,098	1,211,867	1,101,564	1,249,989	38,122	3%
Materials and Services	147,447	61,676	78,243	55,793	35,265	(42,978)	-55%
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	1,063,798	1,152,774	1,290,110	1,157,357	1,285,254	(4,856)	0%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Total Appropriated	1,063,798	1,152,774	1,290,110	1,157,357	1,285,254	(4,856)	0%
Reserve for Future Expenditures	-	-	-	-	-	-	-
Total Expense	1,063,798	1,152,774	1,290,110	1,157,357	1,285,254	(4,856)	0%
Revenues Less Expenses	36,193	46,286	-	-	-		

Notes:

None



Facilities

Jeff Jorgensen, Director

Website: <https://www.clackamas.us/finance/facilities>



**Finance (15)
Facilities Only**

Department Budget Summary by Fund

Line of Business	Program	FY25-26 Facilities Management Fund (744)	FY25-26 Total Budget	FY25-26 General Fund Support in Budget*	% of Total	FY25-26 FTE **		
						Total	Filled	Vacant
Courier & Mail Operations Services	Courier & Mail Operations	828,745	828,745	-	0%	3.7	3.7	-
Facilities Management	Facilities Administrative Services	3,337,781	3,337,781	-	0%	13.9	11.5	2.4
	Facilities Construction	1,733,052	1,733,052	-	0%	11.0	11.0	-
	Facilities Maintenance	8,513,662	8,513,662	-	0%	29.0	27.0	2.0
	Utilities	3,988,380	3,988,380	-	0%	0.5	0.5	-
TOTAL		18,401,620	18,401,620	-	0%	58.1	53.7	4.4
FY24-25 Budget (Amended)		17,023,756	17,023,756	-	0%	56.7	52.7	4.0
\$ Increase (Decrease)		1,377,864	1,377,864	-		1.4	1.0	0.4
% Increase (Decrease)		8%	8%	-		2%	2%	10%

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

** FY25-26 FTE: The figures align to each department's updated personnel counts



Courier & Mail Operations Services

Courier & 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 Operations line of business proposes a budget of \$828,745 in FY25-26. It is intended to reflect the resources that are required to maintain the current high level of Courier support to all County departments. These resources will provide County departments and services with timely and coordinated mail processing, US mail, and small parcel distribution services so they can successfully fulfill their strategic goals.

Key Performance Measures

		FY22-23 Actual	FY23-24 Actual	FY24-25 Target	FY24-25 Actual	FY25-26 Target
Output	Reduce cost in postage fees by utilizing State shuttle, better mail packaging, eliminating internal postage mailing.	N/A	N/A	90%	96%	90%
Result	Intentional customized trainings to each department on appropriate mail processes.	N/A	N/A	90%	N/A - Updating Procedures/Trainings for FY25-26	90%
Customer Service	Departments say that they understand how to best efficiently and affordably utilize the County's mailing services.	N/A	N/A	90%	93%	90%
Ratio	Mailroom staffing cost to County postage cost.	\$352,497 vs \$317,844	\$302,257 vs \$363,638	\$283,634 vs \$345,000	\$302,257 vs \$333,330	\$340,132 vs \$450,000

Program includes:

Mandated Services

Shared Services

Grant Funding

Explain all "Yes" boxes below



1504-Courier & Mail Operations Services

150402-Courier & Mail Operations
BCC Priority Alignment: Accountable Government
Program Budget Summary

	Budget-to-Budget:						
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	\$ Variance	% Variance
Beginning Fund Balance	-	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines	751,391	296,510	712,586	393,258	413,927	(298,659)	-42%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	56	272,223	-	351,245	414,818	414,818	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	102,393	99,545	-	-	-	-	-
Operating Revenue	853,840	668,278	712,586	744,503	828,745	116,159	16%
Total Revenue	853,840	668,278	712,586	744,503	828,745	116,159	16%
Personnel Services	352,497	302,257	323,197	301,973	340,133	16,936	5%
Materials and Services	405,800	389,153	389,389	442,530	488,613	99,224	25%
Capital Outlay	-	25,942	-	-	-	-	-
Operating Expense	758,297	717,353	712,586	744,503	828,745	116,159	16%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Total Appropriated	758,297	717,353	712,586	744,503	828,745	116,159	16%
Reserve for Future Expenditures	-	-	-	-	-	-	-
Total Expense	758,297	717,353	712,586	744,503	828,745	116,159	16%
Revenues Less Expenses	95,544	(49,075)	-	-	-		

Notes:
 Postage & Shipping (42240) account has increased 30.4%. In FY24-25 we have seen a USPS postage cost (+29% YTD) increase, as well as a significant increase in the volume (+26% YTD) of mail being sent out (piece count) by county departments. Postage was budgeted at \$345k in FY24-25, but will likely come in over \$400k this year. We have budgeted \$450k for postage in FY25-26. Telephone & Internet Account (42310) has increased 14.5% due to adding (2) new mobile phones for our couriers.



Facilities Management

Facilities Administrative Services

Purpose Statement

The purpose of the Facilities Administrative Services program is to provide financial planning, analysis, monitoring and management of the Facilities budget, the coordination and assignment of Facilities service requests and work orders, the management of county assets and the Administration of Facilities leases, contracts and financial functions.

Performance Narrative Statement

The Facilities Administrative Services program proposes a \$3,337,781 budget in FY25-26. 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

		FY22-23 Actual	FY23-24 Actual	FY24-25 Target	FY24-25 Actual	FY25-26 Target
Output	Percentage of work requests requiring direct billing (non-allocated work) completed within 30 days of assignment to the Facilities Administrative Services team	N/A	N/A	95%	Report in development	95%
Result	Number of new id badges completed to new id badge work requests	N/A	879	Actual	666 YTD	Actual
Customer Service	Percentage of work requests reviewed by Administrative Services and assigned to the appropriate Facilities Supervisor or Technician, within 1 business day	N/A	96%	>95%	99%	>95%
Ratio	Average cost per work request (does not include PM or PR)	N/A	\$491.63	Actual	\$424.90	Actual

Program includes:

Mandated Services ☐ N

Shared Services ☐ N

Grant Funding ☐ N

Explain all "Yes" boxes below

Explanation



150501-Facilities Administrative Services
BCC Priority Alignment: Accountable Government
Program Budget Summary

	Budget-to-Budget:						
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	\$ Variance	% Variance
Beginning Fund Balance	2,921,785	50,000	388,523	886,823	1,244,987	856,464	220%
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines	1,771,137	2,508,917	2,703,202	2,894,624	2,091,294	(611,908)	-23%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	43,141	6,761	463	463	1,500	1,037	224%
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-
Operating Revenue	1,814,278	2,515,677	2,703,665	2,895,087	2,092,794	(610,871)	-23%
Total Revenue	4,736,063	2,565,677	3,092,188	3,781,910	3,337,781	245,593	8%
Personnel Services	1,525,047	1,614,674	1,826,118	1,784,279	2,136,388	310,270	17%
Materials and Services	1,013,587	658,331	655,548	602,508	665,445	9,897	2%
Capital Outlay	129,189	81,232	210,522	150,136	221,253	10,731	5%
Operating Expense	2,667,823	2,354,236	2,692,188	2,536,923	3,023,085	330,898	12%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	522,290	-	-	-	-	-	-
Contingency	-	-	400,000	-	314,696	(85,304)	-21%
Total Appropriated	3,190,113	2,354,236	3,092,188	2,536,923	3,337,781	245,594	8%
Reserve for Future Expenditures	-	-	-	-	-	-	-
Total Expense	3,190,113	2,354,236	3,092,188	2,536,923	3,337,781	160,290	5%
Revenues Less Expenses	1,545,950	211,442	-	1,244,987	-		

Notes:

Contingency comes from \$600k of un-used Contingency carry-forward and a projected YE balance of \$613,739. Increasing Contingency is necessary in FY25-26 to support the many unknown expenditures related to the new courthouse, vacated courthouse and new H3S Recovery Center. In addition to these new locations, we must also account for any potential utility rate increases after budget submission and approval. Personnel Services increases are driven by (6) lobby staff moving (PCQ) from PT-temp to PT-perm.



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 \$1,733,052 budget in FY25-26. 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

		FY22-23 Actual	FY23-24 Actual	FY24-25 Target	FY24-25 Actual	FY25-26 Target
Output	Total amount of billed projects vs. Construction labor costs	N/A	N/A	Actual	Report in development	Actual
Result	Number of projects completed per quarter	144	58	Actual	48	Actual
Customer Service	Survey responses – customer returns survey rating their overall satisfaction on the completed project as satisfied or very satisfied	100%	93%	85%	88%	85%
Ratio	This ratio will show the amount of work requests received by Construction and converted to projects compared to allocated work	N/A	N/A	75%	Report in development	75%

Program includes:

Mandated Services

Shared Services

Grant Funding

Explain all "Yes" boxes below

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.



150502-Facilities Construction
BCC Priority Alignment: Accountable Government
Program Budget Summary

Budget-to-Budget:						
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	\$ % Variance Variance
Beginning Fund Balance	761	106,275	-	-	-	-
Taxes	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	3,291	-	-	-	-	-
Charges, Fees, License, Permits, Fines	819,632	1,291,804	1,674,082	1,520,717	1,733,052	58,970 4%
Revenue from Bonds & Other Debts	-	-	-	-	-	-
All Other Revenue Resources	-	2,727	-	2,217	-	-
Other Interfund Transfers	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-
Operating Revenue	822,922	1,294,531	1,674,082	1,522,934	1,733,052	58,970 4%
Total Revenue	823,683	1,400,806	1,674,082	1,522,934	1,733,052	58,970 4%
Personnel Services	1,336,931	1,596,712	1,614,443	1,463,295	1,670,843	56,401 3%
Materials and Services	104,971	90,322	59,639	59,639	62,209	2,570 4%
Capital Outlay	-	-	-	-	-	-
Operating Expense	1,441,902	1,687,034	1,674,082	1,522,934	1,733,052	58,970 4%
Debt Service	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-
Transfers	-	-	-	-	-	-
Contingency	-	-	-	-	-	-
Total Appropriated	1,441,902	1,687,034	1,674,082	1,522,934	1,733,052	58,970 4%
Reserve for Future Expenditures	-	-	-	-	-	-
Total Expense	1,441,902	1,687,034	1,674,082	1,522,934	1,733,052	58,970 4%
Revenues Less Expenses	(618,219)	(286,228)	-	-	-	-

Notes:
 No significant issues or changes to Construction. Only area of concern, would be the Building Maintenance (45120) account would not be enough if Facilities is going to be responsible for furniture relays and reconfigurations in the new courthouse. My understanding is that no changes will be made to the layout/furniture the first year in the new courthouse.



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 \$8,513,662 in FY25-26. These resources will allow us to quickly respond to corrective repair work requests and proactively complete preventative maintenance on county owned and leased assets.

Key Performance Measures

		FY22-23 Actual	FY23-24 Actual	FY24-25 Target	FY24-25 Actual	FY25-26 Target
Output	80% Facilities Management assets will be maintained in good to excellent condition using # completed preventative maintenance work orders / scheduled preventative maintenance work orders	78%	43%	80%	*18.5% YTD *Variance due to a significant increase in the number of PM's	80%
Result	100% Facilities where required drills (Fire, Earthquake, Active shooter) are successfully conducted	100%	84%	100%	84%	100%
Customer Service	90% of surveyed customers rate Facilities Maintenance service levels as "good" to "very good"	N/A	N/A	90%	Report in development	90%
Ratio	Percentage of Allocated maintenance work orders vs percentage of Direct bill maintenance work orders at a ratio of 95/5	N/A	99%	95%	98.8%	95%

Mandated Services ☐ Y

Shared Services ☐ N

Grant Funding ☐ N

Explain all "Yes" boxes below

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.



150503-Facilities Maintenance

BCC Priority Alignment: Accountable Government

Program Budget Summary

Budget-to-Budget:							
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	\$ Variance	% Variance
Beginning Fund Balance	1,040,146	255,476	-	-	-	-	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	396,042	-	-	3,301	-	-	-
Charges, Fees, License, Permits, Fines	8,068,758	7,868,110	8,195,688	7,790,502	8,513,662	317,974	4%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	21,281	39,718	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-
Operating Revenue	8,486,081	7,907,827	8,195,688	7,793,803	8,513,662	317,974	4%
Total Revenue	9,526,227	8,163,303	8,195,688	7,793,803	8,513,662	317,974	4%
Personnel Services	3,475,127	3,753,041	4,311,770	4,061,409	4,436,352	124,582	3%
Materials and Services	3,371,699	3,457,182	3,883,918	3,732,394	4,077,310	193,392	5%
Capital Outlay	547	-	-	-	-	-	-
Operating Expense	6,847,373	7,210,223	8,195,688	7,793,803	8,513,662	317,974	4%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	1,277,710	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Total Appropriated	8,125,083	7,210,223	8,195,688	7,793,803	8,513,662	317,974	4%
Reserve for Future Expenditures	-	-	-	-	-	-	-
Total Expense	8,125,083	7,210,223	8,195,688	7,793,803	8,513,662	317,974	4%
Revenues Less Expenses	1,401,145	953,081	-	-	-		

Notes:

Alarm monitoring (42020) increases \$10,440 or 20.8% due to increased contract costs and adding new locations in FY25-26 Lake Road Health Center, TSP Building, Recovery Center, and the Clackamas County Courthouse. Increases to Building (45120), Equipment (45160) and Grounds Maintenance (45170) are minimal, but are a result of increased contract service costs (ex: janitorial, window washing, floor mats, landscaping, elevators, sprinklers) due to the addition of new locations, or requests for increased services.



Budget-to-Budget:							
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	\$ Variance	% Variance
Beginning Fund Balance	(1,848,936)	50,000	358,610	-	-	(358,610)	-100%
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines	3,436	41,747	2,990,602	3,262,481	3,988,380	997,778	33%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	2,708,460	2,856,380	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-
Operating Revenue	2,711,896	2,898,127	2,990,602	3,262,481	3,988,380	997,778	33%
Total Revenue	862,961	2,948,127	3,349,212	3,262,481	3,988,380	639,168	19%
Personnel Services	-	-	59,385	59,386	56,839	(2,547)	-4%
Materials and Services	2,769,442	2,900,628	3,089,827	3,203,095	3,731,541	641,714	21%
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	2,769,442	2,900,628	3,149,212	3,262,481	3,788,380	639,167	20%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Contingency	-	-	200,000	-	200,000	-	0%
Total Appropriated	2,769,442	2,900,628	3,349,212	3,262,481	3,988,380	639,167	19%
Reserve for Future Expenditures	-	-	-	-	-	-	-
Total Expense	2,769,442	2,900,628	3,349,212	3,262,481	3,988,380	639,167	19%
Revenues Less Expenses	(1,906,481)	47,499	-	-	-		

Notes:



Capital Projects



Capital Projects (150505)
Capital Projects
Department Budget Summary by Fund

Line of Business	Program	FY25-26 Capital Projects Fund (420)	FY25-26 Special Grants Fund (230)	FY25-26 Total Budget	FY25-26 General Fund Support in Budget*	% of Total	FY25-26 Total FTE
Facilities Management	Capital Projects	15,737,341	637,741	16,375,082	4,500,000	27%	-
TOTAL		15,737,341	637,741	16,375,082	4,500,000	27%	-
FY24-25 Budget (Amended)		147,981,054	685,541	148,666,595	3,232,150	2%	-
\$ Increase (Decrease)		(132,243,713)	(47,800)	(132,291,513)	1,267,850		-
% Increase (Decrease)		-89%	-7%	-89%	39%		-

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



Budget-to-Budget:							
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	\$ Variance	% Variance
Beginning Fund Balance	4,780,207	9,308,263	12,471,484	12,935,627	11,037,341	(1,434,143)	-11%
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	3,818,065	2,723,297	132,762,961	134,690,160	637,741	(132,125,220)	-100%
Charges, Fees, License, Permits, Fines	-	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	50,960	372,208	200,000	500,000	200,000	-	0%
Other Interfund Transfers	1,800,000	-	-	-	-	-	-
General Fund Support	8,140,132	8,645,606	3,232,150	3,232,150	4,500,000	1,267,850	39%
Operating Revenue	13,809,157	11,741,111	136,195,111	138,422,310	5,337,741	(130,857,370)	-96%
Total Revenue	18,589,364	21,049,373	148,666,595	151,357,937	16,375,082	(132,291,513)	-89%
Personnel Services	-	-	-	-	-	-	-
Materials and Services	923,206	723,712	1,239,665	130,754,705	124,655	(1,115,009)	-90%
Capital Outlay	8,319,539	6,770,360	142,760,615	9,565,891	7,237,556	(135,523,059)	-95%
Operating Expense	9,242,745	7,494,071	144,000,280	140,320,596	7,362,211	(136,638,068)	-95%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Contingency	-	-	805,980	-	900,000	94,020	12%
Total Appropriated	9,242,745	7,494,071	144,806,260	140,320,596	8,262,211	(136,544,048)	-94%
Reserve for Future Expenditures	-	-	3,860,335	-	8,112,871	4,252,536	110%
Total Expense	9,242,745	7,494,071	148,666,595	140,320,596	16,375,082	(132,197,492)	-89%
Revenues Less Expenses	9,346,619	13,555,302	-	11,037,341	-		

Notes:

FY24-25: Program budget includes a one-time milestone payment of \$130 million at the completion of courthouse construction. In FY25-26 the courthouse operational expenses will be reported in a new department and program in the Capital Projects Fund 420, courthouse (29-290101).



Courthouse

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



Courthouse (29)
Courthouse

Department Budget Summary by Fund

Line of Business	Program	FY25-26 Capital Projects Fund (420)	FY25-26 Total Budget	FY25-26 General Fund Support in Budget*	% of Total	FY25-26 Total FTE
Courthouse	Courthouse	15,018,460	15,018,460	15,018,460	100%	-
TOTAL		15,018,460	15,018,460	15,018,460	100%	-
FY24-25 Budget (Amended)		2,577,420	2,577,420	1,967,850	76%	-
\$ Increase (Decrease)		12,441,040	12,441,040	13,050,610		-
% Increase (Decrease)		483%	483%	663%		-

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



290101-Courthouse

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

Program Budget Summary

Budget-to-Budget:							
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	\$ Variance	% Variance
Beginning Fund Balance	-	-	609,570	609,570	-	(609,570)	-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	-	-	1,967,850	1,967,850	15,018,460	13,050,610	663%
Operating Revenue	-	-	1,967,850	1,967,850	15,018,460	13,050,610	663%
Total Revenue	-	-	2,577,420	2,577,420	15,018,460	12,441,040	483%
Personnel Services	-	-	-	-	-	-	-
Materials and Services	-	-	761,280	761,280	4,121,620	3,360,340	441%
Capital Outlay	-	-	1,816,140	1,816,140	10,896,840	9,080,700	500%
Operating Expense	-	-	2,577,420	2,577,420	15,018,460	12,441,040	483%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Total Appropriated	-	-	2,577,420	2,577,420	15,018,460	12,441,040	483%
Reserve for Future Expenditures	-	-	-	-	-	-	-
Total Expense	-	-	2,577,420	2,577,420	15,018,460	12,441,040	483%
Revenues Less Expenses	-	-	-	-	-	-	-

Notes:

New program created for reporting the courthouse annual payments.



Human Resources

Evelyn Minor-Lawrence, Director

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



Human Resources Department (16)

Department Budget Summary by Fund

Line of Business	Program	FY25-26 General Fund (100)	FY25-26 Self-Insurance Fund (760)	FY25-26 Risk Mgmt Claims Fund (761)	FY25-26 Total Budget	FY25-26 General Fund Support in Budget*	% of Total	FY25-26 FTE **		
								Total	Filled	Vacant
Administration	Director's Office	1,086,038			1,086,038	201,156	19%	4.7	4.7	-
	HR Information Systems	1,629,518			1,629,518	658,576	40%	5.5	4.5	1.0
Employee & Labor Relations Management	Employee & Labor Relations	838,756			838,756	235,505	28%	3.0	3.0	-
Workforce Design	Classification & Compensation	1,186,028			1,186,028	277,212	23%	6.0	6.0	-
	Recruitment & Selection	1,809,320			1,809,320	654,494	36%	8.8	8.8	-
	Employee Engagement & Dev	658,366			658,366	271,633	41%	2.5	1.0	1.5
Benefits, Wellness, Leave Management	Benefits Administration		4,228,192		4,228,192	-	0%	14.9	13.4	1.5
	Medical Insurance	-	51,632,682		51,632,682	-	0%	-	-	-
	Dental Insurance		4,708,922		4,708,922	-	0%	-	-	-
	Disability Insurance		2,032,335		2,032,335	-	0%	-	-	-
	EAP/Wellness		655,940		655,940	-	0%	-	-	-
	Deferred Compensation		5,950		5,950	-	0%	-	-	-
Risk & Safety Management	Risk Administration			2,168,003	2,168,003	-	0%	9.2	9.2	-
	Casualty/Liability			11,795,285	11,795,285	-	0%	-	-	-
	Workers' Compensation			4,259,524	4,259,524	-	0%	-	-	-
	Unemployment			501,252	501,252	-	0%	-	-	-
TOTAL		7,208,026	63,264,021	18,724,064	89,196,111	2,298,576	3%	54.5	50.5	4.0
FY24-25 Budget (Amended)		6,394,579	66,034,361	18,760,880	91,189,820	1,360,000	1%	55.8	50.8	5.0
\$ Increase (Decrease)		813,447	(2,770,340)	(36,816)	(1,993,709)	938,576		1.3	0.3	1.0
% Increase (Decrease)		13%	-4%	0%	-2%	69%		-2%	0%	-20%

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

** FY25-26 FTE: The figures align to each department's updated personnel counts



Administration Director's Office

Purpose Statement

The purpose of the 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:

The Human Resources Department has updated its Strategic Plan with the goal of enhancing the services we provide to the county. We have made substantial progress on our previous initiatives, including the integration of Employee Policy and Practices (EPP) with the County Code and improvements to our internal complaint processes, both of which are nearing completion. Moving forward, we aim to reevaluate and significantly enhance our Employee Recognition programs to deliver greater value. Additionally, we are committed to further improving customer service satisfaction within Human Resources by identifying inefficiencies and focusing on areas of improvement.

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 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 FY25-26.

Key Performance Measures

		FY 22-23 Actuals	FY 23-24 Actuals	FY 24-25 Target	FY 24-25 Actuals as of 04/10/25	FY 25-26 Target
Output	Number of revised Human Resources Policies and Procedures.	3	7	12	3	12
Output	Number of Internal Complaints investigated per fiscal year.	14	10	7	6	7
Customer Service (NEW)	90% of HR Lines of Business managers who report they "strongly agree" or "agree" that Human Resources Administrative Services within the Director's Office helps their line of business achieve their strategic business results.	100%	n/a**	90%	75%	90%
Output (NEW)	% of employee participation for the Years of Service Events	n/a ⁴	n/a ⁴	60%	39%	60%

*=Surveys were unable to be conducted during the current FY; **=Unable to collect data

Performance Measures Narrative:

***Note-HR program areas are in the process of realigning our performance measures to accurately reflect the work we are do.

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

² We are only reporting on fully approved and implemented Human Resources policies and practices in the measure above.

³ This data is collected each fiscal year in June.

⁴ New measure, data not collect for previous FY's.

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:							
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	\$ Variance	% Variance
Beginning Fund Balance	43,866	-	13,979	13,980	29,144	15,165	108%
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines	629,839	405,774	694,531	694,531	722,312	27,781	4%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	-	300	-	-	-	-	-
Other Interfund Transfers	-	-	132,539	196,850	133,426	887	1%
General Fund Support	221,512	177,464	219,196	195,606	201,156	(18,040)	-8%
Operating Revenue	851,351	583,537	1,046,266	1,086,987	1,056,894	10,628	1%
Total Revenue	895,217	583,537	1,060,245	1,100,967	1,086,038	25,793	2%
Personnel Services	694,669	788,431	824,363	880,103	810,421	(13,941)	-2%
Materials and Services	229,682	171,455	235,882	191,720	275,617	39,735	17%
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	924,351	959,886	1,060,245	1,071,823	1,086,038	25,793	2%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Total Appropriated	924,351	959,886	1,060,245	1,071,823	1,086,038	25,793	2%
Reserve for Future Expenditures	-	-	-	-	-	-	-
Total Expense	924,351	959,886	1,060,245	1,071,823	1,086,038	25,793	2%
Revenues Less Expenses	(29,134)	(376,349)	-	29,144	-		

Notes:

Needed continued services from temp to support programs while admin staff were out on leave. Deputy Director's salary will be split differently due to restructure and oversight assignment, only 20% of salary is billed to DO, the rest covered by Risk & Benefits.



Administration

HR Information Systems (HRIS)

Purpose Statement

The purpose of the Human Resources Information Systems program is to provide systems management, reports and analysis, education services to HR, county departments and agencies so they can understand and use HR systems and data to make informed decisions and achieve their strategic results.

Performance Narrative Statement

Major Initiatives:

ApplicationExtender (AX) Migration to Laserfiche-X is a record management system used by HR to store employee personnel records. The software is outdated and no longer supported, which possesses a significant risk to the Couecord Management system that meets all security and compliance requirements, is easy to use, and is highly customizable.

PeopleSoft Fluid Workflow Approval: To enhance efficiency within recruitment, position approvals, and personnel transactions (PAs), PeopleSoft Fluid Approval will allow users to submit and approve these changes directly through PeopleSoft workflow. Fluid Approval will significantly reduce the time and resources spent on manual tasks, such as form completion, signature collection, and data entry, while reducing errors. This enhancement will benefit HR, Finance, and all department users.

Key Performance Measures

		FY 22-23 Actuals	FY 23-24 Actuals	FY 24-25 Target	FY 24-25 Actuals as of 04/10/25	FY 25-26 Target
Result (OLD)	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.	77% ¹	68% ¹	n/a ³	n/a ³	n/a ³
Output (OLD)	Number of HR system enhancements.	6	10	n/a ⁴	n/a ⁴	n/a ⁴
Output (OLD)	Number of HR business process improvements.	9	10	n/a ⁴	n/a ⁴	n/a ⁴
Result (NEW)	Support 2 HR initiatives per fiscal year	n/a**	n/a**	2	23	2
Customer Service (NEW)	90% Satisfaction Rate: Percentage of HR managers and PA Processors who rate HRIS services as "satisfactory" or higher in annual surveys.	n/a**	n/a**	90% ¹	100% ¹	90% ¹
Output (NEW)	# Data Transactions provided	20,295	13,918	7,200	11,356	7,200
Output (NEW)	# HR business process improvements and system enhancements implemented	15	18	10	6	10
Output (NEW)	# of queries revised or developed	n/a**	n/a**	5	10	5

*=Surveys were unable to be conducted during the current FY; **=Unable to collect data

The HRIS 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 performance measures or the implementation or upgrade of systems impacted by PeopleSoft HCM.

1 This data is collected once a calendar year.

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

3 This Measure is discontinued.

4 Data combined with another measure.

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



160102-HR Information Systems
BCC Priority Alignment: Accountable Government
Program Budget Summary

Budget-to-Budget:						
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	\$ % Variance Variance
Beginning Fund Balance	16,812	-	60,000	60,000	-	(60,000) -100%
Taxes	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines	658,230	612,213	610,894	610,894	635,330	24,436 4%
Revenue from Bonds & Other Debts	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	-	-	-
Other Interfund Transfers	-	-	196,532	176,531	335,612	139,080 71%
General Fund Support	221,512	274,764	215,435	36,587	658,576	443,141 206%
Operating Revenue	879,742	886,977	1,022,861	824,012	1,629,518	606,657 59%
Total Revenue	896,554	886,977	1,082,861	884,012	1,629,518	546,657 50%
Personnel Services	821,877	859,605	949,485	755,174	1,034,161	84,675 9%
Materials and Services	120,461	24,897	133,376	128,838	595,357	461,981 346%
Capital Outlay	-	-	-	-	-	-
Operating Expense	942,337	884,502	1,082,861	884,012	1,629,518	546,656 50%
Debt Service	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-
Transfers	-	-	-	-	-	-
Contingency	-	-	-	-	-	-
Total Appropriated	942,337	884,502	1,082,861	884,012	1,629,518	546,656 50%
Reserve for Future Expenditures	-	-	-	-	-	-
Total Expense	942,337	884,502	1,082,861	884,012	1,629,518	546,656 50%
Revenues Less Expenses	(45,783)	2,475	-	-	-	

Notes:
 Cost savings from vacant positions. In FY25-26 there are major technology updates happening approved and funded by TS and GF.



Employee & Labor Relations Management

Employee & Labor Relations

Purpose Statement

The purpose of the Employee and Labor Relations (ELR) program is to provide collective bargaining, labor contract and policy administration services to the Board of County Commissioners (BCC), County Administration, and all county departments.

Performance Narrative Statement

Major Initiatives:

The Employee and Labor Relations (ELR) program continues to reduce liability for the county by resolving workplace issues early, fostering strong partnerships with departments, and providing guidance on policy and contract interpretation, workplace conflict resolution, performance management, and grievance administration.

In 2024 and 2025, ELR successfully completed negotiations with the three AFSCME bargaining units (CCOM, DTD, and WES), and the Clackamas County Employees Association (CCEA), reaching ratified contracts. These contracts included improvements to paid leave, workers' compensation, and temporary out-of-class and reclassification provisions which better assign us with legislation like Oregon Paid Leave and Equal Pay. We are currently in negotiations with the Federation of Parole and Probation Officers (FOPPO) and will initiate successor bargaining with AFSCME CCOM and the Clackamas County Peace Officers Association (CCPOA) in early 2026.

We will continue to prepare and respond to emerging legal and operational challenges, maintain labor stability, and support strategic initiatives like Oregon Paid Leave and Equal Pay compliance through collective bargaining and consultation.

Key Performance Measures

		FY 22-23 Actuals	FY 23-24 Actuals	FY 24-25 Target	FY 24-25 Actuals as of 04/10/25	FY 25-26 Target
Result	90% of corrective actions involving written reprimands, suspensions, demotions and employee terminations will have been vetted with ELR before imposition.	90%	96%	90%	90%	90%
Result	90% of managers/supervisors/will have ELR training biannually.	90%	93%	90%	90%	90%
Output	Number of collective bargaining agreements and/or other labor agreements negotiated to resolution.	5	20	5	6	6
Output	Number of managers and supervisors completing employee/labor relations training courses.	171	82	171	46	46
Output	Number of corrective actions involving written reprimand and above vetted with ELR before imposing.	20	47	20	25	n/a
Result	By the end of 2025, ELR will have implemented technologies which will streamline communication and organize information and documentation to promote improved response times, improve our ability to adapt to change, decrease inefficiencies, and overall promote a higher quality of service.	n/a**	n/a**	n/a**	n/a ²	100%
Customer Service (NEW)	90% Satisfaction Rate: Percentage of internal customers (managers, HR staff, union representatives) who rate ELR services as "satisfactory" or higher in annual surveys.	n/a ¹	n/a ¹	n/a ¹	n/a*	90%
Output (NEW)	# of Grievances Resolved: Total number of employee grievances successfully resolved each year.	n/a ¹	n/a ¹	n/a ¹	4	n/a*
Output (NEW)	# of Training Sessions Conducted: Number of labor and performance management training sessions provided annually.	n/a ¹	n/a ¹	n/a ¹	4	13
Output (NEW)	# of Process Improvements Implemented: Number of manual processes that have been evaluated and improved over the course of the year.	n/a ¹	n/a ¹	n/a ¹	n/a**	1 or more
Output (NEW)	# of Consultations Held: Number of consultation sessions conducted with internal customers annually and amount of time spent performing consultations.	n/a ¹	n/a ¹	n/a ¹	1,020	Reduce by 5% in 2026
Output (NEW)	# of Hours Spent Consulting: this is the amount of time ELR is spending collectively in consultations	n/a ¹	n/a ¹	n/a ¹	48,360	Decrease by 5% in 2026
Output (NEW)	# of new/improved self-help resources available on the ELR intranet site.	n/a ¹	n/a ¹	n/a ¹	n/a**	Increase

*=Surveys were unable to be conducted during the current FY; **=Unable to collect data

Performance Measures Narrative:

***Note-HR program areas are in the process of realigning our performance measures to accurately reflect the work we are do.

¹ New Measure, data not collect for previous FY's.

² On Track

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
Program Budget Summary

						Budget-to-Budget:	
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	\$ Variance	% Variance
Beginning Fund Balance	10,000	40,000	90,372	90,372	-	(90,372)	-100%
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines	590,209	566,208	573,315	573,315	603,251	29,936	5%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	160,435	148,958	84,510	95,814	235,505	150,995	179%
Operating Revenue	750,644	715,166	657,825	669,129	838,756	180,931	28%
Total Revenue	760,644	755,166	748,197	759,501	838,756	90,559	12%
Personnel Services	489,158	535,956	559,531	510,715	648,026	88,495	16%
Materials and Services	121,909	173,157	188,666	248,786	190,730	2,064	1%
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	611,067	709,113	748,197	759,501	838,756	90,559	12%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Total Appropriated	611,067	709,113	748,197	759,501	838,756	90,559	12%
Reserve for Future Expenditures	-	-	-	-	-	-	-
Total Expense	611,067	709,113	748,197	759,501	838,756	90,559	12%
Revenues Less Expenses	149,577	46,053	-	-	-		

Notes:

This program went through a restructure which resulted in a FT Manager Sr. to supervise over this program, it used to be provided by a Deputy Director. Negotiated 6 contracts in FY25-26 and FAPPO and POA to start in early 2025. Had to use a contractor for negotiations. EPA audit found the need to increase 5% for professional staff to be in compliance for FY25-26.



Workforce Design

Classification & Compensation

Purpose Statement

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

Performance Narrative Statement

Major Initiatives:

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

Ensuring Oregon Equal Pay Act Compliance

In response to the Oregon Equal Pay Act, Classification & Compensation has implemented significant measures to promote equitable compensation. A core element of this effort is the mandatory salary placement assessment for all regular, limited-term, temporary, and seasonal appointments. This process ensures equity, consistency, and legal compliance in all placement decisions.

Classification & Compensation is also responsible for conducting a triennial equal pay audit in accordance with the law. This was last completed January 1st, 2025 with the next triennial audit planned for initiation in the fall of 2027.

Classification & Compensation is in the process of revising pay practices and policies to eliminate the potential for pay equity issues moving forward. This process includes revision of collective bargaining agreement language related to compensation practices.

Structured Classification Reviews

Classification & Compensation continues to make progress on 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 22-23 Actuals	FY 23-24 Actuals	FY 24-25 Target	FY 24-25 Actuals as of 04/10/25	FY 25-26 Target
Result (NEW)	By July 2026, new classification and pay administration policies will be established.	n/a ¹	n/a ¹	100%	50%	100%
Customer Service (New)	90% of Departments agree that the County's classifications align with business needs.	n/a ¹	n/a ¹	n/a ¹	n/a ¹	90%
Customer Service (New)	80% of Departments agree that the County's pay plans align with business needs.	n/a ¹	n/a ¹	n/a ¹	n/a ¹	80%
Output	# Market studies conducted (individual classifications and job families)	61	79	100	40	100
Output (New)	# New classifications	n/a ¹	10	n/a	7	n/a
Output (New)	# Revised classifications	n/a ¹	37	n/a	27	n/a
Output (New)	# Archived Classifications	n/a ¹	20	n/a	5	n/a
Output (New)	# Salary placements	n/a ¹	1060	n/a	785	n/a
Output (New)	# Vacant/new position reviews	n/a ¹	269	n/a	227	n/a
Output (New)	# Incumbent position review	n/a ¹	71	n/a	61	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.

¹ New measure, data not collected for previous FY's.

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
Program Budget Summary

	Budget-to-Budget:						
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	\$ Variance	% Variance
Beginning Fund Balance	-	60,000	-	-	-	-	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines	857,801	735,652	727,500	727,500	756,600	29,100	4%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	-	-	-	-
Other Interfund Transfers	-	-	140,904	140,904	152,216	11,312	8%
General Fund Support	177,316	155,539	363,289	173,339	277,212	(86,077)	-24%
Operating Revenue	1,035,117	891,191	1,231,693	1,041,743	1,186,028	(45,665)	-4%
Total Revenue	1,035,117	951,191	1,231,693	1,041,743	1,186,028	(45,665)	-4%
Personnel Services	790,464	725,377	1,099,547	862,616	1,068,366	(31,182)	-3%
Materials and Services	73,620	33,104	132,146	179,127	117,662	(14,484)	-11%
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	864,085	758,481	1,231,693	1,041,743	1,186,028	(45,666)	-4%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Total Appropriated	864,085	758,481	1,231,693	1,041,743	1,186,028	(45,666)	-4%
Reserve for Future Expenditures	-	-	-	-	-	-	-
Total Expense	864,085	758,481	1,231,693	1,041,743	1,186,028	(45,666)	-4%
Revenues Less Expenses	171,032	192,710	-	-	-		

Notes:



Workforce Design

Recruitment & 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 in FY24-25, the decision was made to extend two crucial limited-duration positions for a third year. These roles are essential for maintaining the high level of service our organization strives for, ensuring that we can effectively meet our staffing needs and prevent any further backlogs in the hiring process.

Improvements

Recruitment and Selection continues to look for ways to improve the recruitment process for applicants, hiring managers, and recruiters. The Recruitment Team began utilizing LinkedIn and Indeed to broaden our candidate sourcing capabilities, tapping into a wider talent pool. A quarterly training focused on recognizing and minimizing bias in the recruitment process was implemented. This initiative aims to foster a more equitable hiring environment and ensure diverse candidate representation. Also, a major PeopleSoft upgrade was completed. This upgrade was necessary for continued software support and also provided enhancements to improve the applicant experience. Through this system upgrade departments with temporary positions will also benefit from using PeopleSoft in the recruitment process.

Partnership

Recruitment and Selection continues to partner with departments, and other divisions within HR to support the County's recruitment needs. Recruitment and Selection will focus on developing additional 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 22-23 Actuals	FY 23-24 Actuals	FY 24-25 Target	FY 24-25 Actuals as of 04/10/25	FY 25-26 Target
Result	70% of open positions are filled within 90 days from the date of requisition ¹	70%	85%	70%	79%	70%
Output	Number of hires per year (including temps and seasonal)	320	477	320	350	350
Output	Number of job postings (recruitments) per year	260	355	260	274	290
Result NEW)	By the end of 2025, review, revise and implement updated recruitment policies that will help to reduce internal barriers within the county's recruitment process.	n/a ¹	n/a ¹	n/a ¹	n/a ¹	100%
Customer Service (NEW)	90% of participants "agree" or "strongly agree" that they are satisfied with the services provided by the Recruitment and Selection Program. (Result from HR annual survey)	n/a ¹	n/a ¹	n/a ¹	n/a ¹	90%
Output (NEW)	# of hires who identify as a Person of Color	n/a ¹	117	N/A	84	90
Output (NEW)	# of recruitment request received per year	n/a ¹	397	N/A	339	290
Output (OLD)	Number of recruitment outreach events per year ²	24	**	N/A	N/A	N/A

*=Surveys were unable to be conducted during the current FY; **Measure discontinued

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 1st, 2020.

¹ New Measure, data not collected for previous FY's.

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
Program Budget Summary

	Budget-to-Budget:						
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	\$ Variance	% Variance
Beginning Fund Balance	5,000	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines	917,449	1,068,731	1,057,978	1,057,978	1,100,297	42,319	4%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	214,768	176,474	137,561	177,532	54,529	(83,032)	-60%
Other Interfund Transfers	-	-	226,615	-	-	(226,615)	-100%
General Fund Support	300,435	337,086	285,271	336,320	654,494	369,223	129%
Operating Revenue	1,432,652	1,582,291	1,707,425	1,571,830	1,809,320	101,895	6%
Total Revenue	1,437,652	1,582,291	1,707,425	1,571,830	1,809,320	101,895	6%
Personnel Services	1,236,741	1,524,361	1,605,187	1,501,803	1,731,215	126,028	8%
Materials and Services	112,581	81,867	102,238	70,027	78,105	(24,133)	-24%
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	1,349,322	1,606,228	1,707,425	1,571,830	1,809,320	101,895	6%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Total Appropriated	1,349,322	1,606,228	1,707,425	1,571,830	1,809,320	101,895	6%
Reserve for Future Expenditures	-	-	-	-	-	-	-
Total Expense	1,349,322	1,606,228	1,707,425	1,571,830	1,809,320	101,895	6%
Revenues Less Expenses	88,330	(23,937)	-	-	-		

Notes:



Workforce Design

Employee Engagement & Development

Purpose Statement

The purpose of the Employee Engagement and Development Program is to empower supervisors and enhance organizational capabilities by delivering comprehensive learning and development services. This program is designed to equip County departments with the tools and resources necessary to proactively address both current and future development needs leading to increased engagement.

Performance Narrative Statement

The Employee Engagement and Development (EE&D) program supports county-wide learning and development, change initiatives, leadership development, and provides custom team building and work environment enhancement services. The team, comprised of 3.0 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 EE&D budget dollars go towards learning events and training content. Challenges: Without addressing these challenges, we risk reduced organizational performance and employee satisfaction, as well as missed opportunities for talent development.

- Roles and responsibilities of supervisors are getting more complex. Some contributing factors are additional labor laws and evolving workplace expectations of employees.
- Employees, especially managers and supervisors, struggle to devote time to development. This leads to empty seats and canceled sessions. Opportunities: With these strategic initiatives, EE&D is poised to address current workforce challenges and create a vibrant culture of continuous learning across the county.
- Employee engagement survey (annual with vendor partner Gallup) and learning needs assessment results leading to re-aligned core services and training curriculum to better meet the needs of the organization and our workforce. Taking a more data-driven approach to resource allocations decisions that will result in employees building skills and accessing resources where most needed.
- Focus to improve marketing – intentionally scheduling and announcing opportunities well in advance to alleviate barriers for employees to participate in development.
- Support and collaborate with a steering committee whose members are managers from across the county. A key priority for this group is to make recommendations to improve the work environment for managers and supervisors – to be more supportive of and positively incentivize ongoing leadership development.

Key Performance Measures

		FY 22-23 Actual	FY 23-24 Actuals	FY 24-25 Target	FY 24-25 Actuals as of 04/10/25	FY 25-26 Target
Result (OLD)	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 Employee Engagement and Development program.	25%	n/a**	50%	n/a ²	n/a ²
Result (OLD)	90% of Learning & Development participants "agree" or "strongly agree" that Learning & Development events were a valuable investment of their time.	94% ¹	92%	90%	n/a ²	n/a ²
Result (OLD)	90% of employees will have a documented summary of performance at least annually.	70%	72%	90%	n/a ²	n/a ²
Output (OLD)	Number of Workforce planning consultations.	35	n/a**	50	n/a ²	n/a ²
Output (OLD)	Number of County employees engaged in learning events.	1215	1893	2000	n/a ²	n/a ²
Output (OLD)	Number of employees with a documented summary of performance each year.	1120	1661	1800	n/a ²	n/a ²
Result (NEW)	By 2028 100% of regular employees will participate in voluntary learning and development opportunities each fiscal year	n/a**	19%	20%	11%	35%
Customer Service (NEW)	90% of Learning and Development Participants "agree" or "strongly agree" that Learning & Development events were a valuable investment of their time	n/a**	92%	90%	95%	90%
Output (NEW)	# Learning and development events	n/a**	39	40	27	40

*=Surveys were unable to be conducted during the current FY; **=Unable to collect data

Performance Measures Narrative:

***Note-HR program areas are in the process of realigning our performance measures to accurately reflect the work we are do.

¹ We'll see volatility in number of employees registered for events depending on required annual trainings.

² Average percentage of quarterly data

Discontinued

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-Employee Engagement & Dev
BCC Priority Alignment: Accountable Government
Program Budget Summary

Budget-to-Budget:							
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	\$ Variance	% Variance
Beginning Fund Balance	27,966	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines	401,142	665,527	371,859	371,859	386,733	14,874	4%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	211,495	195,286	192,299	13,797	271,633	79,334	41%
Operating Revenue	612,637	860,813	564,158	385,656	658,366	94,208	17%
Total Revenue	640,603	860,813	564,158	385,656	658,366	94,208	17%
Personnel Services	428,747	396,581	429,919	256,615	458,518	28,600	7%
Materials and Services	192,450	140,832	134,240	129,041	199,848	65,608	49%
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	621,197	537,413	564,159	385,656	658,366	94,208	17%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Total Appropriated	621,197	537,413	564,159	385,656	658,366	94,208	17%
Reserve for Future Expenditures	-	-	-	-	-	-	-
Total Expense	621,197	537,413	564,159	385,656	658,366	94,208	17%
Revenues Less Expenses	19,406	323,400	-	-	-		

Notes:
 Reclassified vacant Senior Manager position to an Analyst and added specialist. Analyst position is paid partially by Benefits. Overall salary savings.



Benefits, Wellness, Leave Administration

Benefits Administration

Purpose Statement

The purpose of the Benefits Administration and Wellness Services program is to provide health and retirement plan services to county departments and employees so they can achieve their results through a productive workforce.

Performance Narrative Statement

Major Initiatives:

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

In 2022 we completed Phase 3 of our Benefits Service Delivery Transformation in order to prepare to implement our service delivery strategy. After careful consideration of Clackamas County's needs, it was determined to not outsource the administration of benefits, but instead look at leveraging our current system to strategically manage benefits administration. The Benefits team is creating a strategy to 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

Key Performance Measures

		FY 22-23 Actuals	FY 23-24 Actuals	FY 24-25 Target	FY 24-25 Actuals as of 04/10/25	FY 25-26 Target
Customer Service	80% of Departments "agree" or "strongly agree" that employee benefit plans are effective in maintaining a productive workforce.	n/a **	n/a ²	80%	na*	80%
Output (NEW)	# of people participating in the Wellness Fair	n/a ¹	325	350	350	350
Output (NEW)	# of people participating in Benefits Webinars	n/a ³	n/a ³	260	356	260

*=Surveys were unable to be conducted during the current FY; **=Unable to collect data

Performance Measures Narrative:

***Note-HR program areas are in the process of realigning our performance measures to accurately reflect the work we are do.

¹ This data was not available due to staff changes.

² This data was not collected by the annual survey from County Administration in Dec 2023.

³ New Measure, data not collected for previous FYs.

Program includes:

Mandated Services ☐ Y

Shared Services ☐ N

Grant Funding ☐ N

Explain all "Yes" boxes below

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

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

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



Benefits, Wellness, Leave Administration

Leave Administration

Purpose Statement

The purpose of the Leave Administration program is to deliver comprehensive leave management and disability support to County departments and employees. Our goal is to foster a healthy work-life balance, enabling employees to effectively navigate their leave options while ensuring organizational continuity and a resilient workforce.

Performance Narrative Statement

Major Initiatives: Leave Administration has three major initiatives that will deliver an employee absence and disability management program that supports workforce and business requirements leading to improvements in retention, morale, absenteeism and productivity.

Business Process Improvements: Develop and provide templates, process flows and guides to educate and streamline the protected leave of absence and accommodation process for supervisors and employees. These resources will offer clear, step-by-step instructions to help both supervisors and employees navigate protected leave and accommodation processes with confidence and consistency. Standardized templates and visual process flows will reduce errors, improve response times, and ensure compliance with legal and organizational requirements. By simplifying complex procedures, these tools will promote transparency, enhance communication, and support a more efficient and user-friendly experience.

Supervisor Training: Provide quarterly training to supervisors on building a knowledge base on protected leave of absence and accommodation processes. These sessions will cover legal requirements, internal procedures, and best practices for effectively managing employees who have protected leave and/or accommodations. Training will include information to enhance supervisors' ability to recognize and respond to employee leave requests. Continuous education will ensure supervisors remain current with County policies, and federal and state law while fostering a supportive and compliant work environment.

Customer Service: Provide timely customer service to employees and supervisors and ensuring they have the resources and information necessary to support employee leave of absences and business operations. This includes responding promptly to inquiries, offering personalized guidance, and proactively addressing potential issues before they escalate. Ongoing communication and support will help build trust, and ensure a smooth leave and accommodation experience for both employees and supervisors.

Key Performance Measures

		FY 22-23 Actuals	FY 23-24 Actuals	FY 24-25 Target	FY 24-25 Actuals as of 04/10/25	FY 25-26 Target
Output	# of paid leave requests.	249	1091 ³	450	620	450
Result (NEW)	By the end of 2025, Leave Administration will develop resources for the Leave Administration team such as templates, process flows and guides.	n/a ¹	n/a ¹	New	13	14
Result (NEW)	By the end of 2025, Leave Administration or its agent will develop customer resources for training employees and managers consistent with internal resources.	n/a ¹	n/a ¹	New	14	20
Result (NEW)	By the end of 2025 Leave Administration or its agent will conduct three (3) employee and manager trainings on leave issues.	n/a ¹	n/a ¹	100%	2% ²	100%
Customer Service (NEW)	90% of supervisors and managers acknowledge that they "agree" or "strongly agree" that they have timely and accurate information about their employees' protected leaves and disability.	n/a ¹	n/a ¹	90%	n/a*	90%
Customer Service (NEW)	80% of Departments "agree" or "strongly agree" that employee leave and disability services are effective in maintaining a productive workforce.	n/a ¹	n/a ¹	80%	n/a*	80%
Customer Service (NEW)	80% of supervisors and managers acknowledge that they "agree" or "strongly agree" with having adequate resources to support protected employee leave.	n/a ¹	n/a ¹	80%	n/a*	80%
Output (NEW)	# of accommodation requests received	n/a ¹	76	100	118	100

*=Surveys were unable to be conducted during the current FY; **=Unable to collect data

Performance Measures Narrative:

***Note-HR program areas are in the process of realigning our performance measures to accurately reflect the work we are do.

¹ New Measure, data not collected for previous FYs

² Trainings scheduled for April & May of 2025

³ This data is from 9/2023-9/2024

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

Federal and state law require compliance with leave of absence and accommodation laws which is achieved through Leave Administration in conjunction with its Third-Party Vendor.



160401-Benefits Administration

BCC Priority Alignment: Accountable Government

Program Budget Summary

Budget-to-Budget:							
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	\$ Variance	% Variance
Beginning Fund Balance	2,555,561	2,631,954	1,800,987	2,949,628	1,279,206	(521,781)	-29%
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines	1,923,516	2,020,335	2,063,985	2,083,652	2,071,826	7,841	0%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	483,052	1,008,400	491,471	490,546	877,160	385,689	78%
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-
Operating Revenue	2,406,568	3,028,735	2,555,456	2,574,198	2,948,986	393,530	15%
Total Revenue	4,962,129	5,660,688	4,356,443	5,523,826	4,228,192	(128,251)	-3%
Personnel Services	1,809,456	2,053,836	2,499,580	2,498,932	2,656,112	156,532	6%
Materials and Services	520,719	572,123	1,682,368	1,745,688	1,539,868	(142,500)	-8%
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	2,330,175	2,625,959	4,181,948	4,244,620	4,195,980	14,032	0%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Contingency	-	-	174,495	-	32,212	(142,283)	-82%
Total Appropriated	2,330,175	2,625,959	4,356,443	4,244,620	4,228,192	(128,251)	-3%
Reserve for Future Expenditures	-	-	-	-	-	-	-
Total Expense	2,330,175	2,625,959	4,356,443	4,244,620	4,228,192	(270,534)	-6%
Revenues Less Expenses	2,631,954	3,034,729	-	1,279,206	-		

Notes:

None



Benefits, Wellness, Leave Administration

Medical Insurance

Purpose Statement

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

Performance Narrative Statement

SERVICES:

- Medical insurance for active employees, retirees, and COBRA participants.

Key Performance Measures

		FY 22-23 Actuals	FY 23-24 Actuals	FY 24-25 Target	FY 24-25 Actuals as of 04/10/25	FY 25-26 Target
Customer Service (NEW)	80% of Departments "agree" or "strongly agree" that employee medical plans are effective in attracting and maintaining a productive workforce.	n/a ¹	n/a ¹	80%	n/a*	80%
Output (NEW)	# of subscribers	2,065	2,135	n/a	2224	n/a
Output (NEW)	# of total covered lives	na**	na**	n/a	na**	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.

¹ New Measure, data not collected for previous FYs

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.



160402-Medical Insurance

BCC Priority Alignment: Accountable Government

Program Budget Summary

Budget-to-Budget:							
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	\$ Variance	% Variance
Beginning Fund Balance	18,216,944	19,304,760	23,067,357	19,858,436	18,297,682	(4,769,675)	-21%
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines	352	21,601	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	28,510,724	30,516,078	30,615,148	33,335,000	33,335,000	2,719,852	9%
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-
Operating Revenue	28,511,076	30,537,679	30,615,148	33,335,000	33,335,000	2,719,852	9%
Total Revenue	46,728,019	49,842,439	53,682,505	53,193,436	51,632,682	(2,049,823)	-4%
Personnel Services	-	-	-	-	-	-	-
Materials and Services	27,423,259	30,069,102	36,746,077	32,199,164	35,612,636	(1,133,441)	-3%
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	27,423,259	30,069,102	36,746,077	32,199,164	35,612,636	(1,133,441)	-3%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	2,696,590	2,696,590	621,254	(2,075,336)	-77%
Contingency	-	-	11,274,838	-	12,433,792	1,158,954	10%
Total Appropriated	27,423,259	30,069,102	50,717,505	34,895,754	48,667,682	(2,049,823)	-4%
Reserve for Future Expenditures	-	-	2,965,000	-	2,965,000	-	0%
Total Expense	27,423,259	30,069,102	53,682,505	34,895,754	51,632,682	(2,966,205)	-6%
Revenues Less Expenses	19,304,760	19,773,336	-	18,297,682	-		

Notes:

None



Benefits, Wellness, Leave Administration

Dental Insurance

Purpose Statement

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

Performance Narrative Statement

SERVICES:

- Dental insurance for active employees, retirees, and COBRA participants.

Key Performance Measures

		FY 22-23 Actuals	FY 23-24 Actuals	FY 24-25 Target	FY 24-25 Actuals as of 04/10/25	FY 25-26 Target
Customer Service (NEW)	80% of Departments "agree" or "strongly agree" that employee dental plans are effective in attracting and maintaining a productive workforce.	n/a ¹	n/a ¹	80%	n/a*	80%
Output (NEW)	# of subscribers	2,093	2,173	n/a	2223	n/a
Output (NEW)	# of total covered lives	na**	na**	n/a	na**	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 do.

¹ New Measure, data not collected for previous FYs

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



160403-Dental Insurance

BCC Priority Alignment: Accountable Government

Program Budget Summary

Budget-to-Budget:							
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	\$ Variance	% Variance
Beginning Fund Balance	1,972,926	2,139,889	2,735,162	2,305,750	2,333,575	(401,587)	-15%
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines	-	1,168	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	2,364,497	2,392,469	2,479,030	2,387,407	2,375,347	(103,683)	-4%
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-
Operating Revenue	2,364,497	2,393,637	2,479,030	2,387,407	2,375,347	(103,683)	-4%
Total Revenue	4,337,424	4,533,527	5,214,192	4,693,157	4,708,922	(505,270)	-10%
Personnel Services	-	-	-	-	-	-	-
Materials and Services	2,197,534	2,227,776	1,866,325	2,359,582	2,414,560	548,235	29%
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	2,197,534	2,227,776	1,866,325	2,359,582	2,414,560	548,235	29%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Contingency	-	-	3,000,867	-	1,947,362	(1,053,505)	-35%
Total Appropriated	2,197,534	2,227,776	4,867,192	2,359,582	4,361,922	(505,270)	-10%
Reserve for Future Expenditures	-	-	347,000	-	347,000	-	0%
Total Expense	2,197,534	2,227,776	5,214,192	2,359,582	4,708,922	(1,558,775)	-30%
Revenues Less Expenses	2,139,889	2,305,750	-	2,333,575	-		

Notes:

None



Benefits, Wellness, Leave Administration

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 22-23 Actuals	FY 23-24 Actuals	FY 24-25 Target	FY 24-25 Actuals as of 04/10/25	FY 25-26 Target
Customer Service (NEW)	80% of Departments "agree" or "strongly agree" that employee disability plans and services are effective in attracting and maintaining a productive workforce.	n/a ¹	n/a ¹	80%	n/a*	80%

*=Surveys were unable to be conducted during the current FY; **=Unable to collect data

Performance Measures Narrative:

***Note-HR program areas are in the process of realigning our performance measures to accurately reflect the work we are do.

1 This data was not available due to staff changes.

2 This data was not collected by the annual survey from County Administration in Dec 2023.

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

4 New Measure, data not collected for previous years.

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



160404-Disability Insurance

BCC Priority Alignment: Accountable Government

Program Budget Summary

Budget-to-Budget:							
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	\$ Variance	% Variance
Beginning Fund Balance	1,102,805	1,576,058	1,639,833	1,758,630	1,682,335	42,502	3%
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines	-	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	731,170	334,840	347,291	267,705	350,000	2,709	1%
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-
Operating Revenue	731,170	334,840	347,291	267,705	350,000	2,709	1%
Total Revenue	1,833,975	1,910,898	1,987,124	2,026,335	2,032,335	45,211	2%
Personnel Services	-	-	-	-	-	-	-
Materials and Services	257,918	152,268	480,326	344,000	418,000	(62,326)	-13%
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	257,918	152,268	480,326	344,000	418,000	(62,326)	-13%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Contingency	-	-	1,466,647	-	1,574,184	107,537	7%
Total Appropriated	257,918	152,268	1,946,973	344,000	1,992,184	45,211	2%
Reserve for Future Expenditures	-	-	40,151	-	40,151	-	0%
Total Expense	257,918	152,268	1,987,124	344,000	2,032,335	152,748	8%
Revenues Less Expenses	1,576,058	1,758,630	-	1,682,335	-		

Notes:

None



Benefits, Wellness, Leave Administration

Employee Assistance Program/Wellness

Purpose Statement

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

Performance Narrative Statement

SERVICES:

- EAP services for active employees, retirees, and COBRA participants.
- EAP services for Managers and Supervisors.
- Wellness events and opportunities.

Key Performance Measures

		FY 22-23 Actuals	FY 23-24 Actuals	FY 24-25 Target	FY 24-25 Actuals as of 04/10/25	FY 25-26 Target
Customer Service (NEW)	To achieve and maintain an 80% satisfaction rate among Departments, with them "agreeing" or "strongly agreeing" that the Employee Assistance Program (EAP) and wellness benefits effectively contribute to enhancing employee satisfaction, departmental productivity, and play a significant role in attracting and retaining a productive workforce.	n/a ¹	n/a ¹	80%	na*	80%
Output (NEW)	# of web users and self referrals to the County's EAP vendor outreach	1,070	1,131	1,000	657	1,000
Output (NEW)	# of service utilization	532	351	450	574	450
Output (NEW)	# of activities	284	249	200	181	200

*=Surveys were unable to be conducted during the current FY; **=Unable to collect data

Performance Measures Narrative:

***Note - HR program areas are in the process of realigning our performance measures to accurately reflect the work we are do.

¹ New Measure, data not collected for previous FYs

² This Measure is discontinued

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



						<u>Budget-to-Budget:</u>	
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	\$ Variance	% Variance
Beginning Fund Balance	746,852	792,845	606,013	830,253	543,940	(62,073)	-10%
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines	83,619	86,499	80,611	80,611	-	(80,611)	-100%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	94,097	109,270	100,502	112,366	112,000	11,498	11%
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-
Operating Revenue	177,716	195,769	181,113	192,977	112,000	(69,113)	-38%
Total Revenue	924,568	988,615	787,126	1,023,230	655,940	(131,186)	-17%
Personnel Services	-	-	-	-	-	-	-
Materials and Services	131,722	158,362	476,119	479,290	321,224	(154,895)	-33%
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	131,722	158,362	476,119	479,290	321,224	(154,895)	-33%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Contingency	-	-	311,007	-	334,716	23,709	8%
Total Appropriated	131,722	158,362	787,126	479,290	655,940	(131,186)	-17%
Reserve for Future Expenditures	-	-	-	-	-	-	-
Total Expense	131,722	158,362	787,126	479,290	655,940	(107,477)	-14%
Revenues Less Expenses	792,845	830,253	-	543,940	-		

Notes:

None



Benefits, Wellness, Leave Administration

Deferred Compensation

Purpose Statement

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

Performance Narrative Statement

SERVICES:

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

Key Performance Measures

		FY 22-23 Actuals	FY 23-24 Actuals	FY 24-25 Target	FY 24-25 Actuals as of 04/10/25	FY 25-26 Target
Customer Service (NEW)	80% of Departments "agree" or "strongly agree" that employee retirement plans are effective in attracting and maintaining a productive workforce.	n/a ¹	n/a ¹	80%	n/a*	80%
Output (NEW)	# of participants	1,867	1,730	n/a	1,785	n/a
Output (NEW)	\$ of participant deferrals	\$ 10,847,863.47	\$ 11,762,425.40	n/a	\$ 13,596,285.13	n/a
Output (NEW)	\$ of employer contributions	\$ 2,411,797.79	\$ 2,638,768.76	n/a	\$ 2,924,785.89	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.

¹ New Measure, data not collected in previous FYs

Program includes:

Mandated Services ☐ N

Shared Services ☐ N

Grant Funding ☐ N

Explain all "Yes" boxes below

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

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

Explanation



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

Budget-to-Budget:							
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	\$ Variance	% Variance
Beginning Fund Balance	2,082	1,682	3,971	(2,167)	-	(3,971)	-100%
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines	-	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	3,000	2,167	5,950	2,950	98%
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-
Operating Revenue	-	-	3,000	2,167	5,950	2,950	98%
Total Revenue	2,082	1,682	6,971	-	5,950	(1,021)	-15%
Personnel Services	-	-	-	-	-	-	-
Materials and Services	400	3,849	6,150	-	5,950	(200)	-3%
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	400	3,849	6,150	-	5,950	(200)	-3%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Contingency	-	-	821	-	-	(821)	-100%
Total Appropriated	400	3,849	6,971	-	5,950	(1,021)	-15%
Reserve for Future Expenditures	-	-	-	-	-	-	-
Total Expense	400	3,849	6,971	-	5,950	(1,842)	-26%
Revenues Less Expenses	1,682	(2,167)	-	-	-		

Notes:

None



Risk & Safety Management

Risk Administration

Purpose Statement

The purpose of the Risk Administration program is to provide risk and safety management services to County departments and employees so they can create a workplace culture committed to practices that reduce risk, sustain a healthy 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.

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 22-23 Actuals	FY 23-24 Actuals	FY 24-25 Target	FY 24-25 Actuals as of 04/10/25	FY 25-26 Target
Customer Service (NEW)	90% of Departments agree that general risk and safety management services met their expectations for reducing risk, sustain a healthy workforce and preserve financial resources.	n/a ¹	n/a	90%	n/a*	90%
Output	# Ergonomic Assessments	40	46	n/a	21	n/a
Output	# Driving Checks	278	471	n/a	338	n/a
Output (NEW)	# Real Time Risk Management Data Reporting	n/a ¹	100%	100%	100%	100%
Output (NEW)	# Department Safety and Loss Control Consulting	n/a ¹	n/a ¹	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 do.

¹ New Measure, data not collect for previous FYs

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:							
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	\$ Variance	% Variance
Beginning Fund Balance	81,138	54,468	-	47,737	50,809	50,809	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines	1,610,327	1,719,024	2,089,247	2,089,247	2,117,194	27,947	1%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	-	9,542	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-
Operating Revenue	1,610,327	1,728,566	2,089,247	2,089,247	2,117,194	27,947	1%
Total Revenue	1,691,465	1,783,034	2,089,247	2,136,984	2,168,003	78,756	4%
Personnel Services	1,403,452	1,497,776	1,817,446	1,817,446	1,840,904	23,458	1%
Materials and Services	233,545	237,521	268,732	268,729	274,164	5,431	2%
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	1,636,997	1,735,297	2,086,179	2,086,175	2,115,068	28,890	1%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Contingency	-	-	3,068	-	52,935	49,867	1625%
Total Appropriated	1,636,997	1,735,297	2,089,247	2,086,175	2,168,003	78,757	4%
Reserve for Future Expenditures	-	-	-	-	-	-	-
Total Expense	1,636,997	1,735,297	2,089,247	2,086,175	2,168,003	128,624	6%
Revenues Less Expenses	54,468	47,737	-	50,809	-		

Notes:
Administration program line. Salaries and program overhead continue to rise, some in-step with economic inflation, some in excess.



Risk & Safety Management

Casualty/Liability

Purpose Statement

The purpose of the Casualty/Liability program is to provide funding, insurance coverage, claims management and risk consultation to County departments in an effort to effectively manage costs and resolve matters of 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 22-23 Actuals	FY 23-24 Actuals	FY 24-25 Target	FY 24-25 Actuals as of 04/10/25	FY 25-26 Target
Output	# of liability claims.	86	99	100	114	100
Results	Maintain Clackamas County's ratio of actual liability claims losses paid to the actuarial estimate at 1 or below. ¹	0.8	Discontinued	Discontinued	Discontinued	Discontinued
Result (NEW)	Clackamas County's yearly paid liability claims losses are transparent and within budget	n/a ²	\$ 1,232,735	\$ 1,300,000	\$ 715,081	\$ 1,350,000
Customer Service (NEW)	90% of Departments agree that the liability and claims management program is efficient and effective in resolving County liability matters.	n/a ²	n/a ²	90%	n/a*	90%
Output (NEW)	# Annual Casualty/Liability Allocation	n/a ²	\$ 3,250,000	\$ 3,250,000	\$ 3,250,000	\$ 3,380,000

*=Surveys were unable to be conducted during the current FY; **=Unable to collect data

Performance Measures Narrative:

***Note-HR program areas are in the process of realigning our performance measures to accurately reflect the work we are do.

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

² New Measure, data not collect for previous FYs.

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

Program Budget Summary

Budget-to-Budget:							
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	\$ Variance	% Variance
Beginning Fund Balance	9,772,288	9,268,934	8,609,641	9,151,631	9,719,479	1,109,838	13%
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines	1,680,092	2,060,967	2,096,310	2,096,310	1,875,806	(220,504)	-11%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	200,183	411,144	100,000	250,000	200,000	100,000	100%
Other Interfund Transfers	-	-	1,000,000	1,000,000	-	(1,000,000)	-100%
General Fund Support	-	-	-	-	-	-	-
Operating Revenue	1,880,275	2,472,111	3,196,310	3,346,310	2,075,806	(1,120,504)	-35%
Total Revenue	11,652,563	11,741,045	11,805,951	12,497,941	11,795,285	(10,666)	0%
Personnel Services	-	-	-	-	-	-	-
Materials and Services	2,383,630	2,589,413	2,833,500	2,778,462	2,802,500	(31,000)	-1%
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	2,383,630	2,589,413	2,833,500	2,778,462	2,802,500	(31,000)	-1%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Contingency	-	-	6,302,451	-	6,302,785	334	0%
Total Appropriated	2,383,630	2,589,413	9,135,951	2,778,462	9,105,285	(30,666)	0%
Reserve for Future Expenditures	-	-	2,670,000	-	2,690,000	20,000	1%
Total Expense	2,383,630	2,589,413	11,805,951	2,778,462	11,795,285	(10,332)	0%
Revenues Less Expenses	9,268,934	9,151,631	-	9,719,479	-		

Notes:

Rising social and economic inflationary factors continue to increase costs of casualty and liability claims.



Risk & Safety Management

Workers' Compensation

Purpose Statement

The purpose of the Workers' Compensation program is to provide funding, workers' compensation coverage, claims management and risk consultation to County departments, in an effort to effectively manage costs and resolve matters involving employees injured while in the course and scope of employment at the County.

Performance Narrative Statement

SERVICES:

- Workers' 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 22-23 Actuals	FY 23-24 Actuals	FY 24-25 Target	FY 24-25 Actuals as of 04/10/25	FY 25-26 Target
Result	Clackamas County will maintain a workers' compensation rating below the state's industry average. ¹	77%	89%	100%	89%	100%
Output	Number of workers' compensation claims processed quarterly	73	discontinue	discontinue	discontinue	discontinue
Customer Service (NEW)	90% of Departments agree that the Workers' Compensation program efficiently and effectively resolves matters involving workforce injury claims.	n/a ²	n/a ²	90%	n/a*	90%
Output	# Workers' Compensation Claims	n/a ²	99	120	67	120
Output	# Annual Workers' Compensation Allocation	n/a ²	\$ 2,400,000	n/a	\$ 2,400,000	\$ 2,495,000

*=Surveys were unable to be conducted during the current FY; **=Unable to collect data

Performance Measures Narrative:

***Note-HR program areas are in the process of realigning our performance measures to accurately reflect the work we are do.

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

² New Measure, data not collect for previous FYs

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
Program Budget Summary

Budget-to-Budget:							
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	\$ Variance	% Variance
Beginning Fund Balance	2,115,836	1,795,549	1,893,924	1,914,081	2,377,524	483,600	26%
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines	1,637,614	1,896,584	1,464,443	1,464,443	1,882,000	417,557	29%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	-	-	-	-
Other Interfund Transfers	-	-	1,000,000	1,000,000	-	(1,000,000)	-100%
General Fund Support	-	-	-	-	-	-	-
Operating Revenue	1,637,614	1,896,584	2,464,443	2,464,443	1,882,000	(582,443)	-24%
Total Revenue	3,753,450	3,692,133	4,358,367	4,378,524	4,259,524	(98,843)	-2%
Personnel Services	(20,760)	-	-	-	-	-	-
Materials and Services	1,978,661	1,778,052	1,956,000	2,001,000	2,085,000	129,000	7%
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	1,957,901	1,778,052	1,956,000	2,001,000	2,085,000	129,000	7%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Contingency	-	-	1,402,367	-	1,174,524	(227,843)	-16%
Total Appropriated	1,957,901	1,778,052	3,358,367	2,001,000	3,259,524	(98,843)	-3%
Reserve for Future Expenditures	-	-	1,000,000	-	1,000,000	-	0%
Total Expense	1,957,901	1,778,052	4,358,367	2,001,000	4,259,524	(326,686)	-7%
Revenues Less Expenses	1,795,549	1,914,081	-	2,377,524	-		

Notes:

Rising social and economic inflationary factors continue to impact costs of workers' compensation claims.



Risk & Safety Management

Unemployment

Purpose Statement

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

Performance Narrative Statement

SERVICES:

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

Key Performance Measures

		FY 22-23 Actuals	FY 23-24 Actuals	FY 24-25 Target	FY 24-25 Actuals as of 04/10/25	FY 25-26 Target
Output	# of Unemployment Claims.	116	217	200	162	200
Customer Service	90% of Departments agree that their share of unemployment costs are accurate and billed timely.	n/a	n/a	90%	n/a	90%
Output	# Annual Unemployment Budget	\$ 267,430	\$ 406,465	\$ 507,315	\$ 153,515	\$ 501,252

*=Surveys were unable to be conducted during the current FY; **=Unable to collect data

Performance Measures Narrative:

***Note-HR program areas are in the process of realigning our performance measures to accurately reflect the work we are do.

¹ New Measure, data not collected for previous FYs.

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



160504-Unemployment

BCC Priority Alignment: Accountable Government

Program Budget Summary

Budget-to-Budget:							
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	\$ Variance	% Variance
Beginning Fund Balance	165,741	161,115	157,315	155,052	151,252	(6,063)	-4%
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines	262,804	400,401	350,000	350,000	350,000	-	0%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-
Operating Revenue	262,804	400,401	350,000	350,000	350,000	-	0%
Total Revenue	428,545	561,517	507,315	505,052	501,252	(6,063)	-1%
Personnel Services	-	-	-	-	-	-	-
Materials and Services	267,430	406,465	353,800	353,800	353,800	-	0%
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	267,430	406,465	353,800	353,800	353,800	-	0%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Contingency	-	-	153,515	-	147,452	(6,063)	-4%
Total Appropriated	267,430	406,465	507,315	353,800	501,252	(6,063)	-1%
Reserve for Future Expenditures	-	-	-	-	-	-	-
Total Expense	267,430	406,465	507,315	353,800	501,252	(12,126)	-2%
Revenues Less Expenses	161,115	155,052	-	151,252	-		

Notes:

Unemployment ticked up significantly in FY24-25. Appears to be leveling out in FY25-26.



Public & Government Affairs

Tonia Holowetzki, Director

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



Public and Government Affairs (17)

Department Budget Summary by Fund

Line of Business	Program	FY25-26 General Fund (100)	FY25-26 Special Grants Fund (230)	FY25-26 Total Budget	FY25-26 General Fund Support in	% of Total	FY25-26 FTE **		
							Total	Filled	Vacant
Strategy, Policy & Brand Identity	Strategy & Policy	795,770	-	795,770	619,647	78%	3.0	3.0	-
Communications, Engagement & Advocacy	Communications & Community Engagement	3,780,065	-	3,780,065	-	0%	19.6	15.6	4.0
	Government & External Relations	261,229		261,229	149,953	57%	0.4	0.4	-
Misc/Pass-Through	Public, Education, & Government (PEG)	250,156		250,156	-	0%	-	-	-
TOTAL		5,087,220	-	5,087,220	769,600	15%	23.0	19.0	4.0
FY24-25 Budget (Amended)		5,346,296	346,439	5,692,735	740,000	13%	23.0	20.0	3.0
\$ Increase (Decrease)		-259,076	(346,439)	-605,515	29,600		-	(1.0)	1.0
% Increase (Decrease)		-5%	-100%	-11%	4%		0%	-5%	33%

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

** FY25-26 FTE: The figures align to each department's updated personnel counts



Strategy, Policy & Brand Identity

Strategy & 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 county-wide 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.

