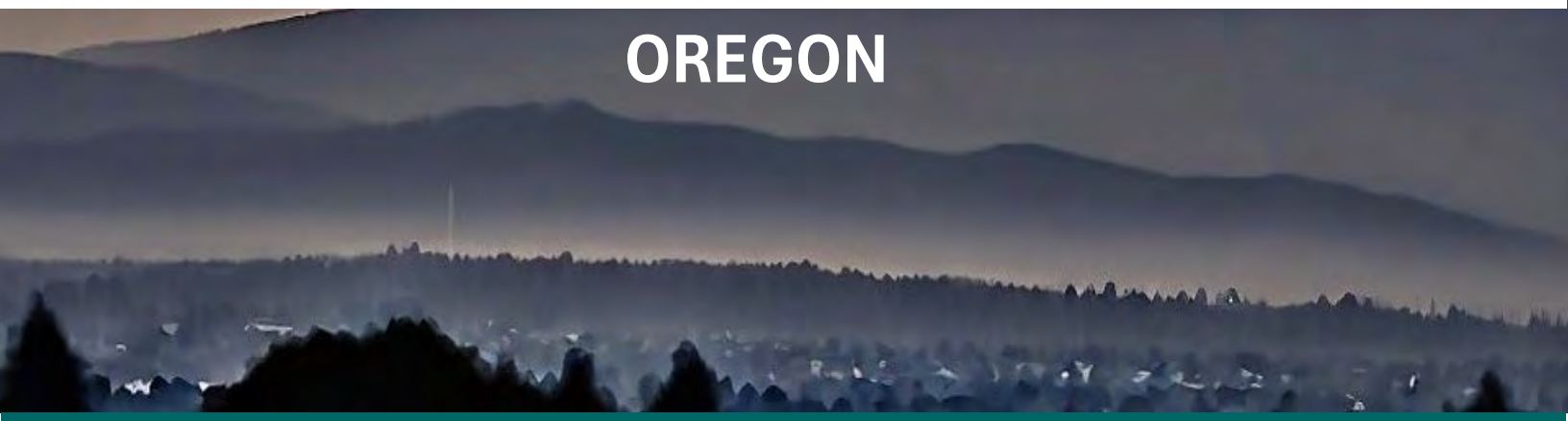
CLACKAMAS COUNTY



OREGON

PROPOSED BUDGET
Fiscal Year 2025-2026

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

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	$247,583,46
• The Development Agency	$41,638,81
• North Clackamas Parks & Rec. District	$40,915,20
• Library Service District of Clack. County	$26,258,82
• Extension and 4-H Service District	$18,706,85
• Enhanced Law Enforcement District	$9,836,46
• Street Lighting District	$5,134,87
• Housing Authority of Clackamas County	$126,045,26
Subtotal Districts	$516,119,77
• Clackamas County	$1,510,118,89
All-Clackamas County Budget	$2,026,238,66

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.

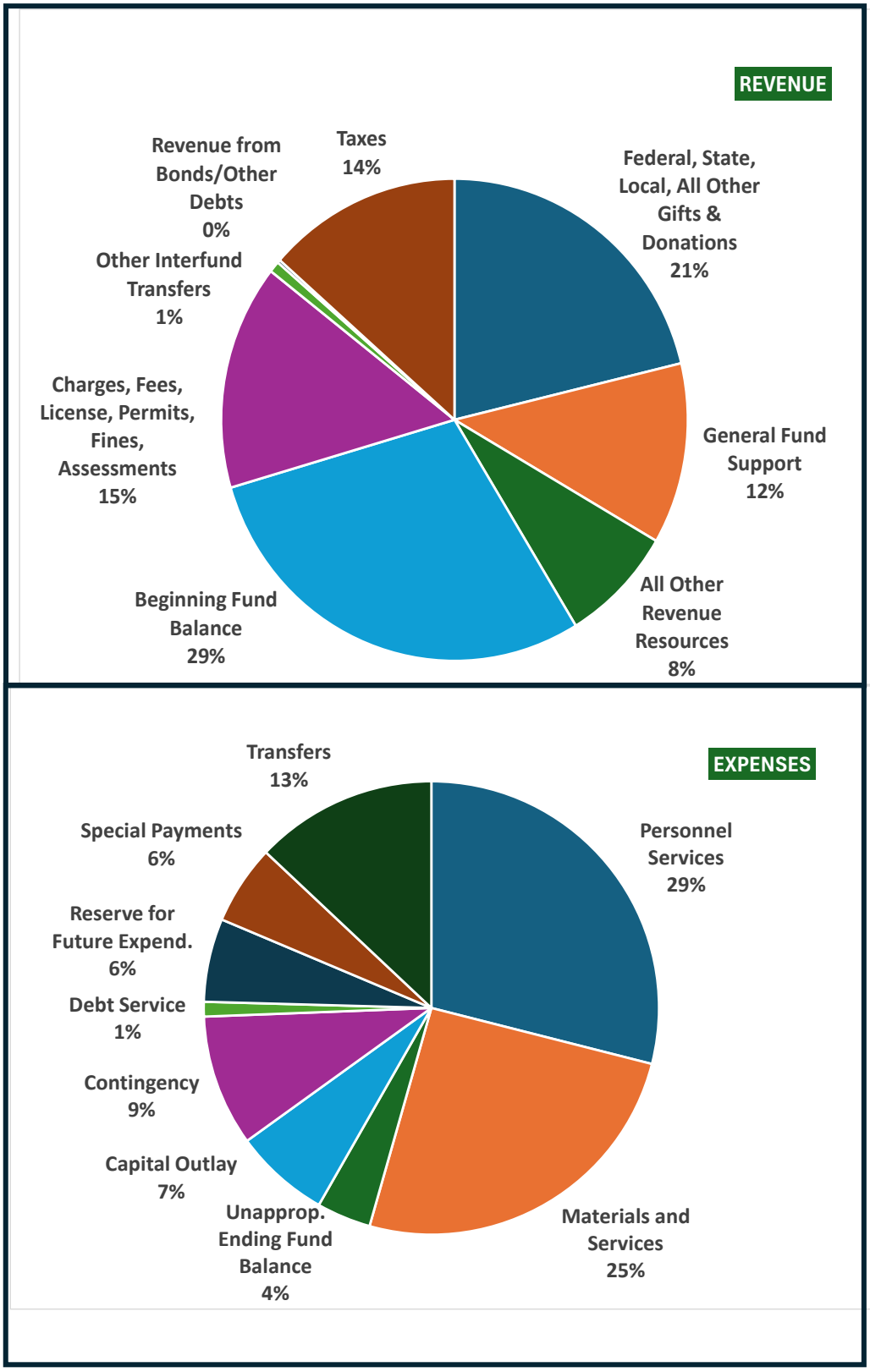
Budget Committee

BCC Members	Public Members
Craig Roberts, Chair	James Karn
Paul Savas	Jan Lee
Martha Schrader	Wendy Rader
Ben West	James Rhodes
Vacant, Position 4	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

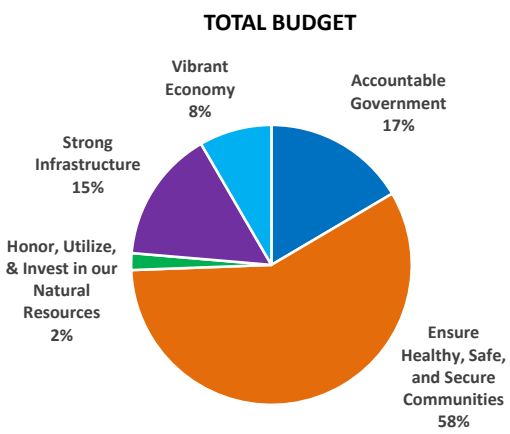
Summary of Revenues and Expenses (All Funds)



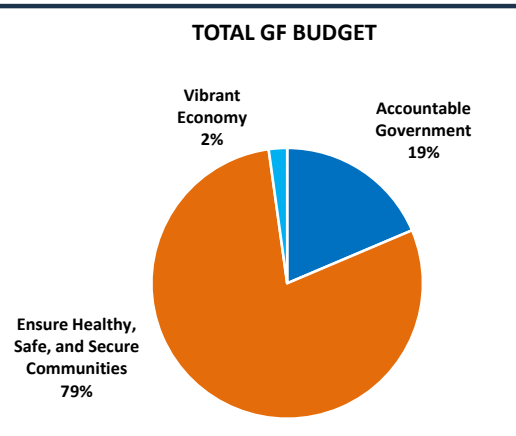
Performance Clackamas and Budget Alignment

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

BCC Priority	Total Budget
Accountable Government	185,848,964
Ensure Healthy, Safe, and Secure Communities	652,289,514
Honor, Utilize, & Invest in our Natural Resources	21,837,237
Strong Infrastructure	172,207,182
Vibrant Economy	94,207,663
Total Operating	1,126,390,559
Total Non Operating *	383,728,336
Grand Total	**1,510,118,895**



BCC Priority	Total GF Budget
Accountable Government	33,220,530
Ensure Healthy, Safe, and Secure Communities	141,496,175
Vibrant Economy	3,903,114
Total Operating	178,619,819
Total Non Operating *	4,892,087
Grand Total	183,511,906
Honor, Utilize, & Invest in our Natural Resources	-
Strong Infrastructure	-



*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).

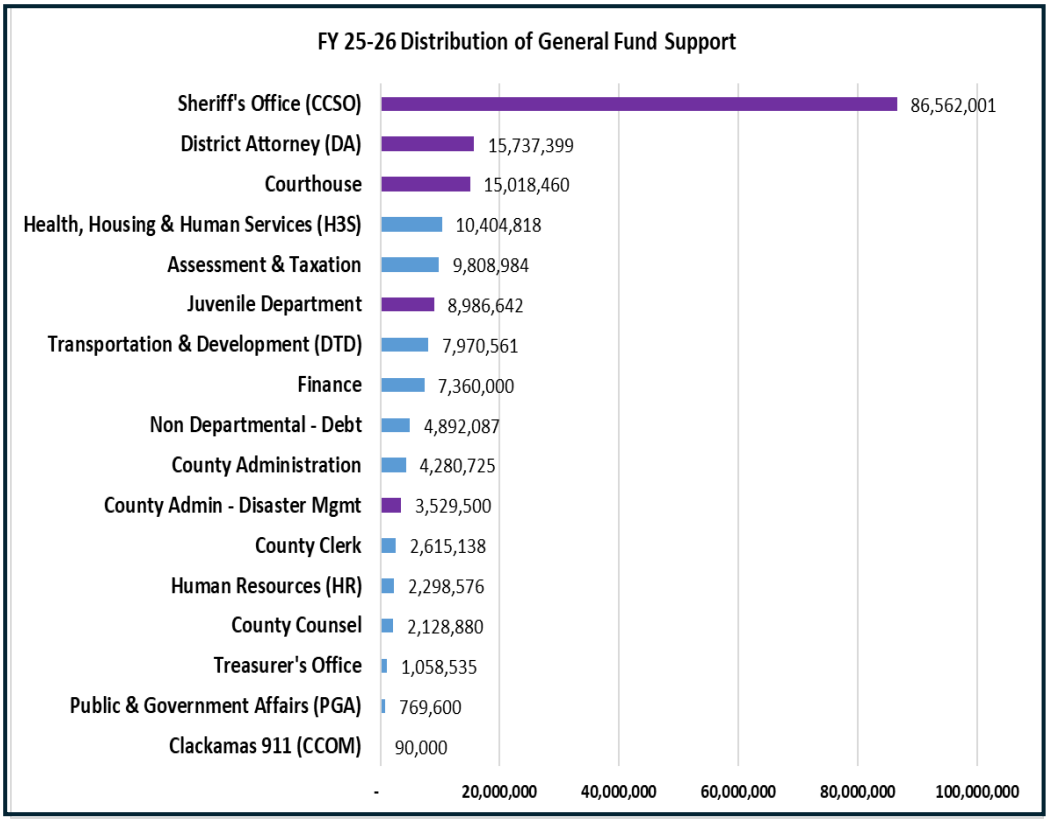
In FY25-26, in line with the policy, Contingency is budgeted at $141.4 million, and Reserves is $89.7 million for a total of $231.1 million, an increase of $4.2 million over FY24-25.

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%).



% Change from FY 24-25 Budget	
A&T*	6.6%
CA/Dis. Mgt	4.0%
CA/Law Library	-100.0%
CCOM	-76.0%
CCSO	11.5%
County Admin	4.0%
County Clerk	-1.3%
County Counsel	4.0%
Courthouse	100.0%
DA	4.0%
DTD	3.8%
Finance	-7.4%
H3S	4.0%
HR*	69.0%
Justice Court	-100.0%
Juvenile	4.0%
Non-D	-0.5%
PGA	4.0%
Treasurer's Office	4.0%

*Primarily $ for tech. investment

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.

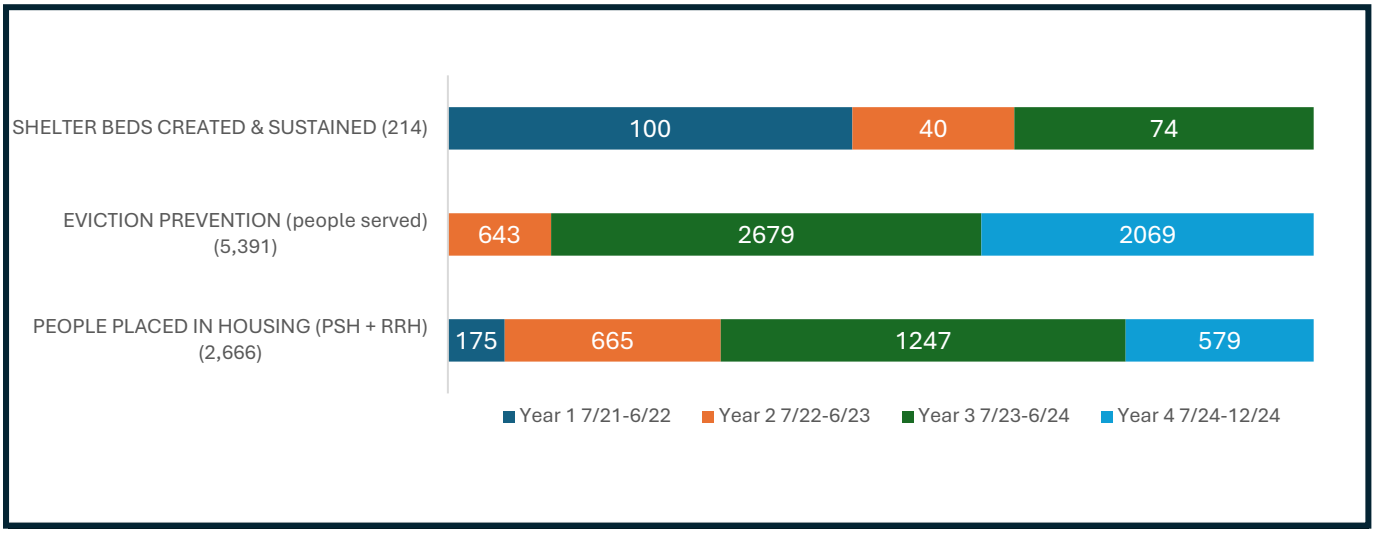
In addition, the Supportive Housing Services tax was implemented in 2020. In FY24-25, the County anticipates spending $73 million of this tax. The FY25-26 proposed budget includes an additional expenditure of $64 million plus carryover for one-time and limited duration expenses. More information about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

Bond Funding:

Completed	Under Construction	Pre-Construction
$51.4 million	$50.4 million	$25.7 million

Total Bond Funding: $127,498,094

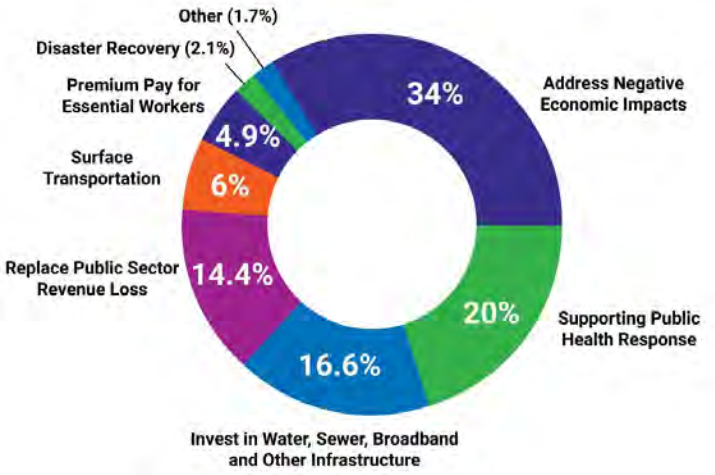
SHS Tax:



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

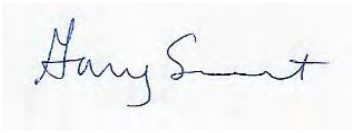
This FY25-26 proposed budget reflects the County's continued commitment to public safety and other critical services to its residents. It builds upon past investments for affordable housing, expands recovery services for individuals with behavioral health challenges, and focuses on maintaining and improving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



Gary Schmidt
County Administrator & Budget Officer

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 1,883 square miles extending east to include Mount Hood, Oregon's tallest peak, south to the Willamette Valley, west to the Willamette River, and north to include some parts of South Portland.

According to the Portland State University Population Research Center, Clackamas County has an estimated population of 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 human 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.

Governing Board

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

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

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

Daily administrative functions are overseen by an appointed County Administrator, while the Board of Commissioners sets policy, adopts the annual budget, and passes ordinances under state law. Following nationwide recruitment, the Board of Commissioners selected Gary Schmidt, formerly Director of the county's Public and Government Affairs Department, as the County Administrator 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 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).

The county budgets its funds on a modified accrual basis and conforms to Generally Accepted Accounting Principles (GAAP) unless such procedures prevent compliance with Oregon governmental accounting regulations as stipulated by statute. Differences between the budget basis and accounting basis are reconciled at year-end as shown in the Annual Comprehensive Financial Report (ACFR). In particular, depreciation is accrued for GAAP purposes but is not a budgeted expense item. Likewise, certain compensated absences (e.g. vacation expenses) are accrued for GAAP purposes but not budgeted.
For many years, the county's ACFR has been awarded the Government Finance Officers Association (GFOA) Certificate of Achievement for Excellence in Financial Reporting and the county's budget documents have been awarded GFOA's Distinguished Budget Presentation Award.

The county maintains extensive budgetary controls. The objective of these controls is to ensure compliance with legal provisions embodied in 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:

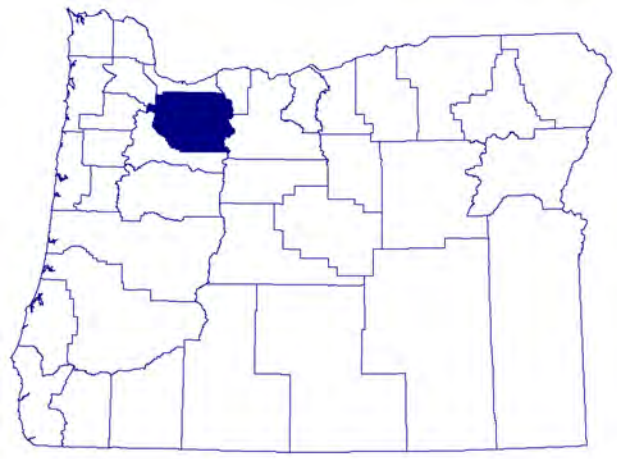
- Cost Recovery for Fines, Fees, and Revenue Agreements
    - Establishes a long-term financially sustainable practice for cost recovery of fines, fees, and revenue agreements, or other sources of revenue for the county.

- Debt Issuance and Management Policy
    - This policy governs the county in decisions regarding when to issue debt financing, the structure, size and type of debt issues, and the responsibilities of various parties.

- Reserves for Future Expenditure and Contingency Accounts in Annual Budget
    - Defines Budget Reserves, what they are comprised of, and their uses.

Clackamas County Quick Facts

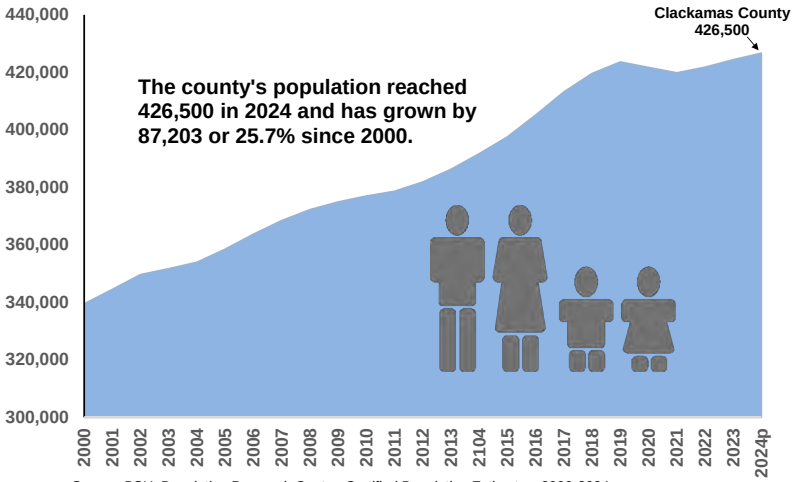
Updated 04/11/25



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:	227,357 Feb/25
Employed Labor Force:	217,893 Feb/25
Unemployment Rate:	4.2% Feb/25
2024/Q2 Average Wage:	$68,884
Per Capita Income (2023):	$51,666

Clackamas County Population: 2000-2024p

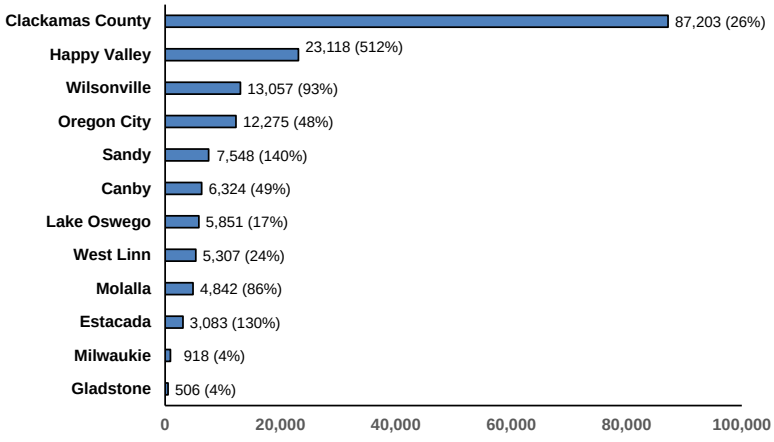


Source: PSU, Population Research Center, Certified Population Estimates: 2000-2024p

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



Source: Population Research Center, PSU 2000-2024p estimates

City Population Estimates - 2024p

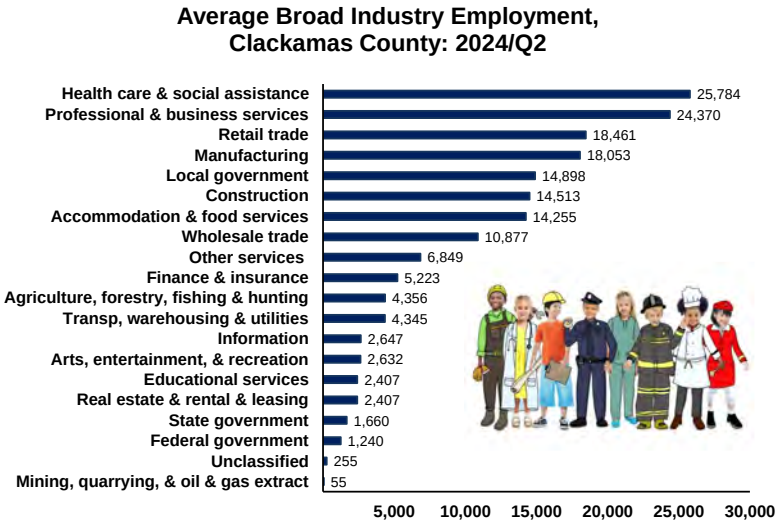
Canby	19,114
Estacada	5,454
Gladstone	11,944
Happy Valley	27,637
Johnson City	515
Lake Oswego*	41,129
Milwaukie	21,408
Molalla	10,489
Oregon City	38,029
Rivergrove*	557
Sandy	12,933
West Linn	27,568
Wilsonville*	27,048

Source: Population Research Center, PSU, 2024p estimates

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

Lynn Wallis (971) 804-2100 Oregon Employment Department, Research Division Lynn.N.Wallis@employ.oregon.gov

Industry and Labor Force



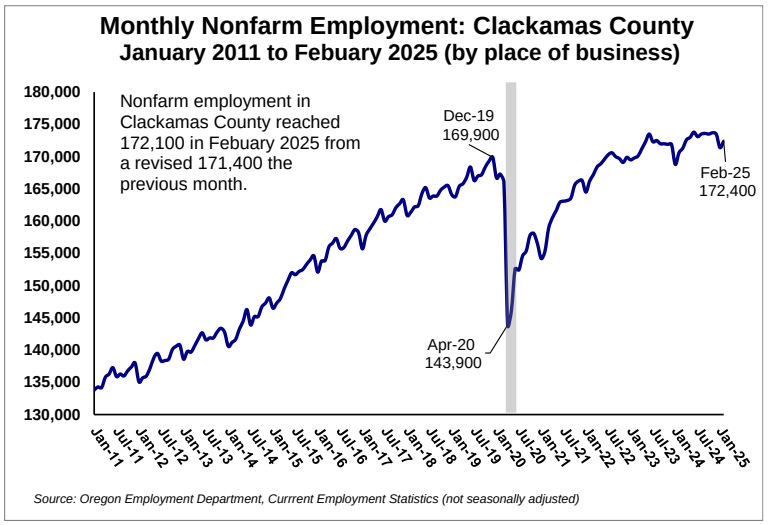
Source: Oregon Employment Department, QCEW, 2024/Q2

Industry Employment

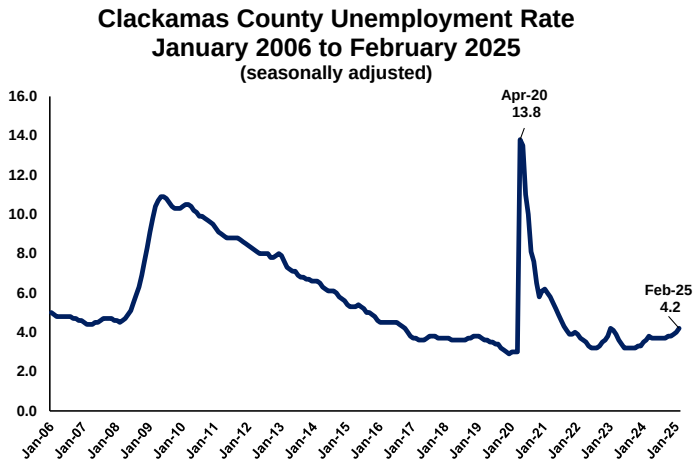
- The total average covered employment in Clackamas County was 175,288 in 2024/Q2. This was an increase of 2,156 jobs since 2023.
- Four, broad industries made up nearly one-half (49.4%) of total employment in 2024/Q2 and these industries included health care & social assistance (25,784); professional and business services (24,370); retail trade (18,461); and manufacturing (18,053).

Monthly Employment Statistics

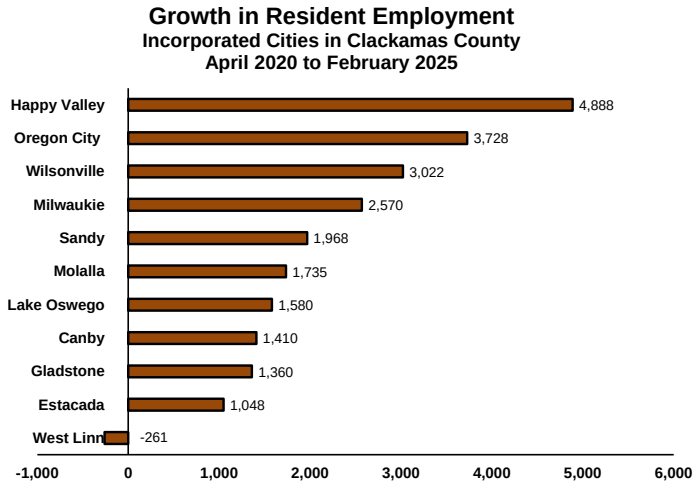
- During the start of the pandemic, nonfarm employment in Clackamas County fell from 167,400 in February 2020 to 143,900 in April 2020 with a loss of -23,400 jobs. Since February 2025, the county has added back 28,500 or 122% of the jobs lost during the recession.
- The *seasonally adjusted* unemployment rate in Clackamas County was at 4.2% in February 2025 and has fallen by 9.6 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 19% since the COVID pandemic. The cities adding the most jobs were Happy Valley (4,888); Oregon City (3,728) and Wilsonville (3,022). The cities with the highest rate of job growth were Estacada (68%) and Happy Valley (50%).



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



Source: Oregon Employment Department, LAUS

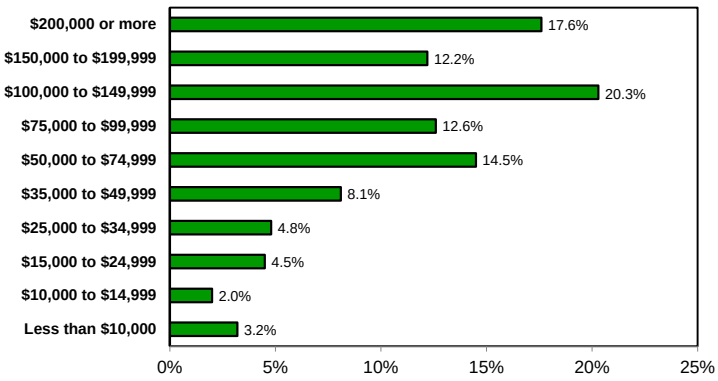


Source: Oregon Employment Department, LAUS

Household Income and Educational Attainment

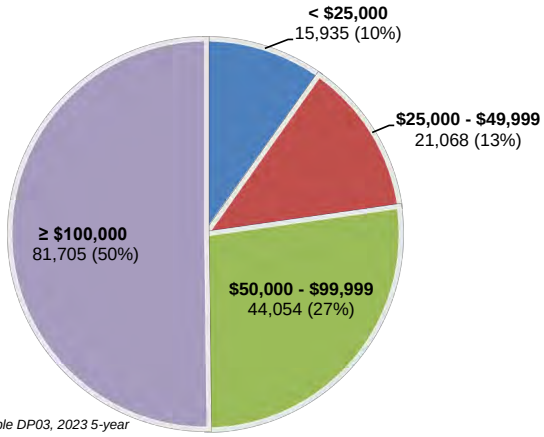
- During 2023, the median household income in Clackamas County was $100,360 compared with $97,419 a year ago.
- One-half of households had incomes ≥ $100,000 whereas one-tenth of households had incomes < $25,000.

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

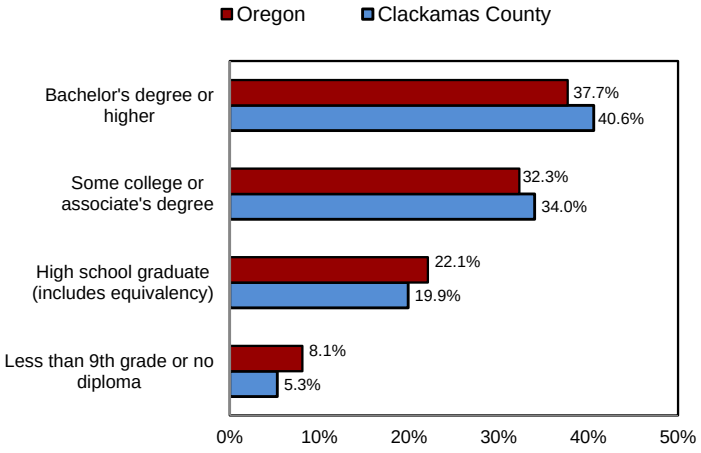


Source: U.S. Census, Table DP03, 2023 5-year

Education

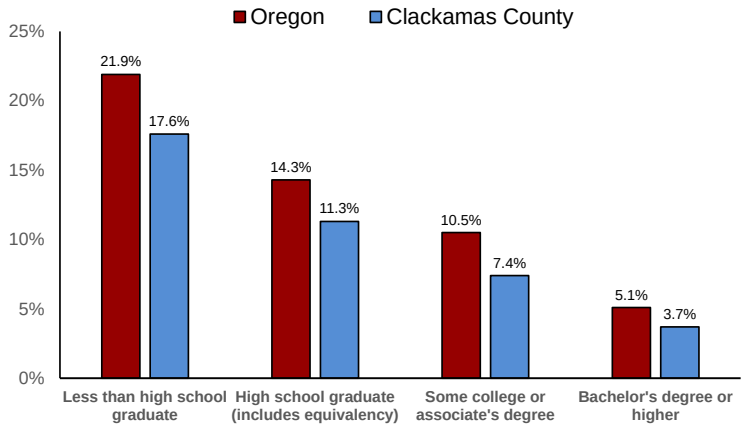
- Compared with Oregon, Clackamas County had a higher portion of its population (25 years and older) both with a bachelor's degree or higher (40.6%) and some college or associate's degree (34.0%) in 2023.
- Contrastingly, the county had a lower portion of its population who were high school graduates (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 Atttainment: Clackamas County and Oregon (2023)

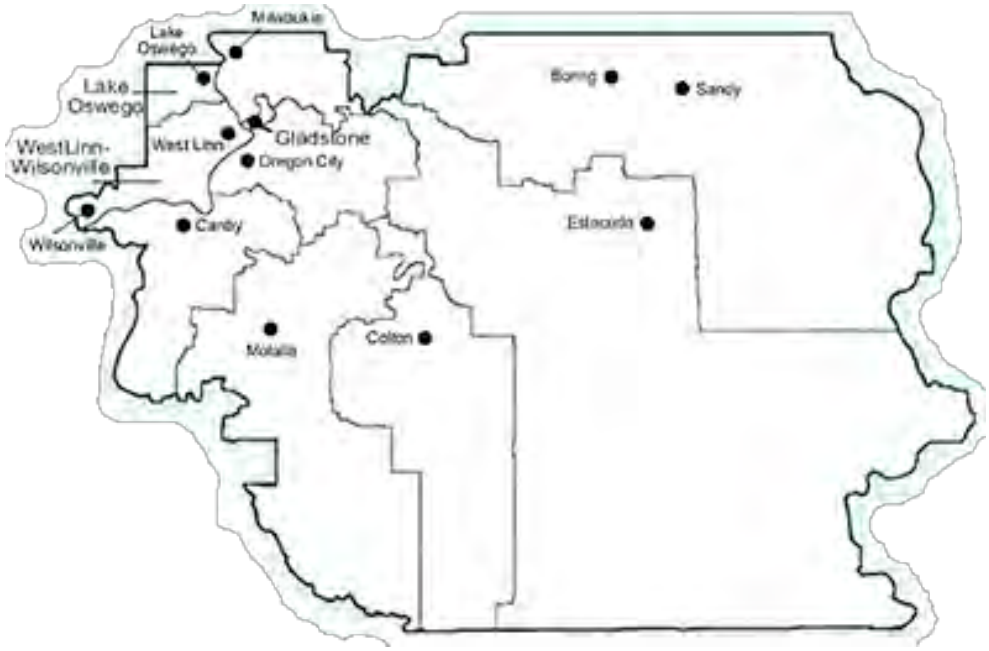


Source: Census, ACS, 2023, 5-year estimates, Table S1501

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

X Administrative Policy
☐ Operational Policy

Clackamas County Policy

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

I. PURPOSE AND SCOPE

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

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

II. AUTHORITY

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

III. GENERAL POLICY

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

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

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

IV. DEFINITIONS

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

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

V. POLICY GUIDELINES

New revenues:

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

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

Rate Development:

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

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

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

Periodic Reviews and Changes:

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

Charging Less than Full Cost Recovery:

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

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

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

a. A program or service for the public good (examples would be parks, libraries, programming for summer camp).
b. A service which provides a general benefit in addition to the private benefit provided to a specific business, property, or individual.
c. A program where the impact of imposing or increasing fees on economically at-risk populations or businesses would be detrimental or cost-prohibitive.
d. A program or service that supports the overall achievement of County goals.
e. A program or service funded primarily by either revenue restricted to such purpose or other new specifically identified revenue which the Board of County Commissioners commits to such purpose.

2. If the Board has entered into contractual agreements to provide programs/services without full cost recovery, or made similar commitments in ballot measures presented to County/special district voters.
3. A cost recovery model or rate plan previously approved by the governing board with a specified life and/or including a long-term escalation term in process. At which time the model/plan is re-evaluated such plan should conform to this policy.

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

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

VI. PROCESS AND PROCEDURES

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

VII. ACCESS TO POLICY

PowerDMS

VIII. ADDENDA

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

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

Actions on this Policy:
Original Policy effective date:
Amended Policy effective dates:

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

Statement of Philosophy

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

Fees and Charges

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

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

Note: This policy is currently being reviewed.

Capital Improvement Plan

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

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

Capital Outlay Expenditures

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

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

Budget Amendments

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

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

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

Inflation Guidelines

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

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

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

Revenue Policy

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

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

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

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

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

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

Budgeting Fund Balance

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

Budgeting Contingency Amounts

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

1. The amount of the Contingency account will be a set annually as an amount or percentage of the total resources budgeted in the fund. The amount or percentage to be used will be set by the Budget Officer to assist in preparing requested budgets, and will be based on the following criteria:

    a. the total resources typically available to the fund compared to the resources needed to fund annual service priorities,
    b. expenditure history in the fund, and

c. circumstances outside the control of the County.

Use of Contingency

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

1. the need for expenditures additional to the service plan and priorities adopted in the original budget,

2. conditions that could not have been anticipated prior to the adoption of the budget, and

3. alternatives considered to the use of Contingency accounts.

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

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

Travel

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

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

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

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

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

Financial Assistance

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

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

The Manual shall at a minimum include:

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

Procurement Cards

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

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

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

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

Policy on Reserves for Future Expenditures and Contingency

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

1. ***Contingency –*** a non-spendable account that under Local Budget Law may be accessed during the fiscal year to transfer appropriations to a spendable category account, when the need for such appropriations is approved by the Board of County Commissioners;

2. ***Reserve for Future Expenditure –*** an un-appropriated non-spendable account from which under Oregon Local Budget Law no appropriation can be transferred. The amount budgeted at adoption of the annual budget will be maintained for the fiscal year period.

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

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

II. Budgeted Reserves Policy for the County General Fund:

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

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

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

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

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

III. Other Funds Budgeted Reserves Policy:

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

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

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

Debt Issuance and Management Policy

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

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

Reason for Issuing Debt

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

Types and Amounts of County Indebtedness

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

1. General Obligation Bonds will be issued to finance improvements that benefit the community as a whole. In accordance with Oregon State Law, permission to issue general obligation debt must be authorized by the electorate of the County. In accordance with ORS 287A.100, total general obligation indebtedness will not exceed 2 percent of the real market value of all taxable property in the County. General Obligation debt will not be issued for enterprise activity.

2. Limited Tax General Obligation Bonds will be issued to finance Local Improvement District projects, in accordance with the Clackamas County Local Improvement District Ordinance.

3. Revenue Bonds may be issued to finance facilities that will benefit a specifically identifiable user base. These facilities are anticipated to provide a stream of revenue to assist in the service of the debt undertaken to finance their construction. Other specific revenues will be pledged to debt service as required.

4. The County will undertake to issue Certificates of Participation, Limited Tax Revenue Bonds, or utilize Capital Leases where appropriate and approved by the Board of Commissioners.

5. Clackamas County will issue short term notes (BANs, TANs, bank lines of credit) when necessary and approved by the Board of Commissioners. TANs will be retired within twelve months of issue.

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

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

Selection of Professional Assistance for Debt Issuance

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

1. The Finance Director, County Counsel and County Treasurer will recommend the selection of bond counsel, based on the type of debt to be issued, and the firm's expertise in that type of financing instrument. Recommendation will be made from a current list of all competent professional legal firms offering bond counsel services in the area, updated yearly.

2. The Finance Director will recommend the selection of a Financial Advisor, based on the type of debt to be issued, and the firm's expertise in that type of financing instrument. Recommendation will be made from a current list of all competent professional firms offering financial advisory services in the area, updated yearly.

3. The Finance Director will recommend the selection of the professional independent advisor in the event that the issue is offered on a negotiated sale basis. Recommendations will be made from a current list of all competent professional firms offering financial advisory services in the area, updated yearly.

4. The Finance Director will recommend the selection of the Underwriter in the event that the issue is offered on a negotiated sale basis. Recommendations will be made from a current list of all competent professional firms offering underwriting services in the area, updated yearly.

5. The County Treasurer will recommend the use and selection of a Paying Agent/Registrar if deemed necessary. Recommendation will be made from a current list of all competent professional firms offering such services in the area, updated yearly.

6. The County Treasurer will recommend the selection of a Trustee, when necessary, to be selected from a list of firms offering such services in the area, updated yearly.

7. The County Treasurer will recommend the selection of a Securities Depository for the debt issued.

Method of Sale

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

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

Bond Rating and Interest Costs

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

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

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

Refunding and Call Provisions

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

Arbitrage Compliance

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

Other Reporting and Disclosures

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

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

X Administrative Policy
☐ Operational Policy

Clackamas County Policy

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

I. PURPOSE AND SCOPE

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

II. AUTHORITY

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

III. GENERAL POLICY

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

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

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

IV. DEFINITIONS

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

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

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

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

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

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

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

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

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

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

I) Interfund Loans:

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

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

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

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

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

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

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

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

V. POLICY GUIDELINES

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

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

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

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

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

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

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

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

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

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

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

VI. PROCESS AND PROCEDURES

A. Type and Use of Debt

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

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

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

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

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

Board of Commissioners.

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

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

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

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

5. Variable Rate Obligations - The County will generally seek to obtain financing through fixed rate obligations. When appropriate, however, the County may choose to issue variable rate obligations. Such variable rate obligations may pay a rate of interest that varies according to a predetermined formula or a rate of interest that is based on a periodic remarketing of securities.

6. Short-Term Financing - The County may issue short-term notes (e.g., Tax Anticipation, Bond Anticipation, Revenue Anticipation and Grant Anticipation) when necessary and approved by the County Board of Commissioners. Anticipation notes are secured by a revenue pledge of taxes committed, but not yet collected, anticipated bond proceeds, project revenues and anticipated grant resources. Prior to selling Revenue and Grant anticipation notes the County must identify a secondary source of repayment for the notes if expected project revenue/grant funding does not occur.

B. Federal, State, or Other Loan Programs

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

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

County's outstanding obligations.

C. Debt Refinancing

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

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

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

D. Debt Structure Considerations

1. Maturity of Debt - The final maturity of the debt shall not exceed, and preferably be less than, the remaining average useful life of the assets being financed, and to comply with Federal tax regulations, the average life of a financing shall not exceed 120% of the average life of the assets being financed.

2. Debt Service Structure - In consultation with the Municipal Advisor debt service payments for new money issues will be structured according to the type of debt issuance (e.g., general obligation vs. revenue bonds), revenue sources and anticipated revenue collections. The Finance Director will recommend debt service repayment plans based on overall affordability with the goal of repaying the debt as quickly as feasible.

3. Lien Structure - Senior and subordinate liens may be used to maximize the most critical constraint, either cost or capacity, thus allowing for the most beneficial leverage of revenues.

4. Capitalized Interest – Excluding business-like activities, the County may elect to fund capitalized interest in connection with the construction of certain projects if revenue from such projects or from other identified sources is not initially available to pay debt service on related debt. Additionally, the County may consider funding capitalized interest if such a strategy will minimize the financial impact to of such borrowing on County rate or taxpayers.

5. Reserve Funds - A reserve fund for a debt issuance may be required for credit rating or marketing reasons. If required, such reserve fund can be funded with:

    a. The proceeds of a debt issue;
    b. The reserves of the County; or,
    c. A surety policy.

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

6. Redemption Provisions - In general, the County will seek the right to optionally redeem debt at par as specified in the bond issuance documents no later than ten years after issuance. Redemption provisions will be established on a case-by-case basis, taking into consideration market conditions and the results of a call option analysis prior to the time of sale. Because the issuance of non-callable debt may restrict future financial flexibility, cost will not be the sole determinant in the decision to issue non-callable debt.

7. Credit Enhancement - Credit enhancement (e.g., bond insurance or letters of credit) on County financings will only be used when net debt service is reduced by more than the cost of the enhancement. The County will evaluate the availability and cost/benefit of credit enhanced debt versus unenhanced debt prior to issuing any debt.

E. Method of Sale

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

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

F. Investment of Bond Proceeds

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

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

G. Credit Ratings/Objectives

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

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

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

H. Bond Issuance Investor Relations

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

I. Post Issuance Tax and Arbitrage Rebate Compliance

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

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

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

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

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

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

involving the bond proceeds.

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

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

The Finance Director shall be responsible for:

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

J. Disclosure and Continuing Disclosure

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

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

1. Primary Disclosure Policies - The Finance Director is responsible for information requests relating to official statements to be used in the initial offering of the County's borrowings. The Finance Director will request information required for disclosure to investors and rating agencies from relevant departments and will sign a statement attesting to the accuracy and completeness of the information therein. The Board of County Commissioners will be provided with a copy of the official statement for each issue of debt.

2. Continuing Disclosure Policies - Under Rule 15c2-12 of the Securities and Exchange Commission, adopted under the Securities Exchange Act of 1934, the County is required to enter a contract to provide "secondary market disclosure" relating to each publicly offered bond issue (referred to as an "undertaking"). The Finance Director shall review any proposed undertaking to provide secondary market disclosure and negotiate any commitments therein.

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

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

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

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

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

K. Consultants and Advisors

1. Municipal Advisor - The County will retain an independent registered municipal advisor (MA) through a process administered by the Finance Director consistent with the rules adopted by the County's Local Contract Review Board (LCRB). Selection of the County's MA should be based on the following:

   a. Experience in providing consulting services to issuers similar to the County;
   b. Ability to meet all regulatory requirements;
   c. Knowledge and experience in structuring and analyzing large complex debt issues;
   d. Ability to conduct competitive selection processes to obtain related financial services

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

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

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

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

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

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

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

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

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

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

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

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

L. Interfund Loans

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

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

Interfund loans can be of two types:

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

2. Operating Loan: a loan between County funds for the purpose of paying operating expenses.

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

a. Loans will only be authorized after it has been demonstrated that reasonable consideration was given to other potential resources available to the department/fund requesting the loan.

b. Interfund loans must be authorized by Board Resolution, stating the fund from which the loan is made, the destination fund, the purpose of the loan, the principal amount of the loan, the interest rate at which the loan shall be repaid, and a schedule for repayment of principal and interest.

c. The interest rate on Capital and Operating Loans shall be set at the stated rate of interest paid by Oregon Local Government Investment Pool as reported by the County Treasurer at the time the loans are approved by the Board of County Commissioners, plus two percent (2% APR).

d. Interfund loans cannot not be made from debt service reserve funds, or any other funds restricted by law, constitutional provisions, bond covenants, grantor requirements or other County restrictions.

e. Capital Loans cannot not exceed 10 years.

f. Operating Loans cannot extend beyond end of the subsequent fiscal year.

g. Interfund loans may be repaid in advance without any additional accrual of interest

or other penalties.

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

M. Reporting Requirements

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

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

VII. ACCESS TO POLICY

PowerDMS

VIII. ADDENDA

N/A

Actions on this Policy:
Original Policy effective date:
Amended Policy effective dates:

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 April 2024) and projected figures are shown. Finally, the FY25-26 Proposed Budget is presented. Since actual data and budgets are shown, caution is recommended when comparing the budgeted spending plan. As the Beginning Fund Balance line indicates, not all resources are spent during a year, and actual expenditures should be less than budgeted expenditures.

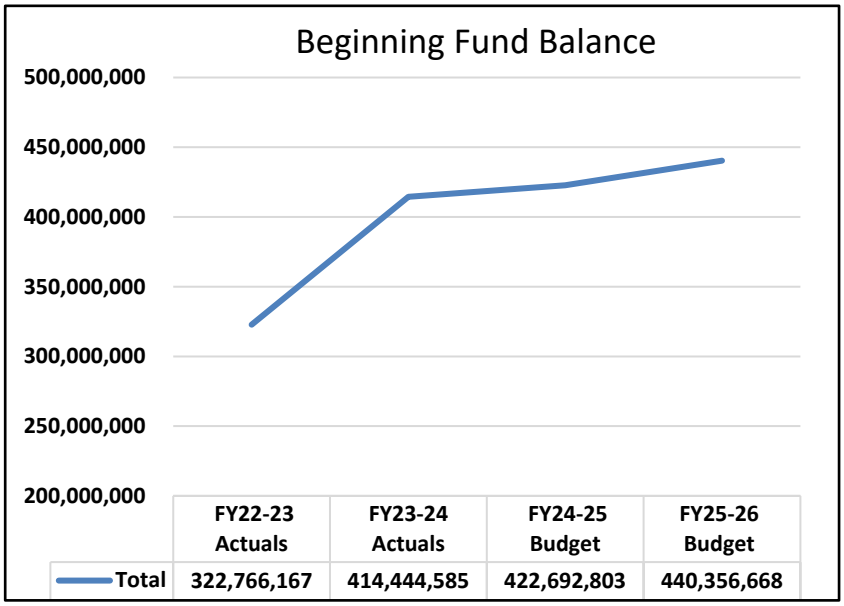
The Clackamas County budget for FY25-26 totals $1.51 billion, which amounts to a decrease of $73.1 million or -4.6% from the FY24-25 Amended budget. This general overview is intended to provide explanations of the major categories and highlight significant changes with particular attention to differences between the two budget columns. More complete information about the funds and department-specific resources and expenditure 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	463,668,577	444,715,613	320,542,973	(143,125,604)	-30.9%
Charges/Fees/License/Permits/Fines	174,530,419	184,509,530	213,654,706	203,725,665	228,300,573	14,645,867	6.9%
Revenue from Bonds & Other Debts	581,270	7,781,148	2,489,032	2,050,805	3,067,883	578,851	23.3%
All Other Revenue Resources	96,283,853	115,559,675	109,215,634	113,042,427	119,578,272	10,362,638	9.5%
Interfund Transfers	5,066,045	11,033,716	18,496,091	16,212,017	11,294,396	(7,201,695)	-38.9%
General Fund Support *	148,385,207	151,577,441	157,504,128	156,662,471	183,511,906	26,007,778	16.5%
Subtotal Current Revenues	**875,623,718**	**933,862,004**	**1,160,505,318**	**1,133,110,499**	**1,069,762,228**	**(90,743,090)**	**-7.8%**
Total Resources	**1,198,389,885**	**1,348,306,589**	**1,583,198,122**	**1,601,605,185**	**1,510,118,896**	**(73,079,225)**	**-4.6%**
Requirements by Category							
Personnel Services	328,091,727	359,735,888	410,466,298	385,604,869	437,559,716	27,093,417	6.6%
Materials & Services	209,914,168	248,329,756	377,719,394	439,886,778	383,650,263	5,930,869	1.6%
Capital Outlay	44,433,129	49,378,265	238,041,370	83,709,821	102,610,634	(135,430,736)	-56.9%
General Fund Support *	148,385,207	151,577,441	157,504,128	156,662,471	183,511,906	26,007,778	16.5%
Subtotal Current Expenditures	**730,824,231**	**809,021,350**	**1,183,731,191**	**1,065,863,939**	**1,107,332,519**	**(76,398,672)**	**-6.5%**
Debt Service	14,865,263	15,677,481	15,547,163	15,547,163	15,795,300	248,137	1.6%
Special Payments	33,190,761	44,058,074	82,052,290	59,516,837	85,607,480	3,555,190	4.3%
Interfund Transfer	5,066,045	11,033,716	18,764,538	20,320,568	12,091,332	(6,673,206)	-35.6%
Contingency	-	-	130,110,295	-	141,412,115	11,301,820	8.7%
Appropriated Expenditures	**783,946,300**	**879,790,621**	**1,430,205,476**	**1,161,248,507**	**1,362,238,745**	**(67,966,731)**	**-4.8%**
Reserve for Future Expenditures	-	-	96,769,585	-	89,713,943	(7,055,642)	-7.3%
Year End Projected Balance	-	-	-	440,356,672	-	-	-
Unappropriated Ending Fund Balance	-	-	56,223,061	-	58,166,207	1,943,146	3.5%
Total Requirements	**783,946,300**	**879,790,621**	**1,583,198,123**	**1,601,605,179**	**1,510,118,895**	**(73,079,227)**	**-4.6%**
Full-Time Equivalents (FTE's)**	**2,397.7**	**2,446.4**	**2,512.4**	**2,512.4**	**2,513.8**	**1.3**	**0.1%**

*General Fund Support reflects the receipt and distribution of tax dollars to the operating departments and results in the duplication of revenue and expenses.
**FTE count was 2,450.90 at adoption of FY24-25 Budget, resulting in budget-to-budget position growth of 62.9 FTE's.

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.



	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Budget	FY25-26 Budget
Total	322,766,167	414,444,585	422,692,803	440,356,668

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.