Key Performance Measures

		FY22-23 Actual	FY23-24 Actual	FY24-25 Target	FY24-25 Actual	FY25-26 Target
	Result					
	% of employees receive annual performance evaluations	100%	100%	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.	New Measure	100%	100%	100%	100%

Program includes:

Mandated Services

Shared Services

Grant Funding

Explain all "Yes" boxes below

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

Explanation

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-to-Budget:						
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	\$ Variance	% Variance
Beginning Fund Balance	-	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines	-	-	1	-	-	(1)	-100%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	741,664	697,481	551,613	432,627	176,123	(375,490)	-68%
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	109,437	59,437	176,863	176,863	619,647	442,784	250%
Operating Revenue	851,101	756,918	728,477	609,490	795,770	67,293	9%
Total Revenue	851,101	756,918	728,477	609,490	795,770	67,293	9%
Personnel Services	864,681	867,571	694,553	579,554	724,972	30,419	4%
Materials and Services	138,221	45,111	33,923	29,936	70,798	36,875	109%
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	1,002,902	912,682	728,476	609,490	795,770	67,294	9%
Debt Service	-	-	-	-	-	-	-
Special Payments	573	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Total Appropriated	1,003,475	912,682	728,476	609,490	795,770	67,294	9%
Reserve for Future Expenditures	-	-	-	-	-	-	-
Total Expense	1,003,475	912,682	728,476	609,490	795,770	67,294	9%
Revenues Less Expenses	(152,374)	(155,764)	-	-	-	-	-

Notes:

The Franchise Fees that PGA receives from various cable channels have been steadily declining over the past few years. Last fiscal year, they declined 3% per quarter. This fiscal year, they are declining 6% per quarter with an average decrease of 15% per year. PGA has tried to keep expenses flat but will need higher allocation or general funding to bridge the gap of revenue.



Budget-to-Budget:							
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	\$ Variance	% Variance
Beginning Fund Balance	70,000	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines	-	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-
Operating Revenue	-	-	-	-	-	-	-
Total Revenue	70,000	-	-	-	-	-	-
Personnel Services	-	-	-	-	-	-	-
Materials and Services	-	-	-	-	-	-	-
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Total Appropriated	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Total Expense	-	-	-	-	-	-	-
Revenues Less Expenses	70,000	-	-	-	-	-	-

Notes:

This program has been discontinued as of FY23-24 by direction of County Administrator.



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 county-wide 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.

Key Performance Measures

		FY22-23 Actual	FY23-24 Actual	FY24-25 Target	FY24-25 Actual	FY25-26 Target
 Result	% of communication plans include public engagement input consistent with community engagement standards.	100%	100%	100%	100%	100%

Program includes:

Mandated Services ☐ Yes

Shared Services ☐ No

Grant Funding ☐ No

Explain all "Yes" boxes below

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

Explanation: The county is required to provide access to public information, obtain public input, and provide community engagement opportunities when appropriate and necessary. PGA is the public information arm of the county and ensures these requirements are met. This includes managing the CPO and hamlet programs under State Goal 1.



170202-Communications & Community Engagement

BCC Priority Alignment: Accountable Government

Program Budget Summary

						<u>Budget-to-Budget:</u>	
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	\$ Variance	% Variance
Beginning Fund Balance	-	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	1,404	346,439	-	-	(346,439)	-100%
Charges, Fees, License, Permits, Fines	1,299,289	1,299,085	1,675,060	1,675,060	1,740,571	65,511	4%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	1,702,416	1,444,284	1,951,699	1,878,507	2,039,494	87,795	4%
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	605,971	231,602	423,452	308,872	-	(423,452)	-100%
Operating Revenue	3,607,676	2,976,374	4,396,650	3,862,439	3,780,065	(616,585)	-14%
Total Revenue	3,607,676	2,976,374	4,396,650	3,862,439	3,780,065	(616,585)	-14%
Personnel Services	2,597,850	2,697,331	3,685,546	3,496,607	3,415,977	(269,569)	-7%
Materials and Services	757,377	336,249	364,603	353,714	349,588	(15,015)	-4%
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	3,355,226	3,033,580	4,050,149	3,850,321	3,765,565	(284,584)	-7%
Debt Service	-	-	-	-	-	-	-
Special Payments	6,271	4,642	346,500	12,118	14,500	(332,000)	-96%
Transfers	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Total Appropriated	3,361,498	3,038,222	4,396,649	3,862,439	3,780,065	(616,584)	-14%
Reserve for Future Expenditures	-	-	-	-	-	-	-
Total Expense	3,361,498	3,038,222	4,396,649	3,862,439	3,780,065	(616,584)	-14%
Revenues Less Expenses	246,178	(61,848)	-	-	-		

Notes:

The Franchise Fees that PGA receives from various cable channels have been steadily declining over the past few years. Last fiscal year, they declined 3% per quarter. This fiscal year, they are declining 6% per quarter with an average decrease of 15% per year. PGA has tried to keep expenses flat but will need higher allocation or general funding to bridge the gap of revenue.



Communications, Engagement & Advocacy Government & 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.

Key Performance Measures

		FY22-23 Actual	FY23-24 Actual	FY24-25 Target	FY24-25 Actual	FY25-26 Target
	Result # of bills tracked during the long legislative session (160-day sessions in odd-numbered years).	1,844	***	1,500	2,276	***

**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.



1702-Communications, Engagement & Advocacy

170203-Government & External Relations

BCC Priority Alignment: Accountable Government

Program Budget Summary

						<u>Budget-to-Budget:</u>	
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	\$ Variance	% Variance
Beginning Fund Balance	57,698	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines	-	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	453,371	427,838	129,436	137,681	111,276	(18,160)	-14%
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	87,619	83,582	139,685	139,685	149,953	10,268	7%
Operating Revenue	540,990	511,420	269,121	277,366	261,229	(7,892)	-3%
Total Revenue	598,688	511,420	269,121	277,366	261,229	(7,892)	-3%
Personnel Services	497,237	103,727	88,894	88,895	75,504	(13,390)	-15%
Materials and Services	198,538	168,109	180,227	188,471	185,725	5,498	3%
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	695,776	271,836	269,121	277,366	261,229	(7,892)	-3%
Debt Service	-	-	-	-	-	-	-
Special Payments	57,698	2,063	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Total Appropriated	753,474	273,898	269,121	277,366	261,229	(7,892)	-3%
Reserve for Future Expenditures	-	-	-	-	-	-	-
Total Expense	753,474	273,898	269,121	277,366	261,229	(7,892)	-3%
Revenues Less Expenses	(154,785)	237,521	-	-	-		

Notes:

The Franchise Fees that PGA receives from various cable channels have been steadily declining over the past few years. Last fiscal year, they declined 3% per quarter. This fiscal year, they are declining 6% per quarter with an average decrease of 15% per year. PGA has tried to keep expenses flat but will need higher allocation or general funding to bridge the gap of revenue.



800217-Public, Education, & Government (PEG)

BCC Priority Alignment: Accountable Government

Program Budget Summary

						<u>Budget-to-Budget:</u>	
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	\$ Variance	% Variance
Beginning Fund Balance	115,000	102,546	100,000	76,571	66,270	(33,730)	-34%
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	147,914	167,893	136,982	178,281	122,381	(14,601)	-11%
Charges, Fees, License, Permits, Fines	61,505	61,505	61,505	61,505	61,505	-	0%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-
Operating Revenue	209,419	229,398	198,487	239,786	183,886	(14,601)	-7%
Total Revenue	324,419	331,944	298,487	316,357	250,156	(48,331)	-16%
Personnel Services	-	-	-	-	-	-	-
Materials and Services	-	-	-	-	-	-	-
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-
Special Payments	221,873	255,383	298,487	250,087	250,156	(48,331)	-16%
Transfers	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Total Appropriated	221,873	255,383	298,487	250,087	250,156	(48,331)	-16%
Reserve for Future Expenditures	-	-	-	-	-	-	-
Total Expense	221,873	255,383	298,487	250,087	250,156	(48,331)	-16%
Revenues Less Expenses	102,546	76,561	-	66,270	-	-	-

Notes:

This program allows the facilitation of restricted pass-thru funds given to the County's cable channel and other cable access centers within the County.



Technology Services

Linu Parappilly, Director

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



Technology Services (18)

Department Budget Summary by Fund

Line of Business	Program	FY25-26 Special Grants Fund (230)	FY25-26 Clackamas Broadband Utility Fund (602)	FY25-26 Technology Services Fund (747)	FY25-26 Total Budget	FY25-26 General Fund Support in Budget*	% of Total	FY25-26 FTE **		
								Total	Filled	Vacant
Administration	Executive Leadership & Administration	-		2,747,730	2,747,730	-	0%	8.0	7.0	1.0
Applications	Business Systems			2,265,661	2,265,661	-	0%	5.0	4.0	1.0
	County Wide Applications			2,195,760	2,195,760	-	0%	8.5	8.0	0.5
	Departmental Applications			544,713	544,713	-	0%	3.0	3.0	-
	Geographic Information (GIS)	-		1,248,716	1,248,716	-	0%	5.0	5.0	-
Communication Services	Telecommunication Services	-		5,735,130	5,735,130	-	0%	7.0	7.0	-
	Clackamas Broadband eXchange	4,537,173	2,903,165	-	7,440,338	-	0%	6.0	5.0	1.0
Technical Services	Network Services			1,610,593	1,610,593	-	0%	3.0	3.0	-
	Technical Operations	-		8,451,281	8,451,281	-	0%	15.0	13.0	2.0
TOTAL		4,537,173	2,903,165	24,799,583	32,239,922	-	0%	60.5	55.0	5.5
FY24-25 Budget (Amended)		7,936,781	3,068,789	27,640,329	38,645,899	-	0%	60.5	54.0	6.5
\$ Increase (Decrease)		(3,399,608)	(165,624)	(2,840,745)	(6,405,977)	-		0.0	1.0	-1.0
% Increase (Decrease)		-43%	-5%	-10%	-17%	-		0%	2%	-15%

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

** FY25-26 FTE: The figures align to each department's updated personnel counts



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 \$2,747,730. 1.0 FTE was added to the program to support cybersecurity initiatives. The program also increased contingency funding to support cybersecurity.

These resources will provide a continuation of management oversight and direction in the utilization of technology and technical resources for the County. This results in providing efficient and reliable technical solutions and support to meet the business needs of the County.

Key Performance Measures

		FY22-23 Actual	FY23-24 Actuals	FY24-25 Target	FY24-25 Actuals as of 03/01/25	FY25-26 Target
 Result	Technology Services will develop, and maintain, a County Technology Strategic Plan(s) that covers Technology Services and Initiatives.	50%	100%	100%	100%	100%
Result	% of staff with documented professional goals and/or training plan	~60%	100%	100%	100%	100%

Program includes:

Mandated Services

Shared Services

Grant Funding

Explanation

*1 Progress has been slow with reduced resources. Now with new resources and retuned direction, the momentum is progressing on both Strategic and Departmental Technology plans.



180101-Executive Leadership & Administration

BCC Priority Alignment: Accountable Government

Program Budget Summary

Budget-to-Budget:							
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	\$ Variance	% Variance
Beginning Fund Balance	354,555	678,000	651,385	678,148	84,515	(566,870)	-87%
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	795,936	590,000	590,000	-	(590,000)	-100%
Charges, Fees, License, Permits, Fines	1,408,480	1,270,132	1,852,050	1,852,050	2,663,215	811,165	44%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	-	10	164,281	164,281	-	(164,281)	-100%
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-
Operating Revenue	1,408,480	2,066,079	2,606,331	2,606,331	2,663,215	56,884	2%
Total Revenue	1,763,035	2,744,079	3,257,716	3,284,479	2,747,730	(509,986)	-16%
Personnel Services	950,141	998,814	1,414,090	1,479,302	1,697,668	283,578	20%
Materials and Services	475,365	1,067,116	1,602,326	1,530,662	900,062	(702,264)	-44%
Capital Outlay	-	-	190,000	190,000	-	(190,000)	-100%
Operating Expense	1,425,505	2,065,931	3,206,416	3,199,964	2,597,730	(608,686)	-19%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Contingency	-	-	51,300	-	150,000	98,700	192%
Total Appropriated	1,425,505	2,065,931	3,257,716	3,199,964	2,747,730	(509,986)	-16%
Reserve for Future Expenditures	-	-	-	-	-	-	-
Total Expense	1,425,505	2,065,931	3,257,716	3,199,964	2,747,730	(411,286)	-13%
Revenues Less Expenses	337,529	678,148	-	84,515	-		

Notes:

None



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 \$2,265,661. 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

		FY22-23 Actual	FY23-24 Actuals	FY24-25 Target	FY24-25 Actuals as of 03/01/25	FY25-26 Target
Result	% of days where core systems are operational (during normal business hours / excluding scheduled maintenance)	~ 99.8%	99+%	99.9%	99+%	99+%

Program includes:

Mandated Services

Shared Services

Grant Funding

Explanation



180202-Business Systems

BCC Priority Alignment: Accountable Government

Program Budget Summary

Budget-to-Budget:							
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	\$ Variance	% Variance
Beginning Fund Balance	76,166	239,000	269,045	352,853	300,486	31,441	12%
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines	1,529,547	1,680,762	2,264,300	2,264,299	1,965,175	(299,125)	-13%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	-	-	-	-
Other Interfund Transfers	390,000	320,000	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-
Operating Revenue	1,919,547	2,000,762	2,264,300	2,264,299	1,965,175	(299,125)	-13%
Total Revenue	1,995,713	2,239,762	2,533,345	2,617,152	2,265,661	(267,684)	-11%
Personnel Services	635,578	785,879	1,035,403	1,023,361	1,066,961	31,558	3%
Materials and Services	1,236,240	1,101,031	1,497,942	1,293,305	1,198,700	(299,242)	-20%
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	1,871,819	1,886,909	2,533,345	2,316,666	2,265,661	(267,684)	-11%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Total Appropriated	1,871,819	1,886,909	2,533,345	2,316,666	2,265,661	(267,684)	-11%
Reserve for Future Expenditures	-	-	-	-	-	-	-
Total Expense	1,871,819	1,886,909	2,533,345	2,316,666	2,265,661	(267,684)	-11%
Revenues Less Expenses	123,895	352,853	-	300,486	-		

Notes:

None



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 \$2,195,760. 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

		FY22-23 Actual	FY23-24 Actuals	FY24-25 Target	FY24-25 Actuals as of 03/01/25	FY25-26 Target
Output	# of Software Evaluation Group (SEG) requests for evaluation	159 *1	78	100	91	100
Output	Annual total # of developed or redesigned applications	11	64 *2	10	63 *3	50

Program includes:

Mandated Services

Shared Services

Grant Funding

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.

*3 FY24-25, continuous updates to the system architecture include changes to operating systems, security and software platforms versions.



180203-County Wide Applications
BCC Priority Alignment: Strong Infrastructure
Program Budget Summary

Budget-to-Budget:							
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	\$ Variance	% Variance
Beginning Fund Balance	138,522	367,000	355,188	461,442	297,259	(57,929)	-16%
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines	1,878,563	1,821,526	2,042,874	2,042,874	1,898,501	(144,373)	-7%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	-	-	-	-
Other Interfund Transfers	-	90,000	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-
Operating Revenue	1,878,563	1,911,526	2,042,874	2,042,874	1,898,501	(144,373)	-7%
Total Revenue	2,017,085	2,278,526	2,398,062	2,504,316	2,195,760	(202,302)	-8%
Personnel Services	1,556,718	1,582,817	1,815,217	1,908,151	2,136,360	321,143	18%
Materials and Services	366,718	234,266	509,817	298,906	59,400	(450,417)	-88%
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	1,923,436	1,817,084	2,325,034	2,207,057	2,195,760	(129,274)	-6%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	58,028	-	-	(58,028)	-100%
Contingency	-	-	15,000	-	-	(15,000)	-100%
Total Appropriated	1,923,436	1,817,084	2,398,062	2,207,057	2,195,760	(202,302)	-8%
Reserve for Future Expenditures	-	-	-	-	-	-	-
Total Expense	1,923,436	1,817,084	2,398,062	2,207,057	2,195,760	(275,330)	-11%
Revenues Less Expenses	93,649	461,442	-	297,259	-		

Notes:

None



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 \$544,713. 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

		FY22-23 Actual	FY23-24 Actuals	FY24-25 Target	FY24-25 Actuals as of 03/01/25	FY25-26 Target
Result	Estimated % Uptime for major supported systems (w/o upgrades or emergencies)	> 99%	99.8%	99.9%	99.8%	99.9%
Output	# Major supported departmental applications / Reports with dedicated technical staff (*1)	9 *1	10	9	14	14

Program includes:

Mandated Services

Shared Services

Grant Funding

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
Program Budget Summary

Budget-to-Budget:						
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	\$ % Variance Variance
Beginning Fund Balance	82,697	199,500	95,001	99,737	143,462	48,461 51%
Taxes	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines	611,427	494,314	693,027	693,027	401,251	(291,776) -42%
Revenue from Bonds & Other Debts	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-
Operating Revenue	611,427	494,314	693,027	693,027	401,251	(291,776) -42%
Total Revenue	694,124	693,814	788,028	792,764	544,713	(243,315) -31%
Personnel Services	470,368	522,700	548,304	538,179	544,713	(3,591) -1%
Materials and Services	103,090	71,377	224,724	111,123	-	(224,724) -100%
Capital Outlay	-	-	-	-	-	-
Operating Expense	573,457	594,077	773,028	649,302	544,713	(228,315) -30%
Debt Service	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-
Transfers	-	-	-	-	-	-
Contingency	-	-	15,000	-	-	(15,000) -100%
Total Appropriated	573,457	594,077	788,028	649,302	544,713	(243,315) -31%
Reserve for Future Expenditures	-	-	-	-	-	-
Total Expense	573,457	594,077	788,028	649,302	544,713	(258,315) -33%
Revenues Less Expenses	120,667	99,737	-	143,462	-	

Notes:

None



180205-Geographic Information (GIS)
BCC Priority Alignment: Strong Infrastructure
Program Budget Summary

Budget-to-Budget:						
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	\$ % Variance Variance
Beginning Fund Balance	634,058	423,280	164,395	175,281	187,700	23,305 14%
Taxes	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines	1,309,320	852,629	1,252,150	1,252,150	1,043,016	(209,134) -17%
Revenue from Bonds & Other Debts	-	-	-	-	-	-
All Other Revenue Resources	17,036	12,913	18,000	18,000	18,000	- 0%
Other Interfund Transfers	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-
Operating Revenue	1,326,355	865,541	1,270,150	1,270,150	1,061,016	(209,134) -16%
Total Revenue	1,960,413	1,288,821	1,434,545	1,445,431	1,248,716	(185,829) -13%
Personnel Services	879,165	938,654	986,979	970,940	1,050,333	63,354 6%
Materials and Services	257,750	174,886	382,566	286,791	173,383	(209,183) -55%
Capital Outlay	-	-	-	-	-	-
Operating Expense	1,136,914	1,113,540	1,369,545	1,257,731	1,223,716	(145,829) -11%
Debt Service	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-
Transfers	-	-	-	-	-	-
Contingency	-	-	65,000	-	25,000	(40,000) -62%
Total Appropriated	1,136,914	1,113,540	1,434,545	1,257,731	1,248,716	(185,829) -13%
Reserve for Future Expenditures	-	-	-	-	-	-
Total Expense	1,136,914	1,113,540	1,434,545	1,257,731	1,248,716	(225,829) -16%
Revenues Less Expenses	823,499	175,281	-	187,700	-	

Notes:

None



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 \$5,735,130. 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.

Key Performance Measures

		FY22-23 Actual	FY23-24 Actuals	FY24-25 Target	FY 4-25 Actuals as of 03/01/25	FY25-26 Target
Result	% of days where there are no service interruptions to core telecom services (excluding scheduled maintenance or loss of County electricity)	~ 100%	99.0%	100.0%	99.0%	100.0%
Result	Average response time for work orders (during scheduled business hours) in hours	5.13 (*1)	2.00	4.26	4.95*	2.00

Program includes:

Mandated Services

Shared Services

Grant Funding

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 off-site.



180302-Telecommunication Services
BCC Priority Alignment: Strong Infrastructure
Program Budget Summary

Budget-to-Budget:							
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	\$ Variance	% Variance
Beginning Fund Balance	963,431	1,444,958	1,265,822	1,425,881	1,139,392	(126,430)	-10%
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	1,342	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines	3,508,239	3,672,250	4,435,273	4,435,273	4,495,738	60,465	1%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	114,636	262,063	100,000	170,000	100,000	-	0%
Other Interfund Transfers	110,000	73,000	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-
Operating Revenue	3,734,218	4,007,313	4,535,273	4,605,273	4,595,738	60,465	1%
Total Revenue	4,697,648	5,452,271	5,801,095	6,031,154	5,735,130	(65,965)	-1%
Personnel Services	1,274,907	1,400,148	1,530,885	1,456,537	1,632,791	101,906	7%
Materials and Services	2,189,290	2,356,843	3,028,737	3,035,225	2,811,339	(217,398)	-7%
Capital Outlay	54,972	269,399	945,937	400,000	295,000	(650,937)	-69%
Operating Expense	3,519,169	4,026,390	5,505,559	4,891,762	4,739,130	(766,429)	-14%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Contingency	-	-	-	-	350,000	350,000	-
Total Appropriated	3,519,169	4,026,390	5,505,559	4,891,762	5,089,130	(416,429)	-8%
Reserve for Future Expenditures	-	-	295,536	-	646,000	350,464	119%
Total Expense	3,519,169	4,026,390	5,801,095	4,891,762	5,735,130	284,035	5%
Revenues Less Expenses	1,178,479	1,425,881	-	1,139,392	-		

Notes:

None



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 \$7,440,338 which includes \$4,537,173 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

		FY22-23 Actual	FY23-24 Actuals	FY24-25 Target	FY24-25 Actuals as of 03/01/25
Result	% Days (24/7) where no interruptions occur due to problems or issues with the fiber network. (Excludes maintenance or emergency repairs)	100%	99.9%	100%	100%
Result	# of miles of fiber supported	389 miles	350 miles	389 miles	396 miles

Program includes:

Mandated Services

Shared Services

Grant Funding

Explanation CBX is part of the ARPA Grant - 5 year total is \$10.1 million



180303-Clackamas Broadband eXchange
BCC Priority Alignment: Accountable Government
Program Budget Summary

Budget-to-Budget:							
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	\$ Variance	% Variance
Beginning Fund Balance	330,914	78,114	170,117	175,710	220,789	50,672	30%
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	1,056,462	1,306,271	7,100,000	2,201,089	4,537,173	(2,562,827)	-36%
Charges, Fees, License, Permits, Fines	1,402,671	1,654,296	2,861,672	2,295,778	2,635,376	(226,296)	-8%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	35,164	48,577	37,000	50,466	47,000	10,000	27%
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-
Operating Revenue	2,494,298	3,009,144	9,998,672	4,547,333	7,219,549	(2,779,123)	-28%
Total Revenue	2,825,212	3,087,259	10,168,789	4,723,043	7,440,338	(2,728,451)	-27%
Personnel Services	828,036	874,646	1,096,804	1,082,461	1,151,188	54,385	5%
Materials and Services	1,184,721	947,541	911,986	1,372,156	929,756	17,771	2%
Capital Outlay	703,396	1,046,996	8,100,001	1,994,719	5,299,394	(2,800,607)	-35%
Operating Expense	2,716,153	2,869,183	10,108,790	4,449,336	7,380,338	(2,728,452)	-27%
Debt Service	-	-	-	-	-	-	-
Special Payments	42,154	42,137	60,000	52,918	60,000	-	0%
Transfers	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Total Appropriated	2,758,308	2,911,320	10,168,790	4,502,254	7,440,338	(2,728,452)	-27%
Reserve for Future Expenditures	-	-	-	-	-	-	-
Total Expense	2,758,308	2,911,320	10,168,790	4,502,254	7,440,338	(2,728,452)	-27%
Revenues Less Expenses	66,904	175,938	-	220,789	-		

Notes:

None



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 \$1,610,593. 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

		FY22-23 Actual	FY23-24 Actuals	FY24-25 Target	FY24-25 Actuals as of 03/01/25	FY25-26 Target
Result	% of days where all core networking infrastructure is operational (excluding scheduled maintenance)	98.8%	99%	99%	99+%	99%

Program includes:

Mandated Services

Shared Services

Grant Funding

Explanation



180402-Network Services

BCC Priority Alignment: Strong Infrastructure

Program Budget Summary

Budget-to-Budget:							
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	\$ Variance	% Variance
Beginning Fund Balance	367,638	159,000	264,544	270,264	592,763	328,219	124%
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines	1,276,315	1,192,228	1,344,597	1,344,597	1,017,830	(326,767)	-24%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-
Operating Revenue	1,276,315	1,192,228	1,344,597	1,344,597	1,017,830	(326,767)	-24%
Total Revenue	1,643,953	1,351,228	1,609,141	1,614,861	1,610,593	1,452	0%
Personnel Services	654,341	705,434	695,174	695,174	775,093	79,919	11%
Materials and Services	296,007	375,530	813,967	326,924	735,500	(78,467)	-10%
Capital Outlay	-	-	100,000	-	100,000	-	0%
Operating Expense	950,348	1,080,964	1,609,141	1,022,098	1,610,593	1,452	0%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Total Appropriated	950,348	1,080,964	1,609,141	1,022,098	1,610,593	1,452	0%
Reserve for Future Expenditures	-	-	-	-	-	-	-
Total Expense	950,348	1,080,964	1,609,141	1,022,098	1,610,593	1,452	0%
Revenues Less Expenses	693,605	270,264	-	592,763	-		

Notes:

None



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 Services Program proposed a budget of \$8,451,281.

The proposed budget has increased reserves and decreased capital and operating expenses due to a lack of capital purchases in FY25-26.

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

		FY22-23 Actual	FY23-24 Actuals	FY24-25 Target	FY24-25 Actuals as of 03/01/25	FY25-26 Target
Output	# of Technology Procurements	282	296	300	222	300
Output	# of Call Center Requests Resolved	6,112	8,278	10,000	10,696	12,000

Program includes:

Mandated Services

Shared Services

Grant Funding



180403-Technical Operations
BCC Priority Alignment: Strong Infrastructure
Program Budget Summary

Budget-to-Budget:							
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	\$ Variance	% Variance
Beginning Fund Balance	3,082,630	2,855,102	3,565,773	3,667,653	2,796,618	(769,155)	-22%
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	-	82,500	82,500	-	(82,500)	-100%
Charges, Fees, License, Permits, Fines	5,475,228	6,206,147	7,006,905	7,006,906	5,366,863	(1,640,042)	-23%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	68	-	-	-	287,800	287,800	-
Other Interfund Transfers	-	150,000	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-
Operating Revenue	5,475,295	6,356,147	7,089,405	7,089,406	5,654,663	(1,434,742)	-20%
Total Revenue	8,557,926	9,211,249	10,655,178	10,757,059	8,451,281	(2,203,897)	-21%
Personnel Services	2,608,613	3,010,712	3,124,747	3,121,266	3,471,286	346,538	11%
Materials and Services	2,383,098	2,532,884	4,465,158	4,139,175	3,055,670	(1,409,488)	-32%
Capital Outlay	560,488	-	1,354,500	700,000	463,552	(890,948)	-66%
Operating Expense	5,552,199	5,543,596	8,944,405	7,960,441	6,990,508	(1,953,898)	-22%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Contingency	-	-	250,000	-	200,000	(50,000)	-20%
Total Appropriated	5,552,199	5,543,596	9,194,405	7,960,441	7,190,508	(2,003,898)	-22%
Reserve for Future Expenditures	-	-	1,460,773	-	1,260,773	(200,000)	-14%
Total Expense	5,552,199	5,543,596	10,655,178	7,960,441	8,451,281	(2,253,898)	-21%
Revenues Less Expenses	3,005,727	3,667,653	-	2,796,618	-		

Notes:

None



County Treasurer's Office

Brian Nava, County Treasurer

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



County Treasurer's Office (19)

Department Budget Summary by Fund

Line of Business	Program	FY25-26 General Fund (100)	FY25-26 Total Budget	FY25-26 General Fund Support in Budget**	% of Total	FY25-26 FTE **		
						Total	Filled	Vacant
Treasury Services	Treasury	1,197,770	1,197,770	611,465	51%	5.0	5.0	-
Internal Audit Services	Internal Audit	447,070	447,070	447,070	100%	2.0	2.0	-
TOTAL		1,644,840	1,644,840	1,058,535	64%	7.0	7.0	0.0
FY24-25 Budget (Amended)		1,590,813	1,590,813	1,017,822	64%	7.0	7.0	0.0
\$ Increase (Decrease)		54,027	54,027	40,713		0.0	0.0	0.0
% Increase (Decrease)		3%	3%	4%		0%	0%	-

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

** FY25-26 FTE: The figures align to each department's updated personnel counts



Treasury Services

Treasury

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

		FY22-23 Actual	FY23-24 Actual	FY24-25 Actual as of Qtr. 2 ended	FY25-26 Target
Result	% of identified cash handlers that received cash controls training.	163 trained to date	209 trained to date	216 trained to date	90%
Result	% of accurate deposit summaries are processed within 4 business days.	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.	95% and 100%	91% and 100%	97% and 100%	90% and 100%
Result	% of fraudulent checks denied.	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%
Result	% of County funds being in qualified depositories or adequately collateralized in accordance with law.	100%	100%	100%	100%
Output	# of deposit summaries posted (Just for the quarter ended, not a running total).	4700	4713	4635	N/A Note 2
Output	# of people receiving cash handling training.	163 trained to date	209 trained to date	216 trained to date	N/A Note 2
Output	# of bank reconciliations completed (Just for the quarter ended, not a running total).	101	121	117	N/A Note 2
Output	# of reoccurring EFT/ACH set-up (Total)	42	47	52	N/A Note 2
Milestone	All organizations will have the ability to set up reoccurring EFT/ACH payments to the County.	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	Achieved Note 3
Milestone	% of non-confidential information currently mailed will be available electronically or posted online.	100%	100%	100%	Achieved Note 3
Note 1	<i>Fiscal Year 2020-2021 is the first year of Performance Clackamas for the Treasurer's Office.</i>				
Note 2	<i>This is an output measure. There is no "target" output related to this measure, it is designed for tracking and trend analysis purposes.</i>				
Note 3	<i>This is a milestone measure. The milestone was achieved, so there exists no future target for this measure.</i>				
Note 4	<i>For all Treasurer's Office Performance Clackamas results, view the webpage online being developed by County Administration. This will also provide additional notes and information related to these results.</i>				
Note 5	<i>The County and the Treasurer's Office are in the process of updating performance Clackamas for the Treasurer's Office. We anticipate going live with these new measures on July 1st, 2025.</i>				

Program includes:

Mandated Services ☒

Shared Services ☒

Grant Funding ☒

Explain all "Yes" boxes below

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

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

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



Budget-to-Budget:							
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	\$ Variance	% Variance
Beginning Fund Balance	-	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines	804,155	932,937	572,991	802,000	586,305	13,314	2%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	-	69	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	593,129	416,063	599,855	371,679	611,465	11,610	2%
Operating Revenue	1,397,284	1,349,069	1,172,846	1,173,679	1,197,770	24,924	2%
Total Revenue	1,397,284	1,349,069	1,172,846	1,173,679	1,197,770	24,924	2%
Personnel Services	652,192	790,904	886,144	886,143	921,922	35,778	4%
Materials and Services	278,719	236,589	286,702	287,536	275,848	(10,854)	-4%
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	930,911	1,027,493	1,172,846	1,173,679	1,197,770	24,924	2%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Total Appropriated	930,911	1,027,493	1,172,846	1,173,679	1,197,770	24,924	2%
Reserve for Future Expenditures	-	-	-	-	-	-	-
Total Expense	930,911	1,027,493	1,172,846	1,173,679	1,197,770	24,924	2%
Revenues Less Expenses	466,373	321,576	-	-	-		

Notes:

Each BCC Priority is impacted by our Office. Important to note, we expect the county's fund balance to decrease as courthouse payments begin this FY. This will reduce the Treasurer's Office Misc Fee Income and we will require additional general fund support in the near future.



Internal Audit Services

Internal Audit

Purpose Statement

The purpose of the Internal Audit line of business and program is to provide assurance, advisory and investigative 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 an accountable, high performing, and transparent local government.

Performance Narrative

This line of business and program provides the following services:

1. Assurance Services: Includes, but is not limited to, performance audits, compliance audits, financial audits, information technology audits and audit response monitoring.
2. Advisory Services: Includes, but is not limited to, evaluation of county's governance, risk management and control activities and facilitation of risk assessments.
3. Investigative Services: Includes, but is not limited to, administration of county's fraud, waste and abuse hot-line.

Key Performance Measures

		FY 22-23 Actual	FY 23-24 Actual	FY 24-25 Actual as of Qtr. 2 ended	FY 25-26 Target
Result	% of accepted audit recommendations that are implemented within 2 years.	80%	78%	78%	90%
Result	% of audit plan that will be completed each fiscal year. Note 6	40%	30%	20%	90%
Output	# of audit reports issued (since IA inception).	16	19	20	N/A Note 2
Output	# of audit recommendations (since IA inception).	117	132	141	N/A Note 2
Output	# of reports made to the Good Government Hot-line alleging fraud, waste and/or abuse.	152	170	182	N/A Note 2
Milestone	Develop survey of consultation and assurance service recipients.	Achieved Note 3	Achieved Note 3	Achieved Note 3	Achieved Note 3
Milestone	Contract for peer review of Internal Audit.	In progress	In progress	Achieved Note 1	2025
Milestone	Research will be completed to determine if the Internal Audit function should be codified into County Code.	Achieved Note 3	Achieved Note 3	Achieved Note 3	Achieved Note 3
Milestone	Hire a new staff/senior auditor.	Achieved Note 3	Achieved Note 3	Achieved Note 3	Achieved Note 3
Note 1	<i>This was achieved in quarter 4 of FY24-25.</i>				
Note 2	<i>This is an output measure. There is no "target" output related to this measure, it is designed for tracking and trend analysis purposes.</i>				
Note 3	<i>This is a milestone measure. The milestone was achieved so there exists no future target for this measure.</i>				
Note 4	<i>For all Treasurer's Office Performance Clackamas results, view the web page online being developed by County Administration. This will also provide additional notes and information related to these results.</i>				
Note 5	<i>The County and the Treasurer's Office are in the process of updating performance Clackamas for the Treasurer's Office. We anticipate going live with these new measures on July 1st, 2025.</i>				
Note 6	<i>FY23-24 is a transition period for internal audit as the audit plan moves from a calendar year plan to a fiscal year audit plan.</i>				

Program includes:

Mandated Services ☒ Y

Shared Services ☒ Y

Grant Funding ☐ N

Explain all "Yes" boxes below

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

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

Explanation The Office of County Internal Audit is established by County Code 2.15. The Office of the County Internal Audit line of business and program within the Treasurer's Office, is an independent function operating under a dual-reporting structure outlined in County Code. The Office of County Internal Audit works with all county departments, offices, service districts, component units, and more as mandated in County Code 2.15.



190202-Internal Audit
BCC Priority Alignment: Accountable Government
Program Budget Summary

	Budget-to-Budget:						
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	\$ Variance	% Variance
Beginning Fund Balance	-	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines	-	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	337,152	261,412	417,967	417,967	447,070	29,103	7%
Operating Revenue	337,152	261,412	417,967	417,967	447,070	29,103	7%
Total Revenue	337,152	261,412	417,967	417,967	447,070	29,103	7%
Personnel Services	336,726	351,290	377,353	377,352	407,347	29,994	8%
Materials and Services	12,249	5,797	40,615	40,615	39,723	(892)	-2%
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	348,976	357,087	417,967	417,967	447,070	29,102	7%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Total Appropriated	348,976	357,087	417,967	417,967	447,070	29,102	7%
Reserve for Future Expenditures	-	-	-	-	-	-	-
Total Expense	348,976	357,087	417,967	417,967	447,070	29,102	7%
Revenues Less Expenses	(11,824)	(95,675)	-	-	-		

Notes:
Each BCC priority is impacted by our office.



Clackamas 911 (C-COM)

Cheryl Bledsoe, Director

Website: <https://www.clackamas.us/911>



Clackamas 911 (CCOM) (20)

Department Budget Summary by Fund

Line of Business	Program	FY25-26 911 Center Fund (605)	FY25-26 Total Budget	FY25-26 General Fund Support in Budget*	% of Total	FY25-26 FTE **		
						Total	Filled	Vacant
Clackamas 911 Services	Clackamas 911	15,242,268	15,242,268	90,000	1%	57.0	54.0	3.0
TOTAL		15,242,268	15,242,268	90,000	1%	57.0	54.0	3.0
FY24-25 Budget (Amended)		15,009,290	15,009,290	375,185	2%	57.0	56.0	1.0
\$ Increase (Decrease)		232,978	232,978	(285,185)		0.0	(2.0)	2.0
% Increase (Decrease)		2%	2%	-76%		0%	-4%	200%

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

** FY25-26 FTE: The figures align to each department's updated personnel counts



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

C-COM 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 Measures

		FY22-23 Actual	FY23-24 Actual	FY24-25 Target	FY24-25 Actuals as of 12/31/24	FY25-26 Target
Result	By 2021, C-COM will be staffed at least 95% of budgeted capacity (*As of 5/4/25, C-COM will be at 100% staffing)	82%	89%	95%	95%	95%
Output	By 2021, Clackamas County callers will experience 6 dedicated call-takers on duty 10 hours per day, 4 days per week (As of 4/18/25, C-COM has 7 certified call-takers)	3	4	6	5	8
Output	By 2023, C-COM will enhance its in-house Quality Improvement program that evaluates customer service for 2% of our call volume	1%	1%	1%	1%	2%
Result	By 2025, 100% of callers will reach a live 911 call taker without being filtered through a cell phone filtering message system	100%	100%	100%	100%	100%

Program includes:

Mandated Services ☐ Y

Shared Services ☐ N

Grant Funding ☐ Y

Explain all "Yes" boxes below

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

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

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



200101-Clackamas 911

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

Program Budget Summary

						Budget-to-Budget:	
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	\$ Variance	% Variance
Beginning Fund Balance	2,613,833	2,911,306	3,031,739	3,446,950	3,420,576	388,837	13%
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	3,421,158	3,717,176	4,055,272	3,574,730	3,354,970	(700,302)	-17%
Charges, Fees, License, Permits, Fines	6,618,963	7,113,800	7,446,094	7,446,094	8,151,722	705,628	9%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	73,405	161,160	51,000	132,200	135,000	84,000	165%
Other Interfund Transfers	-	-	50,000	50,000	-	(50,000)	-100%
General Fund Support	-	209,014	375,185	375,185	180,000	(195,185)	-52%
Operating Revenue	10,113,526	11,201,150	11,977,551	11,578,209	11,821,692	(155,859)	-1%
Total Revenue	12,727,360	14,112,456	15,009,290	15,025,159	15,242,268	232,978	2%
Personnel Services	8,467,103	8,965,103	10,303,477	9,360,724	11,201,662	898,185	9%
Materials and Services	825,807	1,182,935	1,525,987	1,544,237	1,319,492	(206,495)	-14%
Capital Outlay	14,948	3,383	15,000	-	30,000	15,000	100%
Operating Expense	9,307,858	10,151,421	11,844,464	10,904,961	12,551,154	706,689	6%
Debt Service	-	-	-	-	-	-	-
Special Payments	508,196	514,085	946,000	699,622	476,000	(470,000)	-50%
Transfers	-	-	-	-	-	-	-
Contingency	-	-	382,400	-	382,400	-	0%
Total Appropriated	9,816,054	10,665,506	13,172,864	11,604,583	13,409,554	236,689	2%
Reserve for Future Expenditures	-	-	1,836,426	-	1,832,714	(3,712)	0%
Total Expense	9,816,054	10,665,506	15,009,290	11,604,583	15,242,268	232,977	2%
Revenues Less Expenses	2,911,306	3,446,950	-	3,420,576	-		

Notes:

PERS increased by 23.32%, resulting in a significant Personnel cost increase. In addition, C-COM realized the allocated cost increase from prior years as we did not receive a county stipend for FY25-26. Professional Services line saw an increase from original budget due to the addition of a feasibility study.



Sheriff's Office

Angela Brandenburg, Sheriff

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



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

Line of Business	Program	FY25-26 General Fund (100)	FY25-26 Operating Levy Fund (206)	FY25-26 Inmate Welfare Special Fund (207)	FY25-26 CCSO Forfeitures (209)	FY25-26 Special Grants Fund (230)	FY25-26 Total Budget	FY25-26 General Fund Support in Budget*	% of Total	FY25-26 FTE ***		
										Total	Filled	Vacant
Administration	Office of the Sheriff	3,373,859				-	3,373,859	1,912,802	57%	11.0	10.0	1.0
	Finance	1,327,829				-	1,327,829	752,809	57%	7.0	7.0	-
	Operational Support	8,094,350				-	8,094,350	4,294,265	53%	37.0	35.0	2.0
	Professional Standards	373,265				-	373,265	211,622	57%	1.0	1.0	-
	Public Information Office (PIO)	1,093,127				-	1,093,127	619,746	57%	5.0	5.0	-
Law Enforcement	City of Estacada	1,513,159				-	1,513,159	-	0%	5.3	4.3	1.0
	City of Happy Valley	5,374,638				-	5,374,638	-	0%	18.0	17.0	1.0
	City of Wilsonville	6,706,260				-	6,706,260	-	0%	22.0	22.0	-
	Critical Incident Response	629,248				-	629,248	629,248	100%	1.0	1.0	-
	Enhanced Law Enforcement District (ELED)	-				-	-	-		36.0	35.0	1.0
	Family Justice Center (FJC)	2,552,367				-	2,552,367	2,552,367	100%	11.0	11.0	-
	Investigations	9,086,292				-	9,086,292	8,851,292	97%	39.0	33.0	6.0
	Patrol	18,820,441				-	18,820,441	18,328,441	97%	70.8	62.8	8.0
	Traffic Enforcement	993,889				-	993,889	993,889	100%	3.0	3.0	-
	CCSO Forfeitures	-			44,500		44,500	-	0%	0.0	-	-
Public Safety	Civil	9,724,121				-	9,724,121	9,055,371	93%	42.0	41.0	1.0
	Parole and Probation	18,490,370					18,490,370	6,423,707	35%	83.0	75.0	8.0
	Jail	26,816,522				200,000	27,016,522	26,656,022	99%	111.0	103.0	8.0
	Inmate Welfare			56,500			56,500	-	0%	0.0	-	-
Training	Public Safety Training Center (PSTC)	1,442,494				-	1,442,494	172,349	12%	4.0	4.0	-
	Training & Wellness	2,377,769				-	2,377,769	1,348,070	57%	8.0	8.0	-
Sheriff Operating Levy	Sheriff Operating Levy	-	32,580,281			-	32,580,281	-	0%	92.0	82.0	10.0
		118,790,000	32,580,281	56,500	44,500	200,000	151,671,281	82,802,000	55%	607.0	560.0	47.0
FY24-25 Budget (Amended)		118,607,102	31,673,172	126,500	933,742	214,000	151,554,516	83,516,704	55%	607.0	553.0	54.0
\$ Increase (Decrease)		182,898	907,109	(70,000)	(889,242)	(14,000)	116,765	-714,704		0.0	7.0	-7.0
% Increase (Decrease)		0%	3%	-55%	-95%	-7%	0%	-1%		0%	1%	-13%

*General Fund Support is a subsidy, net of any other revenue received by the department
 ** ELED Personnel Services are shown as "Contracted Labor". FTE rolls up into department 80
 *** FY25-26 FTE: The figures align to each department's updated personnel counts



Administration

Office of the Sheriff

Purpose Statement

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

Performance Narrative Statement

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

		FY23-24 Actual	FY24-25 Actual Q1-Q3)	FY24-25 Target	FY25-26 Target
Result	% of community survey respondents who report they feel safe in Clackamas County	64.6%	Survey TBD	No Baseline	No Baseline
Result	% of employee survey respondents who report they feel valued at work	Survey TBD	Survey TBD	55.0%	55.0%
Result	By 2028, less than 3% of employees will leave CCSO prior to retirement	TBD	3.2%	3.0%	3.0%
Result	% of Strategic Result measures achieved	41.6%	TBD	70.0%	70.0%
Result	% of Key Result measures achieved	85.0%	TBD	55.0%	55.0%

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]



Budget-to-Budget:							
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	\$ Variance	% Variance
Beginning Fund Balance	-	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	80	-	949	-	-	-
Charges, Fees, License, Permits, Fines	409,246	477,564	1,229,954	1,229,954	1,461,057	231,103	19%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	8,037	2,875	3,500	7,670	-	(3,500)	-100%
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	3,840,967	2,523,408	1,733,152	2,290,923	1,912,802	179,650	10%
Operating Revenue	4,258,250	3,003,927	2,966,606	3,529,496	3,373,859	407,253	14%
Total Revenue	4,258,250	3,003,927	2,966,606	3,529,496	3,373,859	407,253	14%
Personnel Services	2,200,226	2,689,674	2,596,294	2,903,902	2,921,337	325,043	13%
Materials and Services	434,355	302,517	358,099	625,594	452,522	94,423	26%
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	2,634,580	2,992,191	2,954,393	3,529,496	3,373,859	419,466	14%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	12,211	11,736	12,213	-	-	(12,213)	-100%
Contingency	-	-	-	-	-	-	-
Total Appropriated	2,646,791	3,003,927	2,966,606	3,529,496	3,373,859	407,253	14%
Reserve for Future Expenditures	-	-	-	-	-	-	-
Total Expense	2,646,791	3,003,927	2,966,606	3,529,496	3,373,859	395,040	13%
Revenues Less Expenses	1,611,459	-	-	-	-	-	-

Notes:

Provides executive leadership, management and communication services to CCSO employees and the community so they can benefit from strong, visionary leadership and work together to advance the mission to provide trusted public safety and law enforcement services.



Administration

Finance

Purpose Statement

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

Performance Narrative Statement

This work-group 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 work-group provide financial monitoring, supportive services, payroll services, contracting support, and assistance in applying for financial assistance opportunities.

Key Performance Measures

		FY23-24 Actual	FY24-25 Actual Q1-Q3)	FY24-25 Target	FY25-26 Target
Result	% of operational programs on or under budget	100.0%	93.3%	100.0%	100.0%
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	0.0%	0.0%	100.0%	100.0%
Result	% of contract and procurement requests completed within 10 business days	42.5%	45.7%	100.0%	100.0%

Program includes:

Mandated Services

Shared Services

Grant Funding

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



Budget-to-Budget:							
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	\$ Variance	% Variance
Beginning Fund Balance	-	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines	160,600	255,887	557,007	557,007	575,020	18,013	3%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	1,035,231	901,136	839,270	531,421	752,809	(86,461)	-10%
Operating Revenue	1,195,831	1,157,023	1,396,277	1,088,428	1,327,829	(68,448)	-5%
Total Revenue	1,195,831	1,157,023	1,396,277	1,088,428	1,327,829	(68,448)	-5%
Personnel Services	951,225	1,136,097	1,254,183	948,852	1,177,929	(76,254)	-6%
Materials and Services	84,006	147,457	142,094	139,576	149,900	7,806	5%
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	1,035,231	1,283,554	1,396,277	1,088,428	1,327,829	(68,448)	-5%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Total Appropriated	1,035,231	1,283,554	1,396,277	1,088,428	1,327,829	(68,448)	-5%
Reserve for Future Expenditures	-	-	-	-	-	-	-
Total Expense	1,035,231	1,283,554	1,396,277	1,088,428	1,327,829	(68,448)	-5%
Revenues Less Expenses	160,600	(126,531)	-	-	-		

Notes:
Provides financial management services to the Sheriff, CCSO employees, Advisory Committees and county decisions.



Administration Operational Support

Purpose Statement

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

Performance Narrative Statement

The 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

		FY23-24 Actual	FY24-25 Actual (Q1- Q3)	FY24-25 Target	FY25-26 Target
Result	Fleet readiness rate	98.7%	96.7%	97.0%	97.0%
Result	% of positions filled	86.1%	91.0%	90.0%	90.0%
Result	% of records requests fulfilled within 5 calendar days	72.8%	66.2%	80.0%	80.0%

Program includes:

Mandated Services

Shared Services

Grant Funding

Explanation



210103-Operational Support

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

Program Budget Summary

Budget-to-Budget:							
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	\$ Variance	% Variance
Beginning Fund Balance	-	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	467,251	20,424	-	34	-	-	-
Charges, Fees, License, Permits, Fines	1,240,798	2,573,379	2,691,142	2,777,089	3,736,585	1,045,443	39%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	125,718	188,108	92,000	62,896	63,500	(28,500)	-31%
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	8,791,012	6,919,009	5,515,554	5,713,371	4,294,265	(1,221,289)	-22%
Operating Revenue	10,624,779	9,700,920	8,298,696	8,553,390	8,094,350	(204,346)	-2%
Total Revenue	10,624,779	9,700,920	8,298,696	8,553,390	8,094,350	(204,346)	-2%
Personnel Services	4,325,321	4,998,503	4,976,552	5,044,703	6,764,648	1,788,096	36%
Materials and Services	2,962,194	4,750,419	2,800,771	3,285,158	1,329,702	(1,471,069)	-53%
Capital Outlay	2,450,031	1,391,657	521,373	223,529	-	(521,373)	-100%
Operating Expense	9,737,545	11,140,580	8,298,696	8,553,390	8,094,350	(204,346)	-2%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Total Appropriated	9,737,545	11,140,580	8,298,696	8,553,390	8,094,350	(204,346)	-2%
Reserve for Future Expenditures	-	-	-	-	-	-	-
Total Expense	9,737,545	11,140,580	8,298,696	8,553,390	8,094,350	(204,346)	-2%
Revenues Less Expenses	887,234	(1,439,659)	-	-	-		

Notes:

The purpose of the Operational Support Program is to provide essential human resources, technology, records, and fleet services to the Sheriff's Office employees so they have the resources they need to protect and maintain safe communities. Increase in expenditures represents indirect costs that were moved out of other programs to Operational Support.



Administration

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

		FY23-24 Actual	FY24-25 Actual (Q1- Q3)	FY24-25 Target	FY25-26 Target
Result	% of Level 1 investigations completed within 90 days	82.2%	72.6%	100.0%	100.0%
Result	% of Level 2 investigations completed within 30 days	70.5%	78.5%	100.0%	100.0%

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

Program Budget Summary

	Budget-to-Budget:						
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	\$ Variance	% Variance
Beginning Fund Balance	-	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines	38,885	71,508	54,948	54,948	161,643	106,695	194%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	251,044	63,937	89,456	163,420	211,622	122,166	137%
Operating Revenue	289,929	135,445	144,404	218,368	373,265	228,861	158%
Total Revenue	289,929	135,445	144,404	218,368	373,265	228,861	158%
Personnel Services	234,621	89,089	123,585	190,391	321,489	197,904	160%
Materials and Services	16,423	21,503	20,819	27,977	51,776	30,957	149%
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	251,044	110,592	144,404	218,368	373,265	228,861	158%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Total Appropriated	251,044	110,592	144,404	218,368	373,265	228,861	158%
Reserve for Future Expenditures	-	-	-	-	-	-	-
Total Expense	251,044	110,592	144,404	218,368	373,265	228,861	158%
Revenues Less Expenses	38,886	24,853	-	-	-		

Notes:

This program provides internal investigative services to the Sheriff, CCSO employees, and the public so they can continually improve the professional standards of the CCSO and receive thorough, impartial, and timely responses to complaints.



Administration

Public Information Office

Purpose Statement

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

Performance Narrative Statement

The 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

		FY23-24 Actual	FY24-25 Actual (Q1-Q3)	FY24-25 Target	FY25-26 Target
Result	By 2024, CCSO will develop and implement a Communications Plan	100%	100.0%	2024	2024
Result	% of community survey respondents who report they are informed about the role, direction, and activities of CCSO	Survey TBD	Survey TBD	75.0%	75.0%
Result	% of employee survey respondents who report they are informed about the role, direction, and activities of CCSO	Survey TBD	Survey TBD	75.0%	75.0%

Program includes:

Mandated Services

Shared Services

Grant Funding

Explanation



210105-Public Information Office (PIO)

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

Program Budget Summary

Budget-to-Budget:							
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	\$ Variance	% Variance
Beginning Fund Balance	-	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	1,121	-	-	-	-	-
Charges, Fees, License, Permits, Fines	73,345	179,140	372,100	371,750	473,381	101,281	27%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	474,313	736,669	559,815	560,745	619,746	59,931	11%
Operating Revenue	547,658	916,930	931,915	932,495	1,093,127	161,212	17%
Total Revenue	547,658	916,930	931,915	932,495	1,093,127	161,212	17%
Personnel Services	421,127	832,649	832,641	798,613	919,982	87,341	10%
Materials and Services	53,186	114,420	99,274	133,882	173,145	73,871	74%
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	474,312	947,069	931,915	932,495	1,093,127	161,212	17%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Total Appropriated	474,312	947,069	931,915	932,495	1,093,127	161,212	17%
Reserve for Future Expenditures	-	-	-	-	-	-	-
Total Expense	474,312	947,069	931,915	932,495	1,093,127	161,212	17%
Revenues Less Expenses	73,345	(30,139)	-	-	-		

Notes:

Provides information, multimedia communications, community outreach, and education services to CCSO employees, community partners, and the public so they can learn about CCSO activities, be informed of public safety matters, and 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

		FY23-24 Actual	FY24-25 Actual (Q1- Q3)	FY24-25 Target	FY25-26 Target
Result	By FY2026, the persons crime rate will be at or below ___ per 1,000 residents	6.9	9.3	6 per 1,000	6 per 1,000
Result	By FY2026, the property crime rate will be at or below ___ per 1,000 residents	14.4	14.1	30 per 1,000	30 per 1,000
Result	% of call activity that is deputy-initiated	61.5%	58.4%	40.0%	40.0%
Result	% of Priority 1 and Priority 2 Calls for Service that receive a response by an Estacada Unit within 5 minutes	20.0%	12.8%	50.0%	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]



Budget-to-Budget:							
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	\$ Variance	% Variance
Beginning Fund Balance	-	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	215	-	-	-	-	-
Charges, Fees, License, Permits, Fines	812,498	978,517	1,142,539	1,186,667	1,513,159	370,620	32%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	-	635	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-
Operating Revenue	812,498	979,366	1,142,539	1,186,667	1,513,159	370,620	32%
Total Revenue	812,498	979,366	1,142,539	1,186,667	1,513,159	370,620	32%
Personnel Services	600,513	687,765	813,983	883,510	1,076,404	262,421	32%
Materials and Services	106,575	186,943	296,462	302,824	403,755	107,292	36%
Capital Outlay	26,433	-	32,093	333	33,000	907	3%
Operating Expense	733,520	874,708	1,142,539	1,186,667	1,513,159	370,620	32%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Total Appropriated	733,520	874,708	1,142,539	1,186,667	1,513,159	370,620	32%
Reserve for Future Expenditures	-	-	-	-	-	-	-
Total Expense	733,520	874,708	1,142,539	1,186,667	1,513,159	370,620	32%
Revenues Less Expenses	78,978	104,658	-	-	-		

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 and 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

		FY23-24 Actual	FY24-25 Actual (Q1- Q3)	FY24-25 Target	FY25-26 Target
Result	By 2026, the persons crime rate will be at or below ___ per 1,000 residents	5.7	8.0	5 per 1,000	5 per 1,000
Result	By 2026, the property crime rate will be at or below ___ per 1,000 residents	29.6	28.9	35 per 1,000	35 per 1,000
Result	% of call activity that is deputy-initiated	56.8%	59.4%	55.0%	55.0%
Result	% of Priority 1 and Priority 2 Calls for Service that receive a response within 5 minutes	7.8%	7.5%	30.0%	30.0%

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]



210203-City of Happy Valley

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

Program Budget Summary

	Budget-to-Budget:						
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	\$ Variance	% Variance
Beginning Fund Balance	-	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	1,754	-	-	-	-	-
Charges, Fees, License, Permits, Fines	4,333,968	4,786,899	5,044,793	4,944,737	5,374,638	329,845	7%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	-	24,979	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-
Operating Revenue	4,333,968	4,813,632	5,044,793	4,944,737	5,374,638	329,845	7%
Total Revenue	4,333,968	4,813,632	5,044,793	4,944,737	5,374,638	329,845	7%
Personnel Services	3,507,608	3,610,524	3,712,833	3,759,588	3,918,096	205,262	6%
Materials and Services	616,978	973,159	1,185,246	1,183,848	1,406,542	221,296	19%
Capital Outlay	136,519	-	146,714	1,301	50,000	(96,714)	-66%
Operating Expense	4,261,105	4,583,683	5,044,793	4,944,737	5,374,638	329,844	7%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Total Appropriated	4,261,105	4,583,683	5,044,793	4,944,737	5,374,638	329,844	7%
Reserve for Future Expenditures	-	-	-	-	-	-	-
Total Expense	4,261,105	4,583,683	5,044,793	4,944,737	5,374,638	329,844	7%
Revenues Less Expenses	72,863	229,949	-	-	-		

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 and 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

		FY23-24 Actual	FY24-25 Actual (Q1- Q3)	FY24-25 Target	FY25-26 Target
Result	By 2026, the persons crime rate will be at or below ___ per 1,000 residents	5.6	6.9	5 per 1,000	5 per 1,000
Result	By 2026, the property crime rate will be at or below ___ per 1,000 residents	27.0	21.1	35 per 1,000	35 per 1,000
Result	% of call activity that is deputy-initiated	53.6%	57.7%	47.0%	47.0%
Result	% of Priority 1 and Priority 2 Calls for Service that receive a response within 5 minutes	15.1%	16.8%	30.0%	30.0%

Program includes:

Mandated Service ☒ Yes

Shared Services ☐ No

Grant Funding ☐ No

Explanation

Mandated Services:

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

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



210204-City of Wilsonville

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

Program Budget Summary

Budget-to-Budget:							
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	\$ Variance	% Variance
Beginning Fund Balance	-	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	1,753	-	-	-	-	-
Charges, Fees, License, Permits, Fines	5,531,673	5,873,566	5,815,426	6,310,173	6,706,260	890,834	15%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-
Operating Revenue	5,531,673	5,875,319	5,815,426	6,310,173	6,706,260	890,834	15%
Total Revenue	5,531,673	5,875,319	5,815,426	6,310,173	6,706,260	890,834	15%
Personnel Services	4,494,299	4,424,396	4,270,809	4,816,673	4,785,089	514,280	12%
Materials and Services	826,763	1,288,762	1,377,842	1,490,950	1,871,171	493,329	36%
Capital Outlay	164,123	-	166,775	2,550	50,000	(116,775)	-70%
Operating Expense	5,485,184	5,713,158	5,815,426	6,310,173	6,706,260	890,834	15%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Total Appropriated	5,485,184	5,713,158	5,815,426	6,310,173	6,706,260	890,834	15%
Reserve for Future Expenditures	-	-	-	-	-	-	-
Total Expense	5,485,184	5,713,158	5,815,426	6,310,173	6,706,260	890,834	15%
Revenues Less Expenses	46,489	162,161	-	-	-		

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 and livable communities.



Law Enforcement Critical Incident Response

Purpose Statement

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

Performance Narrative Statement

The program includes SWAT, Crisis Negotiation Team (CNT), Explosive Device Unit (EDU), Search and Rescue (SAR), and DIVE.

Key Performance Measures

		FY23-24 Actual	FY24-25 Actual (Q1- Q3)	FY24-25 Target	FY25-26 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%
Result	% of Search and Rescue (SAR) responses that result in the subject being rescued or recovered	100.0%	100.0%	100.0%	100.0%
Result	% of Water Rescue Team responses that result in the subject being rescued or recovered	83.9%	100.0%	100.0%	100.0%

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]



210205-Critical Incident Response

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

Program Budget Summary

Budget-to-Budget:							
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	\$ Variance	% Variance
Beginning Fund Balance	-	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines	125,415	(10)	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	821	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	804,306	652,761	544,310	608,674	629,248	84,938	16%
Operating Revenue	929,721	652,751	544,310	609,495	629,248	84,938	16%
Total Revenue	929,721	652,751	544,310	609,495	629,248	84,938	16%
Personnel Services	701,336	457,859	406,296	414,826	323,180	(83,117)	-20%
Materials and Services	102,969	270,166	107,839	192,541	306,068	198,229	184%
Capital Outlay	-	95,967	30,175	2,128	-	(30,175)	-100%
Operating Expense	804,305	823,992	544,310	609,495	629,248	84,937	16%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Total Appropriated	804,305	823,992	544,310	609,495	629,248	84,937	16%
Reserve for Future Expenditures	-	-	-	-	-	-	-
Total Expense	804,305	823,992	544,310	609,495	629,248	84,937	16%
Revenues Less Expenses	125,416	(171,241)	-	-	-		

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 and critical situations.



210206-Enhanced Law Enforcement District (ELED)

BCC Priority Alignment: Not Applicable

Program Budget Summary

Budget-to-Budget:							
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	\$ Variance	% Variance
Beginning Fund Balance	61,014	75,596	-	-	-	-	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	930	-	-	-	-	-
Charges, Fees, License, Permits, Fines	-	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	5,950,620	7,009,016	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-
Operating Revenue	5,950,620	7,009,946	-	-	-	-	-
Total Revenue	6,011,634	7,085,542	-	-	-	-	-
Personnel Services	5,811,050	7,009,016	0	-	-	(0)	-100%
Materials and Services	-	-	-	-	-	-	-
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	5,811,050	7,009,016	0	-	-	(0)	-100%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Total Appropriated	5,811,050	7,009,016	0	-	-	(0)	-100%
Reserve for Future Expenditures	-	-	-	-	-	-	-
Total Expense	5,811,050	7,009,016	0	-	-	(0)	-100%
Revenues Less Expenses	200,584	76,526	-	-	-		

Notes:

None



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

		FY23-24 Actual	FY24-25 Actual (Q1- Q3)	FY24-25 Target	FY25-26 Target
Result	% of cases referred to the District Attorney's Office for a prosecution decision	32.0%	52.3%	40.0%	40.0%
Result	% of FJC survey respondents who report that the information they received helped them make an informed choice	99.0%	100.0%	80.0%	80.0%
Result	% of protective orders filed at FJC	64.0%	52.0%	50.0%	50.0%

Program includes:

Mandated Service

Shared Services

Grant Funding

Explanation



210207-Family Justice Center (FJC)

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

Program Budget Summary

Budget-to-Budget:							
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	\$ Variance	% Variance
Beginning Fund Balance	-	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	3,053	348	-	450	-	-	-
Charges, Fees, License, Permits, Fines	-	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	-	4,568	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	1,531,757	2,005,362	2,074,984	2,187,332	2,552,367	477,383	23%
Operating Revenue	1,534,810	2,010,278	2,074,984	2,187,782	2,552,367	477,383	23%
Total Revenue	1,534,810	2,010,278	2,074,984	2,187,782	2,552,367	477,383	23%
Personnel Services	1,343,242	1,875,713	1,703,626	1,886,582	2,141,028	437,401	26%
Materials and Services	188,373	216,214	330,545	285,146	411,339	80,794	24%
Capital Outlay	-	-	40,813	16,054	-	(40,813)	-100%
Operating Expense	1,531,616	2,091,927	2,074,984	2,187,782	2,552,367	477,382	23%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Total Appropriated	1,531,616	2,091,927	2,074,984	2,187,782	2,552,367	477,382	23%
Reserve for Future Expenditures	-	-	-	-	-	-	-
Total Expense	1,531,616	2,091,927	2,074,984	2,187,782	2,552,367	477,382	23%
Revenues Less Expenses	3,194	(81,649)	-	-	-		

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

		FY23-24 Actual	FY24-25 Actual (Q1- Q3)	FY24-25 Target	FY25-26 Target
Result	% of cases referred to the District Attorney's Office for a prosecution decision	32.3%	30.0%	35.0%	35.0%
Result	% compliance with the annual property room audit	100.0%	100.0%	100.0%	100.0%

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]



						<u>Budget-to-Budget:</u>	
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	\$ Variance	% Variance
Beginning Fund Balance	-	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	203,467	342,326	265,933	235,000	(107,326)	-31%
Charges, Fees, License, Permits, Fines	67	95	-	313,264	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	8,910	115,748	10,800	104,846	-	(10,800)	-100%
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	7,095,845	6,930,035	8,585,096	8,696,226	8,851,292	266,196	3%
Operating Revenue	7,104,821	7,249,345	8,938,222	9,380,269	9,086,292	148,070	2%
Total Revenue	7,104,821	7,249,345	8,938,222	9,380,269	9,086,292	148,070	2%
Personnel Services	6,169,584	6,484,024	7,103,109	8,084,605	7,336,340	233,230	3%
Materials and Services	413,593	777,286	1,369,463	1,207,264	1,684,952	315,489	23%
Capital Outlay	-	8,196	435,650	-	-	(435,650)	-100%
Operating Expense	6,583,178	7,269,506	8,908,222	9,291,869	9,021,292	113,069	1%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	30,000	88,400	65,000	35,000	117%
Transfers	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Total Appropriated	6,583,178	7,269,506	8,938,222	9,380,269	9,086,292	148,069	2%
Reserve for Future Expenditures	-	-	-	-	-	-	-
Total Expense	6,583,178	7,269,506	8,938,222	9,380,269	9,086,292	148,069	2%
Revenues Less Expenses	521,643	(20,162)	-	-	-		

Notes:

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



Law Enforcement

Patrol

Purpose Statement

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

Performance Narrative Statement

The program provides patrol services to ensure protection of life, property, and individual rights, utilizing uniformed officers who employ a proactive, community policing approach rather than a reactive approach to policing whenever possible. The program is solely responsible for patrolling County roads and waterways and includes special units such as special weapons and tactics (SWAT), search and rescue (SAR), and a K-9 unit.

Key Performance Measures

		FY23-24 Actual	FY24-25 Actual (Q1- Q3)	FY24-25 Target	FY25-26 Target
Result	By FY2026, the persons crime rate will be at or below ___ per 1,000 residents	8.2	9.1	6.7 per 1,000	6.7 per 1,000
Result	By FY2026, the property crime rate will be at or below ___ per 1,000 residents	34.0	31.0	35.2 per 1,000	35.2 per 1,000
Result	% of call activity that is deputy-initiated	45.9%	52.3%	40.0%	40.0%
Result	% of inlying area Priority 1 and Priority 2 Calls for Service that receive a response within 5 minutes	20.5%	21.7%	25.0%	25.0%
Result	% of outlying area Priority 1 and Priority 2 Calls for Service that receive a response within 20 minutes	53.0%	48.6%	60.0%	60.0%

Program includes:

Mandated Service ☐ Y

Shared Services ☐ N

Grant Funding ☐ Y

Explanation

Mandated Services:

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

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



						<u>Budget-to-Budget:</u>	
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	\$ Variance	% Variance
Beginning Fund Balance	458,133	95,004	80,904	134,985	-	(80,904)	-100%
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	611,357	471,109	487,835	1,218,263	485,000	(2,835)	-1%
Charges, Fees, License, Permits, Fines	306,051	491,244	329,800	162,151	-	(329,800)	-100%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	5,396	56,038	37,325	7,398	7,000	(30,325)	-81%
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	13,717,232	15,639,253	18,179,098	16,077,628	18,328,441	149,343	1%
Operating Revenue	14,640,036	16,657,643	19,034,058	17,465,440	18,820,441	(213,617)	-1%
Total Revenue	15,098,169	16,752,647	19,114,962	17,600,425	18,820,441	(294,521)	-2%
Personnel Services	14,433,676	13,767,246	15,470,864	14,259,329	13,341,344	(2,129,520)	-14%
Materials and Services	3,109,976	3,376,317	3,396,832	2,932,387	3,512,097	115,265	3%
Capital Outlay	18	14,429	247,266	408,709	1,967,000	1,719,734	695%
Operating Expense	17,543,670	17,157,992	19,114,962	17,600,425	18,820,441	(294,521)	-2%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Total Appropriated	17,543,670	17,157,992	19,114,962	17,600,425	18,820,441	(294,521)	-2%
Reserve for Future Expenditures	-	-	-	-	-	-	-
Total Expense	17,543,670	17,157,992	19,114,962	17,600,425	18,820,441	(294,521)	-2%
Revenues Less Expenses	(2,445,501)	(405,345)	-	-	-		

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 and livable communities.



210210-Traffic Enforcement

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

Program Budget Summary

Budget-to-Budget:						
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	\$ Variance %
Beginning Fund Balance	-	-	-	-	-	-
Taxes	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	69,390	56,156	195,000	24,500	-	(195,000) -100%
Charges, Fees, License, Permits, Fines	-	(5)	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-
General Fund Support	854,449	722,374	1,031,896	1,215,938	993,889	(38,007) -4%
Operating Revenue	923,839	778,525	1,226,896	1,240,438	993,889	(233,007) -19%
Total Revenue	923,839	778,525	1,226,896	1,240,438	993,889	(233,007) -19%
Personnel Services	1,028,177	932,023	1,033,206	1,075,874	785,894	(247,312) -24%
Materials and Services	53,505	125,726	143,994	164,564	207,995	64,001 44%
Capital Outlay	-	-	49,696	-	-	(49,696) -100%
Operating Expense	1,081,682	1,057,749	1,226,896	1,240,438	993,889	(233,007) -19%
Debt Service	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-
Transfers	-	-	-	-	-	-
Contingency	-	-	-	-	-	-
Total Appropriated	1,081,682	1,057,749	1,226,896	1,240,438	993,889	(233,007) -19%
Reserve for Future Expenditures	-	-	-	-	-	-
Total Expense	1,081,682	1,057,749	1,226,896	1,240,438	993,889	(233,007) -19%
Revenues Less Expenses	(157,843)	(279,224)	-	-	-	

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

Program Budget Summary

						<u>Budget-to-Budget:</u>	
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	\$ Variance	% Variance
Beginning Fund Balance	710,075	856,677	563,742	18,487	-	(563,742)	-100%
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	161,943	90,096	350,000	43,500	43,500	(306,500)	-88%
Charges, Fees, License, Permits, Fines	-	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	2,151	38,607	20,000	1,000	1,000	(19,000)	-95%
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-
Operating Revenue	164,094	128,703	370,000	44,500	44,500	(325,500)	-88%
Total Revenue	874,168	985,380	933,742	62,987	44,500	(889,242)	-95%
Personnel Services	-	442,394	-	-	-	-	-
Materials and Services	85	1,160	164,357	70	100	(164,257)	-100%
Capital Outlay	17,406	523,339	769,385	62,917	44,400	(724,985)	-94%
Operating Expense	17,491	966,893	933,742	62,987	44,500	(889,242)	-95%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Total Appropriated	17,491	966,893	933,742	62,987	44,500	(889,242)	-95%
Reserve for Future Expenditures	-	-	-	-	-	-	-
Total Expense	17,491	966,893	933,742	62,987	44,500	(889,242)	-95%
Revenues Less Expenses	856,677	18,487	-	-	-		

Notes:
The CCSO Forfeiture fund is anticipating a decrease in expected funding for FY25-26 based on actual funding received in FY24-25.



Public Safety

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

		FY23-24 Actual	FY24-25 Actual (Q1- Q3)	FY24-25 Target	FY25-26 Target
Result	# of security incidents at the courthouse	35	20	No Baseline	No Baseline
Result	% of process delivered for service that are attempted within 7 business days	88.3%	90.7%	90.0%	90.0%
Result	% of process delivered for service that are entered or rejected within 3 business days	92.5%	94.3%	97.0%	97.0%

Program includes:

Mandated Service ☐ Yes

Shared Services ☐ No

Grant Funding ☐ No

Explanation

Mandated Services:

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

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



Budget-to-Budget:							
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	\$ Variance	% Variance
Beginning Fund Balance	-	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	4,490	572	-	534	-	-	-
Charges, Fees, License, Permits, Fines	1,274,307	932,678	1,219,684	730,000	668,750	(550,934)	-45%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	-	483	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	4,755,234	5,193,209	6,352,140	6,310,499	9,055,371	2,703,231	43%
Operating Revenue	6,034,031	6,126,943	7,571,824	7,041,033	9,724,121	2,152,297	28%
Total Revenue	6,034,031	6,126,943	7,571,824	7,041,033	9,724,121	2,152,297	28%
Personnel Services	4,635,458	5,222,083	5,704,820	5,426,620	7,716,928	2,012,108	35%
Materials and Services	985,243	1,212,785	1,743,973	1,614,413	2,007,193	263,219	15%
Capital Outlay	14,549	-	123,030	-	-	(123,030)	-100%
Operating Expense	5,635,250	6,434,868	7,571,824	7,041,033	9,724,121	2,152,297	28%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Total Appropriated	5,635,250	6,434,868	7,571,824	7,041,033	9,724,121	2,152,297	28%
Reserve for Future Expenditures	-	-	-	-	-	-	-
Total Expense	5,635,250	6,434,868	7,571,824	7,041,033	9,724,121	2,152,297	28%
Revenues Less Expenses	398,781	(307,925)	-	-	-	-	-

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.



Public Safety

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

		FY23-24 Actual	FY24-25 Actual (Q1- Q3)	FY24-25 Target	FY25-26 Target
Strategic Result	By FY2026, __% of victims will not be re-victimized by the same offender who is under supervision of Parole and Probation	99.6%	99.3%	85.0%	85.0%
Result	% of adults on supervision who do not return to supervision within 12 months following the end of supervision	92.4%	92.8%	85.0%	85.0%

Program includes:

Mandated Services	
Shared Services	
Grant Funding	

Explain all "Yes" boxes below

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

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

Explanation



210303-Parole and Probation

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

Program Budget Summary

						Budget-to-Budget:	
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	\$ Variance	% Variance
Beginning Fund Balance	-	-	-	1,221,525	-	-	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	8,941,448	12,174,742	12,422,565	10,765,591	11,657,663	(764,902)	-6%
Charges, Fees, License, Permits, Fines	529,690	636,592	373,736	571,260	-	(373,736)	-100%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	43,524	7,701	-	87,632	9,000	9,000	-
Other Interfund Transfers	-	-	441,720	37,500	400,000	(41,720)	-9%
General Fund Support	4,196,477	5,067,546	7,495,436	5,740,109	6,423,707	(1,071,729)	-14%
Operating Revenue	13,711,139	17,886,581	20,733,457	17,202,092	18,490,370	(2,243,087)	-11%
Total Revenue	13,711,139	17,886,581	20,733,457	18,423,617	18,490,370	(2,243,087)	-11%
Personnel Services	11,070,121	11,873,480	14,771,980	12,618,923	13,434,491	(1,337,489)	-9%
Materials and Services	3,896,332	4,546,342	5,635,833	5,489,367	4,783,879	(851,954)	-15%
Capital Outlay	-	67,625	72,724	32,632	-	(72,724)	-100%
Operating Expense	14,966,453	16,487,447	20,480,537	18,140,922	18,218,370	(2,262,167)	-11%
Debt Service	-	-	-	-	-	-	-
Special Payments	250,697	342,804	202,920	135,000	185,000	(17,920)	-9%
Transfers	-	-	50,000	147,696	87,000	37,000	74%
Contingency	-	-	-	-	-	-	-
Total Appropriated	15,217,150	16,830,251	20,733,457	18,423,618	18,490,370	(2,243,087)	-11%
Reserve for Future Expenditures	-	-	-	-	-	-	-
Total Expense	15,217,150	16,830,251	20,733,457	18,423,618	18,490,370	(2,206,087)	-11%
Revenues Less Expenses	(1,506,011)	1,056,330	-	-	-		

Notes:

The purpose of the Parole and Probation Program is to provide supervision, resources, intervention, treatment, and victim services to justice involved individuals and crime victims to they can experience and contribute to a safe community.



Public Safety

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

		FY23-24 Actual	FY24-25 Actual (Q1- Q3)	FY24-25 Target	FY25-26 Target
Result	By FY2026, ___% of adults in custody will not be forced released due to lack of jail space	87.9%	FY Measure	88.0%	88.0%
Result	Zero adult in custody suicide deaths	0	0	0	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]



Program Budget Summary

						<u>Budget-to-Budget:</u>	
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	\$ Variance	% Variance
Beginning Fund Balance	-	124,989	-	-	-	-	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	136,563	1,277,441	130,000	275,775	115,500	(14,500)	-11%
Charges, Fees, License, Permits, Fines	5,570	5,000	-	6,800	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	-	241,429	259,000	233,333	245,000	(14,000)	-5%
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	23,574,813	25,759,164	29,178,475	28,372,605	26,656,022	(2,522,453)	-9%
Operating Revenue	23,716,946	27,283,034	29,567,475	28,888,513	27,016,522	(2,550,953)	-9%
Total Revenue	23,716,946	27,408,022	29,567,475	28,888,513	27,016,522	(2,550,953)	-9%
Personnel Services	17,845,561	20,169,313	20,445,435	21,423,623	19,153,079	(1,292,356)	-6%
Materials and Services	5,773,760	5,493,793	8,709,439	7,346,846	7,750,443	(958,996)	-11%
Capital Outlay	709,542	200,848	214,118	5,044	-	(214,118)	-100%
Operating Expense	24,328,863	25,863,954	29,368,992	28,775,513	26,903,522	(2,465,470)	-8%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	133,970	174,586	198,483	113,000	113,000	(85,483)	-43%
Contingency	-	-	-	-	-	-	-
Total Appropriated	24,462,833	26,038,540	29,567,475	28,888,513	27,016,522	(2,550,953)	-9%
Reserve for Future Expenditures	-	-	-	-	-	-	-
Total Expense	24,462,833	26,038,540	29,567,475	28,888,513	27,016,522	(2,636,436)	-9%
Revenues Less Expenses	(745,887)	1,369,482	-	-	-		

Notes:

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



210305-Inmate Welfare

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

Program Budget Summary

Budget-to-Budget:							
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	\$ Variance	% Variance
Beginning Fund Balance	128,301	84,534	-	3,800	-	-	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines	85,462	80,135	125,000	55,000	55,000	(70,000)	-56%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	14	2,560	1,500	1,500	1,500	-	0%
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-
Operating Revenue	85,476	82,695	126,500	56,500	56,500	(70,000)	-55%
Total Revenue	213,778	167,229	126,500	60,300	56,500	(70,000)	-55%
Personnel Services	-	-	-	-	-	-	-
Materials and Services	129,244	163,429	126,500	60,300	56,500	(70,000)	-55%
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	129,244	163,429	126,500	60,300	56,500	(70,000)	-55%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Total Appropriated	129,244	163,429	126,500	60,300	56,500	(70,000)	-55%
Reserve for Future Expenditures	-	-	-	-	-	-	-
Total Expense	129,244	163,429	126,500	60,300	56,500	(70,000)	-55%
Revenues Less Expenses	84,534	3,800	-	-	-		

Notes:

The Inmate Welfare Fund Program is a statutorily required program to provide programs and services to adults in custody within the jail.



Training

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

		FY23-24 Actual	FY24-25 Actual (Q1- Q3)	FY24-25 Target	FY25-26 Target
Result	% of available training room hours utilized	85.0%	84.3%	85.0%	85.0%
Result	Avoided training costs	\$1,300,000	FY Measure	\$1,300,000	\$1,300,000

Program includes:

Mandated Service

Shared Services

Grant Funding

Explanation



210402-Public Safety Training Center (PSTC)
BCC Priority Alignment: Ensure Healthy, Safe, and Secure Communities
Program Budget Summary

	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	<u>Budget-to-Budget:</u>	
						\$ Variance	% Variance
Beginning Fund Balance	-	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	4,450	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines	917,785	757,895	937,475	804,396	1,079,645	142,170	15%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	163,007	216,377	167,500	187,225	190,500	23,000	14%
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	438,009	378,978	-	468,396	172,349	172,349	-
Operating Revenue	1,523,250	1,353,250	1,104,975	1,460,017	1,442,494	337,519	31%
Total Revenue	1,523,250	1,353,250	1,104,975	1,460,017	1,442,494	337,519	31%
Personnel Services	775,951	878,119	843,739	937,409	906,587	62,848	7%
Materials and Services	333,532	461,489	261,236	522,608	535,907	274,671	105%
Capital Outlay	-	102,974	-	-	-	-	-
Operating Expense	1,109,483	1,442,581	1,104,975	1,460,017	1,442,494	337,519	31%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Total Appropriated	1,109,483	1,442,581	1,104,975	1,460,017	1,442,494	337,519	31%
Reserve for Future Expenditures	-	-	-	-	-	-	-
Total Expense	1,109,483	1,442,581	1,104,975	1,460,017	1,442,494	337,519	31%
Revenues Less Expenses	413,767	(89,332)	-	-	-		

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.



Training Training & Wellness

Purpose Statement

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

Performance Narrative Statement

The 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

		FY23-24 Actual	FY24-25 Actual (Q1- Q3)	FY24-25 Target	FY25-26 Target
Result	% of employee survey respondents who report they are in good or excellent mental health	Survey TBD	Survey TBD	70.0%	70.0%
Result	% of employee survey respondents who report they are in good or excellent physical health	Survey TBD	Survey TBD	60.0%	60.0%
Result	Employee readiness rate	77.0%	77.9%	90.0%	90.0%

Program includes:

Mandated Service

Shared Services

Grant Funding

Explanation



210403-Training & Wellness

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

Program Budget Summary

Budget-to-Budget:							
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	\$ Variance	% Variance
Beginning Fund Balance	-	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	-	-	414	-	-	-
Charges, Fees, License, Permits, Fines	317,502	-	856,819	856,819	1,029,699	172,880	20%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	16,980	1,307	8,500	-	-	(8,500)	-100%
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	2,010,358	2,562,771	1,338,022	1,631,519	1,348,070	10,048	1%
Operating Revenue	2,344,839	2,564,078	2,203,341	2,488,752	2,377,769	174,428	8%
Total Revenue	2,344,839	2,564,078	2,203,341	2,488,752	2,377,769	174,428	8%
Personnel Services	1,432,806	1,823,240	1,643,178	1,725,977	1,716,155	72,977	4%
Materials and Services	616,052	733,740	560,163	755,055	661,614	101,451	18%
Capital Outlay	-	5,790	-	7,720	-	-	-
Operating Expense	2,048,859	2,562,770	2,203,341	2,488,752	2,377,769	174,428	8%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Total Appropriated	2,048,859	2,562,770	2,203,341	2,488,752	2,377,769	174,428	8%
Reserve for Future Expenditures	-	-	-	-	-	-	-
Total Expense	2,048,859	2,562,770	2,203,341	2,488,752	2,377,769	174,428	8%
Revenues Less Expenses	295,981	1,307	-	-	-		

Notes:

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



210502-Sheriff Operating Levy

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

Program Budget Summary

Budget-to-Budget:							
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	\$ Variance	% Variance
Beginning Fund Balance	3,981,389	7,808,077	7,684,147	7,495,281	7,370,281	(313,866)	-4%
Taxes	21,531,563	22,314,439	23,821,825	24,110,000	24,910,000	1,088,175	5%
Federal, State, Local, All Other Gifts	225,676	86,180	2,200	10,000	-	(2,200)	-100%
Charges, Fees, License, Permits, Fines	-	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	280,831	578,948	165,000	425,000	300,000	135,000	82%
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-
Operating Revenue	22,038,070	22,979,567	23,989,025	24,545,000	25,210,000	1,220,975	5%
Total Revenue	26,019,459	30,787,644	31,673,172	32,040,281	32,580,281	907,109	3%
Personnel Services	9,792,606	13,312,263	17,076,686	14,750,000	18,204,039	1,127,353	7%
Materials and Services	7,267,903	9,008,368	8,673,779	8,910,001	9,270,000	596,221	7%
Capital Outlay	1,127,565	971,733	1,240,739	1,010,000	2,000,000	759,261	61%
Operating Expense	18,188,074	23,292,363	26,991,205	24,670,001	29,474,039	2,482,834	9%
Debt Service	-	-	-	-	-	-	-
Special Payments	23,308	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Contingency	-	-	4,681,967	-	3,106,242	(1,575,725)	-34%
Total Appropriated	18,211,382	23,292,363	31,673,172	24,670,001	32,580,281	907,109	3%
Reserve for Future Expenditures	-	-	-	-	-	-	-
Total Expense	18,211,382	23,292,363	31,673,172	24,670,001	32,580,281	(668,616)	-2%
Revenues Less Expenses	7,808,077	7,495,281	-	7,370,280	-		

Notes:

The Sheriff's Operating Levy provides CCSO additional support to fulfill its mission to provide public safety and law enforcement services to the people of Clackamas County so they can experience and contribute to a safe and secure community.



District Attorney

John Wentworth, District Attorney

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



District Attorney (24)

Department Budget Summary by Fund

Line of Business	Program	FY25-26 General Fund (100)	FY25-26 Special Grants Fund (230)	FY25-26 Total Budget	FY25-26 General Fund Support in Budget*	% of Total	FY25-26 FTE **		
							Total	Filled	Vacant
District Attorney's Office	Business Administration	907,770	-	907,770	896,668	99%	2.0	2.0	-
	Office of the District Attorney	4,156,690		4,156,690	3,956,690	95%	18.4	14.4	4.0
Family Support	Child Support Enforcement	2,414,132	-	2,414,132	296,965	12%	13.4	12.4	1.0
								-	-
Justice & Public Safety	Adult & Juvenile Criminal Prosecution & Case Resolution	8,377,574	85,000	8,462,574	7,622,874	90%	32.0	30.0	2.0
	Adult & Juvenile Criminal Prosecution & Case Resolution Support	2,609,652		2,609,652	2,189,652	84%	20.0	18.0	2.0
Victim & Support Services	Victim Assistance	2,219,550	-	2,219,550	774,550	35%	11.0	11.0	-
								-	-
TOTAL		20,685,368	85,000	20,770,368	15,737,399	76%	96.7	87.7	9.0
FY24-25 Budget (Amended)		19,823,048	200,000	20,023,048	15,132,114	76%	96.7	88.7	8.0
\$ Increase (Decrease)		862,320	(115,000)	747,320	605,285		0.0	(1.0)	1.0
% Increase (Decrease)		4%	-58%	4%	4%		0%	-1%	13%

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

** FY25-26 FTE: The figures align to each department's updated personnel counts



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

		FY22-23 Actual	FY23-24 Actual	FY24-25 Target	FY24-25 Actuals as of 12/31/24	FY25-26 Target
Result	Avg. number of vacancy positions in our office	12.0	6.0	0.0	7.0	3.0

Program includes:

Mandated Services

Shared Services

Grant Funding

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

Program Budget Summary

Budget-to-Budget:							
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	\$ Variance	% Variance
Beginning Fund Balance	11,102	11,102	11,102	11,102	11,102	-	0%
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines	-	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	111	3,621	-	190	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	3,429,449	2,917,781	1,728,326	2,115,428	896,668	(831,658)	-48%
Operating Revenue	3,429,560	2,921,402	1,728,326	2,115,618	896,668	(831,658)	-48%
Total Revenue	3,440,662	2,932,504	1,739,428	2,126,720	907,770	(831,658)	-48%
Personnel Services	889,677	1,393,861	294,410	573,900	305,884	11,474	4%
Materials and Services	1,676,326	1,791,591	1,437,706	1,541,718	601,887	(835,820)	-58%
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	2,566,003	3,185,452	1,732,116	2,115,618	907,770	(824,346)	-48%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Total Appropriated	2,566,003	3,185,452	1,732,116	2,115,618	907,770	(824,346)	-48%
Reserve for Future Expenditures	-	-	-	-	-	-	-
Total Expense	2,566,003	3,185,452	1,732,116	2,115,618	907,770	(824,346)	-48%
Revenues Less Expenses	874,659	(252,947)	7,312	11,102	-		

Notes:

None



240102-Office of the District Attorney

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

Program Budget Summary

Budget-to-Budget:							
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	\$ Variance	% Variance
Beginning Fund Balance	-	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	-	200,000	-	200,000	-	0%
Charges, Fees, License, Permits, Fines	-	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	80,900	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	958,821	2,065,286	2,437,407	2,554,407	3,956,690	1,519,283	62%
Operating Revenue	958,821	2,065,286	2,637,407	2,635,307	4,156,690	1,519,283	58%
Total Revenue	958,821	2,065,286	2,637,407	2,635,307	4,156,690	1,519,283	58%
Personnel Services	1,021,255	1,942,585	2,627,219	2,513,307	3,798,823	1,171,603	45%
Materials and Services	-	122,700	17,500	122,000	357,867	340,367	1945%
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	1,021,255	2,065,285	2,644,719	2,635,307	4,156,690	1,511,970	57%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Total Appropriated	1,021,255	2,065,285	2,644,719	2,635,307	4,156,690	1,511,970	57%
Reserve for Future Expenditures	-	-	-	-	-	-	-
Total Expense	1,021,255	2,065,285	2,644,719	2,635,307	4,156,690	1,511,970	57%
Revenues Less Expenses	(62,434)	-	(7,312)	-	-		

Notes:

Moved 4.0 total FTE from other programs, to consolidate budget.



240103-Policy, Performance & Partnerships
BCC Priority Alignment: Ensure Healthy, Safe, and Secure Communities
Program Budget Summary

	Budget-to-Budget:						
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	\$ Variance	% Variance
Beginning Fund Balance	-	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines	-	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	295,196	204,090	295,320	193,320	-	(295,320)	-100%
Operating Revenue	295,196	204,090	295,320	193,320	-	(295,320)	-100%
Total Revenue	295,196	204,090	295,320	193,320	-	(295,320)	-100%
Personnel Services	295,196	204,090	295,320	193,320	-	(295,320)	-100%
Materials and Services	-	-	-	-	-	-	-
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	295,196	204,090	295,320	193,320	-	(295,320)	-100%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Total Appropriated	295,196	204,090	295,320	193,320	-	(295,320)	-100%
Reserve for Future Expenditures	-	-	-	-	-	-	-
Total Expense	295,196	204,090	295,320	193,320	-	(295,320)	-100%
Revenues Less Expenses	-	-	-	-	-		

Notes:

Moved limited annual expenses to Program 240102.



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 9/20/25, the Family Support Office will have a Total Unweighted Collections (current) of \$16.4 million and Weighted Collections (current & arrears) of \$20.2 million to distribute to children and families. The office has also collected 79.5% of current support due as compared to the 56.4% collected by the Department of Child Support. Further, for every dollar spent by the Family Support Office, \$10.65 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 \$122,000 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

		FY22-23 Actual	FY23-24 Actual	FY24-25 Target	FY24-25 Actuals as of 12/31/24	FY25-26 Target
Result	Collections - Percentage of Current Support Collected (Based on Fed FY Oct 1 - Sept 30)	80.1%	79.5%	80.0%	80.2%	80.0%
Result	Current Collections Total (Based on Fed FY Oct 1 - Sept 30)	\$21.2 M	\$19.9 M	\$20.5 M	\$8.2 M	\$20.3 M
Result	Arrears Collections Total (Based on Fed FY Oct 1 - Sept 30)	\$2.0 M	\$4.1 M	\$3.0 M	\$1.9 M	\$3.8 M
Result	Federal Performance Incentives - Federal rewards for operating an effective and efficient child support program	\$100,263	\$124,073	\$130,000	\$60,750	\$125,000

Program includes:

Mandated Services ☐ Y

Shared Services ☐ Y

Grant Funding ☐ Y

Funding is a complex mathematical formula; see federal guidelines.



240202-Child Support Enforcement

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

Program Budget Summary

Budget-to-Budget:							
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	\$ Variance	% Variance
Beginning Fund Balance	-	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	1,424,374	1,915,414	2,021,385	1,746,000	2,117,167	95,782	5%
Charges, Fees, License, Permits, Fines	-	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	95	-	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	362,766	405,483	308,230	388,430	296,965	(11,265)	-4%
Operating Revenue	1,787,235	2,320,897	2,329,615	2,134,430	2,414,132	84,517	4%
Total Revenue	1,787,235	2,320,897	2,329,615	2,134,430	2,414,132	84,517	4%
Personnel Services	1,580,989	1,713,290	1,962,470	1,779,684	2,131,665	169,195	9%
Materials and Services	289,389	315,290	367,145	354,746	282,467	(84,678)	-23%
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	1,870,377	2,028,579	2,329,615	2,134,430	2,414,132	84,517	4%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Total Appropriated	1,870,377	2,028,579	2,329,615	2,134,430	2,414,132	84,517	4%
Reserve for Future Expenditures	-	-	-	-	-	-	-
Total Expense	1,870,377	2,028,579	2,329,615	2,134,430	2,414,132	84,517	4%
Revenues Less Expenses	(83,143)	292,317	-	-	-		

Notes:

None



Justice & Public Safety

Adult & Juvenile Criminal Prosecution & Case Resolution

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

		FY22-23 Actual	FY23-24 Actual	FY24-25 Target	FY24-25 Actuals as of 12/31/24	FY25-26 Target
Result	Total cases referred and charged	Ref: 8,622 Filed: 6,027	Ref: 8,973 Filed: 6,233	Ref: 9,616 Filed: 6,251	Ref: 4,742 Filed: 3,165	Ref: 10,082 Filed: 6,755
Result	Total cases resolved by Case Manager or Call Resolution Docket	3,393	2,835	3,500	1,491	3,100

Program includes:

Mandated Services ☐ Y

Shared Services ☐ Y

Grant Funding ☐ N

Explanation:

Other significant policy and financial issues related to our prosecution and support for criminal cases include changes to the Expungement Laws, Adoption of a new Retention Policy, and the advent of body camera 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

Program Budget Summary

Budget-to-Budget:						
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	\$ Variance %
Beginning Fund Balance	-	289,274	500,000	-	-	(500,000) -100%
Taxes	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	-	200,000	138,300	839,700	639,700 320%
Charges, Fees, License, Permits, Fines	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-
General Fund Support	3,645,948	6,226,884	7,280,975	7,251,656	7,622,874	341,899 5%
Operating Revenue	3,645,948	6,226,884	7,480,975	7,389,956	8,462,574	981,599 13%
Total Revenue	3,645,948	6,516,158	7,980,975	7,389,956	8,462,574	481,599 6%
Personnel Services	4,504,133	5,846,613	7,519,900	6,879,800	7,448,570	(71,329) -1%
Materials and Services	143,253	132,845	461,075	510,156	1,014,004	552,929 120%
Capital Outlay	-	-	-	-	-	-
Operating Expense	4,647,385	5,979,458	7,980,975	7,389,956	8,462,574	481,599 6%
Debt Service	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-
Transfers	-	-	-	-	-	-
Contingency	-	-	-	-	-	-
Total Appropriated	4,647,385	5,979,458	7,980,975	7,389,956	8,462,574	481,599 6%
Reserve for Future Expenditures	-	-	-	-	-	-
Total Expense	4,647,385	5,979,458	7,980,975	7,389,956	8,462,574	481,599 6%
Revenues Less Expenses	(1,001,437)	536,700	-	-	-	

Notes:

Two new grants that started in FY24-25, Oregon State Deflection and Oregon Retail Theft.



240303-Adult & Juvenile Criminal Prosecution & Case Resolution Support
BCC Priority Alignment: Ensure Healthy, Safe, and Secure Communities
Program Budget Summary

	Budget-to-Budget:						
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	\$ Variance	% Variance
Beginning Fund Balance	-	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines	329,175	446,704	380,000	390,000	419,999	39,999	11%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	1,946,741	1,665,272	1,806,791	1,730,791	2,189,652	382,861	21%
Operating Revenue	2,275,916	2,111,976	2,186,791	2,120,791	2,609,651	422,860	19%
Total Revenue	2,275,916	2,111,976	2,186,791	2,120,791	2,609,651	422,860	19%
Personnel Services	2,095,439	2,024,292	2,186,791	2,120,791	2,271,922	85,131	4%
Materials and Services	40,387	-	-	-	337,729	337,729	-
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	2,135,825	2,024,292	2,186,791	2,120,791	2,609,651	422,860	19%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Total Appropriated	2,135,825	2,024,292	2,186,791	2,120,791	2,609,651	422,860	19%
Reserve for Future Expenditures	-	-	-	-	-	-	-
Total Expense	2,135,825	2,024,292	2,186,791	2,120,791	2,609,651	422,860	19%
Revenues Less Expenses	140,090	87,684	-	-	-		

Notes:

None



240304-Operational Development & Innovation
BCC Priority Alignment: Ensure Healthy, Safe, and Secure Communities
Program Budget Summary

	Budget-to-Budget:						
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	\$ Variance	% Variance
Beginning Fund Balance	-	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines	1,580	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	814,561	358,489	384,599	377,600	-	(384,599)	-100%
Operating Revenue	816,141	358,489	384,599	377,600	-	(384,599)	-100%
Total Revenue	816,141	358,489	384,599	377,600	-	(384,599)	-100%
Personnel Services	814,645	416,903	384,599	377,600	-	(384,599)	-100%
Materials and Services	-	-	-	-	-	-	-
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	814,645	416,903	384,599	377,600	-	(384,599)	-100%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Total Appropriated	814,645	416,903	384,599	377,600	-	(384,599)	-100%
Reserve for Future Expenditures	-	-	-	-	-	-	-
Total Expense	814,645	416,903	384,599	377,600	-	(384,599)	-100%
Revenues Less Expenses	1,496	(58,414)	-	-	-		

Notes:
 Moved limited annual expenses to Program 240102.



240305-Post-Adjudication

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

Program Budget Summary

Budget-to-Budget:							
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	\$ Variance	% Variance
Beginning Fund Balance	-	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines	-	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	446,683	7,000	5,000	5,000	-	(5,000)	-100%
Operating Revenue	446,683	7,000	5,000	5,000	-	(5,000)	-100%
Total Revenue	446,683	7,000	5,000	5,000	-	(5,000)	-100%
Personnel Services	446,684	23,612	-	-	-	-	-
Materials and Services	-	3,088	5,000	5,000	-	(5,000)	-100%
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	446,684	26,700	5,000	5,000	-	(5,000)	-100%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Total Appropriated	446,684	26,700	5,000	5,000	-	(5,000)	-100%
Reserve for Future Expenditures	-	-	-	-	-	-	-
Total Expense	446,684	26,700	5,000	5,000	-	(5,000)	-100%
Revenues Less Expenses	-	(19,700)	-	-	-		

Notes:

Moved limited annual expenses to Program 240102.



240306-Pre-Charging Assistance

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

Program Budget Summary

Budget-to-Budget:							
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	\$ Variance	% Variance
Beginning Fund Balance	-	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines	-	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	809,062	159,847	96,739	326,739	-	(96,739)	-100%
Operating Revenue	809,062	159,847	96,739	326,739	-	(96,739)	-100%
Total Revenue	809,062	159,847	96,739	326,739	-	(96,739)	-100%
Personnel Services	802,688	217,572	59,500	289,639	-	(59,500)	-100%
Materials and Services	6,374	34,480	37,239	37,100	-	(37,239)	-100%
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	809,062	252,051	96,739	326,739	-	(96,739)	-100%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Total Appropriated	809,062	252,051	96,739	326,739	-	(96,739)	-100%
Reserve for Future Expenditures	-	-	-	-	-	-	-
Total Expense	809,062	252,051	96,739	326,739	-	(96,739)	-100%
Revenues Less Expenses	-	(92,204)	-	-	-		

Notes:

Moved limited annual expenses to Program 240302.



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

		FY22-23 Actual	FY23-24 Actual	FY24-25 Target	FY24-25 Actuals as of 12/31/24	FY25-26 Target
Result	Number of available victims notified of their rights within 5 days of arraignment	2,500	2,518	2,300	1,344	2,700
Result	Number of Victim Rights Request forms returned	928	790	800	301	850

Program includes:

Mandated Services ☐ Y

Shared Services ☐ Y

Grant Funding ☐ Y

Explanation:

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

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

Victim Assistance currently received the following grant funding:

VOCA Non-Competitive Grant / no match requirement / Expires 9/30/25

CFA grant funds / no match requirement / Expires 9/30/25

BCC/DV Grant / no match requirement / Expires 6/30/26

OVW ICJR Grant / no match requirement / Expires 9/30/25



240401-Victim Assistance

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

Program Budget Summary

Budget-to-Budget:							
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	\$ Variance	% Variance
Beginning Fund Balance	-	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	1,266,487	597,529	1,477,339	1,977,339	1,340,000	(137,339)	-9%
Charges, Fees, License, Permits, Fines	68,400	93,581	101,108	101,108	105,000	3,892	4%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	649,597	720,785	788,727	153,845	774,550	(14,177)	-2%
Operating Revenue	1,984,484	1,411,896	2,367,174	2,232,292	2,219,550	(147,624)	-6%
Total Revenue	1,984,484	1,411,896	2,367,174	2,232,292	2,219,550	(147,624)	-6%
Personnel Services	1,132,540	1,271,733	1,401,483	1,273,115	1,429,493	28,010	2%
Materials and Services	310,173	264,077	268,191	261,677	232,058	(36,133)	-13%
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	1,442,713	1,535,810	1,669,674	1,534,792	1,661,550	(8,124)	0%
Debt Service	-	-	-	-	-	-	-
Special Payments	480,500	418,500	697,500	697,500	558,000	(139,500)	-20%
Transfers	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Total Appropriated	1,923,213	1,954,310	2,367,174	2,232,292	2,219,550	(147,624)	-6%
Reserve for Future Expenditures	-	-	-	-	-	-	-
Total Expense	1,923,213	1,954,310	2,367,174	2,232,292	2,219,550	(147,624)	-6%
Revenues Less Expenses	61,271	(542,414)	-	-	-		

Notes:

Unknown actual amounts for Federal VOCA Grant and State CFA Grant until mid-calendar year 2025. New 2-year grants start 10/01/25. Budgeting with amounts from current FY24-25.



Justice Court

Karen Brisbin, Justice of the Peace

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



Justice Court (25)

Department Budget Summary by Fund

Line of Business	Program	FY25-26 General Fund (100)	FY25-26 Total Budget	FY25-26 General Fund Support in Budget*	% of Total	FY25-26 FTE **		
						Total	Filled	Vacant
Justice Court Services	Criminal Division	3,250,000	3,250,000	-	0.0%	6.5	6.0	0.5
	Civil Division	175,000	175,000	-	0.0%	0.5	-	0.5
TOTAL		3,425,000	3,425,000	-	0.0%	7.0	6.0	1.0
FY24-25 Budget (Amended)		3,855,594	3,855,594	7,969	0.2%	7.0	6.0	1.0
\$ Increase (Decrease)		-430,594	-430,594	(7,969)		0.0	0.0	0.0
% Increase (Decrease)		-11%	-11%	-100%		0%	0%	0%

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

** FY25-26 FTE: The figures align to each department's updated personnel counts



Justice Court

Criminal Division

Purpose Statement

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

Performance Narrative Statement

By offering multiple options for people to enter a plea on a violation citation, the court is promoting access to justice.

Key Performance Measures

		FY22-23 Actual	FY23-24 Actual	FY24-25 Target	FY24-25 Actuals	FY25-26 Target
 Result	Cited persons will be able to enter a plea in person, by telephone, my mail or online by the first appearance date.	100%	100%	100%	100%	100%

Program
includes:

Mandated
Services

Shared
Services

Grant
Funding



250101-Criminal Division

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

Program Budget Summary

Budget-to-Budget:							
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	\$ Variance	% Variance
Beginning Fund Balance	685,859	528,000	370,000	365,000	300,000	(70,000)	-19%
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines	2,804,978	3,112,921	3,146,701	2,885,000	2,875,000	(271,701)	-9%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	293,409	191,247	155,000	100,000	75,000	(80,000)	-52%
Other Interfund Transfers	-	-	40,924	-	-	(40,924)	-100%
General Fund Support	-	-	7,969	7,969	-	(7,969)	-100%
Operating Revenue	3,098,388	3,304,168	3,350,594	2,992,969	2,950,000	(400,594)	-12%
Total Revenue	3,784,247	3,832,168	3,720,594	3,357,969	3,250,000	(470,594)	-13%
Personnel Services	587,989	718,262	899,097	899,598	906,589	7,491	1%
Materials and Services	930,030	942,241	1,208,372	910,188	897,943	(310,428)	-26%
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	1,518,018	1,660,503	2,107,469	1,809,786	1,804,532	(302,937)	-14%
Debt Service	-	-	-	-	-	-	-
Special Payments	672,168	1,204,774	1,200,000	1,200,000	1,300,000	100,000	8%
Transfers	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Total Appropriated	2,190,186	2,865,277	3,307,469	3,009,786	3,104,532	(202,937)	-6%
Reserve for Future Expenditures	-	-	-	-	-	-	-
Total Expense	2,190,186	2,865,277	3,307,469	3,009,786	3,104,532	(202,937)	-6%
Revenues Less Expenses	1,594,060	966,891	413,125	348,183	145,468		

Notes:

None



Justice Court

Civil Division

Purpose Statement

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

Performance Narrative Statement

By continuing to develop improved and efficient processes, the court will be able to provide better service to the public while building trust through good government.

Key Performance Measures

		FY22-23 Actual	FY23-24 Actual	FY24-25 Target	FY24-25 Actuals	FY25-26 Target
 Result	Process all electronically filed small claims and FED cases the same day as filed.	NEW	85%	10%	95%	100%
 Result	By 2026, parties using electronic filing will have access to view court documents.	N/A	N/A	NEW	0	100%

Program
includes:

Mandated
Services

Shared
Services

Grant
Funding



250102-Civil Division

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

Program Budget Summary

Budget-to-Budget:							
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	\$ Variance	% Variance
Beginning Fund Balance	-	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines	152,331	173,532	135,000	165,000	175,000	40,000	30%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	130	-	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-
Operating Revenue	152,461	173,532	135,000	165,000	175,000	40,000	30%
Total Revenue	152,461	173,532	135,000	165,000	175,000	40,000	30%
Personnel Services	51,738	55,102	57,407	57,407	56,931	(476)	-1%
Materials and Services	460	6,877	9,600	9,100	9,100	(500)	-5%
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	52,198	61,978	67,007	66,507	66,031	(976)	-1%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Total Appropriated	52,198	61,978	67,007	66,507	66,031	(976)	-1%
Reserve for Future Expenditures	-	-	-	-	-	-	-
Total Expense	52,198	61,978	67,007	66,507	66,031	(976)	-1%
Revenues Less Expenses	100,263	111,554	67,993	98,493	108,969		

Notes:

None



Juvenile

Christina McMahan, Director

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



Juvenile Department (26)

Department Budget Summary by Fund

Line of Business	Program	FY25-26	FY25-26	FY25-26	FY25-26	% of	FY25-26 FTE **			
		General Fund (100)	Special Grants Fund (230)	Total Budget	General Fund Support in Budget*	Total	Total	Filled	Vacant	
Administration	Office of the Director	869,572		869,572	866,953	100%	3.0	2.0	1.0	
	Policy, Performance & Research	728,406		728,406	724,796	100%	3.4	3.4	-	
Accountability & Reformation	Court Supervision Services	5,259,336		5,259,336	3,825,535	73%	16.5	16.5	-	
	Positive Youth Development New	1,110,296		1,110,296	873,643	79%	4.1	4.1	-	
Youth, Family, Stakeholder & Community Collaboration	Prevention, Early Intervention, & Family Support	1,362,838	205,230	1,568,068	577,903	37%	2.4	2.4	-	
	Juvenile Intake and Assessment Center	2,127,500		2,127,500	2,117,812	100%	9.7	9.2	0.5	
		11,457,948	205,230	11,663,178	8,986,642	77%	39.0	37.5	1.5	
		FY24-25 Budget (Amended)	10,786,860	300,000	11,086,860	8,641,001	78%	39.0	37.0	2.0
		\$ Increase (Decrease)	671,088	(94,770)	576,318	345,641		0.0	0.5	-0.5
		% Increase (Decrease)	6%	-32%	5%	4%		0%	1%	-25%

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

** FY25-26 FTE: The figures align to each department's updated personnel counts



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

		FY22-23 Actual	FY23-24 Actual	FY24-25 Target	FY24-25 Actuals as of 12/31/24	FY25-26 Target
Result	Juvenile recidivism is 19% or lower ₁	24.60%	20.80%	19.00%	19.30%	19.00%
Result	70% of identified Strategic Results were achieved	77.78%	77.80%	70.00%	57.10%	70.00%
Result	100% of employees receive a performance evaluation annually that aligns with the department's strategic plan	96.29%	100.00%	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%	96.70%	100.00%	100.00%	100.00%
Result	98% of youth ages 10-17 in Clackamas County do not become involved in the juvenile justice system	98.51%	98.30%	98.00%	98.40%	98.00%

₁In order to calculate this measure youth are being tracked for 12 months following case closure, the reporting will always be for the previous calendar year. Meaning this year's data for this measure for the Calendar Year 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.



260101-Office of the Director

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

Program Budget Summary

Budget-to-Budget:							
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	\$ Variance	% Variance
Beginning Fund Balance	-	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	-	2,762	1,579	2,619	(143)	-5%
Charges, Fees, License, Permits, Fines	-	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	929,505	983,692	815,931	765,237	866,953	51,022	6%
Operating Revenue	929,505	983,692	818,693	766,816	869,572	50,879	6%
Total Revenue	929,505	983,692	818,693	766,816	869,572	50,879	6%
Personnel Services	688,570	689,781	687,254	618,877	720,508	33,254	5%
Materials and Services	176,462	127,717	131,439	147,939	149,064	17,624	13%
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	865,032	817,498	818,693	766,816	869,572	50,878	6%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Total Appropriated	865,032	817,498	818,693	766,816	869,572	50,878	6%
Reserve for Future Expenditures	-	-	-	-	-	-	-
Total Expense	865,032	817,498	818,693	766,816	869,572	50,878	6%
Revenues Less Expenses	64,473	166,194	-	-	-		

Notes:

None

**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

		FY22-23 Actual	FY23-24 Actual	FY24-25 Target	FY24-25 Actuals as of 12/31/24	FY25-26 Target
Result	100% of identified Strategic Results are measured and reported	100.00%	100.00%	100.00%	100.00%	100.00%
Result	100% of identified Performance Measures results are measured and reported	100.00%	100.00%	100.00%	100.00%	100.00%

Program includes:

Mandated Services ☒ Y

Shared Services ☒ Y

Grant Funding ☐ N

Explain all "Yes" boxes below

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

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

Explanation **Mandated Services:** ORS 419C.001 Purposes of juvenile justice system in delinquency cases; audits; (1) The Legislative Assembly declares that in delinquency cases, the purposes of the Oregon juvenile justice system from apprehension forward are to protect the public and reduce juvenile delinquency and to provide fair and impartial procedures for the initiation, adjudication and disposition of allegations of delinquent conduct. The system is founded on the principles of personal responsibility, accountability and reformation within the context of public safety and restitution to the victims and to the community. The system shall provide a continuum of services that emphasize prevention of further criminal activity by the use of early and certain sanctions, reformation and rehabilitation programs and swift and decisive intervention in delinquent behavior. The system shall be open and accountable to the people of Oregon and their elected representatives; (2)(a) Programs, policies and services shall be regularly and independently audited. Audits performed under this subsection must include program audits and performance audits, as defined in ORS 297.070. Programs, policies and services that were established before, on or after June 30, 1995, are subject to audit under this subsection; (b) The programs, policies and services of county juvenile departments shall be subject to regular review pursuant to this subsection.

Shared Services: with the State as listed on Association of Counties chart.



260102-Policy, Performance & Research

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

Program Budget Summary

Budget-to-Budget:						
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	\$ Variance %
Beginning Fund Balance	-	-	-	-	-	-
Taxes	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	-	3,617	2,275	3,610	(7) 0%
Charges, Fees, License, Permits, Fines	1,662	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-
General Fund Support	545,569	508,208	701,404	634,966	724,796	23,392 3%
Operating Revenue	547,231	508,208	705,021	637,241	728,406	23,385 3%
Total Revenue	547,231	508,208	705,021	637,241	728,406	23,385 3%
Personnel Services	452,549	416,444	585,341	510,443	612,085	26,744 5%
Materials and Services	93,019	93,567	119,679	126,798	116,321	(3,358) -3%
Capital Outlay	-	-	-	-	-	-
Operating Expense	545,568	510,011	705,020	637,241	728,406	23,386 3%
Debt Service	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-
Transfers	-	-	-	-	-	-
Contingency	-	-	-	-	-	-
Total Appropriated	545,568	510,011	705,020	637,241	728,406	23,386 3%
Reserve for Future Expenditures	-	-	-	-	-	-
Total Expense	545,568	510,011	705,020	637,241	728,406	23,386 3%
Revenues Less Expenses	1,663	(1,803)	-	-	-	

Notes:

None



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

		FY22-23 Actual	FY23-24 Actual	FY24-25 Target	FY24-25 Actuals as of 12/31/24	FY25-26 Target
Result	90% of youth are crime free a year after being on probation in the juvenile justice system ₁	94.60%	93.00%	90.00%	90.00%	90.00%
Result	95% of youth successfully complete their restitution obligation	88.60%	83.70%	95.00%	90.10%	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	39.10%	35.00%	30.00%	52.00%	30.00%
Result	65% of youth have decreased risk factors on the Juvenile Crime Prevention Risk Assessment instrument at case closure	58.97%	56.00%	65.00%	64.00%	65.00%

1. In order to calculate this measure youth are being tracked for 12 months following case closure, the reporting will always be for the previous calendar year. Meaning this year's data for this measure for the Calendar Year 2022, but is tracked for the following Calendar Year of 2023, and then reported annually in March of 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 ☒ Y

Explain all "Yes" boxes below

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

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

Explanation:

Mandated Services: ORS 419C.001 The system shall provide a continuum of services that emphasize prevention of further criminal activity by the use of early and certain sanctions, reformation and rehabilitation programs and swift and decisive intervention in delinquent behavior; 419C.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

Program Budget Summary

	Budget-to-Budget:						
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	\$ Variance	% Variance
Beginning Fund Balance	-	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	156,839	1,016,764	1,086,969	1,008,839	1,334,338	247,369	23%
Charges, Fees, License, Permits, Fines	-	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	9,664	210	-	-	-	-	-
Other Interfund Transfers	-	174,586	198,483	108,694	99,463	(99,020)	-50%
General Fund Support	1,816,402	4,042,538	3,658,088	3,496,697	3,825,535	167,447	5%
Operating Revenue	1,982,905	5,234,098	4,943,540	4,614,230	5,259,336	315,796	6%
Total Revenue	1,982,905	5,234,098	4,943,540	4,614,230	5,259,336	315,796	6%
Personnel Services	1,332,808	2,458,910	2,591,611	2,504,189	2,587,963	(3,648)	0%
Materials and Services	627,930	2,491,945	2,294,729	1,972,573	2,671,372	376,643	16%
Capital Outlay	-	123,854	57,200	137,468	-	(57,200)	-100%
Operating Expense	1,960,738	5,074,708	4,943,540	4,614,230	5,259,336	315,796	6%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Total Appropriated	1,960,738	5,074,708	4,943,540	4,614,230	5,259,336	315,796	6%
Reserve for Future Expenditures	-	-	-	-	-	-	-
Total Expense	1,960,738	5,074,708	4,943,540	4,614,230	5,259,336	315,796	6%
Revenues Less Expenses	22,167	159,389	-	-	-		

Notes:

None



Accountability & Reformation

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

		FY22-23 Actual	FY23-24 Actual	FY24-25 Target	FY24-25 Actuals as of 12/31/24	FY25-26 Target
Result	87% of juvenile property crime victims report they feel respected and informed by Juvenile Department staff	100.00%	N/A	N/A	N/A	N/A
Result	80% of property crime victims will be initially contacted to inform them of Victim Offender Dialogue services	84.10%	N/A	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

Program Budget Summary

Budget-to-Budget:							
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	\$ Variance	% Variance
Beginning Fund Balance	-	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines	-	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	148,946	-	-	-	-	-	-
Operating Revenue	148,946	-	-	-	-	-	-
Total Revenue	148,946	-	-	-	-	-	-
Personnel Services	122,965	-	-	-	-	-	-
Materials and Services	25,981	-	-	-	-	-	-
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	148,946	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Total Appropriated	148,946	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Total Expense	148,946	-	-	-	-	-	-
Revenues Less Expenses	-	-	-	-	-	-	-

Notes:

None



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

		FY22-23	FY23-24	FY24-25	FY24-25	FY25-26
		Actual	Actual	Target	Actuals as of 12/31/24	Target
Result	85% of youth are engaged with educational programming or participate in opportunities to build employment skills by the time they are no longer on supervision	85.10%	85.00%	85.0%	90.00%	85.0%
Result	85% of youth develop enhanced competencies and life skills by the time they are no longer involved with the Juvenile Department	96.30%	95.00%	85.0%	98.00%	85.0%

Program includes:

Mandated Services ☒ Y

Shared Services Grant ☒ Y

Funding ☒ Y

Explain all "Yes" boxes below

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

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

Explanation

Mandated Services: ORS 419C.001 The system shall provide a continuum of services that emphasize prevention of further criminal activity by the use of early and certain sanctions, reformation and rehabilitation programs and swift and decisive intervention in delinquent behavior; 419C.470 Opportunities to fulfill obligations imposed by court. The Oregon Youth Authority and county juvenile departments, respectively, and to the extent practicable, shall create opportunities for youth offenders placed in the legal custody of the youth authority or under the supervision of a county juvenile department to pay restitution as ordered by the court and to perform any community service ordered by the court, as well as to fulfill any other obligation imposed by the court. 419C.273 Right of victim to be present at proceedings; advice of rights; notice; (b) The victim must be informed of any constitutional rights of the victim; 419C.450 Restitution (1)(a) It is the policy of the State of Oregon to encourage and promote the payment of restitution and other obligations by youth offenders as well as by adult offenders. In any case within the jurisdiction of the juvenile court pursuant to ORS 419C.005 in which the youth offender caused another person any physical, emotional or psychological injury or any loss of or damage to property, the victim has the right to receive prompt restitution.

Shared Services: with the State as listed on Association of Counties chart.

Grant Funding: Department of Labor for Youth Workforce Innovation and Opportunity Act Services (C-TEC) through the Clackamas Education Service District.



260204-Positive Youth Development New
BCC Priority Alignment: Ensure Healthy, Safe, and Secure Communities
Program Budget Summary

	Budget-to-Budget:						
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	\$ Variance	% Variance
Beginning Fund Balance	-	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	43,000	170,787	297,456	236,653	65,866	39%
Charges, Fees, License, Permits, Fines	-	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	-	-	-	-
Other Interfund Transfers	-	23,949	-	-	-	-	-
General Fund Support	-	676,547	780,403	660,965	873,643	93,240	12%
Operating Revenue	-	743,496	951,190	958,421	1,110,296	159,106	17%
Total Revenue	-	743,496	951,190	958,421	1,110,296	159,106	17%
Personnel Services	-	564,163	628,979	648,340	656,787	27,809	4%
Materials and Services	-	145,388	322,212	310,081	453,510	131,298	41%
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	-	709,551	951,191	958,421	1,110,297	159,107	17%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Total Appropriated	-	709,551	951,191	958,421	1,110,297	159,107	17%
Reserve for Future Expenditures	-	-	-	-	-	-	-
Total Expense	-	709,551	951,191	958,421	1,110,297	159,107	17%
Revenues Less Expenses	-	33,945	-	-	-	-	-

Notes:

None



Public Safety

Assessment

Purpose Statement

The purpose of the Assessment Program is to provide assessment services to youth referred to the department so they can be matched with the appropriate level of monitoring and services.

Performance Narrative Statement

The Clackamas County Juvenile Department manages the Juvenile Intake and Assessment Center (JIAC) which is a twenty-four hour/seven day a week assessment center. The JIAC provides a temporary holding facility for youth in custody allowing law enforcement to return to their patrol duties in a timely manner. JIAC staff conduct intake assessments, screen for community safety and arrange for appropriate release. All youth brought to the JIAC are screened for issues related to physical health, substance use, mental health issues, and suicide and self-harming behaviors. More in depth screenings for substance abuse, suicide, violence and self-injury are conducted as necessary. Youth posing community safety concern or flight risk may be placed in juvenile detention. JIAC staff coordinate services with other agencies and develop comprehensive plans which focus on community safety as well as the immediate needs of the youth.

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

Key Performance Measures

		FY22-23 Actual	FY23-24 Actual	FY24-25 Target	FY24-25 Actuals as of 12/31/24	FY25-26 Target
Result	95% of youth referred to the Juvenile Department for criminal referrals are assessed for their risk to reoffend and their individual reformation needs	95.67%	N/A	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.080 (2) In any order issued under subsection (1)(b) of this section that may result in a substitute care placement or detention, the court shall include a written finding describing why it is in the best interests of the youth to be taken into custody; 419C.225 (3) Authorized diversion programs. (1) Following a review of a police report and other relevant information, a county juvenile department may refer a youth to an authorized diversion program; 419C.230 Formal accountability agreements; when appropriate; consultation with victim; (1) A formal accountability agreement may be entered into when a youth has been referred to a county juvenile department, and a juvenile department counselor has probable cause to believe that the youth may be found to be within the jurisdiction of the juvenile court for one or more acts specified in ORS 419C.005.

Shared Services: with the State as listed on Association of Counties chart.



260302-Assessment

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

Program Budget Summary

Budget-to-Budget:							
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	\$ Variance	% Variance
Beginning Fund Balance	-	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	90,568	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines	-	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	-	-	-	-
Other Interfund Transfers	24,424	-	-	-	-	-	-
General Fund Support	997,073	-	-	-	-	-	-
Operating Revenue	1,112,065	-	-	-	-	-	-
Total Revenue	1,112,065	-	-	-	-	-	-
Personnel Services	880,357	-	-	-	-	-	-
Materials and Services	310,328	-	-	-	-	-	-
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	1,190,686	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Total Appropriated	1,190,686	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Total Expense	1,190,686	-	-	-	-	-	-
Revenues Less Expenses	(78,621)	-	-	-	-	-	-

Notes:

None



Public Safety

Custody

Purpose Statement

The purpose of the Custody program is to provide safety, security, supervision, and transportation services to in-custody youth so they can be safe and commit no crimes while in custody.

Performance Narrative Statement

The Custody Program includes detention services and the in-custody court transports. Clackamas County youth who are placed in detention are housed at the Donald E. Long Home detention facility in Portland, Oregon. The Juvenile Department has a contract that provides for the health, security and safety needs of the youth in the facility. Youth who are charged within the Adult Court are also held in detention under this contract. One bed is paid for by the Clackamas County Sheriff's Office for youth being waived to Adult Court. The Juvenile Department is responsible for transporting in-custody youth to and from the Donald E. Long Home detention facility to Court.

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

Key Performance Measures

		FY22-23 Actual	FY23-24 Actual	FY24-25 Target	FY24-25 Actuals as of 12/31/24	FY25-26 Target
Result	Zero in-custody youth file a complaint that is a substantiated Prison Rape Elimination Act (PREA) violation	0.00%	N/A	N/A	N/A	N/A
Result	Less than 5% of youth admissions lodged in detention are involved in an incident report regarding personal injury	0.00%	N/A	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 is founded on the principles of personal responsibility, accountability, and reformation within the context of public safety and restitution to the victims and to the community; 419C.080 (2) In any order issued under subsection (1)(b) of this section that may result in a substitute care placement or detention, the court shall include a written finding describing why it is in the best interests of the youth to be taken into custody.

Shared Services: with the State as listed on Association of Counties chart.



Budget-to-Budget:							
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	\$ Variance	% Variance
Beginning Fund Balance	-	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	1,118,034	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines	-	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	(1,032)	-	-	-	-	-	-
Other Interfund Transfers	133,970	-	-	-	-	-	-
General Fund Support	1,286,417	-	-	-	-	-	-
Operating Revenue	2,537,389	-	-	-	-	-	-
Total Revenue	2,537,389	-	-	-	-	-	-
Personnel Services	441,855	-	-	-	-	-	-
Materials and Services	1,842,954	-	-	-	-	-	-
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	2,284,810	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Total Appropriated	2,284,810	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Total Expense	2,284,810	-	-	-	-	-	-
Revenues Less Expenses	252,579	-	-	-	-	-	-

Notes:

None



Youth, Family, & Community Collaboration

Evaluation & Treatment

Purpose Statement

The purpose of the Evaluation and Treatment Services Program is to provide targeted evaluation services, treatment referrals and skills groups referrals, and individualized case planning services to youth referred to the Department so they can successfully complete individualized case plan goals that promote positive change.

Performance Narrative Statement

The Clackamas County Juvenile Department assigns cases to Juvenile Counselors based on the nature and severity of the offense, as well as the youth's risk to re-offend, as determined by a validated Juvenile Crime Prevention Risk Assessment, which is part of a comprehensive assessment completed after a youth is referred to the Department for a crime. The outcome of the initial assessment, coupled with interviews of individuals involved in a youth's life, inform the decisions of the Juvenile Counselor regarding the need for further evaluation and treatment through community partners. This includes services that address mental health needs, drug and alcohol dependence, individual and family counseling needs, and offense specific treatment services. The role of the Juvenile Counselor in the youth and family's lives ensures that youth have opportunities to progress through services provided by community partners and are able to apply the skills they have learned in a variety of community settings. Juvenile Counselors develop strong working relationships with community partners to ensure youth have strong support systems as they progress through their specific treatment and intervention plans.

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

Key Performance Measures

		FY22-23 Actual	FY23-24 Actual	FY24-25 Target	FY24-25 Actuals as of 12/31/24	FY25-26 Target
Result	95% of youth on probation will have a case plan for services which addresses their individual risk and needs	100.00%	N/A	N/A	N/A	N/A
Result	85% of identified youth successfully complete Sex Offense Specific Treatment	100.00%	N/A	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.080 (2 In any order issued under subsection (1)(b) of this section that may result in a substitute care placement or detention, the court shall include a written finding describing why it is in the best interests of the youth to be taken into custody.
Shared Services with the State as listed on Association of Counties chart.



260402-Evaluation & Treatment

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

Program Budget Summary

Budget-to-Budget:							
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	\$ Variance	% Variance
Beginning Fund Balance	-	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	59,881	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines	-	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	884,961	-	-	-	-	-	-
Operating Revenue	944,842	-	-	-	-	-	-
Total Revenue	944,842	-	-	-	-	-	-
Personnel Services	671,843	-	-	-	-	-	-
Materials and Services	281,027	-	-	-	-	-	-
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	952,870	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-
Special Payments	47,850	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Total Appropriated	1,000,720	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Total Expense	1,000,720	-	-	-	-	-	-
Revenues Less Expenses	(55,878)	-	-	-	-	-	-

Notes:

None



260403-Positive Youth Development

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

Program Budget Summary

Budget-to-Budget:							
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	\$ Variance	% Variance
Beginning Fund Balance	-	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	155,976	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines	-	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	150	-	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	441,124	-	-	-	-	-	-
Operating Revenue	597,250	-	-	-	-	-	-
Total Revenue	597,250	-	-	-	-	-	-
Personnel Services	318,244	-	-	-	-	-	-
Materials and Services	318,888	-	-	-	-	-	-
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	637,132	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Total Appropriated	637,132	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Total Expense	637,132	-	-	-	-	-	-
Revenues Less Expenses	(39,882)	-	-	-	-	-	-

Notes:

None



Youth, Family, & 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

		FY22-23 Actual	FY23-24 Actual	FY24-25 Target	FY24-25 Actuals as of 12/31/24	FY25-26 Target
Result	95% of youth are crime free a year after participation in diversion in the juvenile justice system ₁	95.70%	97.80%	95.00%	93.00%	95.00%
Result	80% of parents and guardians report they feel respected and included in their child's involvement with the Juvenile	93.30%	91.00%	85.00%	75.00%	85.00%
Result	70% of youth report they are respected and involved in their reformation	100.00%	89.00%	70.00%	66.66%	70.00%

Program includes:

Mandated Services ☒

Shared Services ☒

Grant Funding ☒

₁In order to calculate this measure youth are being tracked for 12 months following case closure, the reporting will always be for the previous calendar year. Meaning this year's data for this measure for the Calendar Year 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.



260404-Prevention, Early Intervention, & Family Support
BCC Priority Alignment: Ensure Healthy, Safe, and Secure Communities
Program Budget Summary

Budget-to-Budget:						
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	\$ % Variance Variance
Beginning Fund Balance	-	-	-	-	-	-
Taxes	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	394,262	649,826	776,647	759,019	109,193 17%
Charges, Fees, License, Permits, Fines	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-
All Other Revenue Resources	-	145,013	300,000	54,987	205,230	(94,770) -32%
Other Interfund Transfers	-	-	24,425	24,426	25,916	1,491 6%
General Fund Support	-	351,537	535,999	578,747	577,903	41,904 8%
Operating Revenue	-	890,812	1,510,250	1,434,807	1,568,068	57,818 4%
Total Revenue	-	890,812	1,510,250	1,434,807	1,568,068	57,818 4%
Personnel Services	-	374,724	435,375	417,689	455,644	20,269 5%
Materials and Services	-	662,825	1,074,874	1,017,118	1,112,424	37,550 3%
Capital Outlay	-	-	-	-	-	-
Operating Expense	-	1,037,549	1,510,250	1,434,807	1,568,068	57,818 4%
Debt Service	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-
Transfers	-	-	-	-	-	-
Contingency	-	-	-	-	-	-
Total Appropriated	-	1,037,549	1,510,250	1,434,807	1,568,068	57,818 4%
Reserve for Future Expenditures	-	-	-	-	-	-
Total Expense	-	1,037,549	1,510,250	1,434,807	1,568,068	57,818 4%
Revenues Less Expenses	-	(146,737)	-	-	-	

Notes:

None



Youth, Family, & Community Collaboration

Juvenile Intake & Assessment Center

Purpose Statement

The purpose of the Juvenile Intake and Assessment Center (JIAC) Program is to provide a dedicated 24 hours/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

Key Performance Measures

		FY22-23	FY23-24	FY24-25	FY24-25	FY25-26
		Actual	Actual	Target	Actuals as of 12/31/24	Target
Result	95% of youth are crime free a year after being on a formal accountability agreement with the juvenile justice	95.50%	84.50%	95.00%	91.00%	95.00%

Program includes:

Mandated Services ☒ Y

Shared Services ☒ Y

Grant Funding ☒ Y

Explain all "Yes" boxes below

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

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

Explanation

Mandated Services: ORS 419C.001 The system shall provide a continuum of services that emphasize prevention of further criminal activity by the use of early and certain sanctions, reformation and rehabilitation programs and swift and decisive intervention in delinquent behavior; 419C.080 (2) In any order issued under subsection (1)(b) of this section that may result in a substitute care placement or detention, the court shall include a written finding describing why it is in the best interests of the youth to be taken into custody. 419A.057 Payment of maintenance expenses. (1) All expenses incurred in the maintenance of the facilities for detention and the personnel required therefor, except as otherwise provided in subsection (2) of this section, shall be paid upon order of the board of county commissioners or county court from county funds duly levied and collected in any manner provided by law. When joint detention facilities are maintained as provided in ORS 419A.050 (2), each county shall pay its share of the costs and expenses of acquiring, equipping and maintaining the joint detention facilities, to be determined pursuant to an agreement between the counties.

Shared Services with the State as listed on Association of Counties chart. **Grant Funding:** 2 Year Juvenile Crime Prevention (JCP) Diversion through State of Oregon, Oregon Youth Authority (no match required).



260405-Juvenile Intake and Assessment Center

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

Program Budget Summary

	Budget-to-Budget:						
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	\$ Variance	% Variance
Beginning Fund Balance	-	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	-	8,990	105,277	9,688	698	8%
Charges, Fees, License, Permits, Fines	-	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	-	334	-	220	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	1,331,044	2,149,176	1,844,895	2,117,812	(31,364)	-1%
Operating Revenue	-	1,331,378	2,158,166	1,950,392	2,127,500	(30,666)	-1%
Total Revenue	-	1,331,378	2,158,166	1,950,392	2,127,500	(30,666)	-1%
Personnel Services	-	1,272,985	1,738,128	1,600,365	1,802,520	64,393	4%
Materials and Services	-	290,022	420,039	350,027	324,980	(95,059)	-23%
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	-	1,563,008	2,158,167	1,950,392	2,127,500	(30,666)	-1%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Total Appropriated	-	1,563,008	2,158,167	1,950,392	2,127,500	(30,666)	-1%
Reserve for Future Expenditures	-	-	-	-	-	-	-
Total Expense	-	1,563,008	2,158,167	1,950,392	2,127,500	(30,666)	-1%
Revenues Less Expenses	-	(231,630)	-	-	-	-	-

Notes:

None



Transportation & Development

Dan Johnson, Director

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



Department of Transportation and Development (30/50/60/80)

Department Budget Summary by Fund

Line of Business	Program	FY25-26	FY25-26	FY25-26	FY25-26	FY25-26	FY25-26	FY25-26	FY25-26
		General Fund (100)	County Fair Fund (201)	Development Svcs Fund (205)	Community Services Fund (208)	Library Services (212)	Road Fund (215)	Property Resources Fund (218)	Countywide Transportation SDC Fund (223)
Administrative Services	Office of the Director				1,479,924		2,187,008		
Transportation Services	Traffic Safety						7,285,696		
	Transportation Engineering & Construction						25,303,695		
	Transportation Maintenance						48,476,273		
	Community Road Fund						34,393,220		
	Damascus Roads						4,925,005		
Community Services	Fleet								
	Gladstone Library					3,319,874			
	Library Support Services					7,780,693			
	Oak Lodge Library					6,903,531			
	Code Enforcement	1,459,882							
	Dog Services	2,774,078							
	Sustainability & Solid Waste	6,828,821							
	County Parks								
Development Services	Forestry								
	Property Disposition							2,014,634	
	County Surveyor	1,656,394							
	Public Land Corner	-							
	Current Planning	4,461,490							
	Building Codes			19,659,728					
	Septic			1,662,134					
Visioning Services	Development Engineering						3,219,469		
	Long Range Planning	1,196,540					3,942,153		
	Regional Policy Coordination						1,864,024		
	Office of Economic Development				11,673,881				
TDCS Accounting Programs	County Event Center		12,484,747						
	Tax Title Land							1,135,586	
	\$ Coll On Behalf of Other Agcy	3,000,258							
	Countywide TSDC								21,380,962
	HV Joint Area TSDC								1,252,820
	Dog Services Charitable Fund	519,500							
TOTAL		21,896,963	12,484,747	21,321,862	13,153,805	18,004,098	131,596,543	3,150,220	22,633,782
FY24-25 Budget (Amended)		20,132,316	8,633,176	16,652,068	11,371,528	22,325,806	138,440,197	2,729,637	20,294,848
\$ Increase (Decrease)		1,764,648	3,851,571	4,669,794	1,782,277	(4,321,708)	(6,843,653)	420,584	2,338,934
% Increase (Decrease)		9%	45%	28%	16%	-19%	-5%	15%	12%

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

** FY25-26 FTE: The figures align to each department's updated personnel counts



Department of Transportation and Development (30/50/60/80)

Department Budget Summary by Fund

(Continued)

Line of Business	Program	FY25-26	FY25-26	FY25-26	FY25-26	FY25-26	FY25-26	FY25-26	% of Total	FY25-26 FTE **		
		Public Land Cor Pres Fund (224)	Special Grants Fund (230)	Parks & Forestry Fund (257)	Stone Creek Golf Course (601)	Fleet Svcs Fund (770)	Total Budget	General Fund Support in Budget *		Total	Filled	Vacant
Administrative Services	Office of the Director		-				3,666,932	-	0%	10.2	9.2	1.0
Transportation Services	Traffic Safety		-				7,285,696	-	0%	13.1	12.1	1.0
	Transportation Engineering & Construction		689,577				25,993,272	-	0%	23.2	20.2	3.0
	Transportation Maintenance		3,684,750				52,161,023	-	0%	103.2	94.2	9.0
	Community Road Fund						34,393,220	-	0%	-	-	-
	Damascus Roads						4,925,005	-	0%	-	-	-
	Fleet					9,095,217	9,095,217	-	0%	21.0	18.0	3.0
Community Services	Gladstone Library		-				3,319,874	-	0%	4.9	4.4	0.5
	Library Support Services		-				7,780,693	2,900,092	37%	12.0	12.0	-
	Oak Lodge Library		-				6,903,531	-	0%	7.1	6.6	0.5
	Code Enforcement						1,459,882	-	0%	7.0	7.0	-
	Dog Services						2,774,078	1,767,355	64%	14.0	14.0	-
	Sustainability & Solid Waste						6,828,821	-	0%	11.9	9.9	2.0
	County Parks			3,888,914	7,936,147		11,825,061	-	0%	8.0	7.0	1.0
	Forestry			3,183,355			3,183,355	-	0%	1.0	1.0	-
	Property Disposition						2,014,634	-	0%	1.0	1.0	-
Development Services	County Surveyor	-	-				1,656,394	426,209	26%	8.0	7.0	1.0
	Public Land Corner	396,347					396,347	-	0%	-	-	-
	Current Planning						4,461,490	2,688,514	60%	14.7	14.7	-
	Building Codes						19,659,728	-	0%	43.2	36.2	7.0
	Septic						1,662,134	-	0%	6.1	4.1	2.0
	Development Engineering						3,219,469	-	0%	16.2	14.2	2.0
Visioning Services	Long Range Planning						5,138,693	188,391	4%	7.7	7.7	-
	Regional Policy Coordination						1,864,024	-	0%	4.0	2.0	2.0
	Office of Economic Development						11,673,881	-	0%	5.0	5.0	-
TDCS Accounting Programs	County Event Center		4,800,000				17,284,747	-	0%	-	-	-
	Tax Title Land						1,135,586	-	0%	-	-	-
	\$ Coll On Behalf of Other Agcy						3,000,258	-	0%	-	-	-
	Countywide TSDC						21,380,962	-	0%	-	-	-
	HV Joint Area TSDC						1,252,820	-	0%	-	-	-
	Dog Services Charitable Fund						519,500	-	0%	-	-	-
TOTAL		396,347	9,174,327	7,072,269	7,936,147	9,095,217	277,916,328	7,970,561	3%	342.2	307.2	35.0
FY24-25 Budget (Amended)		1,335,779	19,944,062	7,652,802	7,433,794	8,937,431	285,883,443	7,664,001	3%	344.2	315.2	29.0
\$ Increase (Decrease)		(939,432)	(10,769,735)	(580,533)	502,353	157,786	(7,967,115)	306,560		(2.0)	(8.0)	6.0
% Increase (Decrease)		-70%	-54%	-8%	7%	2%	-3%	4%		-1%	-3%	21%

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

** FY25-26 FTE: The figures align to each department's updated personnel counts



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, totaling 45 budgets. This includes each of the programs within this budget, plus our Urban Renewal, Street Lighting and Library District programs. Six programs are pass-through programs with no Performance Clackamas plan. 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, community services and development services at a local and regional level in support of local goals.

- DTD Administration continues to assess alternative funding options that can help support general fund reduction throughout the department. However, the General Fund received 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.
- DTD Administration continues to focus on refining our department structure and processes by adding specificity to program definitions, staff roles, 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

		FY21-22 Actual	FY22-23 Actual	FY23-24 Actuals	FY24-25 Target	FY24-25 Actuals as of 12/31/24	FY25-26 Target
RESULT	By 2025, 75% programs with a 2-5 year work plan in place ¹	59%	63%	78%	81%	85%	100%
OUTPUT	# employee performance evaluations completed	259	217	288	294	ANNUAL MEASURE	299.25
CUSTOMER SERVICE	90% of people surveyed will continue to report they were happy with the level of service received from all programs	96%	94%	94%	90%	95%	90%
RATIO	Office of the Director FTE : Department FTE	6 FTE : 308.74 FTE	8.7 FTE : 299.74 FTE	7.7 FTE : 298.0 FTE	9.7 FTE : 346.24 FTE	9.2 FTE : 307.2 FTE	10.2 FTE : 310.2 FTE
RATIO	Office of the Director Budget : Department Budget ³	\$3.77 M : \$281.7 M	\$3.72 M : \$301.2 M	\$4,145 M : \$328.06 M	\$3.97 M : \$345.97 M	\$1.51 M : \$106.65 M	\$3.66 M : \$350.94 M
RATIO	# employee performance evaluations completed : # employee performance evaluations due ²	95%	217 : 299	288 : 295	294 : 346	ANNUAL MEASURE	299 : 315

¹ DTD/BCS merger effective FY22-23.

² Previously reported as a percentage; beginning FY23-24 this will be reported as an output/ratio.

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

Program includes:

Mandated Services	Yes
Shared Services	No
Grant Funding	No



Explanation

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



300101-Office of the Director

BCC Priority Alignment: Accountable Government

Program Budget Summary

Budget-to-Budget:							
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	\$ Variance	% Variance
Beginning Fund Balance	-	1,202,915	1,116,725	1,155,920	857,691	(259,034)	-23%
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	195,784	27,654	325,775	300,320	41,144	(284,631)	-87%
Charges, Fees, License, Permits, Fines	1,615,080	2,611,929	2,799,272	2,787,932	2,768,097	(31,175)	-1%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	5,712	18,513	32,000	45	-	(32,000)	-100%
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	284,121	-	-	-	-	-
Operating Revenue	1,816,577	2,942,217	3,157,047	3,088,297	2,809,241	(347,806)	-11%
Total Revenue	1,816,577	4,145,132	4,273,772	4,244,217	3,666,932	(606,840)	-14%
Personnel Services	1,084,201	1,682,388	1,995,176	1,965,900	2,132,789	137,613	7%
Materials and Services	732,376	1,306,825	1,589,679	1,399,533	1,227,720	(361,959)	-23%
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	1,816,577	2,989,214	3,584,855	3,365,433	3,360,509	(224,346)	-6%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	21,092	21,092	-	(21,092)	-100%
Contingency	-	-	596,924	-	306,423	(290,501)	-49%
Total Appropriated	1,816,577	2,989,214	4,202,871	3,386,525	3,666,932	(535,939)	-13%
Reserve for Future Expenditures	-	-	70,901	-	-	(70,901)	-100%
Total Expense	1,816,577	2,989,214	4,273,772	3,386,525	3,666,932	(918,433)	-21%
Revenues Less Expenses	-	1,155,919	-	857,692	-		

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 3 of a 3-year phased plan for redistributing fund balance from the BCS Indirect Model to BCS programs.



500101-Office of the Director
 BCC Priority Alignment: Accountable Government
 Program Budget Summary

	Budget-to-Budget:						
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	\$ Variance	% Variance
Beginning Fund Balance	484,519	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines	407,711	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-
Operating Revenue	407,711	-	-	-	-	-	-
Total Revenue	892,230	-	-	-	-	-	-
Personnel Services	184,222	-	-	-	-	-	-
Materials and Services	62,723	-	-	-	-	-	-
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	246,944	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Total Appropriated	246,944	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Total Expense	246,944	-	-	-	-	-	-
Revenues Less Expenses	645,286	-	-	-	-	-	-

Notes:
 None



500102-Financial Management & Analysis
BCC Priority Alignment: Accountable Government
Program Budget Summary

Budget-to-Budget:							
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	\$ Variance	% Variance
Beginning Fund Balance	517,723	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines	497,517	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-
Operating Revenue	497,517	-	-	-	-	-	-
Total Revenue	1,015,240	-	-	-	-	-	-
Personnel Services	399,512	-	-	-	-	-	-
Materials and Services	58,099	-	-	-	-	-	-
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	457,611	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Total Appropriated	457,611	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Total Expense	457,611	-	-	-	-	-	-
Revenues Less Expenses	557,629	-	-	-	-	-	-

Notes:

None



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.

Traffic Safety has 18 projects in various phases of Planning, Design & Construction. During FY25-26 \$7.5 million is programmed for:

- 4 HB2017 Safety Projects
- 14 Road Fund Safety Projects

The staff in this program also manage projects in the Community Road Fund and Damascus Roads programs.

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

		FY21-22 Actual	FY22-23 Actual	FY23-24 Actuals	FY24-25 Target	FY24-25 Actuals as of 12/31/24	FY25-26 Target
RESULT	By 2035, reduce the number of fatalities resulting from crashes on roads in Clackamas County to zero ¹	30 [2021]	23 [2022]	31 [2023]	0	19 [2024]	0
OUTPUT	# of service requests closed (speed zones, vegetation, signing, guard rail, etc.)	607	765	798	300	360	500
CUSTOMER SERVICE	# of speed zone reductions completed annually	3	4	6	8	10	18
RATIO	# temporary radar speed feedback sign placements : # temporary radar speed feedback sign requests ²	15 : 10	9 : 7	9 : 12	10 : 6	8 : 5	12 : 10

¹ Data reported by calendar year.

² Previously reported # of requests; not # of placements.

Program includes:

Mandated Services ☒ Yes

Shared Services ☒ Yes

Grant Funding ☒ Yes



Explanation

Mandated Services: The Traffic Safety Program is mandated by the Federal Highway Administration (FHWA) to have a Traffic Safety Action Plan (TSAP) and an Intelligent Transportation System (ITS) Plan.

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

Grant Funding: Safe Communities grant is on a 12 month cycle ending with the Federal Fiscal Year (September 30) and requires a 20% match, funded by County Road Fund.



300302-Traffic Safety

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

Program Budget Summary

Budget-to-Budget:							
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	\$ Variance	% Variance
Beginning Fund Balance	-	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	3,647,153	3,493,732	6,431,513	4,852,771	7,114,296	682,783	11%
Charges, Fees, License, Permits, Fines	173,829	191,186	246,642	383,000	153,500	(93,142)	-38%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	9,191	95,570	15,000	-	9,900	(5,100)	-34%
Other Interfund Transfers	100,000	3,015	20,000	10,000	8,000	(12,000)	-60%
General Fund Support	-	-	-	-	-	-	-
Operating Revenue	3,930,173	3,783,503	6,713,155	5,245,771	7,285,696	572,541	9%
Total Revenue	3,930,173	3,783,503	6,713,155	5,245,771	7,285,696	572,541	9%
Personnel Services	1,786,870	2,117,802	2,105,510	2,147,060	2,321,785	216,275	10%
Materials and Services	1,000,531	1,367,958	2,365,284	2,053,407	3,352,990	987,706	42%
Capital Outlay	1,142,772	297,743	2,242,361	1,045,304	1,610,921	(631,440)	-28%
Operating Expense	3,930,173	3,783,503	6,713,155	5,245,771	7,285,696	572,541	9%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Total Appropriated	3,930,173	3,783,503	6,713,155	5,245,771	7,285,696	572,541	9%
Reserve for Future Expenditures	-	-	-	-	-	-	-
Total Expense	3,930,173	3,783,503	6,713,155	5,245,771	7,285,696	572,541	9%
Revenues Less Expenses	-	-	-	-	-	-	-

Notes:

Traffic Safety has 18 projects in various phases of Planning, Design & Construction. During FY25-26 \$7.5M is programmed for 4 HB2017 Safety Projects and 14 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.