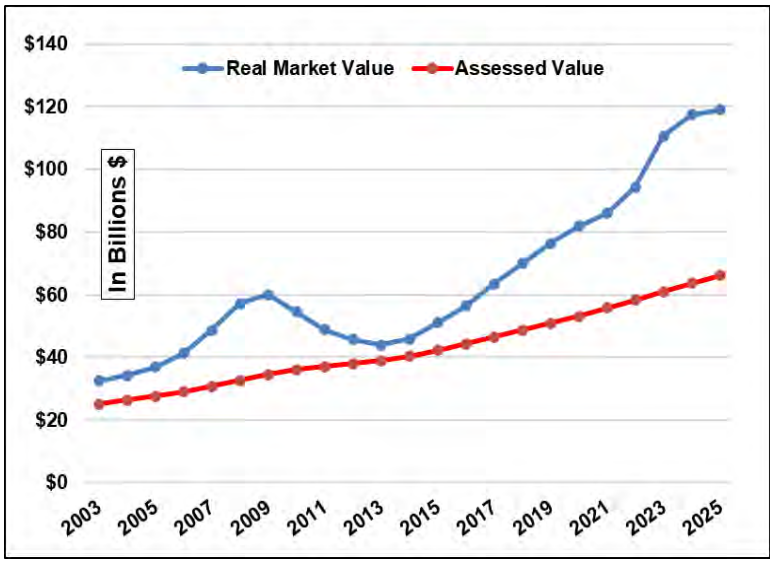
Taxes are calculated by multiplying the appropriate tax rates for a tax code area by the property's assessed value. Tax rates do not change from year to year unless voters approve temporary levies or general obligation bond issues, and since growth in assessed value for most properties is restricted,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

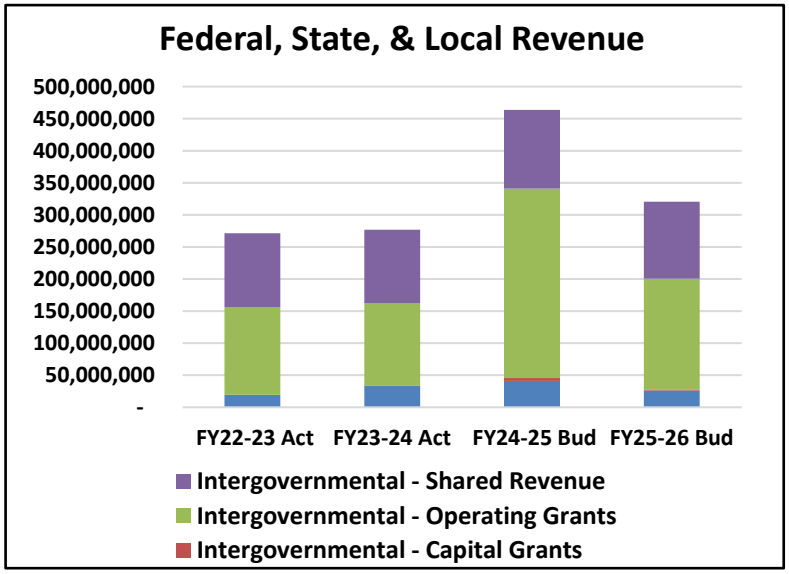
The assessed value of an average home is equal to about 56% of its real market value. The Assessor's value represents the property values as of the assessment date, which is January 1, 2025, and reflects the change in value from January 1, 2024, to January 1, 2025.



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 $143.1 million, or -30.9%, and make up 21.2% 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.

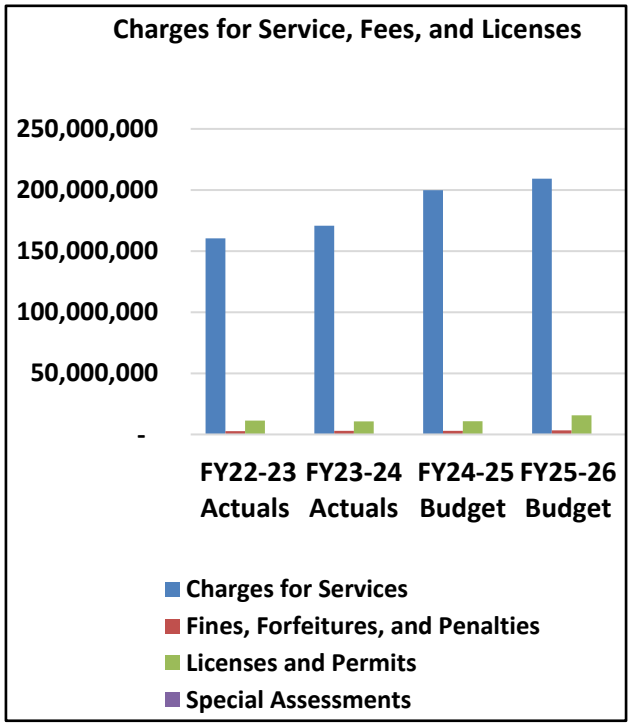


Operating Grants – Budgeted at $173.2 million in FY25-26, Operating Grants provide the largest share of support for designated activities. The FY25-26 budget represents a reduction of $122.3 million, or -41.4%, from FY24-25. The decrease is due to the construction completion on May 1, 2025, of a new county courthouse, 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/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 is that they should comply with state statutes and County ordinances and 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 mailroom support. These revenues are generally calculated using historical costs and are recovered in arrears.

Another significant component of Charges for Services' revenue is within the Health Centers Fund totaling $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 Wellness Recovery Action Plan (WRAP). Also included in this category are $12.0 million in Local Vehicle Registration Fees, which remain flat vs the prior year.

Licenses, Permits, and Fines – Represent the granting of authority to do something such as build a house or provide cable or garbage hauling service within the County's jurisdiction. Countywide, this source is budgeted at $19.0 million for FY25-26. The Development Services Fund within the Department of Transportation charges for building, electrical, plumbing, and other permits total $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.

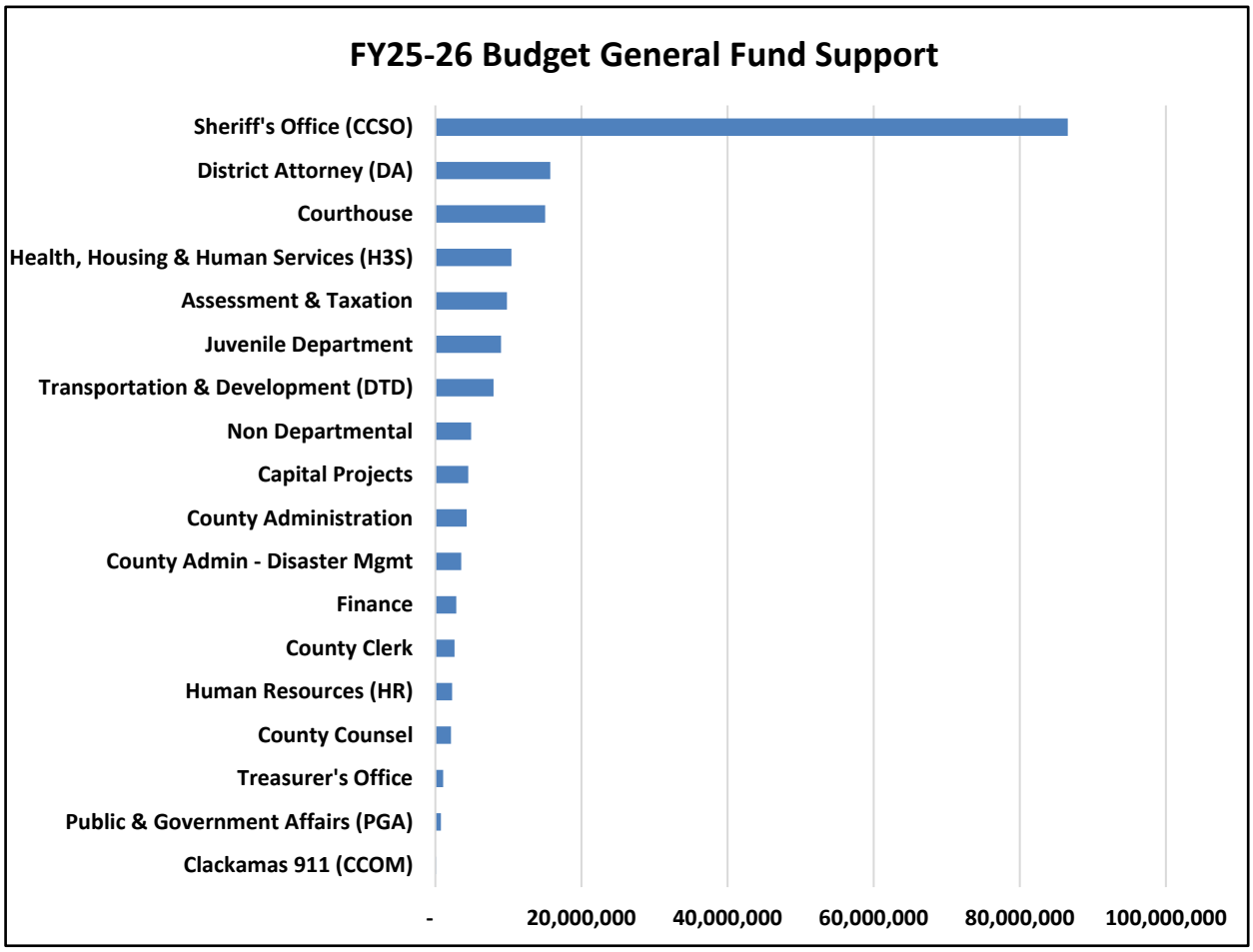
Revenue from Bonds & Other Debts is $3.1 million in FY25-26; $0.6 million more than FY24-25. Loan proceeds within the County Fair Fund account for $1.9 million of this total.

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.

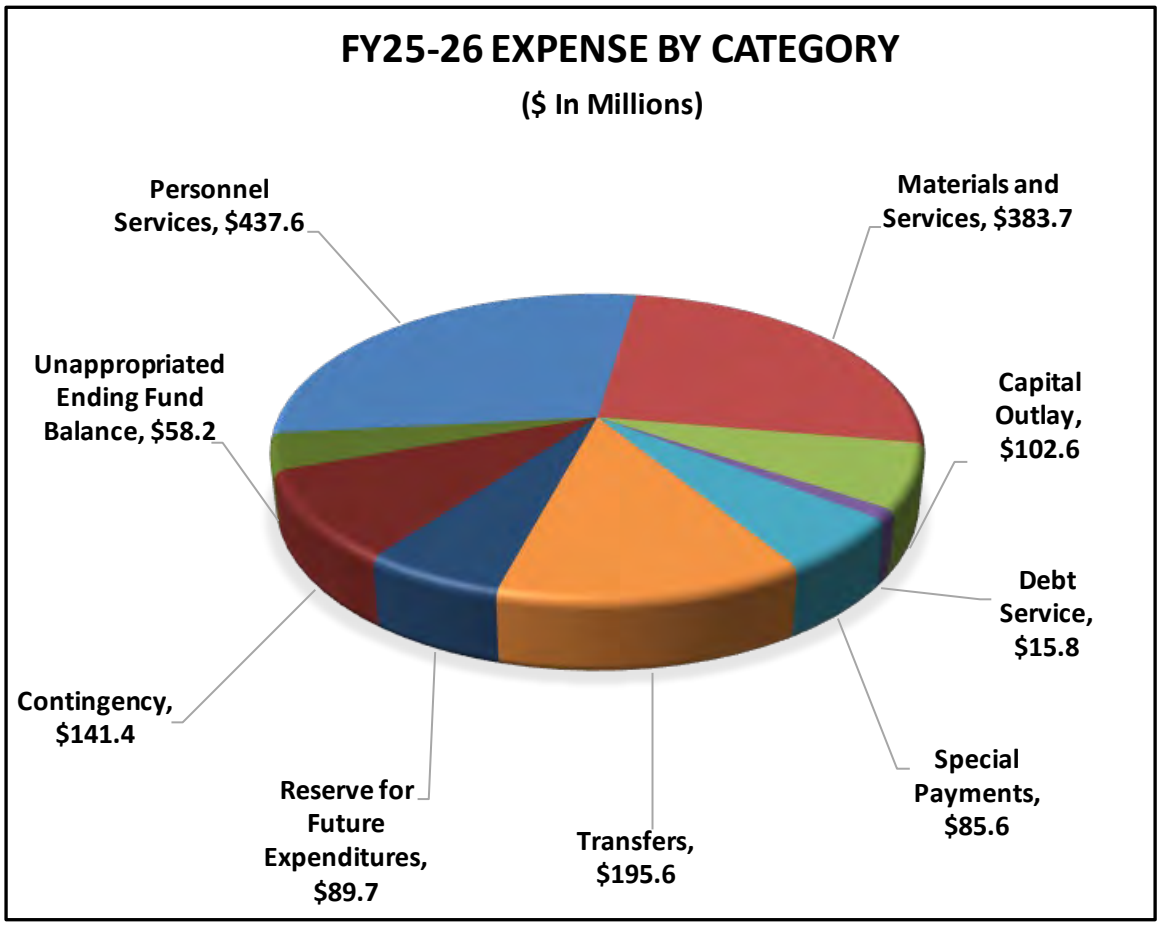
Interfund Transfers / General Fund Support are amounts of money sent from one County fund to another. Most transfers originate in the General Fund and are labeled, "General Fund Support" to reflect the distribution of tax dollars to subsidize the operating departments. This distribution of tax dollars 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 $183.5 million in FY25-26; a 16.5% increase.

The largest recipients of General Fund Support include:

- Sheriff's Office at 47%, $86.6 million;
- District Attorney at 9%, $15.7 million;
- Courthouse at 8%, $15.0 million;
- Health, Housing, & Human Services at 6%, $10.4 million.



EXPENSE SUMMARY



Expense (Requirements) by Category in Millions	FY24-25 Amended	FY25-26 Budget	$ Change	% Change
Personnel Services	410.5	437.6	27.1	6.6%
Materials and Services	377.7	383.7	5.9	1.6%
Capital Outlay	238.0	102.6	(135.4)	-56.9%
Debt Service	15.5	15.8	0.2	1.6%
Special Payments	82.1	85.6	3.6	4.3%
Transfers	176.3	195.6	19.3	11.0%
Reserve for Future Expenditures	96.8	89.7	(7.1)	-7.3%
Contingency	130.1	141.4	11.3	8.7%
Unappropriated Ending Fund Balance	56.2	58.2	1.9	3.5%
Total Expense (Requirements)	**1,583.2**	**1,510.1**	**(73.1)**	**-4.6%**

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	145,706,449	554,336,028
General Fund Total	**110,310,045**	**172,675,000**	**27,846,473**	**50,491,090**		**46,140,338**	**1,166,633**	**145,706,449**	**554,336,028**
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		166,625,444	14,720,265	500,000	4,007,256	42,000	10,404,818	327,733,404
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**	**288,721,180**	**110,910,123**	**3,067,883**	**31,767,975**	**8,213,369**	**13,304,910**	**748,865,681**
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
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**	**320,542,973**	**228,300,573**	**3,067,883**	**119,578,272**	**11,294,396**	**183,511,906**	**1,510,118,896**

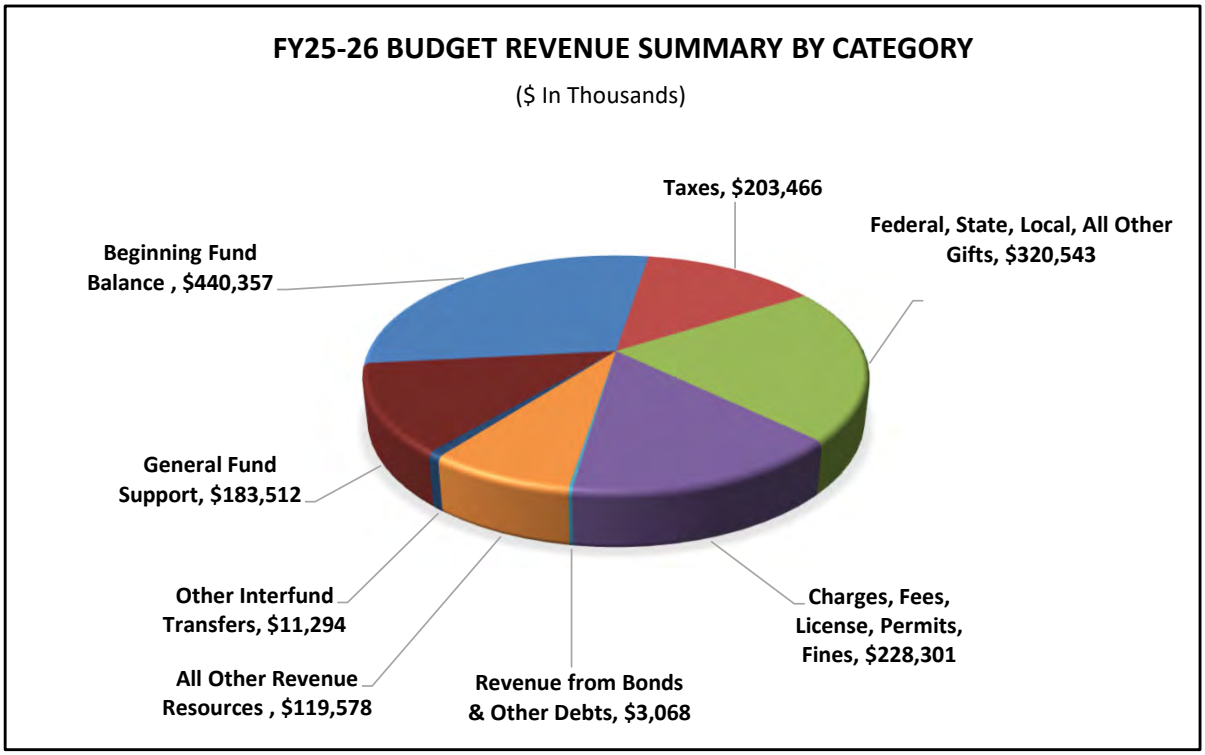
Resources by Fund Type, Fund and Department
FY25-26 Budget

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	Health, Housing & Human Services (H3S)
General Fund													
100-General Fund	11,352,226			4,330,292	4,573,537		5,805,790	3,783,420		20,685,367		8,204,000	
General Fund Total	**11,352,226**			**4,330,292**	**4,573,537**		**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	2,165,183
240-Health Housing & Human Services Fund													327,733,404
250-Employer Contribution Reserve (Inactive)													-
253-Clackamas Health Centers													76,220,220
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**	**406,118,807**
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**	**4,601,577**	**571,374**	**5,805,790**	**3,783,420**	**15,018,460**	**20,770,367**	**18,401,620**	**9,044,489**	**406,118,807**

Resources 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	7,208,026	3,425,000	11,457,948	39,962,102	286,139,209	4,837,064	122,550,001		18,377,205	1,644,840	554,336,028
General Fund Total	**7,208,026**	**3,425,000**	**11,457,948**	**39,962,102**	**286,139,209**	**4,837,064**	**122,550,001**		**18,377,205**	**1,644,840**	**554,336,028**
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	-	-	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											327,733,404
250-Employer Contribution Reserve (Inactive)											-
253-Clackamas Health Centers											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	**-**	**-**	**205,230**	**42,446,115**	**45,601,634**	**-**	**32,881,281**	**4,537,173**	**197,933,885**	**-**	**748,865,681**
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	**89,196,111**	**3,425,000**	**11,663,178**	**82,408,217**	**347,536,143**	**4,837,064**	**155,431,282**	**32,239,922**	**233,342,455**	**1,644,840**	**1,510,118,896**

REVENUE ANALYSIS



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	463,669	320,543	(143,126)	-30.9%
Charges, Fees, License, Permits, Fines	213,655	228,301	14,646	6.9%
Revenue from Bonds & Other Debts	2,489	3,068	579	23.3%
All Other Revenue Resources	109,216	119,578	10,363	9.5%
Other Interfund Transfers	18,496	11,294.40	(7,202)	-38.9%
General Fund Support	157,504	183,512	26,008	16.5%
Total Revenue (Resources)	**1,583,198**	**1,510,119**	**(73,079)**	**-4.6%**

Personnel Services are budgeted to increase by $27.1 million, or 6.6%, and total $437.6 million in the FY25-26 budget due to merit/cost of living adjustments (COLA), and 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 1.3 FTE increase from FY24-25 Amended Budget as of April 2025. Countywide changes in personnel are discussed in the Financial Summaries section in greater detail as they relate to specific work units in the Budget by Department section. Budgets for Personnel Services typically exceed actual expenditure due to vacancies that occur during the year.

Materials and Services (M&S) are budgeted to increase by $5.9 million to $383.7 million, or 1.6% compared to the prior year's budget. This includes increases in Repair and Maintenance and Supplies subcategories totaling $60.9 million, partially offset by a decrease in Professional Services totally $191.9 million. The decrease is driven by H3S-Housing & Community Development decrease in Professional Services based on a reduction in funding from Metro Supportive Housing. Allocated Costs of $40.0 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 vs a FY24-25 budget of 238.0 million. The total decrease of $138.1 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 $3.6 million, or 4.3%. 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). As part of this Special Payments total is $18.7 million related to ARPA funding within Non-Departmental.

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 $183.5 million. It is important to note that the receipt and distribution of these funds results in the duplication of revenues and expenses.

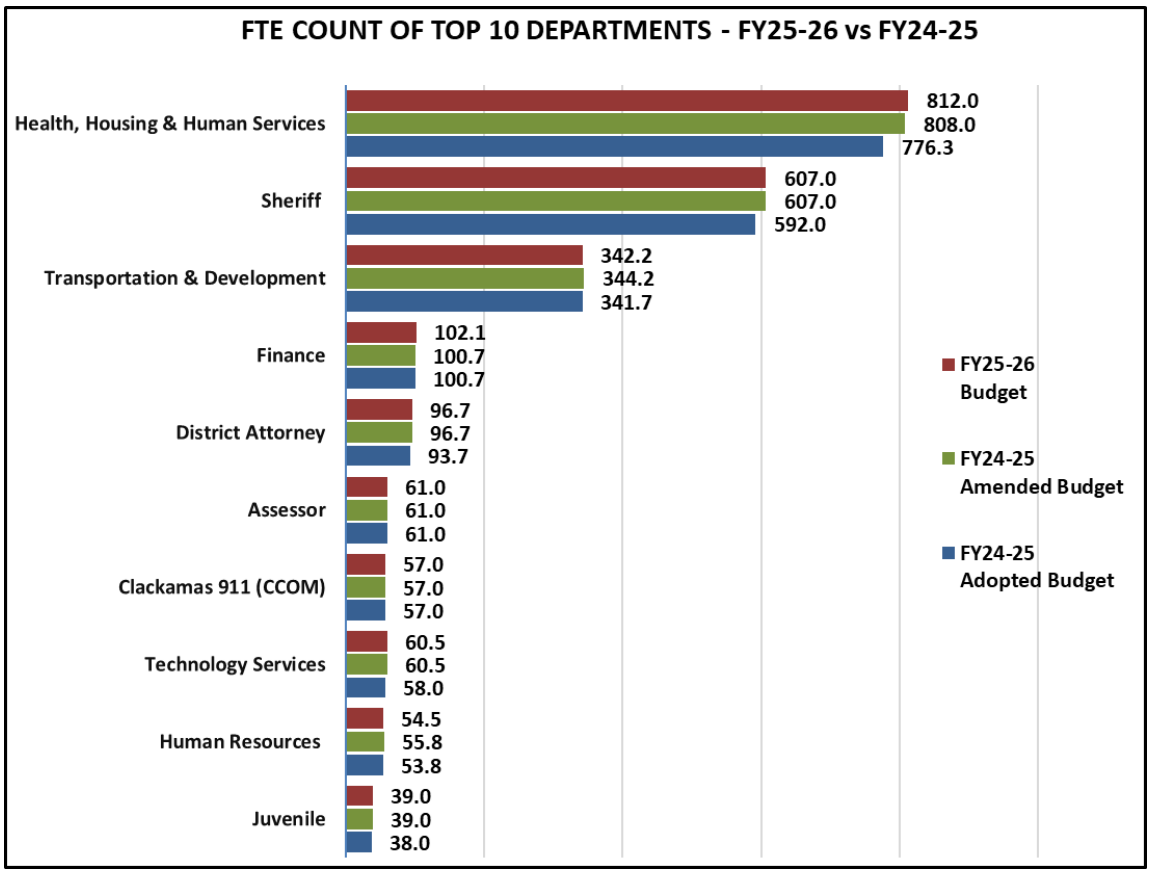
Contingency is the funding set aside available for unforeseen circumstances that may arise in the budget year. In FY25-26 the Contingency is budgeted to increase by $11.3 million, to $141.4 million.

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 This line reflects the total money received but not spent at the end of the fiscal year. It is unavailable to be spent and shows up as a Beginning Fund Balance resource in the subsequent year. In FY25-26 it is budgeted at $58.2 million.

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

The FY25-26 budget provides for 2,513.8 full-time equivalent positions (FTE). This is an increase of 62.9 FTE from the FY24-25 Budget, and 1.3 FTE increase from the FY24-25 Amended Budget as of April 2025.



The largest employers are:

- Health, Housing, and Human Services with 812.0 positions (32.3%).
- CCSO with 607.0 positions (22.7%) (36.0 reported in Misc/Pass-Through). The number of budgeted positions filled is 560.
- Department of Transportation & Development with 342.2 positions (13.6%).

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	202,635,323	54,763,310	2,275,000	-	5,898,521	184,583,919	22,219,283	23,794,464	58,166,207	554,336,027
General Fund Total	**202,635,323**	**54,763,310**	**2,275,000**	**-**	**5,898,521**	**184,583,919**	**22,219,283**	**23,794,464**	**58,166,207**	**554,336,027**
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	**437,559,716**	**383,650,263**	**102,610,634**	**15,795,300**	**85,607,480**	**195,603,238**	**89,713,943**	**141,412,115**	**58,166,207**	**1,510,118,895**

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)	Human Resources (HR)	Justice Court	Juvenile Department	Misc/Pass-Through
General Fund																	
100-General Fund	11,352,226			4,330,291	4,573,538		5,805,791	3,783,420		20,685,367		8,203,999		7,208,025	3,425,000	11,457,948	39,962,103
General Fund Total	11,352,226			4,330,291	4,573,538		5,805,791	3,783,420		20,685,367		8,203,999		7,208,025	3,425,000	11,457,948	39,962,103
Special Revenue Fund																	
201-County Fair Fund																	12,484,747
204-County School Fund																	610,000
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																	1,135,586
223-Countywide Transportation SDC Fund																	22,633,782
224-Public Land Cor Pres Fund													-				
230-Special Grants Fund	-		-	2,200,001	28,040		-			85,001		840,488	2,165,183	-	-	205,230	4,800,000
240-Health Housing & Human Services Fund													327,733,404				
253-Clackamas Health Centers													76,220,220				
255-Transient Lodging Tax Fund				15,416,651													782,000
257-Parks & Forestry Fund																	
Special Revenue Fund Total	-		-	**17,616,652**	**28,040**	**571,374**	-			**85,001**		**840,488**	**406,118,806**	-	-	**205,230**	**42,446,115**
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														63,264,021			
761-Risk Management Claims Fund														18,724,064			
770-Fleet Services Fund																	
Internal Service Funds Total											**18,401,621**			**81,988,085**			
Grand Total	**11,352,226**	**15,737,341**	**15,242,268**	**21,946,943**	**4,601,578**	**571,374**	**5,805,791**	**3,783,420**	**15,018,460**	**20,770,367**	**18,401,621**	**9,044,487**	**406,118,806**	**89,196,110**	**3,425,000**	**11,663,178**	**82,408,218**

Fund Type / Fund #-Name	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	286,139,214	4,837,064	122,549,999		18,377,204	1,644,840	554,336,027
General Fund Total	286,139,214	4,837,064	122,549,999		18,377,204	1,644,840	554,336,027
Special Revenue Fund							
201-County Fair Fund					-		12,484,747
204-County School Fund							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					2,014,634		3,150,220
223-Countywide Transportation SDC Fund					-		22,633,782
224-Public Land Cor Pres Fund					396,347		396,347
230-Special Grants Fund	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							16,198,651
257-Parks & Forestry Fund					7,072,269		7,072,269
Special Revenue Fund Total	**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
761-Risk Management Claims Fund							18,724,064
770-Fleet Services Fund					9,095,217		9,095,217
Internal Service Funds Total				**24,799,583**	**9,095,217**		**134,284,507**
Grand Total	**347,536,147**	**4,837,064**	**155,431,280**	**32,239,922**	**233,342,454**	**1,644,840**	**1,510,118,895**

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 the year financial position can be expected to equal actual revenues less actual expenditures during the year plus the ending balances in the reserve and contingency categories. Reserve and contingency estimates are included as expenditures when balancing the budget, but charges are not made directly to these categories. Reserves are specifically held for future years, and the Board of County Commissioners can approve the transfer of contingency in various funds as needed to meet unforeseen needs that arise during the year. Experience has shown that some such transfers will be made each year.

The table that accompanies this discussion is an attempt to estimate the minimum ending fund balance for each fund on June 30, 2025, based on the current budget. This is money that should be available for the 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 is a projection that is being made with the best information available at the time the budget was formulated. Not all transactions and end-of-year adjustments for 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 - Again, actual experience is certain to be different than the budget. The budget is a plan representing the most that can be spent.

- No contingency or reserve amounts will be spent – Some transfers from contingency may be required.

- Per these assumptions, actual ending fund balances for FY24-25 should exceed the projections. The following table is a countywide summary. More complete information for each fund is available in the “Budget by Fund” section.

Summary of Resources and Requirements

Estimated Year End Financial Position

Fund	Beginning Fund Balance 07/01/2025	Revenues (Increases)	Expenses (Decreases)	Ending Fund Balance 06/30/2026	% Change
100-General Fund	110,310,045	444,025,983	450,156,073	104,179,954	-5.6%
201-County Fair Fund	1,193,730	11,291,017	11,229,733	1,255,014	5.1%
204-County School Fund	-	610,000	610,000	-	-
205-Development Services Fund	7,690,544	13,631,318	11,972,897	9,348,966	21.6%
206-Sheriff's Operating Levy	7,370,281	25,210,000	29,474,039	3,106,242	-57.9%
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	-9.2%
209-CCSO Forfeitures	-	44,500	44,500	-	-
211-Law Library Fund	147,554	423,820	521,374	50,000	-66.1%
212-Library Services	9,596,768	8,407,330	9,827,712	8,176,386	-14.8%
215-Road Fund	50,670,586	80,925,957	97,033,940	34,562,603	-31.8%
218-Property Resources Fund	2,745,017	405,203	526,023	2,624,197	-4.4%
223-Countywide Transportation SDC Fund	19,932,332	2,701,450	5,219,785	17,413,997	-12.6%
224-Public Land Cor Pres Fund	1,347	395,000	359,165	37,182	2660.4%
230-Special Grants Fund	8,608,769	56,428,307	65,037,077	-	-100.0%
240-Health Housing & Human Services Fun	131,433,621	196,299,783	287,088,489	40,644,915	-69.1%
253-Clackamas Health Centers	7,779,640	68,440,580	69,855,892	6,364,328	-18.2%
255-Transient Lodging Tax Fund	9,296,652	6,902,000	11,198,651	5,000,000	-46.2%
257-Parks & Forestry Fund	2,130,617	4,941,652	5,371,499	1,700,770	-20.2%
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	-18.3%
601-Stone Creek Golf Course	3,846,247	4,089,900	7,447,038	489,109	-87.3%
602-Clackamas Broadband Utility	220,789	2,682,376	2,903,165	-	-100.0%
605-911 Center Fund	3,420,576	11,821,692	13,027,154	2,215,114	-35.2%
744-Facilities Management Fund	1,244,987	17,156,633	17,886,925	514,696	-58.7%
747-Technology Services Fund	5,542,195	19,257,389	22,167,810	2,631,773	-52.5%
760-Self-Insurance Fund	24,136,738	39,127,283	43,589,604	19,674,417	-18.5%
761-Risk Management Claims Fund	12,299,064	6,425,000	7,356,368	11,367,696	-7.6%
770-Fleet Services Fund	328,445	8,766,772	8,686,493	408,724	24.4%
Total	**440,356,668**	**1,069,762,228**	**1,220,826,630**	**289,292,265**	**-34.3%**

COUNTY DEBT SUMMARY

The County follows ORS 287A which set debt limits based on real market value. As of June 30, 2024, the real market value of the taxable property in the County 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 two percent of the Real Market Value of all taxable properties within the county if the County's voters approve the general obligation bonds. General obligation bonds are secured by the power to levy an additional tax outside the limitations of Article XI, Sections 11 and 11b.

Clackamas County Outstanding Long-Term Debt

	Date of Issue	Date of Maturity	Amount Issued	Amount Outstanding
General Obligation Debt				
2016B (Tax-Exempt)	9/29/2016	6/1/2031	53,155,000	33,970,000
Full Faith and Credit Debt				
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 GO Bonds: In 2016, the County issued $59.0 million in general obligation bonds approved by voters in May 2016 to finance the replacement of first responders' emergency radio communications system to expand coverage and provide disaster reinforcement. The projected levy will not exceed 10 cents per $1,000 of assessed value. The outstanding balance is $34.0 million to be repaid in 2031.

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

- 2012 Refunding Bonds: The County issued debt in 2003 to construct a new Public Services Building and update the Emergency Operations Center located on the County's Property in Oregon City. The County also purchased the Public Safety Training Center from Clackamas County Sheriff's Office and other law enforcement agencies as well as a public shooting range. These two issues were refunded in 2012 and this new combined debt has $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 provided for in the Master Plan. The Development Services Building and campus improvements were completed in 2008. The debt was refunded in 2018 to reduce interest expenses. The outstanding balance is $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 repurposing facilities used by the Sheriff Department and reimburse project costs at the Development Services Building. The County-owned Brooks Building (formerly known as the Sunnybrook Service Center) was remodeled for use as a central Sheriff's Office in the Clackamas area. At the existing jail, facility improvements, 50 additional beds, and a medical care unit were added. In 2010, a warehouse was purchased adjacent to the Red Soils campus which now houses an evidence processing facility. The outstanding balance of $12.9 million was refunded in August 2020 at a 0.89% interest rate, with final maturity in 2029.

- 2020 Refunding Bonds (original issuance was 2012): In 2012, Clackamas County issued a $20.1 million bond to finance its share of the Portland-Milwaukie Light Rail project. The balance of $10.0 million was refunded in August 2020 at a 0.89% interest rate, with final maturity in 2028. A $6.8 million balloon payment is due in 2028.

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

	Total Debt Service (DS)		
FY Debt Service	**Principal**	**Interest**	**Total DS**
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**

Clackamas County - Fund Structure
FY25-26 Budget
Total = $1,510,118,895

Governmental Funds						Proprietary Funds		
General Fund	Special Revenue Funds	Special Revenue Funds	Special Revenue Funds	Debt Service Funds	Capital Projects Fund	Internal Service Funds	Internal Service Funds	Enterprise Funds
Major Funds	**Major Funds**					**Major Funds**		
100-General Fund	**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
$554,336,027	**$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 $56,500	224-Public Land Cor Pres Fund $396,347					
		208-Community Services $13,153,804	255-Transient Lodging Tax Fund $16,198,651					
		209-CCSO Forfeitures $44,500	257-Parks & Forestry Fund $7,072,269					

Bold 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	FY24-25 Adopted Expenses	% of Fund Type	% of Total CLCK
General Fund	**100-General Fund**	554,336,027	100%	37%
General Fund Total		**554,336,027**	**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%	1%
	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		**1,510,118,895**	**100%**	**100%**

Indicates "Major Fund"

Summary of Full-Time Equivalents by Department

County Workforce Summary

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	592.0	592.0	592.0	607.0	607.0	24.1%
Transportation & Development	301.7	344.2	341.7	344.2	342.2	13.6%
Finance	101.7	100.7	100.7	100.7	102.1	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	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	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	15.0	0.6%
County Counsel	12.8	14.0	14.0	14.0	14.0	0.6%
Tourism & Cultural Affairs	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 (FTE's)	**2,397.7**	**2,446.4**	**2,450.9**	**2,512.4**	**2,513.8**	**100%**

FY25-26 FTE by Fund

Active Funds	Fund Name	FY22-23 Actual FTE	FY23-24 Actual FTE	FY24-25 Projected FTE	FY25-26 Adopted FTE
100	General Fund	1,092.7	1,094.2	1,112.9	1,112.0
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	168.0	172.0
218	Property Resources Fund	1.0	1.0	1.0	1.0
224	Public Land Cor Pres Fund	5.5	5.5	5.5	-
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	55.7	58.1
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**	**2,512.4**	**2,513.8**

Treasurer's Office

Budget Presentation

Fiscal Year 2025-2026

Office of the County Treasurer (19)

Department Budget Summary by Fund

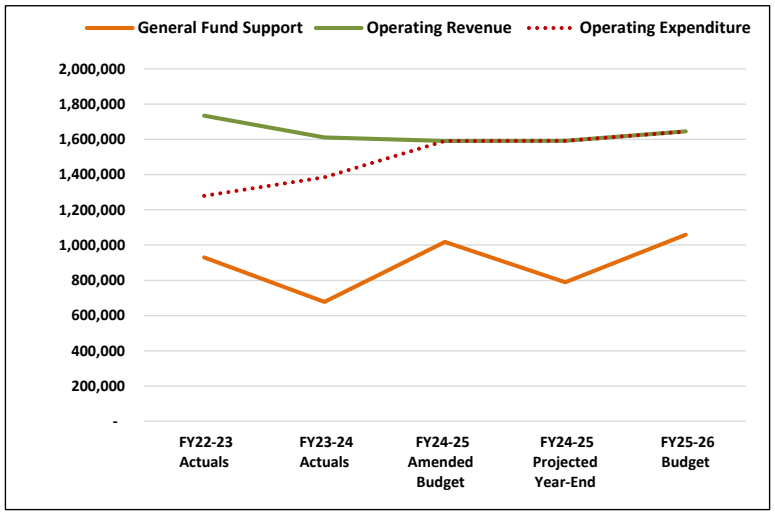
Line of Business	Program	FY25-26 General Fund (100)	FY25-26 Total Budget	FY25-26 General Fund Support in Budget**	% of Total	FY25-26 FTE **		
						Total	Filled	Vacant
Treasury Services	Treasury	1,197,770	1,197,770	611,465	51%	5.0	5.0	-
Internal Audit Services	Internal Audit	447,070	447,070	447,070	100%	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%	-

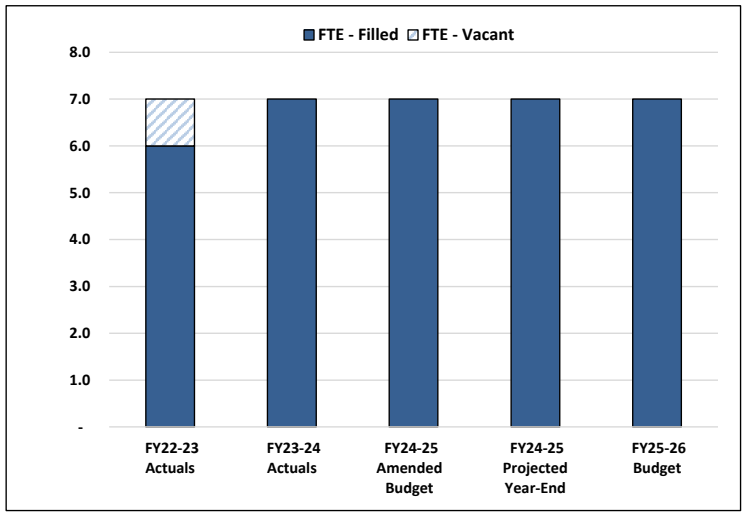
**** General Fund Support is a subsidy, net of any other revenue received by the department***

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

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

	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	Budget to Budget: $ Variance	Budget to Budget: % Variance	Budget to 3-Year Average: $ Variance	Budget to 3-Year Average: % Variance
Beginning Fund Balance	-	-	-	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	-	-	-	-	-	-	-	-
Charges, Fees, License, Permits	804,155	932,937	572,991	802,000	586,305	13,314	2%	(260,059)	-31%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	-	69	-	-	-	-	-	(23)	-100%
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	930,281	677,475	1,017,822	789,646	1,058,535	40,713	4%	259,401	32%
Operating Revenue	**1,734,436**	**1,610,481**	**1,590,813**	**1,591,646**	**1,644,840**	**54,027**	**3%**	**(681)**	**0%**
Total Revenue	**1,734,436**	**1,610,481**	**1,590,813**	**1,591,646**	**1,644,840**	**54,027**	**3%**	**(681)**	**0%**
Personnel Services	988,918	1,142,194	1,263,497	1,263,495	1,329,269	65,772	5%	197,733	17%
Materials and Services	290,968	242,386	327,317	328,151	315,571	(11,746)	-4%	28,402	10%
Capital Outlay	-	-	-	-	-	-	-	-	-
Operating Expenditure	**1,279,887**	**1,384,580**	**1,590,813**	**1,591,646**	**1,644,840**	**54,027**	**3%**	**226,135**	**16%**
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Total Appropriated	**1,279,887**	**1,384,580**	**1,590,813**	**1,591,646**	**1,644,840**	**54,027**	**3%**	**226,135**	**16%**
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Total Expense	**1,279,887**	**1,384,580**	**1,590,813**	**1,591,646**	**1,644,840**	**54,027**	**3%**	**226,135**	
Revenues Less Expenses	**454,549**	**225,900**	**-**	**-**	**-**				
Full Time Equivalent (FTE)				*As Of 03/2025*					
FTE - Total	7.0	7.0	7.0	7.0	7.0	-			
FTE - Filled	6.0	7.0	7.0	7.0	7.0	-			
FTE - Vacant	1.0	-	-	-	-	-			





FY25-26 Looking Ahead

CHALLENGES

- Materials and services budget reduced by 11%.
- Cash Management Activities:
  - Courthouse payments anticipated to begin in May of 2025.
  - One-time funding sources ending or decreasing (e.g. ARPA, CARES, FEMA).
- Interest rates expected to decrease.
- Calls to fraud, waste and abuse hotline increasing.
- Federal funding and federal program uncertainty.

OPPORTUNITIES

- Cash handling training being offered to all Clackamas County municipalities beginning in Fall/Winter 2025.
- Working with county offices and departments on system implementations to improve efficiency and effectiveness, as well as customer or client experiences.
- Real-time capital construction audit.
- Advisory and investigative services provided by Internal Audit support collaboration, well-informed operations, and decision-making practices throughout the county while also helping identify cost savings and wasteful or fraudulent transactions.
- Worked with neighboring counties on a request for proposal for banking services to help ensure the county is receiving the best services at a competitive cost.

Office of the County Treasurer (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***

Office of the County Treasurer

Treasury Services

Purpose Statement

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

Performance Narrative

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

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

Key Performance Measures

		FY 22-23 Actual	FY 23-24 Actual	FY 24-25 Actual as of Qtr. 2 ended	FY 25-26 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	*Fiscal Year 2020-2021 is the first year of Performance Clackamas for the Treasurer's Office.*				
Note 2	*This is an output measure. There is no "Target" output related to this measure, it is designed for tracking and trend analysis purposes.*				
Note 3	*This is a milestone measure. The milestone was achieved, so there exists no future target for this measure.*				
Note 4	*For all Treasurer's Office Performance Clackamas results, view the webpage online being developed by County Administration. This will also provide additional notes and information related to these results.*				
Note 5	*The County and the Treasurer's Office are in the process of updating performance Clackamas for the Treasurer's Office. We anticipate going live with these new measures on July 1, 2025.*				

Program includes:

Mandated Services	Y
Shared Services	Y
Grant Funding	Y

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

Explanation

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

CLACKAMAS COUNTY

190101-Treasury

BCC Priority Alignment: Accountable Government

Program Budget Summary

						Budget-to-Budget:		Budget-to-3 Yr Avg:	
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	$ Variance	% Variance	$ 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%	(260,059)	-31%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	-	69	-	-	-	-	-	(23)	-100%
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	593,129	416,063	599,855	371,679	611,465	11,610	2%	151,175	33%
Operating Revenue	**1,397,284**	**1,349,069**	**1,172,846**	**1,173,679**	**1,197,770**	**24,924**	**2%**	**(108,907)**	**-8%**
Total Revenue	**1,397,284**	**1,349,069**	**1,172,846**	**1,173,679**	**1,197,770**	**24,924**	**2%**	**(108,907)**	**-8%**
Personnel Services	652,192	790,904	886,144	886,143	921,922	35,778	4%	145,509	19%
Materials and Services	278,719	236,589	286,702	287,536	275,848	(10,854)	-4%	8,233	3%
Capital Outlay	-	-	-	-	-	-	-	-	-
Operating Expense	**930,911**	**1,027,493**	**1,172,846**	**1,173,679**	**1,197,770**	**24,924**	**2%**	**153,742**	**15%**
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%**	**153,742**	**15%**
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Total Expense	**930,911**	**1,027,493**	**1,172,846**	**1,173,679**	**1,197,770**	**24,924**	**2%**	**153,742**	
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.

Office of the County Treasurer

Internal Audit Services

Purpose Statement

The purpose of the Internal Audit Line of Business and Program is to provide assurance, 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 hotline.

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 Hotline alleging fraud, waste and/or abuse (since hotline	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	*This was achieved in quarter 4 of FY'25.*				
Note 2	*This is an output measure. There is no "Target" output related to this measure, it is designed for tracking and trend analysis purposes.*				
Note 3	*This is a milestone measure. The milestone was achieved so there exists no future target for this measure.*				
Note 4	*For all Treasurer's Office Performance Clackamas results, view the webpage online being developed by County Administration. This will also provide additional notes and information related to these results.*				
Note 5	*The County and the Treasurer's Office are in the process of updating performance Clackamas for the Treasurer's Office. We anticipate going live with these new measures on July 1, 2025.*				
Note 6	*FY 22-24 is a transition period for internal audit as the audit plan moves from a calendar year plan to a fiscal year audit plan.*				

Program includes:

Mandated Services	Y
Shared Services	Y
Grant Funding	N

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

Explanation	The Office of 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.

CLACKAMAS COUNTY

190202-Internal Audit

BCC Priority Alignment: Accountable Government

Program Budget Summary

						Budget-to-Budget:		Budget-to-3 Yr Avg:	
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	$ Variance	% Variance	$ 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%	108,226	32%
Operating Revenue	**337,152**	**261,412**	**417,967**	**417,967**	**447,070**	**29,103**	**7%**	**108,226**	**32%**
Total Revenue	**337,152**	**261,412**	**417,967**	**417,967**	**447,070**	**29,103**	**7%**	**108,226**	**32%**
Personnel Services	336,726	351,290	377,353	377,352	407,347	29,994	8%	52,224	15%
Materials and Services	12,249	5,797	40,615	40,615	39,723	(892)	-2%	20,169	103%
Capital Outlay	-	-	-	-	-	-	-	-	-
Operating Expense	**348,976**	**357,087**	**417,967**	**417,967**	**447,070**	**29,102**	**7%**	**72,393**	**19%**
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Total Appropriated	**348,976**	**357,087**	**417,967**	**417,967**	**447,070**	**29,102**	**7%**	**72,393**	**19%**
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Total Expense	**348,976**	**357,087**	**417,967**	**417,967**	**447,070**	**29,102**	**7%**	**72,393**	
Revenues Less Expenses	(11,824)	(95,675)	-	-	-				

Notes:
Each BCC Priority is impacted by our Office.

Assessment & Taxation

Budget Presentation

Fiscal Year 2025-2026

CLACKAMAS COUNTY

CLACKAMAS COUNTY

Assessment & Taxation (10)

Department Budget Summary by Fund

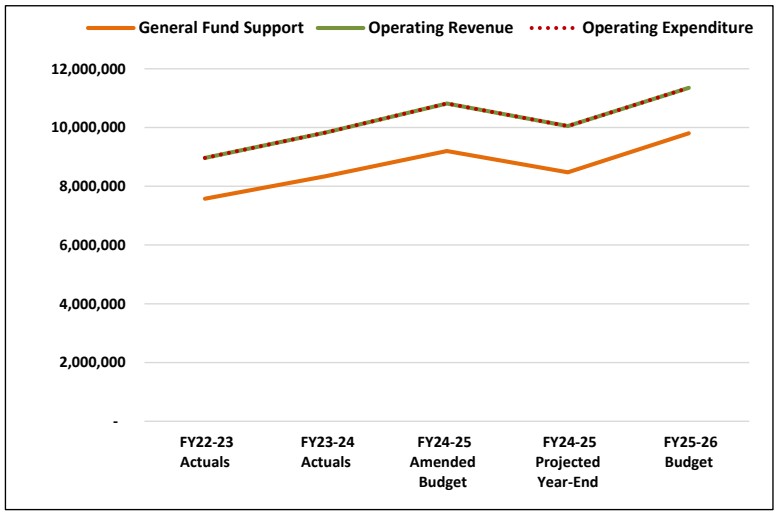
Line of Business	Program	FY25-26 General Fund (100)	FY25-26 Total Budget	FY25-26 General Fund Support in Budget*	% of Total	FY25-26 FTE ** Total	Filled	Vacant
Administration	Office of the Assessor & Tax Collector	689,925	689,925	650,210	94%	2.0	2.0	-
Property Tax Revenue & Records	Property Records & 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%

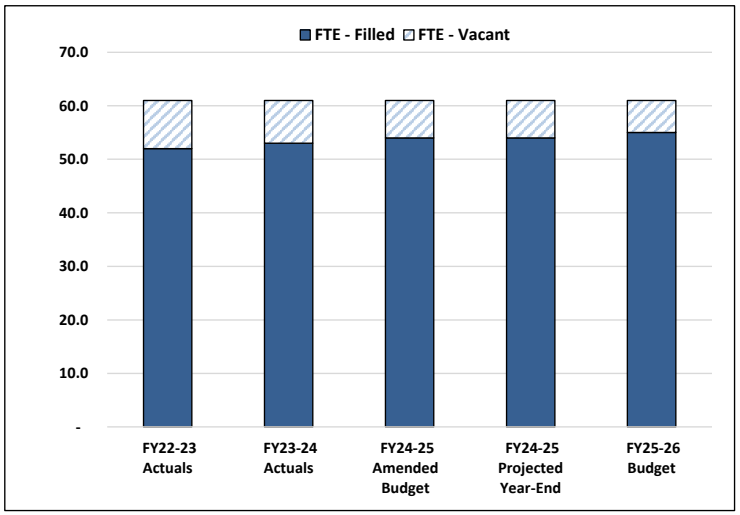
General Fund Support is a subsidy, net of any other revenue received by the department

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

10-Assessment & Taxation / 100-General Fund
Summary of Revenue and Expense

	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	Budget to Budget: $ Variance	Budget to Budget: % Variance	Budget to 3-Year Average: $ Variance	Budget to 3-Year Average: % Variance
Beginning Fund Balance	-	-	-	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	1,156,276	1,193,442	1,347,187	1,300,000	1,280,000	(67,187)	-5%	63,427	5%
Charges, Fees, License, Permits	-	11,924	2,500	2,500	2,500	-	0%	(2,308)	-48%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	234,413	278,392	253,237	269,420	260,742	7,505	3%	0	0%
Other Interfund Transfers	-	-	17,104	-	-	(17,104)	-100%	-	-
General Fund Support	7,576,975	8,346,987	9,200,946	8,476,333	9,808,984	608,038	7%	1,675,552	21%
Operating Revenue	**8,967,664**	**9,830,745**	**10,820,974**	**10,048,253**	**11,352,226**	**531,252**	**5%**	**1,736,672**	**18%**
Total Revenue	**8,967,664**	**9,830,745**	**10,820,974**	**10,048,253**	**11,352,226**	**531,252**	**5%**	**1,736,672**	**18%**
Personnel Services	6,614,541	7,051,234	7,833,726	7,085,514	8,258,967	425,241	5%	1,341,871	19%
Materials and Services	2,345,489	2,759,002	2,987,248	2,962,739	3,093,259	106,011	4%	404,182	15%
Capital Outlay	7,633	20,537	-	-	-	-	-	(9,390)	-100%
Operating Expenditure	**8,967,663**	**9,830,773**	**10,820,974**	**10,048,253**	**11,352,226**	**531,252**	**5%**	**1,736,663**	**18%**
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Total Appropriated	**8,967,663**	**9,830,773**	**10,820,974**	**10,048,253**	**11,352,226**	**531,252**	**5%**	**1,736,663**	**18%**
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Total Expense	**8,967,663**	**9,830,773**	**10,820,974**	**10,048,253**	**11,352,226**	**531,252**	**5%**	**1,736,663**	
Revenues Less Expenses	**-**	**(28)**	**-**	**-**	**-**				
Full Time Equivalent (FTE)				*As Of 03/2025*					
FTE - Total	61.0	61.0	61.0	61.0	61.0	-			
FTE - Filled	52.0	53.0	54.0	54.0	55.0	1.0			
FTE - Vacant	9.0	8.0	7.0	7.0	6.0	(1.0)			





FY25-26 Looking Ahead

CHALLENGES

- Core System Replacement Project:
  - Anticipate challenges implementing a new core system while maintaining current service levels.
- Unfunded Mandates/Pending Legislation.

OPPORTUNITIES

- Core System Replacement Project:
  - Process Efficiencies.
  - Added workflows.
  - Reduce/eliminate out of system work.
  - Reduce paper.
- Pending Legislation:
  - HB 3518 (Statewide A&T funding).