Transportation Engineering & Construction has 25 projects in various phases of Planning, Design & Construction. During FY25-26 \$22 million is programmed for:

- 2 ADA Projects
- 5 Bike/Ped Projects
- 8 Bridge Projects
- 2 HB2017 Safety Projects
- 2 Road Fund Projects
- 1 Road Fund Safety Projects
- 5 Storm Drain 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

		FY21-22 Actual	FY22-23 Actual	FY23-24 Actuals	FY24-25 Target	FY24-25 Actuals as of 12/31/24	FY25-26 Target
RESULT	Complete Thiessen and El Camino ARPA funded storm drainage projects by 2025	NEW	NEW	50%	50%	60%	100%
OUTPUT	# projects managed	36	36	36	36	40	36
OUTPUT	# road miles transferred	0.82	1.19	0	1.25	0	0
CUSTOMER SERVICE	90% completed Capital Improvement Plan (CIP) contracts completed before original contract completion date	71%	55%	71%	90%	70%	90%
RATIO	# completed Capital Improvement Plan (CIP) contracts coming in under 110% of original contract value : # of completed CIP contracts ¹	25 : 28	19 : 22	18 : 21	90%	19 : 20	18 : 20

¹ Previously reported as a percentage; beginning FY23-24 this will be reported as an output/ratio.

Program includes:

Mandated Services	☒
Shared Services	☒
Grant Funding	☒



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

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

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



300303-Transportation Engineering & Construction
BCC Priority Alignment: Strong Infrastructure
Program Budget Summary

Budget-to-Budget:						
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	\$ % Variance Variance
Beginning Fund Balance	-	9,370	-	-	-	-
Taxes	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	14,585,124	7,881,513	26,649,723	21,038,853	20,704,433	(5,945,290) -22%
Charges, Fees, License, Permits, Fines	891,355	1,293,681	997,866	997,866	1,047,147	49,281 5%
Revenue from Bonds & Other Debts	-	-	-	-	-	-
All Other Revenue Resources	344,145	803,374	78,958	2,963,171	2,814,193	2,735,235 3464%
Other Interfund Transfers	2,050	133,869	537,468	309,010	1,427,499	890,031 166%
General Fund Support	-	-	-	-	-	-
Operating Revenue	15,822,674	10,112,437	28,264,015	25,308,900	25,993,272	(2,270,743) -8%
Total Revenue	15,822,674	10,121,807	28,264,015	25,308,900	25,993,272	(2,270,743) -8%
Personnel Services	3,218,343	3,554,538	3,881,151	3,754,247	4,433,211	552,060 14%
Materials and Services	2,277,170	3,140,014	6,120,600	4,746,529	7,181,409	1,060,809 17%
Capital Outlay	10,327,225	3,431,032	18,262,264	16,808,124	14,378,652	(3,883,612) -21%
Operating Expense	15,822,738	10,125,584	28,264,015	25,308,900	25,993,272	(2,270,743) -8%
Debt Service	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-
Transfers	-	-	-	-	-	-
Contingency	-	-	-	-	-	-
Total Appropriated	15,822,738	10,125,584	28,264,015	25,308,900	25,993,272	(2,270,743) -8%
Reserve for Future Expenditures	-	-	-	-	-	-
Total Expense	15,822,738	10,125,584	28,264,015	25,308,900	25,993,272	(2,270,743) -8%
Revenues Less Expenses	(64)	(3,777)	-	-	-	-

Notes:

Transportation Engineering & Construction has 25 projects in various phases of Planning, Design & Construction. During FY25-26 \$22 million is programmed for: - 2 ADA Projects - 5 Bike/Ped Projects - 8 Bridge Projects - 2 HB2017 Safety Projects - 2 Road Fund Projects - 1 Road Fund Safety Projects - 5 Storm Drain 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 6 contract paving packages. Transportation Maintenance has developed a 5-year maintenance and rehabilitation plan providing guidance for a total of 13.3 miles of roadway to be resurfaced in FY24-25.

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 traveling 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

		FY21-22 Actual	FY22-23 Actual	FY23-24 Actuals	FY24-25 Target	FY24-25 Actuals as of 12/31/24	FY25-26 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	53	55	53	53
RESULT	Maintain the average condition of paved county roads at 70 PCI (Pavement Condition Index) or higher	NEW	68	65	68	64	65
OUTPUT	# miles plowed/sanded	11,542	8,915	11,006	11,415	49	4,000
OUTPUT	# miles treated with de-icer	1,578	2,145	805	4,375	424	1,500
CUSTOMER SERVICE	90% of service requests that are referred to Transportation Maintenance are responded to within 7 days ¹	2,471	96%	98%	96%	80%	90%
RATIO	\$ spent on resurfacing : # miles resurfaced ²	\$1,939,192 : 4.87 miles	\$7,735,087 : 5.8 miles	\$7,518,601 : 57.4 miles	\$6,504,100 : 61.1 miles	\$5,960,545 : 61.3 miles	\$6,213,709 : 13.3 miles

¹ Previously reported # of service requests; beginning FY23-24 this will be reported as a percentage. ²

Previously reported # miles resurfaced; not the cost of the resurfacing.

Program includes:

Mandated Services ☒ Yes

Shared Services ☐ No

Grant Funding ☒ Yes



Explanation

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

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



300304-Transportation Maintenance
BCC Priority Alignment: Strong Infrastructure
Program Budget Summary

	Budget-to-Budget:						
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	\$ Variance	% Variance
Beginning Fund Balance	36,800,362	35,549,101	33,079,892	38,165,155	29,501,452	(3,578,440)	-11%
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	31,422,842	27,676,013	20,835,814	25,149,753	19,079,093	(1,756,721)	-8%
Charges, Fees, License, Permits, Fines	823,810	685,552	806,102	691,625	733,662	(72,440)	-9%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	2,658,939	3,668,964	1,242,374	3,035,326	2,846,816	1,604,442	129%
Other Interfund Transfers	-	2,838	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-
Operating Revenue	34,905,591	32,033,368	22,884,290	28,876,704	22,659,571	(224,719)	-1%
Total Revenue	71,705,953	67,582,469	55,964,182	67,041,859	52,161,023	(3,803,159)	-7%
Personnel Services	10,186,620	11,510,073	13,658,003	11,705,188	14,311,537	653,534	5%
Materials and Services	12,878,726	15,793,750	18,608,568	19,138,860	16,071,813	(2,536,755)	-14%
Capital Outlay	11,798,115	831,655	2,571,224	3,264,816	2,358,524	(212,700)	-8%
Operating Expense	34,863,461	28,135,478	34,837,796	34,108,864	32,741,874	(2,095,922)	-6%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	100,000	100,000	100,000	-	0%
Transfers	1,283,956	1,281,956	3,331,543	3,331,543	2,506,700	(824,843)	-25%
Contingency	-	-	8,211,200	-	10,000,000	1,788,800	22%
Total Appropriated	36,147,418	29,417,435	46,480,539	37,540,407	45,348,574	(1,131,965)	-2%
Reserve for Future Expenditures	-	-	9,483,643	-	6,812,449	(2,671,194)	-28%
Total Expense	36,147,418	29,417,435	55,964,182	37,540,407	52,161,023	(2,839,202)	-5%
Revenues Less Expenses	35,558,535	38,165,034	-	29,501,452	-		

Notes:

More than \$7 million will be invested in the design and execution of resurfacing (contract paving/county performed) projects in FY25-26. This will include 13.3 miles of contract paving and over 11 miles of county roads that will benefit from county performed paving and/or patching. Working to expand material storage to improve response throughout the county. 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 county-wide 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. 12th, 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.

More than \$15 million will be invested in the design and execution of 15 Community Road Fund projects in FY25-26.

- 5 - Congestion Relief projects
- 2 - Local Paving projects
- 5 - Safety projects
- 4 - Strategic Investment Fund projects

The work performed in this program directly influences the ability to achieve the strategic goal of "Building Strong Infrastructure".

Key Performance Measures

		FY21-22 Actual	FY22-23 Actual	FY23-24 Actuals	FY24-25 Target	FY24-25 Actuals as of 12/31/24	FY25-26 Target
RESULT	By 2027, 75% of the originally selected CRF funded congestion relief projects will be completed	NEW	14%	28%	43%	43%	43%
OUTPUT	# local road miles paved with CRF funding	1.23	3.4	1.7	0	0	1.2
CUSTOMER SERVICE	\$ transferred to cities for investment on city road systems	\$ 4,036,825	\$ 4,461,324	\$ 4,790,596	\$ 4,765,400	\$ 2,253,832	\$ 5,100,302
RATIO	Total CRF Capital Project Costs (\$) : Non-CRF funding contributed (\$)	\$2.46 M : \$250,868	\$4.11 M : \$503,426	\$7.4 M : \$2.42 M	\$12.04 M : \$5.26 M	\$3.04 M : \$467,973	\$15.08 M : \$5.28 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
Program Budget Summary

Budget-to-Budget:							
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	\$ Variance	% Variance
Beginning Fund Balance	11,188,127	14,501,648	18,992,556	16,355,665	17,309,929	(1,682,627)	-9%
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	173,048	1,237,176	594,997	1,321,280	118,445	(476,552)	-80%
Charges, Fees, License, Permits, Fines	11,152,811	11,622,997	11,913,500	11,826,413	11,864,841	(48,659)	0%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	212,175	295,524	562,033	241,900	600,133	38,100	7%
Other Interfund Transfers	330,379	888,948	5,205,925	5,279,704	4,499,872	(706,053)	-14%
General Fund Support	-	-	-	-	-	-	-
Operating Revenue	11,868,413	14,044,645	18,276,455	18,669,297	17,083,291	(1,193,164)	-7%
Total Revenue	23,056,539	28,546,293	37,269,011	35,024,962	34,393,220	(2,875,791)	-8%
Personnel Services	-	-	-	-	-	-	-
Materials and Services	3,695,032	2,206,983	1,865,833	2,902,183	3,859,527	1,993,694	107%
Capital Outlay	318,550	5,193,050	10,707,547	8,442,548	11,222,072	514,525	5%
Operating Expense	4,013,581	7,400,032	12,573,380	11,344,731	15,081,599	2,508,219	20%
Debt Service	-	-	-	-	-	-	-
Special Payments	4,441,310	4,790,596	6,395,452	6,370,302	5,100,302	(1,295,150)	-20%
Transfers	100,000	-	-	-	-	-	-
Contingency	-	-	6,500,000	-	10,000,000	3,500,000	54%
Total Appropriated	8,554,891	12,190,628	25,468,832	17,715,033	30,181,901	4,713,069	19%
Reserve for Future Expenditures	-	-	11,800,179	-	4,211,319	(7,588,860)	-64%
Total Expense	8,554,891	12,190,628	37,269,011	17,715,033	34,393,220	624,209	2%
Revenues Less Expenses	14,501,648	16,355,665	-	17,309,929	-		

Notes:

More than \$15 million will be invested in the design and execution of 15 Community Road Fund projects in FY25-26. • 5 - Congestion Relief projects; • 2 - Local Paving projects; • 5 - Safety projects; • 4 - Strategic Investment Fund projects.



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.

More than \$714k will be invested in the design and execution of Damascus Road projects in FY25-26.

- 4 culvert replacement projects
- 1 landslide repair
- 1 Radar Feedback Sign installation 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

		FY21-22 Actual	FY22-23 Actual	FY23-24 Actuals	FY24-25 Target	FY24-25 Actuals as of 12/31/24	FY25-26 Target
RESULT	By 2027, 30% of the Tier-1 Damascus area TSP projects will be completed	NEW	0%	0%	0%	33%	33%
OUTPUT	# service request responses	19	11	11	15	27	23
CUSTOMER SERVICE	\$ amount collected from state shared revenue sources	\$ 924,877	\$ 1,052,487	\$ 1,008,268	\$ 858,700	\$ 532,982	\$ 1,065,800

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.



Budget-to-Budget:							
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	\$ Variance	% Variance
Beginning Fund Balance	5,150,380	5,391,445	4,488,215	4,570,702	3,859,205	(629,010)	-14%
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	863,056	849,790	858,700	876,000	876,000	17,300	2%
Charges, Fees, License, Permits, Fines	189,431	163,335	202,200	189,800	189,800	(12,400)	-6%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	79,253	-	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-
Operating Revenue	1,131,739	1,013,125	1,060,900	1,065,800	1,065,800	4,900	0%
Total Revenue	6,282,119	6,404,570	5,549,115	5,636,502	4,925,005	(624,110)	-11%
Personnel Services	-	-	-	-	-	-	-
Materials and Services	182,557	675,051	758,015	601,115	1,082,170	324,155	43%
Capital Outlay	708,118	1,158,817	1,024,000	1,176,182	304,000	(720,000)	-70%
Operating Expense	890,674	1,833,868	1,782,015	1,777,297	1,386,170	(395,845)	-22%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Contingency	-	-	1,445,000	-	3,507,595	2,062,595	143%
Total Appropriated	890,674	1,833,868	3,227,015	1,777,297	4,893,765	1,666,750	52%
Reserve for Future Expenditures	-	-	2,322,100	-	31,240	(2,290,860)	-99%
Total Expense	890,674	1,833,868	5,549,115	1,777,297	4,925,005	1,438,485	26%
Revenues Less Expenses	5,391,445	4,570,702	-	3,859,205	-		

Notes:

More than \$714k will be invested in the design and execution of Damascus Road projects in FY25-26. • 4 culvert replacement projects; • 1 landslide repair; • 1 Radar Feedback Sign installation project.



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.
- Expanding our Motor Pool rental fleet to include four electric vehicles at the DSB and four electric vehicles at the 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

		FY21-22 Actual	FY22-23 Actual	FY23-24 Actuals	FY24-25 Target	FY24-25 Actuals as of 12/31/24	FY25-26 Target
RESULT	By 2029, all diesel powered County heavy vehicles will be replaced or retrofitted per State law	NEW	19%	5%	43%	30%	46%
OUTPUT	# annual safety inspections performed	187	84	184	175	94	185
CUSTOMER SERVICE	90% of routine maintenance visits completed within 1 business day [oil change, fluids and safety inspection] ¹	5 days	99%	99%	98%	100%	99%
RATIO	# preventative maintenance visits performed on-schedule : Total # vehicles maintained	479 : 295	548 : 275	582 : 265	600 : 540	391 : 265	590 : 260
OPERATIONAL	50% motor pool vehicles driven more than 8,000 miles per year	1%	6%	4%	5%	5%	5%

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

Program includes:

Mandated Services

Shared Services

Grant Funding



Explanation



Budget-to-Budget:							
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	\$ Variance	% Variance
Beginning Fund Balance	-	100,461	320,128	(4,325)	328,445	8,317	3%
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	93,219	590,000	-	620,000	30,000	5%
Charges, Fees, License, Permits, Fines	-	7,266,685	7,984,303	7,782,606	8,151,612	167,309	2%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	-	190,056	43,000	(9,840)	(4,840)	(47,840)	-111%
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-
Operating Revenue	-	7,549,960	8,617,303	7,772,766	8,766,772	149,469	2%
Total Revenue	-	7,650,422	8,937,431	7,768,441	9,095,217	157,786	2%
Personnel Services	-	2,824,987	3,245,116	2,742,024	3,171,750	(73,366)	-2%
Materials and Services	-	4,806,529	5,146,048	4,657,972	5,514,743	368,695	7%
Capital Outlay	-	23,229	55,210	40,000	-	(55,210)	-100%
Operating Expense	-	7,654,745	8,446,374	7,439,996	8,686,493	240,120	3%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Contingency	-	-	491,057	-	408,724	(82,333)	-17%
Total Appropriated	-	7,654,745	8,937,431	7,439,996	9,095,217	157,787	2%
Reserve for Future Expenditures	-	-	-	-	-	-	-
Total Expense	-	7,654,745	8,937,431	7,439,996	9,095,217	75,454	1%
Revenues Less Expenses	-	(4,323)	-	328,445	-		

Notes:

Implementing a new tiered rate structure for work performed on Heavy Equipment versus Light Vehicles. This better reflects the expertise and salary levels required for the heavy equipment mechanics doing this work. Expanded night shift to allow full range maintenance on both shifts. Moved Transportation Maintenance Materials and Supplies to their warehouse reducing Fleet's inventory size and staff needs. Continued coordination of pre-2010 heavy truck replacement to comply with HB2007.



300203-Vehicle Maintenance & Repair
BCC Priority Alignment: Strong Infrastructure
Program Budget Summary

Budget-to-Budget:							
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	\$ Variance	% Variance
Beginning Fund Balance	445,579	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines	6,195,014	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	45,827	-	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-
Operating Revenue	6,240,841	-	-	-	-	-	-
Total Revenue	6,686,420	-	-	-	-	-	-
Personnel Services	2,749,246	-	-	-	-	-	-
Materials and Services	3,823,820	-	-	-	-	-	-
Capital Outlay	12,893	-	-	-	-	-	-
Operating Expense	6,585,958	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Total Appropriated	6,585,958	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Total Expense	6,585,958	-	-	-	-	-	-
Revenues Less Expenses	100,461	-	-	-	-	-	-

Notes:

None



Community Services

Gladstone Library

Purpose Statement

Provide access to education, recreation, community + cultural services.

Performance Narrative Statement

The Gladstone Library will serve approximately 140,000 material checkouts and provide a collection of 27,000 items at the Gladstone Library. The Library serves over 39,000 visitors annually. With the opening of the new library facility on September 25th, 2024, the County is expecting an increase in visitors and demand for services.

Gladstone staff currently facilitate 4,300 public internet sessions, over 200 programs and respond to 2,700 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

		FY21-22 Actual	FY22-23 Actual	FY23-24 Actuals	FY24-25 Target	FY24-25 Actuals as of 12/31/24	FY25-26 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	25%	100%	100%	100%
OUTPUT	# material circulations completed	136,270	137,606	141,212	150,000	68,831	150,000
CUSTOMER SERVICE	85% customers happy with the service they received	NEW	NEW	93%	85%	95%	88%
RATIO	# youth who sign up for summer reading : # youth who complete the program ^{1,2}	52%	286 : 177	605 : 162	370 : 260	ANNUAL MEASURE	700 : 250
RATIO	# items circulated at least once per year : # items in collection ²	56%	24,823 : 35,000	25,802 : 35,000	28,000 : 35,000	17,321 : 27,000	25,650 : 27,000

¹ Programs were canceled due to COVID-19 in 2020

² Ratio measure was previously reported as a percentage

Program includes:

Mandated Services

Shared Services

Grant Funding



Explanation: The Gladstone Library program is a mandated service under the Clackamas County Library District. In 2008, voters approved a county-wide 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

Program Budget Summary

						Budget-to-Budget:	
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	\$ Variance	% Variance
Beginning Fund Balance	904,888	941,370	1,167,558	2,619,034	2,021,028	853,470	73%
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	1,294,709	7,374,180	1,478,536	1,747,262	1,241,986	(236,550)	-16%
Charges, Fees, License, Permits, Fines	5,405	5,792	5,100	3,100	3,600	(1,500)	-29%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	373,760	275,685	272,821	43,080	53,260	(219,561)	-80%
Other Interfund Transfers	-	1,978,189	449,441	455,602	-	(449,441)	-100%
General Fund Support	-	-	-	-	-	-	-
Operating Revenue	1,673,875	9,633,845	2,205,898	2,249,044	1,298,846	(907,052)	-41%
Total Revenue	2,578,763	10,575,215	3,373,456	4,868,078	3,319,874	(53,582)	-2%
Personnel Services	665,271	720,639	815,544	770,766	768,517	(47,027)	-6%
Materials and Services	290,495	381,205	538,285	541,392	455,510	(82,775)	-15%
Capital Outlay	681,628	6,830,514	964,521	1,534,892	80,000	(884,521)	-92%
Operating Expense	1,637,393	7,932,358	2,318,350	2,847,050	1,304,027	(1,014,324)	-44%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Contingency	-	-	1,055,106	-	2,015,847	960,741	91%
Total Appropriated	1,637,393	7,932,358	3,373,456	2,847,050	3,319,874	(53,583)	-2%
Reserve for Future Expenditures	-	-	-	-	-	-	-
Total Expense	1,637,393	7,932,358	3,373,456	2,847,050	3,319,874	907,158	27%
Revenues Less Expenses	941,370	2,642,857	-	2,021,028	-		

Notes:

The New Gladstone Library facility opened to the public on September 25th, 2024. Now that we are in the new building, we will work to create a welcoming environment, build stronger community partnerships, offer new engaging programs, and look for opportunities for outreach to under-served populations.



Community Services

Library Support Services

Purpose Statement

Provide integrated systems + shared operational support, and ongoing collaboration services to Libraries in Clackamas County (LINCC).

Performance Narrative Statement

Library Support Services provides a wide variety of centralized services to LINCC member libraries. In FY25-26, this program expects to facilitate more than 9.5 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 somewhat, 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

		FY21-22 Actual	FY22-23 Actual	FY23-24 Actuals	FY24-25 Target	FY24-25 Actuals as of 12/31/24	FY25-26 Target
OUTPUT	# library patron engagements	8,931,455	9,118,882	9,514,752	9,000,000	4,674,960	9,500,000
CUSTOMER SERVICE	85% of libraries agree that services met their expectations	91%	100%	93%	85%	ANNUAL SURVEY	85%
RATIO	\$ operational budget : # library patron engagements	NEW	NEW	3,042,538 : 9,514,752	\$3.28 M : 9 M	3,276,976 : 4,674,960	3,239,561 : 9,500,000
RATIO	\$ operational budget : \$ Library District distribution payments	NEW	NEW	3,042,538 : 23,434,965	\$3.28 M : \$24.1 M	3,276,976 : 22,115,417	3,239,561 : 25,370,222

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

Program Budget Summary

Budget-to-Budget:							
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	\$ Variance	% Variance
Beginning Fund Balance	1,831,711	2,310,988	2,719,975	2,750,525	3,000,581	280,606	10%
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines	57,740	54,398	75,000	52,500	62,500	(12,500)	-17%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	719,053	905,766	878,500	1,011,600	1,817,520	939,020	107%
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	2,906,620	2,680,451	2,788,550	2,788,550	2,900,092	111,542	4%
Operating Revenue	3,683,412	3,640,615	3,742,050	3,852,650	4,780,112	1,038,062	28%
Total Revenue	5,515,124	5,951,603	6,462,025	6,603,175	7,780,693	1,318,668	20%
Personnel Services	1,657,805	1,776,635	1,878,304	1,915,638	2,013,483	135,179	7%
Materials and Services	1,476,209	1,321,752	1,473,848	1,534,329	2,417,353	943,504	64%
Capital Outlay	17,320	35,996	431,762	102,627	540,000	108,238	25%
Operating Expense	3,151,334	3,134,384	3,783,914	3,552,594	4,970,836	1,186,922	31%
Debt Service	-	-	-	-	-	-	-
Special Payments	52,802	66,697	75,000	50,000	60,000	(15,000)	-20%
Transfers	-	-	-	-	-	-	-
Contingency	-	-	502,823	-	450,515	(52,308)	-10%
Total Appropriated	3,204,136	3,201,081	4,361,737	3,602,594	5,481,351	1,119,614	26%
Reserve for Future Expenditures	-	-	2,100,288	-	2,299,342	199,054	9%
Total Expense	3,204,136	3,201,081	6,462,025	3,602,594	7,780,693	1,266,360	20%
Revenues Less Expenses	2,310,988	2,750,522	-	3,000,581	-		

Notes:

In addition to a 2.9% rise in regular expenses due to adjusted IT infrastructure and rising subscription costs, our self-check and locker project has a \$1.3 million impact on our budget. Just over \$400 of that is coming from our beginning fund balance. The remaining portion will be pass-through purchases for the libraries.



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 185,000 material checkouts and provide a collection of 45,000 items at the Oak Lodge Library. The Library serves 64,000 visitors annually. Staff support 5,900 public internet sessions, over 140 programs and answer 3,100 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 September 2025; and customer demand is expected to increase with the completion of the new facility.

Key Performance Measures

		FY21-22 Actual	FY22-23 Actual	FY23-24 Actuals	FY24-25 Target	FY24-25 Actuals as of 12/31/24	FY25-26 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	75%	100%	75%	100%
OUTPUT	# material circulations completed	188,773	186,956	185,702	190,000	85,589	190,000
CUSTOMER SERVICE	85% customers happy with the service they received	NEW	NEW	97%	85%	95%	98%
RATIO	# youth who sign up for summer reading : # youth who complete the program ^{1,2}	63%	199 : 119	359 : 114	260 : 156	ANNUAL MEASURE	400 : 200
RATIO	# items circulated at least once per year : # items in collection ²	51%	35,607 : 53,000	36,001 : 47,000	37,500 : 50,000	20,054 : 45,000	39,000 : 50,000

¹ Programs were canceled due to COVID-19 in 2020

² Ratio measure was previously reported as a percentage.

Program includes:

Mandated Services

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 county-wide 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

Program Budget Summary

Budget-to-Budget:							
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	\$ Variance	% Variance
Beginning Fund Balance	5,437,396	4,368,529	4,810,203	6,703,169	4,575,159	(235,044)	-5%
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	1,755,115	5,516,305	10,042,664	8,144,872	1,941,887	(8,100,777)	-81%
Charges, Fees, License, Permits, Fines	129,358	23,307	145,500	144,500	238,921	93,421	64%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	422	50,148	193,001	193,000	47,564	(145,437)	-75%
Other Interfund Transfers	-	2,688,000	6,029,202	3,962,000	100,000	(5,929,202)	-98%
General Fund Support	-	-	-	-	-	-	-
Operating Revenue	1,884,895	8,277,760	16,410,366	12,444,372	2,328,372	(14,081,994)	-86%
Total Revenue	7,322,292	12,646,289	21,220,570	19,147,541	6,903,531	(14,317,039)	-67%
Personnel Services	880,399	808,460	1,177,606	1,079,971	1,253,526	75,920	6%
Materials and Services	503,847	587,386	757,520	692,046	739,323	(18,197)	-2%
Capital Outlay	1,569,517	4,547,274	19,124,874	12,800,365	1,200,000	(17,924,874)	-94%
Operating Expense	2,953,763	5,943,120	21,060,001	14,572,382	3,192,849	(17,867,151)	-85%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	300,000	300,000	-
Transfers	-	-	-	-	-	-	-
Contingency	-	-	160,569	-	3,410,682	3,250,113	2024%
Total Appropriated	2,953,763	5,943,120	21,220,570	14,572,382	6,903,531	(14,317,038)	-67%
Reserve for Future Expenditures	-	-	-	-	-	-	-
Total Expense	2,953,763	5,943,120	21,220,570	14,572,382	6,903,531	(11,066,925)	-52%
Revenues Less Expenses	4,368,529	6,703,169	-	4,575,159	-		

Notes:

The Oak Lodge Library construction project is underway, with an estimated completion date of September 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

Code Enforcement is 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 2,600 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 90 cases per staff person. This is on a downward trend from FY23-24 and is in alignment with the goal of decreasing the number of code enforcement cases per officer 10% by the end of 2025.

Key Performance Measures

		FY21-22 Actual	FY22-23 Actual	FY23-24 Actuals	FY24-25 Target	FY24-25 Actuals as of 12/31/24	FY25-26 Target
RESULT	By 2025, number of code enforcement cases per officer will decrease by 10%	150	120	110	100	90	81
OUTPUT	# cases heard by the Hearings Officer	60	69	49	60	26	30
CUSTOMER SERVICE	75% customers happy with the service they received	80%	85%	83%	75%	84%	75%
RATIO	# enforceable complaints : # total complaints received	879 : 2,992	795 : 3,420	845 : 3,062	785 : 3,285	395 : 1,313	782 : 2,600
RATIO	# cases heard by the Hearings Officer : # enforceable complaints	60 : 879	69 : 795	49 : 845	60 : 785	26 : 395	50 : 800

Program includes:

Mandated Services	Yes
Shared Services	Yes
Grant Funding	No



Explanation Mandated Services:

State law requires counties to implement plans and ordinances to ensure development is consistent with local, regional, and state objectives to provide orderly development, planning and delivery of services, protection of the environment, and public safety. Building codes are mandatory state-wide. Clackamas County has assumed responsibility for the administration of building, electrical, plumbing, mechanical and other specialty codes within its jurisdiction. (ORS 215.197 & 455.020)

Shared Services:

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



500506-Code Enforcement

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

Program Budget Summary

Budget-to-Budget:						
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	\$ % Variance Variance
Beginning Fund Balance	-	282,958	-	-	-	- -
Taxes	-	-	-	-	-	- -
Federal, State, Local, All Other Gifts	-	-	-	20	-	- -
Charges, Fees, License, Permits, Fines	-	957,732	1,395,006	1,272,837	1,443,816	48,810 3%
Revenue from Bonds & Other Debts	-	-	-	-	-	- -
All Other Revenue Resources	-	24,259	20,000	43,321	16,066	(3,934) -20%
Other Interfund Transfers	-	-	-	-	-	- -
General Fund Support	-	-	-	-	-	- -
Operating Revenue	-	981,992	1,415,006	1,316,178	1,459,882	44,876 3%
Total Revenue	-	1,264,950	1,415,006	1,316,178	1,459,882	44,876 3%
Personnel Services	-	1,003,171	1,133,105	1,047,111	1,130,730	(2,375) 0%
Materials and Services	-	261,778	281,901	269,067	329,152	47,251 17%
Capital Outlay	-	-	-	-	-	- -
Operating Expense	-	1,264,950	1,415,006	1,316,178	1,459,882	44,876 3%
Debt Service	-	-	-	-	-	- -
Special Payments	-	-	-	-	-	- -
Transfers	-	-	-	-	-	- -
Contingency	-	-	-	-	-	- -
Total Appropriated	-	1,264,950	1,415,006	1,316,178	1,459,882	44,876 3%
Reserve for Future Expenditures	-	-	-	-	-	- -
Total Expense	-	1,264,950	1,415,006	1,316,178	1,459,882	44,876 3%
Revenues Less Expenses	-	-	-	-	-	- -

Notes:

The code enforcement team is now fully staffed. Additional cases continue to move through the court process through the collaboration with County Counsel. Processes continue to be updated to make the program more efficient and effective. The new Code Enforcement Supervisor has reached out to all CPO leaders to meet with each leadership team individually forming a positive community partnership. Neighborhood Livability team continues to address nuisance properties and issues affecting the community.



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 650 dogs over the course of the year with a priority of reuniting dogs with their owners resulting in 350 dogs being reunited. With the efforts of adoption, rescue placement, in shelter care and enrichment, this will total at least 550 dogs being saved. The 16% 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 36,000 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 Actuals	FY 24-25 Target	FY 24-25 Actuals as of 12/31/24	FY 25-26 Target
RESULT	By 2023, there will be 30,000 active dog licenses	23,813	23,525	22,776	26,000	22,326	26,000
OUTPUT	# dogs returned to owners	327	326	327	330	220	350
CUSTOMER SERVICE	# public contacts (email + phone + lost and found)	31,156	37,419	35,033	31,000	13,447	36,225
RATIO	# dogs saved (returned to owner + adopted + rescued) : # dogs taken in to the shelter ¹	84%	457 : 552	482 : 574	485 : 560	343 : 403	550 : 650

¹ Ratio measure was previously reported as a percentage.

Program includes:

Mandated Services ☒ Yes

Shared Services ☐ No

Grant Funding ☒ Yes



Explanation

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

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



500507-Dog Services

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

Program Budget Summary

Budget-to-Budget:						
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	\$ % Variance Variance
Beginning Fund Balance	-	245,856	139,833	139,835	94,073	(45,760) -33%
Taxes	-	-	-	-	-	- -
Federal, State, Local, All Other Gifts	-	4,920	-	36,657	-	- -
Charges, Fees, License, Permits, Fines	-	778,047	856,870	811,550	866,850	9,980 1%
Revenue from Bonds & Other Debts	-	-	-	-	-	- -
All Other Revenue Resources	-	17,732	40,435	62,422	25,800	(14,635) -36%
Other Interfund Transfers	-	-	-	10,000	20,000	20,000 -
General Fund Support	-	1,655,360	1,699,380	1,699,380	1,767,355	67,975 4%
Operating Revenue	-	2,456,059	2,596,685	2,620,009	2,680,005	83,320 3%
Total Revenue	-	2,701,915	2,736,518	2,759,844	2,774,078	37,560 1%
Personnel Services	-	1,658,290	1,747,119	1,725,057	1,820,960	73,841 4%
Materials and Services	-	876,316	982,560	940,714	945,159	(37,401) -4%
Capital Outlay	-	27,475	-	-	-	- -
Operating Expense	-	2,562,082	2,729,679	2,665,771	2,766,119	36,440 1%
Debt Service	-	-	-	-	-	- -
Special Payments	-	-	-	-	-	- -
Transfers	-	-	-	-	-	- -
Contingency	-	-	6,839	-	7,959	1,120 16%
Total Appropriated	-	2,562,082	2,736,518	2,665,771	2,774,078	37,560 1%
Reserve for Future Expenditures	-	-	-	-	-	- -
Total Expense	-	2,562,082	2,736,518	2,665,771	2,774,078	38,680 1%
Revenues Less Expenses	-	139,833	-	94,073	-	-

Notes:

County Code changes to make licensing simpler, and changes to the citation process should increase dog licensing revenue. The Clackamas Dogs Foundation dissolved and donated its funds to the Dog Services Charitable Fund, making it more efficient to collect and apply donations to services. Previous staffing reductions caused the shelter to close to intakes (including from the CCSO) due to the number of dogs being housed in the shelter exceeding the number our staffing levels can provide minimal care for.



600303-Dog Services

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

Program Budget Summary

Budget-to-Budget:							
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	\$ Variance	% Variance
Beginning Fund Balance	485,102	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines	734,169	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	12,690	-	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	1,471,117	-	-	-	-	-	-
Operating Revenue	2,217,975	-	-	-	-	-	-
Total Revenue	2,703,077	-	-	-	-	-	-
Personnel Services	1,617,177	-	-	-	-	-	-
Materials and Services	826,489	-	-	-	-	-	-
Capital Outlay	13,555	-	-	-	-	-	-
Operating Expense	2,457,221	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Total Appropriated	2,457,221	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Total Expense	2,457,221	-	-	-	-	-	-
Revenues Less Expenses	245,856	-	-	-	-	-	-

Notes:

None



800708-Dog Services Charitable Fund
BCC Priority Alignment: Not Applicable
Program Budget Summary

Budget-to-Budget:							
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	\$ Variance	% Variance
Beginning Fund Balance	-	-	-	-	489,500	489,500	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines	-	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	525,000	525,000	30,000	(495,000)	-94%
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-
Operating Revenue	-	-	525,000	525,000	30,000	(495,000)	-94%
Total Revenue	-	-	525,000	525,000	519,500	(5,500)	-1%
Personnel Services	-	-	-	-	-	-	-
Materials and Services	-	-	76,200	25,500	53,000	(23,200)	-30%
Capital Outlay	-	-	65,316	-	-	(65,316)	-100%
Operating Expense	-	-	141,516	25,500	53,000	(88,516)	-63%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	35,000	10,000	20,000	(15,000)	-43%
Contingency	-	-	25,000	-	94,900	69,900	280%
Total Appropriated	-	-	201,516	35,500	167,900	(33,616)	-17%
Reserve for Future Expenditures	-	-	323,484	-	351,600	28,116	9%
Total Expense	-	-	525,000	35,500	519,500	49,400	9%
Revenues Less Expenses	-	-	-	489,500	-		

Notes:

On 6/13/24 the Dog Services Charitable Fund (DSCF) was established to accept financial and other contributions to exclusively benefit Dog Services programs. Donations include, but aren't limited to, care and medical treatment for shelter animals, adoption outreach programs, improved shelter facilities, medical, spay and neuter services for owners in financial need. Funds supplement General Fund, fines, and fees received by Dog Services. Advisory Committee met 1/30/25 and recommends approval of this budget.



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 (SSW) Program's performance highlights for FY24-25.

- 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 Actuals	FY 24-25 Target	FY 24-25 Actuals as of 12/31/24	FY 25-26 Target
RESULT	By 2025 increase community events attended by Sustainability staff and/or Master Recycler volunteers by 35%	NEW	NEW	16.0%	3000%	ANNUAL MEASURE	35.0%
OUTPUT	# customer consultations provided ¹	1,334	1,595	2,954	1,340	1,037	3,360
CUSTOMER SERVICE	% of material collected curbside that is recycled	29%	28%	28.4%	33%	28%	28%
RATIO	# businesses in compliance with food scraps requirement : # businesses required to be in compliance with the food scraps collection requirements	NEW	NEW	243 : 788	127:511	299 : 683	700 : 700
OPERATIONAL	# of garbage and recycling pickups provided	7,183,176	7,264,348	7,761,875	7,346,437	3,880,938	7,839,494

¹ Consultations differ from interactions, as they are scheduled on-site consultations with customers. Business consultations are now being counted more comprehensively and can take place ^{III} person, over the phone, or via email. For FY18-19 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

Program Budget Summary

Budget-to-Budget:							
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	\$ Variance	% Variance
Beginning Fund Balance	-	2,585,262	2,673,006	3,391,627	3,589,671	916,665	34%
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	870,300	812,064	856,880	699,880	(112,184)	-14%
Charges, Fees, License, Permits, Fines	-	795	1,100	-	150	(950)	-86%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	-	2,312,421	2,255,329	2,541,107	2,539,120	283,791	13%
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-
Operating Revenue	-	3,183,516	3,068,493	3,397,987	3,239,150	170,657	6%
Total Revenue	-	5,768,777	5,741,499	6,789,614	6,828,821	1,087,322	19%
Personnel Services	-	1,186,361	2,084,396	1,679,441	1,830,855	(253,540)	-12%
Materials and Services	-	1,020,882	1,672,437	1,288,409	1,472,054	(200,383)	-12%
Capital Outlay	-	-	50,000	50,000	50,000	-	0%
Operating Expense	-	2,207,243	3,806,832	3,017,850	3,352,909	(453,923)	-12%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	169,907	182,093	182,093	176,000	(6,093)	-3%
Contingency	-	-	623,525	-	882,228	258,703	41%
Total Appropriated	-	2,377,150	4,612,450	3,199,943	4,411,137	(201,313)	-4%
Reserve for Future Expenditures	-	-	1,129,049	-	2,417,683	1,288,634	114%
Total Expense	-	2,377,150	5,741,499	3,199,943	6,828,820	1,339,931	23%
Revenues Less Expenses	-	3,391,627	-	3,589,671	-		

Notes:

Community clean-up support. Neighborhood cleanup activities; support Clackamas River cleanup event. Assist businesses with required commercial food scrap recycling, outreach, and direct business consultations. Program development to meet Regional Waste Plan and expanded statewide recycling requirements; increase direct mailings to reach all County residents. Hire temporary employees to assist with food outreach. Stable programmatic funding from Metro with added funds for food waste collection support.



600304-Sustainability & Solid Waste

BCC Priority Alignment: Honor, Utilize, & Invest in our Natural Resources

Program Budget Summary

Budget-to-Budget:							
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	\$ Variance	% Variance
Beginning Fund Balance	2,171,579	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	791,057	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines	86,145	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	2,272,702	-	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-
Operating Revenue	3,149,904	-	-	-	-	-	-
Total Revenue	5,321,483	-	-	-	-	-	-
Personnel Services	1,518,985	-	-	-	-	-	-
Materials and Services	934,279	-	-	-	-	-	-
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	2,453,263	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Total Appropriated	2,453,263	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Total Expense	2,453,263	-	-	-	-	-	-
Revenues Less Expenses	2,868,220	-	-	-	-	-	-

Notes:

None



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 Actuals	FY 24-25 Target	FY 24-25 Actuals as of 12/31/24	FY 25-26 Target
RESULT	By 2025, County Parks will liquidate two properties	NEW	NEW	0%	100%	0%	100%
OUTPUT	# visitors to County Parks	NEW	NEW	1,405,778	1,100,000	721,666	1,100,000
CUSTOMER SERVICE	90% customers are happy with their recreational experience	91%	97%	97%	90%	ANNUAL MEASURE	90%
RATIO	# campsites reserved on weekends : # campsites available on weekends ¹	77%	6,989 : 9,984	7,407 : 11,297	7,402 : 10,574	4,981 : 7,228	7,907 : 11,297
RATIO	# golf rounds played : # golf rounds available ¹	74%	53,909 : 75,000	56,075 : 75,000	57,500 : 75,000	28,523 : 37,500	57,500 : 75,000

Program includes:

Mandated Services	☐ Y
Shared Services	☐ N
Grant Funding	☐ Y



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

The County Parks Program has budgeted to receive an OR Parks and Recreation Department (OPRD) County Opportunity Grant, and an OR State Marine Board grant. Additionally, 2019 Metro Parks and Nature Bond allocated funds. County Parks program will use its Oregon State Parks RV Licensing distribution to fund operations and maintenance of county parks.

Land was purchased and developed by the County Parks Program with the intent to generate a long-term sustainable revenue stream from the Stone Creek Golf Club Program operations that would go directly to the County Parks Program to support operations and maintenance needs.



Budget-to-Budget:						
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	\$ Variance %
Beginning Fund Balance	-	3,622,513	3,873,663	3,909,344	3,907,509	33,846 1%
Taxes	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	394,749	1,102,350	1,253,222	1,558,338	455,988 41%
Charges, Fees, License, Permits, Fines	-	5,123,393	5,127,800	5,088,900	5,313,620	185,820 4%
Revenue from Bonds & Other Debts	-	-	-	-	-	-
All Other Revenue Resources	-	454,001	1,481,070	398,150	384,594	(1,096,476) -74%
Other Interfund Transfers	-	661,000	661,000	661,000	661,000	-
General Fund Support	-	-	-	-	-	-
Operating Revenue	-	6,633,142	8,372,220	7,401,272	7,917,552	(454,668) -5%
Total Revenue	-	10,255,656	12,245,883	11,310,616	11,825,061	(420,822) -3%
Personnel Services	-	1,302,816	1,407,245	1,423,334	1,556,229	148,984 11%
Materials and Services	-	4,292,258	4,510,898	4,805,551	4,955,099	444,201 10%
Capital Outlay	-	526,236	4,896,274	949,222	4,511,280	(384,994) -8%
Operating Expense	-	6,121,311	10,814,418	7,178,107	11,022,608	208,190 2%
Debt Service	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-
Transfers	-	225,000	225,000	225,000	225,000	-
Contingency	-	-	1,206,465	-	577,453	(629,012) -52%
Total Appropriated	-	6,346,311	12,245,883	7,403,107	11,825,061	(420,822) -3%
Reserve for Future Expenditures	-	-	-	-	-	-
Total Expense	-	6,346,311	12,245,883	7,403,107	11,825,061	(1,049,834) -9%
Revenues Less Expenses	-	3,909,345	-	3,907,509	-	

Notes:

County Parks will continue with System Planning efforts and begin Barton Park Complex Master Plan Phase 1 Development through the use of Metro Local Share funds. Transfers from Stone Creek and Forestry continue to support operations, but this is a lean budget, reflecting a shrinking Beginning Fund Balance over the last few fiscal years, and having very few expenditures beyond the Metro funded projects and basic operations.



Budget-to-Budget:							
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	\$ Variance	% Variance
Beginning Fund Balance	193,126	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	1,061,990	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines	1,236,066	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	260,832	-	-	-	-	-	-
Other Interfund Transfers	275,000	-	-	-	-	-	-
General Fund Support	202,934	-	-	-	-	-	-
Operating Revenue	3,036,821	-	-	-	-	-	-
Total Revenue	3,229,947	-	-	-	-	-	-
Personnel Services	1,221,868	-	-	-	-	-	-
Materials and Services	975,143	-	-	-	-	-	-
Capital Outlay	739,206	-	-	-	-	-	-
Operating Expense	2,936,217	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Total Appropriated	2,936,217	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Total Expense	2,936,217	-	-	-	-	-	-
Revenues Less Expenses	293,730	-	-	-	-	-	-

Notes:

None



500303-Stone Creek Golf Club

BCC Priority Alignment: Honor, Utilize, & Invest in our Natural Resources

Program Budget Summary

Budget-to-Budget:							
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	\$ Variance	% Variance
Beginning Fund Balance	2,845,189	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines	3,802,537	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	59,997	-	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-
Operating Revenue	3,862,533	-	-	-	-	-	-
Total Revenue	6,707,722	-	-	-	-	-	-
Personnel Services	-	-	-	-	-	-	-
Materials and Services	3,035,584	-	-	-	-	-	-
Capital Outlay	68,355	-	-	-	-	-	-
Operating Expense	3,103,939	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	275,000	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Total Appropriated	3,378,939	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Total Expense	3,378,939	-	-	-	-	-	-
Revenues Less Expenses	3,328,783	-	-	-	-	-	-

Notes:

None



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 Actuals	FY 24-25 Target	FY 24-25 Actuals as of 12/31/24	FY 25-26 Target
OUTPUT	# million board feet of timber sold	0.5	1.748	0.0	1.250	1.9	1.100
CUSTOMER SERVICE	# acres under contract for harvest	NEW	NEW	50	35	50	30
RATIO	\$ transferred to County Parks : \$ earned from timber sales ¹	NEW	NEW	\$400,000 : \$707,557	\$400,000 : \$321,094	\$400,000 : \$625,294	\$400,000 : \$665,500

¹ Previously reported on \$ earned; not amount transferred to County Parks.

Program includes:

Mandated Services	Y
Shared Services	Y
Grant Funding	Y



Explanation:

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

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

The Forestry program's harvest activities noted for FY22 through FY25 include three years of harvest activities totaling 2.998 million board feet. The sale of the first two units in our wild trout 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 wild trout sale will be sold in FY24-25; this unit is estimated to be 1.25 million board feet with an estimated revenue of \$45k. 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

Program Budget Summary

Budget-to-Budget:							
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	\$ Variance	% Variance
Beginning Fund Balance	-	2,694,992	2,336,419	2,382,205	2,069,355	(267,064)	-11%
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines	-	452	30,400	2,000	40,000	9,600	32%
Revenue from Bonds & Other Debts	-	499,993	325,894	625,294	665,500	339,606	104%
All Other Revenue Resources	-	131,014	108,000	164,000	368,500	260,500	241%
Other Interfund Transfers	-	40,000	40,000	40,000	40,000	-	0%
General Fund Support	-	-	-	-	-	-	-
Operating Revenue	-	671,458	504,294	831,294	1,114,000	609,706	121%
Total Revenue	-	3,366,450	2,840,713	3,213,499	3,183,355	342,642	12%
Personnel Services	-	316,548	509,844	302,295	260,536	(249,308)	-49%
Materials and Services	-	267,696	387,944	368,849	474,393	86,449	22%
Capital Outlay	-	-	407,000	73,000	436,000	29,000	7%
Operating Expense	-	584,244	1,304,788	744,144	1,170,929	(133,859)	-10%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	400,000	400,000	400,000	400,000	-	0%
Contingency	-	-	250,000	-	500,000	250,000	100%
Total Appropriated	-	984,244	1,954,788	1,144,144	2,070,929	116,141	6%
Reserve for Future Expenditures	-	-	885,925	-	1,112,426	226,501	26%
Total Expense	-	984,244	2,840,713	1,144,144	3,183,355	592,642	21%
Revenues Less Expenses	-	2,382,206	-	2,069,355	-		

Notes:

Forestry will finalize a timber sale contract selling approximately one million board feet. Non-performing lands are being assessed and properties not conducive to forestry may be sold. A transfer of \$400k is budgeted to County Parks. Funds from Sustainability & Solid Waste will cleanup illegal dumpsites on County owned forest land. Evaluating ways to further generate revenue from forest products harvesting. The County Forester provides forestry expertise to internal county partners with tree issues.



500202-Forestry

BCC Priority Alignment: Honor, Utilize, & Invest in our Natural Resources

Program Budget Summary

Budget-to-Budget:							
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	\$ Variance	% Variance
Beginning Fund Balance	2,903,149	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	27,839	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines	337	-	-	-	-	-	-
Revenue from Bonds & Other Debts	250,000	-	-	-	-	-	-
All Other Revenue Resources	101,016	-	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-
Operating Revenue	379,192	-	-	-	-	-	-
Total Revenue	3,282,341	-	-	-	-	-	-
Personnel Services	366,986	-	-	-	-	-	-
Materials and Services	220,363	-	-	-	-	-	-
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	587,350	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Total Appropriated	587,350	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Total Expense	587,350	-	-	-	-	-	-
Revenues Less Expenses	2,694,992	-	-	-	-	-	-

Notes:

None



Community Services Property Disposition

Purpose Statement

Provide management and disposition of tax foreclosed properties + re-purposing 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 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. The original goal of reducing the inventory by 20% has been lowered to 5% due to delays in property sales while counties wait for clear direction on how to comply with property disposition statutes in light of the Tyler v Hennepin Supreme Court ruling. 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 re-purposed for public benefit.

Key Performance Measures

		FY 20-21 Actual	FY 21-22 Actual	FY 22-23 Actual	FY 23-24 Actuals	FY 24-25 Target	FY 24-25 Actuals as of 12/31/24	FY 25-26 Target
RESULT	By 2025, reduce held properties by 20% ¹	68%	70%	58%	-18%	25%	-15%	5%
OUTPUT	# foreclosure customer contacts & onsite visits conducted	76	13	29	385	130	144	300
CUSTOMER SERVICE	95% of customer inquiries responded to within two (2) business days	NEW	NEW	NEW	100%	95%	100%	95%
RATIO	\$ total property maintenance expense : # properties held	NEW	NEW	NEW	\$280,577 : 148	\$40,000 : 148	\$151,403 : 144	\$403,191 : 116

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: Accountable Government

Program Budget Summary

Budget-to-Budget:						
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	\$ Variance %
Beginning Fund Balance	-	2,157,838	2,267,788	2,002,064	1,882,431	(385,357) -17%
Taxes	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines	-	-	-	-	5,000	5,000 -
Revenue from Bonds & Other Debts	-	-	-	-	-	-
All Other Revenue Resources	-	21,536	17,240	52,908	7,570	(9,670) -56%
Other Interfund Transfers	-	103,266	120,854	155,775	119,633	(1,221) -1%
General Fund Support	-	-	-	-	-	-
Operating Revenue	-	124,802	138,094	208,683	132,203	(5,891) -4%
Total Revenue	-	2,282,640	2,405,882	2,210,747	2,014,634	(391,248) -16%
Personnel Services	-	175,138	185,830	178,375	202,354	16,525 9%
Materials and Services	-	105,438	158,417	149,941	200,836	42,419 27%
Capital Outlay	-	-	-	-	-	-
Operating Expense	-	280,577	344,247	328,316	403,190	58,944 17%
Debt Service	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-
Transfers	-	-	-	-	-	-
Contingency	-	-	551,588	-	500,000	(51,588) -9%
Total Appropriated	-	280,577	895,835	328,316	903,190	7,356 1%
Reserve for Future Expenditures	-	-	1,510,048	-	1,111,444	(398,604) -26%
Total Expense	-	280,577	2,405,883	328,316	2,014,634	(442,836) -18%
Revenues Less Expenses	-	2,002,064	-	1,882,431	-	

Notes:

Manages tax-foreclosed properties, from foreclosure to disposition, including owner outreach and resource connection to prevent foreclosure. Facilitates property sales (auctions, private sales, transfers), distributes surplus funds, and adapts to legislative changes. Self-funded through fluctuating sales revenue, the program maintains a four-year reserve for operating and property-related expenses, including surplus claims.



500203-Property Disposition
BCC Priority Alignment: Vibrant Economy
Program Budget Summary

Budget-to-Budget:							
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	\$ Variance	% Variance
Beginning Fund Balance	2,129,779	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines	300,000	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-
Operating Revenue	300,000	-	-	-	-	-	-
Total Revenue	2,429,779	-	-	-	-	-	-
Personnel Services	163,449	-	-	-	-	-	-
Materials and Services	108,492	-	-	-	-	-	-
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	271,941	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Total Appropriated	271,941	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Total Expense	271,941	-	-	-	-	-	-
Revenues Less Expenses	2,157,838	-	-	-	-		

Notes:
None



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.

Staff within this program support economic development through the review and approval of subdivisions, partitions and condominium plats and middle housing plats. For FY25-26 this work is expected to add approximately 1,600 lots and tracts to the county tax rolls. As the regional mix of development continues to change, partition and subdivision plat submittals will remain about the same, but there has been an increase in condominium plats and middle housing plats.

There is a dramatically increasing demand for shorter review times on plats (subdivisions, partitions, condominium, and middle housing plats), and surveys (property line adjustments and boundary surveys). Higher interest rates impact developer profits, while legislation changes are pushing an increase in affordable housing units and a reduced turnaround time on permitting reviews.

Oregon Revised Statutes require the creation and maintenance of permanent records, and this program is tasked with fulfilling public service requests related to these library materials.

The Surveyor's Office expects to respond to about 2,500 customer inquiries by email or in person for FY25-26. Emails will likely remain steady, with electronic submittals now available to our clients, but the in-person office visits have dropped. Private property owners still seek assistance through emails, phone calls, office visits, and specialized research services. This requires public service at our front counter, which takes time away from performing billable hours on the development reviews that provide a mechanism for cost recovery.

Key Performance Measures

		FY 21-22 Actual	FY 22-23 Actual	FY 23-24 Actuals	FY 24-25 Target	FY 24-25 Actuals as of 12/31/24	FY 25-26 Target
RESULT	By 2025, 95% of first review comments issued to plat surveyor within 45 calendar days of submittal	90%	89%	86%	89%	97%	90%
OUTPUT	# Record of survey reviews/filings	351	324	380	89	184	352
CUSTOMER SERVICE	# customer inquiries	2,922	2,328	2,483	2,200	1,055	2,110
RATIO	# lots or parcels created : # subdivision or partition plats recorded	1,002 : 123	873 : 88	1,118 : 110	750 : 75	267 : 37	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.



	Budget-to-Budget:						
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	\$ Variance	% Variance
Beginning Fund Balance	-	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	56,523	110,096	89,390	-	(110,096)	-100%
Charges, Fees, License, Permits, Fines	581,085	702,290	733,681	653,380	1,230,185	496,504	68%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	494	920	-	-	-	-	-
Other Interfund Transfers	-	-	21,092	21,092	-	(21,092)	-100%
General Fund Support	462,005	286,055	409,816	409,816	426,209	16,393	4%
Operating Revenue	1,043,584	1,045,788	1,274,685	1,173,678	1,656,394	381,709	30%
Total Revenue	1,043,584	1,045,788	1,274,685	1,173,678	1,656,394	381,709	30%
Personnel Services	789,633	786,194	1,014,647	908,862	1,397,829	383,182	38%
Materials and Services	254,085	259,594	260,038	264,816	258,564	(1,474)	-1%
Capital Outlay	23,212	-	-	-	-	-	-
Operating Expense	1,066,930	1,045,788	1,274,685	1,173,678	1,656,394	381,709	30%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Total Appropriated	1,066,930	1,045,788	1,274,685	1,173,678	1,656,394	381,709	30%
Reserve for Future Expenditures	-	-	-	-	-	-	-
Total Expense	1,066,930	1,045,788	1,274,685	1,173,678	1,656,394	381,709	30%
Revenues Less Expenses	(23,346)	-	-	-	-	-	-

Notes:

County Surveyor will see a change in leadership with planned retirement in May. The CS will no longer be overseeing the Transportation Survey group with the hiring of a new supervisor for FY25-26. The departure of CS will leave the dept. under staffed until hired. Succession planning is essential to keep a trained staff with retirements in the near future as the demand for development remains high, with emails, calls & in-person. This office continues to focus on billable rate hours to accurately capture project cost.



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 (Public Land Corner Preservation Fund) and 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. There has been a significant reduction of revenues due to fewer documents being recorded with the county clerk, and higher interest rates.

There is currently a bill being moved through the Oregon legislature to allow the Board of Commissioners to set the Public Land Corner fee locally, which would remove the 40 year old cap of \$10 as set by ORS203.148 in 1985.

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. Easily accessed corners have been restored, which 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 Actuals	FY 24-25 Target	FY 24-25 Actuals as of 12/31/24	FY 25-26 Target
RESULT	By 2024, restore 60 public land corners annually	27	55	66	20	37	40
OUTPUT	# corner maps filed	27	55	66	20	37	40
CUSTOMER SERVICE	90% corners set within seven (7) business days of County Surveyor approval	64%	68%	61%	90%	54%	100%

Program includes:

Mandated	Yes
Shared Services	No
Grant Funding	No



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



600205-Public Land Corner
BCC Priority Alignment: Vibrant Economy
Program Budget Summary

Budget-to-Budget:						
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	\$ % Variance Variance
Beginning Fund Balance	1,471,280	942,121	359,202	384,894	1,347	(357,855) -100%
Taxes	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines	367,136	470,837	966,611	482,524	395,000	(571,611) -59%
Revenue from Bonds & Other Debts	-	-	-	-	-	-
All Other Revenue Resources	88,794	26,466	9,967	16,629	-	(9,967) -100%
Other Interfund Transfers	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-
Operating Revenue	455,930	497,303	976,577	499,153	395,000	(581,577) -60%
Total Revenue	1,927,210	1,439,424	1,335,779	884,047	396,347	(939,432) -70%
Personnel Services	791,587	851,805	896,084	665,970	2,687	(893,398) -100%
Materials and Services	164,583	202,726	221,028	216,730	356,479	135,451 61%
Capital Outlay	28,919	-	-	-	-	-
Operating Expense	985,089	1,054,531	1,117,112	882,700	359,165	(757,947) -68%
Debt Service	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-
Transfers	-	-	-	-	-	-
Contingency	-	-	218,667	-	37,182	(181,485) -83%
Total Appropriated	985,089	1,054,531	1,335,779	882,700	396,347	(939,432) -70%
Reserve for Future Expenditures	-	-	-	-	-	-
Total Expense	985,089	1,054,531	1,335,779	882,700	396,347	(1,120,917) -84%
Revenues Less Expenses	942,121	384,893	-	1,347	-	

Notes:

At an all-time 3-year low with funds collected when documents conveying interest in real property (deeds,mortgages,etc) are recorded. The amount allowed to be collected at recording is \$10, since 1985, and with a significant decline in revenue this dept. has done everything to operate with available funds. All PLC's are the basis for surveyed boundaries, development & infrastructure projects in the County. The County Surveyors Dept. is required by law to protect/preserve corners.



Development Services

Current Planning

Purpose Statement

Foster development + environmental protection, and preserve natural resource lands.

Performance Narrative Statement

The Current Planning program will respond to approximately 40,000 land use and zoning inquiries from the community, consistent with the FY24-25 pace because we anticipate that interest rates will remain stable, leading to stable 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. Reduced staffing in the program was addressed late in FY23-24 and onboarding/initial training was completed in the first part of FY24-25. With new staff able to contribute more fully, application processing times will be reduced. Customer service satisfaction levels have stabilized around 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. Gathering data over time is needed for this measure to serve its intended purpose.

Key Performance Measures

		FY 21-22 Actual	FY 22-23 Actual	FY 23-24 Actuals	FY 24-25 Target	FY 24-25 Actuals as of 12/31/24	FY 25-26 Target
RESULT	By 2025, 90% of Type II decisions issued within 50 calendar days of a complete application	NEW	86%	64%	90%	54%	90%
OUTPUT	# development-related interactions provided	58,102	41,459	24,928	41,400	20,035	40,000
CUSTOMER SERVICE	90% customers happy with the service they received	97%	92%	89%	90%	91%	90%
RATIO	# hours spent on Type II application processing : # Type II applications processed	NEW	0 : 111	WFS REPORTING ERROR : 321	4,000 : 275	WFS REPORTING ERROR : 180	WFS REPORTING ERROR : 340

Program includes:

Mandated Services	Yes
Shared Services	Yes
Grant Funding	No



Explanation Mandated Services:

State law requires counties to implement land use plans and ordinances to ensure development is consistent with local, regional, and state objectives for orderly development, economic growth, efficient infrastructure provision and protection of the environment. (ORS 195, 197 and 215)

Shared Services:

Land Use planning, coordination and permitting are State/County shared services. The State of Oregon is responsible for broader policy level administration and creates rules related to program administration.



Budget-to-Budget:							
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	\$ Variance	% Variance
Beginning Fund Balance	-	390,362	404,964	404,965	296,396	(108,568)	-27%
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	12,657	78,053	11,228	66,825	(11,228)	-14%
Charges, Fees, License, Permits, Fines	-	1,277,880	1,201,400	1,347,700	1,409,755	208,355	17%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	1,891,539	2,250,738	2,250,738	2,688,514	437,776	19%
Operating Revenue	-	3,182,075	3,530,191	3,609,666	4,165,094	634,903	18%
Total Revenue	-	3,572,437	3,935,155	4,014,631	4,461,490	526,335	13%
Personnel Services	-	1,770,557	2,195,385	2,128,020	2,342,137	146,752	7%
Materials and Services	-	1,396,915	1,620,633	1,590,215	1,967,978	347,345	21%
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	-	3,167,473	3,816,018	3,718,235	4,310,115	494,097	13%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Contingency	-	-	119,137	-	151,375	32,238	27%
Total Appropriated	-	3,167,473	3,935,155	3,718,235	4,461,490	526,335	13%
Reserve for Future Expenditures	-	-	-	-	-	-	-
Total Expense	-	3,167,473	3,935,155	3,718,235	4,461,490	558,573	14%
Revenues Less Expenses	-	404,964	-	296,396	-		

Notes:

The primary function of Current Planning is to administer the zoning code by responding to public inquiries and processing land use permits. Late in FY23-24, the program reached full staffing after several years of high staff turnover and is now experiencing needed stability. With the completion in FY24-25 of other urgent software upgrades, Current Planning will implement online application submittal in the coming year, resulting in a uniform permitting platform across the Development Services programs.



600203-Land Use, Development Review & Permitting
BCC Priority Alignment: Vibrant Economy
Program Budget Summary

Budget-to-Budget:							
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	\$ Variance	% Variance
Beginning Fund Balance	11,953,268	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	1,561,443	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines	10,716,986	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	392,721	-	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	1,991,132	-	-	-	-	-	-
Operating Revenue	14,662,282	-	-	-	-	-	-
Total Revenue	26,615,550	-	-	-	-	-	-
Personnel Services	10,962,494	-	-	-	-	-	-
Materials and Services	4,171,546	-	-	-	-	-	-
Capital Outlay	112,227	-	-	-	-	-	-
Operating Expense	15,246,267	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Total Appropriated	15,246,267	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Total Expense	15,246,267	-	-	-	-	-	-
Revenues Less Expenses	11,369,283	-	-	-	-	-	-

Notes:

None



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 296,000 development related inquiries from the community, and estimates permitting 5.5 million square feet of constructed improvements, which brings an estimated value of more than \$516 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 15,000 permits and perform close to 50,000 inspections in FY24-25. 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 was completed in 2024, and this results 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 Actuals	FY 24-25 Target	FY 24-25 Actuals as of 12/31/24	FY 25-26 Target
RESULT	By 2024, a timeline will be established for implementation of the preferred permitting enterprise software	NEW	NEW	90%	100%	100%	100%
OUTPUT	# development-related interactions (customer inspections/inquiries) provided	253,759	272,851	247,468	272,800	148,345	295,500
CUSTOMER SERVICE	90% customers happy with the service they received	97%	96%	89%	90%	97%	90%
RATIO	\$ value of constructed improvements : \$ Operational Budget ¹	\$381,292,070 : \$8,254,177	\$457,032,744 : \$8,565,353	\$471,353,464 : \$9,194,202	\$390,000,000 : \$10,346,252	\$258,016,928 : \$4,779,046	\$516,000,000 : \$10,643,681

¹ Previously reported on \$ Value of Constructed Improvements; added operational budget for FY23-24.

Program includes:

Mandated Services	Yes
Shared Services	Yes
Grant Funding	No



Explanation Mandated Services:

State law requires counties to implement plans and ordinances to ensure development is consistent with local, regional, and state objectives to provide orderly development, planning and delivery of services, protection of the environment, and public safety. Building codes are mandatory state-wide. Clackamas County has assumed responsibility for the administration of building, electrical, plumbing, mechanical and other specialty codes within its jurisdiction. (ORS 215.197 & 455.020)

Shared Services:

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



	Budget-to-Budget:						
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	\$ Variance	% Variance
Beginning Fund Balance	-	10,297,726	7,911,050	8,735,014	7,340,635	(570,415)	-7%
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines	-	7,121,443	6,751,913	7,743,194	11,449,340	4,697,427	70%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	-	511,071	489,643	669,249	869,753	380,110	78%
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-
Operating Revenue	-	7,632,514	7,241,556	8,412,443	12,319,093	5,077,537	70%
Total Revenue	-	17,930,241	15,152,606	17,147,457	19,659,728	4,507,122	30%
Personnel Services	-	5,925,809	6,875,955	6,500,662	7,319,681	443,727	6%
Materials and Services	-	3,202,531	3,370,297	3,208,952	3,195,001	(175,296)	-5%
Capital Outlay	-	66,886	100,000	97,208	129,000	29,000	29%
Operating Expense	-	9,195,227	10,346,252	9,806,822	10,643,682	297,431	3%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Contingency	-	-	2,568,465	-	2,629,000	60,535	2%
Total Appropriated	-	9,195,227	12,914,717	9,806,822	13,272,682	357,966	3%
Reserve for Future Expenditures	-	-	2,237,888	-	6,387,046	4,149,158	185%
Total Expense	-	9,195,227	15,152,605	9,806,822	19,659,728	4,567,659	30%
Revenues Less Expenses	-	8,735,014	-	7,340,635	-		

Notes:

Commercial development has increased, including large projects in the initial development stages. With the number of large projects on the horizon, two vacant positions were converted to Combination Building Inspectors, a 3rd Party RFP is set to be published, and an updated IGA with BCD will provide the needed resources for the large projects and new middle housing growth moving forward. Building Codes will be fully staffed with one Building Official and one Deputy Building Official leading the program.



Development Services

Septic

Purpose Statement

Protect public health and water quality by providing information, plan review + permitting and inspection services to properties not served by sewer systems.

Performance Narrative Statement

The Septic Program continued to see staffing challenges during FY24-25, with 1/3 of the budgeted positions remaining vacant. Despite this challenge, program staff are again on track to provide close to 20,000 development-related interactions.

- In FY24-25, we budgeted for a modest rebound in permitting activity due to expectations about national interest rate reductions that did not materialize to the anticipated degree.

- For FY25-26, the proposed budget projects interest rates to remain high, which will impact permitting revenue.

The approved fee modification for FY25-26 will allow the program to achieve greater cost recovery and will alleviate pressure on Program reserves, allowing vacant positions to be refilled.

Key Performance Measures

		FY 21-22 Actual	FY 22-23 Actual	FY 23-24 Actuals	FY 24-25 Target	FY 24-25 Actuals as of 12/31/24	FY 25-26 Target
RESULT	By 2025, electronic plan review (EPR) will be available for customers who submit septic permit applications	NEW	NEW	100%	100%	100%	100%
OUTPUT	# development-related interactions provided	20,816	20,781	19,848	20,700	8,652	20,315
CUSTOMER SERVICE	90% customers happy with the service they received	98%	94%	91%	90%	100%	95%
RATIO	# site evaluations completed within 45 calendar days of application submittal : # applications submitted ¹	48%	232 : 247	140:327	225 : 250	13 : 126	190:290

¹ 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.



Budget-to-Budget:							
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	\$ Variance	% Variance
Beginning Fund Balance	-	667,776	494,026	574,612	349,909	(144,117)	-29%
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	24,690	23,719	18,597	-	(23,719)	-100%
Charges, Fees, License, Permits, Fines	-	838,403	974,217	778,025	1,287,225	313,008	32%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	-	23,032	7,500	25,000	25,000	17,500	233%
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-
Operating Revenue	-	886,125	1,005,436	821,622	1,312,225	306,789	31%
Total Revenue	-	1,553,901	1,499,462	1,396,234	1,662,134	162,672	11%
Personnel Services	-	724,325	960,313	723,893	992,423	32,110	3%
Materials and Services	-	254,964	310,248	322,432	283,791	(26,457)	-9%
Capital Outlay	-	-	-	-	53,000	53,000	-
Operating Expense	-	979,289	1,270,561	1,046,325	1,329,214	58,653	5%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Contingency	-	-	228,901	-	332,920	104,019	45%
Total Appropriated	-	979,289	1,499,462	1,046,325	1,662,134	162,672	11%
Reserve for Future Expenditures	-	-	-	-	-	-	-
Total Expense	-	979,289	1,499,462	1,046,325	1,662,134	266,691	18%
Revenues Less Expenses	-	574,612	-	349,909	-		

Notes:

Anticipated stability of current interest rates suggests that development activity also will remain stable. Fee increases will be implemented to adjust for increased costs since absorbing the Septic program from Water Environment Services in FY16-17. This will allow two vacant positions to be filled, which will address a significant staffing shortage in this program and improve customer service levels and shorten permit review timelines.



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 FY25-26 as FY24-25. 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.

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 FY25-26.

Development Engineering, in partnership with Technology Services and other programs in Development Services, undertook a project to improve the permitting enterprise software in 2024. This project improved the permitting system for both staff and customers.

Key Performance Measures

		FY 21-22 Actual	FY 22-23 Actual	FY 23-24 Actuals	FY 24-25 Target	FY 24-25 Actuals as of 12/31/24	FY 25-26 Target
RESULT	By 2025, complete 90% of development permit initial reviews within 6 weeks of submittal	NEW	70%	89%	80%	93%	90%
OUTPUT	# utility permits issued	1,888	2,551	2,089	2,600	818	2,176
CUSTOMER SERVICE	90% customers happy with the service they received	95%	92%	92%	90%	95%	90%
OPERATIONAL	# development-related interactions provided	43,571	59,532	61,421	59,500	11,619	52,701

Program includes:

Mandated Services	Yes
Shared Services	No
Grant Funding	No



Explanation

Mandated Services:

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



600210-Development Engineering
BCC Priority Alignment: Vibrant Economy
Program Budget Summary

	Budget-to-Budget:						
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	\$ Variance	% Variance
Beginning Fund Balance	-	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	1,746,939	2,323,657	2,141,841	2,395,411	71,754	3%
Charges, Fees, License, Permits, Fines	-	1,009,321	721,250	779,908	812,558	91,308	13%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	20,000	11,500	11,500	(8,500)	-43%
Other Interfund Transfers	-	-	-	27	-	-	-
General Fund Support	-	-	-	-	-	-	-
Operating Revenue	-	2,756,260	3,064,907	2,933,276	3,219,469	154,562	5%
Total Revenue	-	2,756,260	3,064,907	2,933,276	3,219,469	154,562	5%
Personnel Services	-	2,275,009	2,535,343	2,402,190	2,606,900	71,557	3%
Materials and Services	-	419,537	509,564	507,837	559,569	50,005	10%
Capital Outlay	-	61,714	20,000	23,249	53,000	33,000	165%
Operating Expense	-	2,756,260	3,064,907	2,933,276	3,219,469	154,562	5%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Total Appropriated	-	2,756,260	3,064,907	2,933,276	3,219,469	154,562	5%
Reserve for Future Expenditures	-	-	-	-	-	-	-
Total Expense	-	2,756,260	3,064,907	2,933,276	3,219,469	154,562	5%
Revenues Less Expenses	-	-	-	-	-	-	-

Notes:

As interest rates continue to rise, as does the cost of materials, land prices, and labor costs. We continue to watch for changes in permit activity due to these factors. Development Engineering is aware of several large projects that are anticipated to begin in FY25-26. We are making changes to the records management process in the department to improve the archival of documents. We are continuing the replacement of laptops as part of the multi-year plan that was started in FY24-25.



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 FY24-25, several projects on the Long Range Planning work program began after completing the consultant hiring process. The land use projects within the program are focusing to code amendments that streamline and clarify zoning regulations and actions that support the production of housing. The following projects to update the Comprehensive Plan and Zoning Development Ordinance will be underway between July 1st, 2025 and June 30th, 2026.

Land Use Projects:

- ZDO Diagnostic Report - An in-depth zoning code review to identify amendments to increase the effectiveness and efficiency of development regulations.
- ZDO Amendments for Clear and Objective Standards - Goals 5, 6, 7, and 15 (DLCD Funded).
- Coordination of land use regulations with upcoming changes to the Transportation System Plan.
- Goal 10 Housing Planning development and coordination with state and regional projects.

Transportation Projects:

- Transportation System Plan - An update of the Transportation System Plan started in fall 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 Multi-use Path Alternatives Analysis – Creates a design solution for a preferred route within the I-205 path gap in order to facilitate non-vehicle transportation and improve safety and accessibility.
- Transit Development Plan Update – 5 year plan providing guidance for future transit investments.