CLACKAMAS COUNTY

Assessment & Taxation (10)

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
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 Line of Business

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 CAFFA Grant based on our output performance and successful completion of required work. While we appreciate three separate budget approvals since 2016 adding 3.5 positions, we continue to fall more than 11 FTE below the Department of Revenue's recommended staffing guidelines for Clackamas County. 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

		FY 22-23 Actual	FY 23-24 Actual	FY 24-25 Target	FY 24-25 Projected Performance	FY 25-26 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

CLACKAMAS COUNTY

100101-Office of the Assessor & Tax Collector

BCC Priority Alignment: Accountable Government

Program Budget Summary

						Budget-to-Budget:		Budget-to-3 Yr Avg:	
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	$ Variance	% Variance	$ 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%	2,178	6%
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%	(159,544)	-20%
Operating Revenue	**1,026,684**	**458,647**	**1,352,195**	**1,056,541**	**689,925**	**(662,270)**	**-49%**	**(157,366)**	**-19%**
Total Revenue	**1,026,684**	**458,647**	**1,352,195**	**1,056,541**	**689,925**	**(662,270)**	**-49%**	**(157,366)**	**-19%**
Personnel Services	351,301	359,604	401,647	248,121	400,945	(702)	0%	81,269	25%
Materials and Services	682,524	79,369	950,548	808,420	288,980	(661,567)	-70%	(234,457)	-45%
Capital Outlay	-	-	-	-	-	-	-	-	-
Operating Expense	**1,033,825**	**438,973**	**1,352,195**	**1,056,541**	**689,925**	**(662,270)**	**-49%**	**(153,188)**	**-18%**
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Total Appropriated	**1,033,825**	**438,973**	**1,352,195**	**1,056,541**	**689,925**	**(662,270)**	**-49%**	**(153,188)**	**-18%**
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Total Expense	**1,033,825**	**438,973**	**1,352,195**	**1,056,541**	**689,925**	**(662,270)**	**-49%**	**(153,188)**	
Revenues Less Expenses	(7,141)	19,674	-	-	-				

Notes:
$200,000 Professional Services for TS Position Reimbursement

Property Tax Revenue & Records Line of Business

Property Records & Customer Service

Purpose Statement

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

Performance Narrative Statement

This program processed just over 13,000 deeds in 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

		FY 22-23 Actual	FY 23-24 Actual	FY 24-25 Target	FY 24-25 Projected Performance	FY 25-26 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%

CLACKAMAS COUNTY

100202-Property Records & Customer Service

BCC Priority Alignment: Accountable Government

Program Budget Summary

	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	Budget-to-Budget: $ Variance	Budget-to-Budget: % Variance	Budget-to-3 Yr Avg: $ Variance	Budget-to-3 Yr Avg: % Variance
Beginning Fund Balance	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	335,320	349,932	320,233	306,539	287,931	(32,302)	-10%	(42,666)	-13%
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%	(44,859)	-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%	272,564	17%
Operating Revenue	**1,675,987**	**2,144,555**	**1,988,447**	**2,085,010**	**2,153,556**	**165,109**	**8%**	**185,039**	**9%**
Total Revenue	**1,675,987**	**2,144,555**	**1,988,447**	**2,085,010**	**2,153,556**	**165,109**	**8%**	**185,039**	**9%**
Personnel Services	1,361,348	1,656,300	1,622,834	1,680,214	1,634,672	11,838	1%	68,717	4%
Materials and Services	265,787	514,421	365,614	404,796	518,885	153,271	42%	123,883	31%
Capital Outlay	7,633	6,700	-	-	-	-	-	(4,778)	-100%
Operating Expense	**1,634,769**	**2,177,421**	**1,988,447**	**2,085,010**	**2,153,556**	**165,109**	**8%**	**187,823**	**10%**
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%**	**187,823**	**10%**
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Total Expense	**1,634,769**	**2,177,421**	**1,988,447**	**2,085,010**	**2,153,556**	**165,109**	**8%**	**187,823**	
Revenues Less Expenses	41,218	(32,866)	-	-	-				

Notes:
None

Property Tax Revenue & Records Line of Business

Tax Certification, Collection, & Distribution

Purpose Statement

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

Performance Narrative Statement

Annexations and withdrawals were processed timely and accurately to be correctly reflected on the 2024-25 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 25, 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 the 2024-25 fiscal year.

Key Performance Measures

		FY 22-23 Actual	FY 23-24 Actual	FY 24-25 Target	FY 24-25 Projected Performance	FY 25-26 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

CLACKAMAS COUNTY

100203-Tax Certification, Collection, & Distribution

BCC Priority Alignment: Accountable Government

Program Budget Summary

	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	Budget-to-Budget: $ Variance	Budget-to-Budget: % Variance	Budget-to-3 Yr Avg: $ Variance	Budget-to-3 Yr Avg: % Variance
Beginning Fund Balance	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	208,130	213,847	253,978	243,117	228,359	(25,619)	-10%	6,661	3%
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%	202,754	350%
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	1,146,592	1,469,431	1,544,159	1,615,277	1,514,651	(29,508)	-2%	104,218	7%
Operating Revenue	**1,414,933**	**1,744,518**	**1,847,497**	**1,910,908**	**2,003,752**	**156,255**	**8%**	**313,632**	**19%**
Total Revenue	**1,414,933**	**1,744,518**	**1,847,497**	**1,910,908**	**2,003,752**	**156,255**	**8%**	**313,632**	**19%**
Personnel Services	1,142,188	1,276,837	1,299,547	1,333,242	1,359,910	60,363	5%	109,155	9%
Materials and Services	383,910	573,976	547,950	577,666	643,842	95,892	18%	131,991	26%
Capital Outlay	-	13,837	-	-	-	-	-	(4,612)	-100%
Operating Expense	**1,526,098**	**1,864,650**	**1,847,497**	**1,910,908**	**2,003,752**	**156,256**	**8%**	**236,534**	**13%**
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%**	**236,534**	**13%**
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Total Expense	**1,526,098**	**1,864,650**	**1,847,497**	**1,910,908**	**2,003,752**	**156,256**	**8%**	**236,534**	
Revenues Less Expenses	(111,166)	(120,131)	-	-	-				

Notes:
None

Valuation Line of Business

Annual Property Valuation

Purpose Statement

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

Performance Narrative Statement

Our business efficiencies in Valuation continue to evolve offering more transparency and delivering more integrated and better services designed to build public trust that will result in the best allocation of resources. Our appraisers primarily complete field work, make and review value decisions and assist the public on valuation issues. Real estate sales activity, new construction and other exception events were similar to last year and remain slower than previous years. 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

		FY 22-23 Actual	FY 23-24 Actual	FY 24-25 Target	FY 24-25 Projected Performance	FY 25-26 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

CLACKAMAS COUNTY

100302-Annual Property Valuation

BCC Priority Alignment: Accountable Government

Program Budget Summary

						Budget-to-Budget:		Budget-to-3 Yr Avg:	
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	$ Variance	% Variance	$ 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%	94,052	29%
Charges, Fees, License, Permits, Fines	-	11,924	2,500	2,500	2,500	-	0%	(2,308)	-48%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	75,113	79,913	-	(75,113)	-100%	(26,638)	-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%	713,890	30%
Operating Revenue	**2,553,363**	**2,807,717**	**3,041,532**	**2,779,523**	**3,492,530**	**450,998**	**15%**	**778,996**	**29%**
Total Revenue	**2,553,363**	**2,807,717**	**3,041,532**	**2,779,523**	**3,492,530**	**450,998**	**15%**	**778,996**	**29%**
Personnel Services	1,890,983	1,855,133	2,319,356	2,027,845	2,481,594	162,237	7%	556,940	29%
Materials and Services	690,952	987,350	722,176	751,678	1,010,936	288,760	40%	200,943	25%
Capital Outlay	-	-	-	-	-	-	-	-	-
Operating Expense	**2,581,935**	**2,842,484**	**3,041,532**	**2,779,523**	**3,492,530**	**450,998**	**15%**	**757,882**	**28%**
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%**	**757,882**	**28%**
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Total Expense	**2,581,935**	**2,842,484**	**3,041,532**	**2,779,523**	**3,492,530**	**450,998**	**15%**	**757,882**	
Revenues Less Expenses	(28,572)	(34,767)	-	-	-				

Notes:
None

Valuation Line of Business

Value Adjustment

Purpose Statement

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

Performance Narrative Statement

The 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 2025-26. 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 one 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 2025-26 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

		FY 22-23 Actual	FY 23-24 Actual	FY 24-25 Target	FY 24-25 Projected Performance	FY 25-26 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

CLACKAMAS COUNTY

100303-Value Adjustment

BCC Priority Alignment: Accountable Government

Program Budget Summary

						Budget-to-Budget:		Budget-to-3 Yr Avg:	
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	$ Variance	% Variance	$ 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%	3,203	1%
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%	(131,257)	-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%	744,425	38%
Operating Revenue	**2,296,698**	**2,675,308**	**2,591,303**	**2,216,271**	**3,012,463**	**421,160**	**16%**	**616,371**	**26%**
Total Revenue	**2,296,698**	**2,675,308**	**2,591,303**	**2,216,271**	**3,012,463**	**421,160**	**16%**	**616,371**	**26%**
Personnel Services	1,868,720	1,903,359	2,190,342	1,796,092	2,381,847	191,505	9%	525,790	28%
Materials and Services	322,315	603,886	400,961	420,179	630,616	229,655	57%	181,823	41%
Capital Outlay	-	-	-	-	-	-	-	-	-
Operating Expense	**2,191,035**	**2,507,245**	**2,591,303**	**2,216,271**	**3,012,463**	**421,160**	**16%**	**707,612**	**31%**
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%**	**707,612**	**31%**
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Total Expense	**2,191,035**	**2,507,245**	**2,591,303**	**2,216,271**	**3,012,463**	**421,160**	**16%**	**707,612**	
Revenues Less Expenses	105,662	168,063	-	-	-				

Notes:
None

Office of the County Clerk

Budget Presentation

Fiscal Year 2025-2026

County Clerk (13)

Department Budget Summary by Fund

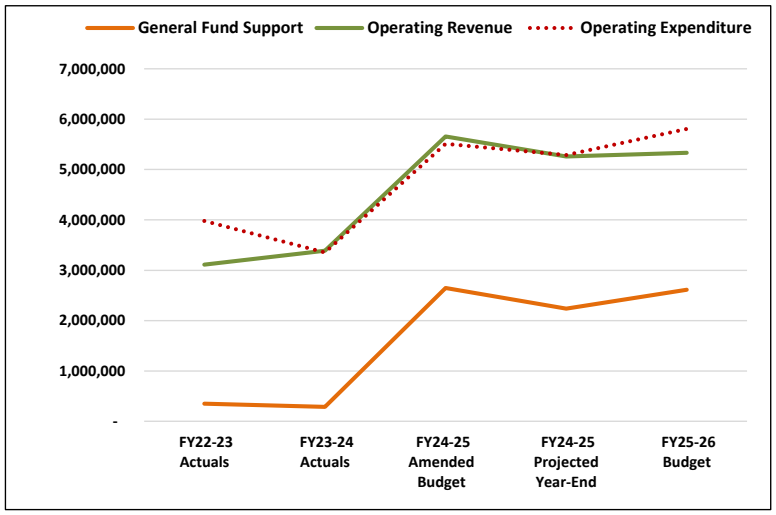
Line of Business	Program	FY25-26 General Fund (100)	FY25-26 Total Budget	FY25-26 General Fund Support in Budget*	% of Total	FY25-26 FTE ** Total	Filled	Vacant
Clerk's Office	Office of the Clerk	981,460	981,460	981,460	100%	2.0	2.0	-
	Board of Property Tax Appeals (BOPTA)	12,000	12,000	12,000	100%	-	-	-
	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%

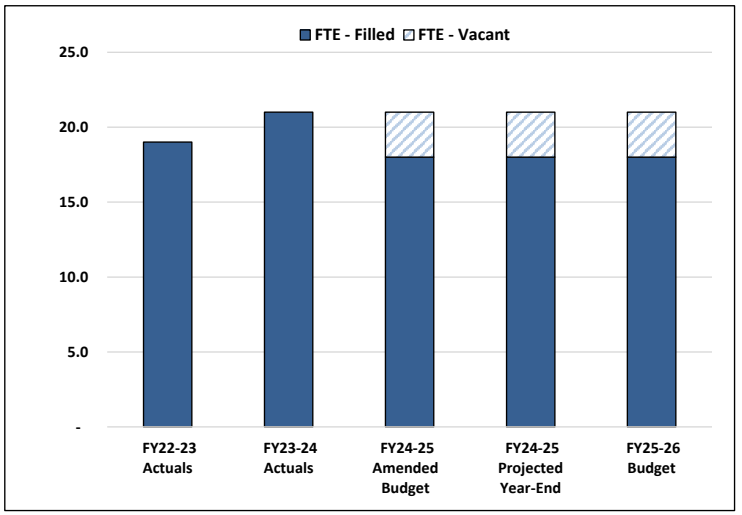
General Fund Support is a subsidy, net of any other revenue received by the department

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

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

	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	Budget to Budget: $ Variance	Budget to Budget: % Variance	Budget to 3-Year Average: $ Variance	Budget to 3-Year Average: % Variance
Beginning Fund Balance	1,176,850	108,232	503,494	503,494	473,494	(30,000)	-6%	(122,698)	-21%
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	8,004	3,141	-	-	-	-	-	(3,715)	-100%
Charges, Fees, License, Permits	2,560,968	2,839,520	2,508,868	2,521,261	2,567,158	58,290	2%	(73,425)	-3%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	193,165	261,447	500,000	500,000	150,000	(350,000)	-70%	(168,204)	-53%
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	350,000	287,017	2,648,250	2,237,543	2,615,138	(33,112)	-1%	1,656,951	173%
Operating Revenue	**3,112,137**	**3,391,125**	**5,657,118**	**5,258,804**	**5,332,296**	**(324,822)**	**-6%**	**1,411,608**	**36%**
Total Revenue	**4,288,987**	**3,499,357**	**6,160,612**	**5,762,298**	**5,805,790**	**(354,822)**	**-6%**	**1,288,910**	**29%**
Personnel Services	2,089,921	2,239,609	2,626,508	2,611,210	2,850,607	224,100	9%	537,027	23%
Materials and Services	1,887,984	1,113,760	2,283,943	2,202,594	2,830,183	546,241	24%	1,095,404	63%
Capital Outlay	-	-	600,000	475,000	125,000	(475,000)	-79%	(33,333)	-21%
Operating Expenditure	**3,977,905**	**3,353,369**	**5,510,450**	**5,288,804**	**5,805,791**	**295,340**	**5%**	**1,599,098**	**38%**
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	202,849	145,711	-	-	-	-	-	(116,187)	-100%
Transfers	-	-	-	-	-	-	-	-	-
Contingency	-	-	650,162	-	-	(650,162)	-100%	-	-
Total Appropriated	**4,180,755**	**3,499,080**	**6,160,612**	**5,288,804**	**5,805,791**	**(354,822)**	**-6%**	**1,482,911**	**34%**
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Total Expense	**4,180,755**	**3,499,080**	**6,160,612**	**5,288,804**	**5,805,791**	**(354,822)**	**-6%**	**1,482,911**	
Revenues Less Expenses	**108,232**	**276**	**-**	**473,494**	**-**				
Full Time Equivalent (FTE)				*As Of 03/2025*					
FTE - Total	19.0	21.0	21.0	21.0	21.0	-			
FTE - Filled	19.0	21.0	18.0	18.0	18.0	-			
FTE - Vacant	-	-	3.0	3.0	3.0	-			





FY25-26 Looking Ahead

CHALLENGES

- Reduced revenue for recorded documents due to continued stagnation of the housing market, decreased housing activity (sales and refinances), decreased construction of new homes, stabilized higher interest rates. (Recording)
- Continued need for General Fund Support to maintain statutorily required functions of the Elections, Recording, and Records Management Divisions. (Clerk)
- Shifting legislative landscape at the state and national level affecting elections administration, security, and funding. (Elections)

OPPORTUNITIES

- Increased public demand for notary, marriage license, and wedding officiation appointments. (Recording)
- Increased public demand for passport application acceptance appointments. (Records Management)
- Track Your Ballot service sign ups reached 56,000 voters in 2024, increasing transparency for ballot mailing, returning, and acceptance. (Elections)

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***

County Clerk

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

		FY 23-24 Actual	FY 24-25 Target	FY 24-25 Projected	FY 25-26 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 statutatory deadlines including certification.	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

CLACKAMAS COUNTY

130101-Office of the Clerk

BCC Priority Alignment: Accountable Government

Program Budget Summary

						Budget-to-Budget:		Budget-to-3 Yr Avg:	
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	$ Variance	% Variance	$ Variance	% Variance
Beginning Fund Balance	**929,497**	**1,497**	**-**	**-**	**-**	**-**	**-**	**(310,331)**	**-100%**
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%	(1,099,104)	-100%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	-	1,850	-	-	-	-	-	(617)	-100%
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	350,000	287,017	7,250	7,250	981,460	974,210	13437%	766,704	357%
Operating Revenue	**2,012,602**	**307,076**	**1,623,750**	**1,623,750**	**981,460**	**(642,290)**	**-40%**	**(333,016)**	**-25%**
Total Revenue	**2,942,099**	**308,573**	**1,623,750**	**1,623,750**	**981,460**	**(642,290)**	**-40%**	**(643,347)**	**-40%**
Personnel Services	572,694	671,889	563,607	530,470	408,577	(155,030)	-28%	(183,108)	-31%
Materials and Services	318,718	25,545	571,193	566,388	572,884	1,691	0%	269,334	89%
Capital Outlay	-	-	-	-	-	-	-	-	-
Operating Expense	**891,412**	**697,433**	**1,134,799**	**1,096,858**	**981,460**	**(153,339)**	**-14%**	**86,226**	**10%**
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Total Appropriated	**891,412**	**697,433**	**1,134,799**	**1,096,858**	**981,460**	**(153,339)**	**-14%**	**86,226**	**10%**
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Total Expense	**891,412**	**697,433**	**1,134,799**	**1,096,858**	**981,460**	**(153,339)**	**-14%**	**86,226**	
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.

County Clerk

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 $12,000, 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

		FY 23-24 Actual	FY 24-25 Target	FY 24-25 Projected	FY 25-26 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	Yes
Shared Services	Yes
Grant Funding	No

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

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

CLACKAMAS COUNTY

130102-Board of Property Tax Appeals (BOPTA)

BCC Priority Alignment: Accountable Government

Program Budget Summary

	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	Budget-to-Budget: $ Variance	Budget-to-Budget: % Variance	Budget-to-3 Yr Avg: $ Variance	Budget-to-3 Yr Avg: % 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%	11,926	16116%
Operating Revenue	**-**	**-**	**12,000**	**222**	**12,000**	**-**	**0%**	**11,926**	**16116%**
Total Revenue	**-**	**-**	**12,000**	**222**	**12,000**	**-**	**0%**	**11,926**	**16116%**
Personnel Services	-	-	-	-	-	-	-	-	-
Materials and Services	7,887	10,046	12,000	8,700	12,000	-	0%	3,122	35%
Capital Outlay	-	-	-	-	-	-	-	-	-
Operating Expense	**7,887**	**10,046**	**12,000**	**8,700**	**12,000**	**-**	**0%**	**3,122**	**35%**
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Total Appropriated	**7,887**	**10,046**	**12,000**	**8,700**	**12,000**	**-**	**0%**	**3,122**	**35%**
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Total Expense	**7,887**	**10,046**	**12,000**	**8,700**	**12,000**	**-**	**0%**	**3,122**	
Revenues Less Expenses	(7,887)	(10,046)	-	(8,478)	-				

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

County Clerk

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

			FY 23-24 Actual	FY 24-25 Target	FY 24-25 Projected	FY 25-26 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.

CLACKAMAS COUNTY

130103-Elections

BCC Priority Alignment: Accountable Government

Program Budget Summary

						Budget-to-Budget:		Budget-to-3 Yr Avg:	
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	$ Variance	% Variance	$ Variance	% Variance
Beginning Fund Balance	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	8,004	3,141	-	-	-	-	-	(3,715)	-100%
Charges, Fees, License, Permits, Fines	93,141	296,287	-	-	-	-	-	(129,809)	-100%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	193,165	258,333	500,000	500,000	150,000	(350,000)	-70%	(167,166)	-53%
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	-	-	2,397,788	2,230,071	1,621,678	(776,110)	-32%	878,321	118%
Operating Revenue	**294,309**	**557,761**	**2,897,788**	**2,730,071**	**1,771,678**	**(1,126,110)**	**-39%**	**577,631**	**48%**
Total Revenue	**294,309**	**557,761**	**2,897,788**	**2,730,071**	**1,771,678**	**(1,126,110)**	**-39%**	**577,631**	**48%**
Personnel Services	598,533	566,346	824,288	855,555	986,065	161,776	20%	312,587	46%
Materials and Services	1,152,313	869,016	1,473,500	1,399,516	1,965,106	491,606	33%	824,824	72%
Capital Outlay	-	-	600,000	475,000	125,000	(475,000)	-79%	(33,333)	-21%
Operating Expense	**1,750,846**	**1,435,362**	**2,897,788**	**2,730,071**	**3,076,171**	**178,382**	**6%**	**1,104,078**	**56%**
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	202,849	145,711	-	-	-	-	-	(116,187)	-100%
Transfers	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Total Appropriated	**1,953,695**	**1,581,073**	**2,897,788**	**2,730,071**	**3,076,171**	**178,382**	**6%**	**987,891**	**47%**
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Total Expense	**1,953,695**	**1,581,073**	**2,897,788**	**2,730,071**	**3,076,171**	**178,382**	**6%**	**987,891**	
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 $240,000 budgeted for new equipment under professional services. Additionally, $125,000 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.

County Clerk

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

			FY 23-24 Actual	FY 24-25 Target	FY24-25 Projected	FY 25-26 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 FY 24-25.*

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.

CLACKAMAS COUNTY

130105-Recording

BCC Priority Alignment: Accountable Government

Program Budget Summary

						Budget-to-Budget:		Budget-to-3 Yr Avg:	
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	$ Variance	% Variance	$ Variance	% Variance
Beginning Fund Balance	**247,353**	**106,735**	**503,494**	**503,494**	**473,494**	**(30,000)**	**-6%**	**187,633**	**66%**
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%	1,040,707	144%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	-	1,264	-	-	-	-	-	(421)	-100%
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%**	**1,040,286**	**144%**
Total Revenue	**393,828**	**1,978,903**	**879,706**	**648,494**	**2,234,994**	**1,355,288**	**154%**	**1,227,919**	**122%**
Personnel Services	346,459	392,334	592,241	576,314	780,638	188,397	32%	342,269	78%
Materials and Services	135,779	124,112	126,253	117,100	149,864	23,611	19%	24,201	19%
Capital Outlay	-	-	-	-	-	-	-	-	-
Operating Expense	**482,237**	**516,446**	**718,494**	**693,414**	**930,502**	**212,008**	**30%**	**366,470**	**65%**
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%**	**366,470**	**65%**
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Total Expense	**482,237**	**516,446**	**1,368,656**	**693,414**	**930,502**	**(1,088,316)**	**-80%**	**366,470**	
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.

County Clerk

Records Management

Purpose Statement

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

			FY 23-24 Actual	FY 24-25 Target	FY 24-25 Projected	FY 25-26 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	YES
Shared Services	NO
Grant Funding	NO

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

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

CLACKAMAS COUNTY

130201-Records Management

#N/A

Program Budget Summary

						Budget-to-Budget:		Budget-to-3 Yr Avg:	
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	$ Variance	% Variance	$ 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%	552,404	218%
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%	552,404	218%
Total Revenue	-	-	747,368	759,761	805,658	58,290	8%	552,404	218%
Personnel Services	-	-	646,371	648,871	675,328	28,957	4%	459,038	212%
Materials and Services	-	-	100,997	110,890	130,330	29,333	29%	93,366	253%
Capital Outlay	-	-	-	-	-	-	-	-	-
Operating Expense	-	-	747,368	759,761	805,658	58,290	8%	552,404	218%
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Total Appropriated	-	-	747,368	759,761	805,658	58,290	8%	552,404	218%
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Total Expense	-	-	747,368	759,761	805,658	58,290	8%	552,404	
Revenues Less Expenses	-	-	-	-	-				

Notes:
#N/A

CLACKAMAS COUNTY

130106-Records Management OLD

BCC Priority Alignment: Accountable Government

Program Budget Summary

						Budget-to-Budget:		Budget-to-3 Yr Avg:	
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	$ Variance	% Variance	$ Variance	% Variance
Beginning Fund Balance	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	-	-	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines	657,269	654,120	-	-	-	-	-	(437,130)	-100%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	-	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-	-	-
Operating Revenue	**657,269**	**654,120**	**-**	**-**	**-**	**-**	**-**	**(437,130)**	**-100%**
Total Revenue	**657,269**	**654,120**	**-**	**-**	**-**	**-**	**-**	**(437,130)**	**-100%**
Personnel Services	572,235	609,041	-	-	-	-	-	(393,759)	-100%
Materials and Services	273,288	85,041	-	-	-	-	-	(119,443)	-100%
Capital Outlay	-	-	-	-	-	-	-	-	-
Operating Expense	**845,523**	**694,082**	**-**	**-**	**-**	**-**	**-**	**(513,202)**	**-100%**
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Total Appropriated	**845,523**	**694,082**	**-**	**-**	**-**	**-**	**-**	**(513,202)**	**-100%**
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Total Expense	**845,523**	**694,082**	**-**	**-**	**-**	**-**	**-**	**(513,202)**	
Revenues Less Expenses	(188,254)	(39,962)	-	-	-				

Notes:
None

CLACKAMAS COUNTY

130104-Passport

BCC Priority Alignment: Accountable Government

Program Budget Summary

						Budget-to-Budget:		Budget-to-3 Yr Avg:	
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	$ Variance	% Variance	$ 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

Justice Court

Budget Presentation

Fiscal Year 2025-2026

Department Budget Summary by Fund

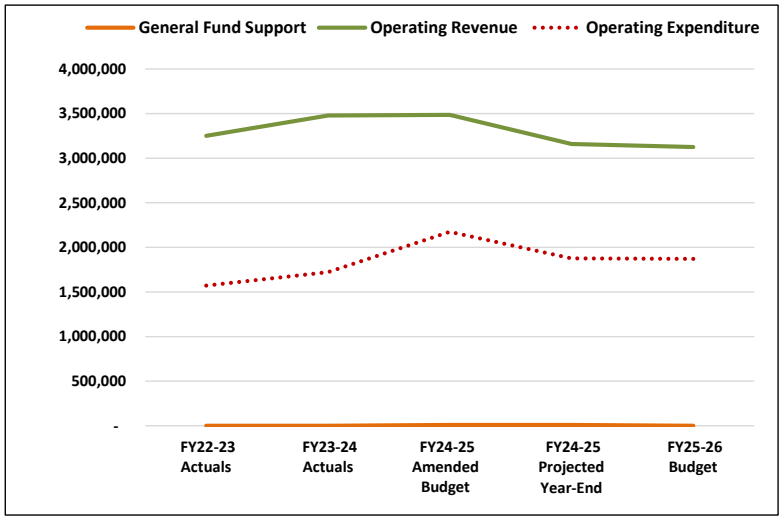
Line of Business	Program	FY25-26 General Fund (100)	FY25-26 Total Budget	FY25-26 General Fund Support in Budget*	% of Total	FY25-26 FTE ** Total	Filled	Vacant
Justice Court Services	Criminal Division	3,250,000	3,250,000	-	0.0%	6.5	6.0	0.5
	Civil Division	175,000	175,000	-	0.0%	0.5	-	0.5
	TOTAL	3,425,000	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%

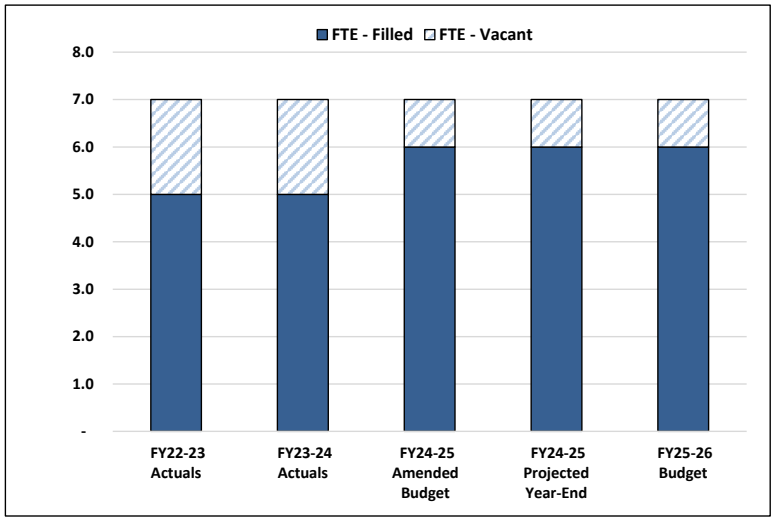
General Fund Support is a subsidy, net of any other revenue received by the department

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

25-Justice Court / 100-General Fund
Summary of Revenue and Expense

	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	Budget to Budget: $ Variance	Budget to Budget: % Variance	Budget to 3-Year Average: $ Variance	Budget to 3-Year Average: % Variance
Beginning Fund Balance	685,859	528,000	370,000	365,000	300,000	(70,000)	-19%	(226,286)	-43%
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	-	-	-	-	-	-	-	-
Charges, Fees, License, Permits	2,957,309	3,286,453	3,281,701	3,050,000	3,050,000	(231,701)	-7%	(47,921)	-2%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	293,539	191,247	155,000	100,000	75,000	(80,000)	-52%	(119,929)	-62%
Other Interfund Transfers	-	-	40,924	-	-	(40,924)	-100%	-	-
General Fund Support	-	-	7,969	7,969	-	(7,969)	-100%	(2,656)	-100%
Operating Revenue	**3,250,848**	**3,477,700**	**3,485,594**	**3,157,969**	**3,125,000**	**(360,594)**	**-10%**	**(170,506)**	**-5%**
Total Revenue	**3,936,707**	**4,005,700**	**3,855,594**	**3,522,969**	**3,425,000**	**(430,594)**	**-11%**	**(396,792)**	**-10%**
Personnel Services	639,726	773,364	956,504	957,005	963,519	7,015	1%	173,487	22%
Materials and Services	930,490	949,117	1,217,972	919,288	907,043	(310,928)	-26%	(25,922)	-3%
Capital Outlay	-	-	-	-	-	-	-	-	-
Operating Expenditure	**1,570,216**	**1,722,481**	**2,174,476**	**1,876,293**	**1,870,563**	**(303,913)**	**-14%**	**147,566**	**9%**
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	672,168	1,204,774	1,200,000	1,200,000	1,300,000	100,000	8%	274,353	27%
Transfers	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Total Appropriated	**2,242,384**	**2,927,255**	**3,374,476**	**3,076,293**	**3,170,563**	**(203,913)**	**-6%**	**421,918**	**15%**
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Total Expense	**2,242,384**	**2,927,255**	**3,374,476**	**3,076,293**	**3,170,563**	**(203,913)**	**-6%**	**421,918**	
Revenues Less Expenses	**1,694,323**	**1,078,445**	**481,118**	**446,676**	**254,437**				
Full Time Equivalent (FTE)				*As Of 03/2025*					
FTE - Total	7.0	7.0	7.0	7.0	7.0	-			
FTE - Filled	5.0	5.0	6.0	6.0	6.0	-			
FTE - Vacant	2.0	2.0	1.0	1.0	1.0	-			





FY25-26 Looking Ahead

CHALLENGES

- Postage costs are increasing for mailing required court documents to parties in court cases.

OPPORTUNITIES

- The court will access an email program in its software to enable emailing of court documents to parties in court cases in order to reduce postage costs.
- The court is working with Technology Services to obtain software that will allow public viewing of court documents in order to save staff time in processing and sending court documents to parties.

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	N
Shared Services	N
Grant Funding	N

CLACKAMAS COUNTY

250101-Criminal Division

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

Program Budget Summary

						Budget-to-Budget:		Budget-to-3 Yr Avg:	
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	$ Variance	% Variance	$ Variance	% Variance
Beginning Fund Balance	**685,859**	**528,000**	**370,000**	**365,000**	**300,000**	**(70,000)**	**-19%**	**(226,286)**	**-43%**
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%	(59,300)	-2%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	293,409	191,247	155,000	100,000	75,000	(80,000)	-52%	(119,886)	-62%
Other Interfund Transfers	-	-	40,924	-	-	(40,924)	-100%	-	-
General Fund Support	-	-	7,969	7,969	-	(7,969)	-100%	(2,656)	-100%
Operating Revenue	**3,098,388**	**3,304,168**	**3,350,594**	**2,992,969**	**2,950,000**	**(400,594)**	**-12%**	**(181,841)**	**-6%**
Total Revenue	**3,784,247**	**3,832,168**	**3,720,594**	**3,357,969**	**3,250,000**	**(470,594)**	**-13%**	**(408,128)**	**-11%**
Personnel Services	587,989	718,262	899,097	899,598	906,589	7,491	1%	171,306	23%
Materials and Services	930,030	942,241	1,208,372	910,188	897,943	(310,428)	-26%	(29,543)	-3%
Capital Outlay	-	-	-	-	-	-	-	-	-
Operating Expense	**1,518,018**	**1,660,503**	**2,107,469**	**1,809,786**	**1,804,532**	**(302,937)**	**-14%**	**141,763**	**9%**
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	672,168	1,204,774	1,200,000	1,200,000	1,300,000	100,000	8%	274,353	27%
Transfers	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Total Appropriated	**2,190,186**	**2,865,277**	**3,307,469**	**3,009,786**	**3,104,532**	**(202,937)**	**-6%**	**416,115**	**15%**
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Total Expense	**2,190,186**	**2,865,277**	**3,307,469**	**3,009,786**	**3,104,532**	**(202,937)**	**-6%**	**416,115**	
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

		FY 22-23 Actual	FY 23-24 Actual	FY 24-25 Target	FY 24-25 Actuals	FY 25-26 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	N
Shared Services	N
Grant Funding	N

CLACKAMAS COUNTY

250102-Civil Division

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

Program Budget Summary

						Budget-to-Budget:		Budget-to-3 Yr Avg:	
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	$ Variance	% Variance	$ 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%	11,379	7%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	130	-	-	-	-	-	-	(43)	-100%
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-	-	-
Operating Revenue	**152,461**	**173,532**	**135,000**	**165,000**	**175,000**	**40,000**	**30%**	**11,336**	**7%**
Total Revenue	**152,461**	**173,532**	**135,000**	**165,000**	**175,000**	**40,000**	**30%**	**11,336**	**7%**
Personnel Services	51,738	55,102	57,407	57,407	56,931	(476)	-1%	2,182	4%
Materials and Services	460	6,877	9,600	9,100	9,100	(500)	-5%	3,621	66%
Capital Outlay	-	-	-	-	-	-	-	-	-
Operating Expense	**52,198**	**61,978**	**67,007**	**66,507**	**66,031**	**(976)**	**-1%**	**5,803**	**10%**
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Total Appropriated	**52,198**	**61,978**	**67,007**	**66,507**	**66,031**	**(976)**	**-1%**	**5,803**	**10%**
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Total Expense	**52,198**	**61,978**	**67,007**	**66,507**	**66,031**	**(976)**	**-1%**	**5,803**	
Revenues Less Expenses	100,263	111,554	67,993	98,493	108,969				

Notes:
None

Sheriff's Office

Budget Presentation

Fiscal Year 2025-2026

CLACKAMAS COUNTY

CLACKAMAS COUNTY

Sheriff's Office (CCSO) (21)

Department Budget Summary by Fund

Line of Business	Program	FY25-26 General Fund (100)	FY25-26 Sheriff's 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	10,087,093				-	10,087,093	9,852,093	98%	39.0	33.0	6.0
	Patrol	19,687,842				-	19,687,842	19,195,842	98%	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	9,978,313				-	9,978,313	9,309,563	93%	42.0	41.0	1.0
	Parole and Probation	18,897,447					18,897,447	6,830,784	36%	83.0	75.0	8.0
	Jail	28,047,052		-		200,000	28,247,052	27,886,552	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
		122,550,001	32,580,281	56,500	44,500	200,000	155,431,282	86,562,001	56%	607.0	560.0	47.0
	FY24-25 Budget (Amended)	113,307,103	31,673,172	126,500	933,742	-	146,040,517	78,216,704	54%	607.0	553.0	54.0
	$ Increase (Decrease)	9,242,898	907,109	(70,000)	(889,242)	200,000	9,390,765	8,345,297		0.0	7.0	-7.0
	% Increase (Decrease)	8%	3%	-55%	-95%	-	6%	11%		0%	1%	-13%

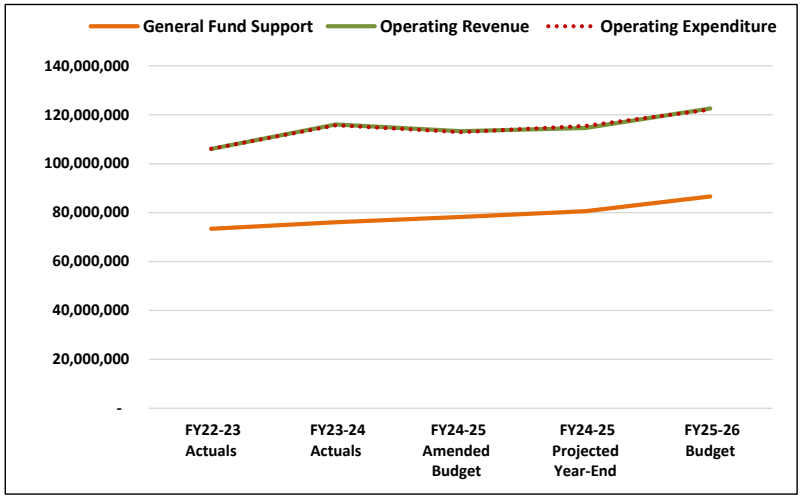
General Fund Support is a subsidy, net of any other revenue received by the department

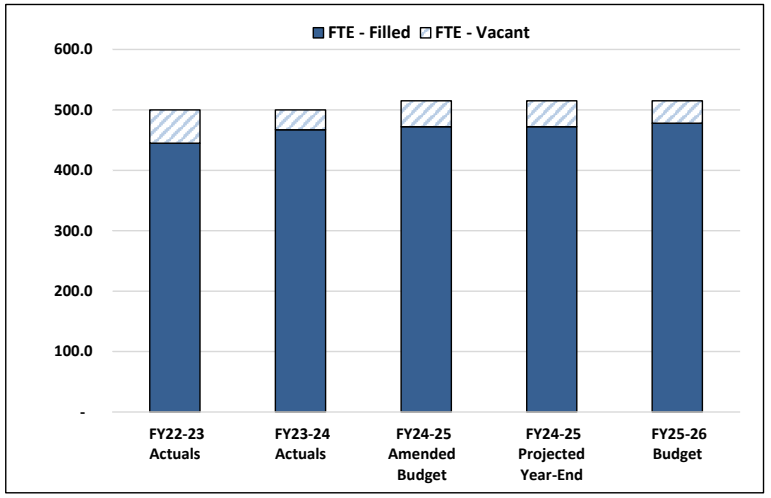
***** ELED Personnel Services are shown as "Contracted Labor". FTE rolls up into department 80***

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

21-Sheriff's Office (CCSO) / 100-General Fund
Summary of Revenue and Expense

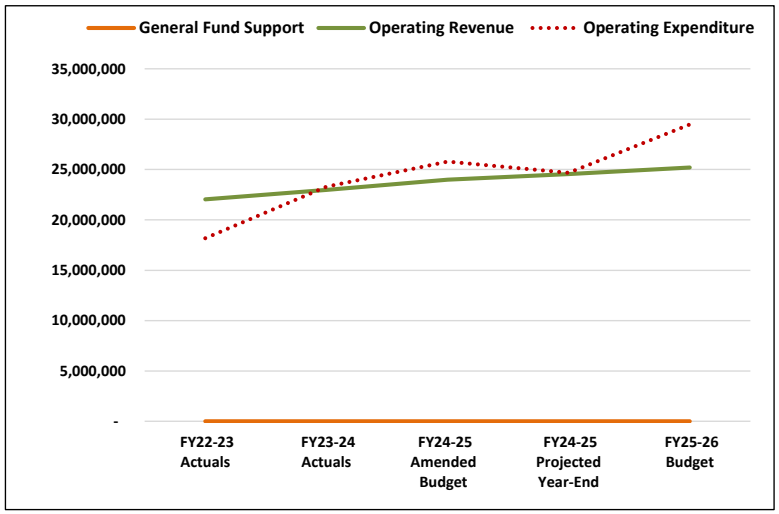
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	Budget to Budget: $ Variance	Budget to Budget: % Variance	Budget to 3-Year Average: $ Variance	Budget to 3-Year Average: % Variance
Beginning Fund Balance	519,147	295,588	80,904	1,356,510	-	(80,904)	-100%	(723,748)	-100%
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	10,238,001	14,210,112	13,577,726	12,552,443	12,493,163	(1,084,563)	-8%	159,644	1%
Charges, Fees, License, Permits	16,077,398	18,019,949	20,625,423	20,877,015	22,779,837	2,154,414	10%	4,455,050	24%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	6,322,191	7,669,265	364,625	491,821	315,000	(49,625)	-14%	(4,512,759)	-93%
Other Interfund Transfers	-	-	441,720	37,500	400,000	(41,720)	-9%	387,500	3100%
General Fund Support	73,371,047	76,055,612	78,216,704	80,568,806	86,562,001	8,345,297	11%	9,896,846	13%
Operating Revenue	**106,008,638**	**115,954,937**	**113,226,198**	**114,527,585**	**122,550,001**	**9,323,803**	**8%**	**10,386,281**	**9%**
Total Revenue	**106,527,785**	**116,250,525**	**113,307,102**	**115,884,095**	**122,550,001**	**9,242,899**	**8%**	**9,662,533**	**9%**
Personnel Services	81,981,903	88,960,812	84,567,385	87,200,000	92,499,999	7,932,614	9%	6,452,427	7%
Materials and Services	20,573,663	24,799,040	25,557,035	27,500,000	27,500,000	1,942,965	8%	3,209,099	13%
Capital Outlay	3,501,214	1,887,486	2,689,067	700,000	2,100,000	(589,067)	-22%	70,434	3%
Operating Expenditure	**106,056,780**	**115,647,337**	**112,813,487**	**115,400,000**	**122,099,999**	**9,286,512**	**8%**	**9,731,960**	**9%**
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	250,697	342,804	232,920	223,400	250,000	17,080	7%	(22,300)	-8%
Transfers	146,181	186,322	260,696	260,696	200,000	(60,696)	-23%	2,267	1%
Contingency	-	-	-	-	-	-	-	-	-
Total Appropriated	**106,453,658**	**116,176,463**	**113,307,103**	**115,884,096**	**122,549,999**	**9,242,896**	**8%**	**9,711,926**	**9%**
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Total Expense	**106,453,658**	**116,176,463**	**113,307,103**	**115,884,096**	**122,549,999**	**9,242,896**	**8%**	**9,711,926**	
Revenues Less Expenses	**74,127**	**74,062**	**-**	**-**	**-**				
Full Time Equivalent (FTE)				*As Of 03/2025*					
FTE - Total	500.0	500.0	515.0	515.0	515.0	-			
FTE - Filled	445.0	467.0	472.0	472.0	478.0	6.0			
FTE - Vacant	55.0	33.0	43.0	43.0	37.0	(6.0)			

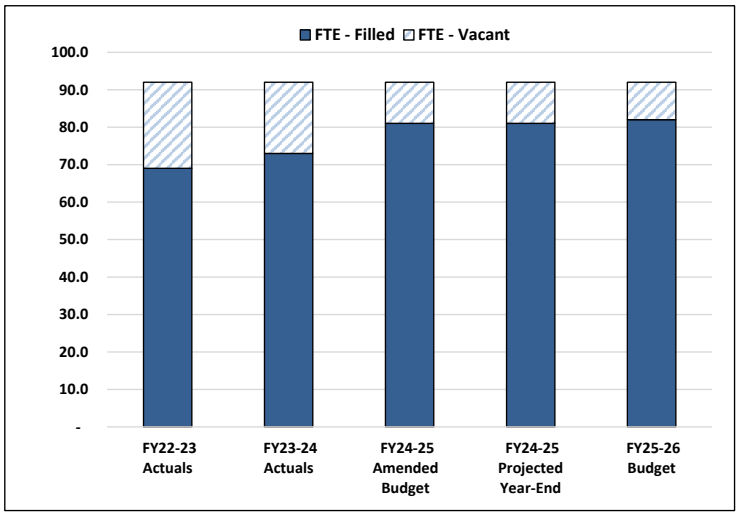




21-Sheriff's Office (CCSO) / 206-Sheriff's Operating Levy
Summary of Revenue and Expense

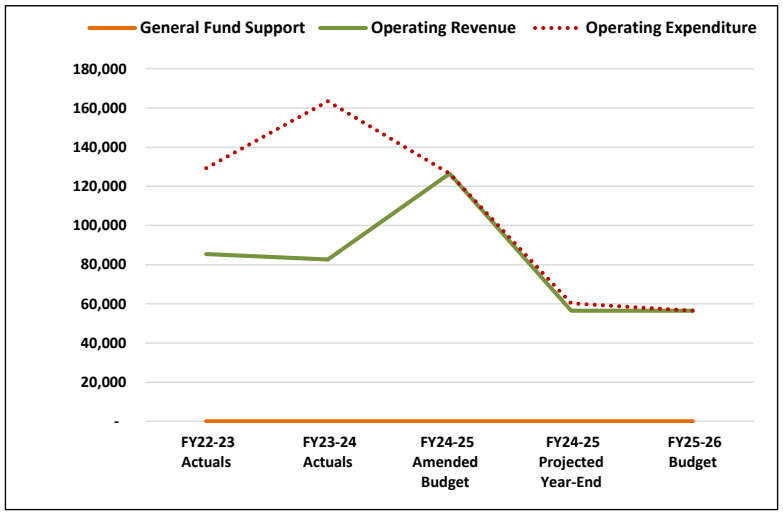
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	Budget to Budget: $ Variance	Budget to Budget: % Variance	Budget to 3-Year Average: $ Variance	Budget to 3-Year Average: % Variance
Beginning Fund Balance	3,981,389	7,808,077	7,684,147	7,495,281	7,370,281	(313,866)	-4%	942,032	15%
Taxes	21,531,563	22,314,439	23,821,825	24,110,000	24,910,000	1,088,175	5%	2,258,000	10%
Federal, State, Local, All Other Gifts	225,676	86,180	2,200	10,000	-	(2,200)	-100%	(107,285)	-100%
Charges, Fees, License, Permits	-	-	-	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	280,831	578,948	165,000	425,000	300,000	135,000	82%	(128,260)	-30%
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%**	**2,022,454**	**9%**
Total Revenue	**26,019,459**	**30,787,644**	**31,673,172**	**32,040,281**	**32,580,281**	**907,109**	**3%**	**2,964,486**	**10%**
Personnel Services	9,792,606	13,312,263	17,076,686	14,750,000	18,204,039	1,127,353	7%	5,585,749	44%
Materials and Services	7,267,903	9,008,368	7,473,779	8,910,001	9,270,000	1,796,221	24%	874,576	10%
Capital Outlay	1,127,565	971,733	1,240,739	1,010,000	2,000,000	759,261	61%	963,567	93%
Operating Expenditure	**18,188,074**	**23,292,363**	**25,791,205**	**24,670,001**	**29,474,039**	**3,682,834**	**14%**	**7,423,893**	**34%**
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	23,308	-	-	-	-	-	-	(7,769)	-100%
Transfers	-	-	-	-	-	-	-	-	-
Contingency	-	-	5,881,967	-	3,106,242	(2,775,725)	-47%	3,106,242	-
Total Appropriated	**18,211,382**	**23,292,363**	**31,673,172**	**24,670,001**	**32,580,281**	**907,109**	**3%**	**10,522,365**	**48%**
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Total Expense	**18,211,382**	**23,292,363**	**31,673,172**	**24,670,001**	**32,580,281**	**907,109**	**3%**	**10,522,365**	
Revenues Less Expenses	**7,808,077**	**7,495,281**	**-**	**7,370,280**	**-**				
Full Time Equivalent (FTE)				*As Of 03/2025*					
FTE - Total	92.0	92.0	92.0	92.0	92.0	-			
FTE - Filled	69.0	73.0	81.0	81.0	82.0	1.0			
FTE - Vacant	23.0	19.0	11.0	11.0	10.0	(1.0)			

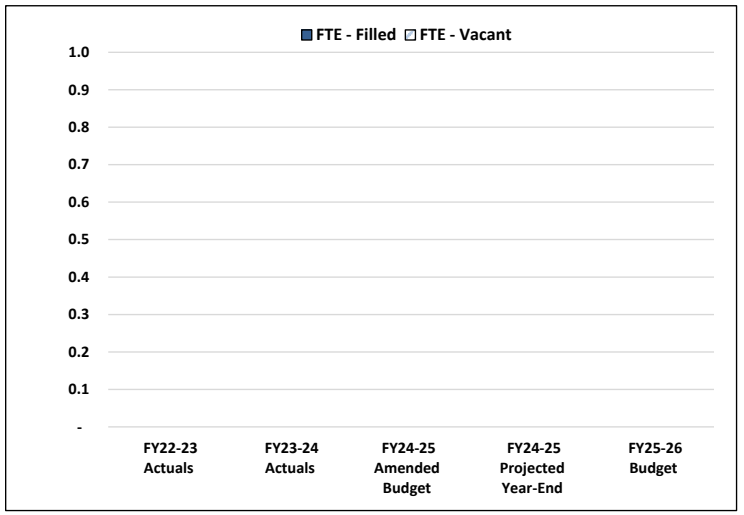




21-Sheriff's Office (CCSO) / 207-Inmate Welfare Special Fund
Summary of Revenue and Expense

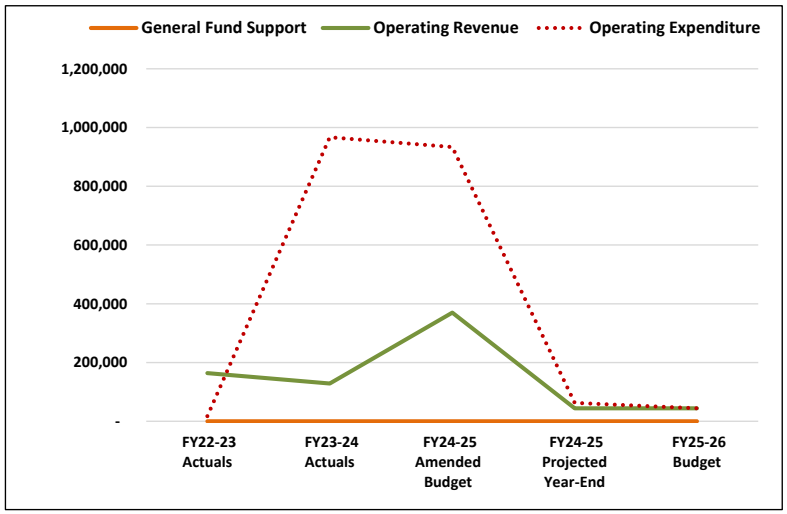
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	Budget to Budget: $ Variance	Budget to Budget: % Variance	Budget to 3-Year Average: $ Variance	Budget to 3-Year Average: % Variance
Beginning Fund Balance	128,301	84,534	-	3,800	-	-	-	(72,212)	-100%
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	-	-	-	-	-	-	-	-
Charges, Fees, License, Permits	85,462	80,135	125,000	55,000	55,000	(70,000)	-56%	(18,533)	-25%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	14	2,560	1,500	1,500	1,500	-	0%	142	10%
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-	-	-
Operating Revenue	**85,476**	**82,695**	**126,500**	**56,500**	**56,500**	**(70,000)**	**-55%**	**(18,391)**	**-25%**
Total Revenue	**213,778**	**167,229**	**126,500**	**60,300**	**56,500**	**(70,000)**	**-55%**	**(90,602)**	**-62%**
Personnel Services	-	-	-	-	-	-	-	-	-
Materials and Services	129,244	163,429	126,500	60,300	56,500	(70,000)	-55%	(61,157)	-52%
Capital Outlay	-	-	-	-	-	-	-	-	-
Operating Expenditure	**129,244**	**163,429**	**126,500**	**60,300**	**56,500**	**(70,000)**	**-55%**	**(61,157)**	**-52%**
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Total Appropriated	**129,244**	**163,429**	**126,500**	**60,300**	**56,500**	**(70,000)**	**-55%**	**(61,157)**	**-52%**
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Total Expense	**129,244**	**163,429**	**126,500**	**60,300**	**56,500**	**(70,000)**	**-55%**	**(61,157)**	
Revenues Less Expenses	**84,534**	**3,800**	**-**	**-**	**-**				
Full Time Equivalent (FTE)				*As Of 03/2025*					
FTE - Total	-	-	-	-	-	-			
FTE - Filled	-	-	-	-	-	-			
FTE - Vacant	-	-	-	-	-	-			

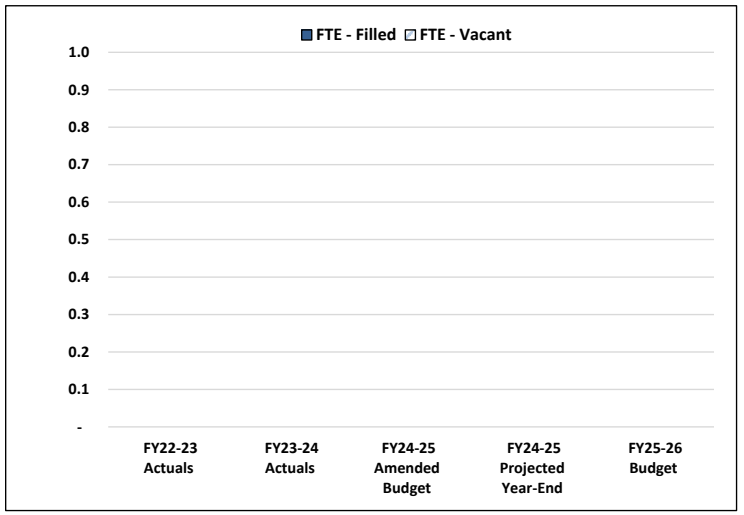




21-Sheriff's Office (CCSO) / 209-CCSO Forfeitures
Summary of Revenue and Expense

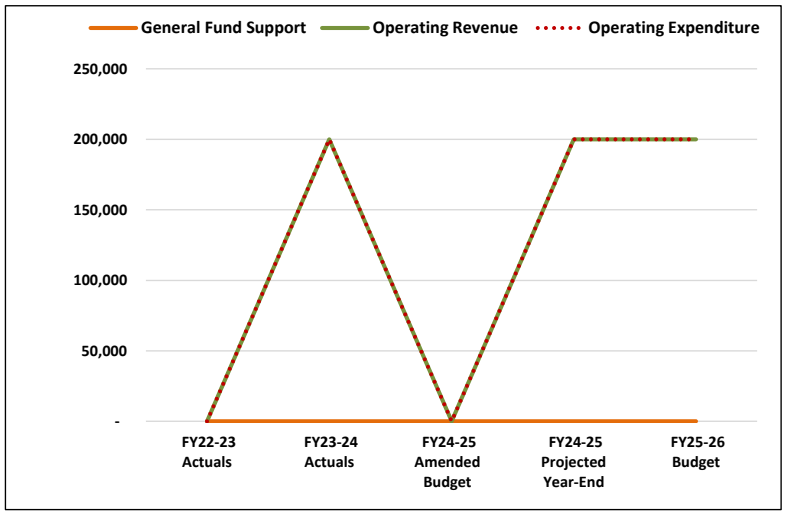
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	Budget to Budget: $ Variance	Budget to Budget: % Variance	Budget to 3-Year Average: $ Variance	Budget to 3-Year Average: % Variance
Beginning Fund Balance	710,075	856,677	563,742	18,487	-	(563,742)	-100%	(528,413)	-100%
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	161,943	90,096	350,000	43,500	43,500	(306,500)	-88%	(55,013)	-56%
Charges, Fees, License, Permits	-	-	-	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	2,151	38,607	20,000	1,000	1,000	(19,000)	-95%	(12,919)	-93%
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-	-	-
Operating Revenue	**164,094**	**128,703**	**370,000**	**44,500**	**44,500**	**(325,500)**	**-88%**	**(67,932)**	**-60%**
Total Revenue	**874,168**	**985,380**	**933,742**	**62,987**	**44,500**	**(889,242)**	**-95%**	**(596,345)**	**-93%**
Personnel Services	-	442,394	-	-	-	-	-	(147,465)	-100%
Materials and Services	85	1,160	164,357	70	100	(164,257)	-100%	(338)	-77%
Capital Outlay	17,406	523,339	769,385	62,917	44,400	(724,985)	-94%	(156,821)	-78%
Operating Expenditure	**17,491**	**966,893**	**933,742**	**62,987**	**44,500**	**(889,242)**	**-95%**	**(304,624)**	**-87%**
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Total Appropriated	**17,491**	**966,893**	**933,742**	**62,987**	**44,500**	**(889,242)**	**-95%**	**(304,624)**	**-87%**
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Total Expense	**17,491**	**966,893**	**933,742**	**62,987**	**44,500**	**(889,242)**	**-95%**	**(304,624)**	
Revenues Less Expenses	**856,677**	**18,487**	**-**	**-**	**-**				
Full Time Equivalent (FTE)				*As Of 03/2025*					
FTE - Total	-	-	-	-	-	-			
FTE - Filled	-	-	-	-	-	-			
FTE - Vacant	-	-	-	-	-	-			

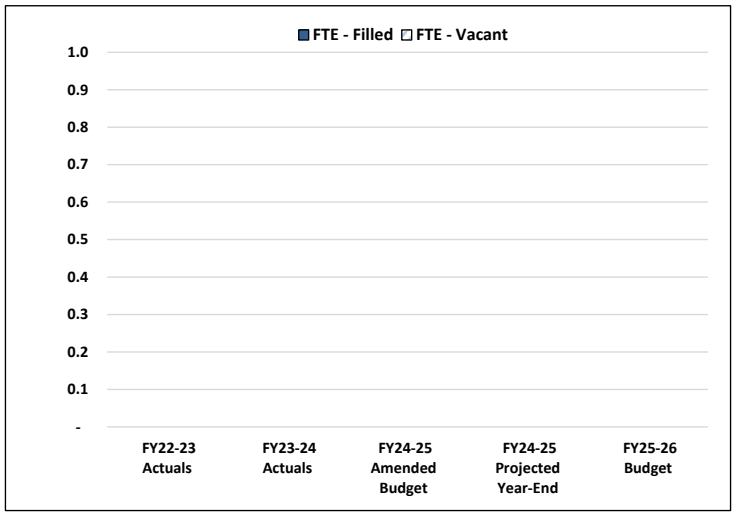




21-Sheriff's Office (CCSO) / 230-Special Grants Fund
Summary of Revenue and Expense

	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	Budget to Budget: $ Variance	Budget to Budget: % Variance	Budget to 3-Year Average: $ Variance	Budget to 3-Year Average: % Variance
Beginning Fund Balance	-	-	-	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	-	-	-	-	-	-	-	-
Charges, Fees, License, Permits	-	-	-	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	-	199,999	-	200,000	200,000	200,000	-	66,667	50%
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-	-	-
Operating Revenue	**-**	**199,999**	**-**	**200,000**	**200,000**	**200,000**	**-**	**66,667**	**50%**
Total Revenue	**-**	**199,999**	**-**	**200,000**	**200,000**	**200,000**	**-**	**66,667**	**50%**
Personnel Services	-	-	-	-	-	-	-	-	-
Materials and Services	-	199,999	-	200,000	200,000	200,000	-	66,667	50%
Capital Outlay	-	-	-	-	-	-	-	-	-
Operating Expenditure	**-**	**199,999**	**-**	**200,000**	**200,000**	**200,000**	**-**	**66,667**	**50%**
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Total Appropriated	**-**	**199,999**	**-**	**200,000**	**200,000**	**200,000**	**-**	**66,667**	**50%**
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Total Expense	**-**	**199,999**	**-**	**200,000**	**200,000**	**200,000**	**-**	**66,667**	
Revenues Less Expenses	**-**	**-**	**-**	**-**	**-**				
Full Time Equivalent (FTE)				*As Of 03/2025*					
FTE - Total	-	-	-	-	-	-			
FTE - Filled	-	-	-	-	-	-			
FTE - Vacant	-	-	-	-	-	-			





FY25-26 Looking Ahead

CHALLENGES

- Increasing personnel costs and materials & services costs to include fuel, vehicles, jail food, jail medical, and safety equipment.
- Aging vehicle fleet, with an estimated 35% at or near end-of-life.
- Demand on law enforcement services due to the lack of community resources for mental health and substance abuse disorders.
- Increasing demand for jail beds, combined with an inefficient and failing jail infrastructure.

OPPORTUNITIES

- Grant funding, including the Justice Reinvestment Initiative, Jail-Based Medications for Opioid Use Disorder Program, and Organized Retail Theft Grant, allows funding of best practices.
- The Sheriff's Crisis Stabilization Center will be a critical law enforcement resource. The center is expected to help reduce demands on jail services and law enforcement in Clackamas County.
- Proposed 1115 Medicaid waiver expansion to allow coverage of healthcare costs up to 90 days before release from custody. It is expected to help reduce jail medical costs and lower recidivism rates.

CLACKAMAS COUNTY

Sheriff's Office (CCSO) (21)

Department Budget Summary by Fund

Line of Business	Program	FY25-26 General Fund (100)	FY25-26 Sheriff's 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	10,087,093				-	10,087,093	9,852,093	98%	39.0	33.0	6.0
	Patrol	19,687,842				-	19,687,842	19,195,842	98%	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	9,978,313				-	9,978,313	9,309,563	93%	42.0	41.0	1.0
	Parole and Probation	18,897,447					18,897,447	6,830,784	36%	83.0	75.0	8.0
	Jail	28,047,052		-		200,000	28,247,052	27,886,552	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
		122,550,001	32,580,281	56,500	44,500	200,000	155,431,282	86,562,001	56%	607.0	560.0	47.0
	FY24-25 Budget (Amended)	113,307,103	31,673,172	126,500	933,742	-	146,040,517	78,216,704	54%	607.0	553.0	54.0
	$ Increase (Decrease)	9,242,898	907,109	(70,000)	(889,242)	200,000	9,390,765	8,345,297		0.0	7.0	-7.0
	% Increase (Decrease)	8%	3%	-55%	-95%	-	6%	11%		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	Y
Shared Services	N
Grant Funding	N

Explanation

Explanation

Mandated Services:
Oregon Revised Statutes Section 206.010 outlines the general duties of the Sheriff. The Sheriff is the chief executive officer and conservator of the peace of the county. It is the Sheriff's duty to:
1) Arrest and commit to prison all persons who break the peace, or attempt to break it, and all persons guilty of public offenses.
2) Defend the county against those who, by riot or otherwise, endanger the public peace or safety.
3)Execute the process and orders of the courts of justice or of judicial officers, when delivered to the sheriff for that purpose, according to law.
4)Execute all warrants delivered to the sheriff for that purpose by other public officers, according to law.
5)Attend, upon call, the Supreme Court, Court of Appeals, Oregon Tax Court, circuit court, justice court or county court held within the county, and to obey its lawful orders or directions. [Amended by 1985 c.339 §1]

CLACKAMAS COUNTY

210101-Office of the Sheriff

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

Program Budget Summary

						Budget-to-Budget:		Budget-to-3 Yr Avg:	
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	$ Variance	% Variance	$ Variance	% Variance
Beginning Fund Balance	-	-	-	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	80	-	949	-	-	-	(343)	-100%
Charges, Fees, License, Permits, Fines	409,246	477,564	1,229,954	1,229,954	1,461,057	231,103	19%	755,469	107%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	8,037	2,875	3,500	7,670	-	(3,500)	-100%	(6,194)	-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%	(972,297)	-34%
Operating Revenue	**4,258,250**	**3,003,927**	**2,966,606**	**3,529,496**	**3,373,859**	**407,253**	**14%**	**(223,365)**	**-6%**
Total Revenue	**4,258,250**	**3,003,927**	**2,966,606**	**3,529,496**	**3,373,859**	**407,253**	**14%**	**(223,365)**	**-6%**
Personnel Services	2,200,226	2,689,674	2,596,294	2,903,902	2,921,337	325,043	13%	323,403	12%
Materials and Services	434,355	302,517	358,099	625,594	452,522	94,423	26%	(1,633)	0%
Capital Outlay	-	-	-	-	-	-	-	-	-
Operating Expense	**2,634,580**	**2,992,191**	**2,954,393**	**3,529,496**	**3,373,859**	**419,466**	**14%**	**321,770**	**11%**
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	12,211	11,736	12,213	-	-	(12,213)	-100%	(7,982)	-100%
Contingency	-	-	-	-	-	-	-	-	-
Total Appropriated	**2,646,791**	**3,003,927**	**2,966,606**	**3,529,496**	**3,373,859**	**407,253**	**14%**	**313,788**	**10%**
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Total Expense	**2,646,791**	**3,003,927**	**2,966,606**	**3,529,496**	**3,373,859**	**395,040**	**13%**	**313,788**	
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 workgroup coordinates the budget process for each of the 18 Performance Clackamas programs within the Sheriff's Office, including the Enhanced Law Enforcement District and Public Safety Local Option Levy. Staff in this workgroup provide financial monitoring, supportive services, payroll services, contracting support, and assistance in applying for financial assistance opportunities.

Key Performance Measures

		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	Yes
Shared Services	No
Grant Funding	No
Explanation	CCSO finance is required to follow the provisions of Oregon Budget Law

CLACKAMAS COUNTY

210102-Finance

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

Program Budget Summary

						Budget-to-Budget:		Budget-to-3 Yr Avg:	
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	$ Variance	% Variance	$ 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%	250,522	77%
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%	(69,787)	-8%
Operating Revenue	**1,195,831**	**1,157,023**	**1,396,277**	**1,088,428**	**1,327,829**	**(68,448)**	**-5%**	**180,735**	**16%**
Total Revenue	**1,195,831**	**1,157,023**	**1,396,277**	**1,088,428**	**1,327,829**	**(68,448)**	**-5%**	**180,735**	**16%**
Personnel Services	951,225	1,136,097	1,254,183	948,852	1,177,929	(76,254)	-6%	165,871	16%
Materials and Services	84,006	147,457	142,094	139,576	149,900	7,806	5%	26,220	21%
Capital Outlay	-	-	-	-	-	-	-	-	-
Operating Expense	**1,035,231**	**1,283,554**	**1,396,277**	**1,088,428**	**1,327,829**	**(68,448)**	**-5%**	**192,091**	**17%**
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%**	**192,091**	**17%**
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Total Expense	**1,035,231**	**1,283,554**	**1,396,277**	**1,088,428**	**1,327,829**	**(68,448)**	**-5%**	**192,091**	
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	No
Shared Services	No
Grant Funding	No

Explanation

CLACKAMAS COUNTY

210103-Operational Support

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

Program Budget Summary

						Budget-to-Budget:		Budget-to-3 Yr Avg:	
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	$ Variance	% Variance	$ Variance	% Variance
Beginning Fund Balance	-	-	-	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	467,251	20,424	-	34	-	-	-	(162,570)	-100%
Charges, Fees, License, Permits, Fines	1,240,798	2,573,379	2,691,142	2,777,089	3,736,585	1,045,443	39%	1,539,496	70%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	125,718	188,108	92,000	62,896	63,500	(28,500)	-31%	(62,074)	-49%
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	8,791,012	6,919,009	4,219,997	5,713,371	4,294,265	74,268	2%	(2,846,866)	-40%
Operating Revenue	**10,624,779**	**9,700,920**	**7,003,139**	**8,553,390**	**8,094,350**	**1,091,211**	**16%**	**(1,532,013)**	**-16%**
Total Revenue	**10,624,779**	**9,700,920**	**7,003,139**	**8,553,390**	**8,094,350**	**1,091,211**	**16%**	**(1,532,013)**	**-16%**
Personnel Services	4,325,321	4,998,503	4,976,552	5,044,703	6,764,648	1,788,096	36%	1,975,139	41%
Materials and Services	2,962,194	4,750,419	1,505,214	3,285,158	1,329,702	(175,512)	-12%	(2,336,222)	-64%
Capital Outlay	2,450,031	1,391,657	521,373	223,529	-	(521,373)	-100%	(1,355,072)	-100%
Operating Expense	**9,737,545**	**11,140,580**	**7,003,139**	**8,553,390**	**8,094,350**	**1,091,211**	**16%**	**(1,716,155)**	**-17%**
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Total Appropriated	**9,737,545**	**11,140,580**	**7,003,139**	**8,553,390**	**8,094,350**	**1,091,211**	**16%**	**(1,716,155)**	**-17%**
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Total Expense	**9,737,545**	**11,140,580**	**7,003,139**	**8,553,390**	**8,094,350**	**1,091,211**	**16%**	**(1,716,155)**	
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]

CLACKAMAS COUNTY

210104-Professional Standards

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

Program Budget Summary

						Budget-to-Budget:		Budget-to-3 Yr Avg:	
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	$ Variance	% Variance	$ 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%	106,529	193%
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%	52,155	33%
Operating Revenue	**289,929**	**135,445**	**144,404**	**218,368**	**373,265**	**228,861**	**158%**	**158,684**	**74%**
Total Revenue	**289,929**	**135,445**	**144,404**	**218,368**	**373,265**	**228,861**	**158%**	**158,684**	**74%**
Personnel Services	234,621	89,089	123,585	190,391	321,489	197,904	160%	150,122	88%
Materials and Services	16,423	21,503	20,819	27,977	51,776	30,957	149%	29,808	136%
Capital Outlay	-	-	-	-	-	-	-	-	-
Operating Expense	**251,044**	**110,592**	**144,404**	**218,368**	**373,265**	**228,861**	**158%**	**179,930**	**93%**
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Total Appropriated	**251,044**	**110,592**	**144,404**	**218,368**	**373,265**	**228,861**	**158%**	**179,930**	**93%**
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Total Expense	**251,044**	**110,592**	**144,404**	**218,368**	**373,265**	**228,861**	**158%**	**179,930**	
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	No
Shared Services	No
Grant Funding	No

Explanation

CLACKAMAS COUNTY

210105-Public Information Office (PIO)

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

Program Budget Summary

						Budget-to-Budget:		Budget-to-3 Yr Avg:	
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	$ Variance	% Variance	$ Variance	% Variance
Beginning Fund Balance	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	1,121	-	-	-	-	-	(374)	-100%
Charges, Fees, License, Permits, Fines	73,345	179,140	372,100	371,750	473,381	101,281	27%	265,303	128%
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%	29,170	5%
Operating Revenue	**547,658**	**916,930**	**931,915**	**932,495**	**1,093,127**	**161,212**	**17%**	**294,099**	**37%**
Total Revenue	**547,658**	**916,930**	**931,915**	**932,495**	**1,093,127**	**161,212**	**17%**	**294,099**	**37%**
Personnel Services	421,127	832,649	832,641	798,613	919,982	87,341	10%	235,852	34%
Materials and Services	53,186	114,420	99,274	133,882	173,145	73,871	74%	72,649	72%
Capital Outlay	-	-	-	-	-	-	-	-	-
Operating Expense	**474,312**	**947,069**	**931,915**	**932,495**	**1,093,127**	**161,212**	**17%**	**308,501**	**39%**
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Total Appropriated	**474,312**	**947,069**	**931,915**	**932,495**	**1,093,127**	**161,212**	**17%**	**308,501**	**39%**
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Total Expense	**474,312**	**947,069**	**931,915**	**932,495**	**1,093,127**	**161,212**	**17%**	**308,501**	
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]

CLACKAMAS COUNTY

210202-City of Estacada

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

Program Budget Summary

						Budget-to-Budget:		Budget-to-3 Yr Avg:	
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	$ Variance	% Variance	$ Variance	% Variance
Beginning Fund Balance	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	215	-	-	-	-	-	(72)	-100%
Charges, Fees, License, Permits, Fines	812,498	978,517	1,142,539	1,186,667	1,513,159	370,620	32%	520,598	52%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	-	635	-	-	-	-	-	(212)	-100%
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-	-	-
Operating Revenue	**812,498**	**979,366**	**1,142,539**	**1,186,667**	**1,513,159**	**370,620**	**32%**	**520,315**	**52%**
Total Revenue	**812,498**	**979,366**	**1,142,539**	**1,186,667**	**1,513,159**	**370,620**	**32%**	**520,315**	**52%**
Personnel Services	600,513	687,765	813,983	883,510	1,076,404	262,421	32%	352,475	49%
Materials and Services	106,575	186,943	296,462	302,824	403,755	107,292	36%	204,974	103%
Capital Outlay	26,433	-	32,093	333	33,000	907	3%	24,078	270%
Operating Expense	**733,520**	**874,708**	**1,142,539**	**1,186,667**	**1,513,159**	**370,620**	**32%**	**581,527**	**62%**
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Total Appropriated	**733,520**	**874,708**	**1,142,539**	**1,186,667**	**1,513,159**	**370,620**	**32%**	**581,527**	**62%**
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Total Expense	**733,520**	**874,708**	**1,142,539**	**1,186,667**	**1,513,159**	**370,620**	**32%**	**581,527**	
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	No
Shared Services	No
Grant Funding	No

Explanation

Mandated Services:
Oregon Revised Statutes Section 206.010 outlines the general duties of the Sheriff. The Sheriff is the chief executive officer and conservator of the peace of the county. It is the Sheriff's duty to:
1) Arrest and commit to prison all persons who break the peace, or attempt to break it, and all persons guilty of public offenses.
2) Defend the county against those who, by riot or otherwise, endanger the public peace or safety.
3)Execute the process and orders of the courts of justice or of judicial officers, when delivered to the sheriff for that purpose, according to law.
4)Execute all warrants delivered to the sheriff for that purpose by other public officers, according to law.
5)Attend, upon call, the Supreme Court, Court of Appeals, Oregon Tax Court, circuit court, justice court or county court held within the county, and to obey its lawful orders or directions. [Amended by 1985 c.339 §1]

CLACKAMAS COUNTY

210203-City of Happy Valley

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

Program Budget Summary

						Budget-to-Budget:		Budget-to-3 Yr Avg:	
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	$ Variance	% Variance	$ Variance	% Variance
Beginning Fund Balance	-	-	-	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	1,754	-	-	-	-	-	(585)	-100%
Charges, Fees, License, Permits, Fines	4,333,968	4,786,899	5,044,793	4,944,737	5,374,638	329,845	7%	686,103	15%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	-	24,979	-	-	-	-	-	(8,326)	-100%
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%**	**677,193**	**14%**
Total Revenue	**4,333,968**	**4,813,632**	**5,044,793**	**4,944,737**	**5,374,638**	**329,845**	**7%**	**677,193**	**14%**
Personnel Services	3,507,608	3,610,524	3,712,833	3,759,588	3,918,096	205,262	6%	292,189	8%
Materials and Services	616,978	973,159	1,185,246	1,183,848	1,406,542	221,296	19%	481,880	52%
Capital Outlay	136,519	-	146,714	1,301	50,000	(96,714)	-66%	4,060	9%
Operating Expense	**4,261,105**	**4,583,683**	**5,044,793**	**4,944,737**	**5,374,638**	**329,844**	**7%**	**778,130**	**17%**
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%**	**778,130**	**17%**
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Total Expense	**4,261,105**	**4,583,683**	**5,044,793**	**4,944,737**	**5,374,638**	**329,844**	**7%**	**778,130**	
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 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]

CLACKAMAS COUNTY

210204-City of Wilsonville

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

Program Budget Summary

						Budget-to-Budget:		Budget-to-3 Yr Avg:	
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	$ Variance	% Variance	$ Variance	% Variance
Beginning Fund Balance	-	-	-	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	1,753	-	-	-	-	-	(584)	-100%
Charges, Fees, License, Permits, Fines	5,531,673	5,873,566	5,815,426	6,310,173	6,706,260	890,834	15%	801,123	14%
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%**	**800,538**	**14%**
Total Revenue	**5,531,673**	**5,875,319**	**5,815,426**	**6,310,173**	**6,706,260**	**890,834**	**15%**	**800,538**	**14%**
Personnel Services	4,494,299	4,424,396	4,270,809	4,816,673	4,785,089	514,280	12%	206,633	5%
Materials and Services	826,763	1,288,762	1,377,842	1,490,950	1,871,171	493,329	36%	669,013	56%
Capital Outlay	164,123	-	166,775	2,550	50,000	(116,775)	-70%	(5,558)	-10%
Operating Expense	**5,485,184**	**5,713,158**	**5,815,426**	**6,310,173**	**6,706,260**	**890,834**	**15%**	**870,088**	**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%**	**870,088**	**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%**	**870,088**	
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]

CLACKAMAS COUNTY

210205-Critical Incident Response

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

Program Budget Summary

						Budget-to-Budget:		Budget-to-3 Yr Avg:	
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	$ Variance	% Variance	$ Variance	% Variance
Beginning Fund Balance	-	-	-	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	-	-	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines	125,415	(10)	-	-	-	-	-	(41,802)	-100%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	821	-	-	-	(274)	-100%
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	804,306	652,761	365,310	608,674	629,248	263,938	72%	(59,332)	-9%
Operating Revenue	**929,721**	**652,751**	**365,310**	**609,495**	**629,248**	**263,938**	**72%**	**(101,408)**	**-14%**
Total Revenue	**929,721**	**652,751**	**365,310**	**609,495**	**629,248**	**263,938**	**72%**	**(101,408)**	**-14%**
Personnel Services	701,336	457,859	227,296	414,826	323,180	95,883	42%	(201,494)	-38%
Materials and Services	102,969	270,166	107,839	192,541	306,068	198,229	184%	117,509	62%
Capital Outlay	-	95,967	30,175	2,128	-	(30,175)	-100%	(32,698)	-100%
Operating Expense	**804,305**	**823,992**	**365,310**	**609,495**	**629,248**	**263,937**	**72%**	**(116,683)**	**-16%**
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Total Appropriated	**804,305**	**823,992**	**365,310**	**609,495**	**629,248**	**263,937**	**72%**	**(116,683)**	**-16%**
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Total Expense	**804,305**	**823,992**	**365,310**	**609,495**	**629,248**	**263,937**	**72%**	**(116,683)**	
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.

CLACKAMAS COUNTY

210206-Enhanced Law Enforcement District (ELED)

BCC Priority Alignment: Not Applicable

Program Budget Summary

						Budget-to-Budget:		Budget-to-3 Yr Avg:	
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	$ Variance	% Variance	$ Variance	% Variance
Beginning Fund Balance	**61,014**	**75,596**	**-**	**-**	**-**	**-**	**-**	**(45,537)**	**-100%**
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	930	-	-	-	-	-	(310)	-100%
Charges, Fees, License, Permits, Fines	-	-	-	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	5,950,620	7,009,016	-	-	-	-	-	(4,319,879)	-100%
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-	-	-
Operating Revenue	**5,950,620**	**7,009,946**	**-**	**-**	**-**	**-**	**-**	**(4,320,189)**	**-100%**
Total Revenue	**6,011,634**	**7,085,542**	**-**	**-**	**-**	**-**	**-**	**(4,365,725)**	**-100%**
Personnel Services	5,811,050	7,009,016	0	-	-	(0)	-100%	(4,273,355)	-100%
Materials and Services	-	-	-	-	-	-	-	-	-
Capital Outlay	-	-	-	-	-	-	-	-	-
Operating Expense	**5,811,050**	**7,009,016**	**0**	**-**	**-**	**(0)**	**-100%**	**(4,273,355)**	**-100%**
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Total Appropriated	**5,811,050**	**7,009,016**	**0**	**-**	**-**	**(0)**	**-100%**	**(4,273,355)**	**-100%**
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Total Expense	**5,811,050**	**7,009,016**	**0**	**-**	**-**	**(0)**	**-100%**	**(4,273,355)**	
Revenues Less Expenses	200,584	76,526	-	-	-				

Notes:
None

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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: No

Shared Services: No

Grant Funding: No

Explanation

CLACKAMAS COUNTY

210207-Family Justice Center (FJC)

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

Program Budget Summary

						Budget-to-Budget:		Budget-to-3 Yr Avg:	
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	$ Variance	% Variance	$ Variance	% Variance
Beginning Fund Balance	-	-	-	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	3,053	348	-	450	-	-	-	(1,284)	-100%
Charges, Fees, License, Permits, Fines	-	-	-	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	-	4,568	-	-	-	-	-	(1,523)	-100%
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	1,531,757	2,005,362	2,074,984	2,187,332	2,552,367	477,383	23%	644,217	34%
Operating Revenue	**1,534,810**	**2,010,278**	**2,074,984**	**2,187,782**	**2,552,367**	**477,383**	**23%**	**641,410**	**34%**
Total Revenue	**1,534,810**	**2,010,278**	**2,074,984**	**2,187,782**	**2,552,367**	**477,383**	**23%**	**641,410**	**34%**
Personnel Services	1,343,242	1,875,713	1,703,626	1,886,582	2,141,028	437,401	26%	439,182	26%
Materials and Services	188,373	216,214	330,545	285,146	411,339	80,794	24%	181,428	79%
Capital Outlay	-	-	40,813	16,054	-	(40,813)	-100%	(5,351)	-100%
Operating Expense	**1,531,616**	**2,091,927**	**2,074,984**	**2,187,782**	**2,552,367**	**477,382**	**23%**	**615,259**	**32%**
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%**	**615,259**	**32%**
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Total Expense	**1,531,616**	**2,091,927**	**2,074,984**	**2,187,782**	**2,552,367**	**477,382**	**23%**	**615,259**	
Revenues Less Expenses	3,194	(81,649)	-	-	-				

Notes:
The purpose of the Family Justic 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 Services	Yes
Shared Services	No
Grant Funding	No

Mandated Services: Oregon Revised Statutes Section 206.010 outlines the general duties of the Sheriff. The Sheriff is the chief executive officer and conservator of the peace of the county. It is the Sheriff's duty to:
1) Arrest and commit to prison all persons who break the peace, or attempt to break it, and all persons guilty of public offenses.
2) Defend the county against those who, by riot or otherwise, endanger the public peace or safety.
3)Execute the process and orders of the courts of justice or of judicial officers, when delivered to the sheriff for that purpose, according to law.
4)Execute all warrants delivered to the sheriff for that purpose by other public officers, according to law.
5)Attend, upon call, the Supreme Court, Court of Appeals, Oregon Tax Court, circuit court, justice court or county court held within the county, and to obey its lawful orders or directions. [Amended by 1985 c.339 §1]

CLACKAMAS COUNTY

210208-Investigations

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

Program Budget Summary

						Budget-to-Budget:		Budget-to-3 Yr Avg:	
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	$ Variance	% Variance	$ Variance	% Variance
Beginning Fund Balance	-	-	-	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	203,467	342,326	265,933	235,000	(107,326)	-31%	78,533	50%
Charges, Fees, License, Permits, Fines	67	95	-	313,264	-	-	-	(104,475)	-100%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	8,910	115,748	10,800	104,846	-	(10,800)	-100%	(76,501)	-100%
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	7,095,845	6,930,035	8,373,154	8,696,226	9,852,093	1,478,939	18%	2,278,058	30%
Operating Revenue	**7,104,821**	**7,249,345**	**8,726,280**	**9,380,269**	**10,087,093**	**1,360,813**	**16%**	**2,175,615**	**27%**
Total Revenue	**7,104,821**	**7,249,345**	**8,726,280**	**9,380,269**	**10,087,093**	**1,360,813**	**16%**	**2,175,615**	**27%**
Personnel Services	6,169,584	6,484,024	6,891,167	8,084,605	8,337,141	1,445,973	21%	1,424,403	21%
Materials and Services	413,593	777,286	1,369,463	1,207,264	1,684,952	315,489	23%	885,571	111%
Capital Outlay	-	8,196	435,650	-	-	(435,650)	-100%	(2,732)	-100%
Operating Expense	**6,583,178**	**7,269,506**	**8,696,280**	**9,291,869**	**10,022,093**	**1,325,812**	**15%**	**2,307,242**	**30%**
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	30,000	88,400	65,000	35,000	117%	35,533	121%
Transfers	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Total Appropriated	**6,583,178**	**7,269,506**	**8,726,280**	**9,380,269**	**10,087,093**	**1,360,812**	**16%**	**2,342,775**	**30%**
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Total Expense	**6,583,178**	**7,269,506**	**8,726,280**	**9,380,269**	**10,087,093**	**1,360,812**	**16%**	**2,342,775**	
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 Services	Y
Shared Services	N
Grant Funding	Y

Explanation

Mandated Services:
Oregon Revised Statutes Section 206.010 outlines the general duties of the Sheriff. The Sheriff is the chief executive officer and conservator of the peace of the county. It is the Sheriff's duty to:
1) Arrest and commit to prison all persons who break the peace, or attempt to break it, and all persons guilty of public offenses.
2) Defend the county against those who, by riot or otherwise, endanger the public peace or safety.
3)Execute the process and orders of the courts of justice or of judicial officers, when delivered to the sheriff for that purpose, according to law.
4)Execute all warrants delivered to the sheriff for that purpose by other public officers, according to law.
5)Attend, upon call, the Supreme Court, Court of Appeals, Oregon Tax Court, circuit court, justice court or county court held within the county, and to obey its lawful orders or directions. [Amended by 1985 c.339 §1]

CLACKAMAS COUNTY

210209-Patrol

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

Program Budget Summary

						Budget-to-Budget:		Budget-to-3 Yr Avg:	
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	$ Variance	% Variance	$ Variance	% Variance
Beginning Fund Balance	**458,133**	**95,004**	**80,904**	**134,985**	**-**	**(80,904)**	**-100%**	**(229,374)**	**-100%**
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	611,357	471,109	487,835	1,218,263	485,000	(2,835)	-1%	(281,910)	-37%
Charges, Fees, License, Permits, Fines	306,051	491,244	329,800	162,151	-	(329,800)	-100%	(319,815)	-100%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	5,396	56,038	37,325	7,398	7,000	(30,325)	-81%	(15,944)	-69%
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	13,717,232	15,639,253	17,580,715	16,077,628	19,195,842	1,615,127	9%	4,051,138	27%
Operating Revenue	**14,640,036**	**16,657,643**	**18,435,675**	**17,465,440**	**19,687,842**	**1,252,167**	**7%**	**3,433,469**	**21%**
Total Revenue	**15,098,169**	**16,752,647**	**18,516,579**	**17,600,425**	**19,687,842**	**1,171,263**	**6%**	**3,204,095**	**19%**
Personnel Services	14,433,676	13,767,246	14,465,021	14,259,329	14,208,745	(256,276)	-2%	55,328	0%
Materials and Services	3,109,976	3,376,317	3,396,832	2,932,387	3,512,097	115,265	3%	372,537	12%
Capital Outlay	18	14,429	654,726	408,709	1,967,000	1,312,274	200%	1,825,948	1295%
Operating Expense	**17,543,670**	**17,157,992**	**18,516,579**	**17,600,425**	**19,687,842**	**1,171,263**	**6%**	**2,253,813**	**13%**
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Total Appropriated	**17,543,670**	**17,157,992**	**18,516,579**	**17,600,425**	**19,687,842**	**1,171,263**	**6%**	**2,253,813**	**13%**
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Total Expense	**17,543,670**	**17,157,992**	**18,516,579**	**17,600,425**	**19,687,842**	**1,171,263**	**6%**	**2,253,813**	
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.

CLACKAMAS COUNTY

210210-Traffic Enforcement

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

Program Budget Summary

						Budget-to-Budget:		Budget-to-3 Yr Avg:	
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	$ Variance	% Variance	$ Variance	% Variance
Beginning Fund Balance	-	-	-	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	69,390	56,156	195,000	24,500	-	(195,000)	-100%	(50,015)	-100%
Charges, Fees, License, Permits, Fines	-	(5)	-	-	-	-	-	2	-100%
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%	62,969	7%
Operating Revenue	**923,839**	**778,525**	**1,226,896**	**1,240,438**	**993,889**	**(233,007)**	**-19%**	**12,955**	**1%**
Total Revenue	**923,839**	**778,525**	**1,226,896**	**1,240,438**	**993,889**	**(233,007)**	**-19%**	**12,955**	**1%**
Personnel Services	1,028,177	932,023	1,033,206	1,075,874	785,894	(247,312)	-24%	(226,131)	-22%
Materials and Services	53,505	125,726	143,994	164,564	207,995	64,001	44%	93,397	81%
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%**	**(132,734)**	**-12%**
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%**	**(132,734)**	**-12%**
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Total Expense	**1,081,682**	**1,057,749**	**1,226,896**	**1,240,438**	**993,889**	**(233,007)**	**-19%**	**(132,734)**	
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.

CLACKAMAS COUNTY

210211-CCSO Forfeitures

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

Program Budget Summary

						Budget-to-Budget:		Budget-to-3 Yr Avg:	
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	$ Variance	% Variance	$ Variance	% Variance
Beginning Fund Balance	**710,075**	**856,677**	**563,742**	**18,487**	**-**	**(563,742)**	**-100%**	**(528,413)**	**-100%**
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	161,943	90,096	350,000	43,500	43,500	(306,500)	-88%	(55,013)	-56%
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%	(12,919)	-93%
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-	-	-
Operating Revenue	**164,094**	**128,703**	**370,000**	**44,500**	**44,500**	**(325,500)**	**-88%**	**(67,932)**	**-60%**
Total Revenue	**874,168**	**985,380**	**933,742**	**62,987**	**44,500**	**(889,242)**	**-95%**	**(596,345)**	**-93%**
Personnel Services	-	442,394	-	-	-	-	-	(147,465)	-100%
Materials and Services	85	1,160	164,357	70	100	(164,257)	-100%	(338)	-77%
Capital Outlay	17,406	523,339	769,385	62,917	44,400	(724,985)	-94%	(156,821)	-78%
Operating Expense	**17,491**	**966,893**	**933,742**	**62,987**	**44,500**	**(889,242)**	**-95%**	**(304,624)**	**-87%**
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Total Appropriated	**17,491**	**966,893**	**933,742**	**62,987**	**44,500**	**(889,242)**	**-95%**	**(304,624)**	**-87%**
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Total Expense	**17,491**	**966,893**	**933,742**	**62,987**	**44,500**	**(889,242)**	**-95%**	**(304,624)**	
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 court9 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]

CLACKAMAS COUNTY

210302-Civil

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

Program Budget Summary

						Budget-to-Budget:		Budget-to-3 Yr Avg:	
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	$ Variance	% Variance	$ Variance	% Variance
Beginning Fund Balance	-	-	-	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	4,490	572	-	534	-	-	-	(1,866)	-100%
Charges, Fees, License, Permits, Fines	1,274,307	932,678	1,219,684	730,000	668,750	(550,934)	-45%	(310,245)	-32%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	-	483	-	-	-	-	-	(161)	-100%
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	4,755,234	5,193,209	5,799,934	6,310,499	9,309,563	3,509,629	61%	3,889,916	72%
Operating Revenue	**6,034,031**	**6,126,943**	**7,019,618**	**7,041,033**	**9,978,313**	**2,958,695**	**42%**	**3,577,644**	**56%**
Total Revenue	**6,034,031**	**6,126,943**	**7,019,618**	**7,041,033**	**9,978,313**	**2,958,695**	**42%**	**3,577,644**	**56%**
Personnel Services	4,635,458	5,222,083	5,152,614	5,426,620	7,971,120	2,818,506	55%	2,876,400	56%
Materials and Services	985,243	1,213,115	1,743,973	1,614,413	2,007,193	263,219	15%	736,269	58%
Capital Outlay	14,549	-	123,030	-	-	(123,030)	-100%	(4,850)	-100%
Operating Expense	**5,635,250**	**6,435,198**	**7,019,618**	**7,041,033**	**9,978,313**	**2,958,695**	**42%**	**3,607,819**	**57%**
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Total Appropriated	**5,635,250**	**6,435,198**	**7,019,618**	**7,041,033**	**9,978,313**	**2,958,695**	**42%**	**3,607,819**	**57%**
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Total Expense	**5,635,250**	**6,435,198**	**7,019,618**	**7,041,033**	**9,978,313**	**2,958,695**	**42%**	**3,607,819**	
Revenues Less Expenses	398,781	(308,255)	-	-	-				

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 maner.

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

CLACKAMAS COUNTY

210303-Parole and Probation

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

Program Budget Summary

						Budget-to-Budget:		Budget-to-3 Yr Avg:	
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	$ Variance	% Variance	$ Variance	% Variance
Beginning Fund Balance	**-**	**-**	**-**	**1,221,525**	**-**	**-**	**-**	**(407,175)**	**-100%**
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%	1,030,403	10%
Charges, Fees, License, Permits, Fines	529,690	636,592	373,736	571,260	-	(373,736)	-100%	(579,181)	-100%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	43,524	7,701	-	87,632	9,000	9,000	-	(37,286)	-81%
Other Interfund Transfers	-	-	441,720	37,500	400,000	(41,720)	-9%	387,500	3100%
General Fund Support	4,196,477	5,067,546	7,755,857	5,740,109	6,830,784	(925,073)	-12%	1,829,407	37%
Operating Revenue	**13,711,139**	**17,886,581**	**20,993,878**	**17,202,092**	**18,897,447**	**(2,096,431)**	**-10%**	**2,630,843**	**16%**
Total Revenue	**13,711,139**	**17,886,581**	**20,993,878**	**18,423,617**	**18,897,447**	**(2,096,431)**	**-10%**	**2,223,668**	**13%**
Personnel Services	11,070,121	11,873,480	14,831,221	12,618,923	13,841,567	(989,654)	-7%	1,987,392	17%
Materials and Services	3,896,332	4,546,342	5,635,833	5,489,367	4,783,879	(851,954)	-15%	139,866	3%
Capital Outlay	-	67,625	273,904	32,632	-	(273,904)	-100%	(33,419)	-100%
Operating Expense	**14,966,453**	**16,487,447**	**20,740,958**	**18,140,922**	**18,625,446**	**(2,115,512)**	**-10%**	**2,093,839**	**13%**
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	250,697	342,804	202,920	135,000	185,000	(17,920)	-9%	(57,834)	-24%
Transfers	-	-	50,000	147,696	87,000	37,000	74%	37,768	77%
Contingency	-	-	-	-	-	-	-	-	-
Total Appropriated	**15,217,150**	**16,830,251**	**20,993,878**	**18,423,618**	**18,897,446**	**(2,096,432)**	**-10%**	**2,073,773**	**12%**
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Total Expense	**15,217,150**	**16,830,251**	**20,993,878**	**18,423,618**	**18,897,446**	**(2,059,432)**	**-10%**	**2,073,773**	
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]

CLACKAMAS COUNTY

210304-Jail

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

Program Budget Summary

						Budget-to-Budget:		Budget-to-3 Yr Avg:	
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	$ Variance	% Variance	$ Variance	% Variance
Beginning Fund Balance	**-**	**124,989**	**-**	**-**	**-**	**-**	**-**	**(41,663)**	**-100%**
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	136,563	1,277,441	130,000	275,775	115,500	(14,500)	-11%	(447,760)	-79%
Charges, Fees, License, Permits, Fines	5,570	5,000	-	6,800	-	-	-	(5,790)	-100%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	-	241,429	45,000	233,333	245,000	200,000	444%	86,746	55%
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	23,574,813	25,759,164	26,455,142	28,372,605	27,886,552	1,431,410	5%	1,984,358	8%
Operating Revenue	**23,716,946**	**27,283,034**	**26,630,142**	**28,888,513**	**28,247,052**	**1,616,910**	**6%**	**1,617,554**	**6%**
Total Revenue	**23,716,946**	**27,408,022**	**26,630,142**	**28,888,513**	**28,247,052**	**1,616,910**	**6%**	**1,575,891**	**6%**
Personnel Services	17,845,561	20,169,313	19,195,435	21,423,623	20,383,609	1,188,174	6%	570,776	3%
Materials and Services	5,773,760	5,493,793	7,022,106	7,346,846	7,750,443	728,337	10%	1,545,643	25%
Capital Outlay	709,542	200,848	214,118	5,044	-	(214,118)	-100%	(305,145)	-100%
Operating Expense	**24,328,863**	**25,863,954**	**26,431,659**	**28,775,513**	**28,134,052**	**1,702,393**	**6%**	**1,811,275**	**7%**
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	133,970	174,586	198,483	113,000	113,000	(85,483)	-43%	(27,519)	-20%
Contingency	-	-	-	-	-	-	-	-	-
Total Appropriated	**24,462,833**	**26,038,540**	**26,630,142**	**28,888,513**	**28,247,052**	**1,616,910**	**6%**	**1,783,756**	**7%**
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Total Expense	**24,462,833**	**26,038,540**	**26,630,142**	**28,888,513**	**28,247,052**	**1,531,427**	**6%**	**1,783,756**	
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.

CLACKAMAS COUNTY

210305-Inmate Welfare

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

Program Budget Summary

						Budget-to-Budget:		Budget-to-3 Yr Avg:	
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	$ Variance	% Variance	$ Variance	% Variance
Beginning Fund Balance	**128,301**	**84,534**	**-**	**3,800**	**-**	**-**	**-**	**(72,212)**	**-100%**
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%	(18,533)	-25%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	14	2,560	1,500	1,500	1,500	-	0%	142	10%
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-	-	-
Operating Revenue	**85,476**	**82,695**	**126,500**	**56,500**	**56,500**	**(70,000)**	**-55%**	**(18,391)**	**-25%**
Total Revenue	**213,778**	**167,229**	**126,500**	**60,300**	**56,500**	**(70,000)**	**-55%**	**(90,602)**	**-62%**
Personnel Services	-	-	-	-	-	-	-	-	-
Materials and Services	129,244	163,429	126,500	60,300	56,500	(70,000)	-55%	(61,157)	-52%
Capital Outlay	-	-	-	-	-	-	-	-	-
Operating Expense	**129,244**	**163,429**	**126,500**	**60,300**	**56,500**	**(70,000)**	**-55%**	**(61,157)**	**-52%**
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Total Appropriated	**129,244**	**163,429**	**126,500**	**60,300**	**56,500**	**(70,000)**	**-55%**	**(61,157)**	**-52%**
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Total Expense	**129,244**	**163,429**	**126,500**	**60,300**	**56,500**	**(70,000)**	**-55%**	**(61,157)**	
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.

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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: No

Shared Services: No

Grant Funding: No

Explanation

CLACKAMAS COUNTY

210402-Public Safety Training Center (PSTC)

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

Program Budget Summary

						Budget-to-Budget:		Budget-to-3 Yr Avg:	
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	$ Variance	% Variance	$ Variance	% Variance
Beginning Fund Balance	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	4,450	-	-	-	-	-	-	(1,483)	-100%
Charges, Fees, License, Permits, Fines	917,785	757,895	937,475	804,396	1,079,645	142,170	15%	252,953	31%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	163,007	216,377	167,500	187,225	190,500	23,000	14%	1,631	1%
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	438,009	378,978	-	468,396	172,349	172,349	-	(256,112)	-60%
Operating Revenue	**1,523,250**	**1,353,250**	**1,104,975**	**1,460,017**	**1,442,494**	**337,519**	**31%**	**(3,012)**	**0%**
Total Revenue	**1,523,250**	**1,353,250**	**1,104,975**	**1,460,017**	**1,442,494**	**337,519**	**31%**	**(3,012)**	**0%**
Personnel Services	775,951	878,119	843,739	937,409	906,587	62,848	7%	42,760	5%
Materials and Services	333,532	461,489	261,236	522,608	535,907	274,671	105%	96,698	22%
Capital Outlay	-	102,974	-	-	-	-	-	(34,325)	-100%
Operating Expense	**1,109,483**	**1,442,581**	**1,104,975**	**1,460,017**	**1,442,494**	**337,519**	**31%**	**105,133**	**8%**
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%**	**105,133**	**8%**
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Total Expense	**1,109,483**	**1,442,581**	**1,104,975**	**1,460,017**	**1,442,494**	**337,519**	**31%**	**105,133**	
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 Services: No

Shared Services: No

Grant Funding: No

Explanation

CLACKAMAS COUNTY

210403-Training & Wellness

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

Program Budget Summary

						Budget-to-Budget:		Budget-to-3 Yr Avg:	
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	$ Variance	% Variance	$ Variance	% Variance
Beginning Fund Balance	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	-	-	414	-	-	-	(138)	-100%
Charges, Fees, License, Permits, Fines	317,502	-	856,819	856,819	1,029,699	172,880	20%	638,259	163%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	16,980	1,307	8,500	-	-	(8,500)	-100%	(6,095)	-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%	(720,146)	-35%
Operating Revenue	**2,344,839**	**2,564,078**	**2,203,341**	**2,488,752**	**2,377,769**	**174,428**	**8%**	**(88,121)**	**-4%**
Total Revenue	**2,344,839**	**2,564,078**	**2,203,341**	**2,488,752**	**2,377,769**	**174,428**	**8%**	**(88,121)**	**-4%**
Personnel Services	1,432,806	1,823,240	1,643,178	1,725,977	1,716,155	72,977	4%	55,481	3%
Materials and Services	616,052	733,740	560,163	755,055	661,614	101,451	18%	(40,002)	-6%
Capital Outlay	-	5,790	-	7,720	-	-	-	(4,503)	-100%
Operating Expense	**2,048,859**	**2,562,770**	**2,203,341**	**2,488,752**	**2,377,769**	**174,428**	**8%**	**10,976**	**0%**
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%**	**10,976**	**0%**
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Total Expense	**2,048,859**	**2,562,770**	**2,203,341**	**2,488,752**	**2,377,769**	**174,428**	**8%**	**10,976**	
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.