Key Performance Measures

		FY 21-22 Actual	FY 22-23 Actual	FY 23-24 Actuals	FY 24-25 Target	FY 24-25 Actuals as of 12/31/24	FY 25-26 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	19%	25%	4%	28%
RESULT	% projects on Long-Range Planning Work Program completed in the planned year	13%	25%	17%	33%	0%	50%
OUTPUT	% of staff time spent performing community outreach	NEW	NEW	3%	15%	2%	14%
CUSTOMER SERVICE	\$ grant funding received : # hours developing applications	NEW	NEW	\$348,500 : 194	\$1,094,858 : 75	\$1,098,238 : 347	\$300,000 : 250

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
Program Budget Summary

Budget-to-Budget:						
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	\$ % Variance Variance
Beginning Fund Balance	-	-	40,936	40,936	163,574	122,638 300%
Taxes	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	900,626	2,534,582	1,989,907	4,035,153	1,500,571 59%
Charges, Fees, License, Permits, Fines	-	461,398	505,701	504,930	751,575	245,874 49%
Revenue from Bonds & Other Debts	-	-	-	-	-	-
All Other Revenue Resources	-	1,060	1,500	1,500	-	(1,500) -100%
Other Interfund Transfers	-	-	-	-	-	-
General Fund Support	-	295,776	515,517	515,517	188,391	(327,126) -63%
Operating Revenue	-	1,658,860	3,557,300	3,011,854	4,975,119	1,417,819 40%
Total Revenue	-	1,658,860	3,598,236	3,052,790	5,138,693	1,540,457 43%
Personnel Services	-	1,189,248	1,525,959	1,491,501	1,590,382	64,423 4%
Materials and Services	-	428,679	2,072,276	1,397,715	3,398,308	1,326,032 64%
Capital Outlay	-	-	-	-	-	-
Operating Expense	-	1,617,927	3,598,235	2,889,216	4,988,690	1,390,455 39%
Debt Service	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-
Transfers	-	-	-	-	-	-
Contingency	-	-	-	-	150,002	150,002
Total Appropriated	-	1,617,927	3,598,235	2,889,216	5,138,692	1,540,457 43%
Reserve for Future Expenditures	-	-	-	-	-	-
Total Expense	-	1,617,927	3,598,235	2,889,216	5,138,692	1,690,459 47%
Revenues Less Expenses	-	40,933	-	163,574	-	

Notes:

Several significant projects underway include the ZDO Diagnostic Report; clear and objective standards for housing related to Goals 5, 6, 7 and 15, the Transportation System Plan update; the Travel Options Plan; I-205 Multi-use Path Alternatives Access planning project and updating the Transit Development Plan. The team participates in state and regional discussions related to housing and transportation policy and facilitation of the Pedestrian and Bike-way Advisory Committee.



600204-Long-Range Planning
BCC Priority Alignment: Vibrant Economy
Program Budget Summary

Budget-to-Budget:							
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	\$ Variance	% Variance
Beginning Fund Balance	95,013	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	1,424,193	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines	408,968	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	162,400	-	-	-	-	-	-
Operating Revenue	1,995,561	-	-	-	-	-	-
Total Revenue	2,090,574	-	-	-	-	-	-
Personnel Services	1,422,945	-	-	-	-	-	-
Materials and Services	617,701	-	-	-	-	-	-
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	2,040,646	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-
Special Payments	40,000	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Total Appropriated	2,080,646	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Total Expense	2,080,646	-	-	-	-	-	-
Revenues Less Expenses	9,927	-	-	-	-	-	-

Notes:

None



Visioning Services Regional Policy Coordination

Purpose Statement

Provide coordination and strategic planning efforts with city, regional, and state partners while delivering project management services, and securing grant funding.

Performance Narrative Statement

The Regional Policy Coordination Program works to build trust with internal and external partners, collaborates to develop solutions to critical policy issues, identifies funding opportunities and strategies to increase revenue, and manages significant planning projects with broad public impact.

The Regional Policy Coordination Program Goals include:

- State/Regional/Local coordination on significant issues, such as transportation funding, housing production, land availability and solid waste management
- Project management for significant projects; Sunrise Community Vision to be brought to the board for acceptance this spring
- Partner with PGA on Regional/State/Federal legislative strategy development and implementation to support department priorities
- Partner with PGA on Communications for all DTD programs
- 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," this team will complete 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. Vision and Refinement Plan are expected to come to the board this spring for acceptance.

• 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 Actuals	FY 24-25 Target	FY 24-25 Actuals as of 12/31/24	FY 25-26 Target
RESULT	By 2025, complete the Sunrise Visioning Project and associated Comprehensive Plan amendments	NEW	3%	15%	32%	80%	100%
RESULT	# hours spent on regional coordination	NEW	800	1,000	1,400	2,100	3,000
OUTPUT	# regional coordination groups actively engaged in	NEW	8	9	10	11	15
CUSTOMER SERVICE	# grants awarded : # grants applied for	NEW	1 : 1	0 : 0	1 : 1	2 : 0	1 : 3

Program includes:

Mandated Services	No
Shared Services	Yes
Grant Funding	Yes



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
Program Budget Summary

Budget-to-Budget:						
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	\$ % Variance Variance
Beginning Fund Balance	-	-	-	-	-	-
Taxes	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	1,731,070	3,451,139	2,773,594	1,864,024	(1,587,115) -46%
Charges, Fees, License, Permits, Fines	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-
Operating Revenue	-	1,731,070	3,451,139	2,773,594	1,864,024	(1,587,115) -46%
Total Revenue	-	1,731,070	3,451,139	2,773,594	1,864,024	(1,587,115) -46%
Personnel Services	-	214,334	671,338	517,399	698,479	27,141 4%
Materials and Services	-	1,516,736	2,739,801	2,216,195	1,165,545	(1,574,256) -57%
Capital Outlay	-	-	40,000	40,000	-	(40,000) -100%
Operating Expense	-	1,731,070	3,451,139	2,773,594	1,864,024	(1,587,116) -46%
Debt Service	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-
Transfers	-	-	-	-	-	-
Contingency	-	-	-	-	-	-
Total Appropriated	-	1,731,070	3,451,139	2,773,594	1,864,024	(1,587,116) -46%
Reserve for Future Expenditures	-	-	-	-	-	-
Total Expense	-	1,731,070	3,451,139	2,773,594	1,864,024	(1,587,116) -46%
Revenues Less Expenses	-	-	-	-	-	-

Notes:

The Regional Policy Coordination Goals include: State/Regional/Local coordination on significant issues, such as transportation funding and land availability, Project management for significant projects; with approximately \$1 million programmed for the Sunrise Gateway Corridor Community Visioning project in FY25-26, 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 Office of 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 provides 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 and site characteristics to target industries and businesses that can relocate and/or expand their workforce, service or production offerings.

Direct investment by current businesses in pipeline and their estimated required investment to relocate and/or grow their business in Clackamas County.

Perform 2nd year Economic Landscape Analysis. Perform Industrial Site Readiness Study. Perform emerging industry & workforce analysis. Perform Enterprise Zone analysis. By 2028, increase number of jobs in Clackamas County that pay living wages by 3%. Administer business development grant program to continue supporting business growth - increase job opportunities. Create Forums to provide insights to make informed decisions.

Key Performance Measures

		FY 21-22 Actual	FY 22-23 Actual	FY 23-24 Actuals	FY 24-25 Target	FY 24-25 Actuals as of 12/31/24	FY 25-26 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	5	2	7	11
OUTPUT	\$ of investment realized through Economic Development efforts	NEW	NEW	\$40.5 M	\$10 M	\$1.5 M	\$5 M
CUSTOMER SERVICE	% increase in self-sufficiency wage jobs	NEW	NEW	424 Self Sufficiency Wage Jobs in Enterprise Zones	0.50%	8.02%	17.00%

Program includes:

Mandated Services ☒

Shared Services ☒

Grant Funding ☒



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

Program Budget Summary

	Budget-to-Budget:						
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	\$ Variance	% Variance
Beginning Fund Balance	-	6,331,402	6,618,185	7,890,701	8,515,091	1,896,906	29%
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	2,750,453	2,403,327	2,766,000	2,750,500	347,173	14%
Charges, Fees, License, Permits, Fines	-	11,899	5,000	1,227	5,000	-	0%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	-	401,118	305,950	489,350	403,290	97,340	32%
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-
Operating Revenue	-	3,163,470	2,714,277	3,256,577	3,158,790	444,513	16%
Total Revenue	-	9,494,872	9,332,462	11,147,278	11,673,881	2,341,419	25%
Personnel Services	-	530,100	894,707	843,614	907,324	12,617	1%
Materials and Services	-	574,072	1,199,183	738,573	1,459,669	260,486	22%
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	-	1,104,172	2,093,890	1,582,187	2,366,993	273,103	13%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	500,000	1,100,000	1,050,000	1,100,000	-	0%
Transfers	-	-	-	-	-	-	-
Contingency	-	-	404,000	-	1,500,000	1,096,000	271%
Total Appropriated	-	1,604,172	3,597,890	2,632,187	4,966,993	1,369,103	38%
Reserve for Future Expenditures	-	-	5,734,573	-	6,706,888	972,315	17%
Total Expense	-	1,604,172	9,332,463	2,632,187	11,673,881	3,437,418	37%
Revenues Less Expenses	-	7,890,700	-	8,515,091	-		

Notes:

Perform 2nd year Economic Landscape Analysis. Perform business survey to determine program deliverables. Perform Industrial land & site characteristic analysis. Perform emerging industry & workforce analysis. Perform Enterprise Zone analysis. By 2028, increase number of jobs in Clackamas County that pay living wages by 3%. Administer business development grant program to continue supporting business growth - increase job opportunities. Create Forums to provide insights to make informed decisions.



650202-Economic Development
BCC Priority Alignment: Vibrant Economy
Program Budget Summary

Budget-to-Budget:							
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	\$ Variance	% Variance
Beginning Fund Balance	5,213,008	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	2,384,398	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines	911	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	142,362	-	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-
Operating Revenue	2,527,672	-	-	-	-	-	-
Total Revenue	7,740,680	-	-	-	-	-	-
Personnel Services	517,572	-	-	-	-	-	-
Materials and Services	663,061	-	-	-	-	-	-
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	1,180,633	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-
Special Payments	165,645	-	-	-	-	-	-
Transfers	63,000	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Total Appropriated	1,409,278	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Total Expense	1,409,278	-	-	-	-	-	-
Revenues Less Expenses	6,331,402	-	-	-	-	-	-

Notes:

None



800701-County Event Center
BCC Priority Alignment: Vibrant Economy
Program Budget Summary

Budget-to-Budget:							
	FY22-23	FY23-24	FY24-25	FY24-25	FY25-26	\$	%
	Actuals	Actuals	Amended	Projected	Budget	Variance	Variance
			Budget	Year-End			
Beginning Fund Balance	-	956,273	807,533	1,176,149	1,193,730	386,197	48%
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	607,232	6,798,412	9,921,744	9,921,744	3,123,332	46%
Charges, Fees, License, Permits, Fines	-	703,920	725,500	757,000	794,850	69,350	10%
Revenue from Bonds & Other Debts	-	-	1,856,423	-	1,856,423	-	0%
All Other Revenue Resources	-	1,457,722	2,629,563	1,820,000	2,886,000	256,437	10%
Other Interfund Transfers	-	589,230	615,745	615,745	632,000	16,255	3%
General Fund Support	-	-	-	-	-	-	-
Operating Revenue	-	3,358,103	12,625,643	13,114,489	16,091,017	3,465,374	27%
Total Revenue	-	4,314,377	13,433,176	14,290,638	17,284,747	3,851,571	29%
Personnel Services	-	1,083,508	863,495	1,052,419	1,094,983	231,488	27%
Materials and Services	-	1,699,531	1,707,740	1,628,912	1,662,750	(44,990)	-3%
Capital Outlay	-	355,188	10,528,577	10,415,577	13,272,000	2,743,423	26%
Operating Expense	-	3,138,227	13,099,812	13,096,908	16,029,733	2,929,921	22%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Contingency	-	-	333,365	-	1,255,014	921,649	276%
Total Appropriated	-	3,138,227	13,433,177	13,096,908	17,284,747	3,851,570	29%
Reserve for Future Expenditures	-	-	-	-	-	-	-
Total Expense	-	3,138,227	13,433,177	13,096,908	17,284,747	4,773,219	36%
Revenues Less Expenses	-	1,176,149	-	1,193,730	-		

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
Program Budget Summary

Budget-to-Budget:							
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	\$ Variance	% Variance
Beginning Fund Balance	111,540	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines	-	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	-	-	-	-
Other Interfund Transfers	359,623	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-
Operating Revenue	359,623	-	-	-	-	-	-
Total Revenue	471,163	-	-	-	-	-	-
Personnel Services	-	-	-	-	-	-	-
Materials and Services	-	-	-	-	-	-	-
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Total Appropriated	-	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Total Expense	-	-	-	-	-	-	-
Revenues Less Expenses	471,163	-	-	-	-	-	-

Notes:

None



500403-County Fair & Rodeo
BCC Priority Alignment: Vibrant Economy
Program Budget Summary

Budget-to-Budget:							
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	\$ Variance	% Variance
Beginning Fund Balance	690,753	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	640,909	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines	749,405	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	1,325,560	-	-	-	-	-	-
Other Interfund Transfers	193,643	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-
Operating Revenue	2,909,516	-	-	-	-	-	-
Total Revenue	3,600,269	-	-	-	-	-	-
Personnel Services	777,765	-	-	-	-	-	-
Materials and Services	1,662,743	-	-	-	-	-	-
Capital Outlay	674,651	-	-	-	-	-	-
Operating Expense	3,115,159	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Total Appropriated	3,115,159	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Total Expense	3,115,159	-	-	-	-	-	-
Revenues Less Expenses	485,110	-	-	-	-	-	-

Notes:

None



8007-Misc/Pass-Through

800703-Tax Title Land

BCC Priority Alignment: Not Applicable

Program Budget Summary

Budget-to-Budget:							
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	\$ Variance	% Variance
Beginning Fund Balance	-	136,815	93,800	252,290	862,586	768,786	820%
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines	-	-	-	17,000	14,000	14,000	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	-	222,236	229,954	752,371	259,000	29,046	13%
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-
Operating Revenue	-	222,236	229,954	769,371	273,000	43,046	19%
Total Revenue	-	359,051	323,754	1,021,661	1,135,586	811,832	251%
Personnel Services	-	-	-	-	-	-	-
Materials and Services	-	3,495	12,300	3,300	3,200	(9,100)	-74%
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	-	3,495	12,300	3,300	3,200	(9,100)	-74%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	103,266	120,854	155,775	119,633	(1,221)	-1%
Contingency	-	-	190,600	-	1,012,753	822,153	431%
Total Appropriated	-	106,761	323,754	159,075	1,135,586	811,832	251%
Reserve for Future Expenditures	-	-	-	-	-	-	-
Total Expense	-	106,761	323,754	159,075	1,135,586	1,632,764	504%
Revenues Less Expenses	-	252,290	-	862,586	-		

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 dollar amounts vary from year to year.



500204-Tax, Title, Land
BCC Priority Alignment: Vibrant Economy
Program Budget Summary

Budget-to-Budget:							
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	\$ Variance	% Variance
Beginning Fund Balance	288,645	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines	-	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	150,859	-	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-
Operating Revenue	150,859	-	-	-	-	-	-
Total Revenue	439,504	-	-	-	-	-	-
Personnel Services	-	-	-	-	-	-	-
Materials and Services	302,690	-	-	-	-	-	-
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	302,690	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Total Appropriated	302,690	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Total Expense	302,690	-	-	-	-	-	-
Revenues Less Expenses	136,815	-	-	-	-		

Notes:
None



800704-Revenue Collected on Behalf of Other Agencies

BCC Priority Alignment: Not Applicable

Program Budget Summary

Budget-to-Budget:						
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	\$ Variance %
Beginning Fund Balance	-	-	-	-	-	-
Taxes	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	16,300	-	-	-	-
Charges, Fees, License, Permits, Fines	-	2,317,949	3,250,000	3,002,458	3,000,258	(249,742) -8%
Revenue from Bonds & Other Debts	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-
Operating Revenue	-	2,334,249	3,250,000	3,002,458	3,000,258	(249,742) -8%
Total Revenue	-	2,334,249	3,250,000	3,002,458	3,000,258	(249,742) -8%
Personnel Services	-	-	-	-	-	-
Materials and Services	-	-	-	-	-	-
Capital Outlay	-	-	-	-	-	-
Operating Expense	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-
Special Payments	-	2,334,249	3,250,000	3,002,458	3,000,258	(249,742) -8%
Transfers	-	-	-	-	-	-
Contingency	-	-	-	-	-	-
Total Appropriated	-	2,334,249	3,250,000	3,002,458	3,000,258	(249,742) -8%
Reserve for Future Expenditures	-	-	-	-	-	-
Total Expense	-	2,334,249	3,250,000	3,002,458	3,000,258	(249,742) -8%
Revenues Less Expenses	-	-	-	-	-	-

Notes:

Oregon Budget Law defines Special Payments as the payment of taxes, fees or charges collected by one entity and then made to another organization on a pass-through basis. Many programs in Transportation & Development collect fees on behalf of another agency. The collection and payment of those fees will be budgeted in this program. DTD programs collecting these revenues include Building Codes, Septic, Planning, Sustainability, Transportation System Development Charges and Traffic Safety.



600209-Revenue Collected on Behalf of Other Agencies

BCC Priority Alignment: Accountable Government

Program Budget Summary

						<u>Budget-to-Budget:</u>	
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	\$ Variance	% Variance
Beginning Fund Balance	-	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	52,950	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines	2,691,160	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-
Operating Revenue	2,744,110	-	-	-	-	-	-
Total Revenue	2,744,110	-	-	-	-	-	-
Personnel Services	-	-	-	-	-	-	-
Materials and Services	-	-	-	-	-	-	-
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-
Special Payments	2,744,110	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Total Appropriated	2,744,110	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Total Expense	2,744,110	-	-	-	-	-	-
Revenues Less Expenses	-	-	-	-	-	-	-

Notes:

None



800705-Countywide TSDC

BCC Priority Alignment: Strong Infrastructure

Program Budget Summary

Budget-to-Budget:							
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	\$ Variance	% Variance
Beginning Fund Balance	-	17,417,119	17,191,972	19,425,925	18,681,412	1,489,440	9%
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines	-	2,455,753	1,022,300	2,017,550	2,014,550	992,250	97%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	-	749,169	600,000	950,000	685,000	85,000	14%
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-
Operating Revenue	-	3,204,922	1,622,300	2,967,550	2,699,550	1,077,250	66%
Total Revenue	-	20,622,041	18,814,272	22,393,475	21,380,962	2,566,690	14%
Personnel Services	-	-	-	-	-	-	-
Materials and Services	-	307,168	464,697	343,079	508,114	43,417	9%
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	-	307,168	464,697	343,079	508,114	43,417	9%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	888,948	3,368,984	3,368,984	4,462,937	1,093,953	32%
Contingency	-	-	4,183,948	-	10,000,000	5,816,052	139%
Total Appropriated	-	1,196,116	8,017,629	3,712,063	14,971,051	6,953,422	87%
Reserve for Future Expenditures	-	-	10,796,643	-	6,409,911	(4,386,732)	-41%
Total Expense	-	1,196,116	18,814,272	3,712,063	21,380,962	9,476,695	50%
Revenues Less Expenses	-	19,425,925	-	18,681,412	-		

Notes:

Funds are used to add capacity to county roads; a fee is charged on building permits based on number of vehicle trips the project will add to the road system. Money is transferred out of this program to support eligible capital projects. \$4.46 million will be transferred to support 7 projects including both Community Road Fund and county-wide CIP projects. More than \$12 million in transfers are programmed over 3-years. Contingency reflects current bid environment.



300307-Countywide TSDC Area
BCC Priority Alignment: Strong Infrastructure
Program Budget Summary

							Budget-to-Budget:
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	\$ Variance	% Variance
Beginning Fund Balance	16,302,147	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines	1,190,797	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	357,559	-	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-
Operating Revenue	1,548,356	-	-	-	-	-	-
Total Revenue	17,850,502	-	-	-	-	-	-
Personnel Services	-	-	-	-	-	-	-
Materials and Services	103,005	-	-	-	-	-	-
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	103,005	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	330,379	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Total Appropriated	433,384	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Total Expense	433,384	-	-	-	-	-	-
Revenues Less Expenses	17,417,119	-	-	-	-	-	-

Notes:
None



800706-HV Joint Area TSDC

BCC Priority Alignment: Strong Infrastructure

Program Budget Summary

Budget-to-Budget:							
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	\$ Variance	% Variance
Beginning Fund Balance	-	1,557,876	1,472,576	1,421,157	1,250,920	(221,656)	-15%
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines	-	3,004	8,000	1,950	1,900	(6,100)	-76%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-
Operating Revenue	-	3,004	8,000	1,950	1,900	(6,100)	-76%
Total Revenue	-	1,560,880	1,480,576	1,423,107	1,252,820	(227,756)	-15%
Personnel Services	-	-	-	-	-	-	-
Materials and Services	-	-	-	-	-	-	-
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	139,723	346,866	172,187	248,734	(98,132)	-28%
Contingency	-	-	353,134	-	350,000	(3,134)	-1%
Total Appropriated	-	139,723	700,000	172,187	598,734	(101,266)	-14%
Reserve for Future Expenditures	-	-	780,576	-	654,086	(126,490)	-16%
Total Expense	-	139,723	1,480,576	172,187	1,252,820	(329,022)	-22%
Revenues Less Expenses	-	1,421,157	-	1,250,920	-		

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
Program Budget Summary

							Budget-to-Budget:
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	\$ Variance	% Variance
Beginning Fund Balance	1,798,381	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines	5,059	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-
Operating Revenue	5,059	-	-	-	-	-	-
Total Revenue	1,803,441	-	-	-	-	-	-
Personnel Services	-	-	-	-	-	-	-
Materials and Services	63,596	-	-	-	-	-	-
Capital Outlay	179,919	-	-	-	-	-	-
Operating Expense	243,515	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	2,050	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Total Appropriated	245,564	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Total Expense	245,564	-	-	-	-	-	-
Revenues Less Expenses	1,557,876	-	-	-	-	-	-

Notes:

None



Health, Housing & Human Services

Mary Rumbaugh, Director

Website: <https://www.clackamas.us/h3s>



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

Department Budget Summary by Fund

Line of Business	Program	FY25-26 Special Grants Fund (230)	FY25-26 Health Housing & Human Service Fund (240)	FY25-26 Health Center Fund (253)	FY25-26 Total Budget	FY25-26 General Fund Included in Budget**	% of Total	FY25-26 FTE **		
								Total	Filled	Vacant
H3S Administration	Director's Office Team		4,257,628		4,257,628	295,826	7%	9.0	9.0	-
Social Services	Social Services Administration	-	4,175,962		4,175,962	321,228	8%	16.0	15.0	1.0
	Aging & Disability Resource Connection		5,235,404		5,235,404	482,859	9%	15.3	14.3	1.0
	Developmental Disabilities		29,132,327		29,132,327	136,724	0%	107.0	93.0	14.0
	Energy Assistance		4,512,461		4,512,461	118,063	3%	9.0	9.0	-
	Housing Support	-	12,336,953		12,336,953	1,238,590	10%	32.9	29.9	3.0
	Veteran Services		1,100,208		1,100,208	663,747	60%	6.1	5.1	1.0
	Transit Services		7,840,381		7,840,381	90,163	1%	6.0	5.0	1.0
Children, Family & Community Connections	Workforce	390,492	2,424,866		2,815,358	600,000	21%	16.0	13.0	3.0
	Prevention Services	440,000	3,646,811		4,086,811	1,326,260	32%	12.8	11.8	1.0
	Conflict Resolution & Skill Allocation Pool		1,735,313		1,735,313	120,000	7%	9.1	9.1	-
			-		-	-				
Public Health	Public Health Administration	-	2,497,754		2,497,754	145,057	6%	12.6	11.6	1.0
	Access to Preventative Health	-	4,468,273		4,468,273	868,979	19%	19.0	18.0	1.0
	Office of Public Health Emergency Services	551,410	2,490,288		3,041,698	217,878	7%	6.0	6.0	-
	Environmental Health		2,927,141		2,927,141	88,894	3%	13.0	10.0	3.0
	Infectious Disease Control & Prevention	-	3,441,631		3,441,631	1,471,028	43%	13.0	13.0	-
	The Center for Population Health	783,281	3,087,149		3,870,430	-	0%	16.0	14.0	2.0
	Vital Statistics		468,406		468,406	-	0%	4.0	4.0	-
Health Centers	Health Centers Administration	-	-	16,837,138	16,837,138	-	0%	38.0	31.0	7.0
	Primary Care	-		19,457,318	19,457,318	-	0%	92.7	83.1	9.6
	Gladstone Pediatric Clinic & School-Based			5,459,826	5,459,826	-	0%	24.9	23.3	1.6
	Dental			8,068,565	8,068,565	-	0%	33.0	30.2	2.8
	Behavioral Health Clinics	-		26,397,373	26,397,373	-	0%	131.0	106.2	24.8
Behavioral Health Division	Behavioral Health Administration	-	15,180,086		15,180,086	58,518	0%	24.5	19.5	5.0
	Behavioral Health System of Care	-	9,523,653		9,523,653	72,220	1%	33.0	29.0	4.0
	Peer Delivered		3,209,978		3,209,978	2,277	0%	1.0	1.0	-
	Prevention & Stigma Reduction		932,076		932,076	2,611	0%	1.0	1.0	-
	Safety Net Services		11,486,667		11,486,667	160,137	1%	40.5	31.5	9.0
	Allocation Pool		-		-	-				
Housing & Community Development	Administration & Operations		26,676,746		26,676,746	520,386	2%	26.0	20.0	6.0
	System Support & Coordination		20,765,402		20,765,402	-	0%	23.6	15.6	8.0
	Community Preservation		15,263,037		15,263,037	53,000	0%	20.0	16.0	4.0
	Outreach & Engagement		7,751,022		7,751,022	211,562	3%	-	-	-
	Safety Off The Streets	-	44,890,245		44,890,245	201,691	0%	-	-	-
	Housing Placement & Retention		25,853,732		25,853,732	385,419	1%	-	-	-
	Supportive Housing		50,421,804		50,421,804	551,701	1%	-	-	-
Total		2,165,183	327,733,404	76,220,220	406,118,806	10,404,818	3%	812.0	698.3	113.8
FY24-25 Budget (Amended)		6,583,869	332,305,259	79,553,101	418,442,229	10,004,633	2%	805.1	718.1	87.0
\$ Increase (Decrease)		-4,418,686	-4,571,855	(3,332,881)	-12,323,422	400,185		6.9	-19.8	26.8
% Increase (Decrease)		-67%	-1%	-4%	-3%	4%		1%	-3%	31%

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

** FY25-26 FTE: The figures align to each department's updated personnel counts



H3S Administration

Director's Office Team

Purpose Statement

The purpose of the Health, Housing & Human Services (H3S) Director's Office is to provide strategic direction, coordination, departmental alignment, instruction, research, policy development, budget, contracting, and additional support services to H3S Divisions and staff so that they can provide accessible, equitable, and culturally responsive programs and services for the community.

Performance Narrative

The H3S Director's Office budget for FY25-26 is \$4,257,628. The Office serves as the central administration for the entire department, and tracks several measures across divisions. The Office is staffed with expertise in continuous quality improvement, contracting, budgeting, data analysis, performance measurement, project management, and liaising with internal and external partners.

This year, programs updated their performance measures as part of the county's Performance Clackamas 2.0 performance plan. A summary of program performance shows that, similar to prior years, the majority of the department's programs met their performance targets. In a few cases, some measures were new for programs or data was unavailable because of time lags. Two programs were also within 3% of their targets.

Key Performance Measures

		FY 22-23 Actual	FY 23-24 Actual	FY 24-25 Target	FY 24-25 Actual as of (12/31/2024)	FY 25-26 Target
RESULT	Percentage of results in H3S Performance Clackamas plan that are met by H3S divisions.	72%	75%	70%	73%	70%

Program includes:

Mandated Services	N
Shared Services	N
Grant Funding	N

Explain all "Yes" boxes below

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

Explanation



400101-Director's Office Team

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

Program Budget Summary

Budget-to-Budget:							
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	\$ Variance	% Variance
Beginning Fund Balance	536,328	864,130	395,888	1,454,277	1,302,618	906,730	229%
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	-	4,000,000	4,000,000	-	(4,000,000)	-100%
Charges, Fees, License, Permits, Fines	1,627,164	1,701,396	2,405,635	2,345,698	2,209,184	(196,451)	-8%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	447,648	721,731	-	450,000	450,000	450,000	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	548,773	675,390	620,376	262,458	295,826	(324,550)	-52%
Operating Revenue	2,623,585	3,098,518	7,026,011	7,058,156	2,955,010	(4,071,001)	-58%
Total Revenue	3,159,913	3,962,647	7,421,899	8,512,433	4,257,628	(3,164,271)	-43%
Personnel Services	1,601,592	1,824,374	2,183,704	2,147,481	2,227,195	43,491	2%
Materials and Services	643,607	661,423	1,100,983	1,050,122	1,183,670	82,686	8%
Capital Outlay	-	10,360	4,050,000	4,000,000	587,170	(3,462,830)	-86%
Operating Expense	2,245,199	2,496,157	7,334,687	7,197,603	3,998,035	(3,336,652)	-45%
Debt Service	-	-	-	-	-	-	-
Special Payments	(41,629)	-	-	-	-	-	-
Transfers	12,213	12,213	12,212	12,212	12,958	746	6%
Contingency	-	-	75,000	-	246,635	171,635	229%
Total Appropriated	2,215,784	2,508,370	7,421,899	7,209,815	4,257,628	(3,164,271)	-43%
Reserve for Future Expenditures	-	-	-	-	-	-	-
Total Expense	2,215,784	2,508,370	7,421,899	7,209,815	4,257,628	(2,991,890)	-40%
Revenues Less Expenses	944,130	1,454,277	-	1,302,618	-		

Notes:

Beginning fund balance has increased over the past few years due to interest revenue. Contingency amount has increased as a way to hold funding aside for emergency responses that are required but not anticipated in the proposed budget.



Social Services

Social Services Administration

Purpose Statement

The purpose of the Social Services Administration Program is to provide contract and grant coordination, compliance and quality management oversight, budget control and fiscal management, personnel and general support services to Social Services management and staff so they can provide high quality services to county residents.

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 FY23-24 the division had no fiscal findings.

Key Performance Measures

		FY 22-23 Actual	FY 23-24 Actual	FY 24-25 Target	FY 24-25 Actual as of (12/31/2024)	FY 25-26 Target
RESULT	Percentage of audits that result in zero fiscal findings.	100%	100%	100%	100%	100%
OUTPUT	Number of contracts processed.	129	84	100	61	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 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 Developmental Disabilities Program, which is a shared service.



400201-Social Services Administration

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

Program Budget Summary

Budget-to-Budget:							
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	\$ Variance	% Variance
Beginning Fund Balance	1,015,515	2,534,992	127,583	703,181	892,448	764,865	600%
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	4,270,185	2,751,250	-	3,936	-	-	-
Charges, Fees, License, Permits, Fines	2,490,223	2,858,830	3,170,854	2,805,614	2,951,911	(218,943)	-7%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	57,059	149,866	-	1,795	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	828,792	460,318	321,228	106,100	321,228	-	0%
Operating Revenue	7,646,259	6,220,263	3,492,082	2,917,445	3,273,139	(218,943)	-6%
Total Revenue	8,661,774	8,755,255	3,619,665	3,620,626	4,165,587	545,922	15%
Personnel Services	2,122,184	2,123,684	2,310,700	2,052,789	2,657,010	346,310	15%
Materials and Services	3,517,722	3,070,738	1,308,965	676,320	1,518,952	209,987	16%
Capital Outlay	140,835	248,330	-	-	-	-	-
Operating Expense	5,780,741	5,442,752	3,619,665	2,729,109	4,175,962	556,297	15%
Debt Service	-	-	-	-	-	-	-
Special Payments	245,211	99,965	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Total Appropriated	6,025,952	5,542,717	3,619,665	2,729,109	4,175,962	556,297	15%
Reserve for Future Expenditures	-	-	-	-	-	-	-
Total Expense	6,025,952	5,542,717	3,619,665	2,729,109	4,175,962	556,297	15%
Revenues Less Expenses	2,635,822	3,212,538	-	891,517	(10,375)		

Notes:

As of FY24-25, transit projects previously located in the Admin program 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. The FY25-26 budget includes expanded capacity with the addition of a proposed Deputy Director and also includes emergency planning for vulnerable populations, allowing Social Services to continue to support urgent community needs.



Social Services

Aging & Disability Resource Connection

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.

With OPI, one of the original goals was to support clients in remaining safely in their homes for as long as possible, thus decreasing the number of people who would access the more expensive Medicaid funded assisted living facilities. This measure shows how many clients were able to use OPI successfully and avoid using the more expensive Medicaid option. For example, in FY23-24, 71% of clients who ended their OPI services either moved to a living situation of their choice or passed away while living at home.

Key Performance Measures

		FY 22-23 Actual	FY 23-24 Actual	FY 24-25 Target	FY 24-25 Actual as of (12/31/2024)	FY 25-26 Target
RESULT	Percentage of people whose goals have been met.	97%	98%	85%	*	85%
RESULT	Percentage of OPI clients who did not transition to Medicaid services when exiting the program	73%	71%	65%	*	65%
OUTPUT	Number of people served.	1,616	2,906	2,900	1,849	2,950

**Measures are only reported once per fiscal year so mid-year actuals or projections are not available*

Program includes:

Mandated Services

Shared Services

Grant Funding

Explain all "Yes" boxes below

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

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

Explanation

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 (OPI) 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. In the next biennium, OPI services will primarily be available for individuals who have Medicaid.



400202-Aging & Disability Resource Connection
BCC Priority Alignment: Ensure Healthy, Safe, and Secure Communities
Program Budget Summary

						<u>Budget-to-Budget:</u>	
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	\$ Variance	% Variance
Beginning Fund Balance	(1,004,185)	(6,608)	378,221	477,518	115,984	(262,237)	-69%
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	3,759,952	3,010,499	4,636,336	4,363,180	4,141,862	(494,474)	-11%
Charges, Fees, License, Permits, Fines	-	91,320	504,101	484,106	494,699	(9,402)	-2%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	154,321	436,447	467,880	482,859	46,412	11%
Operating Revenue	3,759,952	3,256,141	5,576,884	5,315,166	5,119,420	(457,464)	-8%
Total Revenue	2,755,768	3,249,532	5,955,105	5,792,684	5,235,404	(719,701)	-12%
Personnel Services	805,408	831,521	2,226,447	2,175,678	2,268,304	41,857	2%
Materials and Services	754,478	966,337	2,138,558	1,915,412	1,706,121	(432,437)	-20%
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	1,559,887	1,797,859	4,365,005	4,091,090	3,974,425	(390,580)	-9%
Debt Service	-	-	-	-	-	-	-
Special Payments	1,349,654	1,508,848	1,590,100	1,585,610	1,260,979	(329,121)	-21%
Transfers	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Total Appropriated	2,909,540	3,306,707	5,955,105	5,676,700	5,235,404	(719,701)	-12%
Reserve for Future Expenditures	-	-	-	-	-	-	-
Total Expense	2,909,540	3,306,707	5,955,105	5,676,700	5,235,404	(719,701)	-12%
Revenues Less Expenses	(153,773)	(57,175)	-	115,984	-		

Notes:

The ADRC program continues to support seniors and persons with disabilities to allow them to remain in their homes. With services from Money Management to Senior Benefits Enrollment to Oregon Project Independence, a broad array of services are provided. Changes to OPI have left a deficit in current year funding but there is concern about the sustainability of effort for FY25-26. Loss of COVID funding will also result in reductions to contracts with senior centers for congregate and home delivered meals.



Social Services

Developmental Disabilities

Purpose Statement

The purpose of the Developmental Disabilities Program is to provide coordination of home and community-based services to individuals with developmental and/or intellectual disabilities. The program strives to do this work in a way that ensures that clients have maximum control and choice over their own life decisions and supports the fulfillment of each person's goals. The program also provides abuse investigation and protectives services to people enrolled in the DD program.

Performance Narrative

The Developmental Disabilities Program continues to provide service in a person-centered manner, as evidenced by the high number of program participants who are able to achieve their personal goals. In prior years, staffing shortages contributed to a decline in the percentage of qualifying encounters. Thanks to increased staffing and focused attention by management and staff, the program is able to achieve and often exceed the required number of qualified client encounters needed to ensure full state funding, and in FY23-24 exceeded the goal by 13%. The program continues to grow as more county residents become eligible for the program.

Key Performance Measures

		FY 22-23 Actual	FY 23-24 Actual	FY 24-25 Target	FY 24-25 Actual as of (12/31/2024)	FY 25-26 Target
RESULT	Percentage of program participants who say they achieve their goals	N/A	75%	70%	*	70%
OUTPUT	Number of individuals served	2,466	2,678	2,800	2,796	2,900
EFFICIENCY	Percentage of state-contracted qualified encounters	108%	113%	100%	110%	100%

**Measures are only reported once per fiscal year so mid-year actuals or projections are not available*

Program includes:

Mandated Services

Shared Services

Grant Funding

Explain all "Yes" boxes below

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

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

Explanation	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

Program Budget Summary

Budget-to-Budget:							
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	\$ Variance	% Variance
Beginning Fund Balance	7,558,936	11,639,111	10,788,358	14,355,442	13,303,320	2,514,962	23%
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	15,716,328	17,790,304	16,765,912	16,043,281	15,692,283	(1,073,629)	-6%
Charges, Fees, License, Permits, Fines	-	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	513,738	136,724	136,724	136,724	-	0%
Operating Revenue	15,716,328	18,304,042	16,902,636	16,180,005	15,829,007	(1,073,629)	-6%
Total Revenue	23,275,264	29,943,153	27,690,994	30,535,447	29,132,327	1,441,333	5%
Personnel Services	8,787,113	11,274,230	13,043,613	11,585,564	14,444,922	1,401,309	11%
Materials and Services	3,053,362	4,312,983	6,076,948	5,646,563	5,251,970	(824,978)	-14%
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	11,840,475	15,587,213	19,120,561	17,232,127	19,696,892	576,331	3%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Contingency	-	-	8,570,433	-	9,435,435	865,002	10%
Total Appropriated	11,840,475	15,587,213	27,690,994	17,232,127	29,132,327	1,441,333	5%
Reserve for Future Expenditures	-	-	-	-	-	-	-
Total Expense	11,840,475	15,587,213	27,690,994	17,232,127	29,132,327	2,306,335	8%
Revenues Less Expenses	11,434,789	14,355,940	-	13,303,320	-		

Notes:

In FY23-24 the DD program served 2,817 individuals experiencing intellectual and developmental disabilities and 910 individuals in the brokerage. Last year, the program received a state ARPA grant that provided emergency preparedness supplies to their clients, building resiliency in case of disaster. Increased staffing and allocated costs continue to constrain the program's ability to alleviate high caseloads through additional hires.



Social Services

Energy Assistance

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 to achieve the desired outcome.

With the end of COVID pandemic related funding, it's anticipated there will be a reduction in the dollars paid to low-income households.

Key Performance Measures

		FY 22-23 Actual	FY 23-24 Actual	FY 24-25 Target	FY 24-25 Actual as of (12/31/2024)	FY 25-26 Target
RESULT	Percentage of households who receive assistance prior to utility shut off	99%	99%	85%	*	85%
RESULT	Percentage of households that are first-time recipients of energy assistance	30%	26%	25%	*	25%
OUTPUT	Dollars paid to eligible low income households	\$4,406,634	\$4,224,172	\$3,091,000	*	\$2,896,929

**Measures are only reported once per fiscal year so mid-year actuals or projections are not available*

Program includes:

Mandated Services

Shared Services

Grant Funding

Explain all "Yes" boxes below

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

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

Explanation

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.



400204-Energy Assistance

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

Program Budget Summary

Budget-to-Budget:							
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	\$ Variance	% Variance
Beginning Fund Balance	(388,929)	(397,693)	64,832	131,437	127,562	62,730	97%
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	6,862,008	6,877,935	4,481,340	4,507,202	4,266,836	(214,504)	-5%
Charges, Fees, License, Permits, Fines	-	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	150,830	109,414	112,829	118,063	8,649	8%
Operating Revenue	6,862,008	7,028,765	4,590,754	4,620,031	4,384,899	(205,855)	-4%
Total Revenue	6,473,079	6,631,072	4,655,586	4,751,468	4,512,461	(143,125)	-3%
Personnel Services	1,000,720	1,078,828	1,159,870	1,044,743	1,214,049	54,179	5%
Materials and Services	5,870,051	5,420,788	3,487,716	3,571,163	3,286,887	(200,829)	-6%
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	6,870,771	6,499,616	4,647,586	4,615,906	4,500,936	(146,650)	-3%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	8,000	8,000	11,525	3,525	44%
Transfers	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Total Appropriated	6,870,771	6,499,616	4,655,586	4,623,906	4,512,461	(143,125)	-3%
Reserve for Future Expenditures	-	-	-	-	-	-	-
Total Expense	6,870,771	6,499,616	4,655,586	4,623,906	4,512,461	(143,125)	-3%
Revenues Less Expenses	(397,693)	131,457	-	127,562	-		

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. With the end of COVID funding, the number of households who can be served will be reduced. During FY23-24, with COVID funding, the program served 5,907 households.



Social Services

Housing Support

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 months. The national benchmark is 65%. Post COVID, the team is now exceeding the national benchmark. The increase in the number of households served is primarily due to the households served by the Short Term Rent Assistance program, which uses state and Metro housing funding to provide eviction prevention for low-income households. In FY23-24, almost 900 households were able to remain in their homes rather than being evicted.

Key Performance Measures

		FY 22-23 Actual	FY 23-24 Actual	FY 24-25 Target	FY 24-25 Actual as of (12/31/2024)	FY 25-26 Target
RESULT	Percentage of households who have retained permanent housing six months after program completion.	58%	69%	65%	65%	65%
OUTPUT	Number of households served.	971	1,267	1,200	908	1,200

Program includes:

Mandated Services

Shared Services

Grant Funding

Explain all "Yes" boxes below

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

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

Explanation

There are over 20 local, state and federal funds that support Social Services' housing programs. Some, like state funded EHA (Emergency Housing Account) and SHAP (State Homeless Assistance Program), are received via a formula and operate under the umbrella of Community Action. These funds have been received for over 25 years. Six federal Continuum of Care funding sources are accessed via a competitive process and have been received for over 10 years. We also receive state funding for eviction prevention and receive funding via H3S Housing and Community Development Division (HCDD) from the Metro Supported Housing Services fund to provide eviction prevention, resource navigation and other supportive service designed to keep vulnerable residents stably housed.



400205-Housing Support

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

Program Budget Summary

Budget-to-Budget:							
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	\$ Variance	% Variance
Beginning Fund Balance	(4,774,268)	(4,306,135)	199,688	(2,675,337)	132,941	(66,747)	-33%
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	15,778,024	14,097,713	16,949,669	16,679,617	10,965,422	(5,984,247)	-35%
Charges, Fees, License, Permits, Fines	4,542	525	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	826,270	1,161,470	1,193,657	1,058,569	1,238,590	44,933	4%
Operating Revenue	16,608,835	15,259,709	18,143,326	17,738,186	12,204,012	(5,939,314)	-33%
Total Revenue	11,834,567	10,953,573	18,343,014	15,062,849	12,336,953	(6,006,061)	-33%
Personnel Services	2,688,818	2,917,755	4,992,827	3,638,296	3,963,696	(1,029,131)	-21%
Materials and Services	9,681,629	10,103,135	13,180,408	11,125,902	8,183,257	(4,997,151)	-38%
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	12,370,447	13,020,890	18,173,235	14,764,198	12,146,953	(6,026,282)	-33%
Debt Service	-	-	-	-	-	-	-
Special Payments	3,778,448	174,665	169,779	164,779	190,000	20,221	12%
Transfers	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Total Appropriated	16,148,895	13,195,555	18,343,014	14,928,977	12,336,953	(6,006,061)	-33%
Reserve for Future Expenditures	-	-	-	-	-	-	-
Total Expense	16,148,895	13,195,555	18,343,014	14,928,977	12,336,953	(6,006,061)	-33%
Revenues Less Expenses	(4,314,328)	(2,241,981)	-	133,872	-		

Notes:

Our Housing projects continue to successfully serve county residents who experience houselessness. Both state funding and funding passed through from Housing and Community Development allowed the Rent Assistance program to prevent eviction for 2,093 households. The program also added a new Resource Navigation service which provides short term stabilization for households at risk of losing permanent housing. The CHA team will be moving to HCDD starting in FY25-26.



Social Services

Oregon Project Independence

Purpose Statement

The purpose of the Oregon Project Independence Program (OPI) is to provide needs assessment, information, and service coordination for county residents aged 60 and over who are unable to meet their basic needs. The program authorizes personal and chore service support so that clients can remain living independently in their own home.

Performance Narrative

The Oregon Project Independence program is now located in 400202 Aging and Disability Resource Center. The narrative for that program encompasses OPI. Deliverables will be moved to that program going forward.

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.	73%	71%	N/A*	N/A*	N/A*
OUTPUT	Number of clients served	169	229	N/A*	N/A*	N/A*

*Data is now reported in 400202 Aging and Disability Resource Center.

Program includes:

Mandated Services

Shared Services

Grant Funding

Explain all "Yes" boxes below

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

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

Explanation Oregon Project Independence is a state-funded program that has been in operation for over 30 years. Funds are distributed via a formula to Area Agency on Aging (AAA) in the state. Social Services is the AAA for Clackamas County.



400206-Oregon Project Independence
BCC Priority Alignment: Ensure Healthy, Safe, and Secure Communities
Program Budget Summary

							<u>Budget-to-Budget:</u>
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	\$ Variance	% Variance
Beginning Fund Balance	(60,972)	96,371	-	-	-	-	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	1,375,241	1,026,110	-	-	-	-	-
Charges, Fees, License, Permits, Fines	-	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	90,117	-	-	-	-	-
Operating Revenue	1,375,241	1,116,227	-	-	-	-	-
Total Revenue	1,314,269	1,212,598	-	-	-	-	-
Personnel Services	477,510	707,584	-	-	-	-	-
Materials and Services	383,147	394,392	-	-	-	-	-
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	860,657	1,101,976	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Total Appropriated	860,657	1,101,976	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Total Expense	860,657	1,101,976	-	-	-	-	-
Revenues Less Expenses	453,612	110,622	-	-	-	-	-

Notes:

This program is not being used beginning FY24-25. Projects were moved to 400202.



Social Services

Veterans Services

Purpose Statement

The purpose of the Veterans Program is to provide Veterans Affairs claims consultation and representation services to Clackamas County veterans and their eligible dependents so they can obtain the maximum federal and state benefits to which they are entitled. The office also provides referrals to other services that veterans may need. This Program also includes the Veterans Directed Care program, which provides homecare and personal services to veterans who are unable to meet their basic needs. This program serves as an alternative to out-of-home placement.

Performance Narrative

The Veterans Program employs accredited Veterans Service Officers to expedite access to VA benefits and improve the chance for a successful outcome for every claim filed. The measure tracking the dollar amount of new claims is reported on a one-year lag in order to allow as many claims as possible to move through the long initial, and if needed, the appeals process. This reporting delay allows the agency to provide more accurate information on the outcome of the office's work. The Veterans Program exceeded its FY23-24 target significantly, bringing in more than \$26.5 million in claims. This is due to a sweeping law change, the Sergeant First Class Heath Robinson Honoring our Promise to Address Comprehensive Toxics (PACT) Act that was signed into law in August 2022. It added many life ending conditions related to toxin exposure to the list of covered conditions. The amount of awards increased for many veterans and, and in some cases veterans claims were back dated by up to two years, further increasing the amount. To date, for every dollar invested in the program in FY23-24, veterans and their dependents received more than \$29 in benefits. It is unclear how the law change will affect future claims.

Key Performance Measures

		FY 22-23 Actual	FY 23-24 Actual	FY 24-25 Target	FY 24-25 Actual as of (12/31/2024)	FY 25-26 Target
RESULT	Amount of new claim dollars granted to Clackamas County Veterans.*	\$9,432,940	\$26,783,481	\$10,000,000	*	\$10,000,000
OUTPUT	Number of claims filed.	1,197	1086	1,050	573	1,050
EFFICIENCY	Return on Investment: Claim dollars generated for every dollar spent on the Veterans Service Program.	\$10.26	\$29.00	\$8.70	*	\$9.00

**Measures are only reported once per fiscal year so mid-year actuals or projections are not available*

Program includes:

Mandated Services

Shared Services

Grant Funding

Explain all "Yes" boxes below

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

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

Explanation 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 FY25-26 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

Program Budget Summary

						<u>Budget-to-Budget:</u>	
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	\$ Variance	% Variance
Beginning Fund Balance	95,203	242,778	211,734	214,855	173,767	(37,967)	-18%
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	407,301	463,329	273,069	273,069	273,069	-	0%
Charges, Fees, License, Permits, Fines	-	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	10	-	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	659,340	728,362	663,747	663,747	663,747	-	0%
Operating Revenue	1,066,651	1,191,691	936,816	936,816	936,816	-	0%
Total Revenue	1,161,854	1,434,470	1,148,550	1,151,671	1,110,583	(37,967)	-3%
Personnel Services	687,588	749,373	790,830	697,833	820,667	29,837	4%
Materials and Services	231,488	322,106	357,720	280,071	279,541	(78,179)	-22%
Capital Outlay	-	72	-	-	-	-	-
Operating Expense	919,076	1,071,551	1,148,550	977,904	1,100,208	(48,342)	-4%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Total Appropriated	919,076	1,071,551	1,148,550	977,904	1,100,208	(48,342)	-4%
Reserve for Future Expenditures	-	-	-	-	-	-	-
Total Expense	919,076	1,071,551	1,148,550	977,904	1,100,208	(48,342)	-4%
Revenues Less Expenses	242,778	362,919	-	173,767	10,375		

Notes:

In FY24-25, the County Veterans Service Office filed 1,086 claims for Veterans Administration (VA) benefits on behalf of 1,863 veterans and their family members, securing more than \$26.7 million in new VA benefits. A limited duration position was added in FY24-25 to expand outreach.



Social Services

Volunteer Connection

Purpose Statement

The purpose of the Volunteer Connection Program is to create meaningful opportunities that increase the capacity to provide independent living supports to older adults and persons who experience a disability so that they can increase or maintain their livelihood and independence. This program benefits both the residents who are seeking services and the volunteers who contribute to their community. Actively engaging in community efforts is one way that older adults can maintain their physical and mental health as they age.

Performance Narrative

The Volunteer Connection Program was comprised of several distinct projects, including the Retired Senior Volunteer Program (RSVP), 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 1st, 2023. The RSVP program was eliminated. The remaining projects were distributed to other work units within Social Services.

Key Performance Measures

		FY 22-23 Actual	FY 23-24 Actual	FY 24-25 Target	FY 24-25 Actual as of (12/31/2024)	FY 25-26 Target
RESULT	Percentage of volunteers who feel their service is meaningful.	95%	Program Eliminated			→
OUTPUT	Number of volunteer hours worked	N/A	Program Eliminated			→
EFFICIENCY	Number of volunteer hours per Volunteer Connection FTE	N/A	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.

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

Program Budget Summary

Budget-to-Budget:							
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	\$ Variance	% Variance
Beginning Fund Balance	5,049	127,431	-	-	-	-	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	1,843,509	2,143,874	-	-	-	-	-
Charges, Fees, License, Permits, Fines	8,308	125,393	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	7,690	-	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	184,747	142,063	-	-	-	-	-
Operating Revenue	2,044,254	2,411,330	-	-	-	-	-
Total Revenue	2,049,302	2,538,760	-	-	-	-	-
Personnel Services	1,328,331	931,510	-	-	-	-	-
Materials and Services	305,501	564,035	-	-	-	-	-
Capital Outlay	2,530	457,492	-	-	-	-	-
Operating Expense	1,636,362	1,953,037	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-
Special Payments	383,901	381,653	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Total Appropriated	2,020,263	2,334,690	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Total Expense	2,020,263	2,334,690	-	-	-	-	-
Revenues Less Expenses	29,039	204,070	-	-	-	-	-

Notes:

This program is not being used beginning FY24-25. Projects were moved to 400202 & 400209.



Social Services

Transit Services

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.

Key Performance Measures

		FY 22-23 Actual	FY 23-24 Actual	FY 24-25 Target	FY 24-25 Actual as of (12/31/2024)	FY 25-26 Target
OUTPUT	Number of rides public transportation rides provided (includes Mt Hood Express and Last Mile Shuttles)	77,355	91,049	85,000	49,007	85,000
OUTPUT	Number of Elderly and Disabled rides provided (includes Transportation Reaching People and Adult/Senior Community Centers)	43,603	39,968	65,000	24,418	45,000

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	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

Program Budget Summary

Budget-to-Budget:							
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	\$ Variance	% Variance
Beginning Fund Balance	-	-	2,467,829	2,871,293	3,453,599	985,770	40%
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	-	5,937,202	6,281,535	4,205,784	(1,731,418)	-29%
Charges, Fees, License, Permits, Fines	-	-	10,000	10,000	10,000	-	0%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	32,500	100,623	80,835	48,335	149%
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	-	72,796	388,164	90,163	17,367	24%
Operating Revenue	-	-	6,052,498	6,780,322	4,386,782	(1,665,716)	-28%
Total Revenue	-	-	8,520,327	9,651,615	7,840,381	(679,946)	-8%
Personnel Services	-	-	746,409	840,750	1,086,441	340,032	46%
Materials and Services	-	-	5,802,233	3,333,139	6,014,797	212,564	4%
Capital Outlay	-	-	1,731,867	1,666,142	295,000	(1,436,867)	-83%
Operating Expense	-	-	8,280,509	5,840,031	7,396,238	(884,271)	-11%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	239,818	357,985	444,143	204,325	85%
Transfers	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Total Appropriated	-	-	8,520,327	6,198,016	7,840,381	(679,946)	-8%
Reserve for Future Expenditures	-	-	-	-	-	-	-
Total Expense	-	-	8,520,327	6,198,016	7,840,381	(679,946)	-8%
Revenues Less Expenses	-	-	-	3,453,599	-		

Notes:

Last year, the Transit program provided 91,049 public transit rides and 42,695 rides for seniors and persons with disabilities. Services provided by this program include public transit such as the Mt. Hood Express and the Last Mile Shuttles, along with services for seniors and persons with disabilities through the Transportation Reaching People and Senior Companion programs. This newly created program allows the agency to better describe efforts made to provide transportation services to county residents.



400302-Weatherization

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

Program Budget Summary

Budget-to-Budget:							
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	\$ Variance	% Variance
Beginning Fund Balance	173,836	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	2,318,795	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines	10,165	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	8,639	-	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-
Operating Revenue	2,337,599	-	-	-	-	-	-
Total Revenue	2,511,435	-	-	-	-	-	-
Personnel Services	911,046	-	-	-	-	-	-
Materials and Services	1,465,660	(682)	-	-	-	-	-
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	2,376,706	(682)	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Total Appropriated	2,376,706	(682)	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Total Expense	2,376,706	(682)	-	-	-	-	-
Revenues Less Expenses	134,729	682	-	-	-	-	-

Notes:

This program has closed.



Children, Family & Community Connections

Workforce

Purpose Statement

The purpose of the Workforce Program is to provide highly customized and client-centered employment services to vulnerable residents of Clackamas County so they can experience fewer barriers in obtaining and retaining meaningful employment.

Performance Narrative

The Workforce Program budget reflects a combination of federal grants, long-term state funded self-sufficiency programs and local funding. Some grants focus on specific populations, including people: reentering society after incarceration, recently housed/homeless, recovering from substance use disorder (SUD), with mental health conditions, veterans and very low-income families. The unit also hosts and provides staff for 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 22-23 Actual	FY 23-24 Actual	FY 24-25 Target	FY 24-25 Actual as of (12/31/2024)	FY 25-26 Target
RESULT	Percent of jobseekers in County-funded programs who retain employment for 90 days (out of the number who obtained employment).	88%	70%	70%	85%	70%
OUTPUT	Number of jobseekers in County-funded programs who obtained employment.	138	163	120	68	120

Program includes:

Mandated Services

Shared Services

Grant Funding

Explain all "Yes" boxes below

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

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

Explanation

Grant Funds: Oregon Department of Human Services - Job Opportunity & Basic Skills (JOBS) - July 1st, 2025 to June 30th, 2027. No match requirement.

Oregon Department of Human Services – SNAP Training and Employment Program (STEP) - October 1st, 2025 to September 30th, 2026. 100% match funded through Supportive Housing Services (SHS) and CC Sheriff's Office.

U.S. Dept. of Labor, Homeless Veterans Reintegration Program (HVRP) – July 1st, 2025 – June 30th, 2028. No match required.

U.S. Dept. of Treasury, American Rescue Plan Act (ARPA) – July 1, 2024 – Sept. 30th, 2026. No match required.

U.S. Dept. of Justice, Improving Reentry Education & Employment Outcomes – October 1st, 2022 – Sept. 30th, 2026. No match required.



400303-Workforce

BCC Priority Alignment: Vibrant Economy

Program Budget Summary

Budget-to-Budget:							
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	\$ Variance	% Variance
Beginning Fund Balance	90,380	443,090	171,792	295,354	215,945	44,153	26%
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	1,309,135	1,178,906	2,094,123	1,656,104	1,957,413	(136,710)	-7%
Charges, Fees, License, Permits, Fines	42,000	42,000	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	-	-	-	-
Other Interfund Transfers	63,000	-	50,000	42,000	42,000	(8,000)	-16%
General Fund Support	852,321	636,789	600,000	600,000	600,000	-	0%
Operating Revenue	2,266,456	1,857,695	2,744,123	2,298,104	2,599,413	(144,710)	-5%
Total Revenue	2,356,836	2,300,785	2,915,915	2,593,458	2,815,358	(100,557)	-3%
Personnel Services	1,457,407	1,525,223	2,050,034	1,664,081	2,097,607	47,573	2%
Materials and Services	549,577	480,890	715,881	613,432	522,444	(193,437)	-27%
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	2,006,983	2,006,113	2,765,915	2,277,513	2,620,051	(145,864)	-5%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	150,000	100,000	195,307	45,307	30%
Transfers	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Total Appropriated	2,006,983	2,006,113	2,915,915	2,377,513	2,815,358	(100,557)	-3%
Reserve for Future Expenditures	-	-	-	-	-	-	-
Total Expense	2,006,983	2,006,113	2,915,915	2,377,513	2,815,358	(100,557)	-3%
Revenues Less Expenses	349,853	294,672	-	215,945	-		

Notes:

No significant changes to this program at this time.



Children, Family & Community Connections

Prevention Services

Purpose Statement

The purpose of the Prevention unit is to promote well-being, reduce harm and improve health and education outcomes for children, youth and families in Clackamas County.

Performance Narrative

The Prevention Unit's FY25-26 proposed budget of \$4 million dollars will maintain most current service levels. Annually, over 8,000 people receive services supported by the Prevention Unit. Families of young children are connected to needed services and resources to facilitate early learning, healthy parent/child relationships, and age-appropriate child development. Youth receive substance use prevention education and services. Community members engage in substance use prevention activities. Domestic violence response is coordinated with other Health, Housing and Human Services Divisions, Sheriff's Office, District Attorney, Court System and non-profit shelter providers. These services help assure Safe, Healthy & Secure Communities.

Prior Key Performance Measures

		FY 22-23 Actual	FY 23-24 Actual	FY 24-25 Target	FY 24-25 Actual as of (12/31/2024)	FY 25-26 Target
RESULT	Percent of families that are healthy, stable & attached*	85%	91%	90%	80%	N/A
RESULT	Percent of clients with a domestic violence safety plan*	95%	Services moved to HCDD*			

*The programs from which this data was collected are no longer housed in CFCC-Prevention Unit. The Healthy, Stable and Attached measure was connected to our Family Resource Coordinator program which sunset in 2023. The Safety Plan measure was part of our domestic violence shelter contracts, which has been managed by Housing & Community Development since July 1st, 2023.

		FY 22-23 Actual	FY 23-24 Actual	FY 24-25 Target	FY 24-25 Actual as of (3/31/2025)	FY 25-26 Target
RESULT	Percent of youth participating in PreventNet programs annually will demonstrate increased knowledge about substance use/misuse**	N/A	N/A	90%	95%	90%

**PreventNet is a school-based substance use prevention program offered in suburban and rural areas of the county. Substance use prevention is a key component of the county's efforts to reduce drug use and associated harms.

Program includes:

Mandated Services

Shared Services Grant

Funding

Explain all "Yes" boxes below

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

Explanation

Grant Funds

Oregon Department of Early Learning and Care (DELC) - July 1st, 2025 to June 30th, 2027. Minor match requirement met with in-kind contributions.

Oregon State University (OSU) - July 1st, 2025 to June 30th, 2027. No match requirement.

Oregon Parenting Education Collaborative - July 1st, 2025 to June 30th, 2027. No match requirement.

Oregon Health Authority, Alcohol and Drug Prevention Education Program (AD-PEP) - July 1st, 2025 - June 30th, 2027. No match requirement. Through Public Health Program Element.

Centers for Disease Control and Prevention (CDC), National Center for Injury Prevention and Control (NCIPC), Division of Overdose Prevention (DOP) – Drug Free Communities. October 1st, 2024 – September 30th, 2029. \$125k match requirement met with county opioid settlement funds used for prevention programming, county general funds designated for substance use prevention and in-kind contributions.

U.S. Dept. of Justice, Office on Violence Against Women (OVW) - Criminal Justice Response Grant. October 1st, 2022 - September 30th, 2025. No match requirement.

U.S. Dept. of Justice, Bureau of Justice Affairs (BJA) - Comprehensive Opioid, Stimulant, and Substance Abuse Site-based Program (COSSAP) - October 1st, 2021 - September 30th, 2025. No match requirement.



400304-Prevention Services

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

Program Budget Summary

Budget-to-Budget:							
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	\$ Variance	% Variance
Beginning Fund Balance	221,915	97,511	310,087	182,146	123,551	(186,536)	-60%
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	3,820,037	3,125,796	3,806,225	3,072,247	2,197,000	(1,609,225)	-42%
Charges, Fees, License, Permits, Fines	72,705	33,148	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	358	48,567	310,000	216,399	440,000	130,000	42%
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	1,405,000	1,260,523	1,272,337	1,272,337	1,326,260	53,923	4%
Operating Revenue	5,298,100	4,468,034	5,388,562	4,560,983	3,963,260	(1,425,302)	-26%
Total Revenue	5,520,015	4,565,545	5,698,649	4,743,129	4,086,811	(1,611,838)	-28%
Personnel Services	1,657,738	1,690,029	2,165,592	1,802,716	2,084,105	(81,487)	-4%
Materials and Services	695,951	873,363	724,058	1,157,261	727,706	3,648	1%
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	2,353,689	2,563,392	2,889,650	2,959,977	2,811,811	(77,839)	-3%
Debt Service	-	-	-	-	-	-	-
Special Payments	3,357,623	1,820,007	2,808,999	1,659,601	1,275,000	(1,533,999)	-55%
Transfers	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Total Appropriated	5,711,312	4,383,399	5,698,649	4,619,578	4,086,811	(1,611,838)	-28%
Reserve for Future Expenditures	-	-	-	-	-	-	-
Total Expense	5,711,312	4,383,399	5,698,649	4,619,578	4,086,811	(1,611,838)	-28%
Revenues Less Expenses	(191,297)	182,146	-	123,551	-		

Notes:

Only significant change is the Healthy Families program contracted out by the State moved from Clackamas County getting the funding and passing it on to the Clackamas County Children's Commission to the State funding the Clackamas County Children's Commission directly. This change means a budget reduction of almost \$800k from FY24-25 to FY25-26.



Children, Family & Community Connections

Conflict Resolution & Skill

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

In FY25-26, Resolution Services plans to expand its fee-for-service mediation, facilitation and training both with Clackamas County employees and external clients. It will host two Family Law Mediation Trainings, Basic Mediation Trainings and are restarting our coveted Family Law Internship Program. We hope to continue the work of our recent Restorative Justice planning grant and provide services to justice-involved juveniles across the county, including schools. We will continue to look for avenues that support our financial stabilization and in particular hope to ensure our Small Claims Mediation program will be secured. The measures below 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 22-23 Actual	FY 23-24 Actual	FY 24-25 Target	FY 24-25 Actual as of (12/31/2024)	FY 25-26 Target
RESULT	Mediation clients agree that they believe having mediation available through resolution services is valuable.	84%	88%	70%	85%	70%
OUTPUT	# of clients served in all service areas (annually)	1768	3733	2500	1882	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: Family Law (ORS 107.755): Oregon Judicial Department. July 1st, 2025- June 30th, 2027. No matching requirement.

Small Claims Mediation (SRL12.005): Fee based revenue. Currently underfunded and scheduled to be dismantled August 30th, 2025 without additional support. No matching requirement.

Landlord Tenant Mediation: Supported Housing Services, H3S. July 1st, 2025- June 30th, 2026. No matching requirement.

Community Mediation: University of Oregon/Legislative. July 1st, 2025-June 30th, 2027. 100% matching requirement (covered through fee-for-service proceeds).

Manufactured and Marina Community Resource Center: Oregon Community and Housing Services/Legislative. July 1st, 2025-June 30th, 2027.



400305-Conflict Resolution & Skill

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

Program Budget Summary

						<u>Budget-to-Budget:</u>	
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	\$ Variance	% Variance
Beginning Fund Balance	-	1,069,541	439,545	462,398	286,691	(152,854)	-35%
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	701,907	1,013,293	1,279,037	1,175,363	162,070	16%
Charges, Fees, License, Permits, Fines	-	154,628	132,000	132,610	153,259	21,259	16%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	-	4,703	35,529	-	-	(35,529)	-100%
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	74,628	95,221	95,221	120,000	24,779	26%
Operating Revenue	-	935,866	1,276,043	1,506,868	1,448,622	172,579	14%
Total Revenue	-	2,005,407	1,715,588	1,969,266	1,735,313	19,725	1%
Personnel Services	-	1,187,277	1,292,397	1,317,759	1,385,656	93,259	7%
Materials and Services	-	355,732	423,191	364,816	349,657	(73,534)	-17%
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	-	1,543,009	1,715,588	1,682,575	1,735,313	19,725	1%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Total Appropriated	-	1,543,009	1,715,588	1,682,575	1,735,313	19,725	1%
Reserve for Future Expenditures	-	-	-	-	-	-	-
Total Expense	-	1,543,009	1,715,588	1,682,575	1,735,313	19,725	1%
Revenues Less Expenses	-	462,398	-	286,691	-		

Notes:

No significant changes to this program at this time.



280101-Conflict Resolution and Skill Development
BCC Priority Alignment: Ensure Healthy, Safe, and Secure Communities
Program Budget Summary

						<u>Budget-to-Budget:</u>	
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	\$ Variance	% Variance
Beginning Fund Balance	34,728	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	1,234,697	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines	173,417	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	5,550	-	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	567,151	-	-	-	-	-	-
Operating Revenue	1,980,815	-	-	-	-	-	-
Total Revenue	2,015,543	-	-	-	-	-	-
Personnel Services	878,139	-	-	-	-	-	-
Materials and Services	392,642	-	-	-	-	-	-
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	1,270,781	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Total Appropriated	1,270,781	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Total Expense	1,270,781	-	-	-	-	-	-
Revenues Less Expenses	744,762	-	-	-	-	-	-

Notes:
 Resolution Services moved under H3S / Children Family and Community Connections two years ago. This program is no longer active.



Public Health

Public Health Administration

Purpose Statement

The Public Health Administration Program includes personnel/payroll management, procurement, grant coordination, budget control, fiscal management, workforce development, and performance management / quality improvement services for the Public Health line of business.

Public Health Administration also houses shared occupational health services with the H3S Health Centers Division (FQHC), including onboarding and ongoing occupational health assessment and service provisions for both divisions.

Performance Narrative

During this reporting period Public Health obtained contract staff to provide additional procurement support, which allowed them to increase response times on procurement requests, increase insurance compliance and federal exclusion monitoring. The additional staff and the inclusion of process changes increased our efficiency from 80% in FY22-23 to 94.4% in FY24-25.

Key Performance Measures

		FY 22-23 Actual	FY 23-24 Actual	FY 24-25 Target	FY 24-25 Actual as of (12/31/2024)	FY 25-26 Target
RESULT	Percent of contracts (new and renewals) processed within 60 days.	80%	94.4%	85%	92%	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

Shared Services Public Health shares PSB front office reception services with the Health Centers: 0.25 FTE (Office Specialist 2)
Public Health shares Occupational Health services with the Health Centers: 1.0 FTE (Community Health Nurse)

Grant Funding Organizational Development Unit: OHA, LPHA, PE 51-01: Public Health Modernization: \$412,652
Community Outreach & Mobile Van: PE01-01 State Support \$21,064; and PE73 EISO \$28,592



400401-Public Health Administration

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

Program Budget Summary

	Budget-to-Budget:						
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	\$ Variance	% Variance
Beginning Fund Balance	-	170,210	-	-	-	-	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	-	-	607,842	1,022,955	1,022,955	-
Charges, Fees, License, Permits, Fines	539,064	553,385	895,991	939,056	1,329,742	433,751	48%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	408	13,687	-	222	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	77,461	-	312,482	145,057	145,057	-
Operating Revenue	539,472	644,533	895,991	1,859,602	2,497,754	1,601,763	179%
Total Revenue	539,472	814,743	895,991	1,859,602	2,497,754	1,601,763	179%
Personnel Services	460,010	815,631	833,660	1,579,244	1,998,480	1,164,820	140%
Materials and Services	79,462	77,366	62,331	280,358	499,274	436,943	701%
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	539,472	892,997	895,991	1,859,602	2,497,754	1,601,763	179%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Total Appropriated	539,472	892,997	895,991	1,859,602	2,497,754	1,601,763	179%
Reserve for Future Expenditures	-	-	-	-	-	-	-
Total Expense	539,472	892,997	895,991	1,859,602	2,497,754	1,601,763	179%
Revenues Less Expenses	-	(78,254)	-	-	-	-	-

Notes:

In FY25-26, Public Health is projecting a budget shortfall due to increasing workloads, reduced federal/state funding, and rising costs (e.g., salary increases, PERS contributions, and unallowable expenses). Due to this shortfall, staffing reductions in the Administrative Services Program are being recognized with the elimination of 1.0 FTE (Management Analyst 1) from the program's Organizational Development Unit.



Public Health

Access to Preventative Health

Purpose Statement

The Access to Preventative Health Program promotes community health through building partnerships, connecting systems, and increasing access to immunizations, reproductive health, and maternal and childhood health and nutrition services. 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 increased 36% the past 2 years from 3,322 in January 2023 to 4,525 in January 2025. The program has also succeeded in increasing the percent of Medicaid eligible pregnant women enrolled in WIC across the past 2 years, from 42% in 2022 to 51% in 2024. To improve efficiency and sustain this growth trend, the program is creating a streamlined internal referral and intake system and will expand our pilot project with Health Centers using an internal EPIC system referral.

Key Performance Measure

		FY 22-23 Actual	FY 23-24 Actual	FY 24-25 Target	FY 24-25 Actual as of (12/31/2024)	FY 25-26 Target
RESULT	Percent of Medicaid eligible pregnant women enrolled in WIC	48%	51%	60%	50%	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 Home Visiting: OARs 333-006-0000 through 333-006-0170, ORS 431.413, ORS 431.131, ORS 431.141, and ORS 431.144
WIC: ORS 431.413, ORS 431.131, ORS 431.141, and ORS 431.144

Grant Funding Health Share of Oregon (HSO): County Based Services Agreement
Trillium Community Health Plan (TCHP): Administrative Services Agreement
Oregon Health Sciences University: CaCoon
Oregon Health Authority (OHA) LPHA
• PE46.04: RH Community Participation & Access, DHHS, CFDA #93.217, FAIN #FPHPA006442
• PE40: WIC, FNS USDA, CFA# 10.557
• PE42: MCAH, DHHS/HRSA, CFDA# 93.994, FAIN # B04MC333862
• PE44: SBHC
• PE40-02: WIC Farmers Market
• PE42-03 & 04: MCAH Perinatal General Fund & MCAH Babies First General Fund

Oregon Health Authority (OHA):
1. Public Health Medicaid Admin Claims (MAC)

Match Requirements Nurse Home Visiting:
• Target Case Management Match = \$361,120 County General Funds
• Medicaid Admin Claims Match = \$161,215 Reimbursement Funds



400402-Access to Preventative Health
BCC Priority Alignment: Ensure Healthy, Safe, and Secure Communities
Program Budget Summary

	Budget-to-Budget:						
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	\$ Variance	% Variance
Beginning Fund Balance	88,085	304,549	232,680	-	-	(232,680)	-100%
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	2,673,132	2,721,024	3,063,389	2,914,390	2,565,962	(497,427)	-16%
Charges, Fees, License, Permits, Fines	365,795	831,169	966,175	952,013	1,033,332	67,157	7%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	116,078	148,816	192,411	-	-	(192,411)	-100%
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	778,003	694,777	875,845	915,449	868,979	(6,866)	-1%
Operating Revenue	3,933,009	4,395,786	5,097,820	4,781,852	4,468,273	(629,547)	-12%
Total Revenue	4,021,093	4,700,335	5,330,500	4,781,852	4,468,273	(862,227)	-16%
Personnel Services	2,151,541	2,714,547	3,702,146	3,001,079	2,845,580	(856,566)	-23%
Materials and Services	1,786,719	1,293,370	1,276,297	1,292,569	1,100,358	(175,939)	-14%
Capital Outlay	-	145,503	-	-	-	-	-
Operating Expense	3,938,261	4,153,421	4,978,443	4,293,648	3,945,938	(1,032,505)	-21%
Debt Service	-	-	-	-	-	-	-
Special Payments	227,143	374,354	352,057	488,204	522,335	170,278	48%
Transfers	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Total Appropriated	4,165,404	4,527,774	5,330,500	4,781,852	4,468,273	(862,227)	-16%
Reserve for Future Expenditures	-	-	-	-	-	-	-
Total Expense	4,165,404	4,527,774	5,330,500	4,781,852	4,468,273	(862,227)	-16%
Revenues Less Expenses	(144,310)	172,561	-	-	-		

Notes:

In FY25-26, Public Health is projecting a budget shortfall due to increasing workloads, reduced federal/state funding, and rising costs (e.g., salary increases, PERS contributions, and unallowable expenses). Due to this shortfall, staffing reductions in the Access to Preventative Health Program are being recognized with the elimination of 1.0 FTE Program Manager.



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 911 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) met their annual performance target of 90% response time compliance for priority ambulance calls. AMR, the sole ambulance service provider, achieved this target for three consecutive months, as directed by the BCC.

Key Performance Measure

		FY 22-23 Actual	FY 23-24 Actual	FY 24-25 Target	FY 24-25 Actual as of (12/31/2024)	FY 25-26 Target
RESULT	Achieve a 90% or higher response time every month for emergency medical services providers	91%	90%	90%	90%	90%

Program includes:

Mandated Services ☒ Y

Shared Services ☒ Y

Grant Funding ☒ Y

Explain all "Yes" boxes below

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

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

Explanation

Mandated Services All Hazard Preparedness: ORS 431.001-550

Emergency Medical Services: ORS 682.017-991

Ambulance Cost Savings/Enhancement: ORS 682.017-991

Shared Services Public Health and HCDD share Community Paramedic: 1 FTE (Community Paramedic)

Grant Funding Oregon Health Authority (OHA) LPHA

• PE02: Cities Readiness Initiative

• PE12-01: PH Emergency Preparedness & Response

Clackamas County COVID ARPA – Community Paramedic Program with Clackamas Fire District 1



400403-Office of Public Health Emergency Services
BCC Priority Alignment: Ensure Healthy, Safe, and Secure Communities
Program Budget Summary

	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	<u>Budget-to-Budget:</u>	
						\$ Variance	% Variance
Beginning Fund Balance	905,794	720,363	518,191	266,843	294,859	(223,332)	-43%
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	227,115	365,331	1,087,275	886,381	794,074	(293,201)	-27%
Charges, Fees, License, Permits, Fines	954,525	1,100,614	1,260,787	1,197,506	1,274,244	13,457	1%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	2,259	9,750	24,650	452,697	460,643	435,993	1769%
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	15,585	-	168,339	217,878	217,878	-
Operating Revenue	1,183,899	1,491,279	2,372,712	2,704,923	2,746,839	374,127	16%
Total Revenue	2,089,693	2,211,642	2,890,903	2,971,766	3,041,698	150,795	5%
Personnel Services	414,292	805,351	986,147	888,312	1,015,837	29,690	3%
Materials and Services	673,814	883,677	1,497,654	1,504,874	1,585,671	88,017	6%
Capital Outlay	99,404	58,343	-	63,405	64,000	64,000	-
Operating Expense	1,187,511	1,747,371	2,483,801	2,456,591	2,665,508	181,707	7%
Debt Service	-	-	-	-	-	-	-
Special Payments	198,898	195,648	273,000	220,316	231,331	(41,669)	-15%
Transfers	-	-	-	-	-	-	-
Contingency	-	-	134,102	-	144,859	10,757	8%
Total Appropriated	1,386,409	1,943,019	2,890,903	2,676,907	3,041,698	150,795	5%
Reserve for Future Expenditures	-	-	-	-	-	-	-
Total Expense	1,386,409	1,943,019	2,890,903	2,676,907	3,041,698	161,552	6%
Revenues Less Expenses	703,284	268,623	-	294,859	-		

Notes:

In FY25-26, Public Health is projecting a budget shortfall due to increasing workloads, reduced federal/state funding, and rising costs (e.g., salary increases, PERS contributions, and unallowable expenses). Due to this shortfall, the Office of Public Health Emergency Services Program is eliminating 1 of 2 EMS Associate Medical Director contracts.



Public Health

Environmental Health

Purpose Statement

The Environmental Health Program (EH) prevents disease and injury in the community through programs that regulate and enforce public health laws.

Statutory responsibilities of the EH program include:

- Regulatory inspections of restaurants, food carts, public pools and spas, hotels, RV parks, overnight camps, tobacco retailers, and public drinking water systems.
- Respond to public drinking water system alerts (including boil water advisories).
- Respond to community outbreaks by investigating the source and providing education and interventions to reduce spread and prevent future outbreaks.

Performance Narrative

EH was fully staffed in 2024, and able to complete 99% of regulatory inspections. Two EH inspection positions became vacant in January 2025 due to staff transferring into Drinking Water and EH Supervisor positions. Both vacancies have been filled, and new inspectors are being trained to do independent work. Oregon Health Authority adopted new rules for public pools in March 2025, which will require more time during inspections to educate about significant rule changes. The CY 2025 Actuals data will not be available until 12/31/2025. We anticipate based on staffing and the number of licensed facilities that 93% of routine inspections will be completed, slightly above target. The total number of inspections completed yearly for FY25-26 will be forecasted at the end of 2025. The number of licensed businesses and other inspection types (complaint investigations, community event food vendors, approvals for new businesses, etc.) are demand-driven and influenced by many factors.

Key Performance Measure

		CY 2023 Actual	CY 2024 Actual	CY 2025 Target	CY2025 Actual	CY 2026 Target
RESULT	Number of inspections completed yearly	2,823	3,091	2,900	820	2,900
RESULT	Percent of routine licensed facility inspections completed within the year.	92%	99%	90%	26%	90%

Program includes:

Mandated Services ☐ Y

Shared Services ☐ N

Grant Funding ☐ Y

Explain all "Yes" boxes below

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

Explanation

Mandated Services • Environmental Health/Health Inspection: ORS 431, 446, 448, and 624
• Safe Drinking Water: ORS 431, 448 & Federal SWDA.

Grant Funding Oregon Health Authority (OHA): LPHA
• PE50: Safe Drinking Water
• PE51-01: LPHA Leadership, Governance and Program Imp. (PH Modernization)
• PE76: Tobacco Retail License Program



400404-Environmental Health

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

Program Budget Summary

Budget-to-Budget:							
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	\$ Variance	% Variance
Beginning Fund Balance	592,879	201,120	1,201,496	-	-	(1,201,496)	-100%
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	1,064,306	418,101	393,793	351,849	474,573	80,780	21%
Charges, Fees, License, Permits, Fines	1,552,586	1,782,230	1,858,829	2,210,948	2,361,893	503,064	27%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	74	14,873	-	1,696	1,781	1,781	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	49,263	30,806	48,433	9,001	88,894	40,461	84%
Operating Revenue	2,666,229	2,246,010	2,301,055	2,573,494	2,927,141	626,086	27%
Total Revenue	3,259,108	2,447,130	3,502,551	2,573,494	2,927,141	(575,410)	-16%
Personnel Services	1,404,747	1,780,731	2,742,499	1,841,752	2,261,878	(480,621)	-18%
Materials and Services	327,607	509,314	661,352	632,112	566,263	(95,089)	-14%
Capital Outlay	-	38,062	-	-	-	-	-
Operating Expense	1,732,354	2,328,108	3,403,851	2,473,864	2,828,141	(575,710)	-17%
Debt Service	-	-	-	-	-	-	-
Special Payments	79,612	135,984	98,700	99,630	99,000	300	0%
Transfers	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Total Appropriated	1,811,966	2,464,092	3,502,551	2,573,494	2,927,141	(575,410)	-16%
Reserve for Future Expenditures	-	-	-	-	-	-	-
Total Expense	1,811,966	2,464,092	3,502,551	2,573,494	2,927,141	(575,410)	-16%
Revenues Less Expenses	1,447,142	(16,962)	-	-	-		

Notes:
FY25-26 is the last year of a 3-year, incremental, BCC approved fee increases for Public Health's Environmental Health Program.



Infectious Disease Control & Prevention

Purpose Statement

Through partnership with health care providers, the Oregon Health Authority, local organizations and community members the Infectious Disease Control and Prevention (IDCP) team works to prevent the emergence and spread of over 50 reportable communicable diseases. This statutory responsibility includes diseases such as tuberculosis, foodborne illness, sexually transmitted infections, vaccine-preventable diseases and respiratory illness. The IDCP team provides provider/community education, performs disease investigations, ensures access to immunizations, refers individuals to services, and partners with vector control and dog services for animal bite response.

Performance Narrative

Clackamas County and the United States experienced a surge in syphilis cases between 2017 to 2022. As such, IDCP named reducing syphilis as its key performance measure. This aligns with Oregon Health Authority's accountability metric to reduce the spread of syphilis and congenital syphilis. Measuring the incidence of reported syphilis cases in Clackamas County demonstrates the burden of syphilis disease, the annual trends upwards or downward, and informs how well-staffed the IDCP team is to respond to and prevent syphilis infection in Clackamas County. The ultimate goal is to decrease syphilis cases by 10% over five years.

By measuring the percentage of kindergartners who have received all vaccines required for school attendance, we can track how well protected Clackamas County's children are against the most contagious vaccine-preventable diseases. A vaccination rate of 95% is needed to prevent community transmission of measles. In FY24-25, the county's kindergarten immunization rate held steady at 86%, 9 percentage points short of the target rate.

Key Performance Measures

		FY 22-23 Actual	FY 23-24 Actual	FY 24-25 Target	FY 24-25 Actual as of (12/31/2024)	FY 25-26 Target
RESULT	By December 2030, decrease syphilis cases by 10% to 34 per 100,000 population	37.97 per 100,000	26.34 per 100,000	37.00 per 100,000	29.62 per 100,000	36.50 per 100,000
RESULT	By March 2030, 95% of kindergartners will have received all vaccines required for school attendance	87%	86%	95%	86%	95%

Program includes:

Mandated Services	Y
Shared Services	N
Grant Funding	Y

Explain all "Yes" boxes below

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

Explanation

Mandated Services Communicable Disease: ORS 431-433 & 437, Tuberculosis Control: ORS 433.006, HIV Prevention: OAR 333-022-0210, Immunizations: OAR 333-050-0010 to 0140, ORS 431.145, ORS 433.235-284

Health Share of Oregon (HSO): County Based Services Agreement

Grant Funding

Trillium Community Health Plan (TCHP): Administrative Services Agreement

Oregon Health Authority (OHA) Federal Pass Through: LPHA

- PE03-02 Tuberculosis Case Management, CDC, CFDA #93.116
- PE07: HIV Prevention Services, CDC, CFDA # 93.940, FAIN: NU62PS24543 Oregon Health Authority (OHA) : LPHA
- PE01-01: State Support for Public Health
- PE07: HIV Prevention Services
- PE73: HIV Early Intervention and Outreach Services
- PE43: Immunization Services



400405-Infectious Disease Control & Prevention
BCC Priority Alignment: Ensure Healthy, Safe, and Secure Communities
Program Budget Summary

						Budget-to-Budget:	
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	\$ Variance	% Variance
Beginning Fund Balance	2,670,199	315,066	16,081	41,134	24,997	8,916	55%
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	2,411,819	2,558,323	1,669,912	1,703,128	1,834,855	164,943	10%
Charges, Fees, License, Permits, Fines	53,169	25,413	58,270	4,500	52,571	(5,699)	-10%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	27,901	72,652	30,238	12,448	58,180	27,942	92%
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	691,430	660,100	874,531	936,807	1,471,028	596,497	68%
Operating Revenue	3,184,319	3,316,488	2,632,951	2,656,883	3,416,634	783,683	30%
Total Revenue	5,854,518	3,631,553	2,649,032	2,698,017	3,441,631	792,599	30%
Personnel Services	4,246,860	2,436,625	2,185,704	2,025,507	2,782,582	596,878	27%
Materials and Services	1,510,357	943,745	428,328	582,513	594,049	165,721	39%
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	5,757,217	3,380,370	2,614,032	2,608,020	3,376,631	762,599	29%
Debt Service	-	-	-	-	-	-	-
Special Payments	102,488	103,878	35,000	65,000	65,000	30,000	86%
Transfers	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Total Appropriated	5,859,705	3,484,248	2,649,032	2,673,020	3,441,631	792,599	30%
Reserve for Future Expenditures	-	-	-	-	-	-	-
Total Expense	5,859,705	3,484,248	2,649,032	2,673,020	3,441,631	792,599	30%
Revenues Less Expenses	(5,187)	147,306	-	24,997	-		

Notes:
 Public Health (PH) continues to recover from the devastating effects of the COVID-19 pandemic while simultaneously addressing an unprecedented number of emerging and re-emerging infectious diseases. In FY25-26, the IDCP program is projecting a budget shortfall due to increasing workloads, reduced federal/state funding, and rising costs (e.g., salary increases, unallowable expenses, PERS contributions). Funding Reductions Include: Federal PE 43 Imm= \$336,000 reduction; & State PE 73, EISO=\$158,000 reduction.



The Center for Population Health

Purpose Statement

The purpose of the Center for Population Health is to provide health data information, policy development and recommendations, research, emergency preparedness, and public health communications and messaging services to county and community partners so they can access the tools they need to improve the identified health priorities within the 10 health equity zones.

Performance Narrative

The Center for 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.

The drug-related fatality performance measure is reported through CDC Wonder and is monitored monthly, however there is typically a 6-month lag in final (confirmed) fatality data. Hence, the FY24-25 data is unavailable currently.

Key Performance Measures

		FY 22-23 Actual	FY 23-24 Actual	FY 24-25 Target	FY 24-25 Actual as of (12/31/2024)	FY 25-26 Target
RESULT	The number of fatal overdoses will decrease by 5% from the year prior	104	89	85	TBD	81

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

- CHIP - Blue Print: ORS 431.001-550
- Public Health Modernization: ORS 431.001-550
- Tobacco Program: ORS 431.001-550

Shared Services

- Public Health Climate and Health Unit with DTD: 1 FTE (Program Planner)
- Public Health's Suicide Prevention/Mental Health Promotion program shares services with Behavioral Oregon Health Authority (OHA) Federal Pass Through: LPHA

Grant Funding

- PE62: Overdose Prevention Initiative, SAMHSA, CFDA # 93.788 & CDC, CFDA #93.136 Oregon Health Authority (OHA): LPHA
- PE13: Tobacco Prevention and Education
- PE51: Public Health Modernization

Clackamas County Opioid Settlement NOFO and grant/contract distribution project Health

Share of Oregon (HSO): County Based Services Agreement

Health Share of Oregon (HSO): Tri-County Climate Adaptation Project

Care Oregon Inc. (CO) for Overdose Prevention Projects, CC #11481

Care Oregon Inc. (CO) for Naloxone Distribution



400406-The Center for Population Health
BCC Priority Alignment: Ensure Healthy, Safe, and Secure Communities
Program Budget Summary

Budget-to-Budget:							
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	\$ Variance	% Variance
Beginning Fund Balance	921,006	953,920	376,531	977,215	766,966	390,435	104%
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	4,786,202	4,057,401	3,594,692	3,232,790	2,108,946	(1,485,746)	-41%
Charges, Fees, License, Permits, Fines	619	91,823	312,000	279,000	211,237	(100,763)	-32%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	4,396	179,518	1,460,536	1,261,223	783,281	(677,255)	-46%
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	647,104	429,713	322,798	212,435	-	(322,798)	-100%
Operating Revenue	5,438,320	4,758,455	5,690,026	4,985,448	3,103,464	(2,586,562)	-45%
Total Revenue	6,359,326	5,712,375	6,066,557	5,962,663	3,870,430	(2,196,127)	-36%
Personnel Services	3,229,210	3,090,738	3,212,079	2,395,821	2,415,581	(796,498)	-25%
Materials and Services	2,255,716	1,571,767	2,584,340	2,751,705	1,454,849	(1,129,491)	-44%
Capital Outlay	27,500	-	-	-	-	-	-
Operating Expense	5,512,426	4,662,505	5,796,419	5,147,526	3,870,430	(1,925,989)	-33%
Debt Service	-	-	-	-	-	-	-
Special Payments	374,939	256,798	270,138	48,171	-	(270,138)	-100%
Transfers	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Total Appropriated	5,887,365	4,919,302	6,066,557	5,195,697	3,870,430	(2,196,127)	-36%
Reserve for Future Expenditures	-	-	-	-	-	-	-
Total Expense	5,887,365	4,919,302	6,066,557	5,195,697	3,870,430	(2,196,127)	-36%
Revenues Less Expenses	471,962	793,072	-	766,966	-		

Notes:
 In FY25-26, Public Health is projecting a budget shortfall due to increasing workloads, reduced federal/state funding and rising costs (e.g., salary increases, unallowable expenses, PERS contributions). Due to this shortfall, the Center for Population Health Program is eliminating 1.0 FTE Program Planner, Sr. vacancy in the program's Blueprint/CHIP service area.



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 the frequent vital records staff shortage, the program has been able to consistently maintain above 95% of death certificates processed within 24 hours. This has been possible due to the recent online ordering software that CC Vital Records implemented.

Funeral homes are required to order online and pay for their orders as they go. This made the elimination of the monthly funeral homes' billing possible. The program's processes have been streamlined and modernized.

Key Performance Measure

		FY 22-23 Actual	FY 23-24 Actual	FY 24-25 Target	FY 24-25 Actual as of (12/31/2024)	FY 25-26 Target
RESULT	Percent of death certificates are processed within 24 hours of the order being received.	98%	99%	95%	95%	95%

Program includes:

Mandated Services

Shared Services

Grant Funding

Explain all "Yes" boxes below

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

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

Explanation

Mandated Services Vital Statistics: OHA/ORS 432.035 & OAR 333-011-0340



400407-Vital Statistics

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

Program Budget Summary

	Budget-to-Budget:						
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	\$ Variance	% Variance
Beginning Fund Balance	725	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	-	-	-	250	250	-
Charges, Fees, License, Permits, Fines	570,203	602,767	619,036	585,990	468,156	(150,880)	-24%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	5,915	-	-	-	-	-
Operating Revenue	570,203	608,682	619,036	585,990	468,406	(150,630)	-24%
Total Revenue	570,928	608,682	619,036	585,990	468,406	(150,630)	-24%
Personnel Services	320,578	345,439	452,323	391,589	275,272	(177,051)	-39%
Materials and Services	138,832	262,089	166,713	188,957	190,634	23,921	14%
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	459,410	607,528	619,036	580,546	465,906	(153,130)	-25%
Debt Service	-	-	-	-	-	-	-
Special Payments	2,869	2,309	-	5,444	2,500	2,500	-
Transfers	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Total Appropriated	462,279	609,837	619,036	585,990	468,406	(150,630)	-24%
Reserve for Future Expenditures	-	-	-	-	-	-	-
Total Expense	462,279	609,837	619,036	585,990	468,406	(150,630)	-24%
Revenues Less Expenses	108,649	(1,154)	-	-	-		

Notes:

In FY25-26, Public Health is projecting a budget shortfall due to increasing workloads, reduced federal/state funding, and rising costs (e.g., salary increases, PERS contributions, and unallowable expenses). Due to this shortfall, Vital Statistics' fee revenue is being utilized in the Administration Program to offset costs. The Vital Statistics Program revenue saving is from the elimination of 1.0 FTE Office Specialist 2, which was recognized by the implementation of the Premium online vital stats.



Health Centers

Health Centers Administration

Purpose Statement

The purpose of 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 for the 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 adopted a budget of \$16,837,138. These resources allow for 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 Division regularly surveys patients and clients on their experience of care, interactions with staff, and respect for their culture. This measure displays the mean score for the question 'Overall, how would you rate your most recent experience' with responses weighted for Excellent (100), Good (75), Fair (50) and Poor (25).

Key Performance Measure

		FY 22-23 Actual	FY 23-24 Actual	FY 24-25 Target	FY 24-25 Actual as of (12/31/2024)	FY 25-26 Target
RESULT	Percentage of Patients who report overall satisfaction when surveyed.	90.8%	92.5%	91.3%	91.9%	90.0%

Program includes:

Mandated Services

Shared Services

Grant Funding

Explain all "Yes" boxes below

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

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

Explanation

HRSA330-GY20: 05/01/2025-04/30/2026 = \$2,531,320 (Health Resources and Service Administration)



400501-Health Centers Administration
BCC Priority Alignment: Ensure Healthy, Safe, and Secure Communities
Program Budget Summary

Budget-to-Budget:							
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	\$ Variance	% Variance
Beginning Fund Balance	12,197,203	19,760,696	16,300,298	14,640,608	7,779,640	(8,520,658)	-52%
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	4,052,518	6,212,859	2,696,320	2,384,814	2,521,320	(175,000)	-6%
Charges, Fees, License, Permits, Fines	4,124,299	2,567,295	4,095,096	3,722,527	3,948,797	(146,299)	-4%
Revenue from Bonds & Other Debts	45,963	7,026,812	45,970	-	45,960	(10)	0%
All Other Revenue Resources	329,310	988,254	485,000	668,865	485,000	-	0%
Other Interfund Transfers	-	1,000,000	-	-	-	-	-
General Fund Support	-	52,510	-	-	-	-	-
Operating Revenue	8,552,090	17,847,730	7,322,386	6,776,206	7,001,077	(321,309)	-4%
Total Revenue	20,749,293	37,608,426	23,622,684	21,416,814	14,780,717	(8,841,967)	-37%
Personnel Services	4,168,579	4,858,505	5,665,932	5,374,623	6,347,314	681,382	12%
Materials and Services	3,002,064	3,924,335	3,216,788	3,586,122	3,493,558	276,770	9%
Capital Outlay	884,552	12,064,383	2,500,000	1,070,656	-	(2,500,000)	-100%
Operating Expense	8,055,195	20,847,223	11,382,720	10,031,401	9,840,872	(1,541,848)	-14%
Debt Service	-	1,000	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	631,869	631,951	631,950	631,938	(13)	0%
Contingency	-	-	11,700,841	-	6,364,328	(5,336,513)	-46%
Total Appropriated	8,055,195	21,480,092	23,715,512	10,663,351	16,837,138	(6,878,374)	-29%
Reserve for Future Expenditures	-	-	-	-	-	-	-
Total Expense	8,055,195	21,480,092	23,715,512	10,663,351	16,837,138	(12,214,900)	-52%
Revenues Less Expenses	12,694,098	16,128,335	(92,828)	10,753,463	(2,056,421)		

Notes:

Federal Funding has been left constant until any changes at the federal level are finalized.



Health Centers

Primary Care

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 \$19,457,318. 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 22-23 Actual	FY 23-24 Actual	FY 24-25 Target	FY 24-25 Actual as of (12/31/2024)	FY 25-26 Target
RESULT	Percent of patients with Diabetes with blood sugar levels under control.*	72%	74.6%	74%	76.3%	73.0%
OUTPUT	Number of primary care visits.	42,932	46,633	48,464	20,549	54,180

* Calendar year targets, as set by CareOregon.

Program includes:

Mandated Services

Shared Services

Grant Funding

Explain all "Yes" boxes below

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

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

Explanation

SAMHSA: Zero Suicide: 09/30/2023-09/29/2024 = \$69,550 (Substance Abuse and Mental Health Services Administration)



400502-Primary Care

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

Program Budget Summary

Budget-to-Budget:							
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	\$ Variance	% Variance
Beginning Fund Balance	(856,643)	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	3,354,296	4,163,415	2,896,270	2,814,652	1,925,540	(970,730)	-34%
Charges, Fees, License, Permits, Fines	9,220,825	9,534,341	11,731,000	9,129,338	12,698,000	967,000	8%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	13,367	23,371	176,589	16,725	13,650	(162,939)	-92%
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-
Operating Revenue	12,588,488	13,721,127	14,803,859	11,960,715	14,637,190	(166,669)	-1%
Total Revenue	11,731,845	13,721,127	14,803,859	11,960,715	14,637,190	(166,669)	-1%
Personnel Services	10,812,363	12,476,553	14,427,297	13,811,459	15,586,948	1,159,651	8%
Materials and Services	4,327,199	4,605,002	4,275,517	4,078,661	3,870,370	(405,147)	-9%
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	15,139,562	17,081,555	18,702,814	17,890,120	19,457,318	754,504	4%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Total Appropriated	15,139,562	17,081,555	18,702,814	17,890,120	19,457,318	754,504	4%
Reserve for Future Expenditures	-	-	-	-	-	-	-
Total Expense	15,139,562	17,081,555	18,702,814	17,890,120	19,457,318	754,504	4%
Revenues Less Expenses	(3,407,717)	(3,360,428)	(3,898,955)	(5,929,405)	(4,820,128)		

Notes:

Federal Funding has been left constant until any changes at the federal level are finalized.



Health Centers

Gladstone Pediatric Clinic & School-Based Health Centers

Purpose Statement

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

Performance Narrative

The Gladstone Pediatric Clinic and School-Based Health Centers Program adopted a budget of \$5,459,826. The Gladstone Pediatric Clinic and School-Based Health Centers Program provides comprehensive health services at one pediatric primary care clinic and four school based health centers. These resources allow for comprehensive health services to patients focusing on the treatment and improvement of the physical and mental health of each patient.

The Gladstone Pediatric Clinic and School-Based Health Centers are transitioning the budget result measure from the immunizations metric to the well child visits metric because well child visits are a key part of the whole health of the children. Well child visits are a cornerstone of pediatric care. These comprehensive visits "play a critical role in identifying concerns that require follow-up care and, in early childhood, include essential preventive services such as immunizations, developmental and lead exposure screenings, and early oral health interventions (Centers for Medicare and Medicaid Services). Clackamas Health Centers Division follows the American Academy of Pediatrics recommendations for annual well child visits, with increased frequency in early childhood. The Gladstone Pediatric Clinic and School Based Health Centers program has had a provider vacancy at the School Based locations during the fiscal year, which has impacted the total visits provided when compared to targets. The Gladstone Pediatric Clinic and School Based Health Centers program has a small number of providers so a vacancy in this program has a greater impact than other programs.

Key Performance Measure

		FY 22-23 Actual	FY 23-24 Actual	FY 24-25 Target	FY 24-25 Actual as of (12/31/2024)	FY 25-26 Target
RESULT	Percent of child patients (age 2 and younger) will have complete immunizations.*	55%	69.2%	58.7%	73%	Retiring
OUTPUT	Number of pediatric visits.*	11,336	10,930	18,396	4,855**	18,271
RESULT	Percent of pediatric patients will receive a well child visit during the year (new measure)	n/a	n/a	n/a	48.6%	52%

* Calendar year targets, as set by CareOregon.

** Approx 60% of visits happen in second half of fiscal year due to school calendar.

Program includes:

Mandated Services

Shared Services

Grant Funding

Explain all "Yes" boxes below

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

Program Budget Summary

							Budget-to-Budget:
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	\$ Variance	% Variance
Beginning Fund Balance	(375,166)	5,822	-	-	-	-	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	1,132,695	493,955	255,990	589,273	157,990	(98,000)	-38%
Charges, Fees, License, Permits, Fines	2,661,423	2,471,277	3,265,200	2,018,988	3,574,250	309,050	9%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	61,500	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-
Operating Revenue	3,794,117	2,965,232	3,521,190	2,669,761	3,732,240	211,050	6%
Total Revenue	3,418,951	2,971,055	3,521,190	2,669,761	3,732,240	211,050	6%
Personnel Services	3,531,377	3,715,238	4,551,888	3,814,318	4,702,329	150,441	3%
Materials and Services	661,079	805,876	748,040	795,663	757,497	9,457	1%
Capital Outlay	-	7,960	-	-	-	-	-
Operating Expense	4,192,455	4,529,074	5,299,928	4,609,981	5,459,826	159,898	3%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Total Appropriated	4,192,455	4,529,074	5,299,928	4,609,981	5,459,826	159,898	3%
Reserve for Future Expenditures	-	-	-	-	-	-	-
Total Expense	4,192,455	4,529,074	5,299,928	4,609,981	5,459,826	159,898	3%
Revenues Less Expenses	(773,504)	(1,558,019)	(1,778,738)	(1,940,220)	(1,727,586)		

Notes:

Federal Funding has been left constant until any changes at the federal level are finalized.



Health Centers

Dental

Purpose Statement

The purpose of the Dental Program is to provide dental health care services to people with limited access to dental services so they can experience a transition from urgent care to restoring oral wellness and improved dental health.

Performance Narrative

The Dental Program adopted a budget of \$8,068,565. 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 22-23 Actual	FY 23-24 Actual	FY 24-25 Target	FY 24-25 Actual as of (12/31/23)	FY 25-26 Target
RESULT	Percent of children (age 1-14) seen at Dental Health Centers receiving preventative dental services.	96	97%	97%	97%	96.6%
OUTPUT	Number of dental visits.	19587	24,077	20,633	10,357	20,663

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:							
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	\$ Variance	% Variance
Beginning Fund Balance	785,103	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	2,569,809	1,223,223	790,530	739,449	424,310	(366,220)	-46%
Charges, Fees, License, Permits, Fines	4,909,751	5,572,832	5,567,100	5,897,946	5,888,200	321,100	6%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	-	495	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-
Operating Revenue	7,479,560	6,796,549	6,357,630	6,637,395	6,312,510	(45,120)	-1%
Total Revenue	8,264,663	6,796,549	6,357,630	6,637,395	6,312,510	(45,120)	-1%
Personnel Services	4,519,994	5,143,106	5,964,196	5,592,375	6,263,492	299,296	5%
Materials and Services	1,430,575	1,563,980	1,523,292	1,731,653	1,805,073	281,781	18%
Capital Outlay	6,282	17,149	-	50,427	-	-	-
Operating Expense	5,956,851	6,724,236	7,487,488	7,374,455	8,068,565	581,077	8%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Total Appropriated	5,956,851	6,724,236	7,487,488	7,374,455	8,068,565	581,077	8%
Reserve for Future Expenditures	-	-	-	-	-	-	-
Total Expense	5,956,851	6,724,236	7,487,488	7,374,455	8,068,565	581,077	8%
Revenues Less Expenses	2,307,812	72,314	(1,129,858)	(737,060)	(1,756,055)		

Notes:

Federal Funding has been left constant until any changes at the federal level are finalized.



Health Centers

Behavioral Health Clinics

Purpose Statement

The purpose of the Behavioral Health Clinic Program is to provide specialty behavioral health services to clients and prospective clients diagnosed with mental health or substance use disorders so they can experience reduced mental distress and achieve their individual goals.

Performance Narrative

The Behavioral Health Clinic Program adopted a budget of \$26,397,373. The Behavioral Health Program provides comprehensive health services at one behavioral health behavioral clinic and at our four integrated clinics. These resources allow the program to provide a variety of mental health and addiction treatment services to children, adolescents, adults, and their families.

The Behavioral Health Clinics Program is transitioning from the screening metric to the improved mental health metric because the new metric incorporates client feedback, which is a core tenant of Feedback Informed Treatment, and team based care. Mental health well-being and Behavioral health care are key pillars of holistic health care. According to National Institute of Mental Health, it's estimated that one in five adults in the US live with mental illness. Clackamas Health Centers provides a variety of outpatient counseling and treatment services for mental health and substance use needs. The Behavioral Health program has had some provider vacancies and the Lake Road Health Center has been under renovation during the fiscal year, which has impacted the total visits provided when compared to targets. The growth in Behavioral Health Clinic program targets is due to the 16.5 FTE increase at the beginning of FY24-25.

Key Performance Measure

		FY 22-23 Actual	FY 23-24 Actual	FY 24-25 Target	FY 24-25 Actual as of (12/31/2024)	FY 25-26 Target
RESULT	Percent of clients 12 and older screened for suicide risk at their initial and/or annual assessment and as clinically needed. ¹	82%	83%	83%	86%	Retiring
OUTPUT	Number of client visits.	63,474	79,174	84,666	32,275	102,068
RESULT	Percent of clients who report their overall mental health has improved since beginning services (new)	N/A	N/A	N/A	79%	79%

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: 07/01/2025-06/30/2026 = \$88,139 (Criminal Justice Commission)

CJC: Adult Drug Court Grant: 07/01/2025-06/30/2026 = \$96,724 (Criminal Justice Commission)

CJC: DUII Court Grant: 07/01/2025-06/30/2026 = \$67,155 (Criminal Justice Commission)

SAMHSA: Treatment Court Services 10/01/2025-09/30/2026 = \$400,000 (Substance Abuse and Mental Health Services)



400505-Behavioral Health Clinics

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

Program Budget Summary

Budget-to-Budget:							
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	\$ Variance	% Variance
Beginning Fund Balance	4,557,529	175,895	-	-	-	-	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	1,749,620	1,253,489	875,018	3,454,813	1,702,018	827,000	95%
Charges, Fees, License, Permits, Fines	19,549,876	21,142,368	30,061,521	24,527,883	34,364,600	4,303,079	14%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	7,576	36,427	7,580	5,658	7,580	-	0%
Other Interfund Transfers	-	-	466,558	-	683,365	216,807	46%
General Fund Support	-	-	-	-	-	-	-
Operating Revenue	21,307,072	22,432,285	31,410,677	27,988,354	36,757,563	5,346,886	17%
Total Revenue	25,864,601	22,608,179	31,410,677	27,988,354	36,757,563	5,346,886	17%
Personnel Services	12,950,345	14,991,097	20,006,628	17,508,975	21,598,460	1,591,832	8%
Materials and Services	3,792,532	4,203,053	4,503,670	4,846,517	4,798,913	295,243	7%
Capital Outlay	-	55,622	-	-	-	-	-
Operating Expense	16,742,877	19,249,772	24,510,298	22,355,492	26,397,373	1,887,075	8%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Total Appropriated	16,742,877	19,249,772	24,510,298	22,355,492	26,397,373	1,887,075	8%
Reserve for Future Expenditures	-	-	-	-	-	-	-
Total Expense	16,742,877	19,249,772	24,510,298	22,355,492	26,397,373	1,887,075	8%
Revenues Less Expenses	9,121,724	3,358,407	6,900,379	5,632,862	10,360,190		

Notes:

Federal Funding has been left constant until any changes at the federal level are finalized. Completion of Lake Rd Health Center renovations to be complete around beginning of FY25-26.



Behavioral Health

Behavioral Health Administration

Purpose Statement

The purpose of the Behavioral Health Administration Program is to provide contract and grant coordination, compliance and quality management oversight, budget control and fiscal management, and personnel support services to Behavioral Health management and staff so they can provide continual access to behavioral health care that matches the needs of Clackamas County residents.

Performance Narrative

The Behavioral Health Administration Program has adopted a budget of \$15,180,086. Administrative services are focused on high quality customer service, both internally and externally. By meeting results, it ensures that critical mental health and substance use services are not disrupted due to contract lapses or revenue delays.

Key Performance Measures

		FY 22-23 Actual	FY 23-24 Actual	FY 24-25 Target	FY 24-25 Actual as of (12/31/2024)	FY 25-26 Target
RESULT	Percent of customers reporting satisfied or highly satisfied with the service(s) they receive from Administration Program.	95%	90%	90%	89%	90%

Program includes:

Mandated Services

Shared Services

Grant Funding

Explain all "Yes" boxes below

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

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

Explanation The Administration programs are partially funded by revenues from the Oregon Health Authority Community Addictions and Mental Health Services Agreement, CareOregon, and Trillium Community Health Plan. Maintaining a grievance system and a compliance program, including adult abuse investigation is mandated by rule and contract.

CMHP funding is transitioning from a calendar to a fiscal year basis and the Behavioral Health Division anticipated a new agreement starting July 1st, 2025. The agreement supporting the FY25-26 budget is anticipated to begin July 1st, 2025 and include the subsequent six fiscal years. There are no matching requirements.



400601-Behavioral Health Administration

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

Program Budget Summary

Budget-to-Budget:							
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	\$ Variance	% Variance
Beginning Fund Balance	3,320,046	10,659,227	3,863,063	14,773,833	9,461,035	5,597,972	145%
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	7,728,888	5,782,041	7,786,336	3,070,721	3,547,316	(4,239,020)	-54%
Charges, Fees, License, Permits, Fines	1,293,766	57,166	1,441,521	1,430,474	1,587,556	146,035	10%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	150,704	525,659	-	3,685	525,661	525,661	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	340,246	488,273	103,732	24,114	58,518	(45,214)	-44%
Operating Revenue	9,513,605	6,853,139	9,331,589	4,528,994	5,719,051	(3,612,538)	-39%
Total Revenue	12,833,650	17,512,366	13,194,652	19,302,827	15,180,086	1,985,434	15%
Personnel Services	2,836,889	3,232,354	3,499,609	2,946,853	3,985,978	486,369	14%
Materials and Services	1,047,984	2,041,187	7,047,081	3,603,740	7,430,666	383,585	5%
Capital Outlay	222,213	110,340	108,141	115,000	220,000	111,859	103%
Operating Expense	4,107,086	5,383,881	10,654,831	6,665,593	11,636,644	981,813	9%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	301,729	1,114,926	-	3,050,000	1,935,074	174%
Transfers	-	-	-	-	-	-	-
Contingency	-	-	1,424,895	-	493,442	(931,453)	-65%
Total Appropriated	4,107,086	5,685,610	13,194,652	6,665,593	15,180,086	1,985,434	15%
Reserve for Future Expenditures	-	-	-	-	-	-	-
Total Expense	4,107,086	5,685,610	13,194,652	6,665,593	15,180,086	1,053,981	8%
Revenues Less Expenses	8,726,564	11,826,756	-	12,637,234	-		

Notes:

The Behavioral Health Administration Program will experience an uptick in expenses for one-time payments and contracts this fiscal year. This is reflected in an increased beginning fund balance and special payments expenses. This program anticipates increased revenue from indirect rate revenue and the utilization of interest income. Capital outlay costs include operating expenses for the Division's Electronic Health Record System.



Behavioral Health

Behavioral Health System of Care

Purpose Statement

The purpose of the Behavioral Health System of Care Program is to provide coordination, support, assessment, and referral services to Clackamas County residents so they can access behavioral health resources that match their needs.

Performance Narrative

The Behavioral Health System of Care has adopted a budget of \$9,523.653. There continues to be a high response rate to individuals calling the customer service line seeking assistance with most individuals receiving assistance when they call. The program has cross-trained staff at two locations to 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 and Persistent Mental Illness (SPMI) and individuals accessing higher levels of care.

Key Performance Measures

		FY 22-23 Actual	FY 23-24 Actual	FY 24-25 Target	FY 24-25 Actual as of (12/31/2024)	FY 25-26 Target
RESULT	By 2025, 95% of all residents seeking Behavioral Health services will receive a response within one business day of expressing need.	100%	100%	95%	98%	95%

Program includes:

Mandated Services

Shared Services

Grant Funding

Explain all "Yes" boxes below

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

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

Explanation The System of Care programs are funded by revenues received from the Oregon Health Authority Community Addictions and Mental Health Agreement (CMHP), CareOregon, and Trillium Community Health Plan.

CMHP funding is transitioning from a calendar to a fiscal year basis and the Behavioral Health Division anticipated a new agreement starting July 1st, 2025. The agreement supporting the FY25-26 budget is anticipated to begin July 1st, 2025 and include the subsequent six fiscal years. There are no matching requirements.



400602-Behavioral Health System of Care
BCC Priority Alignment: Ensure Healthy, Safe, and Secure Communities
Program Budget Summary

Budget-to-Budget:							
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	\$ Variance	% Variance
Beginning Fund Balance	1,089,738	-	2,452,039	1,228,000	1,886,832	(565,207)	-23%
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	5,044,954	9,177,376	9,363,618	6,701,256	7,564,600	(1,799,018)	-19%
Charges, Fees, License, Permits, Fines	-	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	1,500	-	200,000	-	-	(200,000)	-100%
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	33,321	-	-	72,220	72,220	-
Operating Revenue	5,046,454	9,210,697	9,563,618	6,701,256	7,636,820	(1,926,798)	-20%
Total Revenue	6,136,193	9,210,697	12,015,657	7,929,256	9,523,652	(2,492,005)	-21%
Personnel Services	3,283,201	3,795,342	4,332,046	3,877,218	5,202,900	870,854	20%
Materials and Services	2,193,202	1,692,171	3,774,533	1,981,784	2,137,597	(1,636,936)	-43%
Capital Outlay	-	-	2,060,000	1,000,000	-	(2,060,000)	-100%
Operating Expense	5,476,404	5,487,514	10,166,579	6,859,002	7,340,497	(2,826,082)	-28%
Debt Service	-	-	-	-	-	-	-
Special Payments	898,278	876,021	940,779	1,143,537	1,227,685	286,906	30%
Transfers	-	-	-	-	-	-	-
Contingency	-	-	908,299	-	955,471	47,172	5%
Total Appropriated	6,374,681	6,363,535	12,015,657	8,002,539	9,523,653	(2,492,004)	-21%
Reserve for Future Expenditures	-	-	-	-	-	-	-
Total Expense	6,374,681	6,363,535	12,015,657	8,002,539	9,523,653	(2,444,832)	-20%
Revenues Less Expenses	(238,489)	2,847,162	-	(73,283)	-		

Notes:

The System of Care Program will experience increased personnel costs in the fiscal year as a result of expanded personnel and reduced vacancies. All additional personal costs are supported with ongoing revenue sources from health systems and the state.



Behavioral Health

Peer Delivered

Purpose Statement

The Peer Delivered Services program provides peer outreach, support, and recovery services to residents of Clackamas County experiencing mental health or substance use issues so they can partner with someone with similar life experience.

Performance Narrative

The Peer Delivered Services Program has adopted a budget of \$3,209,978. Contracted peer organizations assist individuals with mental health and substance use challenges move through and to recovery. Peers help residents to advocate for themselves and define and achieve their own recovery goals that lead to an increased quality of life.

Key Performance Measures

		FY 22-23 Actual	FY 23-24 Actual	FY 24-25 Target	FY 24-25 Actual as of (12/31/2024)	FY 25-26 Target
RESULT	Percent of customers feel their quality of life has improved as measured by self-reported survey.	85%	78%*	80%	74.3%**	80%

*Performance in 3 of the quarters met the target. In one quarter, 2 of the 7 contractors reported 0% for unknown reasons, which lowered the figure for the quarter significantly. When the reports from those contractors are excluded, the quarter's figure is 22% points higher, and the FY23-24 Actual is 83% (i.e., exceeding the target).

**Performance in Q1 and Q2 were near or above the target. Only 6 of the 10 subcontractors could submit data before this report was due. The usual turnaround time is 30 days after the close of a quarter.

Program includes:

Mandated Services

Shared Services

Grant Funding

Explain all "Yes" boxes below

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

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

Explanation The Peer program is 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 and the Behavioral Health Division anticipated a new agreement starting July 1st, 2025. The agreement supporting the FY25-26 budget is anticipated to begin July 1st, 2025 and include the subsequent six fiscal years. There are no matching requirements.



400603-Peer Delivered

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

Program Budget Summary

Budget-to-Budget:							
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	\$ Variance	% Variance
Beginning Fund Balance	(154,636)	-	221,441	81,000	473,295	251,854	114%
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	1,646,357	2,156,514	2,657,291	2,059,443	2,734,406	77,115	3%
Charges, Fees, License, Permits, Fines	24,880	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	2,277	2,277	-
Operating Revenue	1,671,237	2,156,514	2,657,291	2,059,443	2,736,683	79,392	3%
Total Revenue	1,516,601	2,156,514	2,878,732	2,140,443	3,209,978	331,246	12%
Personnel Services	53,775	-	-	6,443	153,459	153,459	-
Materials and Services	1,031,207	1,561,953	2,155,381	1,035,495	2,319,619	164,238	8%
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	1,084,982	1,561,953	2,155,381	1,041,938	2,473,078	317,697	15%
Debt Service	-	-	-	-	-	-	-
Special Payments	291,705	353,073	348,459	181,167	418,075	69,616	20%
Transfers	-	-	-	-	-	-	-
Contingency	-	-	374,892	-	318,825	(56,067)	-15%
Total Appropriated	1,376,687	1,915,026	2,878,732	1,223,105	3,209,978	331,246	12%
Reserve for Future Expenditures	-	-	-	-	-	-	-
Total Expense	1,376,687	1,915,026	2,878,732	1,223,105	3,209,978	275,179	10%
Revenues Less Expenses	139,914	241,488	-	917,338	-		

Notes:

The Peer Services Program will absorb contract revenue and expenses from other programs in the fiscal year that better align with the scope of peer services. This is reflected in increased fund balance revenue and materials and services expenses. One vacant position was filled in the FY24-25 which will result in increased personnel costs for this fiscal year. Some additional contract investments were made in community-based peer services.



Behavioral Health

Prevention and Stigma Reduction

Purpose Statement

The Prevention and Stigma Reduction program provides consultation and education ("Get Trained to Help") services to the people of Clackamas County so they can participate in and foster a state of positive behavioral health in their lives and in the community.

Performance Narrative

The Prevention and Stigma Reduction Program has adopted a budget of \$932,076. The program focusses 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 22-23 Actual	FY 23-24 Actual	FY 24-25 Target	FY 24-25 Actual as of (12/31/2024)	FY 25-26 Target
RESULT	Percent of <i>Get Trained to Help</i> participants report taking action(s) they could not otherwise taken.	88%	82%	N/A*	N/A*	N/A*

**This program is no longer housed in the Behavioral Health Division. It is now under the Public Health Division. Therefore, BHD did not collect performance data for FY24-25.*

Program includes:

Mandated Services

Shared Services

Grant Funding

Explain all "Yes" boxes below

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

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

Explanation The Prevention and Stigma Reduction program is funded by revenues from the Oregon Health Authority Community Addictions and Mental Health Services Agreement (CMHP) and CareOregon.

CMHP funding is transitioning from a calendar to a fiscal year basis and the Behavioral Health Division anticipated a new agreement starting July 1st, 2025. The agreement supporting the FY25-26 budget is anticipated to begin July 1st, 2025 and include the subsequent six fiscal years. There are no matching requirements.



400604-Prevention & Stigma Reduction

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

Program Budget Summary

						<u>Budget-to-Budget:</u>	
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	\$ Variance	% Variance
Beginning Fund Balance	365,006	-	38,425	-	364,236	325,811	848%
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	552,390	490,267	197,306	320,751	565,229	367,923	186%
Charges, Fees, License, Permits, Fines	-	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	6,372	-	-	1,615	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	2,611	2,611	-
Operating Revenue	558,762	490,267	197,306	322,366	567,840	370,534	188%
Total Revenue	923,768	490,267	235,731	322,366	932,076	696,345	295%
Personnel Services	282,341	325,984	171,071	153,233	175,982	4,911	3%
Materials and Services	156,608	83,696	46,527	64,866	461,700	415,173	892%
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	438,949	409,680	217,598	218,099	637,682	420,084	193%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Contingency	-	-	18,133	-	294,394	276,261	1524%
Total Appropriated	438,949	409,680	235,731	218,099	932,076	696,345	295%
Reserve for Future Expenditures	-	-	-	-	-	-	-
Total Expense	438,949	409,680	235,731	218,099	932,076	972,606	413%
Revenues Less Expenses	484,819	80,587	-	104,267	-		

Notes:
The Prevention and Stigma Reduction Program will see an increase in interagency funding and expenses during the fiscal year.



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 and monitoring services to individuals with a high level of behavioral health needs so they can connect with community support and services, reduce their reliance on higher levels of care, and remain safe in the community.

Performance Narrative

The Safety Net Services program has adopted a budget of \$11,486,667. Funding allows for FTE to provide discharge planning from the county jail, a community outreach team to address individuals in the community coming to the attention of law enforcement prior to arrest, and staffing for the urgent mental health walk-in clinic providing supports to avoid arrest or unnecessary hospitalization. In addition, this funding addresses contractually required elements including the requirement to provide 24-7 mobile crisis to individuals experiencing a mental health crisis in the community within one hour of the request and 24-7 crisis line response to any resident of the community.

Key Performance Measures

		FY 22-23 Actual	FY 23-24 Actual	FY 24-25 Target	FY 24-25 Actual as of (12/31/2024)	FY 25-26 Target
RESULT	Percent of Medicaid or uninsured patients that do not get readmitted to a hospital within 30 days.	94%	87%	85%	N/A	N/A
RESULT	Percent of Intensive Care Coordination clients that do not get readmitted to a hospital within 30 days.*	N/A	N/A	85%	89%	85%

*Updated the wording of the measure description to match with the current operation of the program.

Program includes:

Mandated Services ☒ Y

Shared Services ☐ N

Grant Funding ☒ Y

Explain all "Yes" boxes below

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

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

Explanation The Safety Net Services program is funded by revenues received from the Oregon Health Authority Community Addictions and Mental Health Agreement (CMHP), CareOregon, inter-agency revenue, and Trillium Community Health Plan-OHP. The CFAA indicates which services are mandated: 24-7 crisis line, 24-7 mobile crisis response, Psychiatric Review Board and the Involuntary Commitment Program.

CMHP funding is transitioning from a calendar to a fiscal year basis and the Behavioral Health Division anticipated a new agreement starting July 1st, 2025. The agreement supporting the FY25-26 budget is anticipated to begin July 1st, 2025 and include the subsequent six fiscal years. There are no matching requirements.



400605-Safety Net Services

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

Program Budget Summary

Budget-to-Budget:							
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	\$ Variance	% Variance
Beginning Fund Balance	1,180,521	-	1,432,604	-	2,060,613	628,009	44%
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	5,834,173	6,783,655	7,473,942	6,936,734	8,723,816	1,249,874	17%
Charges, Fees, License, Permits, Fines	371,393	426,811	547,859	264,231	542,101	(5,758)	-1%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	20	-	-	12	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	237,231	127,538	465,271	305,890	160,137	(305,134)	-66%
Operating Revenue	6,442,817	7,338,004	8,487,072	7,506,867	9,426,054	938,982	11%
Total Revenue	7,623,338	7,338,004	9,919,676	7,506,867	11,486,667	1,566,991	16%
Personnel Services	4,195,990	4,700,762	5,920,286	4,785,919	7,079,259	1,158,973	20%
Materials and Services	1,713,719	1,156,726	3,195,816	2,060,493	3,118,534	(77,282)	-2%
Capital Outlay	-	75,665	40,000	-	-	(40,000)	-100%
Operating Expense	5,909,709	5,933,154	9,156,102	6,846,412	10,197,793	1,041,691	11%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	10,000	10,000	-
Transfers	-	-	-	-	-	-	-
Contingency	-	-	763,574	-	1,278,874	515,300	67%
Total Appropriated	5,909,709	5,933,154	9,919,676	6,846,412	11,486,667	1,566,991	16%
Reserve for Future Expenditures	-	-	-	-	-	-	-
Total Expense	5,909,709	5,933,154	9,919,676	6,846,412	11,486,667	2,082,291	21%
Revenues Less Expenses	1,713,628	1,404,850	-	660,455	-		

Notes:

The Safety Net Services Program will experience growth in revenue from state and local sources as well as increased revenue from inter-agency agreements. Increased materials and services expenses include large contracts to support crisis services and operating expenses for crisis services.



Budget-to-Budget:							
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	\$ Variance	% Variance
Beginning Fund Balance	(137,028)	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	(8,182)	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines	-	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-
Operating Revenue	(8,182)	-	-	-	-	-	-
Total Revenue	(145,210)	-	-	-	-	-	-
Personnel Services	-	87,238	-	-	-	-	-
Materials and Services	(0)	230,772	-	-	-	-	-
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	(0)	318,010	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Total Appropriated	(0)	318,010	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Total Expense	(0)	318,010	-	-	-	-	-
Revenues Less Expenses	(145,210)	(318,010)	-	-	-	-	-

Notes:

None



Housing & Community Development

Administration & 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.

Performance Narrative

The Housing & Community Development Division (HCDD) consolidates the county's community preservation, housing authority and housing services functions under one entity. Because the performance measures for this program were newly introduced in FY23-24, there is no data available prior to that year. This year, measures are being updated to align with the latest Performance Clackamas guidance. As a newer division, staff continue to streamline processes to improve processing speeds while maintaining accuracy. Additionally, the customer service survey is still in development, so data for this measure is not yet available. The customer service measure will be implemented in FY24-25.

Key Performance Measures

		FY 22-23 Actual	FY 23-24 Actual	FY 24-25 Target	FY 24-25 Actual as of (12/31/2024)	FY 25-26 Target
RESULT	Percentage of invoices and interfund processed and sent to Finance for payment within 30 days of receipt.	N/A	82%	80%	Updated Measure	
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%	Updated Measure	
UPDATED MEASURES						
RESULT	By 2026, 80% of invoices and interfund transfers are processed and sent to County Finance for payment within 30 days of receipt.	N/A	82%	80%	70%	80%
Customer Service	85% of contractors and service providers indicate on a survey that they are satisfied with the timeliness of their payment processing.	N/A	N/A	85%	N/A	85%

Program includes:

Mandated Services

Shared Services

Grant Funding

Explain all "Yes" boxes below

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

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

Explanation The Administration and Operation program is funded by HealthShare and Trillium. There are no matching requirements.



4007-Housing & Community Development

400701-Administration & Operations

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

Program Budget Summary

Budget-to-Budget:							
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	\$ Variance	% Variance
Beginning Fund Balance	35,897,332	51,530,017	43,153,559	42,451,572	23,126,620	(20,026,939)	-46%
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	57,319,999	9,807,998	5,209,167	250,000	799,584	(4,409,583)	-85%
Charges, Fees, License, Permits, Fines	-	250	-	250	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	1,007,681	3,841,074	720,063	2,002,725	2,230,156	1,510,093	210%
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	924,701	232,215	232,215	520,386	288,171	124%
Operating Revenue	58,327,681	14,574,023	6,161,445	2,485,190	3,550,126	(2,611,319)	-42%
Total Revenue	94,225,013	66,104,040	49,315,004	44,936,762	26,676,746	(22,638,258)	-46%
Personnel Services	1,293,725	2,484,339	3,798,067	3,721,230	4,211,060	412,993	11%
Materials and Services	372,973	1,376,233	27,004,354	17,987,911	6,259,780	(20,744,574)	-77%
Capital Outlay	-	14,961	-	1,000	-	-	-
Operating Expense	1,666,699	3,875,533	30,802,421	21,710,141	10,470,840	(20,331,581)	-66%
Debt Service	-	-	-	-	-	-	-
Special Payments	343,859	763	100,000	100,000	125,906	25,906	26%
Transfers	-	-	-	-	-	-	-
Contingency	-	-	3,682,516	-	3,216,000	(466,516)	-13%
Total Appropriated	2,010,557	3,876,296	34,584,937	21,810,141	13,812,746	(20,772,191)	-60%
Reserve for Future Expenditures	-	-	14,730,067	-	12,864,000	(1,866,067)	-13%
Total Expense	2,010,557	3,876,296	49,315,004	21,810,141	26,676,746	(23,104,774)	-47%
Revenues Less Expenses	92,214,455	62,227,744	-	23,126,621	-		

Notes:

None



Housing & Community Development

System Support & 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

The Coordinated Housing Access (CHA) Line helps people in housing crisis connect to resources across Clackamas County. In partnership with HCDD, CHA continues working toward its goal of answering 75% of live calls. A customer service survey is still in development, so data for that measure is not yet available. CHA received a 2023 NACo Achievement Award for innovation and effectiveness. The customer service survey is still in development, therefore, data for the customer service measure is not yet available. Measures were updated to align with Performance Clackamas 2.0.

Key Performance Measures

		FY 22-23 Actual	FY 23-24 Actual	FY 24-25 Target	FY 24-25 Actual as of (12/31/2024)	FY 25-26 Target
RESULT	Percent of live calls answered by Coordinated Housing Access	N/A	73.7%	75%	Updated Measure	
RESULT	Percent of callers indicate in a survey that they are satisfied with the services received from CHA staff.	N/A	N/A	85%	Updated Measure	
UPDATED MEASURES						
RESULT	By 2026, Coordinated Housing Access is able to answer 75% of calls live.	N/A	N/A	75%	60%	75%
Customer Service	85% of respondents will agree that they are satisfied with the services they received	N/A	N/A	85%	N/A	85%

Program includes:

Mandated Services

Shared Services

Grant Funding

Explain all "Yes" boxes below

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

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

Explanation The System Support and Coordination program funded by HUD, HealthShare and Trillium. There are no matching requirements.



400702-System Support & Coordination

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

Program Budget Summary

Budget-to-Budget:							
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	\$ Variance	% Variance
Beginning Fund Balance	(72,178)	8,286,862	11,547,519	19,788,306	17,619,845	6,072,326	53%
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	36,942	5,683,815	7,133,878	8,552,070	3,145,557	(3,988,321)	-56%
Charges, Fees, License, Permits, Fines	-	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-
Operating Revenue	36,942	5,683,815	7,133,878	8,552,070	3,145,557	(3,988,321)	-56%
Total Revenue	(35,235)	13,970,677	18,681,397	28,340,376	20,765,402	2,084,005	11%
Personnel Services	434,329	879,101	2,560,206	1,583,910	3,485,150	924,943	36%
Materials and Services	67,113	3,111,331	13,303,712	9,136,621	7,010,540	(6,293,172)	-47%
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	501,443	3,990,432	15,863,918	10,720,531	10,495,690	(5,368,229)	-34%
Debt Service	-	-	-	-	-	-	-
Special Payments	235,870	277,027	-	-	7,500	7,500	-
Transfers	-	-	-	-	-	-	-
Contingency	-	-	2,817,479	-	10,262,212	7,444,733	264%
Total Appropriated	737,313	4,267,460	18,681,397	10,720,531	20,765,402	2,084,004	11%
Reserve for Future Expenditures	-	-	-	-	-	-	-
Total Expense	737,313	4,267,460	18,681,397	10,720,531	20,765,402	9,528,737	51%
Revenues Less Expenses	(772,548)	9,703,217	-	17,619,845	-		

Notes:

None



Housing & 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 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. Measures were updated to align with Performance Clackamas 2.0.

Key Performance Measures

		FY 22-23 Actual	FY 23-24 Actual	FY 24-25 Target	FY 24-25 Actual as of (12/31/2024)	FY 25-26 Target
RESULT	Community Development Programs Number of homes rehabilitated (rehab loan, accessibility grant, critical home repair)	33	58	60	Updated Measure	
RESULT	Weatherization Services Annual average reduction in energy costs per household (percent and amount) <i>(target set by funder)</i>	25% \$780	34% \$1,129	12%	Updated Measure	
UPDATED MEASURES						
RESULT	By 2026, clients receiving weatherization services will experience an average of 25% reduction in utility costs, thereby increasing their ability to meet their basic needs.	N/A	N/A	25%	29%	25%
Customer Service	95% of respondents will “agree” or “strongly agree” that the work done was completed to their satisfaction	N/A	N/A	95%	100%	95%

Program includes:

Mandated Services

Shared Services

Grant Funding

Explain all "Yes" boxes below

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

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

Explanation 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

Program Budget Summary

Budget-to-Budget:							
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	\$ Variance	% Variance
Beginning Fund Balance	-	(432,025)	150,000	377,380	1,201,601	1,051,601	701%
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	32,927	7,452,483	14,109,312	11,536,216	13,268,056	(841,256)	-6%
Charges, Fees, License, Permits, Fines	-	146,296	50,000	50,000	40,380	(9,620)	-19%
Revenue from Bonds & Other Debts	-	254,343	260,000	1,425,511	500,000	240,000	92%
All Other Revenue Resources	-	635,774	350,000	350,000	200,000	(150,000)	-43%
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	53,000	53,000	-
Operating Revenue	32,927	8,488,895	14,769,312	13,361,727	14,061,436	(707,876)	-5%
Total Revenue	32,927	8,056,871	14,919,312	13,739,107	15,263,037	343,725	2%
Personnel Services	32,959	2,435,218	2,972,078	2,206,979	2,906,776	(65,302)	-2%
Materials and Services	114	4,690,085	10,753,734	9,473,262	9,910,493	(843,241)	-8%
Capital Outlay	-	23,803	200,000	150,000	100,000	(100,000)	-50%
Operating Expense	33,073	7,149,106	13,925,812	11,830,241	12,917,269	(1,008,543)	-7%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	920,706	993,500	707,265	1,211,000	217,500	22%
Transfers	-	-	-	-	-	-	-
Contingency	-	-	-	-	1,134,768	1,134,768	-
Total Appropriated	33,073	8,069,812	14,919,312	12,537,506	15,263,037	343,725	2%
Reserve for Future Expenditures	-	-	-	-	-	-	-
Total Expense	33,073	8,069,812	14,919,312	12,537,506	15,263,037	1,478,493	10%
Revenues Less Expenses	(146)	(12,941)	-	1,201,601	-		

Notes:

None



640202-Community Development

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

Program Budget Summary

Budget-to-Budget:							
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	\$ Variance	% Variance
Beginning Fund Balance	(514,570)	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	4,615,410	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines	112,701	-	-	-	-	-	-
Revenue from Bonds & Other Debts	285,307	-	-	-	-	-	-
All Other Revenue Resources	933,947	-	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-
Operating Revenue	5,947,366	-	-	-	-	-	-
Total Revenue	5,432,795	-	-	-	-	-	-
Personnel Services	1,222,982	-	-	-	-	-	-
Materials and Services	4,365,456	-	-	-	-	-	-
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	5,588,438	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-
Special Payments	363,378	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Total Appropriated	5,951,816	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	-	-	-
Total Expense	5,951,816	-	-	-	-	-	-
Revenues Less Expenses	(519,021)	-	-	-	-	-	-

Notes:

This program was made inactive a few years ago when the services within it moved to the newly created Housing and Community Development division under H3S.



Housing & Community Development

Outreach & 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

The By-Name List is a real-time, person-specific list of individuals experiencing homelessness in Clackamas County, used to prioritize and coordinate housing and support services based on need and vulnerability. This year, providers have remained highly responsive to new referrals for outreach. One partner agency resolved staffing challenges, improving service stability. Many providers have reached their required outreach engagement caseload capacity, so new outreach connections have slightly decreased compared to the previous period. One provider was unable to meet established benchmarks and is no longer being contracted with for these services. Measures were updated to align with Performance Clackamas 2.0.

Key Performance Measures

		FY 22-23 Actual	FY 23-24 Actual	FY 24-25 Target	FY 24-25 Actual as of (12/31/2024)	FY 25-26 Target
RESULT	Percentage of people on the By-name-list have had at least one service provider contact	N/A	94%	85%	Updated Measure	
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%	Updated Measure	
UPDATED MEASURES						
RESULT	By 2026, 85% of people on the By Name List have had at least one service provider contact	N/A	N/A	85%	80%	85%
Customer Service	85% of outreach service providers accept referrals within five business days	N/A	N/A	85%	100%	85%

Program includes:

Mandated Services

Shared Services

Grant Funding

Explain all "Yes" boxes below

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

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

Explanation The Outreach and Engagement program is funded by state grants including House Bill 5019 Homeless Response Program, House Bill 5202 State General Fund and Senate Bill 5511 Outreach and Unit Access. There are no matching requirements.



400704-Outreach & Engagement

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

Program Budget Summary

Budget-to-Budget:							
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	\$ Variance	% Variance
Beginning Fund Balance	-	196,312	457,500	1,329,536	4,448,926	3,991,426	872%
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	1,366,324	4,664,053	4,646,337	6,874,157	3,090,534	(1,555,803)	-33%
Charges, Fees, License, Permits, Fines	-	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	23,986	-	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	400,000	154,268	203,425	203,425	211,562	8,137	4%
Operating Revenue	1,790,310	4,818,321	4,849,762	7,077,582	3,302,096	(1,547,666)	-32%
Total Revenue	1,790,310	5,014,634	5,307,262	8,407,118	7,751,022	2,443,760	46%
Personnel Services	-	-	-	-	-	-	-
Materials and Services	342	2,816,371	3,749,762	2,608,074	5,564,091	1,814,329	48%
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	342	2,816,371	3,749,762	2,608,074	5,564,091	1,814,329	48%
Debt Service	-	-	-	-	-	-	-
Special Payments	1,326,567	868,726	1,557,500	1,350,118	2,186,931	629,431	40%
Transfers	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Total Appropriated	1,326,909	3,685,098	5,307,262	3,958,192	7,751,022	2,443,760	46%
Reserve for Future Expenditures	-	-	-	-	-	-	-
Total Expense	1,326,909	3,685,098	5,307,262	3,958,192	7,751,022	2,443,760	46%
Revenues Less Expenses	463,401	1,329,536	-	4,448,926	-		

Notes:

None



Housing & 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

The length of stay in shelter is now measured using median rather than average showing a large increase in duration over the target of 90 days stay in shelter. This is primarily due to the lack of long-term rent assistance available in the system. The system has reached capacity due to fewer long-term vouchers available, the outflow from shelter has become more difficult. However, workplans are currently in development to improve this flow. Measures were updated to align with Performance Clackamas 2.0.

Key Performance Measures

		FY 22-23 Actual	FY 23-24 Actual	FY 24-25 Target	FY 24-25 Actual as of (12/31/2024)	FY 25-26 Target
RESULT	Average length of stay in shelter	N/A	14 Days	90 Days	Updated Measure	
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%	Updated Measure	
UPDATED MEASURES						
RESULT	By 2026, the median length of stay in shelter will be less than 90 days to improve outcomes for families and the community.	N/A	N/A	90 Days	97 Days	90 Days
Customer Service	By 2026, 85% of participants surveyed report that services they received helped them with meeting basic needs	N/A	N/A	85%	N/A	85%

Program includes:

Mandated Services

Shared Services

Grant Funding

Explain all "Yes" boxes below

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

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

Explanation The Safety Off the Streets program is funded by state grants including House Bill 5202 State General Fund, Emergency Solutions Grant and Senate Bill 5511 Outreach and Unit Access. There are no matching requirements.

A significant factor driving the increase in shelter stay length is the Supporting Housing Services (SHS) funding reduction. Due to the decreased forecast, we had to pause the issuance of new Regional Long-Term Rent Assistance (RLRA) vouchers, which limited our ability to move people out of shelter and into housing. This bottleneck has directly contributed to the extended lengths of stay.



400705-Safety Off The Streets

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

Program Budget Summary

Budget-to-Budget:						
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	\$ Variance %
Beginning Fund Balance	-	26,565,289	29,439,491	27,579,272	26,494,339	(2,945,152) -10%
Taxes	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	5,120,688	11,845,646	13,554,854	11,268,600	18,194,215	4,639,361 34%
Charges, Fees, License, Permits, Fines	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-
General Fund Support	400,000	228,516	513,232	513,232	201,691	(311,541) -61%
Operating Revenue	5,520,688	12,074,162	14,068,086	11,781,832	18,395,906	4,327,820 31%
Total Revenue	5,520,688	38,639,451	43,507,577	39,361,104	44,890,245	1,382,668 3%
Personnel Services	-	-	-	-	-	-
Materials and Services	1,843,458	6,904,812	37,333,285	9,856,634	14,565,373	(22,767,912) -61%
Capital Outlay	-	872,860	-	1,000,000	22,304,980	22,304,980
Operating Expense	1,843,458	7,777,672	37,333,285	10,856,634	36,870,353	(462,932) -1%
Debt Service	-	-	-	-	-	-
Special Payments	2,201,065	4,583,269	5,699,492	1,535,331	7,545,092	1,845,600 32%
Transfers	-	-	474,800	474,800	474,800	- 0%
Contingency	-	-	-	-	-	-
Total Appropriated	4,044,523	12,360,941	43,507,577	12,866,765	44,890,245	1,382,668 3%
Reserve for Future Expenditures	-	-	-	-	-	-
Total Expense	4,044,523	12,360,941	43,507,577	12,866,765	44,890,245	1,382,668 3%
Revenues Less Expenses	1,476,165	26,278,510	-	26,494,339	-	

Notes:

None



Housing & Community Development

Housing Placement & Retention

Purpose Statement

The purpose of the Housing Placement and Retention program is to help people gain and/or retain housing, provide supportive services to help with housing stability and connect households at risk of losing housing with diversion and other supportive services.

Performance Narrative

Housing retention is strong and shows the value of investing in supportive services. The program has consistently prioritized prevention, and the results are reflected in its high performance below. The customer service survey is still in development, so data for this measure is not yet available. The customer service measure will be implemented in FY24-25. Measures were updated to align with Performance Clackamas 2.0.

Key Performance Measures

		FY 22-23 Actual	FY 23-24 Actual	FY 24-25 Target	FY 24-25 Actual as of (12/31/2024)	FY 25-26 Target
RESULT	Number of households placed into permanent housing	N/A	692	500	Updated Measure	
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	85%	Updated Measure	
UPDATED MEASURES						
RESULT	By 2026, 85% of households in permanent housing retain their housing after 12 months	N/A	N/A	85%	93%	85%
Customer Service	By 2026, 85% of participants surveyed report that services they received met their needs	N/A	N/A	85%	N/A	85%

Program includes:

Mandated Services

Shared Services

Grant Funding

Explain all "Yes" boxes below

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

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

Explanation The Housing Placement and Retention program is funded by state grants including Oregon Rehousing Initiative and Senate Bill 5511 Outreach and Unit Access.



400706-Housing Placement & Retention

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

Program Budget Summary

Budget-to-Budget:							
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	\$ Variance	% Variance
Beginning Fund Balance	-	5,107,763	14,320,357	10,601,646	11,999,471	(2,320,886)	-16%
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	1,917,569	7,114,253	2,603,999	9,152,811	13,468,842	10,864,843	417%
Charges, Fees, License, Permits, Fines	-	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	400,000	383,487	708,711	708,711	385,419	(323,292)	-46%
Operating Revenue	2,317,569	7,497,740	3,312,710	9,861,522	13,854,261	10,541,551	318%
Total Revenue	2,317,569	12,605,503	17,633,067	20,463,168	25,853,732	8,220,665	47%
Personnel Services	-	-	-	-	-	-	-
Materials and Services	19,444	9,236,547	16,224,369	7,830,399	22,387,345	6,162,976	38%
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	19,444	9,236,547	16,224,369	7,830,399	22,387,345	6,162,976	38%
Debt Service	-	-	-	-	-	-	-
Special Payments	1,912,430	767,310	1,170,432	437,218	3,466,387	2,295,955	196%
Transfers	-	-	238,266	196,080	-	(238,266)	-100%
Contingency	-	-	-	-	-	-	-
Total Appropriated	1,931,874	10,003,857	17,633,067	8,463,697	25,853,732	8,220,665	47%
Reserve for Future Expenditures	-	-	-	-	-	-	-
Total Expense	1,931,874	10,003,857	17,633,067	8,463,697	25,853,732	7,982,399	45%
Revenues Less Expenses	385,695	2,601,646	-	11,999,471	-		

Notes:

None



Housing & 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

Housing retention remains strong, with 96% of households in permanent supportive housing staying housed after 12 months—well above our target. This reflects the impact of consistent investment in supportive services and prevention. The customer service survey is still in development, so data for this measure is not yet available. The customer service measure will be implemented in FY24-25. Measures were updated to align with Performance Clackamas 2.0 and to focus more specifically on Housing Retention.

Key Performance Measures

		FY 22-23 Actual	FY 23-24 Actual	FY 24-25 Target	FY 24-25 Actual as of (12/31/2024)	FY 25-26 Target
RESULT	Percentage reduction of people experiencing chronic homelessness on the By Name List.	N/A	7% increase	30%	Updated Measure	
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%	Updated Measure	
UPDATED MEASURES						
RESULT	By 2026, 85% of households in permanent supportive housing retain their housing after 12 months	N/A	N/A	85%	96%	85%
Customer Service	By 2026, 85% of participants surveyed report that services they received met their needs	N/A	N/A	85%	N/A	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 Supportive Housing Services program is funded by Oregon Housing and Community Services for Long Term Rent Assistance Program. There are no matching requirements.