CLACKAMAS COUNTY

210502-Sheriff Operating Levy

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

Program Budget Summary

						Budget-to-Budget:		Budget-to-3 Yr Avg:	
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	$ Variance	% Variance	$ Variance	% Variance
Beginning Fund Balance	**3,981,389**	**7,808,077**	**7,684,147**	**7,495,281**	**7,370,281**	**(313,866)**	**-4%**	**942,032**	**15%**
Taxes	21,531,563	22,314,439	23,821,825	24,110,000	24,910,000	1,088,175	5%	2,258,000	10%
Federal, State, Local, All Other Gifts	225,676	86,180	2,200	10,000	-	(2,200)	-100%	(107,285)	-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%	(128,260)	-30%
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%**	**2,022,454**	**9%**
Total Revenue	**26,019,459**	**30,787,644**	**31,673,172**	**32,040,281**	**32,580,281**	**907,109**	**3%**	**2,964,486**	**10%**
Personnel Services	9,792,606	13,312,263	17,076,686	14,750,000	18,204,039	1,127,353	7%	5,585,749	44%
Materials and Services	7,267,903	9,008,368	7,473,779	8,910,001	9,270,000	1,796,221	24%	874,576	10%
Capital Outlay	1,127,565	971,733	1,240,739	1,010,000	2,000,000	759,261	61%	963,567	93%
Operating Expense	**18,188,074**	**23,292,363**	**25,791,205**	**24,670,001**	**29,474,039**	**3,682,834**	**14%**	**7,423,893**	**34%**
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	23,308	-	-	-	-	-	-	(7,769)	-100%
Transfers	-	-	-	-	-	-	-	-	-
Contingency	-	-	5,881,967	-	3,106,242	(2,775,725)	-47%	3,106,242	-
Total Appropriated	**18,211,382**	**23,292,363**	**31,673,172**	**24,670,001**	**32,580,281**	**907,109**	**3%**	**10,522,365**	**48%**
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Total Expense	**18,211,382**	**23,292,363**	**31,673,172**	**24,670,001**	**32,580,281**	**(1,868,616)**	**-6%**	**10,522,365**	
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's Office

Budget Presentation
Fiscal Year 2025-2026

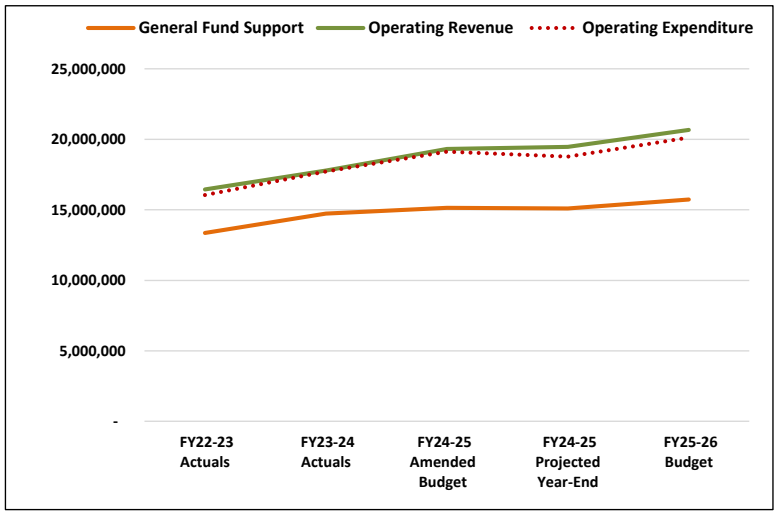
Line of Business	Program	FY25-26 General Fund (100)	FY25-26 Special Grants Fund (230)	FY25-26 Total Budget	FY25-26 General Fund Support in Budget*	% of Total	FY25-26 FTE ** Total	Filled	Vacant
District Attorney's Office	Business Administration	907,770	-	907,770	896,668	99%	2.0	2.0	-
	Office of the District 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%

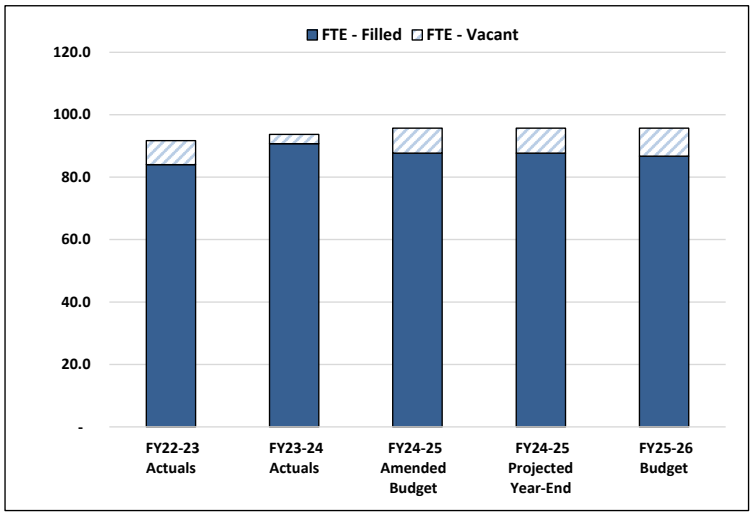
General Fund Support is a subsidy, net of any other revenue received by the department

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

24-District Attorney (DA) / 100-General Fund
Summary of Revenue and Expense

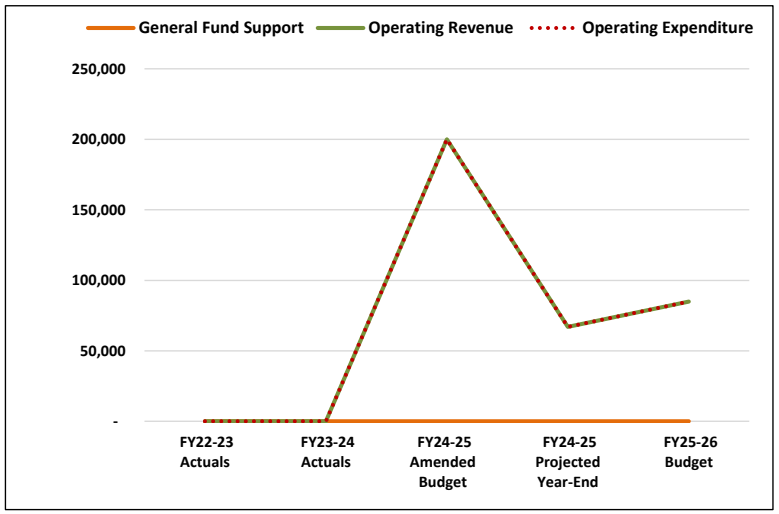
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	Budget to Budget: $ Variance	Budget to Budget: % Variance	Budget to 3-Year Average: $ Variance	Budget to 3-Year Average: % Variance
Beginning Fund Balance	11,102	300,376	511,102	11,102	11,102	(500,000)	-98%	(96,425)	-90%
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	2,690,860	2,512,943	3,698,724	3,794,639	4,411,867	713,143	19%	1,412,386	47%
Charges, Fees, License, Permits	399,155	540,285	481,108	491,108	524,999	43,891	9%	48,150	10%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	206	3,621	-	81,090	-	-	-	(28,306)	-100%
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	13,358,824	14,730,917	15,132,114	15,097,216	15,737,399	605,285	4%	1,341,747	9%
Operating Revenue	**16,449,045**	**17,787,767**	**19,311,946**	**19,464,053**	**20,674,265**	**1,362,319**	**7%**	**2,773,977**	**15%**
Total Revenue	**16,460,147**	**18,088,143**	**19,823,048**	**19,475,155**	**20,685,367**	**862,319**	**4%**	**2,677,553**	**15%**
Personnel Services	13,583,245	15,054,551	16,531,691	15,937,356	17,303,921	772,230	5%	2,445,537	16%
Materials and Services	2,465,901	2,664,070	2,593,856	2,829,197	2,823,446	229,589	9%	170,390	6%
Capital Outlay	-	-	-	-	-	-	-	-	-
Operating Expenditure	**16,049,146**	**17,718,620**	**19,125,547**	**18,766,553**	**20,127,367**	**1,001,819**	**5%**	**2,615,927**	**15%**
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	480,500	418,500	697,500	697,500	558,000	(139,500)	-20%	25,833	5%
Transfers	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Total Appropriated	**16,529,646**	**18,137,120**	**19,823,047**	**19,464,053**	**20,685,367**	**862,319**	**4%**	**2,641,760**	**15%**
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Total Expense	**16,529,646**	**18,137,120**	**19,823,047**	**19,464,053**	**20,685,367**	**862,319**	**4%**	**2,641,760**	
Revenues Less Expenses	**(69,500)**	**(48,978)**	**-**	**11,102**	**-**				
Full Time Equivalent (FTE)				*As Of 03/2025*					
FTE - Total	91.7	93.7	95.7	95.7	95.7	-			
FTE - Filled	84.0	90.7	87.7	87.7	86.7	(1.0)			
FTE - Vacant	7.7	3.0	8.0	8.0	9.0	1.0			

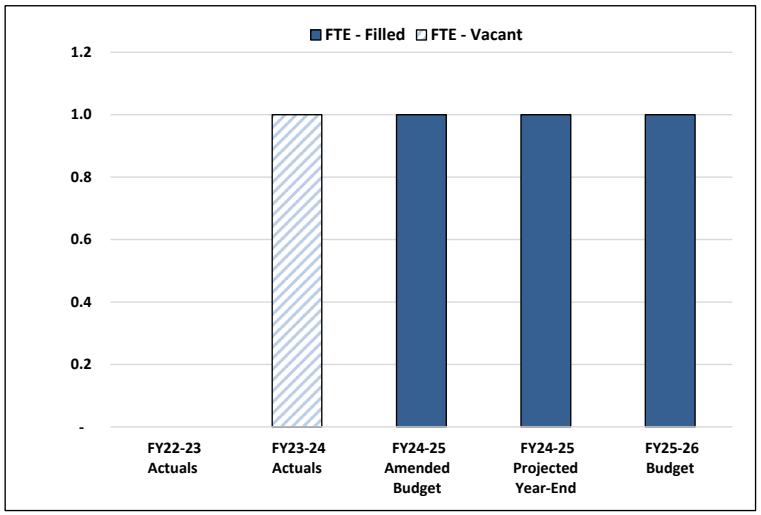




24-District Attorney (DA) / 230-Special Grants Fund
Summary of Revenue and Expense

	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	Budget to Budget: $ Variance	Budget to Budget: % Variance	Budget to 3-Year Average: $ Variance	Budget to 3-Year Average: % Variance
Beginning Fund Balance	-	-	-	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	-	200,000	67,000	85,000	(115,000)	-58%	62,667	281%
Charges, Fees, License, Permits	-	-	-	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	-	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-	-	-
Operating Revenue	**-**	**-**	**200,000**	**67,000**	**85,000**	**(115,000)**	**-58%**	**62,667**	**281%**
Total Revenue	**-**	**-**	**200,000**	**67,000**	**85,000**	**(115,000)**	**-58%**	**62,667**	**281%**
Personnel Services	-	-	200,000	63,800	82,435	(117,565)	-59%	61,168	288%
Materials and Services	-	-	-	3,200	2,566	2,566	-	1,499	141%
Capital Outlay	-	-	-	-	-	-	-	-	-
Operating Expenditure	**-**	**-**	**200,000**	**67,000**	**85,001**	**(114,999)**	**-57%**	**62,667**	**281%**
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Total Appropriated	**-**	**-**	**200,000**	**67,000**	**85,001**	**(114,999)**	**-57%**	**62,667**	**281%**
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Total Expense	**-**	**-**	**200,000**	**67,000**	**85,001**	**(114,999)**	**-57%**	**62,667**	
Revenues Less Expenses	**-**	**-**	**-**	**-**	**-**				
Full Time Equivalent (FTE)				*As Of 03/2025*					
FTE - Total	**-**	**1.0**	**1.0**	**1.0**	**1.0**	**-**			
FTE - Filled	**-**	**-**	**1.0**	**1.0**	**1.0**	**-**			
FTE - Vacant	**-**	**1.0**	**-**	**-**	**-**	**-**			





FY25-26 Looking Ahead

CHALLENGES

- Limited availability of general funds to add staff positions that are necessary to keep up with workload demands and deliver statutorily mandated services to victims.
- Rapid changes in the use of technology present valuable tools and resources within the criminal justice system, as well as increased workload demands for our department which may necessitate additional FTE.
- The availability of federal grant funds is uncertain, making it difficult to rely on grant funding that our department secured and plans to use during this budget cycle.

OPPORTUNITIES

- Our case management integration project will enhance efficiency of staff resources, which may free staff to tackle other priorities.
- We are moving into a new courthouse where our offices will be consolidated into a single location, allowing our department to eliminate several monthly lease payments and develop new efficiencies.
- We expect that our deflection and community court programs will continue to reduce recidivism over time by allowing qualified defendants to engage with treatment as an alternative to prosecution.

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CLACKAMAS
COUNTY

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 pursing top talent through a difficult market in our efforts to meet workload demands and provide high quality and timely services to victims, the public and offenders.

Key Performance Measures

		FY 22-23 Actual	FY 23-24 Actual	FY 24-25 Target	FY 24-25 Actuals as of 12/31/24	FY 25-26 Target
Result	Avg number of vacancy positions in our office	12.0	6.0	0.0	7.0	3.0

Program includes:

Mandated Services: Y

Shared Services: Y

Grant Funding: N

Explanation

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

Public Safety - District Attorney

CLACKAMAS COUNTY

240101-Business Administration

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

Program Budget Summary

						Budget-to-Budget:		Budget-to-3 Yr Avg:	
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	$ Variance	% Variance	$ Variance	% Variance
Beginning Fund Balance	**11,102**	**11,102**	**11,102**	**11,102**	**11,102**	**-**	**0%**	**-**	**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	-	-	-	(1,307)	-100%
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	3,429,449	2,917,781	1,728,326	2,115,428	896,668	(831,658)	-48%	(1,924,218)	-68%
Operating Revenue	**3,429,560**	**2,921,402**	**1,728,326**	**2,115,618**	**896,668**	**(831,658)**	**-48%**	**(1,925,525)**	**-68%**
Total Revenue	**3,440,662**	**2,932,504**	**1,739,428**	**2,126,720**	**907,770**	**(831,658)**	**-48%**	**(1,925,525)**	**-68%**
Personnel Services	889,677	1,393,861	294,410	573,900	305,884	11,474	4%	(646,596)	-68%
Materials and Services	1,676,326	1,791,591	1,437,706	1,541,718	601,887	(835,820)	-58%	(1,067,991)	-64%
Capital Outlay	-	-	-	-	-	-	-	-	-
Operating Expense	**2,566,003**	**3,185,452**	**1,732,116**	**2,115,618**	**907,770**	**(824,346)**	**-48%**	**(1,714,587)**	**-65%**
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%**	**(1,714,587)**	**-65%**
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Total Expense	**2,566,003**	**3,185,452**	**1,732,116**	**2,115,618**	**907,770**	**(824,346)**	**-48%**	**(1,714,587)**	
Revenues Less Expenses	874,659	(252,947)	7,312	11,102	-				

Notes:
None

CLACKAMAS COUNTY

240102-Office of the District Attorney

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

Program Budget Summary

						Budget-to-Budget:		Budget-to-3 Yr Avg:	
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	$ Variance	% Variance	$ Variance	% Variance
Beginning Fund Balance	-	-	-	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	-	200,000	-	200,000	-	0%	200,000	-
Charges, Fees, License, Permits, Fines	-	-	-	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	80,900	-	-	-	(26,967)	-100%
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	958,821	2,065,286	2,437,407	2,554,407	3,956,690	1,519,283	62%	2,097,185	113%
Operating Revenue	**958,821**	**2,065,286**	**2,637,407**	**2,635,307**	**4,156,690**	**1,519,283**	**58%**	**2,270,219**	**120%**
Total Revenue	**958,821**	**2,065,286**	**2,637,407**	**2,635,307**	**4,156,690**	**1,519,283**	**58%**	**2,270,219**	**120%**
Personnel Services	1,021,255	1,942,585	2,627,219	2,513,307	3,798,823	1,171,603	45%	1,973,107	108%
Materials and Services	-	122,700	17,500	122,000	357,867	340,367	1945%	276,300	339%
Capital Outlay	-	-	-	-	-	-	-	-	-
Operating Expense	**1,021,255**	**2,065,285**	**2,644,719**	**2,635,307**	**4,156,690**	**1,511,970**	**57%**	**2,249,407**	**118%**
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%**	**2,249,407**	**118%**
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%**	**2,249,407**	
Revenues Less Expenses	(62,434)	-	(7,312)	-	-				

Notes:
Moved 4.0 Total FTE from other programs, to consolidate budget.

CLACKAMAS COUNTY

240103-Policy, Performance & Partnerships

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

Program Budget Summary

						Budget-to-Budget:		Budget-to-3 Yr Avg:	
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	$ Variance	% Variance	$ 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%	(230,869)	-100%
Operating Revenue	**295,196**	**204,090**	**295,320**	**193,320**	**-**	**(295,320)**	**-100%**	**(230,869)**	**-100%**
Total Revenue	**295,196**	**204,090**	**295,320**	**193,320**	**-**	**(295,320)**	**-100%**	**(230,869)**	**-100%**
Personnel Services	295,196	204,090	295,320	193,320	-	(295,320)	-100%	(230,869)	-100%
Materials and Services	-	-	-	-	-	-	-	-	-
Capital Outlay	-	-	-	-	-	-	-	-	-
Operating Expense	**295,196**	**204,090**	**295,320**	**193,320**	**-**	**(295,320)**	**-100%**	**(230,869)**	**-100%**
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Total Appropriated	**295,196**	**204,090**	**295,320**	**193,320**	**-**	**(295,320)**	**-100%**	**(230,869)**	**-100%**
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Total Expense	**295,196**	**204,090**	**295,320**	**193,320**	**-**	**(295,320)**	**-100%**	**(230,869)**	
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

		FY 22-23 Actual	FY 23-24 Actual	FY 24-25 Target	FY 24-25 Actuals as of 12/31/24	FY 25-26 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.

CLACKAMAS COUNTY

240202-Child Support Enforcement

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

Program Budget Summary

						Budget-to-Budget:		Budget-to-3 Yr Avg:	
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	$ Variance	% Variance	$ 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%	421,905	25%
Charges, Fees, License, Permits, Fines	-	-	-	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	95	-	-	-	-	-	-	(32)	-100%
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	362,766	405,483	308,230	388,430	296,965	(11,265)	-4%	(88,595)	-23%
Operating Revenue	**1,787,235**	**2,320,897**	**2,329,615**	**2,134,430**	**2,414,132**	**84,517**	**4%**	**333,278**	**16%**
Total Revenue	**1,787,235**	**2,320,897**	**2,329,615**	**2,134,430**	**2,414,132**	**84,517**	**4%**	**333,278**	**16%**
Personnel Services	1,580,989	1,713,290	1,962,470	1,779,684	2,131,665	169,195	9%	440,344	26%
Materials and Services	289,389	315,290	367,145	354,746	282,467	(84,678)	-23%	(37,341)	-12%
Capital Outlay	-	-	-	-	-	-	-	-	-
Operating Expense	**1,870,377**	**2,028,579**	**2,329,615**	**2,134,430**	**2,414,132**	**84,517**	**4%**	**403,003**	**20%**
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%**	**403,003**	**20%**
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Total Expense	**1,870,377**	**2,028,579**	**2,329,615**	**2,134,430**	**2,414,132**	**84,517**	**4%**	**403,003**	
Revenues Less Expenses	(83,143)	292,317	-	-	-				

Notes:
None

Adult & Juvenile Criminal Prosecution & Case Resolution & Support

Purpose Statement

The purpose of the Justice & Public Safety Line of Business is to provide leadership, accountability, and high-quality service in a fair and just manner, so that those who live, work, and play in Clackamas County can enjoy a safe and livable community.

Performance Narrative Statement

The District Attorney's Office has a very important partnership with law enforcement, but we are separate entities with different duties and responsibilities. Local law enforcement agencies are responsible for investigating allegations of criminal conduct. The duration and intensity of those investigations depend on the type of crime being investigated.

Once the investigation is complete, the law enforcement agency submits the case to the District Attorney's Office for review. The type of crime that is alleged will determine which prosecution team, will handle the case. To provide better continuity and service to victims, every prosecutor in the Clackamas County District Attorney's handles their assigned cases from the charging stage through to the cases' conclusion. Vertical prosecution has shown to improve conviction rates, reduce victim trauma, and provide more consistent, appropriate sentencing.

Key Performance Measures

		FY 22-23 Actual	FY 23-24 Actual	FY 24-25 Target	FY 24-25 Actuals as of 12/31/24	FY 25-26 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 Expungements Laws, Adoption of a new Retention Policy, and the advent of Body Cam Roll Outs from all law enforcement agencies.

Public Safety - District Attorney

CLACKAMAS COUNTY

240302-Adult & Juvenile Criminal Prosecution & Case Resolution

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

Program Budget Summary

						Budget-to-Budget:		Budget-to-3 Yr Avg:	
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	$ Variance	% Variance	$ Variance	% Variance
Beginning Fund Balance	**-**	**289,274**	**500,000**	**-**	**-**	**(500,000)**	**-100%**	**(96,425)**	**-100%**
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	-	200,000	138,300	839,700	639,700	320%	793,600	1721%
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%	1,914,711	34%
Operating Revenue	**3,645,948**	**6,226,884**	**7,480,975**	**7,389,956**	**8,462,574**	**981,599**	**13%**	**2,708,311**	**47%**
Total Revenue	**3,645,948**	**6,516,158**	**7,980,975**	**7,389,956**	**8,462,574**	**481,599**	**6%**	**2,611,887**	**45%**
Personnel Services	4,504,133	5,846,613	7,519,900	6,879,800	7,448,570	(71,329)	-1%	1,705,055	30%
Materials and Services	143,253	132,845	461,075	510,156	1,014,004	552,929	120%	751,919	287%
Capital Outlay	-	-	-	-	-	-	-	-	-
Operating Expense	**4,647,385**	**5,979,458**	**7,980,975**	**7,389,956**	**8,462,574**	**481,599**	**6%**	**2,456,974**	**41%**
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%**	**2,456,974**	**41%**
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Total Expense	**4,647,385**	**5,979,458**	**7,980,975**	**7,389,956**	**8,462,574**	**481,599**	**6%**	**2,456,974**	
Revenues Less Expenses	(1,001,437)	536,700	-	-	-				

Notes:
Two new grants that started in FY 24-25, Oregon State Deflection and Oregon Retail Theft, and

CLACKAMAS COUNTY

240303-Adult & Juvenile Criminal Prosecution & Case Resolution Support

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

Program Budget Summary

						Budget-to-Budget:		Budget-to-3 Yr Avg:	
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	$ Variance	% Variance	$ 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%	31,373	8%
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%	408,717	23%
Operating Revenue	**2,275,916**	**2,111,976**	**2,186,791**	**2,120,791**	**2,609,651**	**422,860**	**19%**	**440,090**	**20%**
Total Revenue	**2,275,916**	**2,111,976**	**2,186,791**	**2,120,791**	**2,609,651**	**422,860**	**19%**	**440,090**	**20%**
Personnel Services	2,095,439	2,024,292	2,186,791	2,120,791	2,271,922	85,131	4%	191,748	9%
Materials and Services	40,387	-	-	-	337,729	337,729	-	324,267	2409%
Capital Outlay	-	-	-	-	-	-	-	-	-
Operating Expense	**2,135,825**	**2,024,292**	**2,186,791**	**2,120,791**	**2,609,651**	**422,860**	**19%**	**516,015**	**25%**
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%**	**516,015**	**25%**
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Total Expense	**2,135,825**	**2,024,292**	**2,186,791**	**2,120,791**	**2,609,651**	**422,860**	**19%**	**516,015**	
Revenues Less Expenses	140,090	87,684	-	-	-				

Notes:
None

CLACKAMAS COUNTY

240304-Operational Development & Innovation

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

Program Budget Summary

						Budget-to-Budget:		Budget-to-3 Yr Avg:	
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	$ Variance	% Variance	$ Variance	% Variance
Beginning Fund Balance	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	-	-	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines	1,580	-	-	-	-	-	-	(527)	-100%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	-	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	814,561	358,489	384,599	377,600	-	(384,599)	-100%	(516,883)	-100%
Operating Revenue	**816,141**	**358,489**	**384,599**	**377,600**	**-**	**(384,599)**	**-100%**	**(517,410)**	**-100%**
Total Revenue	**816,141**	**358,489**	**384,599**	**377,600**	**-**	**(384,599)**	**-100%**	**(517,410)**	**-100%**
Personnel Services	814,645	416,903	384,599	377,600	-	(384,599)	-100%	(536,383)	-100%
Materials and Services	-	-	-	-	-	-	-	-	-
Capital Outlay	-	-	-	-	-	-	-	-	-
Operating Expense	**814,645**	**416,903**	**384,599**	**377,600**	**-**	**(384,599)**	**-100%**	**(536,383)**	**-100%**
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Total Appropriated	**814,645**	**416,903**	**384,599**	**377,600**	**-**	**(384,599)**	**-100%**	**(536,383)**	**-100%**
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Total Expense	**814,645**	**416,903**	**384,599**	**377,600**	**-**	**(384,599)**	**-100%**	**(536,383)**	
Revenues Less Expenses	1,496	(58,414)	-	-	-				

Notes:
Moved limited annual expenses to Program 240102

CLACKAMAS COUNTY

240305-Post-Adjudication

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

Program Budget Summary

						Budget-to-Budget:		Budget-to-3 Yr Avg:	
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	$ Variance	% Variance	$ 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%	(152,894)	-100%
Operating Revenue	**446,683**	**7,000**	**5,000**	**5,000**	**-**	**(5,000)**	**-100%**	**(152,894)**	**-100%**
Total Revenue	**446,683**	**7,000**	**5,000**	**5,000**	**-**	**(5,000)**	**-100%**	**(152,894)**	**-100%**
Personnel Services	446,684	23,612	-	-	-	-	-	(156,765)	-100%
Materials and Services	-	3,088	5,000	5,000	-	(5,000)	-100%	(2,696)	-100%
Capital Outlay	-	-	-	-	-	-	-	-	-
Operating Expense	**446,684**	**26,700**	**5,000**	**5,000**	**-**	**(5,000)**	**-100%**	**(159,461)**	**-100%**
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Total Appropriated	**446,684**	**26,700**	**5,000**	**5,000**	**-**	**(5,000)**	**-100%**	**(159,461)**	**-100%**
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Total Expense	**446,684**	**26,700**	**5,000**	**5,000**	**-**	**(5,000)**	**-100%**	**(159,461)**	
Revenues Less Expenses	-	(19,700)	-	-	-				

Notes:
Moved limited annual expenses to Program 240102

CLACKAMAS COUNTY

240306-Pre-Charging Assistance

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

Program Budget Summary

						Budget-to-Budget:		Budget-to-3 Yr Avg:	
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	$ Variance	% Variance	$ 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%	(431,883)	-100%
Operating Revenue	**809,062**	**159,847**	**96,739**	**326,739**	**-**	**(96,739)**	**-100%**	**(431,883)**	**-100%**
Total Revenue	**809,062**	**159,847**	**96,739**	**326,739**	**-**	**(96,739)**	**-100%**	**(431,883)**	**-100%**
Personnel Services	802,688	217,572	59,500	289,639	-	(59,500)	-100%	(436,633)	-100%
Materials and Services	6,374	34,480	37,239	37,100	-	(37,239)	-100%	(25,985)	-100%
Capital Outlay	-	-	-	-	-	-	-	-	-
Operating Expense	**809,062**	**252,051**	**96,739**	**326,739**	**-**	**(96,739)**	**-100%**	**(462,617)**	**-100%**
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Total Appropriated	**809,062**	**252,051**	**96,739**	**326,739**	**-**	**(96,739)**	**-100%**	**(462,617)**	**-100%**
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Total Expense	**809,062**	**252,051**	**96,739**	**326,739**	**-**	**(96,739)**	**-100%**	**(462,617)**	
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 Statues.

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

Key Performance Measures

		FY 22-23 Actual	FY 23-24 Actual	FY 24-25 Target	FY 24-25 Actuals as of 12/31/24	FY 25-26 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

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

Explanation

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

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

Victim Assistance currently received the following grant funding:

VOCA Non-Competitive Grant / no match requirement/ Expires 9/30/25

CFA grant funds / no match requirement / Expires 9/30/25

BCC/DV Grant / no match requirement / Expires 6/30/26

OVW ICJR Grant / no match requirement / Expires 9/30/25

CLACKAMAS COUNTY

240401-Victim Assistance

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

Program Budget Summary

						Budget-to-Budget:		Budget-to-3 Yr Avg:	
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	$ Variance	% Variance	$ 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%	59,548	5%
Charges, Fees, License, Permits, Fines	68,400	93,581	101,108	101,108	105,000	3,892	4%	17,304	20%
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%	266,474	52%
Operating Revenue	**1,984,484**	**1,411,896**	**2,367,174**	**2,232,292**	**2,219,550**	**(147,624)**	**-6%**	**343,326**	**18%**
Total Revenue	**1,984,484**	**1,411,896**	**2,367,174**	**2,232,292**	**2,219,550**	**(147,624)**	**-6%**	**343,326**	**18%**
Personnel Services	1,132,540	1,271,733	1,401,483	1,273,115	1,429,493	28,010	2%	203,697	17%
Materials and Services	310,173	264,077	268,191	261,677	232,058	(36,133)	-13%	(46,585)	-17%
Capital Outlay	-	-	-	-	-	-	-	-	-
Operating Expense	**1,442,713**	**1,535,810**	**1,669,674**	**1,534,792**	**1,661,550**	**(8,124)**	**0%**	**157,112**	**10%**
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	480,500	418,500	697,500	697,500	558,000	(139,500)	-20%	25,833	5%
Transfers	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Total Appropriated	**1,923,213**	**1,954,310**	**2,367,174**	**2,232,292**	**2,219,550**	**(147,624)**	**-6%**	**182,945**	**9%**
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Total Expense	**1,923,213**	**1,954,310**	**2,367,174**	**2,232,292**	**2,219,550**	**(147,624)**	**-6%**	**182,945**	
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 FY 24-25.

Juvenile Department

Budget Presentation

Fiscal Year 2025-2026

Department Budget Summary by Fund

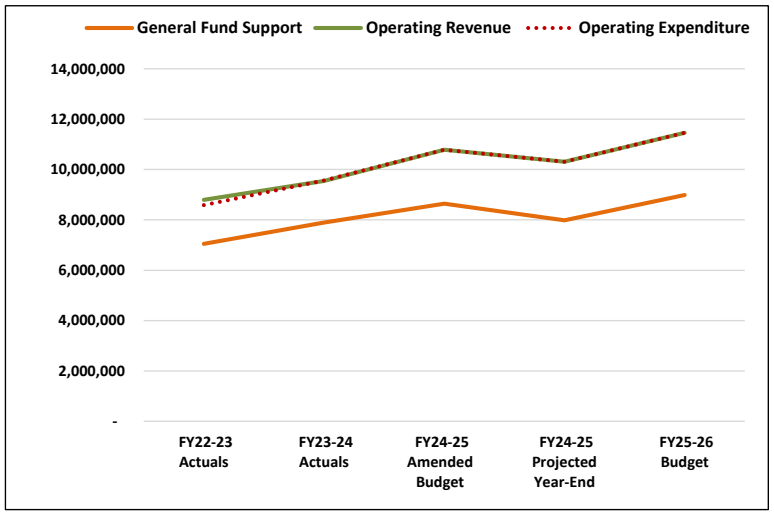
Line of Business	Program	FY25-26 General Fund (100)	FY25-26 Special Grants Fund (230)	FY25-26 Total Budget	FY25-26 General Fund Support in Budget*	% of Total	FY25-26 FTE ** Total	Filled	Vacant
Administration	Office of the Director	869,572		869,572	866,953	100%	3.0	2.0	1.0
	Policy, Performance & Research	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%

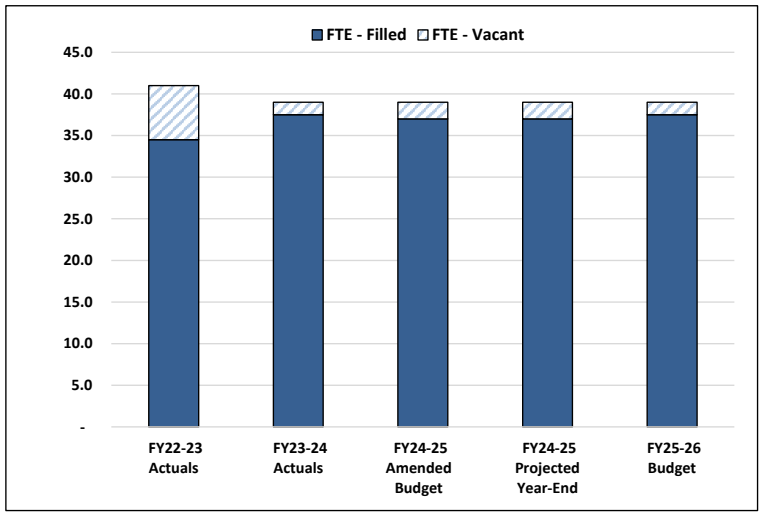
General Fund Support is a subsidy, net of any other revenue received by the department

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

26-Juvenile Department / 100-General Fund
Summary of Revenue and Expense

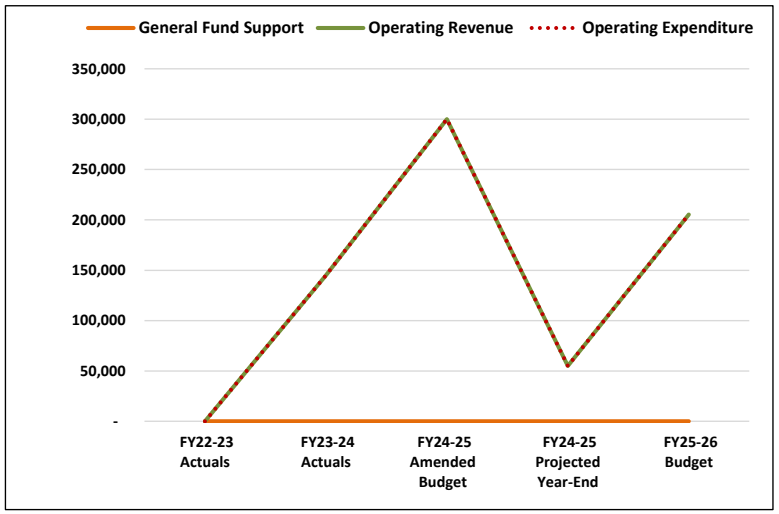
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	Budget to Budget: $ Variance	Budget to Budget: % Variance	Budget to 3-Year Average: $ Variance	Budget to 3-Year Average: % Variance
Beginning Fund Balance	-	-	-	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	1,581,298	1,454,025	1,922,951	2,192,073	2,345,927	422,976	22%	603,462	35%
Charges, Fees, License, Permits	1,662	-	-	-	-	-	-	(554)	-100%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	8,782	544	-	220	-	-	-	(3,182)	-100%
Other Interfund Transfers	158,394	198,535	222,908	133,120	125,379	(97,529)	-44%	(37,971)	-23%
General Fund Support	7,049,997	7,893,566	8,641,001	7,981,507	8,986,642	345,641	4%	1,344,952	18%
Operating Revenue	**8,800,133**	**9,546,670**	**10,786,860**	**10,306,920**	**11,457,948**	**671,088**	**6%**	**1,906,707**	**20%**
Total Revenue	**8,800,133**	**9,546,670**	**10,786,860**	**10,306,920**	**11,457,948**	**671,088**	**6%**	**1,906,707**	**20%**
Personnel Services	4,909,192	5,777,007	6,666,687	6,299,903	6,835,507	168,820	3%	1,173,473	21%
Materials and Services	3,676,589	3,666,452	4,062,972	3,869,549	4,622,441	559,468	14%	884,911	24%
Capital Outlay	-	123,854	57,200	137,468	-	(57,200)	-100%	(87,107)	-100%
Operating Expenditure	**8,585,780**	**9,567,312**	**10,786,860**	**10,306,920**	**11,457,948**	**671,088**	**6%**	**1,971,277**	**21%**
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	47,850	-	-	-	-	-	-	(15,950)	-100%
Transfers	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Total Appropriated	**8,633,630**	**9,567,312**	**10,786,860**	**10,306,920**	**11,457,948**	**671,088**	**6%**	**1,955,327**	**21%**
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Total Expense	**8,633,630**	**9,567,312**	**10,786,860**	**10,306,920**	**11,457,948**	**671,088**	**6%**	**1,955,327**	
Revenues Less Expenses	**166,503**	**(20,642)**	**-**	**-**	**-**				
Full Time Equivalent (FTE)				*As Of 03/2025*					
FTE - Total	41.0	39.0	39.0	39.0	39.0	-			
FTE - Filled	34.5	37.5	37.0	37.0	37.5	0.5			
FTE - Vacant	6.5	1.5	2.0	2.0	1.5	(0.5)			

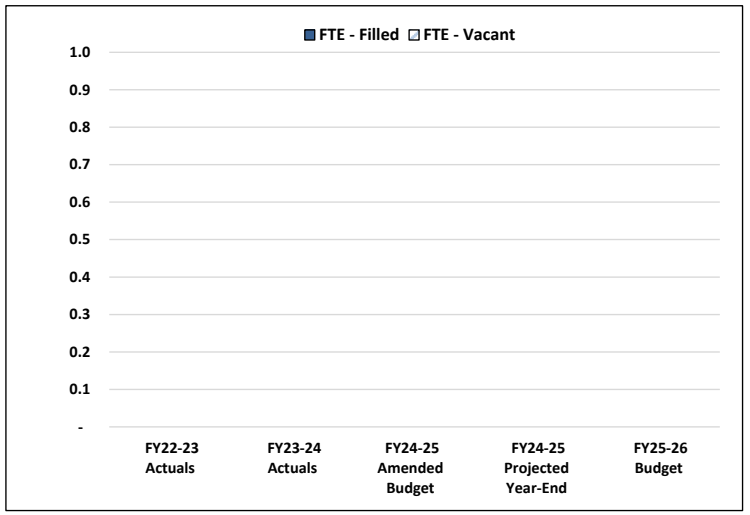




26-Juvenile Department / 230-Special Grants Fund
Summary of Revenue and Expense

	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	Budget to Budget: $ Variance	Budget to Budget: % Variance	Budget to 3-Year Average: $ Variance	Budget to 3-Year Average: % Variance
Beginning Fund Balance	-	-	-	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	-	-	-	-	-	-	-	-
Charges, Fees, License, Permits	-	-	-	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	-	145,013	300,000	54,987	205,230	(94,770)	-32%	138,563	208%
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-	-	-
Operating Revenue	**-**	**145,013**	**300,000**	**54,987**	**205,230**	**(94,770)**	**-32%**	**138,563**	**208%**
Total Revenue	**-**	**145,013**	**300,000**	**54,987**	**205,230**	**(94,770)**	**-32%**	**138,563**	**208%**
Personnel Services	-	-	-	-	-	-	-	-	-
Materials and Services	-	145,013	300,000	54,987	205,230	(94,770)	-32%	138,563	208%
Capital Outlay	-	-	-	-	-	-	-	-	-
Operating Expenditure	**-**	**145,013**	**300,000**	**54,987**	**205,230**	**(94,770)**	**-32%**	**138,563**	**208%**
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Total Appropriated	**-**	**145,013**	**300,000**	**54,987**	**205,230**	**(94,770)**	**-32%**	**138,563**	**208%**
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Total Expense	**-**	**145,013**	**300,000**	**54,987**	**205,230**	**(94,770)**	**-32%**	**138,563**	
Revenues Less Expenses	**-**	**-**	**-**	**-**	**-**				
Full Time Equivalent (FTE)				*As Of 03/2025*					
FTE - Total	-	-	-	-	-	-			
FTE - Filled	-	-	-	-	-	-			
FTE - Vacant	-	-	-	-	-	-			





FY25-26 Looking Ahead

CHALLENGES

- Lack of confidence in the Oregon Youth Authority's ability to provide safety, security, and effective reformation services to incarcerated youth, given the current OYA crisis involving uninvestigated/unaddressed allegations of abuse, assault, and other alarming situations that has created a "backlog" of thousands of complaints dating back over seven years.

- The State of Oregon's youth-serving systems have not developed or maintained an appropriate level of capacity to provide services they are funded to provide, such as the necessary acute or residential beds to serve youth with behavioral health and/or substance use disorders.

- County juvenile departments, via their detention centers or the detention centers they contract with, have become the de facto behavioral health "warehouse" for many youth, and county juvenile departments are not funded for this by the State of Oregon.

OPPORTUNITIES

- Increased stability with contracted detention beds in both annual cost and capacity, due to the partnership with Marion County Juvenile Detention and the opportunity for a 3-year intergovernmental agreement in FY25-26.

- Possible expansion to another school district in Clackamas County of the successful School-Based Screening, Brief Intervention, Referral to Treatment/Services (SB-SBIRT) Prevention Program to another in FY25-26 if we are able to utilize the Federal congressionally designated funding previously awarded in Fall of 2024.

- Possible expansion of community service work crew program to increase opportunities for youth to earn restitution and payback their victims.

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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
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

		FY 22-23 Actual	FY 23-24 Actual	FY 24-25 Target	FY 24-25 Actuals as of 12/31/24	FY 25-26 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%

[1]In order to calculate this measure youth are being tracked for 12 months following case closure, the reporting will always be for the previous calendar year. Meaning this year's data for this measure for the Calendar Year 2022, but is tracked for the following Calendar Year of 2023, and then reported annually in March of the 2024. Therefore, data entered for this measure is up to date (but represent results for youth closed in 2022), and no new data will be entered until March of year 2025 (and will represent results for youth closed in 2023).

Program includes:

Mandated Services	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.

CLACKAMAS COUNTY

260101-Office of the Director

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

Program Budget Summary

						Budget-to-Budget:		Budget-to-3 Yr Avg:	
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	$ Variance	% Variance	$ Variance	% Variance
Beginning Fund Balance	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	-	2,762	1,579	2,619	(143)	-5%	2,093	398%
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%	(25,858)	-3%
Operating Revenue	**929,505**	**983,692**	**818,693**	**766,816**	**869,572**	**50,879**	**6%**	**(23,766)**	**-3%**
Total Revenue	**929,505**	**983,692**	**818,693**	**766,816**	**869,572**	**50,879**	**6%**	**(23,766)**	**-3%**
Personnel Services	688,570	689,781	687,254	618,877	720,508	33,254	5%	54,765	8%
Materials and Services	176,462	127,717	131,439	147,939	149,064	17,624	13%	(1,643)	-1%
Capital Outlay	-	-	-	-	-	-	-	-	-
Operating Expense	**865,032**	**817,498**	**818,693**	**766,816**	**869,572**	**50,878**	**6%**	**53,123**	**7%**
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Total Appropriated	**865,032**	**817,498**	**818,693**	**766,816**	**869,572**	**50,878**	**6%**	**53,123**	**7%**
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Total Expense	**865,032**	**817,498**	**818,693**	**766,816**	**869,572**	**50,878**	**6%**	**53,123**	
Revenues Less Expenses	64,473	166,194	-	-	-				

Notes:
None

Administration

Policy, Performance & Research

Purpose Statement

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

Performance Narrative Statement

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

Key Performance Measures

		FY 22-23 Actual	FY 23-24 Actual	FY 24-25 Target	FY 24-25 Actuals as of 12/31/24	FY 25-26 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.

CLACKAMAS COUNTY

260102-Policy, Performance & Research

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

Program Budget Summary

						Budget-to-Budget:		Budget-to-3 Yr Avg:	
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	$ Variance	% Variance	$ Variance	% Variance
Beginning Fund Balance	-	-	-	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	-	3,617	2,275	3,610	(7)	0%	2,852	376%
Charges, Fees, License, Permits, Fines	1,662	-	-	-	-	-	-	(554)	-100%
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%	161,882	29%
Operating Revenue	**547,231**	**508,208**	**705,021**	**637,241**	**728,406**	**23,385**	**3%**	**164,179**	**29%**
Total Revenue	**547,231**	**508,208**	**705,021**	**637,241**	**728,406**	**23,385**	**3%**	**164,179**	**29%**
Personnel Services	452,549	416,444	585,341	510,443	612,085	26,744	5%	152,272	33%
Materials and Services	93,019	93,567	119,679	126,798	116,321	(3,358)	-3%	11,860	11%
Capital Outlay	-	-	-	-	-	-	-	-	-
Operating Expense	**545,568**	**510,011**	**705,020**	**637,241**	**728,406**	**23,386**	**3%**	**164,132**	**29%**
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Total Appropriated	**545,568**	**510,011**	**705,020**	**637,241**	**728,406**	**23,386**	**3%**	**164,132**	**29%**
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Total Expense	**545,568**	**510,011**	**705,020**	**637,241**	**728,406**	**23,386**	**3%**	**164,132**	
Revenues Less Expenses	1,663	(1,803)	-	-	-				

Notes:
None

Accountability & Reformation

Court Supervision Serivces

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, succesfully complete supervision, and stop committing offenses.

Performance Narrative Statement

The Juvenile Department seeks to provide an appropriate level of intervention and supervision to youth who have cases pending in Juvenile Court, or those placed on formal court probation. The level of supervision youth receive is based on a variety of factors that includes a comprehensive assessment conducted by Juvenile Counselors, additional evaluation by community partners if deemed appropriate, followed by referrals to Juvenile Department programs and contracted services to develop interpersonal skills and increase awareness of their impact on their communities, or to community based treatment services. The Court Supervision Services Program ensures youth receive the appropriate level of supervision and case management while helping to develop natural supports that will continue beyond the involvement of the Juvenile Department. The Court Supervision Services Program conducts on-going assessment of risk and need and makes adjustments to services and interventions as appropriate.

In FY23-24, the department's programs were restructured. This change has resulted in retention of some existing measures. New measures for the program were approved in FY23-24.

Key Performance Measures

		FY 22-23 Actual	FY 23-24 Actual	FY 24-25 Target	FY 24-25 Actuals as of 12/31/24	FY 25-26 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)

CLACKAMAS COUNTY

260202-Court Supervision Services

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

Program Budget Summary

						Budget-to-Budget:		Budget-to-3 Yr Avg:	
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	$ Variance	% Variance	$ 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%	606,858	83%
Charges, Fees, License, Permits, Fines	-	-	-	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	9,664	210	-	-	-	-	-	(3,291)	-100%
Other Interfund Transfers	-	174,586	198,483	108,694	99,463	(99,020)	-50%	5,036	5%
General Fund Support	1,816,402	4,042,538	3,658,088	3,496,697	3,825,535	167,447	5%	706,989	23%
Operating Revenue	**1,982,905**	**5,234,098**	**4,943,540**	**4,614,230**	**5,259,336**	**315,796**	**6%**	**1,315,592**	**33%**
Total Revenue	**1,982,905**	**5,234,098**	**4,943,540**	**4,614,230**	**5,259,336**	**315,796**	**6%**	**1,315,592**	**33%**
Personnel Services	1,332,808	2,458,910	2,591,611	2,504,189	2,587,963	(3,648)	0%	489,328	23%
Materials and Services	627,930	2,491,945	2,294,729	1,972,573	2,671,372	376,643	16%	973,890	57%
Capital Outlay	-	123,854	57,200	137,468	-	(57,200)	-100%	(87,107)	-100%
Operating Expense	**1,960,738**	**5,074,708**	**4,943,540**	**4,614,230**	**5,259,336**	**315,796**	**6%**	**1,376,110**	**35%**
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%**	**1,376,110**	**35%**
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Total Expense	**1,960,738**	**5,074,708**	**4,943,540**	**4,614,230**	**5,259,336**	**315,796**	**6%**	**1,376,110**	
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

		FY 22-23 Actual	FY 23-24 Actual	FY 24-25 Target	FY 24-25 Actuals as of 12/31/24	FY 25-26 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.

CLACKAMAS COUNTY

260203-Victim Services

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

Program Budget Summary

						Budget-to-Budget:		Budget-to-3 Yr Avg:	
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	$ Variance	% Variance	$ 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	-	-	-	-	-	-	(49,649)	-100%
Operating Revenue	**148,946**	**-**	**-**	**-**	**-**	**-**	**-**	**(49,649)**	**-100%**
Total Revenue	**148,946**	**-**	**-**	**-**	**-**	**-**	**-**	**(49,649)**	**-100%**
Personnel Services	122,965	-	-	-	-	-	-	(40,988)	-100%
Materials and Services	25,981	-	-	-	-	-	-	(8,660)	-100%
Capital Outlay	-	-	-	-	-	-	-	-	-
Operating Expense	**148,946**	**-**	**-**	**-**	**-**	**-**	**-**	**(49,649)**	**-100%**
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Total Appropriated	**148,946**	**-**	**-**	**-**	**-**	**-**	**-**	**(49,649)**	**-100%**
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Total Expense	**148,946**	**-**	**-**	**-**	**-**	**-**	**-**	**(49,649)**	
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 enagement of services to victims and youth.

Key Performance Measures

		FY 22-23 Actual	FY 23-24 Actual	FY 24-25 Target	FY 24-25 Actuals as of 12/31/24	FY 25-26 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	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.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.

CLACKAMAS COUNTY

260204-Positive Youth Development New

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	Budget-to-Budget: $ Variance	Budget-to-Budget: % Variance	Budget-to-3 Yr Avg: $ Variance	Budget-to-3 Yr Avg: % Variance
Beginning Fund Balance	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	43,000	170,787	297,456	236,653	65,866	39%	123,168	109%
Charges, Fees, License, Permits, Fines	-	-	-	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	-	-	-	-	-	-
Other Interfund Transfers	-	23,949	-	-	-	-	-	(7,983)	-100%
General Fund Support	-	676,547	780,403	660,965	873,643	93,240	12%	427,806	96%
Operating Revenue	**-**	**743,496**	**951,190**	**958,421**	**1,110,296**	**159,106**	**17%**	**542,990**	**96%**
Total Revenue	**-**	**743,496**	**951,190**	**958,421**	**1,110,296**	**159,106**	**17%**	**542,990**	**96%**
Personnel Services	-	564,163	628,979	648,340	656,787	27,809	4%	252,619	63%
Materials and Services	-	145,388	322,212	310,081	453,510	131,298	41%	301,687	199%
Capital Outlay	-	-	-	-	-	-	-	-	-
Operating Expense	**-**	**709,551**	**951,191**	**958,421**	**1,110,297**	**159,107**	**17%**	**554,307**	**100%**
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Total Appropriated	**-**	**709,551**	**951,191**	**958,421**	**1,110,297**	**159,107**	**17%**	**554,307**	**100%**
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Total Expense	**-**	**709,551**	**951,191**	**958,421**	**1,110,297**	**159,107**	**17%**	**554,307**	
Revenues Less Expenses	-	33,945	-	-	-				

Notes:
None

CLACKAMAS COUNTY

260403-Positive Youth Development

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

Program Budget Summary

						Budget-to-Budget:		Budget-to-3 Yr Avg:	
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	$ Variance	% Variance	$ Variance	% Variance
Beginning Fund Balance	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	155,976	-	-	-	-	-	-	(51,992)	-100%
Charges, Fees, License, Permits, Fines	-	-	-	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	150	-	-	-	-	-	-	(50)	-100%
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	441,124	-	-	-	-	-	-	(147,041)	-100%
Operating Revenue	**597,250**	**-**	**-**	**-**	**-**	**-**	**-**	**(199,083)**	**-100%**
Total Revenue	**597,250**	**-**	**-**	**-**	**-**	**-**	**-**	**(199,083)**	**-100%**
Personnel Services	318,244	-	-	-	-	-	-	(106,081)	-100%
Materials and Services	318,888	-	-	-	-	-	-	(106,296)	-100%
Capital Outlay	-	-	-	-	-	-	-	-	-
Operating Expense	**637,132**	**-**	**-**	**-**	**-**	**-**	**-**	**(212,377)**	**-100%**
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Total Appropriated	**637,132**	**-**	**-**	**-**	**-**	**-**	**-**	**(212,377)**	**-100%**
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Total Expense	**637,132**	**-**	**-**	**-**	**-**	**-**	**-**	**(212,377)**	
Revenues Less Expenses	(39,882)	-	-	-	-				

Notes:
None

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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

		FY 22-23 Actual	FY 23-24 Actual	FY 24-25 Target	FY 24-25 Actuals as of 12/31/24	FY 25-26 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.

CLACKAMAS COUNTY

260302-Assessment

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

Program Budget Summary

						Budget-to-Budget:		Budget-to-3 Yr Avg:	
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	$ Variance	% Variance	$ Variance	% Variance
Beginning Fund Balance	-	-	-	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	90,568	-	-	-	-	-	-	(30,189)	-100%
Charges, Fees, License, Permits, Fines	-	-	-	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	-	-	-	-	-	-
Other Interfund Transfers	24,424	-	-	-	-	-	-	(8,141)	-100%
General Fund Support	997,073	-	-	-	-	-	-	(332,358)	-100%
Operating Revenue	**1,112,065**	**-**	**-**	**-**	**-**	**-**	**-**	**(370,688)**	**-100%**
Total Revenue	**1,112,065**	**-**	**-**	**-**	**-**	**-**	**-**	**(370,688)**	**-100%**
Personnel Services	880,357	-	-	-	-	-	-	(293,452)	-100%
Materials and Services	310,328	-	-	-	-	-	-	(103,443)	-100%
Capital Outlay	-	-	-	-	-	-	-	-	-
Operating Expense	**1,190,686**	**-**	**-**	**-**	**-**	**-**	**-**	**(396,895)**	**-100%**
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Total Appropriated	**1,190,686**	**-**	**-**	**-**	**-**	**-**	**-**	**(396,895)**	**-100%**
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Total Expense	**1,190,686**	**-**	**-**	**-**	**-**	**-**	**-**	**(396,895)**	
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

		FY 22-23 Actual	FY 23-24 Actual	FY 24-25 Target	FY 24-25 Actuals as of 12/31/24	FY 25-26 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.

CLACKAMAS COUNTY

260303-Custody

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

Program Budget Summary

						Budget-to-Budget:		Budget-to-3 Yr Avg:	
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	$ Variance	% Variance	$ Variance	% Variance
Beginning Fund Balance	-	-	-	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	1,118,034	-	-	-	-	-	-	(372,678)	-100%
Charges, Fees, License, Permits, Fines	-	-	-	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	(1,032)	-	-	-	-	-	-	344	-100%
Other Interfund Transfers	133,970	-	-	-	-	-	-	(44,657)	-100%
General Fund Support	1,286,417	-	-	-	-	-	-	(428,806)	-100%
Operating Revenue	**2,537,389**	-	-	-	-	-	-	**(845,796)**	**-100%**
Total Revenue	**2,537,389**	-	-	-	-	-	-	**(845,796)**	**-100%**
Personnel Services	441,855	-	-	-	-	-	-	(147,285)	-100%
Materials and Services	1,842,954	-	-	-	-	-	-	(614,318)	-100%
Capital Outlay	-	-	-	-	-	-	-	-	-
Operating Expense	**2,284,810**	-	-	-	-	-	-	**(761,603)**	**-100%**
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Total Appropriated	**2,284,810**	-	-	-	-	-	-	**(761,603)**	**-100%**
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Total Expense	**2,284,810**	-	-	-	-	-	-	**(761,603)**	
Revenues Less Expenses	252,579	-	-	-	-				

Notes:
None

Youth, Family, Stakeholder & Coummunity 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 reoffend, as determined by a validated Juvenile Crime Prevention Risk Assessment, which is part of a comprehensive assessment completed after a youth is referred to the Department for a crime. The outcome of the initial assessment, coupled with interviews of individuals involved in a youth's life, inform the decisions of the Juvenile Counselor regarding the need for further evaluation and treatment through community partners. This includes services that address mental health needs, drug and alcohol dependence, individual and family counseling needs, and offense specific treatment services. The role of the Juvenile Counselor in the youth and family's lives ensures that youth have opportunities to progress through services provided by community partners and are able to apply the skills they have learned in a variety of community settings. Juvenile Counselors develop strong working relationships with community partners to ensure youth have strong support systems as they progress through their specific treatment and intervention plans.

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

Key Performance Measures

		FY 22-23 Actual	FY 23-24 Actual	FY 24-25 Target	FY 24-25 Actuals as of 12/31/24	FY 25-26 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.

CLACKAMAS COUNTY

260402-Evaluation & Treatment

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

Program Budget Summary

						Budget-to-Budget:		Budget-to-3 Yr Avg:	
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	$ Variance	% Variance	$ Variance	% Variance
Beginning Fund Balance	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	59,881	-	-	-	-	-	-	(19,960)	-100%
Charges, Fees, License, Permits, Fines	-	-	-	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	-	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	884,961	-	-	-	-	-	-	(294,987)	-100%
Operating Revenue	**944,842**	**-**	**-**	**-**	**-**	**-**	**-**	**(314,947)**	**-100%**
Total Revenue	**944,842**	**-**	**-**	**-**	**-**	**-**	**-**	**(314,947)**	**-100%**
Personnel Services	671,843	-	-	-	-	-	-	(223,948)	-100%
Materials and Services	281,027	-	-	-	-	-	-	(93,676)	-100%
Capital Outlay	-	-	-	-	-	-	-	-	-
Operating Expense	**952,870**	**-**	**-**	**-**	**-**	**-**	**-**	**(317,623)**	**-100%**
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	47,850	-	-	-	-	-	-	(15,950)	-100%
Transfers	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Total Appropriated	**1,000,720**	**-**	**-**	**-**	**-**	**-**	**-**	**(333,573)**	**-100%**
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Total Expense	**1,000,720**	**-**	**-**	**-**	**-**	**-**	**-**	**(333,573)**	
Revenues Less Expenses	(55,878)	-	-	-	-				

Notes:
None

Youth, Family, Stakeholder & Community Collaboration

Prevention, Early Intervention, & Family Support

Purpose Statement

The purpose of the Prevention, Early Intervention, & Family Support Program is to provide community-based prevention, diversion, system navigation and connection, and family engagement services to youth and families so families receive the support needed to prevent or interrupt further involvement in the juvenile justice system.

Performance Narrative Statement

The Prevention, Early Intervention, & Family Support Program uses a variety of interventions to support youth and their families that prevent or reduce the risk for youth to offend or reoffend in order to keep youth safe in and connected to their communities. All youth, family, stakeholder and community collaboration programs include aspects of one or a number of the following components: screenings and assessments for early identification of at risk youth; prevention and early intervention community-based case management; connection to services and resources; restorative opportunities such as community service and diversion circles, family engagement and navigation services and parenting skills classes to support parental authority and involvement while addressing barriers and needs. Collaboration with other systems involved or supporting youth and families is a key component of this program.

Key Performance Measures

		FY 22-23 Actual	FY 23-24 Actual	FY 24-25 Target	FY 24-25 Actuals as of 12/31/24	FY 25-26 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	Y
Shared Services	Y
Grant Funding	Y

[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).

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.