400707-Supportive Housing

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

Program Budget Summary

Budget-to-Budget:							
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	\$ Variance	% Variance
Beginning Fund Balance	-	1,590,000	520,000	7,132,530	11,081,560	10,561,560	2031%
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	3,010,786	25,442,666	40,823,767	38,390,795	38,788,543	(2,035,224)	-5%
Charges, Fees, License, Permits, Fines	-	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	31,953	134,493	134,493	551,701	417,208	310%
Operating Revenue	3,010,786	25,474,619	40,958,260	38,525,288	39,340,244	(1,618,016)	-4%
Total Revenue	3,010,786	27,064,619	41,478,260	45,657,818	50,421,804	8,943,544	22%
Personnel Services	-	-	-	-	-	-	-
Materials and Services	9,895	6,196,970	10,414,883	6,931,998	21,391,418	10,976,535	105%
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	9,895	6,196,970	10,414,883	6,931,998	21,391,418	10,976,535	105%
Debt Service	-	-	-	-	-	-	-
Special Payments	3,000,891	13,735,119	30,835,085	27,415,968	28,347,021	(2,488,064)	-8%
Transfers	-	-	228,292	228,292	683,365	455,073	199%
Contingency	-	-	-	-	-	-	-
Total Appropriated	3,010,786	19,932,089	41,478,260	34,576,258	50,421,804	8,943,544	22%
Reserve for Future Expenditures	-	-	-	-	-	-	-
Total Expense	3,010,786	19,932,089	41,478,260	34,576,258	50,421,804	9,398,617	23%
Revenues Less Expenses	-	7,132,530	-	11,081,560	-		

Notes:

None



Miscellaneous & Pass-Through



Misc / Pass-Through (80)

Department Budget Summary by Fund

Line of Business	Program	FY25-26	FY25-26	FY25-26	FY25-26	FY25-26	% of	FY25-26 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		610,000		610,000	-	-	-	-	-
Misc/Pass-Through	Transient Room Tax			782,000	782,000	-	-	-	-	-
WES (Utilities) Payroll	WES (Utilities) Payroll	20,445,240			20,445,240	-	-	121.0	112.0	9.0
NCPR Payroll	NCPRD Payroll	8,004,557			8,004,557	-	-	42.8	39.8	3.0
CCDA Payroll	Development Agency Payroll	537,851			537,851	-	-	3.0	3.0	-
ELED Payroll	ELED Payroll	7,204,540			7,204,540	-	-	36.0	35.0	1.0
TOTAL		36,192,188	610,000	782,000	37,584,188	-	-	202.8	189.8	13.0
FY24-25 Budget (Amended)		35,275,771	577,000	765,745	36,618,516	64,783	0.2%	200.8	187.8	13.0
\$ Increase (Decrease)		916,417	33,000	16,255	965,672	(64,783)		2.0	2.0	0.0
% Increase (Decrease)		2.6%	5.7%	2.1%	2.6%	(1)		1.0%	1.1%	0.0%

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

** FY25-26 FTE: The figures align to each department's updated personnel counts

Public, Education & Government (PEG) pass-through is shown in the Department of Public & Government Affairs' (PGA) reports

Transportation System Development Charges (TSDC) pass-throughs are shown in the Transportation & Development Department (DTD) reports



800202-County School Fund

BCC Priority Alignment: Accountable Government

Program Budget Summary

Budget-to-Budget:							
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	\$ Variance	% Variance
Beginning Fund Balance	512,360	34,074	-	6,120	-	-	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	465,555	463,918	576,000	569,880	609,000	33,000	6%
Charges, Fees, License, Permits, Fines	-	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	8,816	4,358	1,000	1,000	1,000	-	0%
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-
Operating Revenue	474,371	468,276	577,000	570,880	610,000	33,000	6%
Total Revenue	986,731	502,350	577,000	577,000	610,000	33,000	6%
Personnel Services	-	-	-	-	-	-	-
Materials and Services	546	121	2,000	2,000	2,000	-	0%
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	546	121	2,000	2,000	2,000	-	0%
Debt Service	-	-	-	-	-	-	-
Special Payments	952,111	496,109	575,000	575,000	608,000	33,000	6%
Transfers	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Total Appropriated	952,658	496,231	577,000	577,000	610,000	33,000	6%
Reserve for Future Expenditures	-	-	-	-	-	-	-
Total Expense	952,658	496,231	577,000	577,000	610,000	33,000	6%
Revenues Less Expenses	34,074	6,119	-	-	-		

Notes:

These are funds we receive from the federal government and pass thru, as directed. We have no control over the amount of funds received.



800206-Transient Room Tax

BCC Priority Alignment: Accountable Government

Program Budget Summary

Budget-to-Budget:							
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	\$ Variance	% Variance
Beginning Fund Balance	6,088	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines	-	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	715,369	664,814	765,745	765,745	782,000	16,255	2%
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-
Operating Revenue	715,369	664,814	765,745	765,745	782,000	16,255	2%
Total Revenue	721,457	664,814	765,745	765,745	782,000	16,255	2%
Personnel Services	-	-	-	-	-	-	-
Materials and Services	115,425	122,219	150,000	150,000	150,000	-	0%
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	115,425	122,219	150,000	150,000	150,000	-	0%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	553,266	589,230	615,745	615,745	632,000	16,255	3%
Contingency	-	-	-	-	-	-	-
Total Appropriated	668,691	711,449	765,745	765,745	782,000	16,255	2%
Reserve for Future Expenditures	-	-	-	-	-	-	-
Total Expense	668,691	711,449	765,745	765,745	782,000	32,510	4%
Revenues Less Expenses	52,766	(46,635)	-	-	-		

Notes:

None



800301-WES (Utilities) Payroll

BCC Priority Alignment: Accountable Government

Program Budget Summary

Budget-to-Budget:							
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	\$ Variance	% Variance
Beginning Fund Balance	-	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines	-	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	14,584,573	16,488,231	18,746,724	16,771,000	20,445,240	1,698,516	9%
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-
Operating Revenue	14,584,573	16,488,231	18,746,724	16,771,000	20,445,240	1,698,516	9%
Total Revenue	14,584,573	16,488,231	18,746,724	16,771,000	20,445,240	1,698,516	9%
Personnel Services	14,586,636	16,499,937	18,746,724	16,771,000	20,445,240	1,698,516	9%
Materials and Services	-	-	-	-	-	-	-
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	14,586,636	16,499,937	18,746,724	16,771,000	20,445,240	1,698,516	9%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Total Appropriated	14,586,636	16,499,937	18,746,724	16,771,000	20,445,240	1,698,516	9%
Reserve for Future Expenditures	-	-	-	-	-	-	-
Total Expense	14,586,636	16,499,937	18,746,724	16,771,000	20,445,240	1,698,516	9%
Revenues Less Expenses	(2,063)	(11,706)	-	-	-		

Notes:

None



8004-Misc/Pass-Through

800401-NCPRD Payroll

BCC Priority Alignment: Accountable Government

Program Budget Summary

Budget-to-Budget:							
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	\$ Variance	% Variance
Beginning Fund Balance	-	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines	(1)	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	6,245,683	7,408,406	7,991,868	8,080,000	8,004,557	12,689	0%
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-
Operating Revenue	6,245,682	7,408,406	7,991,868	8,080,000	8,004,557	12,689	0%
Total Revenue	6,245,682	7,408,406	7,991,868	8,080,000	8,004,557	12,689	0%
Personnel Services	6,245,667	7,408,406	7,991,868	8,080,000	8,004,557	12,689	0%
Materials and Services	-	-	-	-	-	-	-
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	6,245,667	7,408,406	7,991,868	8,080,000	8,004,557	12,689	0%
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Total Appropriated	6,245,667	7,408,406	7,991,868	8,080,000	8,004,557	12,689	0%
Reserve for Future Expenditures	-	-	-	-	-	-	-
Total Expense	6,245,667	7,408,406	7,991,868	8,080,000	8,004,557	12,689	0%
Revenues Less Expenses	15	-	-	-	-		

Notes:

None



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

Budget-to-Budget:						
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	\$ % Variance Variance
Beginning Fund Balance	-	-	-	-	-	-
Taxes	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-
All Other Revenue Resources	512,307	543,339	749,935	554,900	537,851	(212,084) -28%
Other Interfund Transfers	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-
Operating Revenue	512,307	543,339	749,935	554,900	537,851	(212,084) -28%
Total Revenue	512,307	543,339	749,935	554,900	537,851	(212,084) -28%
Personnel Services	512,307	543,339	749,935	906,500	537,851	(212,084) -28%
Materials and Services	-	-	-	-	-	-
Capital Outlay	-	-	-	-	-	-
Operating Expense	512,307	543,339	749,935	906,500	537,851	(212,084) -28%
Debt Service	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-
Transfers	-	-	-	-	-	-
Contingency	-	-	-	-	-	-
Total Appropriated	512,307	543,339	749,935	906,500	537,851	(212,084) -28%
Reserve for Future Expenditures	-	-	-	-	-	-
Total Expense	512,307	543,339	749,935	906,500	537,851	(212,084) -28%
Revenues Less Expenses	-	-	-	(351,600)	-	

Notes:
None



Budget-to-Budget:						
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	\$ Variance %
Beginning Fund Balance	-	-	-	-	-	-
Taxes	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-
All Other Revenue Resources	-	-	7,722,461	7,014,630	7,204,540	(517,921) -7%
Other Interfund Transfers	-	-	-	-	-	-
General Fund Support	-	-	64,783	-	-	(64,783) -100%
Operating Revenue	-	-	7,787,244	7,014,630	7,204,540	(582,704) -7%
Total Revenue	-	-	7,787,244	7,014,630	7,204,540	(582,704) -7%
Personnel Services	-	-	7,787,244	7,014,630	7,204,540	(582,704) -7%
Materials and Services	-	-	-	-	-	-
Capital Outlay	-	-	-	-	-	-
Operating Expense	-	-	7,787,244	7,014,630	7,204,540	(582,704) -7%
Debt Service	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-
Transfers	-	-	-	-	-	-
Contingency	-	-	-	-	-	-
Total Appropriated	-	-	7,787,244	7,014,630	7,204,540	(582,704) -7%
Reserve for Future Expenditures	-	-	-	-	-	-
Total Expense	-	-	7,787,244	7,014,630	7,204,540	(582,704) -7%
Revenues Less Expenses	-	-	-	-	-	-

Notes:

The Enhanced Law Enforcement District (ELED) Payroll program is a pass-thru for ELED personnel.



Non-Departmental



Non Departmental (00)

Department Budget Summary by Fund

Line of Business	Program	FY25-26 General Fund (100)	FY25-26 Special Grants Fund (230)**	FY25-26 Clackamas County Debt Service (320)	FY25-26 Clackamas County Debt Service - GO (321)	FY25-26 Total Budget	FY25-26 General Fund Support in Budget*	% of Total	FY25-26 Total FTE
Non Departmental	Non Departmental	286,139,214	45,601,634			331,740,848	-	0%	
Debt	FFC Bonds			9,898,725		9,898,725	4,892,087	49%	
	GO Debt			-	5,896,575	5,896,575	-	0%	
		\$ 286,139,214	\$ 45,601,634	\$ 9,898,725	\$ 5,896,575	\$ 347,536,148	\$ 4,892,087	1%	-
FY24-25 Budget (Amended)		\$ 260,880,620	\$ 14,666,270	\$ 9,811,838	\$ 5,735,325	\$ 291,094,053	\$ 4,917,877	2%	-
\$ Increase (Decrease)		\$ 25,258,594	\$ 30,935,364	\$ 86,887	\$ 161,250	\$ 56,442,095	\$ (25,790)		
% Increase (Decrease)		9.7%	210.9%	0.9%	2.8%	19.4%	-0.5%		

*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. Fund 230 also includes \$5.0 million in Opioid funding in FY25-26



0002-Non Departmental

000202-Non Departmental

BCC Priority Alignment: Accountable Government

Program Budget Summary

Budget-to-Budget:							
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	\$ Variance	% Variance
Beginning Fund Balance	76,939,169	85,503,607	85,405,620	100,179,258	112,762,978	27,357,358	32%
Taxes	152,567,794	158,624,899	165,800,000	166,800,000	172,500,000	6,700,000	4%
Federal, State, Local, All Other Gifts	5,130,959	6,004,336	14,250,344	5,717,000	37,650,000	23,399,656	164%
Charges, Fees, License, Permits, Fines	2,259	2,326	-	2,756	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	7,106,131	10,071,081	10,090,926	6,633,864	8,827,865	(1,263,061)	-13%
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-
Operating Revenue	164,807,142	174,702,642	190,141,270	179,153,620	218,977,865	28,836,595	15%
Total Revenue	241,746,311	260,206,250	275,546,890	279,332,878	331,740,843	56,193,953	20%
Personnel Services	3,669,227	260,952	-	-	-	-	-
Materials and Services	5,549,368	1,064,434	4,911,853	2,645,741	31,683,158	26,771,306	545%
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	9,218,595	1,325,386	4,911,853	2,645,741	31,683,158	26,771,306	545%
Debt Service	-	-	-	-	-	-	-
Special Payments	277,899	-	11,339,843	139,686	16,000,000	4,660,157	41%
Transfers	148,885,207	157,782,723	169,626,251	164,000,000	180,579,919	10,953,668	6%
Contingency	-	-	15,538,000	-	22,508,000	6,970,000	45%
Total Appropriated	158,381,701	159,108,110	201,415,947	166,785,427	250,771,077	49,355,131	25%
Reserve for Future Expenditures	-	-	18,389,000	-	19,450,000	1,061,000	6%
Total Expense	158,381,701	159,108,110	219,804,947	166,785,427	270,221,077	68,339,799	31%
Revenues Less Expenses	83,364,610	101,098,140	55,741,943	112,547,451	61,519,766		

Notes:

None



000302-FFC Bonds

BCC Priority Alignment: Accountable Government

Program Budget Summary

Budget-to-Budget:							
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	\$ Variance	% Variance
Beginning Fund Balance	98,217	18,054	30,054	110,618	-	(30,054)	-100%
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines	304,570	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	2,862,759	3,210,915	2,948,750	3,010,750	3,092,244	143,494	5%
Other Interfund Transfers	1,283,956	1,913,825	1,915,157	1,915,157	1,914,394	(763)	0%
General Fund Support	4,897,989	5,062,980	4,917,877	4,775,313	4,892,087	(25,790)	-1%
Operating Revenue	9,349,275	10,187,721	9,781,784	9,701,220	9,898,725	116,941	1%
Total Revenue	9,447,492	10,205,775	9,811,838	9,811,838	9,898,725	86,887	1%
Personnel Services	-	-	-	-	-	-	-
Materials and Services	-	-	-	-	-	-	-
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	-	-	-	-	-	-	-
Debt Service	9,429,438	10,095,156	9,811,838	9,811,838	9,898,725	86,887	1%
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Total Appropriated	9,429,438	10,095,156	9,811,838	9,811,838	9,898,725	86,887	1%
Reserve for Future Expenditures	-	-	-	-	-	-	-
Total Expense	9,429,438	10,095,156	9,811,838	9,811,838	9,898,725	86,887	1%
Revenues Less Expenses	18,054	110,618	-	-	-		

Notes:

None



Budget-to-Budget:							
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	\$ Variance	% Variance
Beginning Fund Balance	304,796	173,715	-	80,187	-	-	-
Taxes	5,232,540	5,375,864	5,735,325	5,631,500	5,881,225	145,900	3%
Federal, State, Local, All Other Gifts	546	1,563	-	350	350	350	-
Charges, Fees, License, Permits, Fines	-	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	71,658	110,370	-	23,288	15,000	15,000	-
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-
Operating Revenue	5,304,744	5,487,797	5,735,325	5,655,138	5,896,575	161,250	3%
Total Revenue	5,609,540	5,661,512	5,735,325	5,735,325	5,896,575	161,250	3%
Personnel Services	-	-	-	-	-	-	-
Materials and Services	-	-	-	-	-	-	-
Capital Outlay	-	-	-	-	-	-	-
Operating Expense	-	-	-	-	-	-	-
Debt Service	5,435,825	5,581,325	5,735,325	5,735,325	5,896,575	161,250	3%
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Total Appropriated	5,435,825	5,581,325	5,735,325	5,735,325	5,896,575	161,250	3%
Reserve for Future Expenditures	-	-	-	-	-	-	-
Total Expense	5,435,825	5,581,325	5,735,325	5,735,325	5,896,575	161,250	3%
Revenues Less Expenses	173,715	80,187	-	-	-		

Notes:

None

Capital improvement planning is a financial management technique that looks beyond year-to-year budgeting to determine which future capital improvements and major acquisitions should be undertaken. Although a capital project may encompass multiple budget years, Oregon Budget Law requires that the anticipated requirements for each fiscal year of the project be budgeted during that year.

Capital planning is the responsibility of each department within Clackamas County. While many departments have minimal capital expenditure, a few departments routinely purchase or build major assets for the county and its citizens. Departments requiring capital assets must establish a project to identify the need for the expenditure - this in turn guides future capital budgeting efforts. Equally important, it helps staff gauge the adequacy of current funding sources and whether new and additional sources must be found, or if standards should be lowered. The Transportation and Development department has the most progressive plan, with a 20-year projection of infrastructure needs within the county, including cost estimates.

In FY92-93, the Board of County Commissioners (BCC) created a Transportation System Development Charge to work in conjunction with building permits. Fees are assessed on new construction, and the proceeds are used to fund projects whose purpose is to alleviate traffic problems created by growth. Oregon statutes outline the steps, including the requirement for a comprehensive Capital Improvement Plan (CIP), which must be in place to implement this type of fee structure. The Board of County Commissioners adopted the necessary long-range Capital Improvement Plan in early 1993 to comply with state requirements, and updated the plan most recently in 2017.

Clackamas County's budget classifies operating costs into major spending categories such as Personal Services and Materials & Services. The operating budget contains those expenses required for day-to-day service to the citizens. These are appropriated for one year only and are generally expected to recur regularly; thus the year-to-year fluctuations in the operating budget are expected to be fairly minor. The budget will reflect changes in the cost of doing business, the size of county operations and population, and the types and levels of service being provided. Resources for the operating budget generally come from taxes, user fees, service grants, and intergovernmental payments.

Capital projects, on the other hand, are one-time outlays that may encompass several years to the end of a project. Such projects result in the addition of major physical assets to the county. Wide fluctuations from year to year are expected in capital improvement budgets depending on the phasing of projects and the availability of construction grants and funds. Resources for the capital project budget generally come from bond sales, grants, and one-time sources, or the accumulation over time of sufficient fund balance. Once capital projects or purchases are completed, the operating budget becomes responsible for the daily management and maintenance of the asset. From FY23-24 to FY27-28, Clackamas County will invest a total of \$219,567,609 across 86 capital projects. The most significant projects will be detailed in the following pages.

Departments' planning to begin a capital improvement project first prepare a presentation for the Board of County Commissioners. This presentation contains justifications, as well as funding sources and future costs of the project. The projects are then approved or rejected by the Board on a case-by-case basis. The current year funding requirement for approved projects is included in the department's annual budget. Historically, the county has undertaken most capital projects only after funds have been accumulated to pay for them.

There are three debt issues associated with capital improvements. In 2003, debt was incurred to finance the construction of a Public Services Building and make improvements to the existing Emergency Operations Center. Both facilities are on county-owned land in the Red Soils area of Oregon City. The new building brought together services previously located throughout the county in one convenient location for the public. Funds previously spent on office space leases are being used for debt service. In 2004, the county issued debt to purchase the Public Safety Training Center from Clackamas Community College. These two issues were refunded in 2012 to reduce interest costs over the remaining life of the debts. Currently, \$9,215,000 is outstanding for these facilities.

In 2007, bonds were issued to finance the construction of a second office building on the Red Soils Campus to continue the consolidation of county facilities at a convenient location for residents, along with other improvements including a public plaza, central utility plant, underground conduits, and road improvements to accommodate for increased traffic flow. This debt was refunded in 2018, also to reduce interest expenses. The principal balance for this project is \$9,820,000. Finally, bonds were issued in FY09-10 to finance remodeling and updating facilities for use by the Sheriff's Office. The county-owned Brooks Building has been extensively remodeled to accommodate the Sheriff's operations.

The building is located in the Clackamas area within one-quarter mile of the Sheriff's North Station and the Public Safety Training Center, making it a prime location for law enforcement operations due to its proximity to both. An evidence processing facility, recently completed, is the final project funded from this issue. The 2009 bond was refunded in 2020, and the outstanding balance of this capital improvement project is \$9,715,000.

In June 2022, the Clackamas County Board of Commissioners approved the construction of a new courthouse at Red Soils Campus in Oregon City, to replace the current courthouse. The Clackamas County Courthouse was built in 1936 to serve approximately 50,000 residents, and was no longer able to handle the demands of a population of 430,000 that continues to grow. The former courthouse is functionally obsolete, unsafe, and was no longer able to meet the needs of Clackamas County. Specifically, the former courthouse faced earthquake risks, safety concerns, security challenges, and delays in justice. The new and energy-efficient replacement courthouse was designed to provide significantly more room and security for courthouse staff and visitors and to serve the community for many decades to come.

Construction of the courthouse was completed in 2025 at a total cost of \$313 million – a significant price increase caused by inflation. The Oregon State Legislature committed \$139.5 million, which was essential in funding the early phases of the project. This support reflects the value of the project, including the need to vacate the aging former courthouse and provide additional courtroom capacity to enhance access to justice for the public. Clackamas County will continue working with legislators to update the State commitment, while the remaining funds will come from the County. The Board is committed to not raising taxes to pay for the new courthouse, and Clackamas County will live within its means and make appropriate budget reductions to accommodate the debt service for the new courthouse.

TRANSPORTATION SYSTEM PLANNING AND PROJECT PROGRAMMING

Clackamas County is responsible for an extensive transportation network that is part of a larger regional transportation system serving the needs of residents, businesses, and travelers in the county. The vast majority of the county road system (96%) is located outside of cities. Approximately 56 miles of county-maintained roads are inside cities, with the largest portion in Happy Valley. The public ownership of roads in Clackamas County is as follows:

Cities – 879 miles
County – 1,413 miles
State – 268 miles
Federal – 548 miles

There are also many miles of local access roads, private roads, and forest service roads maintained largely by property owners and the National Forest Service. The entire county-maintained transportation network encompasses the structures listed below, as well as a substantial system of sidewalks and bike lanes:

• 1,413 Miles of road	• 85,000 Road signs	• 77,909 Traffic signs
• 186 Bridges	• 2,355 Miles of gravel shoulders	• 49 Miles of fiber optic cables
• 144 Miles of bike lanes	• 2,171 Manholes	• 117,118 Feet of guardrails
• 427 Miles of sidewalks	• 120 Traffic surveillance cameras	• 88 School zone flashers
• 8,461 Culverts	• 10,245 Catch basins	• 1 Ferry

The major capital improvements needed for the transportation system include projects needed to increase road capacity, relieve congestion, improve safety, serve new development, support economic growth, and provide options for traveling by automobile. These projects are identified within the Clackamas County Transportation System Plan (TSP), which can be found in [Chapter 5](#) of the [County Comprehensive Plan](#). The TSP is generally updated every 10 years.

As defined by the TSP, transportation capital projects are primarily located on arterial and collector roads. Similarly, federal transportation funding is only available for capital improvement projects located on roads that are classified as arterials and collectors, with an emphasis on maintaining the operations of the principal arterial system.

20-Year Capital Improvement Plan (20-Year CIP)

The 20-Year CIP was developed and adopted by the Board of County Commissioners as a part of the TSP. It is divided into three lists, reflecting the expectation that there will not be enough funding for all projects within the 20-year time frame. The criteria for assigning projects to the lists and other TSP background information is at <https://www.clackamas.us/transportation/tsp>.

20-Year Projects: The prioritized list of transportation projects and investments that can reasonably be undertaken given the estimates of available funding.

Preferred Capital Projects: A second group of prioritized transportation projects the county would undertake if additional funding becomes available during the next 20 years. Additional funding would include grants that are more suitable for specific projects in the Preferred Capital list rather than in the 20-Year Capital list.

Long-Term Capital Projects: The remainder of the projects needed to meet the county's transportation needs over the next 20 years if funds were available, but not expected to be funded or constructed by the county without acquiring suitable grant funding.

5-Year Capital Improvement Program (5-Year CIP)

The 5-Year CIP is the list of capital projects that are scheduled for construction for the next five years. It reflects the Board of County Commissioners' past policy decisions on which capital transportation projects will be constructed. As such, it is the exclusive list of projects with costs reasonably expected to exceed \$50k, that will be pursued, and the mechanism for funding and building transportation capital projects. The 5-Year CIP list contains:

- All projects that have identified or anticipated funding from the following sources over the next five years for the full project, or for preliminary planning and design:
 - 20-Year CIP
 - Transportation Safety Action Plan (TSAP)
 - Intelligent Transportation System Plan (ITS)
 - Bridge and Culvert Review System Plan
 - ADA Transition Plan
- Road paving projects that have been identified through the 5-year Pavement Management Plan (PMP).
- Other projects that emerged through the Transportation Maintenance Work Program, or have been identified by Transportation Maintenance as needed emergency repairs.
- The capital project work schedule.
- The funding source for each project to connect transportation planning to the county's capital construction budget.

The Board of County Commissioners adopts the 5-Year CIP with the understanding that funds are limited. The 5-Year CIP is the Board's expression of policies, directives, and goals adopted through the transportation system planning process as recommended by county staff. County staff consider, evaluate, and prioritize all known capital transportation projects within county roadways and intersections. Professional expertise and discretion are used to find outside funding (see *Funding Sources and Future Projects*, below) for the projects, and to use limited Road Funds to maximize public dollars to work towards a safer, more efficient transportation system. Not all known deficiencies can be mitigated due to funding shortages.

The 5-Year CIP is updated periodically to provide a more detailed implementation of the capital project priorities. Policy 5.CC.2 of the TSP directly addresses the need for the updated plan as stated below:

"Maintain a current and complete 5-Year Capital Improvement Program (CIP), which contains the programmed transportation projects in priority order, with estimated costs and assigned responsibility for funding. Update and adopt the 5-Year Capital Improvement Program periodically."

The 5-Year CIP supports the county's Concurrency Policy (ZDO Section 1007.09, 1/18/2017), which states that "approval of a development shall be granted only if transportation facilities are adequate or will be made adequate in a timely manner," requiring that the improvements be fully funded in the five-year program and scheduled for construction within three years of land use approval.

Capital Project Categories

The broadly defined capital project descriptions used in the TSP, the 20-Year CIP, and the 5-Year CIP allow for the development of individual projects within a larger project. These project categories are loosely based on the road user or system that the project benefits or impacts (e.g. bicycle project, pedestrian project, or transit project), as follows:

1. **Upgrade** – Projects that add vehicle capacity to an existing roadway or intersection. This may require reconstructing existing sidewalks and/or bicycle lanes, adding intersection turn lanes, or installing traffic signals. In the 20-year CIP, the upgrade projects are separated into urban and rural areas, depending on whether they are located inside or outside the Portland Metropolitan Urban Growth Boundary (UGB). Some projects are designated as “New Roadways” if an extension or new road is needed to increase capacity or add connectivity.
2. **Bridge/Culverts** – Projects to construct, replace, or upgrade a bridge or culvert.
3. **Safety** – Projects or studies focused on reducing crashes and/or the risk of crashes, including railroad crossings. The Clackamas County Transportation Safety Action Plan (TSAP) outlines a strategy to build and implement a county-wide safety culture with the ultimate goal of reducing transportation-related injuries and fatalities. Policy and action items outlined in the plan will achieve the desired goals when implemented; however, successful implementation depends upon several factors, including strong safety leadership at all levels, cohesive safety partnerships, funding, and working together toward a common goal. Success will result in reduced injuries and fatalities on county roadways.
A list of projects that support the TSAP can be found in the pages. To make the needed investments, these projects will be matched to a funding source so that they can be programmed into the 5-Year Capital Improvement Program.
4. **Community Road Fund: Safety** – Projects similar to safety projects, but with funding coming specifically from the Community Road Fund (CRF), which is identified under *Local Funding Sources*.
5. **Community Road Fund: Congestion** – Projects that specifically address congestion issues along county roadways, financed through the CRF.
6. **Community Road Fund: Strategic Investment** – Projects that support shared county and city initiatives using funding through the CRF.
7. **Active Transportation** – Projects related to pedestrians and bicyclists. Inside the UGB, projects add needed sidewalks, bicycle lanes, or multi-use paths; projects outside the UGB include adding paved shoulders or multi-use paths. There are also general projects that add needed facilities, such as way-finding signage.
8. **Intelligent Transportation Systems (ITS)** – Projects that incorporate treatments, such as coordinated signal systems. The Clackamas County ITS Action Plan includes a range of projects that address the needs of the region, grouped into the following categories:
 - Traffic Management and Operations (TMO)
 - Multimodal Operations (MMO)
 - Traveler Information (TI)
 - Data Collection and Management (DCM)
 - Incident and Emergency Management (IM)
 - Maintenance and Construction Management (MCM)
9. **Repairs** – Projects that are capital repairs of major damage caused by storms, flooding, landslides, or other natural events that damage portions of the transportation system.
10. **Paving** – Projects that are specifically identified as paving projects to improve road surfaces.
11. **Community Road Fund: Paving** – Projects that are specifically identified as paving projects to improve road surfaces, but are financed through the CRF.

FUNDING SOURCES AND FUTURE PROJECTS

Projects in the 5-Year CIP are funded through a variety of sources, connecting transportation planning to Clackamas County's capital construction budget. To be on the 5-Year CIP list, a project must have an identified funding source. A 20-year funding forecast completed in October 2012 as a part of the TSP update outlines funding expected to be received over the next 20 years.

The *5-Year Capital Improvement Program Project List - FY23-24 to FY27-28* table is shown after this section. To help match projects to appropriate funding sources, recently used sources are reviewed below, and potential projects for the next funding cycle are identified. The table highlights projects in the TSP that should be considered when the next grant cycle opens. While identification of potential projects is needed as the programs become open for applications, ultimately the selection of appropriate projects will be determined when the application is developed.

Local Funding Sources

Clackamas County Road Fund

The County Road Fund is made up of revenue received through the Oregon State Highway Trust Fund from the state gas tax, weight-mile tax, vehicle registration fees (VRF), and vehicle titling fees. These funds are distributed to Clackamas County based on allocation schedules set by state law. The passage of the *Keep Oregon Moving* House Bill in 2017 provides nearly \$100 million annually to the County Road Fund.

The State Constitution and Oregon Revised Statutes require State Highway Trust Fund revenue to be used, "...for the construction, reconstruction, improvement, repair, maintenance, operation and use of public highways, roads, and streets...", including a mandatory minimum 1% annual expenditure on bicycle and pedestrian facilities. Road Fund money is often used as the local contribution (match) for projects funded by federal, state, and other local funding programs. The County Road Fund also includes federal funds from the Secure Rural Schools program.

Community Road Fund (CRF)

The CRF became effective in January 2020 with the implementation of the county's first countywide vehicle registration fee. County residents pay \$30 per year when registering their motorcycle, car, truck, van, trailer, or other passenger vehicle. The funds go toward projects that maintain county roads, build improvements to relieve congestion, and improve the safety of the road system.

A 15-member CRF Advisory Committee develops criteria to analyze potential capital congestion relief projects, applies those criteria to high-priority projects, recommends the order in which the projects should be constructed, and reviews the project list annually.

From February 2020 (the first full month of revenue collection) to August 2023, the CRF generated an average of \$11.1 million of annual revenue, with the county receiving about \$5.6 million. The remainder of the revenue is then allocated to the cities within the county based on population, and the percentage of the population that resides within the county borders. For example, cities such as Portland and Tualatin only have a small portion of their city boundaries within Clackamas County.

Damascus Road Fund

When the City of Damascus disincorporated in July 2016, responsibility for local road maintenance and transportation planning shifted back to Clackamas County. The funds held by the City of Damascus also shifted to the county, with the provision that all funds be used exclusively on roads in the previously incorporated Damascus area.

Fee in Lieu of (FILO)

Clackamas County Code 1007.10 provides for a fee in lieu of required frontage improvements, primarily for sidewalks, on county roads. FILO is typically used when a development is being proposed in an area with few or no sidewalks. The developer pays a fee instead of building the required sidewalk improvements on the frontage, allowing the county to build continuous sidewalks in a high need area once enough fees are collected.

Transportation System Development Changes (TSDC)

TSDCs are one-time assessments of new developments based on the number of vehicle trips the developments are forecast to generate. This equitably spreads the cost of road projects that increase capacity, to new and expanding developments that rely on road network improvements. These funds are dedicated to projects on an adopted list within a specific geographic area that improves capacity. The funds may not be used for road maintenance.

Improved capacity can include operational efficiencies (e.g., signalization) that increase the number of travelers accommodated by the system or added facility miles.

Urban Renewal - Tax Increment Financing (TIF)

Urban renewal raises money for public improvements through Tax Increment Financing (TIF) in blighted areas. Local investments focus on creating jobs, helping businesses, improving communities, and increasing the tax base to result in long-term financial stability for local service providers and property owners. The use of the funds is customized to meet the needs of the approved plan for the urban renewal area.

Expenditures are restricted to making improvements within the geographic limits of the urban renewal area in which the funds were raised, and focus on funding infrastructure consistent with the adopted urban renewal plan. Urban renewal frequently provides matching funds for money from federal, state, regional, and other local sources.

There are three county urban renewal districts – one, the North Clackamas Revitalization Area (NCRA), still collects revenue and the other two, the Clackamas Town Center District and the Clackamas Industrial Area (CIA), are forecast to invest revenue in transportation projects over the next 20 years.

Federal, State, and Regional Funding Sources

American Rescue Plan Act (ARPA)

The American Rescue Plan Act of 2021, also called the COVID-19 Stimulus Package or American Rescue Plan, is an economic stimulus bill that was signed into law in March 2021 to speed up the country's recovery from the economic and health effects of the COVID-19 pandemic and recession. Under ARPA, states may use their share of State Fiscal Recovery Funds (SFRF) to replace revenues lost because of the pandemic and to address the lingering economic and public health impacts of COVID-19.

Community Development Block Grant (CDBG)

Funding for Community Development Block Grants (CDBG) is provided by the Federal Department of Housing and Urban Development (HUD). CDBG funds are awarded through a process that involves citizen participation and coordination with participating cities within Clackamas County. Eligible projects include public facility improvements such as sidewalks, crosswalks, and streets. More information can be found at <https://www.clackamas.us>.

FHWA Culvert Removal, Replacement, and Restoration AOP (Aquatic Organism Passage)

The National Culvert Removal, Replacement, and Restoration Grant Program (Culvert Aquatic Organism Passage (AOP) Program) is an annual competitive grant program that awards grants to eligible entities for projects for the replacement, removal, and repair of culverts or weirs that meaningfully improve or restore fish passage for anadromous fish. Anadromous fish species are born in freshwater such as streams and rivers, spend most of their lives in the marine environment, and migrate back to freshwater to spawn.

Federal Highway Administration (FHWA) - Emergency Relief Program

Title 23 of the United States Code, Section 125, authorizes a special program from the Highway Trust Fund for the repair or reconstruction of federal-aid highways and roads on federal lands that have suffered serious damage as a result of natural disasters or catastrophic failures from external causes. This program, commonly referred to as the Emergency Relief or ER Program, supplements the commitment of resources by states, their political subdivisions, and other federal agencies to help pay for unusually heavy expenses resulting from extraordinary conditions.

The applicability of the ER Program to a natural disaster is based on the extent and intensity of the disaster. Damage to highways must be severe, occur over a wide area, and result in unusually high expenses to the highway agency.

Applicability of ER to a catastrophic failure is based on the criteria that the failure was not the result of an inherent flaw in the facility, but was sudden, caused a disastrous impact on transportation services, and resulted in unusually high expenses to the highway agency.

Clackamas County has used funds from this program to fund projects due to federal emergencies, including Lolo Pass/Zig Zag River Bridge, South End Road at Milepost 3.8, 232nd Drive at Milepost 0.3, and East Barlow Trail Road.

Federal Highway Administration (FHWA) - Ferry Boat Discretionary (FBD) Program

FBD provides funding for ferry facilities on a non-interstate public road that is publicly owned, majority publicly owned, or publicly operated, providing substantial public benefits. Projects selected for funding under this program are funded at 80% federal share.

HB2017 Road Fund (Keep Oregon Moving)

Oregon House Bill 2017, approved in 2017, increases the state gas tax, and vehicle title and registration fees over seven years. When all taxes and fees are in place in 2024, HB 2017 will produce \$500 million in State Highway Fund revenue annually with investments in public transportation, walking, and biking.

Incorporated with this funding is the former Jobs and Transportation Act (JTA) passed in 2009 by the Oregon Legislature. The JTA was designed to address funding shortfalls for some long-standing transportation needs, including Sunrise Project Phase 1, which was completed in June 2016.

Infrastructure Investment and Jobs Act (IIJA) / Bipartisan Infrastructure Law (BIL)

Federal funds can be used to help pay for projects on National Highway System facilities. Periodically, federal legislation reauthorizes federal highway, transit and transportation safety programs funded through the Highway Trust Fund. Between 2012 and 2015, MAP-21 was the reauthorization law between 2012 and 2015, and the FAST Act was the reauthorization between 2016 and 2022. The current reauthorization, the Infrastructure Investment and Jobs Act (commonly known as the Bipartisan Infrastructure Law or BIL), was signed into law in November 2021. IIJA/BIL is a federal infrastructure package including provisions related to federal highway aid, transit, highway safety, freight, rail, and research programs.

Funding for local projects on the National Highway System can be applied for through programs managed directly by federal agencies (BUILD and Federal Lands Access), the state (the STIP, Highway Safety Program and Highway Bridge Program), or programs directed through the local Metropolitan Planning Organization (Metro) such as the Metropolitan Transportation Improvement Program (MTIP).

Among the funding programs included in the IIJA/BIL are:

Bridge Investment Program (BIP)

The IIJA/BIL's Bridge Investment Program (BIP) provides funding for bridge replacement, rehabilitation, preservation, and protection projects that reduce the number of bridges in poor condition, or in fair condition at risk of declining into poor condition. In Oregon, \$268 million in funds is allocated for state and local bridges, and 85% is allocated for larger and higher-volume bridges. Note that this program differs from the Local Bridge Program which is described below.

Surface Transportation Block Grant Program (STBGP)

The Surface Transportation Block Grant program (STBG) provides flexible funding that may be used by states and localities for projects to preserve and improve the conditions and performance on any Federal-aid highway, bridge and tunnel projects on any public road, pedestrian and bicycle infrastructure, and transit capital projects, including intercity bus terminals. STBG funds are allocated via Regional Flexible Fund Allocation (RFFA) – more information on this is below.

Highway Safety Improvement Program (HSIP)

The purpose of the Federal Highway Safety Improvement Program (HSIP) is to achieve a significant reduction in fatalities and serious injuries on all public roads. HSIP requires a data-driven, strategic approach to improving highway safety that focuses on performance. In the state of Oregon, HSIP funds are allocated via the All Roads Transportation Safety (ARTS) program. The principles and purpose of ARTS and HSIP are to reduce fatal and serious injury crashes, include all public roads for consideration, use data to drive decisions, and utilize both traditional "hotspot" methodology and systemic methodology for identifying and prioritizing projects.

Rebuilding American Infrastructure with Sustainability & Equity (RAISE) Grant

Previously known as TIGER and BUILD Discretionary Grants, RAISE provides a unique opportunity for the US Department of Transportation to invest in road, rail, transit and port projects that promise to have a significant impact on the nation, a region or a metropolitan area. To qualify for RAISE grants, projects must be multi-modal, multi-jurisdictional or otherwise challenging to fund through existing programs, and must be regionally significant and closely aligned with economic benefits. In urban areas, the minimum project amount is \$5 million; in rural areas the minimum project amount is \$1 million.

Local Bridge Program

The IIJA/BIL effectively restores Oregon's State Bridge Program to the levels of the 2021-2024 State Transportation Improvement Program with \$268 million in funds allocated for state and local bridges. At least 15% of these funds (approximately \$40 million) is required to be used on bridges not on the Federal-aid Highway System, which are low-volume roads that carry local traffic. Note that this program differs from the Bridge Investment Program (BIP) which focuses on larger and higher-volume bridges.

NOAA Fisheries Transformational Habitat Restoration and Coastal Resilience Projects Grant

Provides infrastructure grants for transformational habitat restoration. These funds are intended to help sustain our nation's fisheries and make significant strides in the recovery of threatened and endangered species and help protect coastal communities and ecosystems from the impacts of climate change. Included in eligible projects are culverts which improve and restore upstream fish passage for sensitive and threatened species.

Rural Surface Transportation Program (Rural STP)

Provides grants for projects to improve and expand the surface transportation infrastructure in rural areas to increase connectivity, improve the safety and reliability of the movement of people and freight, and generate regional economic growth and improve quality of life.

Safe Streets and Roads for All (SS4A)

Provides grants to support local initiatives to prevent transportation-related death and serious injury on roads and streets (in Clackamas County, this is the Drive to Zero initiative).

Metro Transportation System Management Operations (TSMO) program

Oregon Metro's TSMO program is guided by the Transportation System Management and Operations Strategy Plan. This document helps to guide jurisdictions within Metro to better manage and operate existing roads and transit systems through traffic management strategies and implementation of new technologies. Through TransPort, the group that oversees implementation of the TSMO strategy, Metro allocates federal funding for relevant qualifying projects. For more information, see www.oregonmetro.gov/transportation-system-management-and-operations-tsmo-strategy.

Metropolitan Transportation Improvement Program (MTIP)

MTIP is the federally mandated 4-year implementation schedule of expenditures of federal transportation funds and significant state and local funds in the Portland metropolitan region. For projects to receive federal transportation funding, they must be included in the Regional Transportation Plan (RTP). MTIP coordinates the spending of federal and state transportation funds for four different public agencies: Metro, ODOT, TriMet, and South Metro Area Transit District. More information can be found on Metro's website: <http://www.oregonmetro.gov/metropolitan-transportation-improvement-program>.

National Fish Passage Program - US Fish and Wildlife Service

The National Fish Passage Program is a voluntary, non-regulatory conservation assistance program that provides financial and technical support to remove or bypass artificial barriers that impede the movement of fish and other aquatic species and contribute to their decline. The program implements fish passage projects that are improvement-based, and cost-shared to protect, restore, or enhance habitats that support fish and other aquatic species and their populations. Project funds (partial or in full) may be transferred to partner organizations through cooperative agreements if the original service is unable to implement the project.

Oregon Department of Land Conservation and Development (DLCD) Grant

The Oregon DLCD awards grants that are used primarily for Oregon communities' comprehensive planning and plan updates. The fund is divided into functional categories and made available for specific types of projects. The Grants Allocation Plan provides guidance on the grant application categories and the available funds for each category. The plan is developed by the Grants Advisory Committee with assistance from DLCD staff. The plan is then approved by the Land Conservation and Development Commission at the beginning of each biennium.

Oregon Department of Transportation Safety Office Grant

Through its Transportation Safety Office (TSO), ODOT administers grants that adhere to its mission to deliver transportation safety programs to Oregon citizens. The grant program is based on a complete and detailed problem analysis prior to the selection of projects. Motor vehicle crash data, survey results (belt use, helmet use, and public perception), and other problem identification data are analyzed. Projects are selected using criteria that include response to identified problems, innovation, clear objectives, adequate evaluation plans, and cost-effective budgets. Specific TSO grant programs include:

ODOT Alcohol-impaired Driving Program (Section 164) Fund Grant

Under 23 USC 164, federal funds are disbursed to states for the express purpose of alcohol impaired driving countermeasures or for the enforcement of laws prohibiting driving while intoxicated, driving under the influence or other related laws or regulations. ODOT distributes funds related to Section 164 through the Transportation Safety Office.

ODOT Highway Safety (Section 402) Fund Grant

Under 23 USC 402, federal funds are disbursed to states for the express purpose of safety-related programming. Specific programs include Bicycle and Pedestrian Safety, Community Safety Programs, and Driver Education Programs. ODOT distributes funds related to Section 402 through the Transportation Safety Office.

Oregon State Highway Fund

Highway revenues in the State of Oregon have several major sources:

- Motor vehicle registration and title fees;
- Driver's license fees;
- Motor vehicle fuel taxes;
- Weight-mile taxes.

Net revenues from these taxes and fees are deposited into an account known as the State Highway Fund. With minor exceptions, the [Oregon Constitution \(Article IX, Section 3a\)](#) dedicates highway revenues for the construction, improvement, maintenance, operation, and use of public highways, roads, streets, and roadside rest areas.

Oregon Watershed Enhancement Board (OWEB)

The OWEB is a state agency that provides grants to help Oregonians take care of local streams, rivers, wetlands, and natural areas. Community members and landowners use scientific criteria to identify needs to conserve and improve rivers and natural habitats. OWEB grants are funded by the Oregon Lottery, federal dollars, and salmon license plate revenue.

OWEB accepts applications for restoration, technical assistance, and land acquisition. These grants support voluntary efforts by Oregonians to protect and restore healthy watersheds, including actions in support of the Oregon Plan for Salmon and Watersheds, and the Oregon Conservation Strategy.

Regional Flexible Fund Allocation (RFFA)

The RFFA process is used to determine which locally identified priorities are awarded funding to advance the goals of the RTP. Regional flexible funds are distributed to Metro from three federal grant programs: the Surface Transportation Program, the Congestion Mitigation/Air Quality Program, and the Transportation Alternatives Program. Metro then distributes these funds to cities and counties for projects designed to make getting around the region easier and safer. The RFFA process typically takes place on a 2-year funding cycle to match closely with the MTIP update schedule. More information can be found on Metro's website: <http://www.oregonmetro.gov/public-projects/regional-flexible-funding-transportation-projects>.

Statewide Transportation Improvement Program (STIP)

STIP, Oregon's 4-year Transportation Capital Improvement Program, identifies the funding for and scheduling of transportation projects and programs on federal, state, city, and county transportation systems, multi-modal projects (highway, passenger rail, freight, public transit, bicycle, pedestrian), and projects in the National Parks, National Forests and Indian Tribal Lands.

The STIP includes a process for identifying projects that receive federal FAST Act funds, as well as a portion of the Oregon State Highway Fund. The current STIP process divides funding into two main categories - Enhance and Fix-It.

- **Enhance:** Projects that enhance, expand, or improve the transportation system. Eligible project activities include bicycle and/or pedestrian facilities, Development STIP (D-STIP), modernization projects that add system capacity, most projects previously eligible for Transportation Enhancement Funds, projects eligible for Flex Funds, protective right-of-way purchases, public transportation, safe routes to schools, Scenic Byways, transportation alternatives, and Transportation Demand Management (TDM).
- **Fix-It:** Projects that include all of the capital funding categories that maintain or fix the Oregon Department of Transportation's portion of the transportation system.

These categories do not include non-capital maintenance and operations programs because they are not included in the STIP.

Western Federal Lands Access Program (FLAP)

FLAP was created by MAP-21 to improve access to federal lands. The program is directed towards public highways, roads, bridges, trails, and transit systems that are under state, county, town, township, tribal, municipal, or local government jurisdiction or maintenance, and provide access to federal lands.

The following activities are eligible for consideration:

- Preventive maintenance, rehabilitation, restoration, construction, and reconstruction;
- Adjacent vehicular parking areas;
- Acquisition of necessary scenic easements and scenic or historic sites;
- Provisions for pedestrians and bicycles;
- Environmental mitigation in or adjacent to federal land to improve public safety and reduce vehicle/wildlife mortality while maintaining habitat connectivity;
- Construction and reconstruction of roadside rest areas, including sanitary and water facilities;
- Operation and maintenance of transit facilities.

Proposed projects must be on a public highway, road, bridge, trail, or transit system that is located on, adjacent to, or provides access to federal lands for which title or maintenance responsibility is vested in a state, county, town, township, tribal, municipal or local government.

5-YEAR CAPITAL IMPROVEMENT PROGRAM PROJECT LIST – FY23-24 to FY27-28

Map ID	Project Category	TSP ID	Prospectus #	Project Name	Project Extent	Description	Funding Source	Cost Estimate (2024 \$)	Anticipated Road Fund Match	FY23-24	FY24-25	FY25-26	FY26-27	FY27-28
NW 1	Active Transportation	NA	300323327	ADA: Southwood Park Area	Various intersections in the Southwood Park area	Construct or reconstruct 17 ADA ramps in the Southwood Park area.	HB2017 Road Fund	\$269,206	\$269,206	X				
NW 2	Community Road Fund: Congestion	1088 1089 1090	300320350	Stafford Rd and Childs Rd Roundabout and Improvements	SW Stafford Rd from SW Pattulo Wy to Rosemont Rd	Add traffic signal or roundabout at intersection of SW Stafford Rd and SW Childs Rd, add turn lanes, realign intersection, add bicycle lanes	Community Road Fund (CRF); Transportation System Development Charge (TSDC)	\$17,269,197	\$2,144,214	X	X	X	X	
NW 3	Community Road Fund: Strategic Investment	1081	300323309	Borland - Bike/Ped to Rolling Hills	SW Borland Rd from 500 feet west of SW Prosperity Park Road to SW 35th Ave	Construct sidewalks and multi-use path	CRF Strategic Investment Fund; Transportation System Development Charge (TSDC)	\$2,056,318	\$0	X	X	X	X	
NW 4	Community Road Fund: Congestion	1079	300324301	Stafford Rd-65th Ave-Elligsen Rd Roundabout	SW Stafford Rd-SW 65th Ave-SW Elligsen Rd Intersection	Construct a roundabout at the intersection of Staford Rd/65th Ave/Elligsen Rd. Travel lanes will be widened to consistent 12-ft width and 6-ft wide bike lanes will be added along the intersection approaches	Community Road Fund (CRF); Transportation System Development Charge (TSDC); City of Wilsonville; Washington County	\$13,592,593	\$0	X	X	X	X	X
NW 5	ITS/TSMO	1000	300316307	Canby Ferry ITS Project	SW Advance Rd to Canby Ferry	Extend fiber optic cable from the existing county fiber from SW Advance Road to Ferry signals, add up to two pan-tilt-zoom CCTV cameras to view the ferry and have images posted on the County's Travel Information website; upgrade ferry notification signs to display green "OPEN" and red "CLOSED"	FHWA Ferry Boat Discretionary Program; Road Fund	\$1,012,246	\$250,175	X				
SW 1	Safety	1093 3100	300323301	Airport Rd @ Miley Rd: Traffic Safety and Capacity Improvements	Intersection of Airport Rd NE and NE Miley Rd	Traffic control evaluation and interim improvements to benefit safety and capacity	HB2017 Road Fund	\$426,664	\$426,664		X	X		
SW 2	Other	NA	300324340	Canby (M.J. Lee) Ferry Ramp Improvements	Canby Ferry	Improve north ramp landing of Canby Ferry and evaluate need for south ramp landing stability improvements	FHWA Ferry Boat Discretionary Program; Road Fund	\$550,000	\$110,000		X	X	X	
SW 3	Safety	1001	300323326	Knights Bridge & Arndt Safety Improvement Project	Intersection of S Knights Bridge Rd & S Arndt Rd	Intersection safety improvements including queue warning system, additional signal heads, and improved signal visibility	HB2017 Road Fund	\$325,000	\$325,000	X	X			
SW 4	Bridge/Culvert	3125	300321303	Molalla River (Knights Bridge Rd) Bridge Rehab	Knights Bridge	Bridge rehab	Local Bridge Program (LBP); Road Fund	\$4,540,663	\$504,204	X	X	X		
SW 5	Active Transportation	NA	300317309	S Ivy St Pedestrian Intersection Improvements	S Ivy St from OR99E to Philander Lee Elemenrary School	Construct bike lanes and sidewalks. Construction traffic signal at intersection of Township Rd	STIP - Enhance; Road Fund; City of Canby	\$6,950,173	\$327,610	X	X	X		
SW 6	Community Road Fund: Safety	1001	300324344	Radar Sign Project: Beaver Creek & Barlow	S Beaver Creek Road near Oregon City and S Barlow Rd near Canby	Install radar speed feedback signs on Beaver Creek Road and Barlow Road near the Oregon City and Canby areas	Community Road Fund (CRF)	\$373,000	\$0	X	X			
SW 7	Bridge/Culvert	NA	300322303	Beaver Creek Culvert Replacement at Warnock Rd	S Warnock Rd at Beaver Creek Rd	Replace failed culvert under Warnock Rd	Road Fund	\$1,489,531	\$1,489,531	X	X	X		
SW 8	Safety	1099	300323325	Canby-Marquam Hwy MP 5.05 - MP 5.35 Safety Improvements	Canby-Marquam Hwy MP 5.05 - MP 5.35	Design and construct various safety improvements on Canby-Marquam Hwy including high friction surface treatment, updated ball-banking to verify safe curve speeds, two radar-activated perimeter LED curve warning signs, and other warning sign enhancements, such as larger chevrons and reflective post strips	HB2017 Road Fund	\$460,000	\$460,000	X	X	X		
SW 9	Bridge/Culvert	NA	GR002	Abernethy Creek (Holly Ln) Bridge Replacement	S Holly Ln at Abernethy Creek	Complete preliminary and final design, environmental permitting, right of way acquisition, and construction for Abernethy Creek (Holly Lane) Bridge	Local Bridge Program (LBP); Road Fund	\$9,397,500	\$965,123		X	X	X	X
SW 10	Community Road Fund: Congestion	1121 2041	300320344	Redland Rd Turn Lanes at Ferguson and Bradley	S Redland Rd at S Ferguson Rd and S Bradley Rd	Add left-turn lanes along Redland Rd at Ferguson Rd and Bradley Rd intersections	Community Road Fund (CRF); Rural STP; Clackamas River Water	\$2,994,409	\$0	X				

5-YEAR CAPITAL IMPROVEMENT PROGRAM PROJECT LIST – FY23-24 to FY27-28

SW 11	Bridge/Culvert	NA	300319317	Woodcock Ck (Grimm Rd) Bridge Protection	S Grimm Rd at Woodcock Creek	Repair or replace Grimm Road Bridge over Woodcock Creek which has experienced significant scour	Oregon Watershed Enhancement Board (OWEB) Restoration Grant; Road Fund	\$1,667,895	\$1,338,346	X	X	X		
SW 12	Community Road Fund: Strategic Investment	1115	300324329	Bear Creek Bridge & Molalla Ave Shoulders	Molalla Ave from Sawtell to Molalla City Limits and Bear Creek Bridge	Bear Creek Bridge replacement and Molalla Ave shoulders (gravel)	CRF Strategic Investment Fund; Transportation System Development Charge (TSDC)	\$1,648,000	\$0	X	X	X	X	
M 1	Active Transportation	1073	300324900	SE Park Avenue Pedestrian & ADA Crossing Improvements	Intersection of SE Park Ave and SE River Rd	Upgrade pedestrian crossing including ADA ramp improvements	Community Development Block Program (CDBG) Grant; HB2017 Road Fund	\$194,488	\$49,488	X				
M 2	Other	NA	300323322	Laurie Avenue Stormwater Improvements Project	Area immediately south of the intersection of SE Laurie Ave and SE Courtney Ave	Install a new stormwater mainline and catchbasins on SE Laurie Avenue to reduce the frequency of flooding	Road Fund	\$800,185	\$800,185	X	X			
M 3	Active Transportation	1063 1064	300320357	Courtney Ave Complete Street	SE River Rd to OR 99E	Construct separated sidewalks, buffered bike lanes, rain gardens, lighting, ADA compliant curb ramps, and crosswalk enhancements	Regional Flexible Fund Allocation (RFFA) Grant; Road Fund; Transportation System Development Charge (TSDC)	\$6,536,335	\$20,371	X	X	X	X	
M 4	ITS/TSMO	1069	S2601	Oatfield & Oak Grove Traffic Signal Replacement	Intersection of SE Oatfield Rd and SE Oak Grove Blvd	Reconstruct traffic signal by replacing span wire with three signal poles with mast arms, conduit system, pedestrian push buttons, illumination reconstruct all ADA curb ramps, grind and pave intersection	HB2017 Road Fund	\$1,520,000	\$1,520,000		X	X	X	
M 5	Active Transportation	3063	300323306	Curb Ramp at Naef Rd and Harold Ave	Intersection of SE Naef Rd and SE Harold Ave.	Replace a curb ramp at the south corner of the intersection of SE Naef Rd and SE Harold Ave	Road Fund	\$85,000	\$85,000	X	X			
M 6	Other	NA	300323307	El Camino Way Stormwater Improvements - ARPA	Area surrounding the intersection of SE El Camino Way and SE Thiessen Rd	Increase the capacity of the storm drainage system to convey the 10-year storm event to reduce the frequency of flooding	American Rescue Plan Act (ARPA) Grant	\$1,398,000	\$0	X	X			
M 7	Bridge/Culvert	NA	300323308	Thiessen Culvert Replacement at Kellogg Creek	SE Thiessen Rd at Kellogg Creek	Replace failing joint in culvert and examine similar joints to prevent future failing, and repair roadway damage	American Rescue Plan Act (ARPA) Grant	\$1,551,635	\$0	X	X	X		
M 8	Active Transportation	1076 2025	300321302	Bilquist Elementary Sidewalks	SE Webster Rd from SE Roots Rd to Bilquist Elementary School	Construct sidewalks along both sides of road, widen existing bike lanes, crosswalk upgrades including illumination, pedestrian refuge and ADA compliant curb ramps	ODOT Safe Routes to School Infrastructure Grant; Transportation System Development Charge (TSDC)	\$3,317,307	\$577,591	X	X	X		
M 9	Community Road Fund: Safety	1070	300324341	Oatfield Rd Jennings Ave Signal Rebuild Safety Work Project	SE Oatfield Rd and SE Jennings Ave	Rebuild traffic signal, add illumination and other safety enhancements	Community Road Fund (CRF)	\$1,970,000	\$0	X	X	X	X	
M 10	Active Transportation	1067	300318306	Jennings Ave - Sidewalk and Bike lanes	SE Jennings Ave from OR99E (SE McLoughlin Blvd) to SE Oatfield Rd	Construct curb-tight sidewalk on the north side of Jennings Ave and bike lanes on both sides. Widening the roadway to accommodate bike lanes and sidewalk will require general excavation, rock excavation and new water quality and detention facilities, including new storm water collection infrastructure, removal and construction of a retaining wall and replacement of a guardrail	Rural STP; Regional Flexible Fund Allocation (RFFA) Grant; American Rescue Plan Act (ARPA) Grant; Road Fund	\$8,510,677	\$1,274,718	X	X			
M 11	Other	NA	300323318	Jennings Lodge Estates Swales	SE Faith Ave and SE Morse Ct in the Jennings Lodge area	Raise the swale grade to be flush with the top back of curb to reduce tripping and fall hazard, while utilizing river rock above an amended soil mixture for water quality functionality	Road Fund	\$244,000	\$244,000	X	X	X	X	
M 12	Bridge/Culvert	NA	300320347	Clackamas River (Trolley Trail) Bridge Final Design	Clackamas River at Portland Ave	Continue work from feasibility study and move onto preliminary and final design phase (once a bridge structure type is recommended)	Regional Flexible Fund Allocation (RFFA) Grant; City of Gladstone	\$1,028,000	\$0	X	X			
CRC 1	Community Road Fund: Safety	1027 3016	300320356	Johnson Creek Blvd (79th Ave to End County Maintenance) Improvements	Johnson Creek Blvd from 79th Ave to Multnomah Co. line	Upgrade ADA ramps, install ADA-compliant pedestrian push buttons, resurface roadway pavement	Community Road Fund (CRF); HB2017 Road Fund	\$6,173,749	\$6,105,674	X	X	X		

5-YEAR CAPITAL IMPROVEMENT PROGRAM PROJECT LIST – FY23-24 to FY27-28

CRC 2	Community Road Fund: Safety	1028	300320355	SE Johnson Creek Blvd at 79th Place	SE Johnson Creek Blvd at SE 79th PI	Add a signal at the intersection of Johnson Creek Blvd and 79th PI and install median	Community Road Fund (CRF); Clackamas County Development Agency (CCDA) Grant; All Roads Transportation Safety (ARTS) Program Grant; HB2017 Road Fund	\$3,182,836	\$337,740	X	X	X		
CRC 3	Upgrade	1035 1036	30324?	Monroe St Improvements	Linwood Ave to Fuller Rd	Improve to minor arterial standards; add sidewalks, bicycle lanes and stormwater control.	Tax Increment Financing	\$11,600,000	\$0	X	X	X		
CRC 4	Repairs	NA	300323303	82nd Drive & Jennifer Street Signal Replacement	Intersection of SE 82nd Dr and SE Jennifer St	The signal pole on the SW corner was knocked down and a temporary wood pole is currently being used. Reconstruct all ADA curb ramps at the intersection, replace span wire traffic signal with three-signal poles with mast arms and conduit system, install pedestrian push buttons, grind and pave intersection	Insurance Proceeds; Road Fund	\$1,402,040	\$1,314,540	X	X	X		
CRC 6	ITS/TSMO	3027	S2411	Sunnyside 132nd to 172nd Signal Project	SE Sunnyside Road from SE 132nd to SE 172nd	Adaptive traffic signal control on Sunnyside Road from 132nd to 172nd. Includes upgraded detection for adaptive control at six of the eight intersections, retroreflective signal backplates, supplemental signal heads, and signal ahead warning signs with cross street riders	All Roads Transportation Safety (ARTS) Program Grant; Road Fund	\$2,010,000	\$201,000		X	X	X	
CRC 7	Upgrade	NA	300323304	SE 172nd Avenue Improvements - City of Happy Valley	SE Misty Dr to SE Maple Hill Ln	Widen roadway to five travel lanes, construct sidewalks and landscape strips, improve intersections in project corridor	City of Happy Valley; Road Fund; Transportation System Development Charge (TSDC)	\$44,873,987	\$45,636	X	X	X	X	X
DB 1	Safety	1001	300324338	222nd & Borges All-Way Stop Conversion	Intersection of SE Borges Rd and SE 222nd Dr	Design and construction of a conversion from two-way STOP control to all-way STOP control at the intersection of SE 222nd Drive and SE Borges Rd in the Damascus area	Road Fund	\$70,000	\$70,000	X				
DB 2	Repairs	NA	300321301	Rugg Rd Landslide Repair	Rugg Rd at Hideaway Ct	Construct permanent stabilization measure along Rugg Rd where downhill slope collapsed	Damascus Road Fund	\$970,762	\$970,762	X	X			
DB 3	Bridge/Culvert	NA	300319343	Badger Creek (Rugg Rd) Culvert	SE Rugg Rd at Badger Creek	Replace existing culverts with larger sized, fish friendly culvert or modular bridge	NOAA Fisheries Transformational Habitat Restoration and Coastal Resilience Projects grant; Road Fund	\$681,227	\$381,227	X	X	X	X	
DB 4	Community Road Fund: Safety	NA	300320340	Bluff/327th Intersection Enhancements	Bluff Rd at 327th Ave	Rechanelize to provide lower speeds on movements onto and off Bluff Rd using signs, pavement markings and delineation, and pavement removal	Community Road Fund (CRF)	\$113,663	\$0		X	X		
DB 5	Community Road Fund: Congestion	4061	300320351	Amsigger Rd @ OR224 Intersection Improvements	Intersection of SE Amsigger Rd and OR224	Construct new roundabout intersection to improve safety while minimizing wait times	Community Road Fund (CRF)	\$5,358,221	\$0	X	X	X		
E 1	Community Road Fund: Strategic Investment	1054 1055	300320348	Duus Rd/Eagle Creek Rd Intersection, Relocation, and Turn Lane	SE Duus Rd at SE Eagle Creek Rd	Add new turn lanes and relocate intersection to provide adequate sight distance	CRF Strategic Investment Fund; Transportation System Development Charge (TSDC)	\$1,567,106	\$0	X	X	X		
E 2	Community Road Fund: Strategic Investment	2017	300320339	362nd Ave Paved Shoulders and Safety Improvements	Skogan Rd to OR 211	Pave shoulders and evaluate safety issues	Community Road Fund (CRF); Transportation System Development Charge (TSDC); HB2017 Road Fund	\$2,220,253	\$511,541	X	X			
E 3	Bridge/Culvert	3038	300324348	Bull Run River (Bull Run Rd) Bridge Replacement Design	SE Bull Run Rd at Bull Run River	Design a new Bull Run Bridge on a new alignment.	Federal Bridge Investment Program Grant; Road Fund	\$2,000,000	\$205,400	X	X	X		
E 4	Repairs	NA	300323302	East Barlow Trail Rd Restoration (Winter 2022 Landslide)	E Barlow Trail Rd between Brightwood Bridge Rd and E Boulder Creek Ln	Construct permanent stabilization measure along E Barlow Trail Rd where downhill slope collapsed taking roadway with it and closing roadway	FHWA Emergency Relief Funds; Road Fund	\$1,155,143	\$334,436	X	X			
E 5	Community Road Fund: Congestion	1059	300322301	Welches Rd Bike/Ped	E Welches Rd from US26 to E Birdie Ln	Add sidewalks from US 26 to E Stage Stop Rd and paved shoulders from E Stage Stop Rd to E Birdie Ln. Pedestrian crossing at E Fairway Ave	Community Road Fund (CRF); Transportation System Development Charge (TSDC)	\$3,388,582	\$0	X	X	X	X	

5-YEAR CAPITAL IMPROVEMENT PROGRAM PROJECT LIST – FY23-24 to FY27-28

E 6	Bridge/Culvert	NA	300323324	Henry Creek (Arlie Mitchell Road) Culvert Replacement	E Arlie Mitchell Rd at Conway Creek	Replace existing 144" culvert with a precast modular bridge	Oregon Department of Fish and Wildlife (ODFW); US Forest Service (USFS); Oregon Watershed Enhancement Board (OWEB) Restoration Grant; City of Portland; Road Fund	\$1,018,460	\$99,878	X	X			
E 7	Bridge/Culvert	NA	B2302	Conway Creek (Aschoff Road) Culvert Replacement	Aschoff Road at Conway Creek	Replace existing culverts with a precast modular bridge	Federal Culvert AOP Grant; Road Fund	\$1,862,900	\$372,580	X	X	X	X	
P 1	Paving	PMP	300323319	AR Cape Seal: Southwood Park Area	Various road segments in Southwood Park area	Place slurry seal on 2.5 miles of roads in the Southwood Park area.	HB2017 Road Fund	\$508,379	\$508,379		X			
P 2	Paving	PMP	P2602	Contract Paving: Bonita Road Package	Bonita Road from Carman Road to Bangy Road	Pave Bonita Rd with 0.6 miles of asphalt	HB2017 Road Fund	\$474,279	\$474,279		X	X	X	X
P 3	Paving	PMP	P2605	Chip Seal: Rosewood Package	Various road segments in the Rosewood area	Place 1.7 miles of chip seal on a number of roads in the Rosewood area	HB2017 Road Fund	\$428,397	\$428,397			X	X	X
P 4	Paving	PMP	P2705	Chip Seal: Stafford Acres Package	Various road segments in the Stafford Acres area	Place 11 miles of chip seal on roads in the Stafford Acres area	HB2017 Road Fund	\$842,300	\$842,300			X	X	X
P 5	Paving	PMP	300323314	Contract Paving: Haines Road Package	Territorial Road from Haines Rd to Highway 99 and Haines Road from Highway 99 to Mulino Road	Pave 1.8 miles of roads with asphalt in the Haines Road area	Road Fund	\$927,500	\$927,500	X	X			
P 6	Paving	PMP	P2607	Chip Seal: Mackburg/Union Mills Package	Various road segments in the Macksburg/Union Mills area	Place 38 miles of chip seal on a number of roads in the Macksburg/Union Mills area	HB2017 Road Fund	\$2,741,134	\$2,741,134			X	X	X
P 7	Paving	PMP	P2708	Chip Seal: Yoder Package	Various road segments in the Yoder area	Place 18.5 miles of chip seal on a number of roads in the Yoder area	HB2017 Road Fund	\$1,341,274	\$1,341,274			X	X	X
P 8	Paving	PMP	P2610	Contract Paving: Marquam Package	Drake Road from highway 213 to the Marion County Line, Farm Road from Monte Cristo Road to Oster Road, Farm Road from Drake Road to Oster Road	Pave 3.6 miles of roads with asphalt in the Marquam area	Rural STP; HB2017 Road Fund	\$1,981,000	\$491,000		X	X	X	X
P 9	Paving	PMP	P2707	Chip Seal: Hogback Package	Various road segments in the Beavercreek/Highland area	Place 35 miles of chip seal on a number of roads in the Beavercreek/Highland area	HB2017 Road Fund	\$870,243	\$870,243			X	X	X
P 10	Paving	PMP	300323317	Chip Seal: Park Place Project	Various rural roads	Place 42.1 miles of chip seal on a number of rural roads	HB2017 Road Fund	\$2,811,000	\$2,811,000	X	X			
P 11	Paving	PMP	300323312	Slurry Seal: Jennings Lodge Package	Various road segments in the Jennings Lodge area	Place slurry seal on 6.1 miles of urban roads in the Jennings Lodge area	Road Fund	\$419,000	\$419,000	X	X			
P 12	Paving	PMP	P2411	Contract Paving: Jennings Avenue	SE Jennings Ave from OR99E (SE McLoughlin Blvd) to SE Oatfield Rd	Pave 0.75 miles of road with asphalt.	Rural STP; HB2017 Road Fund	\$975,000	\$75,000		X	X		
P 13	Paving	PMP	P2601	Contract Paving: River Road Package	SE River Rd between SE Jennings Ave and SE Roethe Rd	Pave SE River Road with 0.6 miles of asphalt	HB2017 Road Fund	\$563,460	\$563,460		X	X	X	X
P 14	Paving	PMP	P2609	Slurry Seal: Oak Grove Package	Various road segments in the Oak Grove area	Place slurry seal on 9.9 miles of roads in the Oak Grove area	HB2017 Road Fund	\$456,900	\$456,900			X	X	X
P 15	Paving	PMP	P2701	Contract Paving: Hartnell Farms Package	SE Johnson Rd between SE Clackamas Rd and SE Lake Rd	Pave 0.9 miles of road with asphalt on SE Johnson Rd between SE Clackamas Rd and SE Lake Rd	HB2017 Road Fund	\$761,754	\$761,754			X	X	X
P 16	Community Road Fund: Paving	PMP	P2704	Contract Paving: Royal View Package	Various road segments in Royal View area	Pave 1.6 miles of roads with asphalt in the Royal View area	Community Road Fund (CRF)	\$1,362,288	\$0		X	X	X	X
P 17	Paving	PMP	P2702	Contract Paving: Highland Summit Package	SE Mather Rd from SE Summers Ln to SE 122nd Ave; SE Summers Ln from SE Mather Rd to SE 122nd Ave	Pave 1.2 miles of road with asphalt in the Highland Summit area	HB2017 Road Fund	\$1,243,194	\$1,243,194			X	X	X
P 18	Community Road Fund: Paving	PMP	P2604	Contract Paving: Mt Talbert Package	Various road segments in Mount Talbert area	Pave 1.0 miles of roads with asphalt in the Mt Talbert area	Community Road Fund (CRF)	\$933,000	\$0		X	X		

5-YEAR CAPITAL IMPROVEMENT PROGRAM PROJECT LIST – FY23-24 to FY27-28

P 19	Paving	PMP	P2709	Slurry Seal: Vista View Package	Various road segments in the Valley View and Pioneer Park areas of Happy Valley	Place slurry seal on 1.4 miles of roads in the Valley View and Pioneer Park areas of Happy Valley	HB2017 Road Fund	\$135,188	\$135,188			X	X	X
P 20	Paving	PMP	P2710	Slurry Seal: Trillium Creek Package	Various road segments in the Trillium Creek Park area	Place slurry seal on 6.1 miles of roads in the Trillium Creek Park area	Damascus Road Fund; HB2017 Road Fund	\$683,444	\$589,451			X	X	X
P 21	Paving	PMP	P2706	Chip Seal: Goosehollow Package	Various road segments in the Goosehollow Drive area of Damascus	Place 1.7 miles of chip seal on a number of roads in the Goosehollow Drive area of Damascus	HB2017 Road Fund	\$224,153	\$224,153			X	X	X
P 22	Paving	PMP	P2703	Contract Paving: Rock Creek Package	SE 172nd Ave from SE Armstrong Cir to SE Sunnyside Rd; SE Armstrong Cir from Hwy 212 to address 23051 SE Armstrong Cir	Pave 1 mile of road with asphalt in the Rock Creek area	HB2017 Road Fund	\$1,470,266	\$1,470,266			X	X	X
P 23	Paving	PMP	P2608	Slurry Seal: Mt Scott Package	Various road segments in the Mt. Scott area	Place slurry seal on 4.8 miles of roads in the Mt. Scott area	HB2017 Road Fund	\$504,520	\$504,520			X	X	X
P 24	Paving	PMP	300323311	Contract Paving: Overland Park Package	Overland Street from Bell Avenue to 82nd Avenue and 72nd Avenue from Monroe Street to Thompson Road	Pave 0.7 miles of roads with asphalt in the Overland Park area	Road Fund	\$572,505	\$572,505	X	X			
P 25	Paving	PMP	300323316	Contract Paving: Fischers Mill Package	Fischers Mill Road from Fischer's Mill Bridge to Springwater Road; Harding Road from Springwater Road to Fischers Mill Road; Strowbridge from Springwater Road to Fischers Mill Road	Pave 2.0 miles of road along Fischers Mill Road, Harding Road, and Strowbridge Road with asphalt	Rural STP; HB2017 Road Fund	\$1,533,500	\$833,500	X	X			
P 26	Paving	PMP	P2603	Contract Paving: Bakers Ferry Road Package	S Bakers Ferry Road from S Springwater Road to S Harding Road	Pave Bakers Ferry Road with 2.6 miles of asphalt	HB2017 Road Fund	\$1,511,339	\$1,511,339		X	X	X	X
P 27	Paving	PMP	P2606	Chip Seal: Cherryville to Welches Package	Various road segments in the Cherryville to Welches corridor	Place 25.6 miles of chip seal on a number of roads in the Cherryville to Welches corridor	HB2017 Road Fund	\$1,917,867	\$1,917,867			X	X	X
P 28	Paving	PMP	300323315	Contract Paving: Wildcat Mountain Drive Package	SE Wildcat Mountain Drive from Firwood Road to mile point 5.30.	Pave 5.3 miles of SE Wildcat Mountain Drive with asphalt	Rural STP; American Rescue Plan Act (ARPA) Grant; HB2017 Road Fund	\$1,602,000	\$127,000	X	X	X		
CW 1	Community Road Fund: Safety	1001	300323320	Clackamas County School Beacon Upgrades	6 Locations (11 beacons): River Rd at Jennings Lodge Elem., River Rd at Riverside Elem., 152nd Ave at Oregon Trail Elem., Webster Rd at Alder Creek MS, 242nd Ave at Lewis and Clark CS and Scouters Mountain Elem.	Upgrade solar powered school flashing beacons to AC power	Community Road Fund (CRF)	\$579,741	\$0	X	X	X		
CW 2	ITS/TSMO	1000	300323323	Clackamas County Signal Detection Upgrades	5 Locations: 172nd & Rock Creek, Otty & Fuller, Monterey & 85th, Stafford & Ek, and Park & 27th	Replace traffic signal video detection systems at 4 intersections with Wavetronix radar detection system and add FLIR infrared bicycle detection at 2 intersections	Road Fund	\$584,220	\$584,220	X	X			
CW 3	Safety	1001	300323321	Intersection Design Studies: Six Intersections	Airport Rd NE & NE Miley Rd S Barlow Rd & S Arndt Rd S Beavercreek Rd & S Leland Rd/S Kamrath Rd SE Bluff Rd & SE 327th Ave S Redland Rd & S Holly Ln N Molalla Ave & S Vaughan Rd	Investigate current operations, safety and geometry at six intersections and develop preferred alternatives to a preliminary design level	HB2017 Road Fund	\$100,826	\$100,826	X				
CW 4	Safety	1001	S2602	Rural Corridor Curve Signs - Phase 1	SE 367th Ave, S Casto Rd, S Eves Rd, SE Foster Rd, S Ferguson Rd, SE Coupland Rd, SW Ladd Hill Rd, SW Baker Rd, S Thayer Rd, SE Bluff Rd, S Whiskey Hill Rd, S Carus Rd, SE Wildcat Mountain Dr, and Forsythe Rd	Design and install updated horizontal alignment warning signs on approximately 28 miles of roadway on 14 rural arterial and collector corridors to reduce crashes and to comply with MUTCD standards	HB2017 Road Fund	\$960,000	\$960,000				X	X