CLACKAMAS COUNTY

260404-Prevention, Early Intervention, & Family Support

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

Program Budget Summary

						Budget-to-Budget:		Budget-to-3 Yr Avg:	
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	$ Variance	% Variance	$ Variance	% Variance
Beginning Fund Balance	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	394,262	649,826	776,647	759,019	109,193	17%	368,716	94%
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%	138,563	208%
Other Interfund Transfers	-	-	24,425	24,426	25,916	1,491	6%	17,774	218%
General Fund Support	-	351,537	535,999	578,747	577,903	41,904	8%	267,808	86%
Operating Revenue	**-**	**890,812**	**1,510,250**	**1,434,807**	**1,568,068**	**57,818**	**4%**	**792,862**	**102%**
Total Revenue	**-**	**890,812**	**1,510,250**	**1,434,807**	**1,568,068**	**57,818**	**4%**	**792,862**	**102%**
Personnel Services	-	374,724	435,375	417,689	455,644	20,269	5%	191,506	73%
Materials and Services	-	662,825	1,074,874	1,017,118	1,112,424	37,550	3%	552,443	99%
Capital Outlay	-	-	-	-	-	-	-	-	-
Operating Expense	**-**	**1,037,549**	**1,510,250**	**1,434,807**	**1,568,068**	**57,818**	**4%**	**743,949**	**90%**
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Total Appropriated	**-**	**1,037,549**	**1,510,250**	**1,434,807**	**1,568,068**	**57,818**	**4%**	**743,949**	**90%**
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Total Expense	**-**	**1,037,549**	**1,510,250**	**1,434,807**	**1,568,068**	**57,818**	**4%**	**743,949**	
Revenues Less Expenses	-	(146,737)	-	-	-				

Notes:
None

Youth, Family, Stakeholder & Community Collaboration

Juvenile Intake and Assessment Center

Purpose Statement

The purpose of the Juvenile Intake and Assessment Center (JIAC) Program is to provide a dedicated 24 hours-a-day/365 days a year resource to support youth, where parent and families and other youth serving agencies can call for supports and information, and law enforcement can bring youth in their custody to receive intake, screening, and assessment services that identify and address immediate youth needs and public safety concerns, while also identifying opportunities for prevention, intervention, and a safe release plan that values community connection while prioritizing community, victim, and youth safety, as well as providing to informal supervision and case management.

Performance Narrative Statement

The Clackamas County Juvenile Department manages the Juvenile Intake and Assessment Center (JIAC) which is a twenty-four hour/seven day a week assessment center. The JIAC provides a temporary holding facility for youth in custody allowing law enforcement to return to their patrol duties in a timely manner. JIAC staff conduct intake assessments, screen for community safety and arrange for appropriate release. All youth brought to the JIAC are screened for issues related to physical health, substance use, mental health issues, and suicide and self-harming behaviors. More in depth screenings for substance abuse, suicide, violence and self-injury are conducted as necessary. Youth posing community safety concern or flight risk may be placed in juvenile detention. JIAC staff coordinate services with other agencies and develop comprehensive plans which focus on community safety as well as the immediate needs

Key Performance Measures

		FY 22-23 Actual	FY 23-24 Actual	FY 24-25 Target	FY 24-25 Actuals as of 12/31/24	FY 25-26 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)

CLACKAMAS COUNTY

260405-Juvenile Intake and Assessment Center

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

Program Budget Summary

						Budget-to-Budget:		Budget-to-3 Yr Avg:	
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	$ Variance	% Variance	$ Variance	% Variance
Beginning Fund Balance	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	-	8,990	105,277	9,688	698	8%	(25,404)	-72%
Charges, Fees, License, Permits, Fines	-	-	-	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	-	334	-	220	-	-	-	(185)	-100%
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	-	1,331,044	2,149,176	1,844,895	2,117,812	(31,364)	-1%	1,059,166	100%
Operating Revenue	**-**	**1,331,378**	**2,158,166**	**1,950,392**	**2,127,500**	**(30,666)**	**-1%**	**1,033,577**	**94%**
Total Revenue	**-**	**1,331,378**	**2,158,166**	**1,950,392**	**2,127,500**	**(30,666)**	**-1%**	**1,033,577**	**94%**
Personnel Services	-	1,272,985	1,738,128	1,600,365	1,802,520	64,393	4%	844,737	88%
Materials and Services	-	290,022	420,039	350,027	324,980	(95,059)	-23%	111,630	52%
Capital Outlay	-	-	-	-	-	-	-	-	-
Operating Expense	**-**	**1,563,008**	**2,158,167**	**1,950,392**	**2,127,500**	**(30,666)**	**-1%**	**956,367**	**82%**
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Total Appropriated	**-**	**1,563,008**	**2,158,167**	**1,950,392**	**2,127,500**	**(30,666)**	**-1%**	**956,367**	**82%**
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Total Expense	**-**	**1,563,008**	**2,158,167**	**1,950,392**	**2,127,500**	**(30,666)**	**-1%**	**956,367**	
Revenues Less Expenses	-	(231,630)	-	-	-				

Notes:
None

Clackamas 911 (CCOM)

Budget Presentation

Fiscal Year 2025-2026

CLACKAMAS COUNTY

Clackamas 911 (CCOM) (20)

Department Budget Summary by Fund

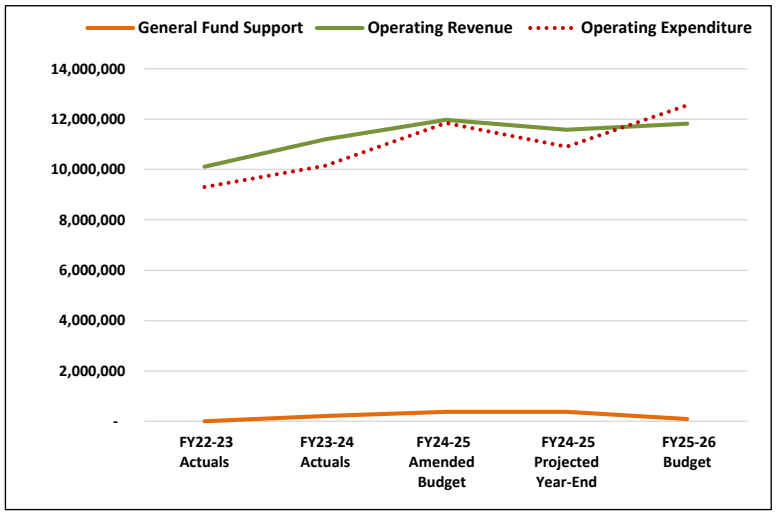
Line of Business	Program	FY25-26 911 Center Fund (605)	FY25-26 Total Budget	FY25-26 General Fund Support in Budget*	% of Total	FY25-26 FTE **		
						Total	Filled	Vacant
Clackamas 911 Services	Clackamas 911	15,242,268	15,242,268	90,000	1%	57.0	54.0	3.0
	TOTAL	15,242,268	15,242,268	90,000	1%	57.0	54.0	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%

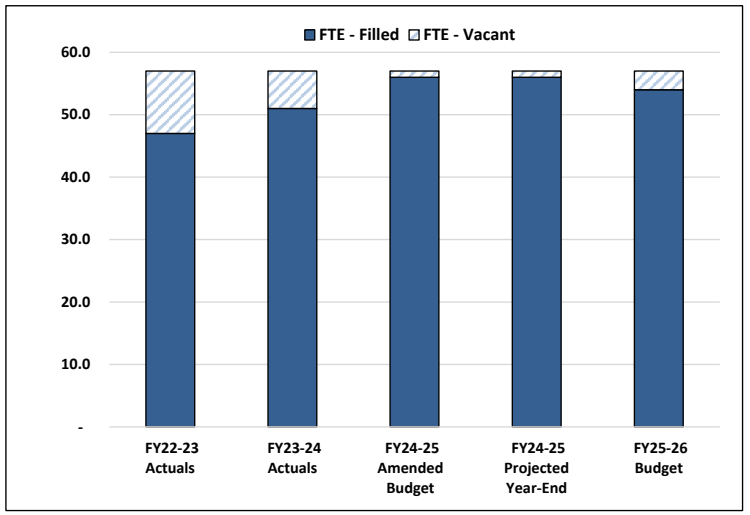
General Fund Support is a subsidy, net of any other revenue received by the department

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

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

	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	Budget to Budget: $ Variance	Budget to Budget: % Variance	Budget to 3-Year Average: $ Variance	Budget to 3-Year Average: % Variance
Beginning Fund Balance	2,613,833	2,911,306	3,031,739	3,446,950	3,420,576	388,837	13%	429,879	14%
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%	(216,052)	-6%
Charges, Fees, License, Permits	6,618,963	7,113,800	7,446,094	7,446,094	8,241,722	795,628	11%	1,182,103	17%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	73,405	161,160	51,000	132,200	135,000	84,000	165%	12,745	10%
Other Interfund Transfers	-	-	50,000	50,000	-	(50,000)	-100%	(16,667)	-100%
General Fund Support	-	209,014	375,185	375,185	90,000	(285,185)	-76%	(104,733)	-54%
Operating Revenue	**10,113,526**	**11,201,150**	**11,977,551**	**11,578,209**	**11,821,692**	**(155,859)**	**-1%**	**857,397**	**8%**
Total Revenue	**12,727,360**	**14,112,456**	**15,009,290**	**15,025,159**	**15,242,268**	**232,978**	**2%**	**1,287,276**	**9%**
Personnel Services	8,467,103	8,965,103	10,303,477	9,360,724	11,201,662	898,185	9%	2,270,685	25%
Materials and Services	825,807	1,182,935	1,525,987	1,544,237	1,319,492	(206,495)	-14%	135,165	11%
Capital Outlay	14,948	3,383	15,000	-	30,000	15,000	100%	23,890	391%
Operating Expenditure	**9,307,858**	**10,151,421**	**11,844,464**	**10,904,961**	**12,551,154**	**706,689**	**6%**	**2,429,740**	**24%**
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	508,196	514,085	946,000	699,622	476,000	(470,000)	-50%	(97,967)	-17%
Transfers	-	-	-	-	-	-	-	-	-
Contingency	-	-	382,400	-	382,400	-	0%	382,400	-
Total Appropriated	**9,816,054**	**10,665,506**	**13,172,864**	**11,604,583**	**13,409,554**	**236,689**	**2%**	**2,714,173**	**25%**
Reserve for Future Expenditures	-	-	1,836,426	-	1,832,714	(3,712)	0%	1,832,714	-
Total Expense	**9,816,054**	**10,665,506**	**15,009,290**	**11,604,583**	**15,242,268**	**232,977**	**2%**	**4,546,887**	
Revenues Less Expenses	**2,911,306**	**3,446,950**	**-**	**3,420,576**	**-**				
Full Time Equivalent (FTE)				*As Of 03/2025*					
FTE - Total	57.0	57.0	57.0	57.0	57.0	-			
FTE - Filled	47.0	51.0	56.0	56.0	54.0	(2.0)			
FTE - Vacant	10.0	6.0	1.0	1.0	3.0	2.0			





FY25-26 Looking Ahead

CHALLENGES

- 911 Tax on phone lines is flat $1.25 on lines.
- Grants & Funding from federal partners: frozen, likely eliminated.
- Changes in health landscape could impact innovative response options like Nurse Navigation and embedded crisis workers.
- User Fee increase for FY25-26 partners is high (11-12%).
- Clackamas 911 remains 6 positions short budget-wise from staffing study and is outgrowing present facility.

OPPORTUNITIES

- Pandemic-created staffing deficits corrected, many still in the training process.
- Clackamas 911 continues to lead Oregon in implementing innovative emergency services. Examples include Remote Dispatch, Nurse Navigation & embedded crisis workers.

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

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

Key Performance Measurers

		FY 22-23 Actual	FY 23-24 Actual	FY 24-25 Target	FY 24-25 Actuals as of 12/31/24	FY 25-26 Target
Result	By 2021, CCOM will be staffed at least 95% of budgeted capacity (*As of 5/4/25, CCOM 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, CCOM has 7 certified call-takers)	3	4	6	5	8
Output	By 2023, CCOM will enhance its in-house Quality Improvement program that evaluates customer service for 2% of our call volume	1.00%	1.00%	1.00%	1.00%	2.00%
Result	By 2025, 100% of callers will reach a live 9-1-1 call taker without being filtered through a cell phone filtering message system	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.

CLACKAMAS COUNTY

200101-Clackamas 911

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

Program Budget Summary

						Budget-to-Budget:		Budget-to-3 Yr Avg:	
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	$ Variance	% Variance	$ Variance	% Variance
Beginning Fund Balance	**2,613,833**	**2,911,306**	**3,031,739**	**3,446,950**	**3,420,576**	**388,837**	**13%**	**429,879**	**14%**
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%	(216,052)	-6%
Charges, Fees, License, Permits, Fines	6,618,963	7,113,800	7,446,094	7,446,094	8,241,722	795,628	11%	1,182,103	17%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	73,405	161,160	51,000	132,200	135,000	84,000	165%	12,745	10%
Other Interfund Transfers	-	-	50,000	50,000	-	(50,000)	-100%	(16,667)	-100%
General Fund Support	-	209,014	375,185	375,185	90,000	(285,185)	-76%	(104,733)	-54%
Operating Revenue	**10,113,526**	**11,201,150**	**11,977,551**	**11,578,209**	**11,821,692**	**(155,859)**	**-1%**	**857,397**	**8%**
Total Revenue	**12,727,360**	**14,112,456**	**15,009,290**	**15,025,159**	**15,242,268**	**232,978**	**2%**	**1,287,276**	**9%**
Personnel Services	8,467,103	8,965,103	10,303,477	9,360,724	11,201,662	898,185	9%	2,270,685	25%
Materials and Services	825,807	1,182,935	1,525,987	1,544,237	1,319,492	(206,495)	-14%	135,165	11%
Capital Outlay	14,948	3,383	15,000	-	30,000	15,000	100%	23,890	391%
Operating Expense	**9,307,858**	**10,151,421**	**11,844,464**	**10,904,961**	**12,551,154**	**706,689**	**6%**	**2,429,740**	**24%**
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	508,196	514,085	946,000	699,622	476,000	(470,000)	-50%	(97,967)	-17%
Transfers	-	-	-	-	-	-	-	-	-
Contingency	-	-	382,400	-	382,400	-	0%	382,400	-
Total Appropriated	**9,816,054**	**10,665,506**	**13,172,864**	**11,604,583**	**13,409,554**	**236,689**	**2%**	**2,714,173**	**25%**
Reserve for Future Expenditures	-	-	1,836,426	-	1,832,714	(3,712)	0%	1,832,714	-
Total Expense	**9,816,054**	**10,665,506**	**15,009,290**	**11,604,583**	**15,242,268**	**232,977**	**2%**	**4,546,887**	
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, CCOM realized the allocated cost increase from prior years as we did not receive a county stipend for FY 25-26. Professional Services line saw an increase from original budget due to the addition of a feasibility study.

Transportation & Development

Budget Presentation

Fiscal Year 2025-2026

Line of Business	Program	FY25-26 General Fund (100)	FY25-26 County Fair Fund (201)	FY25-26 Development Svcs Fund (205)	FY25-26 Community Services Fund (208)	FY25-26 Library Services (212)	FY25-26 Road Fund (215)	FY25-26 Property Resources Fund (218)	FY25-26 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		
	Fleet								
Community Services	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								
	Forestry								
	Property Disposition							2,014,634	
Development Services	County Surveyor	1,656,394							
	Public Land Corner	-							
	Current Planning	4,461,490							
	Building Codes			19,659,728					
	Septic			1,662,134					
	Development Engineering						3,219,469		
Visioning Services	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)	20,100,316	8,633,176	16,652,068	11,371,528	22,325,806	134,829,504	2,729,637	20,294,848
	$ Increase (Decrease)	1,796,648	3,851,571	4,669,794	1,782,277	(4,321,708)	(3,232,960)	420,584	2,338,934
	% Increase (Decrease)	9%	45%	28%	16%	-19%	-2%	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***

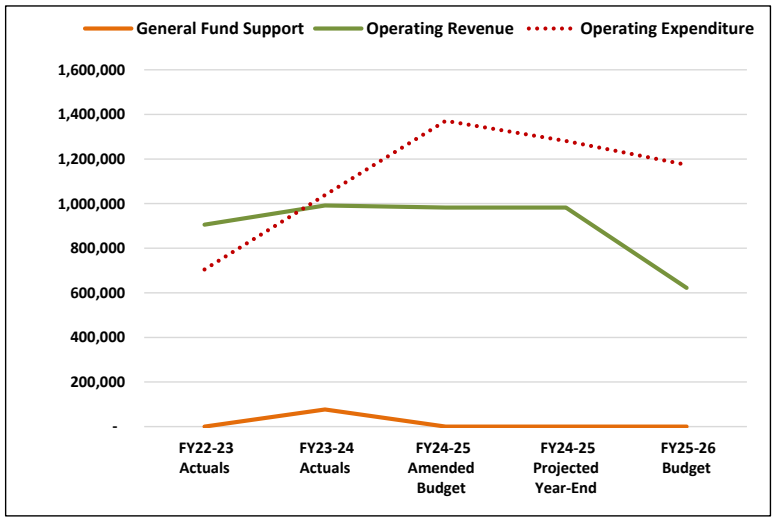
Line of Business	Program	FY25-26 Public Land Cor Pres Fund (224)	FY25-26 Special Grants Fund (230)	FY25-26 Parks & Forestry Fund (257)	FY25-26 Stone Creek Golf Course (601)	FY25-26 Fleet Svcs Fund (770)	FY25-26 Total Budget	FY25-26 General Fund Support in Budget *	% of Total	FY25-26 FTE ** Total	Filled	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	-				
	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	18,904,954	7,652,802	7,433,794	8,937,431	281,201,642	7,664,001	3%	344.2	315.2	29.0
	$ Increase (Decrease)	(939,432)	(9,730,627)	(580,533)	502,353	157,786	(3,285,314)	306,560		(2.0)	(8.0)	6.0
	% Increase (Decrease)	-70%	-51%	-8%	7%	2%	-1%	4%		-1%	-3%	21%

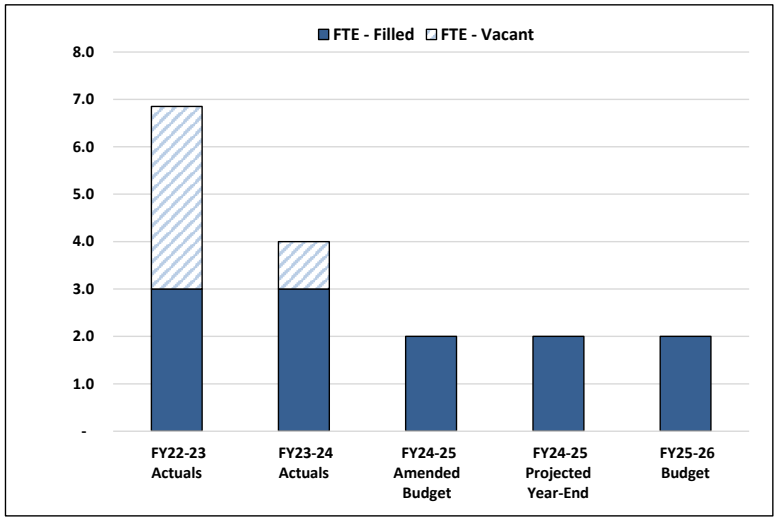
General Fund Support is a subsidy, net of any other revenue received by the department

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

30-Transportation & Development (DTD) [50-History] / 208-Lottery Fund
Summary of Revenue and Expense

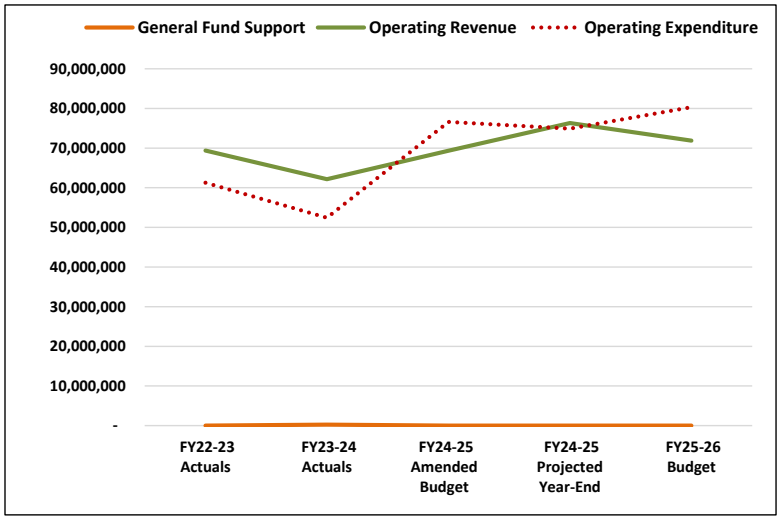
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	Budget to Budget: $ Variance	Budget to Budget: % Variance	Budget to 3-Year Average: $ Variance	Budget to 3-Year Average: % Variance
Beginning Fund Balance	1,002,242	1,202,915	1,056,720	1,155,920	857,691	(199,029)	-19%	(262,668)	-23%
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	-	-	-	-	-	-	-	-
Charges, Fees, License, Permits	905,228	896,420	982,346	982,346	622,233	(360,113)	-37%	(305,765)	-33%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	-	18,500	-	45	-	-	-	(6,182)	-100%
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	-	76,498	-	-	-	-	-	(25,499)	-100%
Operating Revenue	**905,228**	**991,418**	**982,346**	**982,391**	**622,233**	**(360,113)**	**-37%**	**(337,446)**	**-35%**
Total Revenue	**1,907,470**	**2,194,333**	**2,039,066**	**2,138,311**	**1,479,924**	**(559,142)**	**-27%**	**(600,114)**	**-29%**
Personnel Services	583,733	456,528	440,663	432,393	469,749	29,086	7%	(21,136)	-4%
Materials and Services	120,822	581,887	930,578	848,226	703,751	(226,827)	-24%	186,773	36%
Capital Outlay	-	-	-	-	-	-	-	-	-
Operating Expenditure	**704,555**	**1,038,415**	**1,371,241**	**1,280,619**	**1,173,500**	**(197,741)**	**-14%**	**165,637**	**16%**
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
Contingency	-	-	596,924	-	306,423	(290,501)	-49%	306,423	-
Total Appropriated	**704,555**	**1,038,415**	**1,968,165**	**1,280,619**	**1,479,923**	**(488,242)**	**-25%**	**472,060**	**47%**
Reserve for Future Expenditures	-	-	70,901	-	-	(70,901)	-100%	-	-
Total Expense	**704,555**	**1,038,415**	**2,039,066**	**1,280,619**	**1,479,923**	**(559,143)**	**-27%**	**472,060**	
Revenues Less Expenses	**1,202,915**	**1,155,919**	**-**	**857,692**	**-**				
Full Time Equivalent (FTE)				*As Of 03/2025*					
FTE - Total	6.9	4.0	2.0	2.0	2.0	-			
FTE - Filled	3.0	3.0	2.0	2.0	2.0	-			
FTE - Vacant	3.9	1.0	-	-	-	-			

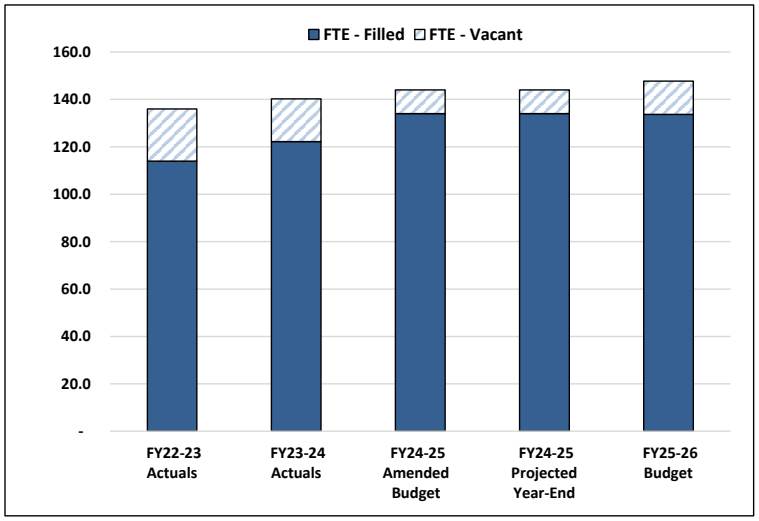




30-Transportation & Development (DTD) / 215-Road Fund
Summary of Revenue and Expense

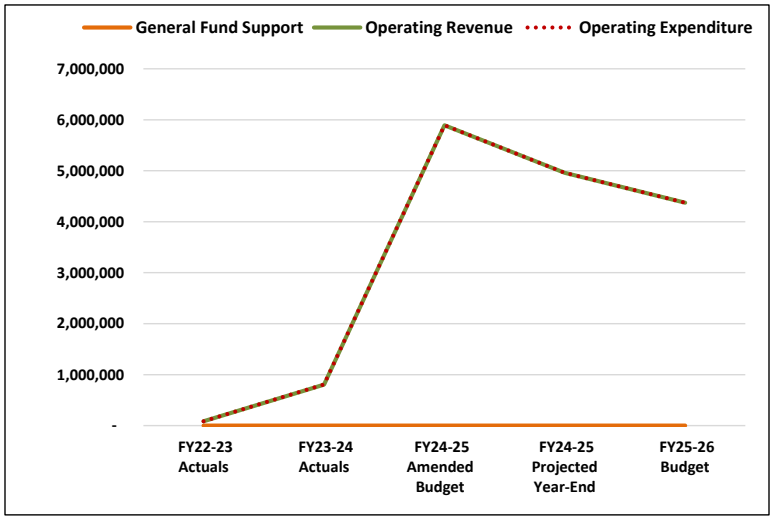
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	Budget to Budget: $ Variance	Budget to Budget: % Variance	Budget to 3-Year Average: $ Variance	Budget to 3-Year Average: % Variance
Beginning Fund Balance	53,138,868	55,451,564	56,620,668	59,091,522	50,670,586	(5,950,082)	-11%	(5,223,398)	-9%
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	50,802,374	40,361,640	46,815,864	48,618,300	43,559,084	(3,256,780)	-7%	(3,035,020)	-7%
Charges, Fees, License, Permits	14,846,316	15,672,259	15,983,236	15,894,290	16,134,814	151,578	1%	663,859	4%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	3,309,415	4,863,445	1,891,365	6,201,397	6,271,042	4,379,677	232%	1,479,623	31%
Other Interfund Transfers	432,429	1,028,670	4,658,541	5,598,714	5,935,371	1,276,830	27%	3,582,100	152%
General Fund Support	-	207,623	-	-	-	-	-	(69,208)	-100%
Operating Revenue	**69,390,533**	**62,133,638**	**69,349,006**	**76,312,701**	**71,900,311**	**2,551,304**	**4%**	**2,621,354**	**4%**
Total Revenue	**122,529,401**	**117,585,201**	**125,969,675**	**135,404,223**	**122,570,897**	**(3,398,777)**	**-3%**	**(2,602,044)**	**-2%**
Personnel Services	16,276,034	18,408,273	21,199,178	19,140,002	22,729,573	1,530,396	7%	4,788,137	27%
Materials and Services	20,681,758	23,716,537	26,559,411	26,305,411	28,387,128	1,827,717	7%	4,819,226	20%
Capital Outlay	24,294,780	10,296,317	28,861,928	29,465,287	29,184,592	322,664	1%	7,832,464	37%
Operating Expenditure	**61,252,571**	**52,421,127**	**76,620,517**	**74,910,700**	**80,301,294**	**3,680,777**	**5%**	**17,439,828**	**28%**
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	4,441,310	4,790,596	5,679,400	6,470,302	5,200,302	(479,098)	-8%	(33,767)	-1%
Transfers	1,383,956	1,281,956	3,063,835	3,352,635	2,506,700	(557,135)	-18%	500,517	25%
Contingency	-	-	17,000,000	-	23,507,595	6,507,595	38%	23,507,595	-
Total Appropriated	**67,077,837**	**58,493,679**	**102,363,752**	**84,733,637**	**111,515,890**	**9,152,138**	**9%**	**41,414,173**	**59%**
Reserve for Future Expenditures	-	-	23,605,922	-	11,055,008	(12,550,914)	-53%	11,055,008	-
Total Expense	**67,077,837**	**58,493,679**	**125,969,674**	**84,733,637**	**122,570,898**	**(3,398,776)**	**-3%**	**52,469,181**	
Revenues Less Expenses	**55,451,564**	**59,091,523**	**-**	**50,670,586**	**-**				
Full Time Equivalent (FTE)				*As Of 03/2025*					
FTE - Total	136.0	140.2	144.0	144.0	147.7	3.7			
FTE - Filled	114.0	122.2	134.0	134.0	133.7	(0.3)			
FTE - Vacant	22.0	18.0	10.0	10.0	14.0	4.0			

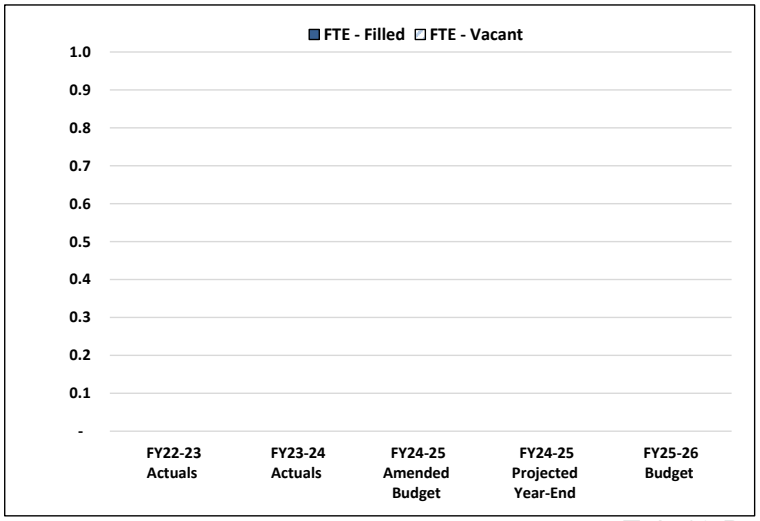




30-Transportation & Development (DTD) / 230-Special Grants Fund
Summary of Revenue and Expense

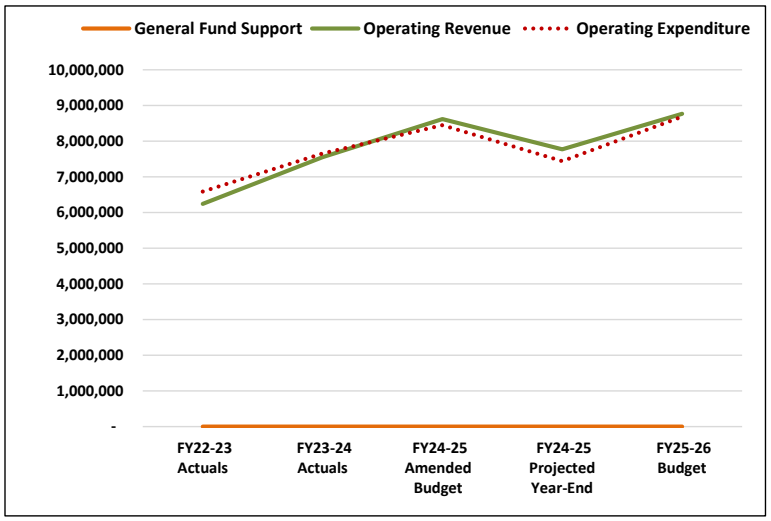
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	Budget to Budget: $ Variance	Budget to Budget: % Variance	Budget to 3-Year Average: $ Variance	Budget to 3-Year Average: % Variance
Beginning Fund Balance	-	-	-	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	84,633	804,239	5,852,448	4,920,677	4,374,327	(1,478,121)	-25%	2,437,811	126%
Charges, Fees, License, Permits	-	-	-	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	39,000	39,000	-	(39,000)	-100%	(13,000)	-100%
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-	-	-
Operating Revenue	**84,633**	**804,239**	**5,891,448**	**4,959,677**	**4,374,327**	**(1,517,121)**	**-26%**	**2,424,811**	**124%**
Total Revenue	**84,633**	**804,239**	**5,891,448**	**4,959,677**	**4,374,327**	**(1,517,121)**	**-26%**	**2,424,811**	**124%**
Personnel Services	-	-	-	-	-	-	-	-	-
Materials and Services	84,633	192,157	-	3,687,990	3,684,750	3,684,750	-	2,363,156	179%
Capital Outlay	-	615,980	5,891,448	1,271,687	689,577	(5,201,871)	-88%	60,355	10%
Operating Expenditure	**84,633**	**808,138**	**5,891,448**	**4,959,677**	**4,374,327**	**(1,517,121)**	**-26%**	**2,423,511**	**124%**
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Total Appropriated	**84,633**	**808,138**	**5,891,448**	**4,959,677**	**4,374,327**	**(1,517,121)**	**-26%**	**2,423,511**	**124%**
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Total Expense	**84,633**	**808,138**	**5,891,448**	**4,959,677**	**4,374,327**	**(1,517,121)**	**-26%**	**2,423,511**	
Revenues Less Expenses	**-**	**(3,899)**	**-**	**-**	**-**				
Full Time Equivalent (FTE)				*As Of 03/2025*					
FTE - Total	-	-	-	-	-	-			
FTE - Filled	-	-	-	-	-	-			
FTE - Vacant	-	-	-	-	-	-			

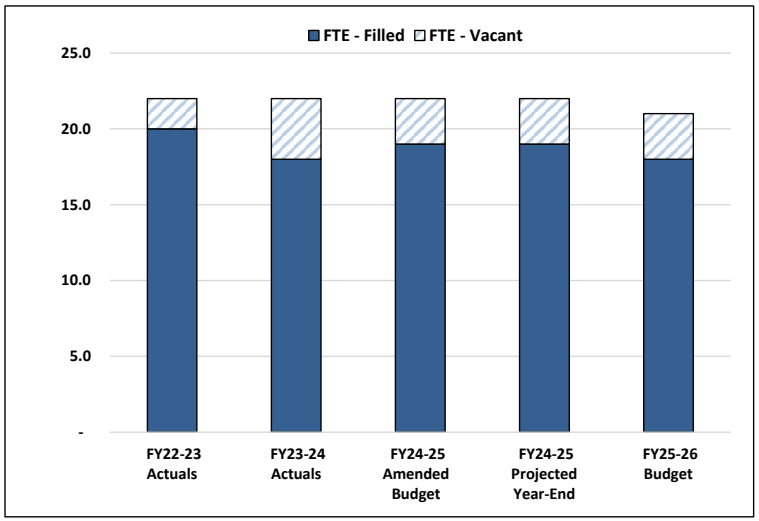




30-Transportation & Development (DTD) / 770-Fleet Services Fund
Summary of Revenue and Expense

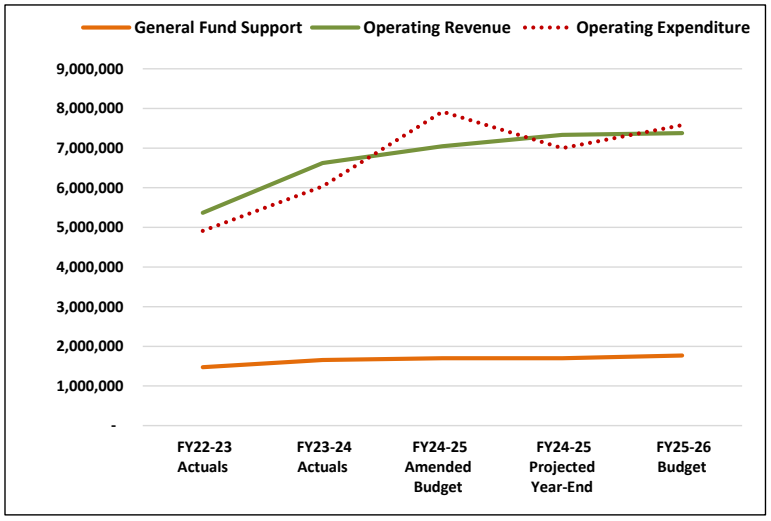
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	Budget to Budget: $ Variance	Budget to Budget: % Variance	Budget to 3-Year Average: $ Variance	Budget to 3-Year Average: % Variance
Beginning Fund Balance	445,579	100,461	320,128	(4,325)	328,445	8,317	3%	147,873	82%
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	93,219	590,000	-	620,000	30,000	5%	588,927	1895%
Charges, Fees, License, Permits	6,195,014	7,266,685	7,984,303	7,782,606	8,151,612	167,309	2%	1,070,177	15%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	45,827	190,056	43,000	(9,840)	(4,840)	(47,840)	-111%	(80,187)	-106%
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-	-	-
Operating Revenue	**6,240,841**	**7,549,960**	**8,617,303**	**7,772,766**	**8,766,772**	**149,469**	**2%**	**1,578,916**	**22%**
Total Revenue	**6,686,420**	**7,650,422**	**8,937,431**	**7,768,441**	**9,095,217**	**157,786**	**2%**	**1,726,790**	**23%**
Personnel Services	2,749,246	2,824,987	3,245,116	2,742,024	3,171,750	(73,366)	-2%	399,664	14%
Materials and Services	3,823,820	4,806,529	5,146,048	4,657,972	5,514,743	368,695	7%	1,085,303	25%
Capital Outlay	12,893	23,229	55,210	40,000	-	(55,210)	-100%	(25,374)	-100%
Operating Expenditure	**6,585,958**	**7,654,745**	**8,446,374**	**7,439,996**	**8,686,493**	**240,120**	**3%**	**1,459,594**	**20%**
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
Contingency	-	-	491,057	-	408,724	(82,333)	-17%	408,724	-
Total Appropriated	**6,585,958**	**7,654,745**	**8,937,431**	**7,439,996**	**9,095,217**	**157,787**	**2%**	**1,868,318**	**26%**
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Total Expense	**6,585,958**	**7,654,745**	**8,937,431**	**7,439,996**	**9,095,217**	**157,787**	**2%**	**1,868,318**	
Revenues Less Expenses	**100,461**	**(4,323)**	**-**	**328,445**	**-**				
Full Time Equivalent (FTE)				*As Of 03/2025*					
FTE - Total	22.0	22.0	22.0	22.0	21.0	(1.0)			
FTE - Filled	20.0	18.0	19.0	19.0	18.0	(1.0)			
FTE - Vacant	2.0	4.0	3.0	3.0	3.0	-			

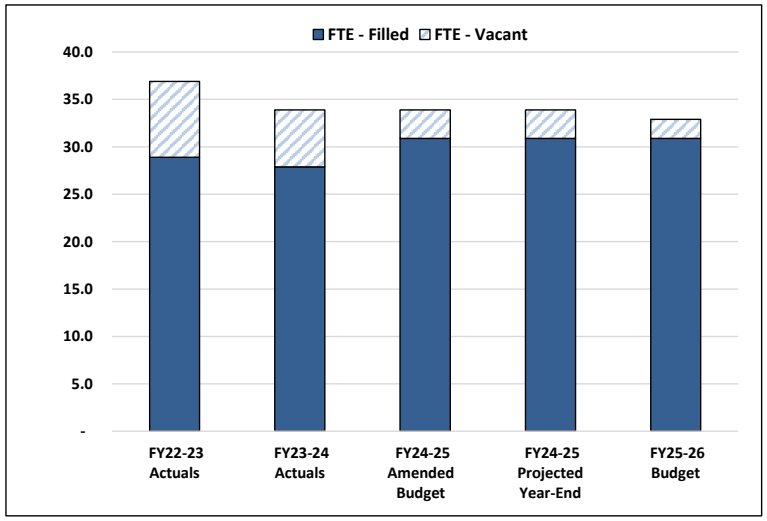




50-Transportation & Development (DTD) [60-History] / 100-General Fund
Summary of Revenue and Expense

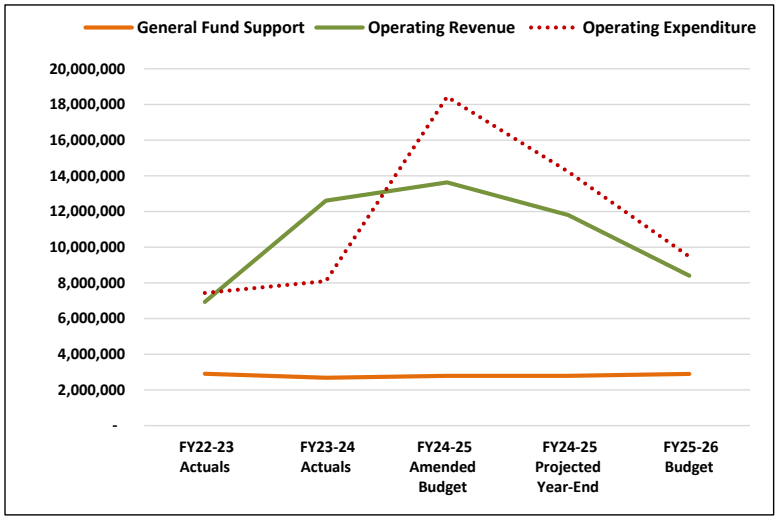
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	Budget to Budget: $ Variance	Budget to Budget: % Variance	Budget to 3-Year Average: $ Variance	Budget to 3-Year Average: % Variance
Beginning Fund Balance	2,656,681	3,114,075	2,812,839	3,531,462	3,683,744	870,905	31%	583,005	19%
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	791,057	875,220	812,064	893,557	699,880	(112,184)	-14%	(153,398)	-18%
Charges, Fees, License, Permits	820,314	1,736,574	2,220,976	2,084,387	2,310,816	89,840	4%	763,725	49%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	2,285,392	2,354,413	2,315,764	2,646,850	2,580,986	265,222	11%	152,101	6%
Other Interfund Transfers	-	-	-	10,000	20,000	20,000	-	16,667	500%
General Fund Support	1,471,117	1,655,360	1,699,380	1,699,380	1,767,355	67,975	4%	158,736	10%
Operating Revenue	**5,367,879**	**6,621,567**	**7,048,184**	**7,334,174**	**7,379,037**	**330,853**	**5%**	**937,831**	**15%**
Total Revenue	**8,024,560**	**9,735,642**	**9,861,023**	**10,865,636**	**11,062,781**	**1,201,758**	**12%**	**1,520,835**	**16%**
Personnel Services	3,136,162	3,847,822	4,964,621	4,451,609	4,782,545	(182,075)	-4%	970,681	25%
Materials and Services	1,760,767	2,158,977	2,904,898	2,498,190	2,746,365	(158,532)	-5%	607,054	28%
Capital Outlay	13,555	27,475	50,000	50,000	50,000	-	0%	19,656	65%
Operating Expenditure	**4,910,485**	**6,034,274**	**7,919,518**	**6,999,799**	**7,578,911**	**(340,607)**	**-4%**	**1,597,391**	**27%**
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	169,907	182,093	182,093	176,000	(6,093)	-3%	58,667	50%
Contingency	-	-	630,364	-	890,187	259,823	41%	890,187	-
Total Appropriated	**4,910,485**	**6,204,181**	**8,731,975**	**7,181,892**	**8,645,098**	**(86,877)**	**-1%**	**2,546,245**	**42%**
Reserve for Future Expenditures	-	-	1,129,049	-	2,417,683	1,288,634	114%	2,417,683	-
Total Expense	**4,910,485**	**6,204,181**	**9,861,024**	**7,181,892**	**11,062,781**	**1,201,757**	**12%**	**4,963,928**	
Revenues Less Expenses	**3,114,075**	**3,531,460**	**-**	**3,683,744**	**-**				
Full Time Equivalent (FTE)				*As Of 03/2025*					
FTE - Total	36.9	33.9	33.9	33.9	32.9	-1.0			
FTE - Filled	28.9	27.9	30.9	30.9	30.9	0.0			
FTE - Vacant	8.0	6.0	3.0	3.0	2.0	-1.0			

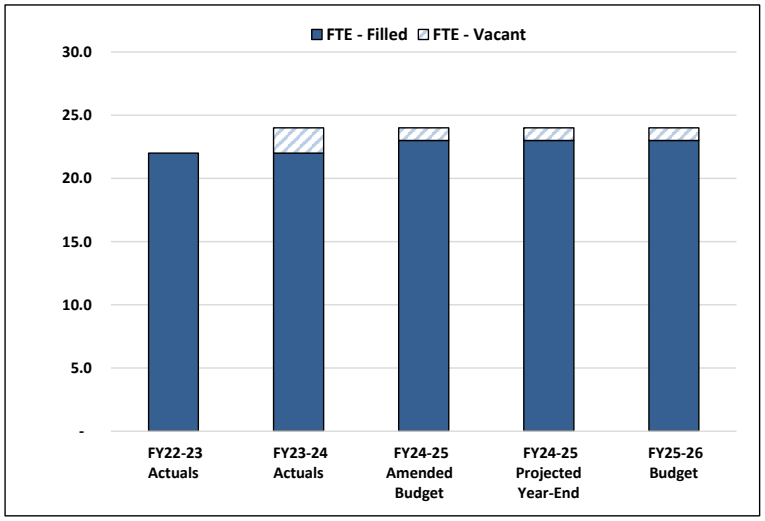




50-Transportation & Development (DTD) / 212-Library Services
Summary of Revenue and Expense

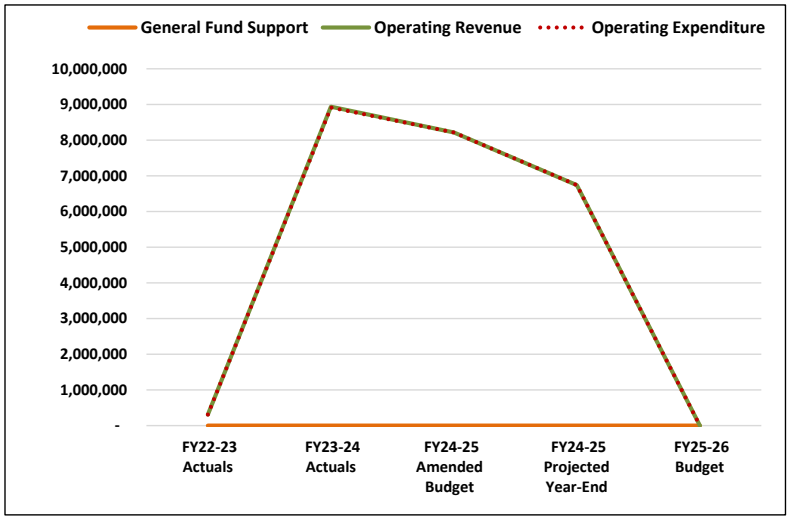
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	Budget to Budget: $ Variance	Budget to Budget: % Variance	Budget to 3-Year Average: $ Variance	Budget to 3-Year Average: % Variance
Beginning Fund Balance	8,173,996	7,620,886	8,697,736	12,072,728	9,596,768	899,032	10%	307,565	3%
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	2,742,118	3,952,198	2,790,955	3,151,030	3,183,873	392,918	14%	(97,909)	-3%
Charges, Fees, License, Permits	192,503	83,497	225,600	200,100	305,021	79,421	35%	146,321	92%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	1,093,235	1,231,599	1,344,322	1,247,680	1,918,344	574,022	43%	727,506	61%
Other Interfund Transfers	-	4,666,189	6,478,642	4,417,602	100,000	(6,378,642)	-98%	(2,927,930)	-97%
General Fund Support	2,906,620	2,680,451	2,788,550	2,788,550	2,900,092	111,542	4%	108,218	4%
Operating Revenue	**6,934,476**	**12,613,934**	**13,628,069**	**11,804,962**	**8,407,330**	**(5,220,739)**	**-38%**	**(2,043,794)**	**-20%**
Total Revenue	**15,108,472**	**20,234,820**	**22,325,806**	**23,877,690**	**18,004,098**	**(4,321,708)**	**-19%**	**(1,736,229)**	**-9%**
Personnel Services	3,203,475	3,305,734	3,871,454	3,766,375	4,035,526	164,072	4%	610,332	18%
Materials and Services	2,270,550	2,290,343	2,674,088	2,672,201	3,612,186	938,098	35%	1,201,154	50%
Capital Outlay	1,960,759	2,499,319	11,886,478	7,792,346	1,820,000	(10,066,478)	-85%	(2,264,141)	-55%
Operating Expenditure	**7,434,784**	**8,095,397**	**18,432,020**	**14,230,922**	**9,467,712**	**(8,964,308)**	**-49%**	**(452,656)**	**-5%**
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	52,802	66,697	75,000	50,000	360,000	285,000	380%	303,500	537%
Transfers	-	-	-	-	-	-	-	-	-
Contingency	-	-	1,718,498	-	5,877,044	4,158,546	242%	5,877,044	-
Total Appropriated	**7,487,586**	**8,162,094**	**20,225,518**	**14,280,922**	**15,704,756**	**(4,520,762)**	**-22%**	**5,727,889**	**57%**
Reserve for Future Expenditures	-	-	2,100,288	-	2,299,342	199,054	9%	2,299,342	-
Total Expense	**7,487,586**	**8,162,094**	**22,325,806**	**14,280,922**	**18,004,098**	**(4,321,708)**	**-19%**	**8,027,231**	
Revenues Less Expenses	**7,620,886**	**12,072,726**	**-**	**9,596,768**	**-**				
Full Time Equivalent (FTE)				*As Of 03/2025*					
FTE - Total	22.0	24.0	24.0	24.0	24.0	-			
FTE - Filled	22.0	22.0	23.0	23.0	23.0	-			
FTE - Vacant	-	2.0	1.0	1.0	1.0	-			

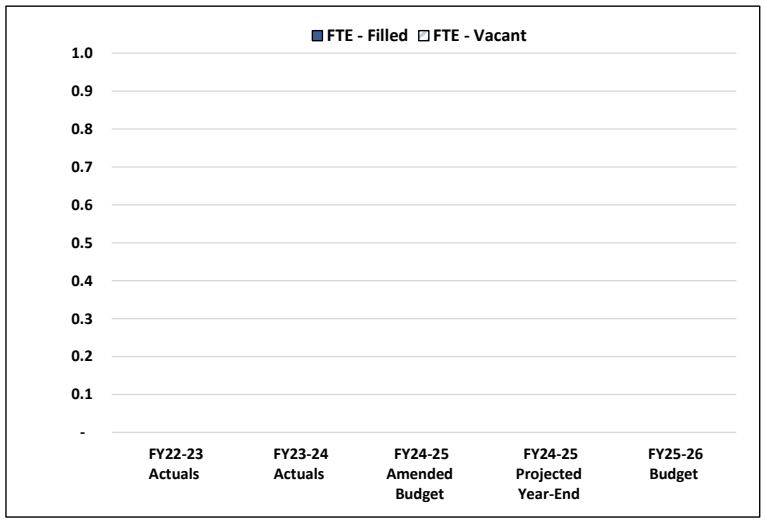




50-Transportation & Development (DTD) [60-History] / 230-Special Grants Fund
Summary of Revenue and Expense

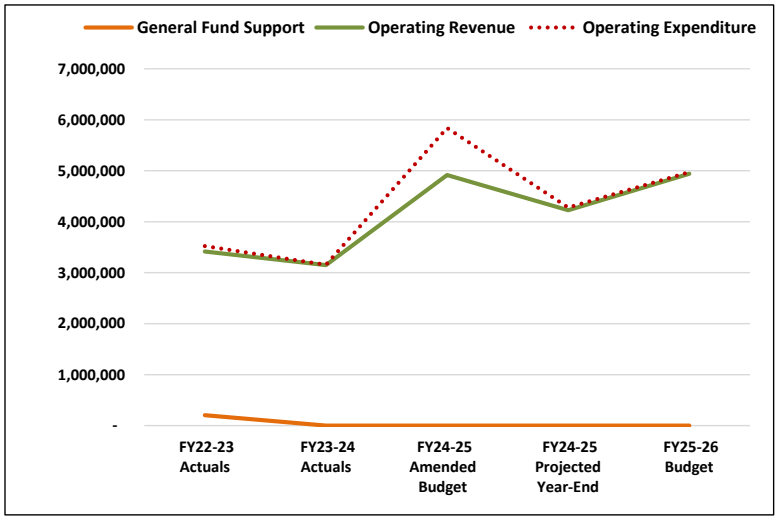
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	Budget to Budget: $ Variance	Budget to Budget: % Variance	Budget to 3-Year Average: $ Variance	Budget to 3-Year Average: % Variance
Beginning Fund Balance	-	-	-	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	307,706	8,938,287	8,213,506	6,741,104	-	(8,213,506)	-100%	(5,329,032)	-100%
Charges, Fees, License, Permits	-	-	-	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	-	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-	-	-
Operating Revenue	**307,706**	**8,938,287**	**8,213,506**	**6,741,104**	**-**	**(8,213,506)**	**-100%**	**(5,329,032)**	**-100%**
Total Revenue	**307,706**	**8,938,287**	**8,213,506**	**6,741,104**	**-**	**(8,213,506)**	**-100%**	**(5,329,032)**	**-100%**
Personnel Services	-	-	-	-	-	-	-	-	-
Materials and Services	-	-	-	95,566	-	-	-	(31,855)	-100%
Capital Outlay	307,706	8,914,464	8,213,506	6,645,538	-	(8,213,506)	-100%	(5,289,236)	-100%
Operating Expenditure	**307,706**	**8,914,464**	**8,213,506**	**6,741,104**	**-**	**(8,213,506)**	**-100%**	**(5,321,091)**	**-100%**
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Total Appropriated	**307,706**	**8,914,464**	**8,213,506**	**6,741,104**	**-**	**(8,213,506)**	**-100%**	**(5,321,091)**	**-100%**
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Total Expense	**307,706**	**8,914,464**	**8,213,506**	**6,741,104**	**-**	**(8,213,506)**	**-100%**	**(5,321,091)**	
Revenues Less Expenses	**-**	**23,822**	**-**	**-**	**-**				
Full Time Equivalent (FTE)				*As Of 03/2025*					
FTE - Total	-	-	-	-	-	-			
FTE - Filled	-	-	-	-	-	-			
FTE - Vacant	-	-	-	-	-	-			

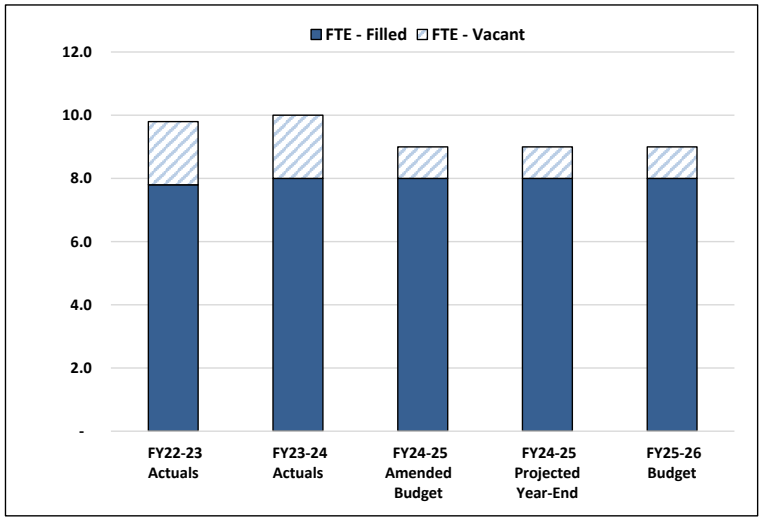




50-Transportation & Development (DTD) / 257-Parks & Forestry Fund
Summary of Revenue and Expense

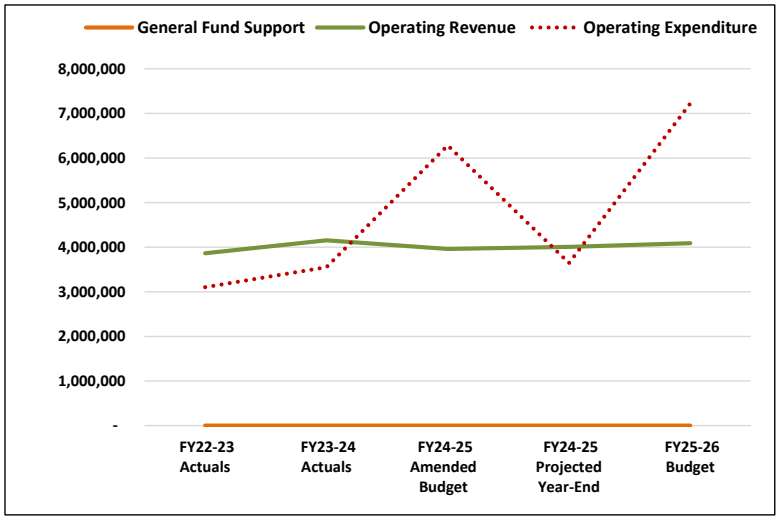
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	Budget to Budget: $ Variance	Budget to Budget: % Variance	Budget to 3-Year Average: $ Variance	Budget to 3-Year Average: % Variance
Beginning Fund Balance	3,096,275	2,988,722	2,736,078	2,583,521	2,130,617	(605,461)	-22%	(758,889)	-26%
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	1,089,828	394,749	1,102,350	1,253,222	1,558,338	455,988	41%	645,738	71%
Charges, Fees, License, Permits	1,236,403	1,126,780	1,273,400	1,206,100	1,371,700	98,300	8%	181,939	15%
Revenue from Bonds & Other Debts	250,000	499,993	325,894	625,294	665,500	339,606	104%	207,071	45%
All Other Revenue Resources	361,848	426,961	1,514,080	439,510	645,114	(868,966)	-57%	235,675	58%
Other Interfund Transfers	275,000	701,000	701,000	701,000	701,000	-	0%	142,000	25%
General Fund Support	202,934	-	-	-	-	-	-	(67,645)	-100%
Operating Revenue	**3,416,013**	**3,149,482**	**4,916,724**	**4,225,126**	**4,941,652**	**24,928**	**1%**	**1,344,778**	**37%**
Total Revenue	**6,512,288**	**6,138,203**	**7,652,802**	**6,808,647**	**7,072,269**	**(580,533)**	**-8%**	**585,889**	**9%**
Personnel Services	1,588,855	1,619,364	1,917,089	1,725,629	1,816,765	(100,324)	-5%	172,149	10%
Materials and Services	1,195,506	1,356,613	1,718,785	1,648,680	1,807,454	88,669	5%	407,188	29%
Capital Outlay	739,206	178,703	2,203,274	903,721	1,347,280	(855,994)	-39%	740,070	122%
Operating Expenditure	**3,523,567**	**3,154,680**	**5,839,148**	**4,278,030**	**4,971,499**	**(867,649)**	**-15%**	**1,319,407**	**36%**
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	400,000	400,000	400,000	400,000	-	0%	133,333	50%
Contingency	-	-	527,729	-	588,344	60,615	11%	588,344	-
Total Appropriated	**3,523,567**	**3,554,680**	**6,766,877**	**4,678,030**	**5,959,843**	**(807,034)**	**-12%**	**2,041,084**	**52%**
Reserve for Future Expenditures	-	-	885,925	-	1,112,426	226,501	26%	1,112,426	-
Total Expense	**3,523,567**	**3,554,680**	**7,652,802**	**4,678,030**	**7,072,269**	**(580,533)**	**-8%**	**3,153,510**	
Revenues Less Expenses	**2,988,722**	**2,583,523**	**-**	**2,130,617**	**-**				
Full Time Equivalent (FTE)				*As Of 03/2025*					
FTE - Total	9.8	10.0	9.0	9.0	9.0	-			
FTE - Filled	7.8	8.0	8.0	8.0	8.0	-			
FTE - Vacant	2.0	2.0	1.0	1.0	1.0	-			

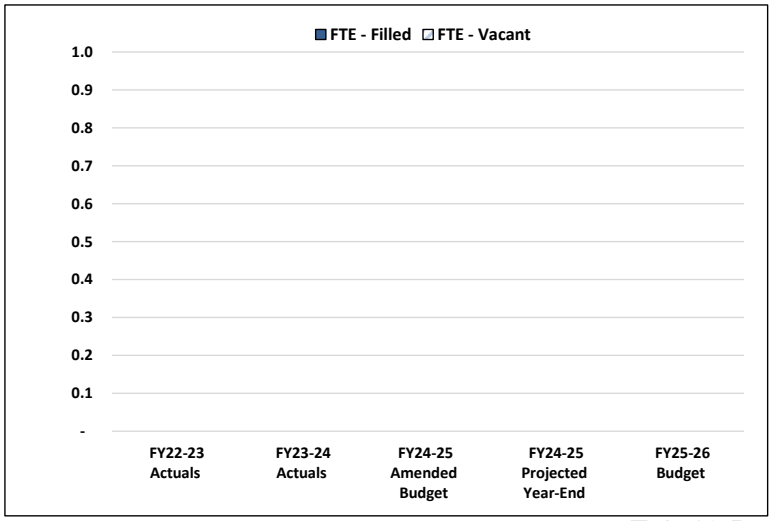




50-Transportation & Development (DTD) / 601-Stone Creek Golf Course
Summary of Revenue and Expense

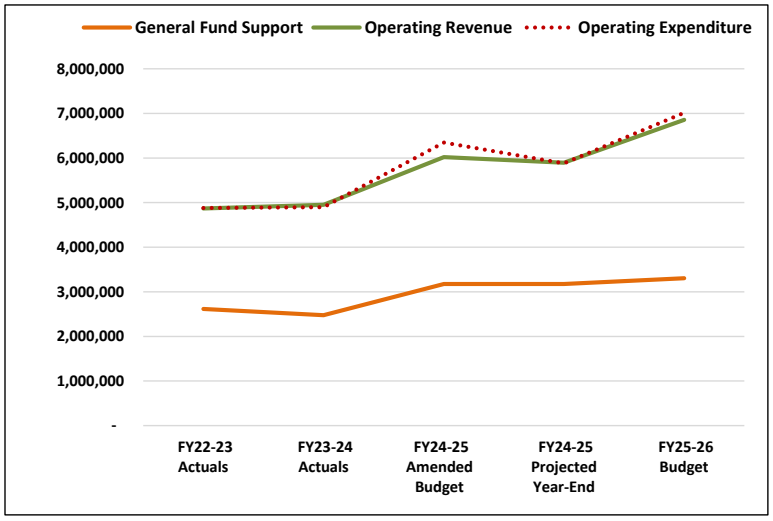
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	Budget to Budget: $ Variance	Budget to Budget: % Variance	Budget to 3-Year Average: $ Variance	Budget to 3-Year Average: % Variance
Beginning Fund Balance	2,845,189	3,328,783	3,474,004	3,708,028	3,846,247	372,243	11%	552,247	17%
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	-	-	-	-	-	-	-	-
Charges, Fees, License, Permits	3,802,537	3,997,065	3,884,800	3,884,800	3,981,920	97,120	3%	87,119	2%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	59,997	158,054	74,990	122,640	107,980	32,990	44%	(5,584)	-5%
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-	-	-
Operating Revenue	**3,862,533**	**4,155,119**	**3,959,790**	**4,007,440**	**4,089,900**	**130,110**	**3%**	**81,536**	**2%**
Total Revenue	**6,707,722**	**7,483,902**	**7,433,794**	**7,715,468**	**7,936,147**	**502,353**	**7%**	**633,783**	**9%**
Personnel Services	-	-	-	-	-	-	-	-	-
Materials and Services	3,035,584	3,203,341	3,180,057	3,525,720	3,622,038	441,981	14%	367,156	11%
Capital Outlay	68,355	347,533	3,100,000	118,501	3,600,000	500,000	16%	3,421,870	1921%
Operating Expenditure	**3,103,939**	**3,550,874**	**6,280,057**	**3,644,221**	**7,222,038**	**941,981**	**15%**	**3,789,027**	**110%**
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	275,000	225,000	225,000	225,000	225,000	-	0%	(16,667)	-7%
Contingency	-	-	928,736	-	489,109	(439,627)	-47%	489,109	-
Total Appropriated	**3,378,939**	**3,775,874**	**7,433,793**	**3,869,221**	**7,936,147**	**502,354**	**7%**	**4,261,469**	**116%**
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Total Expense	**3,378,939**	**3,775,874**	**7,433,793**	**3,869,221**	**7,936,147**	**502,354**	**7%**	**4,261,469**	
Revenues Less Expenses	**3,328,783**	**3,708,028**	**-**	**3,846,247**	**-**				
Full Time Equivalent (FTE)				*As Of 03/2025*					
FTE - Total	-	-	-	-	-	-			
FTE - Filled	-	-	-	-	-	-			
FTE - Vacant	-	-	-	-	-	-			

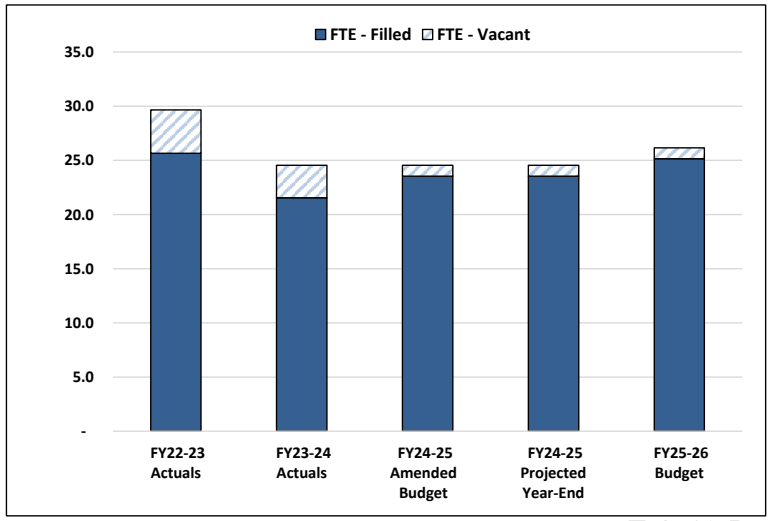




60-Transportation & Development (DTD) / 100-General Fund
Summary of Revenue and Expense

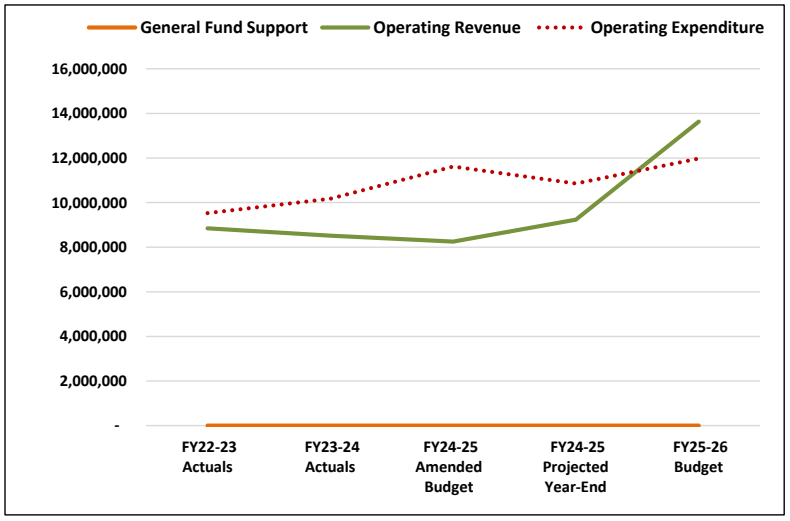
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	Budget to Budget: $ Variance	Budget to Budget: % Variance	Budget to 3-Year Average: $ Variance	Budget to 3-Year Average: % Variance
Beginning Fund Balance	400,966	390,362	445,900	445,901	459,970	14,070	3%	47,560	12%
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	69,180	421,149	230,618	199,825	(221,324)	-53%	99,892	100%
Charges, Fees, License, Permits	2,244,768	2,407,432	2,400,081	2,466,010	3,351,515	951,434	40%	978,779	41%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	7,746	920	-	-	-	-	-	(2,889)	-100%
Other Interfund Transfers	-	-	21,092	21,092	-	(21,092)	-100%	(7,031)	-100%
General Fund Support	2,615,537	2,473,370	3,176,071	3,176,071	3,303,114	127,043	4%	548,121	20%
Operating Revenue	**4,868,050**	**4,950,901**	**6,018,393**	**5,893,791**	**6,854,454**	**836,061**	**14%**	**1,616,873**	**31%**
Total Revenue	**5,269,016**	**5,341,263**	**6,464,293**	**6,339,692**	**7,314,424**	**850,131**	**13%**	**1,664,433**	**29%**
Personnel Services	3,313,108	3,124,315	3,924,374	3,750,118	4,499,838	575,464	15%	1,103,991	33%
Materials and Services	1,542,335	1,771,051	2,420,781	2,129,604	2,513,208	92,427	4%	698,878	39%
Capital Outlay	23,212	-	-	-	-	-	-	(7,737)	-100%
Operating Expenditure	**4,878,655**	**4,895,366**	**6,345,155**	**5,879,722**	**7,013,047**	**667,892**	**11%**	**1,795,132**	**34%**
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
Contingency	-	-	119,137	-	301,377	182,240	153%	301,377	-
Total Appropriated	**4,878,655**	**4,895,366**	**6,464,292**	**5,879,722**	**7,314,424**	**850,132**	**13%**	**2,096,509**	**40%**
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Total Expense	**4,878,655**	**4,895,366**	**6,464,292**	**5,879,722**	**7,314,424**	**850,132**	**13%**	**2,096,509**	
Revenues Less Expenses	**390,362**	**445,897**	**-**	**459,970**	**-**				
Full Time Equivalent (FTE)				*As Of 03/2025*					
FTE - Total	29.7	24.6	24.6	24.6	26.2	1.6			
FTE - Filled	25.7	21.6	23.6	23.6	25.2	1.6			
FTE - Vacant	4.0	3.0	1.0	1.0	1.0	-			

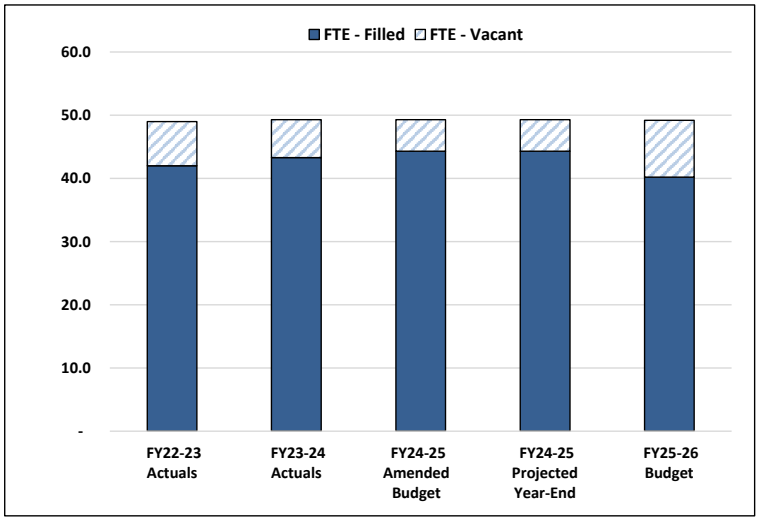




60-Transportation & Development (DTD) / 205-Development Services Fund
Summary of Revenue and Expense

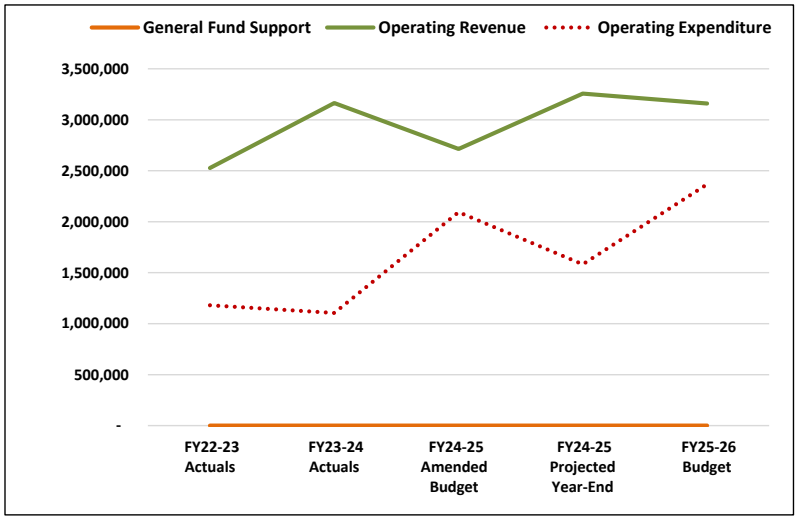
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	Budget to Budget: $ Variance	Budget to Budget: % Variance	Budget to 3-Year Average: $ Variance	Budget to 3-Year Average: % Variance
Beginning Fund Balance	11,647,315	10,965,503	8,405,076	9,309,626	7,690,544	(714,532)	-9%	(2,950,271)	-28%
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	18,180	24,690	23,719	18,597	-	(23,719)	-100%	(20,489)	-100%
Charges, Fees, License, Permits	8,440,147	7,959,846	7,726,130	8,521,219	12,736,565	5,010,435	65%	4,429,494	53%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	385,469	534,103	497,143	694,249	894,753	397,610	80%	356,813	66%
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-	-	-
Operating Revenue	**8,843,795**	**8,518,639**	**8,246,992**	**9,234,065**	**13,631,318**	**5,384,326**	**65%**	**4,765,818**	**54%**
Total Revenue	**20,491,111**	**19,484,142**	**16,652,068**	**18,543,691**	**21,321,862**	**4,669,794**	**28%**	**1,815,548**	**9%**
Personnel Services	6,960,473	6,650,135	7,836,268	7,224,555	8,312,105	475,837	6%	1,367,050	20%
Materials and Services	2,565,010	3,457,495	3,680,545	3,531,384	3,478,792	(201,753)	-5%	294,162	9%
Capital Outlay	125	66,886	100,000	97,208	182,000	82,000	82%	127,260	232%
Operating Expenditure	**9,525,608**	**10,174,516**	**11,616,813**	**10,853,147**	**11,972,897**	**356,084**	**3%**	**1,788,473**	**18%**
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
Contingency	-	-	2,797,366	-	2,961,920	164,554	6%	2,961,920	-
Total Appropriated	**9,525,608**	**10,174,516**	**14,414,179**	**10,853,147**	**14,934,817**	**520,638**	**4%**	**4,750,393**	**47%**
Reserve for Future Expenditures	-	-	2,237,888	-	6,387,046	4,149,158	185%	6,387,046	-
Total Expense	**9,525,608**	**10,174,516**	**16,652,067**	**10,853,147**	**21,321,863**	**4,669,796**	**28%**	**11,137,439**	
Revenues Less Expenses	**10,965,503**	**9,309,626**	**-**	**7,690,544**	**-**				
Full Time Equivalent (FTE)				*As Of 03/2025*					
FTE - Total	49.0	49.3	49.3	49.3	49.2	(0.1)			
FTE - Filled	42.0	43.3	44.3	44.3	40.2	(4.1)			
FTE - Vacant	7.0	6.0	5.0	5.0	9.0	4.0			

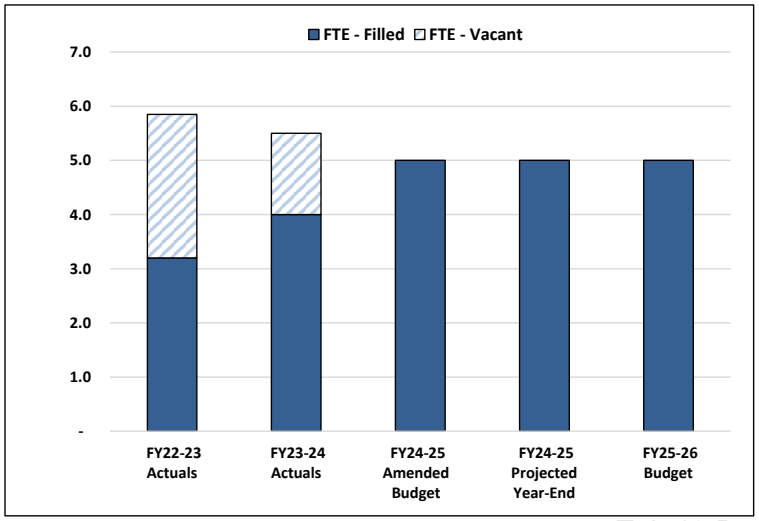




60-Transportation & Development (DTD) [65-History] / 208-Lottery Fund
Summary of Revenue and Expense

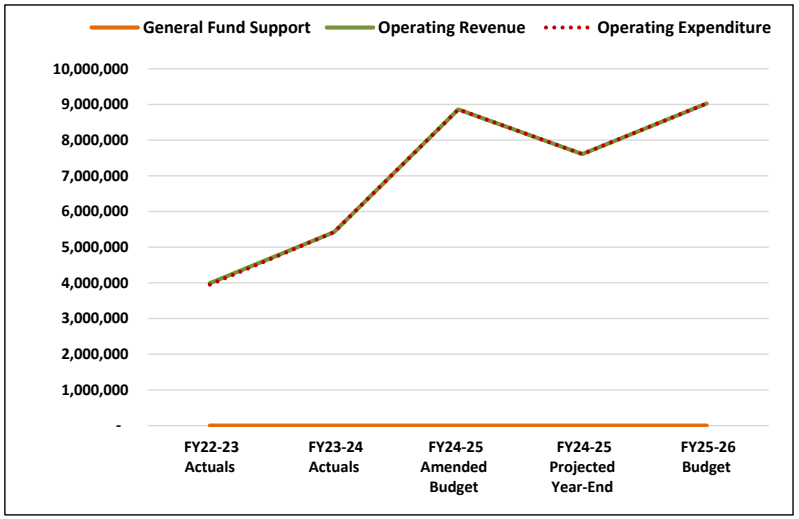
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	Budget to Budget: $ Variance	Budget to Budget: % Variance	Budget to 3-Year Average: $ Variance	Budget to 3-Year Average: % Variance
Beginning Fund Balance	5,213,008	6,331,402	6,618,185	7,890,701	8,515,091	1,896,906	29%	2,036,721	31%
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	2,384,398	2,750,453	2,403,327	2,766,000	2,750,500	347,173	14%	116,883	4%
Charges, Fees, License, Permits	911	11,899	5,000	1,227	5,000	-	0%	321	7%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	142,362	401,118	305,950	489,350	403,290	97,340	32%	59,013	17%
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-	-	-
Operating Revenue	**2,527,672**	**3,163,470**	**2,714,277**	**3,256,577**	**3,158,790**	**444,513**	**16%**	**176,217**	**6%**
Total Revenue	**7,740,680**	**9,494,872**	**9,332,462**	**11,147,278**	**11,673,881**	**2,341,419**	**25%**	**2,212,938**	**23%**
Personnel Services	517,572	530,100	894,707	843,614	907,324	12,617	1%	276,895	44%
Materials and Services	663,061	574,072	1,199,183	738,573	1,459,669	260,486	22%	801,100	122%
Capital Outlay	-	-	-	-	-	-	-	-	-
Operating Expenditure	**1,180,633**	**1,104,172**	**2,093,890**	**1,582,187**	**2,366,993**	**273,103**	**13%**	**1,077,996**	**84%**
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	165,645	500,000	950,000	1,050,000	1,100,000	150,000	16%	528,118	92%
Transfers	63,000	-	-	-	-	-	-	(21,000)	-100%
Contingency	-	-	554,000	-	1,500,000	946,000	171%	1,500,000	-
Total Appropriated	**1,409,278**	**1,604,172**	**3,597,890**	**2,632,187**	**4,966,993**	**1,369,103**	**38%**	**3,085,114**	**164%**
Reserve for Future Expenditures	-	-	5,734,573	-	6,706,888	972,315	17%	6,706,888	-
Total Expense	**1,409,278**	**1,604,172**	**9,332,463**	**2,632,187**	**11,673,881**	**2,341,418**	**25%**	**9,792,002**	
Revenues Less Expenses	**6,331,402**	**7,890,700**	**-**	**8,515,091**	**-**				
Full Time Equivalent (FTE)				*As Of 03/2025*					
FTE - Total	5.9	5.5	5.0	5.0	5.0	-			
FTE - Filled	3.2	4.0	5.0	5.0	5.0	-			
FTE - Vacant	2.7	1.5	-	-	-	-			

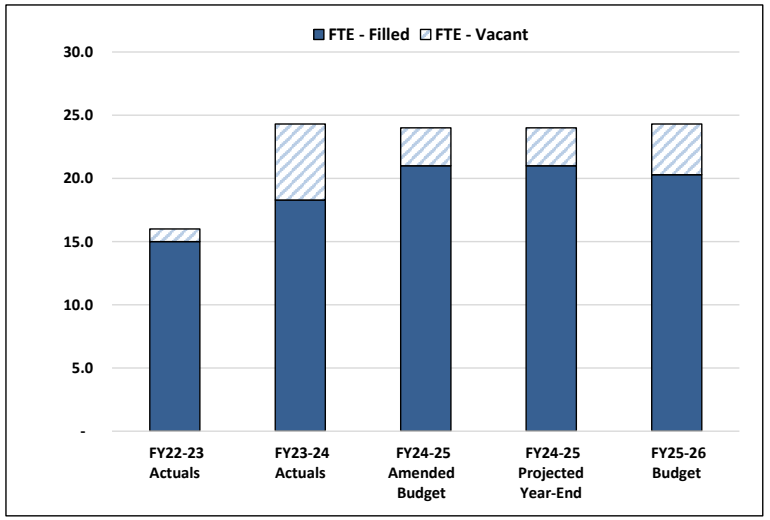




60-Transportation & Development (DTD) / 215-Road Fund
Summary of Revenue and Expense

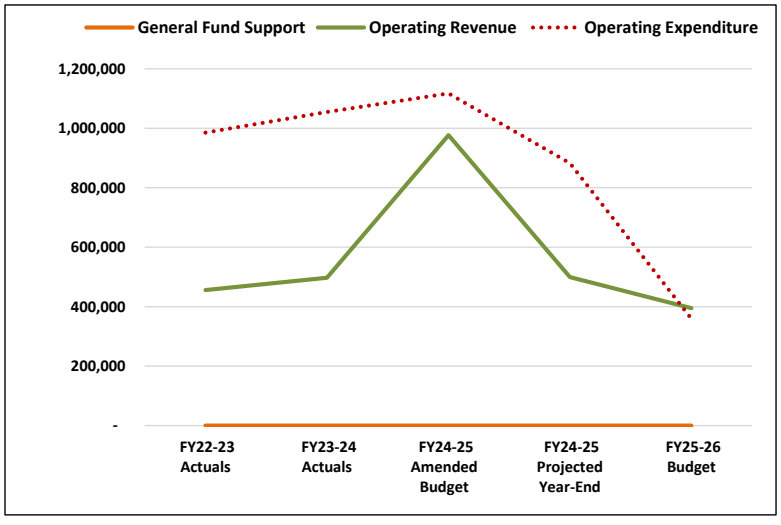
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	Budget to Budget: $ Variance	Budget to Budget: % Variance	Budget to 3-Year Average: $ Variance	Budget to 3-Year Average: % Variance
Beginning Fund Balance	-	-	-	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	2,967,457	4,378,636	8,076,378	6,775,342	8,161,588	85,210	1%	3,454,443	73%
Charges, Fees, License, Permits	1,022,123	1,043,457	761,951	819,908	852,558	90,607	12%	(109,271)	-11%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	-	1,060	21,500	13,000	11,500	(10,000)	-47%	6,813	145%
Other Interfund Transfers	-	-	-	27	-	-	-	(9)	-100%
General Fund Support	-	-	-	-	-	-	-	-	-
Operating Revenue	**3,989,580**	**5,423,153**	**8,859,829**	**7,608,277**	**9,025,646**	**165,817**	**2%**	**3,351,976**	**59%**
Total Revenue	**3,989,580**	**5,423,153**	**8,859,829**	**7,608,277**	**9,025,646**	**165,817**	**2%**	**3,351,976**	**59%**
Personnel Services	2,901,492	3,111,028	4,018,298	3,697,854	4,135,889	117,590	3%	899,098	28%
Materials and Services	935,986	2,250,411	4,781,531	3,847,174	4,836,756	55,225	1%	2,492,232	106%
Capital Outlay	112,102	61,714	60,000	63,249	53,000	(7,000)	-12%	(26,022)	-33%
Operating Expenditure	**3,949,580**	**5,423,153**	**8,859,830**	**7,608,277**	**9,025,645**	**165,815**	**2%**	**3,365,308**	**59%**
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	40,000	-	-	-	-	-	-	(13,333)	-100%
Transfers	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Total Appropriated	**3,989,580**	**5,423,153**	**8,859,830**	**7,608,277**	**9,025,645**	**165,815**	**2%**	**3,351,975**	**59%**
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Total Expense	**3,989,580**	**5,423,153**	**8,859,830**	**7,608,277**	**9,025,645**	**165,815**	**2%**	**3,351,975**	
Revenues Less Expenses	**-**	**-**	**-**	**-**	**-**				
Full Time Equivalent (FTE)				*As Of 03/2025*					
FTE - Total	16.0	24.3	24.0	24.0	24.3	0.3			
FTE - Filled	15.0	18.3	21.0	21.0	20.3	(0.7)			
FTE - Vacant	1.0	6.0	3.0	3.0	4.0	1.0			

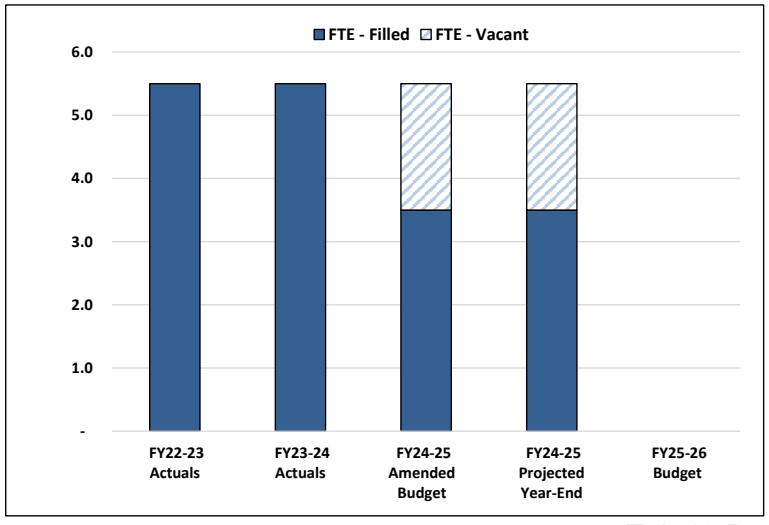




60-Transportation & Development (DTD) / 224-Public Land Cor Pres Fund
Summary of Revenue and Expense

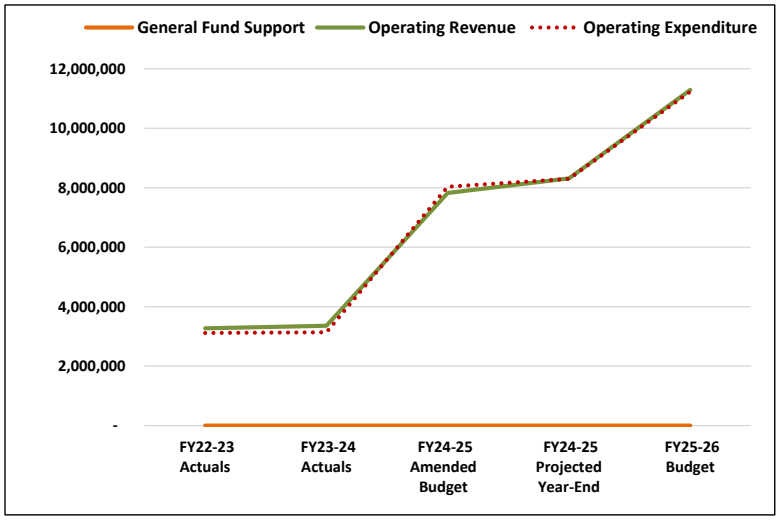
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	Budget to Budget: $ Variance	Budget to Budget: % Variance	Budget to 3-Year Average: $ Variance	Budget to 3-Year Average: % Variance
Beginning Fund Balance	1,471,280	942,121	359,202	384,894	1,347	(357,855)	-100%	(931,418)	-100%
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	-	-	-	-	-	-	-	-
Charges, Fees, License, Permits	367,136	470,837	966,611	482,524	395,000	(571,611)	-59%	(45,166)	-10%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	88,794	26,466	9,967	16,629	-	(9,967)	-100%	(43,963)	-100%
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-	-	-
Operating Revenue	**455,930**	**497,303**	**976,577**	**499,153**	**395,000**	**(581,577)**	**-60%**	**(89,129)**	**-18%**
Total Revenue	**1,927,210**	**1,439,424**	**1,335,779**	**884,047**	**396,347**	**(939,432)**	**-70%**	**(1,020,547)**	**-72%**
Personnel Services	791,587	851,805	896,084	665,970	2,687	(893,398)	-100%	(767,101)	-100%
Materials and Services	164,583	202,726	221,028	216,730	356,479	135,451	61%	161,799	83%
Capital Outlay	28,919	-	-	-	-	-	-	(9,640)	-100%
Operating Expenditure	**985,089**	**1,054,531**	**1,117,112**	**882,700**	**359,165**	**(757,947)**	**-68%**	**(614,942)**	**-63%**
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
Contingency	-	-	218,667	-	37,182	(181,485)	-83%	37,182	-
Total Appropriated	**985,089**	**1,054,531**	**1,335,779**	**882,700**	**396,347**	**(939,432)**	**-70%**	**(577,760)**	**-59%**
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Total Expense	**985,089**	**1,054,531**	**1,335,779**	**882,700**	**396,347**	**(939,432)**	**-70%**	**(577,760)**	
Revenues Less Expenses	**942,121**	**384,893**	**-**	**1,347**	**-**				
Full Time Equivalent (FTE)				*As Of 03/2025*					
FTE - Total	5.5	5.5	5.5	5.5	-	(5.5)			
FTE - Filled	5.5	5.5	3.5	3.5	-	(3.5)			
FTE - Vacant	-	-	2.0	2.0	-	(2.0)			

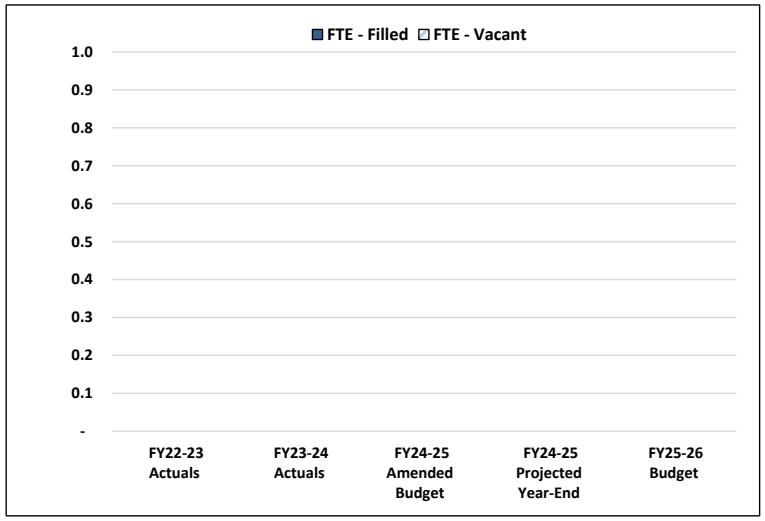




80-Misc/Pass-Through [50-History] / 201-County Fair Fund
Summary of Revenue and Expense

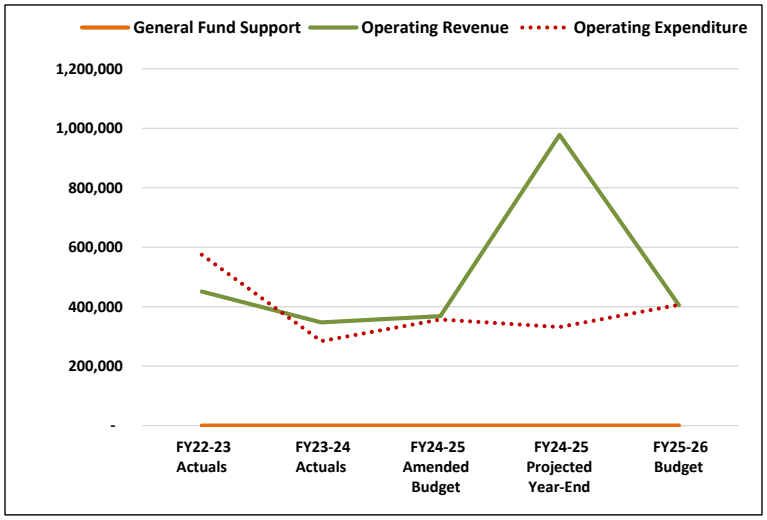
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	Budget to Budget: $ Variance	Budget to Budget: % Variance	Budget to 3-Year Average: $ Variance	Budget to 3-Year Average: % Variance
Beginning Fund Balance	802,293	956,273	807,533	1,176,149	1,193,730	386,197	48%	215,492	22%
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	640,909	607,232	1,998,412	5,121,744	5,121,744	3,123,332	156%	2,998,449	141%
Charges, Fees, License, Permits	749,405	703,920	725,500	757,000	794,850	69,350	10%	58,075	8%
Revenue from Bonds & Other Debts	-	-	1,857,168	-	1,856,423	(745)	0%	1,856,423	-
All Other Revenue Resources	1,325,560	1,457,722	2,629,563	1,820,000	2,886,000	256,437	10%	1,351,573	88%
Other Interfund Transfers	553,266	589,230	615,000	615,745	632,000	17,000	3%	45,920	8%
General Fund Support	-	-	-	-	-	-	-	-	-
Operating Revenue	**3,269,139**	**3,358,103**	**7,825,643**	**8,314,489**	**11,291,017**	**3,465,374**	**44%**	**6,310,440**	**127%**
Total Revenue	**4,071,433**	**4,314,377**	**8,633,176**	**9,490,638**	**12,484,747**	**3,851,571**	**45%**	**6,525,932**	**110%**
Personnel Services	777,765	1,083,508	863,495	1,052,419	1,094,983	231,488	27%	123,752	13%
Materials and Services	1,662,743	1,699,531	1,707,740	1,628,912	1,662,750	(44,990)	-3%	(979)	0%
Capital Outlay	674,651	355,188	5,461,668	5,615,577	8,472,000	3,010,332	55%	6,256,861	282%
Operating Expenditure	**3,115,159**	**3,138,227**	**8,032,903**	**8,296,908**	**11,229,733**	**3,196,830**	**40%**	**6,379,635**	**132%**
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
Contingency	-	-	600,274	-	1,255,014	654,740	109%	1,255,014	-
Total Appropriated	**3,115,159**	**3,138,227**	**8,633,177**	**8,296,908**	**12,484,747**	**3,851,570**	**45%**	**7,634,649**	**157%**
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Total Expense	**3,115,159**	**3,138,227**	**8,633,177**	**8,296,908**	**12,484,747**	**3,851,570**	**45%**	**7,634,649**	
Revenues Less Expenses	**956,273**	**1,176,149**	**-**	**1,193,730**	**-**				
Full Time Equivalent (FTE)				*As Of 03/2025*					
FTE - Total	-	-	-	-	-	-			
FTE - Filled	-	-	-	-	-	-			
FTE - Vacant	-	-	-	-	-	-			

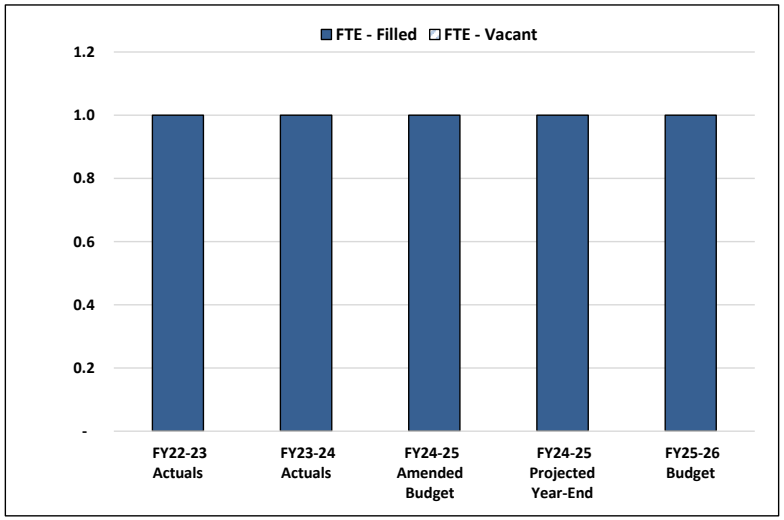




80-Misc/Pass-Through [50-History] / 218-Property Resources Fund
Summary of Revenue and Expense

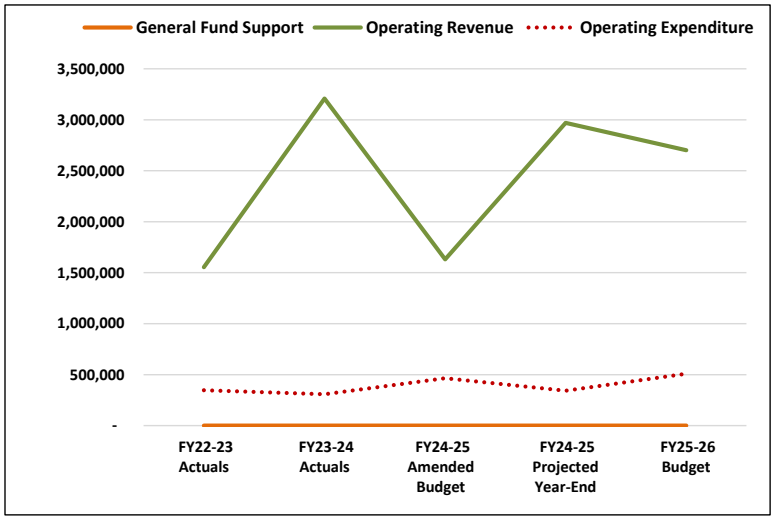
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	Budget to Budget: $ Variance	Budget to Budget: % Variance	Budget to 3-Year Average: $ Variance	Budget to 3-Year Average: % Variance
Beginning Fund Balance	2,418,425	2,294,653	2,361,588	2,254,354	2,745,017	383,429	16%	422,540	18%
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	-	-	-	-	-	-	-	-
Charges, Fees, License, Permits	300,000	-	-	17,000	19,000	19,000	-	(86,667)	-82%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	150,859	243,772	247,194	805,279	266,570	19,376	8%	(133,400)	-33%
Other Interfund Transfers	-	103,266	120,854	155,775	119,633	(1,221)	-1%	33,286	39%
General Fund Support	-	-	-	-	-	-	-	-	-
Operating Revenue	**450,859**	**347,038**	**368,048**	**978,054**	**405,203**	**37,155**	**10%**	**(186,781)**	**-32%**
Total Revenue	**2,869,284**	**2,641,691**	**2,729,637**	**3,232,408**	**3,150,220**	**420,584**	**15%**	**235,759**	**8%**
Personnel Services	163,449	175,138	185,830	178,375	202,354	16,525	9%	30,033	17%
Materials and Services	411,181	108,933	170,717	153,241	204,036	33,319	20%	(20,416)	-9%
Capital Outlay	-	-	-	-	-	-	-	-	-
Operating Expenditure	**574,630**	**284,072**	**356,547**	**331,616**	**406,390**	**49,844**	**14%**	**9,618**	**2%**
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	103,266	120,854	155,775	119,633	(1,221)	-1%	33,286	39%
Contingency	-	-	742,188	-	1,512,753	770,565	104%	1,512,753	-
Total Appropriated	**574,630**	**387,338**	**1,219,589**	**487,391**	**2,038,776**	**819,187**	**67%**	**1,555,657**	**322%**
Reserve for Future Expenditures	-	-	1,510,048	-	1,111,444	(398,604)	-26%	1,111,444	-
Total Expense	**574,630**	**387,338**	**2,729,637**	**487,391**	**3,150,220**	**420,583**	**15%**	**2,667,101**	
Revenues Less Expenses	**2,294,653**	**2,254,354**	**-**	**2,745,017**	**-**				
Full Time Equivalent (FTE)				*As Of 03/2025*					
FTE - Total	1.0	1.0	1.0	1.0	1.0	-			
FTE - Filled	1.0	1.0	1.0	1.0	1.0	-			
FTE - Vacant	-	-	-	-	-	-			

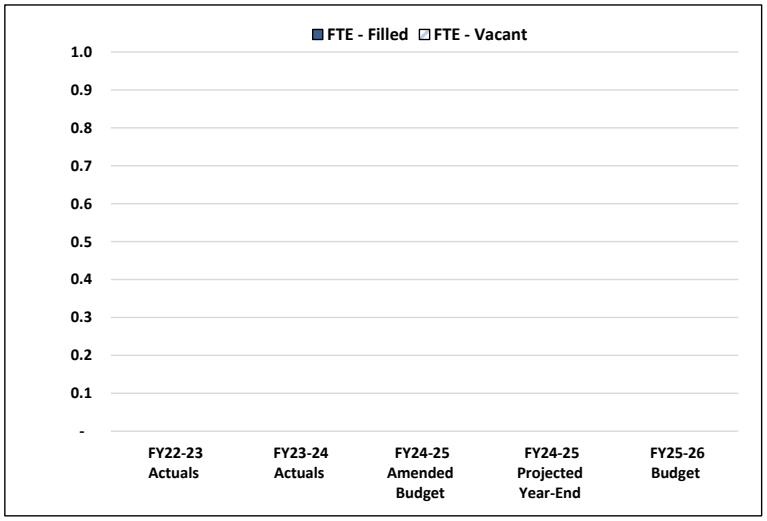




80-Misc/Pass-Through [30-History] / 223-Countywide Transportation SDC Fund
Summary of Revenue and Expense

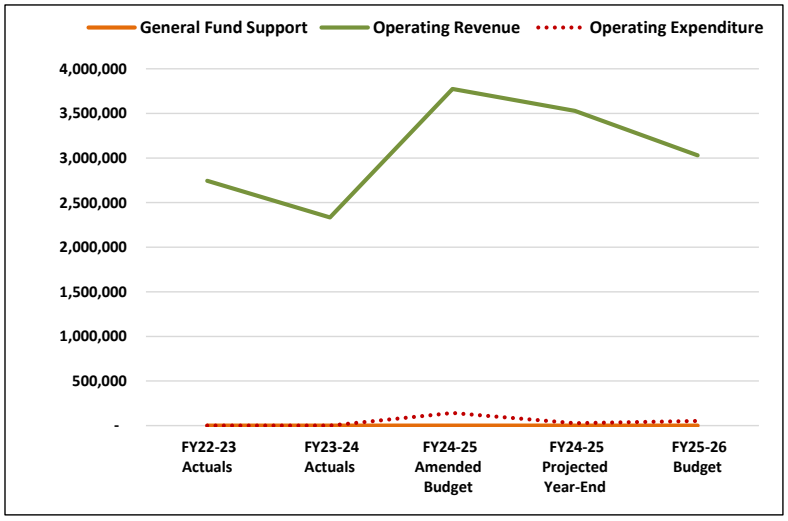
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	Budget to Budget: $ Variance	Budget to Budget: % Variance	Budget to 3-Year Average: $ Variance	Budget to 3-Year Average: % Variance
Beginning Fund Balance	18,100,528	18,974,995	18,664,548	20,847,082	19,932,332	1,267,784	7%	624,797	3%
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	-	-	-	-	-	-	-	-
Charges, Fees, License, Permits	1,195,856	2,458,757	1,030,300	2,019,500	2,016,450	986,150	96%	125,079	7%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	357,559	749,169	600,000	950,000	685,000	85,000	14%	(576)	0%
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-	-	-
Operating Revenue	**1,553,415**	**3,207,926**	**1,630,300**	**2,969,500**	**2,701,450**	**1,071,150**	**66%**	**124,503**	**5%**
Total Revenue	**19,653,943**	**22,182,921**	**20,294,848**	**23,816,582**	**22,633,782**	**2,338,934**	**12%**	**749,300**	**3%**
Personnel Services	-	-	-	-	-	-	-	-	-
Materials and Services	166,601	307,168	464,697	343,079	508,114	43,417	9%	235,832	87%
Capital Outlay	179,919	-	-	-	-	-	-	(59,973)	-100%
Operating Expenditure	**346,520**	**307,168**	**464,697**	**343,079**	**508,114**	**43,417**	**9%**	**175,859**	**53%**
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	332,429	1,028,670	2,899,798	3,541,171	4,711,671	1,811,873	62%	3,077,581	188%
Contingency	-	-	5,353,134	-	10,350,000	4,996,866	93%	10,350,000	-
Total Appropriated	**678,948**	**1,335,839**	**8,717,629**	**3,884,251**	**15,569,785**	**6,852,156**	**79%**	**13,603,439**	**692%**
Reserve for Future Expenditures	-	-	11,577,219	-	7,063,997	(4,513,222)	-39%	7,063,997	-
Total Expense	**678,948**	**1,335,839**	**20,294,848**	**3,884,251**	**22,633,782**	**2,338,934**	**12%**	**20,667,436**	
Revenues Less Expenses	**18,974,995**	**20,847,082**	**-**	**19,932,332**	**-**				
Full Time Equivalent (FTE)				*As Of 03/2025*					
FTE - Total	-	-	-	-	-	-			
FTE - Filled	-	-	-	-	-	-			
FTE - Vacant	-	-	-	-	-	-			

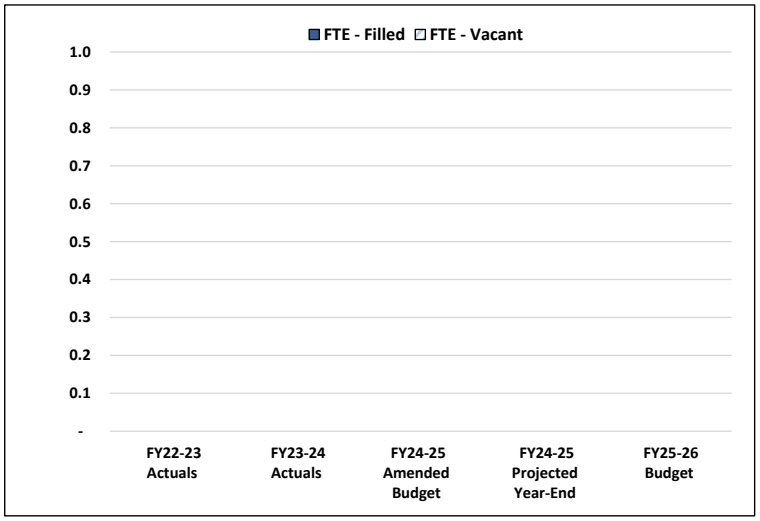




80-Misc/Pass-Through [60-History] / 100-General Fund
Summary of Revenue and Expense

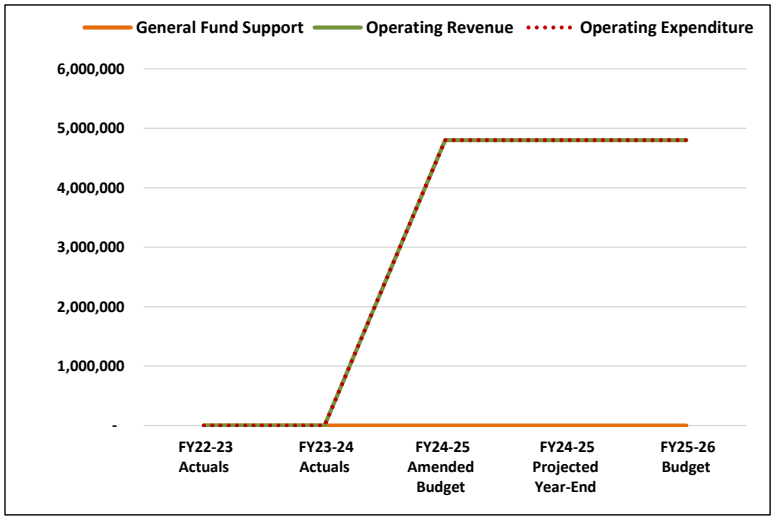
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	Budget to Budget: $ Variance	Budget to Budget: % Variance	Budget to 3-Year Average: $ Variance	Budget to 3-Year Average: % Variance
Beginning Fund Balance	-	-	-	-	489,500	489,500	-	489,500	-
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	52,950	16,300	-	-	-	-	-	(23,083)	-100%
Charges, Fees, License, Permits	2,691,160	2,317,949	3,250,000	3,002,458	3,000,258	(249,742)	-8%	329,736	12%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	525,000	525,000	30,000	(495,000)	-94%	(145,000)	-83%
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-	-	-
Operating Revenue	**2,744,110**	**2,334,249**	**3,775,000**	**3,527,458**	**3,030,258**	**(744,742)**	**-20%**	**161,652**	**6%**
Total Revenue	**2,744,110**	**2,334,249**	**3,775,000**	**3,527,458**	**3,519,758**	**(255,242)**	**-7%**	**651,152**	**23%**
Personnel Services	-	-	-	-	-	-	-	-	-
Materials and Services	-	-	76,200	25,500	53,000	(23,200)	-30%	44,500	524%
Capital Outlay	-	-	65,316	-	-	(65,316)	-100%	-	-
Operating Expenditure	**-**	**-**	**141,516**	**25,500**	**53,000**	**(88,516)**	**-63%**	**44,500**	**524%**
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	2,744,110	2,334,249	3,250,000	3,002,458	3,000,258	(249,742)	-8%	306,652	11%
Transfers	-	-	35,000	10,000	20,000	(15,000)	-43%	16,667	500%
Contingency	-	-	25,000	-	94,900	69,900	280%	94,900	-
Total Appropriated	**2,744,110**	**2,334,249**	**3,451,516**	**3,037,958**	**3,168,158**	**(283,358)**	**-8%**	**462,719**	**17%**
Reserve for Future Expenditures	-	-	323,484	-	351,600	28,116	9%	351,600	-
Total Expense	**2,744,110**	**2,334,249**	**3,775,000**	**3,037,958**	**3,519,758**	**(255,242)**	**-7%**	**814,319**	
Revenues Less Expenses	**-**	**-**	**-**	**489,500**	**-**				
Full Time Equivalent (FTE)				*As Of 03/2025*					
FTE - Total	-	-	-	-	-	-			
FTE - Filled	-	-	-	-	-	-			
FTE - Vacant	-	-	-	-	-	-			

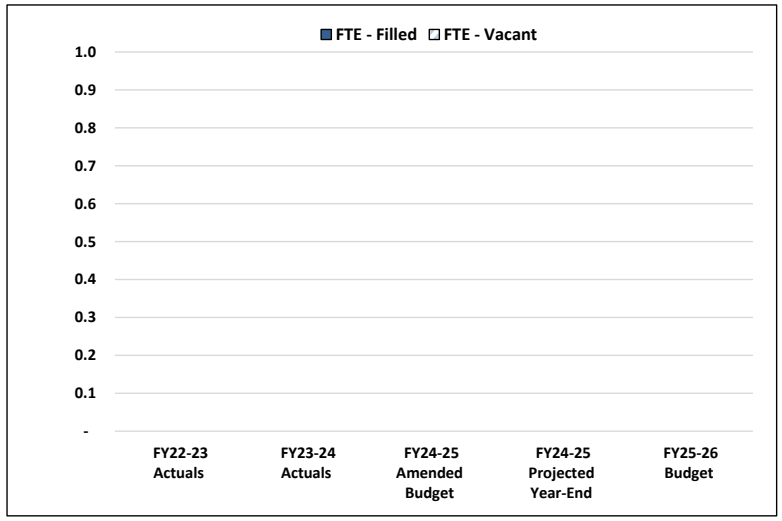




8007-Misc/Pass-Through / 230-Special Grants Fund
Summary of Revenue and Expense

	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	Budget to Budget: $ Variance	Budget to Budget: % Variance	Budget to 3-Year Average: $ Variance	Budget to 3-Year Average: % Variance
Beginning Fund Balance	-	-	-	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	-	4,800,000	4,800,000	4,800,000	-	0%	3,200,000	200%
Charges, Fees, License, Permits	-	-	-	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	-	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-	-	-
Operating Revenue	**-**	**-**	**4,800,000**	**4,800,000**	**4,800,000**	**-**	**0%**	**3,200,000**	**200%**
Total Revenue	**-**	**-**	**4,800,000**	**4,800,000**	**4,800,000**	**-**	**0%**	**3,200,000**	**200%**
Personnel Services	-	-	-	-	-	-	-	-	-
Materials and Services	-	-	-	-	-	-	-	-	-
Capital Outlay	-	-	4,800,000	4,800,000	4,800,000	-	0%	3,200,000	200%
Operating Expenditure	**-**	**-**	**4,800,000**	**4,800,000**	**4,800,000**	**-**	**0%**	**3,200,000**	**200%**
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Total Appropriated	**-**	**-**	**4,800,000**	**4,800,000**	**4,800,000**	**-**	**0%**	**3,200,000**	**200%**
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Total Expense	**-**	**-**	**4,800,000**	**4,800,000**	**4,800,000**	**-**	**0%**	**3,200,000**	
Revenues Less Expenses	-	-	-	-	-				
Full Time Equivalent (FTE)				*As Of 03/2025*					
FTE - Total	-	-	-	-	-	-			
FTE - Filled	-	-	-	-	-	-			
FTE - Vacant	-	-	-	-	-	-			





FY25-26 Looking Ahead

CHALLENGES

Dog Services: *Funding shortfalls required the elimination of 2 Animal Care Specialists.*

- Staffing is no longer adequate to provide minimum care for dogs 7 days/week, be open to receive stray dogs, and receive dogs that law enforcement has seized. We are seeking $113,600/year to hire one additional animal care specialist.