5-YEAR CAPITAL IMPROVEMENT PROGRAM PROJECT LIST – FY23-24 to FY27-28

CW 5	Safety	1001	S2603	Systemic Curve Warning Signs - Phase 2	SW Johnson Rd, Butteville Rd NE, SE Bornstedt Rd, SE Johnson Rd, S Bradley Rd, SE Coalman Rd, SE Telford Rd, S Holcomb Blvd, Toliver Rd, S Upper Highland Rd, and S Carus Rd	Design and install updated horizontal alignment warning signs on approximately 33 miles of roadway on 11 rural arterial and collector corridors to reduce crashes and to comply with MUTCD standards	HB2017 Road Fund	\$1,005,500	\$1,005,500						X
CW 6	Safety	1001	S2801	Rural Corridor Curve Signs - Phase 3	S Lower Highland Rd, SE Fall Creek Rd, SE Currin Rd, Sw Pleasant Hill Rd, S Ridge Rd, SE Divers Rd, SW Ladd Hill Rd, S Carus Rd, and SW Baker Rd	Design and install updated horizontal alignment warning signs on approximately 25 miles of roadway on 9 rural arterial and collector corridors to reduce crashes and to comply with MUTCD standards	HB2017 Road Fund	\$955,000	\$955,000						
CW 7	Safety	1001	300320354	Recessed Reflectorized Pavement Markings	Arndt from Airport to Arndt (1.55mi); Arndt from Arndt to Barlow (0.4 mi); Barlow from Knights Bridge to Hwy 211 (8.9mi); Canby-Marquam from Canby city limits to Hwy 211 (6.7mi); Springwater Road from Hwy 224 to Hayden Rd(10.4 mi); Hayden Rd from Springwater to Hwy 211 (1.2 mi); Amsigger from Hwy 225 to Kelso Rd (2.4mi); Richey from Amsigger to Hwy 212 (0.8), Wilsonville Rd from City of Wilsonville to County line (4.5mi)	Installation of recessed reflectorized centerline buttons on about 40 miles of major arterial roads that are not scheduled to be paved in the next 5 years	HB2017 Road Fund	\$165,956	\$165,956	X	X				
NM	Safety	1001	S2412	Traffic Signal Left Turn Permissive Movement Project	23 intersections countywide	Perform an intersection control evaluation at 23 intersections throughout Clackamas County focusing on locations with permissive left turn movements (movements that must yield to oncoming traffic and/or pedestrian crossings). Project will identify nearterm and longterm improvements where left turns can be protected/permissive or protected and have protected pedestrian crossings	Road Fund	\$575,000	\$575,000		X	X			
NM	ITS/TSMO	1000	300321305	Clackamas County Regional ATC Controller & Signal Optimization	Countywide	Replace 99 older model traffic signal controllers to the latest Advanced Traffic Controllers (ATC)	City of Lake Oswego; City of Oregon City; City of Wilsonville; City of Gladstone; City of West Linn; Federal Grant; Surface Transportation Block Grant Program (via Metro TSMO); Road Fund	\$820,103	\$29,776	X	X				
NM	ITS/TSMO	1000	300323328	Clackamas County Regional Freight ITS Project Phase 2B	Countywide (UGB Area)	Design and install truck priority signal timing at 18 signalized intersections, battery backup system at 21 traffic signals, traffic monitoring cameras at 3 intersections, and traffic count stations at 3 intersections	Metro RFFA Grant; Road Fund	\$1,159,428	\$119,073	X	X	X			
NM	ITS/TSMO	1000	S2410	Traffic Signal Safety Retrofit Project	Countywide	Identify and upgrade selected traffic signals across Clackamas County with new signal hardware and install protected pedestrian and bicycle crossings to provide added safety and accessibility for pedestrians and bicyclists	Surface Transportation Block Grant Program (via Metro TSMO); Road Fund	\$1,040,000	\$106,808		X	X	X		

5-YEAR CAPITAL IMPROVEMENT PROGRAM PROJECT LIST – FY23-24 to FY27-28

Map ID	Project Category	TSP ID	Prospectus #	Project Name	Project Extent	Description	Funding Source	Cost Estimate (2024 \$)	Anticipated Road Fund Match	FY23-24	FY24-25	FY25-26	FY26-27	FY27-28
CRC 5	Planning	NA	600223101	Sunrise Corridor Community Visioning Project	Sunrise Corridor	Work with Community to develop a vision for the future of the Sunrise Corridor including transportation, land use, economic opportunities and anti-displacement.	American Rescue Plan Act (ARPA) Grant; Road Fund	\$4,022,315	\$22,315	X	X			
NM	Planning	NA	300322300	Walk/Bike Clackamas Plan	N/A (Planning Project)	A simultaneous update to the Pedestrian and Bicycle Master Plans, both were last updated in 2003. The plan will guide and equitably prioritize future biking and walking transportation investments and active transportation policy in Clackamas County for the next 20 years.	Oregon Department of Land Conservation and Development (DLCD) Grant	\$178,906	\$0	X				
NM	Planning	NA	300324342	ODOT DUI Grant Planning Project	N/A (Planning Project)	Research and develop concepts for a new marketing and communications campaign focused on reducing impaired driving by examining opportunities for intervention prior to someone having their first drink.	ODOT Alcohol-impaired Driving Program (Section 164) Fund Grant; Road Fund	\$62,712	\$12,712	X	X			
NM	Planning	NA	300324343	TSAP Update 2024	N/A (Planning Project)	Transportation Safety Action Plan / Drive to Zero plan	ODOT Transportation Safety Office Grant; Road Fund	\$150,000	\$30,000	X	X	X		
NM	Planning	NA	300324345	Consolidated Planning and Marketing Grant	N/A (Planning Project)	Crash analysis, crash demographic study, traffic safety marketing campaign	USDOT Safe Streets for All (SS4A) Grant; ODOT Safety (Section 402) Fund Grant; Road Fund	\$1,423,801	\$279,301	X	X	X	X	
NM	Planning	NA	300324346	Safe Streets For All: Federal Transportation Planning Project	N/A (Planning Project)	Align the TSAP with the national Safe Systems approach updating language and visual tools and further integrate civil rights and community engagement into the TSAP	USDOT Safe Streets for All (SS4A) Grant	\$330,000	\$0	X	X	X		
NM	Planning	NA	300324347	ODOT Pedestrian Safety Year 4	N/A (Planning Project)	Traffic safety marketing and materials	ODOT Pedestrian Safety (Section 402) Fund Grant; Road Fund	\$35,000	\$10,000	X	X			
NM	Planning	NA	600223102	TSP Update 2023	N/A (Planning Project)	Update of the Transportation System Plan for FY 23-24	Oregon Department of Land Conservation; Road Fund	\$1,623,823	\$1,535,323	X	X	X		

Unfunded Projects Matched with Possible Grant Funding Sources

Project Name (TSP Number)	Description	Possible Funding Source
Sunrise Project Phase II (4036)	Extend the Sunrise Project from I-205 to 172 nd Avenue	STIP Enhance / Federal Grant
I-205 Bottleneck Project (4016)	Improvement to I-205 between Stafford interchange and the east end of the Abernethy Bridge to address congestion issues	STIP Enhance / BUILD
OR 211 (4040)	Canby Marquam Hwy / OR 211 intersection improvements	STIP Fix-it / HSIP
OR 212 Freight Mobility Corridor Improvement	Freight mobility improvements on OR 212 between Rock Creek Junction and US 26	MTIP / STIP
OR212 Foster and Sunnyside Intersection Upgrades	Improve safety and operations at Foster and Sunnyside intersections of OR212	Federal Grant
Barlow Road/Arndt Road/OR 99E Corridor (2029)	Upgrades to the OR 99E/Barlow Road and Arndt Road/Barlow Road intersections and extension of Arndt Road	STIP Enhance / Federal Grant
Bakers Ferry Road – Pathway from Barton Park to Hwy 224 (3101)	Add paved shoulders and turn lanes at major intersections; remove horizontal curve and relocate intersection from Eaden Rd to OR 224	Oregon Community Paths Program
McLoughlin Sidewalk, Safety and ETC (4015)	Add bicycle and pedestrian improvements from Milwaukie city limit to Gladstone city limit	Federal Grant
I-205 Multi-Use Path Gap (1026)	Construct new connection to fill the I-205 multi-use path gap (OR 212 to OR 224)	Federal Grant / RFFA
142 nd Bike/Ped (1006)	Add bike & pedestrian facilities between Sunnyside & Hwy 212	RFFA
Alberta St / 72 nd Ave (2000)	Add sidewalks, bicycle lanes and stormwater facilities	TIF
Luther Rd (2001)	Add sidewalks, bicycle lanes and stormwater facilities	TIF
Overland St	Add sidewalks, bicycle lanes and stormwater facilities	TIF
Jennings/99E/Trolley Trail Intersection (4035)	Improve the pedestrian and bicycle crossings at the intersection of Jennings, OR99E, and Trolley Trail	STIP
US26 Welches to Wildwood (4092/4093)	Add multi-use path along US26	FLAP
Bull Run Truss (3038)	Replace bridge	STIP / HBP / BIP
Dodge Park Bridge (1053)	Replace bridge and include paved shoulders	STIP / HBP / BIP
Wyland Road Bridge	Bridge replacement	STIP / HBP
E. Barlow Pass Bridge	Bridge replacement	FLAP
Lusted Rd Bridge	Replace or upgrade Lusted Rd Bridge over Sandy River	BIP
Tickle Creek Rd Bridge	Replace or upgrade Tickle Creek Rd Bridge over Tickle Creek	BIP
Redland Rd Bridge (3141)	Replace or upgrade Redland Rd East Bridge over Abernethy Creek	BIP
Oak Grove Elementary	Crossing upgrades at Courtney/River and Courtney/Oak Grove	SRTS
View Acres Elementary	Crossing upgrades at View Acres/Hill and Bramble/Hill	SRTS

OPERATING IMPACTS

Although there are often operating impacts associated with capital improvements, these do not usually play an important part in the selection of projects to be undertaken. It can be expected that new roads, intersections, or buildings will require less maintenance than older facilities, but this is not the reason for constructing additions or improvements. Transportation projects are done to increase safety, maximize capacity, or alleviate congestion. Facility projects are done to repair damage, retrofit existing space for optimal use, or meet grant or legal requirements or citizen mandates, such as ADA compliance or the construction of visitor information centers with transient room tax revenues. As with transportation projects, debt service is not an important consideration. Facilities are constructed as funds are available to pay for them. To the extent that operating impact information is available, it is included in the specific project summaries that follow.

Even though forecasted operating impacts are not critical in determining if a project should be undertaken, it is possible to forecast impacts in general terms for transportation improvements. It can be expected that operating costs will amount to 0.5% per year of the total cost of construction over the life of the project. As an example, over the life of a \$10 million road improvement, about \$50k will be required annually, on average, to maintain the improvement; for the first 3-5 years, upkeep may not be required at all. As the road begins to age, striping and culvert cleaning may be called for. After 5-10 years, a chip seal may be required, and this expense can be expected every 5 years thereafter. At 20 years, the road may need to be repaved. At 30 years, the road may be scheduled for reconstruction.

Of much greater consequence than estimating the operating impact of undertaking new projects, is the impact of not undertaking these critical projects. Every year a larger percentage of county roads fall into disrepair, and the county does not have the necessary revenue to keep up with crucial maintenance. The cost to reconstruct a road in the future is more than 10 times greater than the cost of providing preventive maintenance today. As such, the cost of not undertaking a \$10 million road improvement could be \$100 million in the future.

ALL CAPITAL PROJECTS: PROSPECTUS FY23-24 TO FY27-28

Building on the foundation of our existing assets, Clackamas County envisions a well-maintained and well-designed transportation system that provides safety, flexibility, mobility, accessibility and connectivity for people, goods and services. A system that is tailored to our diverse geographies and supports future needs and land use plans.

The 5-Year Capital Improvement Program includes projects from the transportation system plan scheduled for construction between FY23-24 to FY27-28. These projects are either fully funded or have been funded for preliminary planning and design. Projects can range from adding a sidewalk paving roads, upgrading traffic signals, adding turn lanes, and even replacing bridges. The capital improvement program includes schedules and funding sources for each project in the five-year plan, which can be found along at this [link](#).



Elizabeth Comfort
Finance Director

Department of Finance

Public Services Building
2051 Kaen Road, Suite 490 | Oregon City, OR 97045

June 18, 2025

BCC Agenda Date/Item: 20250618 XI.A.

Board of County Commissioners
Clackamas County

Approval of a Resolution for Adoption of the Fiscal Year 2025-2026 Clackamas County Budget with Appropriations.
Appropriations Amount is \$1,355,022,745. Total Budget Amount is \$1,506,510,895. Funding is through beginning fund balance, federal, state and local taxes, all other gifts & donations, charges, fees, licenses, permits, fines, assessments, revenue from bonds & other debts, other revenue sources, interfund transfers, and \$179,903,905 in County General Funds.

Previous Board Action/Review	The Clackamas County Budget Committee approved the FY25-26 Budget as presented on May 27-29, 2025		
Performance Clackamas	Build public trust through good government by providing budget responsibility and transparency		
Counsel Review	No	Procurement Review	No
Contact Person	Elizabeth Comfort	Contact Phone	503-742-5405

EXECUTIVE SUMMARY: The Budget Committee for Clackamas County met on May 27-29, 2025, to consider the elected officials' compensation for FY25-26 and the FY25-26 Proposed Budget. The Budget Committee approved the cost-of-living adjustment of 2.8% for elected officials which was built into the FY25-26 budget.

A notice was published in accordance with Oregon Local Budget Law.

The table on page 2 shows: the FY25-26 Proposed Budget, changes made by the Budget Committee on 5/29/25, and calculation errors that were identified since then. The last two columns show the appropriated and total budget today, along with the percentage change from 5/29/25. Imposed taxes did not change.

The attached Resolution and Exhibit A, with corrections, adopt the FY25-26 budget of \$1,506,510,895.

RECOMMENDATION: Adoption of a resolution approving the FY25-26 Clackamas County Budget with appropriations of \$1,355,022,745, and a total budget of \$1,506,510,895, and imposing and categorizing taxes.

For Filing Use Only

Respectfully submitted,

Elizabeth Comfort

Elizabeth Comfort
Finance Director

Attachments: Resolution and Exhibit A

Clackamas County (Excluding Districts/Agencies)
Changes in Resources and Requirements Between Proposed, Approved, Adopted
FY25-26 Budget

	Proposed Budget	Changes 5/29/25**	Approved Budget	Calculation Corrections ***	Adopted Budget	Approved vs Adopted %
<u>Resources by Category</u>						
Beginning Fund Balance	440,356,668		440,356,668		440,356,668	0.0%
Current Revenues						
Taxes	203,466,225		203,466,225		203,466,225	0.0%
Federal, State, Local, Donations	320,542,973		320,542,973		320,542,973	0.0%
Charges/Fees/License/Permits/Fine	228,300,573		228,300,573		228,300,573	0.0%
Revenue from Bonds & Other Debt	3,067,883		3,067,883		3,067,883	0.0%
All Other Revenue Resources	119,578,272		119,578,272		119,578,272	0.0%
Interfund Transfers	11,294,396		11,294,396		11,294,396	0.0%
General Fund Support *	183,511,906	(3,912,641)	179,599,265	304,641	179,903,905	0.2%
Subtotal Current Revenues	1,069,762,227	(3,912,641)	1,065,849,586	304,641	1,066,154,227	0.0%
Total Resources	1,510,118,895	(3,912,641)	1,506,206,254	304,641	1,506,510,895	0.0%
<u>Requirements by Category</u>						
Personnel Services	437,559,715	(4,216,641)	433,343,074	608,641	433,951,715	0.1%
Materials & Services	383,650,263		383,650,263		383,650,263	0.0%
Capital Outlay	102,610,634		102,610,634		102,610,634	0.0%
Subtotal Operating Expenditures	923,820,612	(4,216,641)	919,603,971	608,641	920,212,612	0.1%
General Fund Support *	183,511,906	(4,216,641)	179,295,265	608,640	179,903,905	0.3%
Subtotal Current Expenditures	1,107,332,518	(8,433,282)	1,098,899,236	1,217,281	1,100,116,517	0.1%
Debt Service	15,795,300		15,795,300		15,795,300	0.0%
Special Payments	85,607,480		85,607,480		85,607,480	0.0%
Interfund Transfer	12,091,331		12,091,331		12,091,331	0.0%
Contingency	141,412,115		141,412,115		141,412,115	0.0%
Appropriated Expenditures	1,362,238,745	(8,433,282)	1,353,805,463	1,217,281	1,355,022,745	0.1%
Reserve for Future Expenditures	89,713,943		89,713,943		89,713,943	0.0%
Year End Projected Balance						
Unappropriated Ending Fund Bal	58,166,207	4,520,641	62,686,848	(912,641)	61,774,207	-1.5%
Total Requirements	1,510,118,895	(3,912,641)	1,506,206,254	304,641	1,506,510,895	0.0%
Full-Time Equivalents (FTE's)	2,513.8	1.0	2,514.8		2,514.8	0.0%

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

**5/29/25 changes reflect a \$4,368,641 reduction in General Fund Support and expenses to CCSO's budget, and a \$152,000 increase in General Fund Support to Disaster Management for 1 new FTE.

***6/18/25 A calculation error in the 5/29/25 appropriated and unappropriated totals has been corrected. Appropriated is \$1,217,281 greater and total budget is \$304,641 greater than originally reported. Imposed taxes did not change.

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

In the Matter of Adopting a Budget,
Making Appropriations and Imposing
and Categorizing Taxes from the
Period of July 1, 2025, to June 30,
2026, for Clackamas County



Resolution No. 2025-041
Page 1 of 2

WHEREAS that the Board of Commissioners, as the governing body of Clackamas County, hereby adopts the expenditure budget approved by the Clackamas County Budget Committee in compliance with Oregon Local Budget Law ORS 294 for the fiscal year beginning July 1, 2025, and ending June 30, 2026, in the sum of \$1,355,022,745 plus an unappropriated ending fund balance of \$151,488,150 for a total of \$1,506,510,895;

WHEREAS the established appropriations are detailed in the attached **Exhibit A**, which is, by this reference, incorporated herein;

WHEREAS the budget document is now on file at 2051 Kaen Road, in Oregon City, Oregon, and/or available for viewing online at <https://www.clackamas.us/budget>;

WHEREAS proper notice was made to allow for public participation and a public hearing was held on June 18, 2025;

BE IT RESOLVED that the following ad valorem property taxes are hereby imposed for tax year 2025-26 upon the assessed value of all taxable property within the district:

- (1) At the rate of \$2.4042 per \$1,000 of assessed value for permanent rate tax in cities which provide their own police patrol service; and
- (2) At the rate of \$2.9766 per \$1,000 of assessed value for permanent rate tax in remaining cities and unincorporated areas; and
- (3) At the rate of \$0.3680 per \$1,000 of assessed value for local option tax; and
- (4) In the amount of \$6,110,000 for debt service for general obligation bonds.

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

In the Matter of Adopting a Budget,
Making Appropriations and Imposing
and Categorizing Taxes from the
Period of July 1, 2025 to June 30,
2026 for Clackamas County

Resolution No. 2025-041

Page 2 of 2

BE IT RESOLVED that the taxes imposed are hereby categorized for purposes of Article XI section 11b as:

General Government Limitation

Permanent Rate Tax for Clackamas County - City	\$2.4042/\$1,000
Permanent Rate Tax for Clackamas County - Rural	\$2.9766/\$1,000
Local Option Tax	\$0.3680/\$1,000

Excluded from Limitation

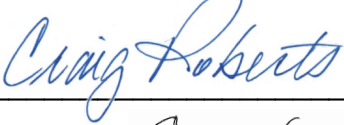
General Obligation Bond Debt Service \$6,110,000

BE RESOLVED BY THE BOARD OF COUNTY COMMISSIONERS THAT:

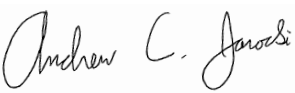
The amounts set forth in **Exhibit A** attached hereto are hereby appropriated and above statements are approved and declared adopted.

DATED this 18th day of June, 2025

BOARD OF COUNTY COMMISSIONERS



Chair



Recording Secretary

EXHIBIT A of Budget Resolution

**SUMMARY OF BUDGETED APPROPRIATIONS
CLACKAMAS COUNTY, OREGON
FY25-26**

Fund		Appropriation
<u>100-General Fund</u>		
	Assessment & Taxation	11,352,226
	County Admin - Disaster Mgmt	4,324,930
	County Administration	4,205,291
	County Clerk	5,805,791
	County Counsel	3,783,420
	District Attorney (DA)	20,127,367
	Finance	8,203,999
	Human Resources (HR)	7,208,025
	Justice Court	1,870,563
	Juvenile Department	11,457,948
	Public & Government Affairs (PGA)	4,822,564
	Sheriff's Office (CCSO)	118,339,999
	Transportation & Development (DTD)	14,591,957
	Treasurer's Office	1,644,840
	Not Allocated to Organizational Unit	
	Personnel Services	36,192,189
	Not Allocated to Organizational Unit	
	Materials and Services	2,134,525
	Not Allocated to Organizational Unit	
	Special Payments	5,898,521
	Not Allocated to Organizational Unit	
	Transfers	180,975,919
	Not Allocated to Organizational Unit	
	Contingency	23,794,464
100-General Fund Total		466,734,537
<u>201-County Fair Fund</u>		
Misc/Pass-Through		
	Operating	Operating
		11,229,733
	Not Allocated to Organizational Unit	Contingency
		1,255,014
201-County Fair Fund Total		12,484,747

Fund		Appropriation	
<u>204-County School Fund</u>			
Misc/Pass-Through			
Operating	Operating	2,000	
Not Allocated to Organizational Unit	Special Payments	608,000	
204-County School Fund Total		610,000	
<u>205-Development Services Fund</u>			
Transportation & Development (DTD)			
Operating	Operating	11,972,897	
Not Allocated to Organizational Unit	Contingency	2,961,920	
205-Development Services Fund Total		14,934,817	
<u>206-Sheriff's Operating Levy</u>			
Sheriff's Office (CCSO)			
Operating	Operating	29,474,039	
Not Allocated to Organizational Unit	Contingency	3,106,242	
206-Sheriff's Operating Levy Total		32,580,281	
<u>207-Inmate Welfare Special Fund</u>			
Sheriff's Office (CCSO)			
Operating	Operating	56,500	
207-Inmate Welfare Special Fund Total		56,500	
<u>208-Community Services Fund</u>			
Transportation & Development (DTD)			
Operating	Operating	3,540,493	
Not Allocated to Organizational Unit	Contingency	1,806,423	
Not Allocated to Organizational Unit	Special Payments	1,100,000	
208-Community Services Fund Total		6,446,916	

Fund	Appropriation		
<u>209-CCSO Forfeitures</u>			
Sheriff's Office (CCSO)			
Operating	Operating		44,500
209-CCSO Forfeitures Total			44,500
<u>211-Law Library Fund</u>			
County Admin - Law Library			
Operating	Operating		521,374
Not Allocated to Organizational Unit	Contingency		50,000
211-Law Library Fund Total			571,374
<u>212-Library Services</u>			
Transportation & Development (DTD)			
Operating	Operating		9,467,712
Not Allocated to Organizational Unit	Contingency		5,877,044
Not Allocated to Organizational Unit	Special Payments		360,000
212-Library Services Total			15,704,756
<u>215-Road Fund</u>			
Transportation & Development (DTD)			
Operating	Operating		89,326,939
Not Allocated to Organizational Unit	Contingency		23,507,595
Not Allocated to Organizational Unit	Special Payments		5,200,302
Not Allocated to Organizational Unit	Transfers		2,506,700
215-Road Fund Total			120,541,535

Fund		Appropriation	
<u>218-Property Resources Fund</u>			
Misc/Pass-Through			
	Operating	Operating	3,200
	Not Allocated to Organizational Unit	Contingency	1,012,753
	Not Allocated to Organizational Unit	Transfers	119,633
Transportation & Development (DTD)			
	Operating	Operating	403,190
	Not Allocated to Organizational Unit	Contingency	500,000
218-Property Resources Fund Total			2,038,776
<u>223-Countywide Transportation SDC Fund</u>			
Misc/Pass-Through			
	Operating	Operating	508,114
	Not Allocated to Organizational Unit	Contingency	10,350,000
	Not Allocated to Organizational Unit	Transfers	4,711,671
223-Countywide Transportation SDC Fund Total			15,569,785
<u>224-Public Land Cor Pres Fund</u>			
Transportation & Development (DTD)			
	Operating	Operating	359,165
	Not Allocated to Organizational Unit	Contingency	37,182
224-Public Land Cor Pres Fund Total			396,347

Fund		Appropriation	
230-Special Grants Fund			
County Administration			
	Operating	Operating	188,061
	Not Allocated to Organizational Unit	Special Payments	2,011,940
District Attorney (DA)			
	Operating	Operating	85,001
Finance			
	Operating	Operating	840,488
Health, Housing & Human Services (H3S)			
	Operating	Operating	1,529,876
	Not Allocated to Organizational Unit	Special Payments	635,307
Juvenile Department			
	Operating	Operating	205,230
Misc/Pass-Through			
	Operating	Operating	4,800,000
Non Departmental			
	Operating	Operating	29,601,634
	Not Allocated to Organizational Unit	Special Payments	16,000,000
Sheriff's Office (CCSO)			
	Operating	Operating	200,000
Technology Services (TS)			
	Operating	Operating	4,537,173
Transportation & Development (DTD)			
	Operating	Operating	4,374,327
County Admin - Disaster Mgmt			
	Operating	Operating	28,040
230-Special Grants Fund Total			65,037,077

Fund		Appropriation
<u>240-Health Housing & Human Services Fund</u>		
Health, Housing & Human Services (H3S)		
Operating	Operating	234,659,956
Not Allocated to Organizational Unit	Contingency	27,780,915
Not Allocated to Organizational Unit	Special Payments	51,257,410
Not Allocated to Organizational Unit	Transfers	1,171,123
240-Health Housing & Human Services Fund Total		314,869,404
<u>253-Clackamas Health Centers</u>		
Health, Housing & Human Services (H3S)		
Operating	Operating	69,223,954
Not Allocated to Organizational Unit	Contingency	6,364,328
Not Allocated to Organizational Unit	Transfers	631,938
253-Clackamas Health Centers Total		76,220,220
<u>255-Transient Lodging Tax Fund</u>		
County Administration		
Operating	Operating	8,416,651
Not Allocated to Organizational Unit	Contingency	5,000,000
Not Allocated to Organizational Unit	Special Payments	2,000,000
Misc/Pass-Through		
Operating	Operating	150,000
Not Allocated to Organizational Unit	Transfers	632,000
255-Transient Lodging Tax Fund Total		16,198,651

Fund		Appropriation
<u>257-Parks & Forestry Fund</u>		
Transportation & Development (DTD)		
Operating	Operating	4,971,499
Not Allocated to Organizational Unit	Contingency	588,344
Not Allocated to Organizational Unit	Transfers	400,000
257-Parks & Forestry Fund Total		5,959,843
<u>320-Clackamas County Debt Service</u>		
Non Departmental		
Not Allocated to Organizational Unit	Debt Service	9,898,725
320-Clackamas County Debt Service Total		9,898,725
<u>321-Clackamas County Debt Service - GO</u>		
Non Departmental		
Not Allocated to Organizational Unit	Debt Service	5,896,575
321-Clackamas County Debt Service - GO Total		5,896,575
<u>420-Capital Projects</u>		
Finance		
Operating	Operating	6,724,470
Not Allocated to Organizational Unit	Contingency	900,000
Courthouse		
Operating	Operating	15,018,460
420-Capital Projects Total		22,642,930

Fund		Appropriation
<u>601-Stone Creek Golf Course</u>		
Transportation & Development (DTD)		
Operating	Operating	7,222,038
Not Allocated to Organizational Unit	Contingency	489,109
Not Allocated to Organizational Unit	Transfers	225,000
601-Stone Creek Golf Course Total		7,936,147
<u>602-Clackamas Broadband Utility</u>		
Technology Services (TS)		
Operating	Operating	2,843,165
Not Allocated to Organizational Unit	Special Payments	60,000
602-Clackamas Broadband Utility Total		2,903,165
<u>605-911 Center Fund</u>		
Clackamas 911 (CCOM)		
Operating	Operating	12,551,154
Not Allocated to Organizational Unit	Contingency	382,400
Not Allocated to Organizational Unit	Special Payments	476,000
605-911 Center Fund Total		13,409,554
<u>744-Facilities Management Fund</u>		
Finance		
Operating	Operating	17,886,925
Not Allocated to Organizational Unit	Contingency	514,696
744-Facilities Management Fund Total		18,401,621

Fund		Appropriation
<u>747-Technology Services Fund</u>		
Technology Services (TS)		
Operating	Operating	22,167,810
Not Allocated to Organizational Unit	Contingency	725,000
747-Technology Services Fund Total		22,892,810
<u>760-Self-Insurance Fund</u>		
Human Resources (HR)		
Operating	Operating	42,968,350
Not Allocated to Organizational Unit	Contingency	16,322,266
Not Allocated to Organizational Unit	Transfers	621,254
760-Self-Insurance Fund Total		59,911,870
<u>761-Risk Management Claims Fund</u>		
Human Resources (HR)		
Operating	Operating	7,356,368
Not Allocated to Organizational Unit	Contingency	7,677,696
761-Risk Management Claims Fund Total		15,034,064
<u>770-Fleet Services Fund</u>		
Transportation & Development (DTD)		
Operating	Operating	8,686,493
Not Allocated to Organizational Unit	Contingency	408,724
770-Fleet Services Fund Total		9,095,217
Total Appropriated (Above)		1,355,022,745
Total Unappropriated		151,488,150
Total Adopted Budget		1,506,510,895

**Small differences due to rounding*

FORM LB-1

NOTICE OF BUDGET HEARING

A public meeting of the Clackamas County Board of Commissioners will be held on June 18, 2025 at 10:00 a.m. The purpose of this meeting is to discuss the budget for the fiscal year beginning July 1, 2025, as approved by the Clackamas County Budget Committee.

The Clackamas County Board of Commissioners is holding meetings virtually, by Zoom, and in-person, in the Public Service Building, 4th Floor - Hearing Room, located at 2051 Kaen Road, Oregon City. All residents are invited to join and provide comments live by going to the following link: <https://clackamascounty.zoom.us/j/83441246615>. Alternatively, anyone can email a comment to BCC@clackamas.us, to be admitted into the record during the Citizen Communication portion of the meeting. Written communications submitted will be added to the record, but will not be read aloud during the Citizen Communication portion of the meeting. Be sure to include your name and area in your email.

A summary of the budget is presented below. A copy of the budget may be inspected online at <https://www.clackamas.us/budget/budget-presentations>, or by emailing BCC@clackamas.us for a viewing request. This budget is for an annual budget period. This budget was prepared on a basis of accounting which is the same used the preceding year.

Contact: Sandra Montoya, Budget Manager

Telephone: (503) 742-5424

Email: smontoya@clackamas.us

FINANCIAL SUMMARY - RESOURCES			
TOTAL OF ALL FUNDS	Actual Amount Fiscal Year 2023-24	Amended Budget This Fiscal Year 2024-25	Approved Budget Next Fiscal Year 2025-26
Beginning Fund Balance/Net Working Capital	414,444,585	422,692,803	440,356,668
Fees, Licenses, Permits, Fines, Assessments & Other Service Charges	110,212,730	126,020,739	140,381,125
Federal, State and All Other Grants, Gifts, Allocations and Donations	277,008,144	463,668,577	320,542,973
Revenue from Bonds and Other Debt	7,281,155	2,163,138	2,402,383
Interfund Transfers / Internal Service Reimbursements	301,305,605	327,669,336	346,832,638
All Other Resources Except Current Year Property Taxes	54,386,589	47,710,203	54,995,935
Current Year Property Taxes Estimated to be Received	183,667,781	193,273,325	200,390,532
Total Resources - add lines 1 through 7	1,348,306,589	1,583,198,122	1,505,902,254

FINANCIAL SUMMARY - REQUIREMENTS BY OBJECT CLASSIFICATION			
Personnel Services	359,735,888	410,466,298	433,343,075
Materials and Services	248,330,086	377,719,394	383,650,263
Capital Outlay	49,378,265	238,041,370	102,610,634
Debt Service	15,677,481	15,547,163	15,795,300
Interfund Transfers (incl Intrafund General Fund Transfers)	162,610,827	176,268,665	191,386,597
Contingencies	0	130,110,295	141,412,115
Special Payments	44,058,074	82,052,290	85,607,480
Unappropriated Ending Balance and Reserved for Future Expenditure	468,515,968	152,992,646	152,096,792
Total Requirements - add lines 9 through 16	1,348,306,589	1,583,198,122	1,505,902,254

FINANCIAL SUMMARY - REQUIREMENTS BY ORGANIZATIONAL UNIT OR PROGRAM *			
Name of Organizational Unit or Program			
FTE for Unit or Program			
Assessment & Taxation	9,830,773	10,820,974	11,352,226
FTE	61.0	61.0	61.0
County Administration	13,976,742	23,178,866	21,946,943
FTE	27.5	26.5	25.7
County Admin - Disaster Mgmt	3,213,518	4,452,392	4,753,578
FTE	14.5	15.0	16.0
County Admin - Law Library	438,431	583,495	571,374
FTE	2.3	2.3	2.3
County Clerk	3,499,080	6,160,612	5,805,791
FTE	21.0	21.0	21.0
County Counsel	3,359,206	3,664,449	3,783,420
FTE	14.0	14.0	14.0
Courthouse	0	0	15,018,460
FTE	0.0	0.0	0.0
Finance	29,920,359	174,110,133	43,183,449
FTE	100.7	100.7	102.1
Human Resources (HR)	47,202,168	91,189,820	89,196,110
FTE	54.8	55.8	54.5
Public & Government Affairs (PGA)	4,224,803	5,394,247	4,837,064
FTE	24.0	23.0	23.0
Technology Services (TS)	21,039,811	38,645,901	32,239,922
FTE	58.0	60.5	60.5
Treasurer's Office	1,384,580	1,590,813	1,644,840
FTE	7.0	7.0	7.0
Clackamas 911 (CCOM)	10,665,506	15,009,290	15,242,268
FTE	57.0	57.0	57.0
Sheriff's Office (CCSO)	140,799,478	146,040,517	151,062,639
FTE	592.0	607.0	607.0
District Attorney (DA)	18,137,120	20,023,047	20,770,367
FTE	94.7	96.7	96.7
Justice Court	2,927,255	3,855,594	3,425,000
FTE	7.0	7.0	7.0
Juvenile Department	9,712,325	11,086,860	11,663,178
FTE	39.0	39.0	39.0
Transportation & Development (DTD)	122,038,585	243,374,864	233,342,454
FTE	344.2	344.2	342.2

Health, Housing & Human Services (H3S)		229,806,468	418,122,230	406,118,806
FTE		764.2	808.0	812.0
Not Allocated to Organizational Unit or Program		207,614,412	365,894,019	429,944,366
FTE		163.5	166.8	166.8
Total Requirements		1,348,306,589	1,583,198,122	1,505,902,254
Total FTE		2,446.4	2,512.4	2,514.8

STATEMENT OF CHANGES IN ACTIVITIES and SOURCES OF FINANCING *

In FY24-25 Clackamas County completed the construction of the Courthouse, shown in the Finance Department under Fund 420 Capital Projects, and paid the contractor a \$131,000,000 one-time milestone payment. In FY25-26 the Courthouse expenses will be tracked in a newly created Courthouse Department.

In FY25-26 ARPA projects will continue to be funded and recorded in the Special Grants Fund 230.

PROPERTY TAX LEVIES			
	Rate or Amount Imposed	Rate or Amount Imposed	Rate or Amount Approved
Permanent Rate Levy(Rate Limit <u>2.4042</u> Per \$1,000 City/ <u>2.9766</u> Per \$1,000 Rural)	2.4042 City/2.9766 Rural	2.4042 City/2.9766 Rural	2.4042 City/2.9766 Rural
Local Option Levy	0.2480	0.3680	0.3680
Levy For General Obligation Bonds	\$5,559,000	\$5,970,000	\$6,110,000

STATEMENT OF INDEBTEDNESS		
LONG TERM DEBT	Estimated Debt Outstanding on July 1	Estimated Debt Authorized, But Not Incurred on July 1
General Obligation Bonds	\$33,970,000	
Other Bonds	\$54,719,500	
Total	\$88,689,500	

* If more space is needed to complete any section of this form, insert lines (rows) on this sheet. You may delete blank lines.

Clackamas County - Expenditure Appropriation Matrix
FY25-26 Adopted Budget

		Appropriation Categories							
Fund # / Name	Departments Name	Operating Budget	Non Operating Budget			Total Appropriations	Unappropriated		Total Budget
		Total	Debt Service	Special Payments	Transfers	Contingency	Reserve for Future Expenditures	Ending Fund Balance	
CLCK - Clackamas County									
100-General Fund	Assessment & Taxation	11,352,226					11,352,226		11,352,226
100-General Fund	County Admin - Disaster Mgmt	4,324,930			400,607		4,725,537		4,725,537
100-General Fund	County Administration	4,205,291			125,000		4,330,291		4,330,291
100-General Fund	County Clerk	5,805,791					5,805,791		5,805,791
100-General Fund	County Counsel	3,783,420					3,783,420		3,783,420
100-General Fund	District Attorney (DA)	20,127,367			558,000		20,685,367		20,685,367
100-General Fund	Finance	8,203,999					8,203,999		8,203,999
100-General Fund	Human Resources (HR)	7,208,025					7,208,025		7,208,025
100-General Fund	Justice Court	1,870,563			1,300,000		3,170,563	254,437	3,425,000
100-General Fund	Juvenile Department	11,457,948					11,457,948		11,457,948
100-General Fund	Misc/Pass-Through	36,245,189			3,250,414	20,000	39,610,503	351,600	39,962,103
100-General Fund	Non Departmental	2,081,525				180,579,919	205,169,444	19,450,000	286,139,214
100-General Fund	Public & Government Affairs (PGA)	4,822,564			14,500		4,837,064		4,837,064
100-General Fund	Sheriff's Office (CCSO)	118,339,999			250,000	200,000	118,789,999		118,789,999
100-General Fund	Transportation & Development (DTD)	14,591,957				176,000	15,959,521	2,417,683	18,377,204
100-General Fund	Treasurer's Office	1,644,840					1,644,840		1,644,840
Clackamas County General Fund Total		256,065,633	-	5,898,521	180,975,919	23,794,464	466,734,537	22,219,283	550,728,027
201-County Fair Fund	DTD - Misc/Pass-Through	11,229,733				1,255,014	12,484,747		12,484,747
204-County School Fund	Misc/Pass-Through	2,000			608,000		610,000		610,000
205-Development Services Fund	Transportation & Development (DTD)	11,972,897				2,961,920	14,934,817	6,387,046	21,321,863
206-Sheriff's Operating Levy	Sheriff's Office (CCSO)	29,474,039				3,106,242	32,580,281		32,580,281
207-Inmate Welfare Special Fund	Sheriff's Office (CCSO)	56,500					56,500		56,500
208-Community Services Fund	Transportation & Development (DTD)	3,540,493			1,100,000	1,806,423	6,446,916	6,706,888	13,153,804
209-CCSO Forfeitures	Sheriff's Office (CCSO)	44,500					44,500		44,500
211-Law Library Fund	County Admin - Law Library	521,374				50,000	571,374		571,374
212-Library Services	Transportation & Development (DTD)	9,467,712			360,000	5,877,044	15,704,756	2,299,342	18,004,098
215-Road Fund	Transportation & Development (DTD)	89,326,939			5,200,302	2,506,700	120,541,535	11,055,008	131,596,543
218-Property Resources Fund	DTD - Misc/Pass-Through	3,200				119,633	1,135,586		1,135,586
218-Property Resources Fund	Transportation & Development (DTD)	403,190					903,190	1,111,444	2,014,634
223-Countywide Transportation SDC Fund	DTD - Misc/Pass-Through	508,114				4,711,671	15,569,785	7,063,997	22,633,782
224-Public Land Cor Pres Fund	Transportation & Development (DTD)	359,165					396,347		396,347
230 - Special Grants Fund	Special Grants Fund - Multiple Depts	46,389,830	-	18,647,247	-	-	65,037,077	-	65,037,077
240-Health Housing & Human Services Fund	Health, Housing & Human Services (H3S)	234,659,956			51,257,410	1,171,123	314,869,404	12,864,000	327,733,404
253-Clackamas Health Centers	Health, Housing & Human Services (H3S)	69,223,954				631,938	76,220,220		76,220,220
255-Transient Lodging Tax Fund	County Administration	8,416,651			2,000,000		15,416,651		15,416,651
255-Transient Lodging Tax Fund	Misc/Pass-Through	150,000				632,000	782,000		782,000
257-Parks & Forestry Fund	Transportation & Development (DTD)	4,971,499				400,000	5,959,843	1,112,426	7,072,269
320-Clackamas County Debt Service	Non Departmental			9,898,725			9,898,725		9,898,725
321-Clackamas County Debt Service - GO	Non Departmental			5,896,575			5,896,575		5,896,575
420-Capital Projects	Courthouse	15,018,460					15,018,460		15,018,460
420-Capital Projects	Finance	6,724,470					7,624,470	8,112,871	15,737,341
601-Stone Creek Golf Course	Transportation & Development (DTD)	7,222,038				225,000	7,936,147		7,936,147

Clackamas County - Expenditure Appropriation Matrix
FY25-26 Adopted Budget

		Appropriation Categories								
Fund # / Name	Departments Name	Operating Budget	Non Operating Budget				Total Appropriations	Unappropriated		Total Budget
		Total	Debt Service	Special Payments	Transfers	Contingency		Reserve for Future Expenditures	Ending Fund Balance	
602-Clackamas Broadband Utility	Technology Services (TS)	2,843,165		60,000			2,903,165			2,903,165
605-911 Center Fund	Clackamas 911 (CCOM)	12,551,154		476,000		382,400	13,409,554	1,832,714		15,242,268
744-Facilities Management Fund	Finance	17,886,925				514,696	18,401,621			18,401,621
747-Technology Services Fund	Technology Services (TS)	22,167,810				725,000	22,892,810	1,906,773		24,799,583
760-Self-Insurance Fund	Human Resources (HR)	42,968,350			621,254	16,322,266	59,911,870	3,352,151		63,264,021
761-Risk Management Claims Fund	Human Resources (HR)	7,356,368				7,677,696	15,034,064	3,690,000		18,724,064
770-Fleet Services Fund	Transportation & Development (DTD)	8,686,493				408,724	9,095,217			9,095,217
Clackamas County Non General Fund Total		664,146,980	15,795,300	79,708,959	11,019,319	117,617,651	888,288,208	67,494,660	-	955,782,868
Clackamas County Total		920,212,612	15,795,300	85,607,480	191,995,238	141,412,115	1,355,022,745	89,713,943	61,774,207	1,506,510,895
Clackamas County Non Organization Unit (Included in Above Total)		38,328,713	15,795,300	3,858,414	180,599,919	22,602,900	261,185,246	19,801,600	61,519,770	342,506,616
CCDA - Clackamas County Development Agency										
353-North Clackamas Revitalization Tax Increment Fund	Transportation & Development (DTD)		1,303,000		6,000,000	2,000,000	9,303,000	5,911,020		15,214,020
450-Clackamas Town Center Development Area Fund	Transportation & Development (DTD)	2,882,360				500,000	3,382,360	1,979,197		5,361,557
451-Clackamas Industrial Development Area Fund	Transportation & Development (DTD)	2,684,760		2,500,000		883,243	6,068,003			6,068,003
453-North Clackamas Revitalization Area Fund	Transportation & Development (DTD)	9,987,483		1,342,033		3,665,722	14,995,238			14,995,238
Clackamas County Development Agency Total		15,554,604	1,303,000	3,842,033	6,000,000	7,048,965	33,748,602	7,890,217		41,638,819
ELED - Enhanced Law Enforcement District										
216-Enhanced Law Enforcement District Fund	Sheriff's Office (CCSO)	9,656,604	179,860				9,836,464			9,836,464
Enhanced Law Enforcement District Total		9,656,604	179,860				9,836,464			9,836,464
EX4H - Extension and 4-H Service District										
235-Extension 4-H	Extension 4-H	11,522,448		2,350,868		4,833,536	18,706,852			18,706,852
Extension and 4-H Service District Total		11,522,448		2,350,868		4,833,536	18,706,852			18,706,852
LBSD - Library District of Clackamas County										
210-Library District of Clackamas County	Misc/Pass-Through			26,258,827			26,258,827			26,258,827
Library District of Clackamas County Total				26,258,827			26,258,827			26,258,827
SDN5 - Clackamas County Service District No. 5										
615-Service District No. 5	Transportation & Development (DTD)	2,786,145		82,400		574,000	3,442,545	1,692,333		5,134,878
Clackamas County Service District No. 5 Total		2,786,145		82,400		574,000	3,442,545	1,692,333		5,134,878

Clackamas County - Expenditure Appropriation Matrix
FY25-26 Adopted Budget

		Appropriation Categories								
Fund # / Name	Departments Name	<u>Operating Budget</u>	<u>Non Operating Budget</u>				<u>Total Appropriations</u>	<u>Unappropriated</u>		Total Budget
		Total	Debt Service	Special Payments	Transfers	Contingency		Reserve for Future Expenditures	Ending Fund Balance	
WESV - Water Environment Services										
631-WES Sanitary Sewer Operations	Water Environment Services (WES)	27,502,455		1,364,200	21,172,936	4,584,000	54,623,591	1,511,982		56,135,573
632-WES Sanitary Sewer SDC Fund	Water Environment Services (WES)	8,305,000			7,815,443	2,076,300	18,196,743	27,794,845		45,991,588
635-WES Debt Service Fund	Water Environment Services (WES)		13,073,584	1,700,000			14,773,584	2,055,204		16,828,788
639-WES Sanitary Sewer Construction Fund	Water Environment Services (WES)	35,570,000				8,892,500	44,462,500	49,071,328		93,533,828
641-WES Surface Water Operations	Water Environment Services (WES)	6,095,020			3,625,280	1,016,000	10,736,300	2,101,713		12,838,013
642-WES Surface Water SDC Fund	Water Environment Services (WES)						-	3,323,446		3,323,446
649-WES Surface Water Construction Fund	Water Environment Services (WES)	7,603,350				1,900,800	9,504,150	9,428,077		18,932,227
Water Environment Services Total		85,075,825	13,073,584	3,064,200	32,613,659	18,469,600	152,296,868	95,286,595		247,583,463
-										
NCPR - North Clackamas Parks and Recreation District										
213-NCPRD General Fund	510304-Transportation	95,451					95,451			95,451
213-NCPRD General Fund	510102-Marketing & Communication	530,057					530,057			530,057
213-NCPRD General Fund	510403-Natural Areas	353,064					353,064			353,064
213-NCPRD General Fund	510303-Nutrition	789,613					789,613			789,613
213-NCPRD General Fund	510101-Administrative Services	1,232,539			10,500	2,000,000	3,243,039	6,211,341		9,454,380
213-NCPRD General Fund	510502-Planning	485,773					485,773			485,773
213-NCPRD General Fund	510202-Recreation	1,247,401					1,247,401			1,247,401
213-NCPRD General Fund	510204-Sports	1,339,569					1,339,569			1,339,569
213-NCPRD General Fund	510203-Aquatic Park	2,073,304					2,073,304			2,073,304
213-NCPRD General Fund	510402-Parks and Facility Maintenance	3,033,839					3,033,839			3,033,839
213-NCPRD General Fund	510302-Social Services	519,973					519,973			519,973
213-NCPRD General Fund Total		11,700,583	-	-	10,500	2,000,000	13,711,083	6,211,341	-	19,922,424
281-NCPRD SDC Fund Zone 1	510702-System Development Charges	25,000			239,358	7,567,693	7,832,051			7,832,051
282-NCPRD SDC Fund Zone 2	510702-System Development Charges	15,000			615,924	1,625,296	2,256,220			2,256,220
283-NCPRD SDC Fund Zone 3	510702-System Development Charges	15,000			290,287	1,494,909	1,800,196			1,800,196
480-NCPRD Capital Projects Fund	510503-Capital Improvement Projects	2,907,500				1,926,146	4,833,646	1,514,560		6,348,206
480-NCPRD Capital Projects Fund	510504-Capital Repair & Replacement	1,947,500				878,465	2,825,965			2,825,965
480-NCPRD Capital Projects Fund Total		4,855,000	-	-	-	2,804,611	7,659,611	1,514,560	-	9,174,171
North Clackamas Parks and Rec District Total		16,610,583	-	-	1,156,069	15,492,509	33,259,161	7,725,901	-	40,985,062
Total County (All Business Units)		1,061,418,820	30,351,744	121,205,808	231,764,966	187,830,725	1,632,572,063	202,308,989	61,774,207	1,896,655,259

Accrual Basis Accounting - An accounting system in which revenue is recorded when it is earned, rather than when received. Expenses are recorded when an obligation is established, rather than when the money is paid.

Activity - In the chart of accounts, these are specific tasks that make up a project. An activity is a phase, with a distinct beginning and end within an overall project. For example, with construction projects activity code values may be defined such as Planning, Design, Construction, and Closeout. Each activity can only have one activity type, which may be used to provide specific detail to the activity.

Adopted Budget – A financial plan adopted by the governing body, forming the basis for appropriations.

Appropriation - Authorization for spending money during a period. It is based on the adopted and/or supplemental budgets, and approved by the governing body through resolution or ordinance (ORS 294.311(3)).

Approved Budget - The financial plan agreed upon by the Budget Committee. **Audit** - An official inspection of an organization's accounts.

Arbitrage - Interest earned from the proceeds of bond issues where the rate of interest earned is greater than the rate of interest owed on the bonds.

Balanced Budget – A budgeting process where the total revenues are equal to the total expenses.

Base Budget - The annual data file is used as the starting point for the budget. The base is pre-populated with adjusted position costs.

Bonds - A written contract for payment of a sum of money at a future date, with interest paid at an agreed upon rate on a set schedule. Governments typically use bonds to finance long-term capital improvements.

Budget - The local government's financial spending plan for one fiscal year.

Budget Calendar - The schedule of key dates or milestones which the county follows in the preparation and adoption of the budget.

Budget Committee – A fiscal planning board of a local government, consisting of the governing body plus an equal number of legal voters appointed from the district (ORS 294.336).

Budget Message – A written explanation of the budget and the local government's financial priorities. It is prepared and presented by the Executive Officer or Chairperson of the governing body (ORS 294.391).

Budget Officer – A person appointed by a governing body to assemble budget material and information, and to oversee the preparation of the proposed budget (ORS 294.331).

Capital Improvement Plan - A plan for capital expenditures to provide long-lasting physical improvements, the cost of which is to be incurred over a fixed period of several years.

Capital Project Fund - A fund used to account for the receipt and disbursement of money used to finance the building or acquisition of capital facilities.

Chart of Accounts - A numbering system that categorizes various financial information into a logical structure, which is the basis and foundation for financial reporting.

Component Unit – A separate governmental agency that follows a parallel budget process with a separate budget committee and advisory boards.

Concurrence - A policy initiative that has the goal of assuring that infrastructure needs - such as roads, sewer, and water - are in place to serve the community before or at the time development occurs.

Contingency - A non-expendable appropriation category to cover unforeseen events which occur during the budget year. County Commissioners must approve all transfers from the contingency.

Contracted Services - Services rendered under contract by persons who are not on the payroll of the jurisdiction, including all related expenses covered by the contract.

Cost Accounting - A method of accounting, which provides for assembling and recording all elements of cost incurred to accomplish a purpose, to carry on an activity or operation, or to complete a unit of work or a specific job.

Cost Allocation - A method of apportioning overhead costs accumulated by internal services, such as accounting and personnel to user departments.

Debt Service – A payment of principal and interest on borrowed funds.

Debt Service Fund - A fund established to account for the accumulation of resources and payment of general long-term debt principal and interest.

Deficit - The amount by which a sum of money falls short of the required amount.

Depreciation - An accounting procedure that spreads the cost of purchasing an asset over the useful lifetime of the asset.

Encumbrance - The commitment of appropriated funds to purchase an item or service and the process to set aside those funds for future expenditure.

Enterprise Fund - A fund used to account for a business activity operated by the county for which a customer pays a fee or charge for a service or product. The Stone Creek Golf Course Fund is an example of an enterprise fund.

Expenditure - An incurring of liability or the payment of cash for the acquisition of a good or service.

Fiscal Year - A 12-month period to which the annual operating budget applies. At the end of the period, a government determines its financial position and the results of its operations. The fiscal year for Clackamas County is July 1st through June 30th.

Full-Time Equivalent (FTE) - The ratio of time spent in any position to that of a full-time position. An employee working full-time for one year is 1.0 FTE; an employee working 6 months is 0.5 FTE.

Fund - A fiscal and accounting entity with self-balancing accounts to record cash and other financial resources, related liabilities, balances, and changes, all segregated for specific, regulated activities and objectives.

Fund Balance - Resources remaining from prior years which are available to be budgeted in the current year.

General Fund - A fund used to account for activities for which specific types of funds are not required. It is the general operating fund for local governments.

General Fund Support - The difference between department-generated revenues and the corresponding expenditures funded within the General Fund. This money is not recorded in the county's accounting system; they are displayed for informational purposes only to indicate the level of discretionary General Fund Support required to operate the program.

General Obligation Bonds - Voter-approved types of municipal bonds where principal and interest are secured by the full faith and credit of the issuer and usually supported by either the issuer's unlimited or limited taxing power.

Generally Accepted Accounting Principles (GAAP) - Uniform minimum standards and guidelines for financial accounting and reporting. These standards govern the form and content of the county's financial statements.

Goal - A broadly defined central aim of an organization. Goals state long-term objectives.

Governmental Accounting - The accounting system that provides the basis for budgetary control. Formal budgetary integration combines budgetary accounts into the general ledger so that actual revenues and expenditures are always measured against the budget.

Grant – Contributions, or gifts of cash or other assets from another government to be used or spent for a specified purpose, activity, or facility.

Infrastructure - The system of public works of a country, state, or region.

Internal Service Fund - A fund used to account for goods or services that are provided by one department to other departments within a particular government agency.

Key Performance Measures - Representative performance measures selected from the Strategic Plan for inclusion in the Executive Summary budget document because they are of particular importance or interest to readers.

Levy - Amount of tax imposed by a local government for the support of governmental activities.

Liabilities – A debt or other legal obligation arising from transactions in the past that must be liquidated, renewed, or refunded at a future date; this does not include encumbrances.

Line Item - The category in a budget, chart of accounts, or financial statement which represents an account used to record transactions for a particular type of income, expense, asset, or liability.

Line of Business - This required field in the chart of accounts aligns with the Department Strategic Plan. Departments will use a 4-digit numeric segment.

Local Revenue - The budgetary resource category that includes funding received from local government sources such as cities or other local governments.

Major Expenditure Category - 1 of 8 Classifications of spending including personal services, materials & services, debt service, capital outlay, transfers, contingency, unappropriated ending fund balance, and reserves.

Major Fund - As defined by the Governmental Accounting Standards Board (GASB), a fund that is reported in a separate column in the basic fund financial statements, and is subject to a separate audit opinion in the independent auditor's report.

Managing for Results Program - Tied to Performance Clackamas, this is a strategic plan and process to ensure Clackamas County improves transparency, enhances accountability, and is efficient with taxpayer dollars. The county is transitioning out this term for Performance Clackamas; there are instances where these terms may be used interchangeably.

Materials & Services - A major expenditure category that includes contractual expenditures, consumable materials, supplies, operating costs, and other services.

Mission Statement - An explanation of a department's purpose expressed in terms of the service it provides to its customers and the benefit to be provided for those customers.

Modified Accrual Basis of Accounting - Under the modified accrual basis of accounting, revenues are recognized in the accounting period in which they become available and measurable; expenditures are recognized in the accounting period in which the fund liability is incurred, except for un-matured interest on general long-term debt, which is recognized when due.

Municipal Bonds - Debt obligations of a state or local government entity. The funds may support general government needs or fund special projects. The interest on these bonds is typically exempt from federal income taxes, and most state and local taxes.

Objective - Something to be accomplished. An objective should be stated in specific, well-defined, measurable terms and should be achievable within a specific time frame.

OpenGov - The finance software used for budgeting and planning that allows Clackamas County to streamline and unify the end-to-end budgeting process, tie budget dollars to key initiatives, and draw actionable insights.

Operating Budget - The budget used in the ongoing operation to account for personal services, materials & services, and capital expenditures.

Ordinance - A formal legislative enactment by the governing board of a municipality.

Organizational Unit - Any administrative subdivision of the local government, especially one charged with carrying on one or more specific functions (such as department, office, or division).

Pass-Through / Pass-Thru – Money that is given to a government or organization with a condition that it be given (passed through) to another government or organization.

PeopleSoft - Clackamas County's management information software system that provides centralized accounting, budget, payroll, and human resource information.

Performance Measures - Objective methods (quantitative and/or qualitative) for evaluating a department's progress toward its stated goals.

Personnel Services - A budget category, which includes salaries and wages, overtime, part-time pay, and fringe benefits.

Program - A group of activities with a common purpose that carries out a department's mission and produces results for customers. A program corresponds to an accounting organization (cost center) or a group of closely related organizations. Budgets are presented and reviewed at the program level to communicate to tax payers what results they expect from the department and to facilitate decision-making based on results. Examples of programs are *Strategy and Policy* in the Public and Government Affairs department and *Financial Reporting* in the Finance department.

Project - Within the chart of accounts, a project code is 9 characters, contains a start and end date, cannot be reused, and may extend over multiple fiscal years. Project codes may have multiple departments interacting with them (i.e. FEMA, COVID). The fiscal year number of the project code will always correspond to the current fiscal year when the project contract begins.

Proposed Budget – A financial and operating plan prepared by the Budget Officer. It is submitted to the public and the Budget Committee for review.

Requested Budget - The initial budget received from departments and/or funds.

Requirements - The total of all expenditures within a fund, including operating expenditures, transfers to other funds, contingencies, and Unappropriated Fund Balance.

Reserve Fund – A fund established to accumulate money for a specific purpose (ORS 280.100).

Resolution - A formal order of a governing body. A resolution has lower legal status than an ordinance.

Resources – The estimated beginning funds on hand, plus anticipated receipts. See *Revenues* (ORS 294.361).

Revenue Bonds - A type of municipal bond where principal and interest are secured by revenues such as charges or rents paid by users of the facility built with the proceeds of the bond issue.

Revenues - Money received or anticipated by a local government from either tax or non-tax sources.

Service - This field is designed for departments to track detail that is not available in other areas of the chart of accounts. It may also be used to track "physical location".

Special Revenue Fund - A fund used to account for specific revenue sources that are restricted to expenditures for designated purposes. For example revenues from mental health grants must be spent on the particular mental health programs for which they were granted.

Strategic Planning - A formal process through which departments analyze, align, and explain what they do in terms of achieving results for their customers. Each department articulates its mission and then organizes itself into programs and activities designed to carry out that mission, facilitate decision-making and resource allocation, and report progress.

Supplemental Budget - A financial plan prepared to meet unexpected needs or to spend revenues not anticipated when the regular budget was adopted. It cannot be used to authorize a tax levy (ORS 294.480). A supplemental budget requires public hearings, notices, and adoption by governing body.

Surplus - The amount of money that exceeds what is required. In accounting, the excess of assets over liabilities accumulated.

Tax Base - In Oregon, a designated amount of property tax can be levied for operating expenses without annual voter approval. The original base must be established by voters at a general or primary election. Beginning in FY97-98, the tax base system was transformed into a partial tax rate system as required by Measure 50, which was approved by voters in May 1997.

Tax Levy – The total amount of taxes imposed by a local government unit.

Tax Rate - The amount of tax stated in terms of a unit of tax for each \$1,000 assessed valuation of taxable property.

Tax Roll - The official list that shows the amount of taxes levied against each property.

Tier 1 - Refers to a public service employee hired before January 1st, 1996.

Transfers - Amounts moved from one fund to finance activities in another fund. They are shown as expenditures in the originating fund and revenues in the receiving fund (ORS 294.450).

Unappropriated Ending Fund Balance - Amount set aside in the budget to be used as a cash carry-over to the next year's budget. It provides the local government with cash until tax money is received from the County Treasurer in November each year. This amount cannot be transferred by resolution or through a supplemental budget (ORS 294.371).

A&T	Office of Assessment & Taxation
CA	County Administration
CCDA	Clackamas County Development Agency
C-COM	Clackamas 911
CCSO	Sheriff's Office
CP	Capital Projects
DA	District Attorney
DM	Disaster Management
DTD	Transportation & Development
ELED	Enhanced Law Enforcement Service District
EX4H	Extension and 4-H Service District
FIN	Finance
H3S	Health, Housing, & Human Services Housing
HACC	Authority of Clackamas County Human Resources
HR JC	Justice Court
JUV	Juvenile
LBSD	Library Services District
NCPRD	North Clackamas Parks & Recreation District
NOND / NON D / NON-D	Non Departmental
PGA	Public & Government Affairs
SDN5	Service District No. 5
TS	Technology Services Water
WES	Environment Services

Program Acronyms

Glossary of Acronyms

AD-PEP	Alcohol and Drug Prevention Education Program
ADRC	Aging & Disability Resource Connection
AP	Accounts Payable
AQ PARK	Aquatic Park
BDGT	Budget
BHA	Behavioral Health Administration
BHC	Behavioral Health Clinics
BHSC	Behavioral Health System of Care
BIP	Bridge Investment Program
BOPTA	Board of Property Tax Appeals
BTOP	Broadband Technology Opportunities Program
CBX	Clackamas Broadband eXchange
C-COM	Clackamas 911
CDBG	Community Development Block Program
CIP	Capital Improvement Project
CLASS & COMP	Classification & Compensation
CMHP	Community Mental Health Program
COSSAP	Comprehensive Opioid, Stimulant, and Substance Abuse Site-based Program
CP	Capital Projects
CRF	Community Road Fund
CS	County Surveyor
CSAP	Clackamas Substance Abuse Program
DC	Deferred Compensation
DD	Developmental Disabilities
DM	Disaster Management
DO	Director's Office
EAP	Employee Assistance Program
EH	Environmental Health
ELED	Enhanced Law Enforcement District
ELR	Employee and Labor Relations
FJC	Family Justice Center
FIN	Finance
FLAP	Federal Lands Access Program
FSS	Financial Systems Support
GIS	Geographic Information
HSIP	Highway Safety Improvement Program
HVRP	Homeless Veterans Reintegration Program
IA	Internal Audit
IDCP	Infectious Disease Control & Prevention
JIAC	Juvenile Intake & Assessment Center
LBP	Local Bridge Program
LIHEAP	Low Income Home Energy Assistance Program
LIT	Litigation
MTIP	Metropolitan Transportation Improvement Program
NOND / NON D / NON-D	Non-Departmental
ODI	Operational Development & Innovation
OEAP	Oregon Energy Assistance Program

Program Acronyms

Glossary of Acronyms

OPHES	Office of Public Health Emergency Services
OPI	Oregon Project Independence
PACS	Procurement & Contract Services
PEG	Public, Education, & Government
PH	Public Health
PHA	Public Health Administration
PIO	Public Information Office
PLC	Public Land Corner
PPP	Policy, Performance & Partnerships
PPRP	Policy, Performance & Research Program
PSTC	Public Safety Training Center
RCTP	Region Cooperative Tourism Program
REC	Recreation
RSVP	Retired Senior Volunteer Program
SDC	System Development Charge
SHS	Supportive Housing Services
SNAP	Supplemental Nutrition Assistance Program
SOWP	Septic & Onsite Wastewater Program
SS	Social Services
SSW	Sustainability & Solid Waste
STEP	SNAP Training and Employment Program
STIP	Statewide Transportation Improvement Program
STP	Surface Transportation Program
TIP	Technology Investment Program
TPEP	Tobacco Prevention Education Program
TRT	Transient Room Tax
UR	Urban Renewal

General Acronyms

Glossary of Acronyms

AAA	Area Agency on Aging
ACFR	Annual Comprehensive Financial Report
ACH	Automated Clearing House
ADA	Americans with Disabilities Act
AFSCME	American Federation of State, County, and Municipal Employees
AI	Artificial Intelligence
AMH	Automated Materials Handling
AMI	Area Median Income
AMR	American Medical Response
AOC	Association of Oregon Counties
AOP	Aquatic Organism Passage
ARPA	American Rescue Plan Act
ARRA	American Recovery and Reinvestment Act
ARTS	All Roads Transportation Safety
AX	ApplicationExtender
BAN	Bond Anticipation Note
BC	Budget Committee
BCC	Board of County Commissioners
BIL	Bipartisan Infrastructure Law
BJA	Bureau of Justice Affairs
BRS	Behavior Rehabilitation Services
CAA	Community Action Agency
CAD	Computer Aided Dispatch
CAFFA	County Assessment Function Funding Assistance
CAMA	Computer Assisted Mass Appraisal
CCFEC	Clackamas County Fair and Events Center
CCLBA	Clackamas County Land Bank Authority
CCPOA	Clackamas County Peace Officers Association
CD	Community Development
CDBG	Community Development Block Grant
CDC	Centers for Disease Control and Prevention
CERT	Corrections Emergency Response Team
CFFA	County Financial Assistance Agreement
CHA	Coordinated Housing Access
CJC	Criminal Justice Commission
CNT	Crisis Negotiation Team
CO	Care Oregon
COA	Chart of Accounts
COBRA	Consolidated Omnibus Budget Reconciliation Act
CoC	Continuum of Care
COLA	Cost of Living Adjustment
COOP	Continuity of Operations Plan
CPI	Consumer Price Index
CPO	Certified Protection Officer

General Acronyms**Glossary of Acronyms**

CTE	Career and Technical Education
CUP	Central Utility Plant
CVSO	County Veterans Service Office
CY	Current Year
DCM	Data Collection and Management
DELC	Department of Early Learning and Care
DEQ	Department of Environmental Quality
DLCD	Department of Land Conservation and Development
DOP	Division of Overdose Prevention
DSB	Development Service Building
DSCF	Dog Services Charitable Fund
D-STIP	Development STIP
DWDM	Data Warehousing and Data Mining
ECHO	Energy Conservation Helping Oregonians
EE&D	Employee Engagement and Development
EFT	Electronic Funds Transfer
EHA	Emergency Housing Account
EHR	Electronic Health Record
EMMA	Electronic Municipal Market Access System
EMPG	Emergency Management Performance Grant
EMS	Emergency Medical Services
EMT	Executive Management Team
EOC	Emergency Operations Center
EOP	Emergency Operations Plan
EPP	Employee Policy and Practices
EQI	Equity, Diversity & Inclusion
ER	Emergency Relief
ERP	Enterprise Resource Planning
ESG	Emergency Solutions Grant
EV	Electric Vehicle
FBD	Ferry Boat Discretionary
FCC	Federal Communications Commission
FEMA	Federal Emergency Management Agency
FFC	Full Faith and Credit Obligations
FHWA	Federal Highway Administration
FIDO	Friends Involved in Dog Outreach
FILO	Fee in Lieu of
FOPPO	Federation of Parole and Probation Officers
FQHC	Federally Qualified Health Center
FT	Full-Time
FTE	Full-Time Equivalent Employee
FY	Fiscal Year
GAAP	Generally Accepted Accounting Principles
GED	General Education Degree
GF	General Fund

General Acronyms

Glossary of Acronyms

GFOA	Government Finance Officers Association
GFS	General Fund Support
GO	General Obligation
GPS	Global Positioning System
HB	House Bill
HCDD	Housing and Community Development Division
HOME	HOME Partnership Act
HRIS	Human Resource Information System
HSO	Health Share of Oregon
HUD	Housing and Urban Development
HVAC	Heating, ventilation and air conditioning
IGA	Intergovernmental Agreement
IIJA	Infrastructure Investment and Jobs Act
ISP	Internet Service Provider
ITS	Intelligent Transportation System
JCP	Juvenile Crime Prevention
JOBS	Job Opportunities and Basic Skills
JTA	Jobs and Transportation Act
LBA	Land Bank Authority
LCRB	Local Contract Review Board
LDAC	Library District Advisory Committee
LID	Local Improvement District
LINCC	Library Information Network of Clackamas County
LOB	Line of Business
M&S	Materials and Services
MA	Municipal Advisor
MAC	Medicaid Admin Claims
MCM	Maintenance and Construction Management
MGMT	Management
MMO	Multimodal Operations
MOOT	Museum of Oregon Territory
MOU	Memorandum of Understanding
MSRB	Municipal Securities Rulemaking Board
NLP	Neighborhood Livability Project
NOAA	National Oceanic and Atmospheric Administration
OAR	Oregon Administrative Rules
ODFW	Oregon Department of Fish and Wildlife
ODOT	Oregon Department of Transportation
OFPA	Oregon Forest Practices Act
OHA	Oregon Health Authority
OMB	Office of Management and Budget
ORS	Oregon Revised Statute
OSH	Oregon State Hospital
OSHA	Occupational Safety and Health Act
OSU	Oregon State University

General Acronyms

Glossary of Acronyms

OVW	Oregon Violence Against Women
OWEB	Oregon Watershed Enhancement Board
PaaS	Platform as a Service
PACT	Promise to Address Comprehensive Toxics
PCI	Pavement Condition Index
PDX	Portland, Oregon
PERS	Public Employees Retirement System
PFML	Paid Family and Medical Leave
PIC	Public Inquiry Center
PILOT	Payments In Lieu of Taxes
PLCPF	Public Land Corner Preservation Fund
PLSS	Public Land Survey System
PM	Performance Measures
PMP	Pavement Management Plan
POA	Peace Officer's Association
PPE	Personal Protective Equipment
PSB	Public Service Building
RDMO	Regional Destination Management Organization
RDPO	Regional Disaster Preparedness Organization
RFID	Radio Frequency Identification
PSU	Portland State University
PVAB	Property Value Appeals Board
RAISE	Rebuilding American Infrastructure with Sustainability & Equity
RESV	Resolution Services
RFFA	Regional Flexible Fund Allocation
RFP	Request for Proposal
RFQ	Request for Quote
RLRA	Regional Long-Term Rent Assistance
ROSC	Recovery Oriented System of Care
SaaS	Software as a Service
SAMHSA	Substance Abuse and Mental Health Services Administration
SAR	Search and Rescue
SEC	Security and Exchange Commission
SEG	Software Evaluation Group
SEM	Strategic Energy Management
SHAP	State Homeless Assistance Plan
SHIBA	Senior Health Insurance Benefits Assistance
SHS	Supportive Housing Services
SPMI	Severe and Persistent Mental Illness
SS4A	Safe Streets for All
STIF	State Transportation Investment Fund
SUD	Substance Use Disorder
SWAT	Special Weapons and Tactics
TCHP	Trillium Community Health Plan
TDC	Tourism Development Council

General Acronyms**Glossary of Acronyms**

TDM	Transportation Demand Management
TGMS	Total Golf Management Services
TI	Traveler Information
TIF	Tax Increment Financing
TMO	Traffic Management and Operations
TRT	Transient Tax Ordinance
TSAP	Traffic Safety Action Plan
TSDC	Transportation System Development Charge
TSMO	Transportation System Management Operations
TSO	Transportation Safety Office
TSP	Transportation System Plan
UASI	Urban Area Security Initiative
UGB	Urban Growth Boundary
USFS	US Forest Service
VA	Veteran Administration
VRF	Vehicle Registration Fees
WIC	Women, Infants, and Children
WRAP	Wellness Recovery Action Plan
YE	Year End
YTD	Year to Date
ZDO	Zoning and Development Ordinance



CLACKAMAS
C O U N T Y