Code Enforcement: *In response to community concerns regarding case resolution timelines, Code Enforcement was billed $120,000 for expedited legal review in CY 2024.*

- We are seeking $170,000 to hire an additional code enforcement specialist to increase their ability to respond to community complaints, perform site investigations, and manage cases.

Public Land Corner: *Due to a rapid decline in recording fees since FY 21-22, annual collections have dropped 56% from the 23-year average of $830k.*

- Due to the large deficit for FY25-26, we can no longer staff the PLC program and will need to reduce the number of hours staff perform this mandated service.

OPPORTUNITIES

2025 Legislative Session: *Bills that could provide funding for DTD programs.*

- Allow local agencies to set Public Land Corner fee. If enacted DTD will seek an increase to reset the current fee capped at $10 in 1985.
- Transportation funding bill that could significantly increase funding for roads and bridges.

State Bridge Program: *Local Agency Bridge Selection Committee recommended awarding full construction funding to replace Bull Run Bridge.*

System Plans: *Adopting system plans position our programs to compete for federal, state and regional funding.*

- Developing a Parks System Plan to act as a guide for future development.
- 20-Year Transportation System Plan Update.
- Completion of the Sunrise Corridor Community Visioning Plan.

Line of Business	Program	FY25-26 General Fund (100)	FY25-26 County Fair Fund (201)	FY25-26 Development Svcs Fund (205)	FY25-26 Community Services Fund (208)	FY25-26 Library Services (212)	FY25-26 Road Fund (215)	FY25-26 Property Resources Fund (218)	FY25-26 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		
	Fleet								
Community Services	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								
	Forestry								
	Property Disposition							2,014,634	
Development Services	County Surveyor	1,656,394							
	Public Land Corner	-							
	Current Planning	4,461,490							
	Building Codes			19,659,728					
	Septic			1,662,134					
	Development Engineering						3,219,469		
Visioning Services	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)	20,100,316	8,633,176	16,652,068	11,371,528	22,325,806	134,829,504	2,729,637	20,294,848
	$ Increase (Decrease)	1,796,648	3,851,571	4,669,794	1,782,277	(4,321,708)	(3,232,960)	420,584	2,338,934
	% Increase (Decrease)	9%	45%	28%	16%	-19%	-2%	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***

Line of Business	Program	FY25-26 Public Land Cor Pres Fund (224)	FY25-26 Special Grants Fund (230)	FY25-26 Parks & Forestry Fund (257)	FY25-26 Stone Creek Golf Course (601)	FY25-26 Fleet Svcs Fund (770)	FY25-26 Total Budget	FY25-26 General Fund Support in Budget *	% of Total	FY25-26 FTE ** 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	-				
	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	18,904,954	7,652,802	7,433,794	8,937,431	281,201,642	7,664,001	3%	344.2	315.2	29.0
	$ Increase (Decrease)	(939,432)	(9,730,627)	(580,533)	502,353	157,786	(3,285,314)	306,560		(2.0)	(8.0)	6.0
	% Increase (Decrease)	-70%	-51%	-8%	7%	2%	-1%	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 statue 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

		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, 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 FY 2022-23.

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

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

Program includes:

Mandated Services	Yes
Shared Services	No
Grant Funding	No

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

CLACKAMAS COUNTY

300101-Office of the Director

BCC Priority Alignment: Accountable Government

Program Budget Summary

						Budget-to-Budget:		Budget-to-3 Yr Avg:	
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	$ Variance	% Variance	$ Variance	% Variance
Beginning Fund Balance	**-**	**1,202,915**	**1,116,725**	**1,155,920**	**857,691**	**(259,034)**	**-23%**	**71,413**	**9%**
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	195,784	27,654	325,775	300,320	41,144	(284,631)	-87%	(133,442)	-76%
Charges, Fees, License, Permits, Fines	1,615,080	2,611,929	2,799,272	2,787,932	2,768,097	(31,175)	-1%	429,783	18%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	5,712	18,513	32,000	45	-	(32,000)	-100%	(8,090)	-100%
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	-	284,121	-	-	-	-	-	(94,707)	-100%
Operating Revenue	**1,816,577**	**2,942,217**	**3,157,047**	**3,088,297**	**2,809,241**	**(347,806)**	**-11%**	**193,544**	**7%**
Total Revenue	**1,816,577**	**4,145,132**	**4,273,772**	**4,244,217**	**3,666,932**	**(606,840)**	**-14%**	**264,957**	**8%**
Personnel Services	1,084,201	1,682,388	1,995,176	1,965,900	2,132,789	137,613	7%	555,293	35%
Materials and Services	732,376	1,306,825	1,589,679	1,399,533	1,227,720	(361,959)	-23%	81,475	7%
Capital Outlay	-	-	-	-	-	-	-	-	-
Operating Expense	**1,816,577**	**2,989,214**	**3,584,855**	**3,365,433**	**3,360,509**	**(224,346)**	**-6%**	**636,768**	**23%**
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	21,092	21,092	-	(21,092)	-100%	(7,031)	-100%
Contingency	-	-	596,924	-	306,423	(290,501)	-49%	306,423	-
Total Appropriated	**1,816,577**	**2,989,214**	**4,202,871**	**3,386,525**	**3,666,932**	**(535,939)**	**-13%**	**936,161**	**34%**
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%**	**936,161**	
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 three of a 3-year phased plan for redistributing fund balance from the BCS Indirect Model to BCS programs.

CLACKAMAS COUNTY

500101-Office of the Director

BCC Priority Alignment: Accountable Government

Program Budget Summary

						Budget-to-Budget:		Budget-to-3 Yr Avg:	
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	$ Variance	% Variance	$ Variance	% Variance
Beginning Fund Balance	**484,519**	**-**	**-**	**-**	**-**	**-**	**-**	**(161,506)**	**-100%**
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	-	-	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines	407,711	-	-	-	-	-	-	(135,904)	-100%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	-	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-	-	-
Operating Revenue	**407,711**	**-**	**-**	**-**	**-**	**-**	**-**	**(135,904)**	**-100%**
Total Revenue	**892,230**	**-**	**-**	**-**	**-**	**-**	**-**	**(297,410)**	**-100%**
Personnel Services	184,222	-	-	-	-	-	-	(61,407)	-100%
Materials and Services	62,723	-	-	-	-	-	-	(20,908)	-100%
Capital Outlay	-	-	-	-	-	-	-	-	-
Operating Expense	**246,944**	**-**	**-**	**-**	**-**	**-**	**-**	**(82,315)**	**-100%**
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Total Appropriated	**246,944**	**-**	**-**	**-**	**-**	**-**	**-**	**(82,315)**	**-100%**
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Total Expense	**246,944**	**-**	**-**	**-**	**-**	**-**	**-**	**(82,315)**	
Revenues Less Expenses	645,286	-	-	-	-				

Notes:
None

CLACKAMAS COUNTY

500102-Financial Management & Analysis

BCC Priority Alignment: Accountable Government

Program Budget Summary

						Budget-to-Budget:		Budget-to-3 Yr Avg:	
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	$ Variance	% Variance	$ Variance	% Variance
Beginning Fund Balance	**517,723**	**-**	**-**	**-**	**-**	**-**	**-**	**(172,574)**	**-100%**
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	-	-	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines	497,517	-	-	-	-	-	-	(165,839)	-100%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	-	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-	-	-
Operating Revenue	**497,517**	**-**	**-**	**-**	**-**	**-**	**-**	**(165,839)**	**-100%**
Total Revenue	**1,015,240**	**-**	**-**	**-**	**-**	**-**	**-**	**(338,413)**	**-100%**
Personnel Services	399,512	-	-	-	-	-	-	(133,171)	-100%
Materials and Services	58,099	-	-	-	-	-	-	(19,366)	-100%
Capital Outlay	-	-	-	-	-	-	-	-	-
Operating Expense	**457,611**	**-**	**-**	**-**	**-**	**-**	**-**	**(152,537)**	**-100%**
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Total Appropriated	**457,611**	**-**	**-**	**-**	**-**	**-**	**-**	**(152,537)**	**-100%**
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Total Expense	**457,611**	**-**	**-**	**-**	**-**	**-**	**-**	**(152,537)**	
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 FY 2025/2026 $7.5M 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

		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 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.

CLACKAMAS COUNTY

300302-Traffic Safety

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

Program Budget Summary

						Budget-to-Budget:		Budget-to-3 Yr Avg:	
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	$ Variance	% Variance	$ 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%	3,116,411	78%
Charges, Fees, License, Permits, Fines	173,829	191,186	246,642	383,000	153,500	(93,142)	-38%	(95,838)	-38%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	9,191	95,570	15,000	-	9,900	(5,100)	-34%	(25,020)	-72%
Other Interfund Transfers	100,000	3,015	20,000	10,000	8,000	(12,000)	-60%	(29,672)	-79%
General Fund Support	-	-	-	-	-	-	-	-	-
Operating Revenue	**3,930,173**	**3,783,503**	**6,713,155**	**5,245,771**	**7,285,696**	**572,541**	**9%**	**2,965,881**	**69%**
Total Revenue	**3,930,173**	**3,783,503**	**6,713,155**	**5,245,771**	**7,285,696**	**572,541**	**9%**	**2,965,881**	**69%**
Personnel Services	1,786,870	2,117,802	2,105,510	2,147,060	2,321,785	216,275	10%	304,541	15%
Materials and Services	1,000,531	1,367,958	2,365,284	2,053,407	3,352,990	987,706	42%	1,879,025	127%
Capital Outlay	1,142,772	297,743	2,242,361	1,045,304	1,610,921	(631,440)	-28%	782,315	94%
Operating Expense	**3,930,173**	**3,783,503**	**6,713,155**	**5,245,771**	**7,285,696**	**572,541**	**9%**	**2,965,881**	**69%**
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%**	**2,965,881**	**69%**
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Total Expense	**3,930,173**	**3,783,503**	**6,713,155**	**5,245,771**	**7,285,696**	**572,541**	**9%**	**2,965,881**	
Revenues Less Expenses	-	-	-	-	-				

Notes:
Traffic Safety has 18 projects in various phases of Planning, Design & Construction. During FY 2025/2026 $7.5M 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.

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 FY 2025/2026 $22M 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

		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	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 FY 2023/24 this will be reported as an output/ratio.*

Program includes:

Mandated Services	Yes
Shared Services	Yes
Grant Funding	Yes

Explanation

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

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

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

CLACKAMAS COUNTY

300303-Transportation Engineering & Construction

BCC Priority Alignment: Strong Infrastructure

Program Budget Summary

						Budget-to-Budget:		Budget-to-3 Yr Avg:	
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	$ Variance	% Variance	$ Variance	% Variance
Beginning Fund Balance	**-**	**9,370**	**-**	**-**	**-**	**-**	**-**	**(3,123)**	**-100%**
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	14,585,124	7,881,513	24,143,882	21,038,853	20,704,433	(3,439,449)	-14%	6,202,603	43%
Charges, Fees, License, Permits, Fines	891,355	1,293,681	997,866	997,866	1,047,147	49,281	5%	(13,820)	-1%
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%	1,443,963	105%
Other Interfund Transfers	2,050	133,869	537,468	309,010	1,427,499	890,031	166%	1,279,189	863%
General Fund Support	-	-	-	-	-	-	-	-	-
Operating Revenue	**15,822,674**	**10,112,437**	**25,758,174**	**25,308,900**	**25,993,272**	**235,098**	**1%**	**8,911,935**	**52%**
Total Revenue	**15,822,674**	**10,121,807**	**25,758,174**	**25,308,900**	**25,993,272**	**235,098**	**1%**	**8,908,812**	**52%**
Personnel Services	3,218,343	3,554,538	3,881,151	3,754,247	4,433,211	552,060	14%	924,168	26%
Materials and Services	2,277,170	3,140,014	6,120,600	4,746,529	7,181,409	1,060,809	17%	3,793,505	112%
Capital Outlay	10,327,225	3,431,032	15,756,423	16,808,124	14,378,652	(1,377,771)	-9%	4,189,858	41%
Operating Expense	**15,822,738**	**10,125,584**	**25,758,174**	**25,308,900**	**25,993,272**	**235,098**	**1%**	**8,907,531**	**52%**
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Total Appropriated	**15,822,738**	**10,125,584**	**25,758,174**	**25,308,900**	**25,993,272**	**235,098**	**1%**	**8,907,531**	**52%**
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Total Expense	**15,822,738**	**10,125,584**	**25,758,174**	**25,308,900**	**25,993,272**	**235,098**	**1%**	**8,907,531**	
Revenues Less Expenses	(64)	(3,777)	-	-	-				

Notes:
Transportation Engineering & Construction has 25 projects in various phases of Planning, Design & Construction. During FY 2025/2026 $22M 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 24/25.

While some roads will be improved above a PCI of 70, other roads are also deteriorating. Resources will also provide for drainage, vegetation, surface repair, signing, striping, signal, and bridge maintenance on our 1,400 mile road network. County crews will maintain 24-hour emergency response to inclement weather, natural disasters and will respond to more than 2,000 service requests, which will provide the travelling public increased driver safety, a reduction in insurance claims and reduced wear and tear on their vehicles. The work performed in this program directly influences the Board of County Commissioners ability to achieve the strategic goal of "Building Strong Infrastructure.

Key Performance Measures

		FY 21-22 Actual	FY 22-23 Actual	FY 23-24 Actuals	FY 24-25 Target	FY 24-25 Actuals as of 12/31/24	FY 25-26 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	$7,518601 : 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 FY 2023/24 this will be reported as a percentage.*

[2] *Previously reported # miles resurfaced; not the cost of the resurfacing.*

Program includes:

Mandated Services	Yes
Shared Services	No
Grant Funding	Yes

Explanation

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

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

CLACKAMAS COUNTY

300304-Transportation Maintenance

BCC Priority Alignment: Strong Infrastructure

Program Budget Summary

						Budget-to-Budget:		Budget-to-3 Yr Avg:	
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	$ Variance	% Variance	$ Variance	% Variance
Beginning Fund Balance	**36,800,362**	**35,549,101**	**33,079,892**	**38,165,155**	**29,501,452**	**(3,578,440)**	**-11%**	**(7,336,754)**	**-20%**
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	31,422,842	27,676,013	20,313,445	25,149,753	19,079,093	(1,234,352)	-6%	(9,003,776)	-32%
Charges, Fees, License, Permits, Fines	823,810	685,552	806,102	691,625	733,662	(72,440)	-9%	(0)	0%
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%	(274,260)	-9%
Other Interfund Transfers	-	2,838	-	-	-	-	-	(946)	-100%
General Fund Support	-	-	-	-	-	-	-	-	-
Operating Revenue	**34,905,591**	**32,033,368**	**22,361,921**	**28,876,704**	**22,659,571**	**297,650**	**1%**	**(9,278,983)**	**-29%**
Total Revenue	**71,705,953**	**67,582,469**	**55,441,813**	**67,041,859**	**52,161,023**	**(3,280,790)**	**-6%**	**(16,615,737)**	**-24%**
Personnel Services	10,186,620	11,510,073	13,658,003	11,705,188	14,311,537	653,534	5%	3,177,577	29%
Materials and Services	12,878,726	15,793,750	14,920,578	19,138,860	16,071,813	1,151,235	8%	134,701	1%
Capital Outlay	11,798,115	831,655	5,736,845	3,264,816	2,358,524	(3,378,321)	-59%	(2,939,672)	-55%
Operating Expense	**34,863,461**	**28,135,478**	**34,315,427**	**34,108,864**	**32,741,874**	**(1,573,553)**	**-5%**	**372,606**	**1%**
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	100,000	100,000	100,000	-	0%	66,667	200%
Transfers	1,283,956	1,281,956	3,042,743	3,331,543	2,506,700	(536,043)	-18%	540,881	28%
Contingency	-	-	8,500,000	-	10,000,000	1,500,000	18%	10,000,000	-
Total Appropriated	**36,147,418**	**29,417,435**	**45,958,170**	**37,540,407**	**45,348,574**	**(609,596)**	**-1%**	**10,980,154**	**32%**
Reserve for Future Expenditures	-	-	9,483,643	-	6,812,449	(2,671,194)	-28%	6,812,449	-
Total Expense	**36,147,418**	**29,417,435**	**55,441,813**	**37,540,407**	**52,161,023**	**(2,316,833)**	**-4%**	**17,792,603**	
Revenues Less Expenses	35,558,535	38,165,034	-	29,501,452	-				

Notes:
More than $7M will be invested in the design and execution of resurfacing (contract paving/county performed) projects in FY 2025/2026. 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 countywide Vehicle Registration Fee, which went into effect on registrations renewing in January 2020. The county has committed to spending the approximately $5.5 million per year of Community Road Fund revenue on three major community priorities: congestion relief, local road maintenance and safety improvements.

On Nov. 12, 2019, the Board of Commissioners approved recommendations from the Community Road Fund Advisory Committee, the Traffic Safety Commission and staff regarding the projects that will receive Community Road Fund revenues over the next 5–8 years.

In 2022, the Board of Commissioners approved a reduction in the rate charged on utility trailers, reducing the renewal fee to $5/trailer/year.

More than $15M will be invested in the design and execution of 15 Community Road Fund projects in FY 2025/2026.
- 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

		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 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.

CLACKAMAS COUNTY

300305-Community Road Fund

BCC Priority Alignment: Strong Infrastructure

Program Budget Summary

						Budget-to-Budget:		Budget-to-3 Yr Avg:	
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	$ Variance	% Variance	$ Variance	% Variance
Beginning Fund Balance	**11,188,127**	**14,501,648**	**18,992,556**	**16,355,665**	**17,309,929**	**(1,682,627)**	**-9%**	**3,294,783**	**24%**
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	173,048	1,237,176	594,997	1,321,280	118,445	(476,552)	-80%	(792,056)	-87%
Charges, Fees, License, Permits, Fines	11,152,811	11,622,997	11,913,500	11,826,413	11,864,841	(48,659)	0%	330,767	3%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	212,175	295,524	562,033	241,900	600,133	38,100	7%	350,267	140%
Other Interfund Transfers	330,379	888,948	4,101,073	5,279,704	4,499,872	398,799	10%	2,333,529	108%
General Fund Support	-	-	-	-	-	-	-	-	-
Operating Revenue	**11,868,413**	**14,044,645**	**17,171,603**	**18,669,297**	**17,083,291**	**(88,312)**	**-1%**	**2,222,506**	**15%**
Total Revenue	**23,056,539**	**28,546,293**	**36,164,159**	**35,024,962**	**34,393,220**	**(1,770,939)**	**-5%**	**5,517,289**	**19%**
Personnel Services	-	-	-	-	-	-	-	-	-
Materials and Services	3,695,032	2,206,983	1,865,833	2,902,183	3,859,527	1,993,694	107%	924,795	32%
Capital Outlay	318,550	5,193,050	10,418,747	8,442,548	11,222,072	803,325	8%	6,570,690	141%
Operating Expense	**4,013,581**	**7,400,032**	**12,284,580**	**11,344,731**	**15,081,599**	**2,797,019**	**23%**	**7,495,484**	**99%**
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	4,441,310	4,790,596	5,579,400	6,370,302	5,100,302	(479,098)	-9%	(100,434)	-2%
Transfers	100,000	-	-	-	-	-	-	(33,333)	-100%
Contingency	-	-	6,500,000	-	10,000,000	3,500,000	54%	10,000,000	-
Total Appropriated	**8,554,891**	**12,190,628**	**24,363,980**	**17,715,033**	**30,181,901**	**5,817,921**	**24%**	**17,361,717**	**135%**
Reserve for Future Expenditures	-	-	11,800,179	-	4,211,319	(7,588,860)	-64%	4,211,319	-
Total Expense	**8,554,891**	**12,190,628**	**36,164,159**	**17,715,033**	**34,393,220**	**1,729,061**	**5%**	**21,573,036**	
Revenues Less Expenses	14,501,648	16,355,665	-	17,309,929	-				

Notes:
More than $15M will be invested in the design and execution of 15 Community Road Fund projects in FY 2025/2026. • 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 FY 2025/2026.
• 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

		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 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.

CLACKAMAS COUNTY

300306-Damascus Roads

BCC Priority Alignment: Strong Infrastructure

Program Budget Summary

						Budget-to-Budget:		Budget-to-3 Yr Avg:	
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	$ Variance	% Variance	$ Variance	% Variance
Beginning Fund Balance	**5,150,380**	**5,391,445**	**4,488,215**	**4,570,702**	**3,859,205**	**(629,010)**	**-14%**	**(1,178,304)**	**-23%**
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	863,056	849,790	858,700	876,000	876,000	17,300	2%	13,051	2%
Charges, Fees, License, Permits, Fines	189,431	163,335	202,200	189,800	189,800	(12,400)	-6%	8,945	5%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	79,253	-	-	-	-	-	-	(26,418)	-100%
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%**	**(4,421)**	**0%**
Total Revenue	**6,282,119**	**6,404,570**	**5,549,115**	**5,636,502**	**4,925,005**	**(624,110)**	**-11%**	**(1,182,725)**	**-19%**
Personnel Services	-	-	-	-	-	-	-	-	-
Materials and Services	182,557	675,051	628,015	601,115	1,082,170	454,155	72%	595,929	123%
Capital Outlay	708,118	1,158,817	599,000	1,176,182	304,000	(295,000)	-49%	(710,372)	-70%
Operating Expense	**890,674**	**1,833,868**	**1,227,015**	**1,777,297**	**1,386,170**	**159,155**	**13%**	**(114,443)**	**-8%**
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
Contingency	-	-	2,000,000	-	3,507,595	1,507,595	75%	3,507,595	-
Total Appropriated	**890,674**	**1,833,868**	**3,227,015**	**1,777,297**	**4,893,765**	**1,666,750**	**52%**	**3,393,152**	**226%**
Reserve for Future Expenditures	-	-	2,322,100	-	31,240	(2,290,860)	-99%	31,240	-
Total Expense	**890,674**	**1,833,868**	**5,549,115**	**1,777,297**	**4,925,005**	**883,485**	**16%**	**3,424,392**	
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 FY 2025/2026. • 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

		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 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	No
Shared Services	No
Grant Funding	No

Explanation

CLACKAMAS COUNTY

300309-Fleet

BCC Priority Alignment: Strong Infrastructure

Program Budget Summary

	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	Budget-to-Budget: $ Variance	Budget-to-Budget: % Variance	Budget-to-3 Yr Avg: $ Variance	Budget-to-3 Yr Avg: % Variance
Beginning Fund Balance	**-**	**100,461**	**320,128**	**(4,325)**	**328,445**	**8,317**	**3%**	**296,400**	**925%**
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	93,219	590,000	-	620,000	30,000	5%	588,927	1895%
Charges, Fees, License, Permits, Fines	-	7,266,685	7,984,303	7,782,606	8,151,612	167,309	2%	3,135,182	62%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	-	190,056	43,000	(9,840)	(4,840)	(47,840)	-111%	(64,912)	-108%
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-	-	-
Operating Revenue	**-**	**7,549,960**	**8,617,303**	**7,772,766**	**8,766,772**	**149,469**	**2%**	**3,659,197**	**72%**
Total Revenue	**-**	**7,650,422**	**8,937,431**	**7,768,441**	**9,095,217**	**157,786**	**2%**	**3,955,596**	**77%**
Personnel Services	-	2,824,987	3,245,116	2,742,024	3,171,750	(73,366)	-2%	1,316,079	71%
Materials and Services	-	4,806,529	5,146,048	4,657,972	5,514,743	368,695	7%	2,359,910	75%
Capital Outlay	-	23,229	55,210	40,000	-	(55,210)	-100%	(21,076)	-100%
Operating Expense	**-**	**7,654,745**	**8,446,374**	**7,439,996**	**8,686,493**	**240,120**	**3%**	**3,654,913**	**73%**
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
Contingency	-	-	491,057	-	408,724	(82,333)	-17%	408,724	-
Total Appropriated	**-**	**7,654,745**	**8,937,431**	**7,439,996**	**9,095,217**	**157,787**	**2%**	**4,063,637**	**81%**
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Total Expense	**-**	**7,654,745**	**8,937,431**	**7,439,996**	**9,095,217**	**75,454**	**1%**	**4,063,637**	
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 to allow full range maintenance on both shifts. Moved Transporation 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.

CLACKAMAS COUNTY

300203-Vehicle Maintenance & Repair

BCC Priority Alignment: Strong Infrastructure

Program Budget Summary

						Budget-to-Budget:		Budget-to-3 Yr Avg:	
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	$ Variance	% Variance	$ Variance	% Variance
Beginning Fund Balance	**445,579**	**-**	**-**	**-**	**-**	**-**	**-**	**(148,526)**	**-100%**
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	-	-	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines	6,195,014	-	-	-	-	-	-	(2,065,005)	-100%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	45,827	-	-	-	-	-	-	(15,276)	-100%
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-	-	-
Operating Revenue	**6,240,841**	**-**	**-**	**-**	**-**	**-**	**-**	**(2,080,280)**	**-100%**
Total Revenue	**6,686,420**	**-**	**-**	**-**	**-**	**-**	**-**	**(2,228,807)**	**-100%**
Personnel Services	2,749,246	-	-	-	-	-	-	(916,415)	-100%
Materials and Services	3,823,820	-	-	-	-	-	-	(1,274,607)	-100%
Capital Outlay	12,893	-	-	-	-	-	-	(4,298)	-100%
Operating Expense	**6,585,958**	**-**	**-**	**-**	**-**	**-**	**-**	**(2,195,319)**	**-100%**
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Total Appropriated	**6,585,958**	**-**	**-**	**-**	**-**	**-**	**-**	**(2,195,319)**	**-100%**
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Total Expense	**6,585,958**	**-**	**-**	**-**	**-**	**-**	**-**	**(2,195,319)**	
Revenues Less Expenses	100,461	-	-	-	-				

Notes:
None

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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 25 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

		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, 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	Y
Shared Services	N
Grant Funding	Y

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

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

CLACKAMAS COUNTY

500502-Gladstone Library

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

Program Budget Summary

						Budget-to-Budget:		Budget-to-3 Yr Avg:	
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	$ Variance	% Variance	$ Variance	% Variance
Beginning Fund Balance	**904,888**	**941,370**	**1,167,558**	**2,619,034**	**2,021,028**	**853,470**	**73%**	**532,597**	**36%**
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	1,294,709	7,374,180	961,797	1,747,262	1,241,986	280,189	29%	(2,230,064)	-64%
Charges, Fees, License, Permits, Fines	5,405	5,792	5,100	3,100	3,600	(1,500)	-29%	(1,166)	-24%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	373,760	275,685	272,821	43,080	53,260	(219,561)	-80%	(177,582)	-77%
Other Interfund Transfers	-	1,978,189	449,441	455,602	-	(449,441)	-100%	(811,264)	-100%
General Fund Support	-	-	-	-	-	-	-	-	-
Operating Revenue	**1,673,875**	**9,633,845**	**1,689,159**	**2,249,044**	**1,298,846**	**(390,313)**	**-23%**	**(3,220,075)**	**-71%**
Total Revenue	**2,578,763**	**10,575,215**	**2,856,717**	**4,868,078**	**3,319,874**	**463,157**	**16%**	**(2,687,478)**	**-45%**
Personnel Services	665,271	720,639	815,544	770,766	768,517	(47,027)	-6%	49,625	7%
Materials and Services	290,495	381,205	442,719	541,392	455,510	12,791	3%	51,146	13%
Capital Outlay	681,628	6,830,514	543,348	1,534,892	80,000	(463,348)	-85%	(2,935,678)	-97%
Operating Expense	**1,637,393**	**7,932,358**	**1,801,611**	**2,847,050**	**1,304,027**	**(497,585)**	**-28%**	**(2,834,907)**	**-68%**
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
Contingency	-	-	1,055,106	-	2,015,847	960,741	91%	2,015,847	-
Total Appropriated	**1,637,393**	**7,932,358**	**2,856,717**	**2,847,050**	**3,319,874**	**463,156**	**16%**	**(819,060)**	**-20%**
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Total Expense	**1,637,393**	**7,932,358**	**2,856,717**	**2,847,050**	**3,319,874**	**1,423,897**	**50%**	**(819,060)**	
Revenues Less Expenses	941,370	2,642,857	-	2,021,028	-				

Notes:
The New Gladstone Library facility opened to the public on September 25, 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 underserved populations.

Community Services

Library Support Services

Purpose Statement

Provide integrated systems + shared operational support, and ongoing collaboration services to libraries in Clackamas County

Performance Narrative Statement

Library Support Services provides a wide variety of centralized services to LINCC member libraries. In FY 2025-2026, 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

		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	# 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.

CLACKAMAS COUNTY

500504-Library Support Services

BCC Priority Alignment: Accountable Government

Program Budget Summary

						Budget-to-Budget:		Budget-to-3 Yr Avg:	
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	$ Variance	% Variance	$ Variance	% Variance
Beginning Fund Balance	**1,831,711**	**2,310,988**	**2,719,975**	**2,750,525**	**3,000,581**	**280,606**	**10%**	**702,840**	**31%**
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%	7,621	14%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	719,053	905,766	878,500	1,011,600	1,817,520	939,020	107%	938,714	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%	108,218	4%
Operating Revenue	**3,683,412**	**3,640,615**	**3,742,050**	**3,852,650**	**4,780,112**	**1,038,062**	**28%**	**1,054,553**	**28%**
Total Revenue	**5,515,124**	**5,951,603**	**6,462,025**	**6,603,175**	**7,780,693**	**1,318,668**	**20%**	**1,757,392**	**29%**
Personnel Services	1,657,805	1,776,635	1,878,304	1,915,638	2,013,483	135,179	7%	230,124	13%
Materials and Services	1,476,209	1,321,752	1,473,848	1,534,329	2,417,353	943,504	64%	973,256	67%
Capital Outlay	17,320	35,996	431,762	102,627	540,000	108,238	25%	488,019	939%
Operating Expense	**3,151,334**	**3,134,384**	**3,783,914**	**3,552,594**	**4,970,836**	**1,186,922**	**31%**	**1,691,399**	**52%**
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	52,802	66,697	75,000	50,000	60,000	(15,000)	-20%	3,500	6%
Transfers	-	-	-	-	-	-	-	-	-
Contingency	-	-	502,823	-	450,515	(52,308)	-10%	450,515	-
Total Appropriated	**3,204,136**	**3,201,081**	**4,361,737**	**3,602,594**	**5,481,351**	**1,119,614**	**26%**	**2,145,414**	**64%**
Reserve for Future Expenditures	-	-	2,100,288	-	2,299,342	199,054	9%	2,299,342	-
Total Expense	**3,204,136**	**3,201,081**	**6,462,025**	**3,602,594**	**7,780,693**	**1,266,360**	**20%**	**4,444,756**	
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

		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, 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	Y
Shared Services	N
Grant Funding	Y

Explanation:

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

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

CLACKAMAS COUNTY

500505-Oak Lodge Library

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

Program Budget Summary

						Budget-to-Budget:		Budget-to-3 Yr Avg:	
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	$ Variance	% Variance	$ Variance	% Variance
Beginning Fund Balance	**5,437,396**	**4,368,529**	**4,810,203**	**6,703,169**	**4,575,159**	**(235,044)**	**-5%**	**(927,872)**	**-17%**
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%	(3,196,877)	-62%
Charges, Fees, License, Permits, Fines	129,358	23,307	145,500	144,500	238,921	93,421	64%	139,866	141%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	422	50,148	193,001	193,000	47,564	(145,437)	-75%	(33,626)	-41%
Other Interfund Transfers	-	2,688,000	6,029,202	3,962,000	100,000	(5,929,202)	-98%	(2,116,667)	-95%
General Fund Support	-	-	-	-	-	-	-	-	-
Operating Revenue	**1,884,895**	**8,277,760**	**16,410,366**	**12,444,372**	**2,328,372**	**(14,081,994)**	**-86%**	**(5,207,304)**	**-69%**
Total Revenue	**7,322,292**	**12,646,289**	**21,220,570**	**19,147,541**	**6,903,531**	**(14,317,039)**	**-67%**	**(6,135,176)**	**-47%**
Personnel Services	880,399	808,460	1,177,606	1,079,971	1,253,526	75,920	6%	330,583	36%
Materials and Services	503,847	587,386	757,520	692,046	739,323	(18,197)	-2%	144,897	24%
Capital Outlay	1,569,517	4,547,274	19,124,874	12,800,365	1,200,000	(17,924,874)	-94%	(5,105,719)	-81%
Operating Expense	**2,953,763**	**5,943,120**	**21,060,001**	**14,572,382**	**3,192,849**	**(17,867,151)**	**-85%**	**(4,630,239)**	**-59%**
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	300,000	300,000	-	300,000	-
Transfers	-	-	-	-	-	-	-	-	-
Contingency	-	-	160,569	-	3,410,682	3,250,113	2024%	3,410,682	-
Total Appropriated	**2,953,763**	**5,943,120**	**21,220,570**	**14,572,382**	**6,903,531**	**(14,317,038)**	**-67%**	**(919,557)**	**-12%**
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%**	**(919,557)**	
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 FY 2023/24 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

		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, 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.

CLACKAMAS COUNTY

500506-Code Enforcement

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

Program Budget Summary

						Budget-to-Budget:		Budget-to-3 Yr Avg:	
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	$ Variance	% Variance	$ Variance	% Variance
Beginning Fund Balance	**-**	**282,958**	**-**	**-**	**-**	**-**	**-**	**(94,319)**	**-100%**
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	-	-	20	-	-	-	(7)	-100%
Charges, Fees, License, Permits, Fines	-	957,732	1,395,006	1,272,837	1,443,816	48,810	3%	700,293	94%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	-	24,259	20,000	43,321	16,066	(3,934)	-20%	(6,461)	-29%
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-	-	-
Operating Revenue	**-**	**981,992**	**1,415,006**	**1,316,178**	**1,459,882**	**44,876**	**3%**	**693,826**	**91%**
Total Revenue	**-**	**1,264,950**	**1,415,006**	**1,316,178**	**1,459,882**	**44,876**	**3%**	**599,506**	**70%**
Personnel Services	-	1,003,171	1,133,105	1,047,111	1,130,730	(2,375)	0%	447,302	65%
Materials and Services	-	261,778	281,901	269,067	329,152	47,251	17%	152,204	86%
Capital Outlay	-	-	-	-	-	-	-	-	-
Operating Expense	**-**	**1,264,950**	**1,415,006**	**1,316,178**	**1,459,882**	**44,876**	**3%**	**599,507**	**70%**
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Total Appropriated	**-**	**1,264,950**	**1,415,006**	**1,316,178**	**1,459,882**	**44,876**	**3%**	**599,507**	**70%**
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Total Expense	**-**	**1,264,950**	**1,415,006**	**1,316,178**	**1,459,882**	**44,876**	**3%**	**599,507**	
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 communicty 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.

CLACKAMAS COUNTY

500507-Dog Services

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

Program Budget Summary

						Budget-to-Budget:		Budget-to-3 Yr Avg:	
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	$ Variance	% Variance	$ Variance	% Variance
Beginning Fund Balance	**-**	**245,856**	**139,833**	**139,835**	**94,073**	**(45,760)**	**-33%**	**(34,491)**	**-27%**
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	4,920	-	36,657	-	-	-	(13,859)	-100%
Charges, Fees, License, Permits, Fines	-	778,047	824,870	811,550	866,850	41,980	5%	336,984	64%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	-	17,732	40,435	62,422	25,800	(14,635)	-36%	(918)	-3%
Other Interfund Transfers	-	-	-	10,000	20,000	20,000	-	16,667	500%
General Fund Support	-	1,655,360	1,699,380	1,699,380	1,767,355	67,975	4%	649,108	58%
Operating Revenue	**-**	**2,456,059**	**2,564,685**	**2,620,009**	**2,680,005**	**115,320**	**4%**	**987,982**	**58%**
Total Revenue	**-**	**2,701,915**	**2,704,518**	**2,759,844**	**2,774,078**	**69,560**	**3%**	**953,492**	**52%**
Personnel Services	-	1,658,290	1,747,119	1,725,057	1,820,960	73,841	4%	693,178	61%
Materials and Services	-	876,316	950,560	940,714	945,159	(5,401)	-1%	339,482	56%
Capital Outlay	-	27,475	-	-	-	-	-	(9,158)	-100%
Operating Expense	**-**	**2,562,082**	**2,697,679**	**2,665,771**	**2,766,119**	**68,440**	**3%**	**1,023,501**	**59%**
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
Contingency	-	-	6,839	-	7,959	1,120	16%	7,959	-
Total Appropriated	**-**	**2,562,082**	**2,704,518**	**2,665,771**	**2,774,078**	**69,560**	**3%**	**1,031,460**	**59%**
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Total Expense	**-**	**2,562,082**	**2,704,518**	**2,665,771**	**2,774,078**	**70,680**	**3%**	**1,031,460**	
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.

CLACKAMAS COUNTY

600303-Dog Services

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

Program Budget Summary

						Budget-to-Budget:		Budget-to-3 Yr Avg:	
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	$ Variance	% Variance	$ Variance	% Variance
Beginning Fund Balance	**485,102**	**-**	**-**	**-**	**-**	**-**	**-**	**(161,701)**	**-100%**
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	-	-	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines	734,169	-	-	-	-	-	-	(244,723)	-100%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	12,690	-	-	-	-	-	-	(4,230)	-100%
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	1,471,117	-	-	-	-	-	-	(490,372)	-100%
Operating Revenue	**2,217,975**	**-**	**-**	**-**	**-**	**-**	**-**	**(739,325)**	**-100%**
Total Revenue	**2,703,077**	**-**	**-**	**-**	**-**	**-**	**-**	**(901,026)**	**-100%**
Personnel Services	1,617,177	-	-	-	-	-	-	(539,059)	-100%
Materials and Services	826,489	-	-	-	-	-	-	(275,496)	-100%
Capital Outlay	13,555	-	-	-	-	-	-	(4,518)	-100%
Operating Expense	**2,457,221**	**-**	**-**	**-**	**-**	**-**	**-**	**(819,074)**	**-100%**
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Total Appropriated	**2,457,221**	**-**	**-**	**-**	**-**	**-**	**-**	**(819,074)**	**-100%**
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Total Expense	**2,457,221**	**-**	**-**	**-**	**-**	**-**	**-**	**(819,074)**	
Revenues Less Expenses	245,856	-	-	-	-				

Notes:
None

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CLACKAMAS
COUNTY

Community Services

Sustainability & Solid Waste

Purpose Statement

Provide education + technical assistance, program management + planning to reduce waste + conserve resources + oversee franchise program

Performance Narrative Statement

The Sustainability & Solid Waste (S&SW) Program's performance highlights for FY 2024/2025

• Sustainability staff and Master Recyclers (who are coordinated by County staff) will attend 50 events by 2025, which allows us to meet our goal of increasing attendance at community events by 35%.
• 60,000 residential and business customers will receive an estimated 7.4 million pickups of garbage, recycling, and yard debris in unincorporated County and Happy Valley.
• Approximately 161,000 households and 24,000 businesses will receive information and education on garbage, recycling and waste reduction topics.
• An estimated 500 businesses, 35 schools, 350 multifamily communities and 37 events will receive technical assistance and support.
• Food continues as a priority material to recover for composting because of its damaging environmental effects caused when disposed in landfills. Staff are expanding outreach and technical support to assist a new group of businesses in adoption of food scraps collection to meet regional requirements.
• Proposed commercial/multifamily developments will receive design review consultations for garbage and recycling enclosures.
• Customers will be able to continue using the Sandy Transfer Station.
• Ongoing development of policy and programs in alignment with the Regional Waste Plan and Recycling Modernization Act.

Key Performance Measures

		FY 21-22 Actual	FY 22-23 Actual	FY 23-24 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 in person, over the phone, or via email. For FY 18-19 this measure now counts all consultations (business, multi-family, schools, etc.).*

Program includes:

Mandated Services	Yes
Shared Services	Yes
Grant Funding	No

Explanation

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

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

CLACKAMAS COUNTY

500508-Sustainability & Solid Waste

BCC Priority Alignment: Honor, Utilize, & Invest in our Natural Resources

Program Budget Summary

						Budget-to-Budget:		Budget-to-3 Yr Avg:	
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	$ Variance	% Variance	$ Variance	% Variance
Beginning Fund Balance	**-**	**2,585,262**	**2,673,006**	**3,391,627**	**3,589,671**	**916,665**	**34%**	**1,597,375**	**80%**
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	870,300	812,064	856,880	699,880	(112,184)	-14%	124,153	22%
Charges, Fees, License, Permits, Fines	-	795	1,100	-	150	(950)	-86%	(115)	-43%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	-	2,312,421	2,255,329	2,541,107	2,539,120	283,791	13%	921,277	57%
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-	-	-
Operating Revenue	**-**	**3,183,516**	**3,068,493**	**3,397,987**	**3,239,150**	**170,657**	**6%**	**1,045,316**	**48%**
Total Revenue	**-**	**5,768,777**	**5,741,499**	**6,789,614**	**6,828,821**	**1,087,322**	**19%**	**2,642,691**	**63%**
Personnel Services	-	1,186,361	2,084,396	1,679,441	1,830,855	(253,540)	-12%	875,588	92%
Materials and Services	-	1,020,882	1,672,437	1,288,409	1,472,054	(200,383)	-12%	702,290	91%
Capital Outlay	-	-	50,000	50,000	50,000	-	0%	33,333	200%
Operating Expense	**-**	**2,207,243**	**3,806,832**	**3,017,850**	**3,352,909**	**(453,923)**	**-12%**	**1,611,212**	**93%**
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	169,907	182,093	182,093	176,000	(6,093)	-3%	58,667	50%
Contingency	-	-	623,525	-	882,228	258,703	41%	882,228	-
Total Appropriated	**-**	**2,377,150**	**4,612,450**	**3,199,943**	**4,411,137**	**(201,313)**	**-4%**	**2,552,106**	**137%**
Reserve for Future Expenditures	-	-	1,129,049	-	2,417,683	1,288,634	114%	2,417,683	-
Total Expense	**-**	**2,377,150**	**5,741,499**	**3,199,943**	**6,828,820**	**1,339,931**	**23%**	**4,969,789**	
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.

CLACKAMAS COUNTY

600304-Sustainability & Solid Waste

BCC Priority Alignment: Honor, Utilize, & Invest in our Natural Resources

Program Budget Summary

						Budget-to-Budget:		Budget-to-3 Yr Avg:	
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	$ Variance	% Variance	$ Variance	% Variance
Beginning Fund Balance	**2,171,579**	**-**	**-**	**-**	**-**	**-**	**-**	**(723,860)**	**-100%**
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	791,057	-	-	-	-	-	-	(263,686)	-100%
Charges, Fees, License, Permits, Fines	86,145	-	-	-	-	-	-	(28,715)	-100%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	2,272,702	-	-	-	-	-	-	(757,567)	-100%
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-	-	-
Operating Revenue	**3,149,904**	**-**	**-**	**-**	**-**	**-**	**-**	**(1,049,968)**	**-100%**
Total Revenue	**5,321,483**	**-**	**-**	**-**	**-**	**-**	**-**	**(1,773,828)**	**-100%**
Personnel Services	1,518,985	-	-	-	-	-	-	(506,328)	-100%
Materials and Services	934,279	-	-	-	-	-	-	(311,426)	-100%
Capital Outlay	-	-	-	-	-	-	-	-	-
Operating Expense	**2,453,263**	**-**	**-**	**-**	**-**	**-**	**-**	**(817,754)**	**-100%**
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Total Appropriated	**2,453,263**	**-**	**-**	**-**	**-**	**-**	**-**	**(817,754)**	**-100%**
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Total Expense	**2,453,263**	**-**	**-**	**-**	**-**	**-**	**-**	**(817,754)**	
Revenues Less Expenses	2,868,220	-	-	-	-				

Notes:
None

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CLACKAMAS
COUNTY

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.

CLACKAMAS COUNTY

500509-County Parks

BCC Priority Alignment: Honor, Utilize, & Invest in our Natural Resources

Program Budget Summary

						Budget-to-Budget:		Budget-to-3 Yr Avg:	
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	$ Variance	% Variance	$ Variance	% Variance
Beginning Fund Balance	**-**	**3,622,513**	**3,873,663**	**3,909,344**	**3,907,509**	**33,846**	**1%**	**1,396,890**	**56%**
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	394,749	1,102,350	1,253,222	1,558,338	455,988	41%	1,009,014	184%
Charges, Fees, License, Permits, Fines	-	5,123,393	5,127,800	5,088,900	5,313,620	185,820	4%	1,909,522	56%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	-	454,001	1,481,070	398,150	384,594	(1,096,476)	-74%	100,544	35%
Other Interfund Transfers	-	661,000	661,000	661,000	661,000	-	0%	220,333	50%
General Fund Support	-	-	-	-	-	-	-	-	-
Operating Revenue	**-**	**6,633,142**	**8,372,220**	**7,401,272**	**7,917,552**	**(454,668)**	**-5%**	**3,239,414**	**69%**
Total Revenue	**-**	**10,255,656**	**12,245,883**	**11,310,616**	**11,825,061**	**(420,822)**	**-3%**	**4,636,304**	**64%**
Personnel Services	-	1,302,816	1,407,245	1,423,334	1,556,229	148,984	11%	647,512	71%
Materials and Services	-	4,292,258	4,510,898	4,805,551	4,955,099	444,201	10%	1,922,496	63%
Capital Outlay	-	526,236	4,896,274	949,222	4,511,280	(384,994)	-8%	4,019,461	817%
Operating Expense	**-**	**6,121,311**	**10,814,418**	**7,178,107**	**11,022,608**	**208,190**	**2%**	**6,589,469**	**149%**
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	225,000	225,000	225,000	225,000	-	0%	75,000	50%
Contingency	-	-	1,206,465	-	577,453	(629,012)	-52%	577,453	-
Total Appropriated	**-**	**6,346,311**	**12,245,883**	**7,403,107**	**11,825,061**	**(420,822)**	**-3%**	**7,241,922**	**158%**
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Total Expense	**-**	**6,346,311**	**12,245,883**	**7,403,107**	**11,825,061**	**(1,049,834)**	**-9%**	**7,241,922**	
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.

CLACKAMAS COUNTY

500302-County Parks

BCC Priority Alignment: Honor, Utilize, & Invest in our Natural Resources

Program Budget Summary

						Budget-to-Budget:		Budget-to-3 Yr Avg:	
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	$ Variance	% Variance	$ Variance	% Variance
Beginning Fund Balance	**193,126**	**-**	**-**	**-**	**-**	**-**	**-**	**(64,375)**	**-100%**
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	1,061,990	-	-	-	-	-	-	(353,997)	-100%
Charges, Fees, License, Permits, Fines	1,236,066	-	-	-	-	-	-	(412,022)	-100%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	260,832	-	-	-	-	-	-	(86,944)	-100%
Other Interfund Transfers	275,000	-	-	-	-	-	-	(91,667)	-100%
General Fund Support	202,934	-	-	-	-	-	-	(67,645)	-100%
Operating Revenue	**3,036,821**	**-**	**-**	**-**	**-**	**-**	**-**	**(1,012,274)**	**-100%**
Total Revenue	**3,229,947**	**-**	**-**	**-**	**-**	**-**	**-**	**(1,076,649)**	**-100%**
Personnel Services	1,221,868	-	-	-	-	-	-	(407,289)	-100%
Materials and Services	975,143	-	-	-	-	-	-	(325,048)	-100%
Capital Outlay	739,206	-	-	-	-	-	-	(246,402)	-100%
Operating Expense	**2,936,217**	**-**	**-**	**-**	**-**	**-**	**-**	**(978,739)**	**-100%**
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Total Appropriated	**2,936,217**	**-**	**-**	**-**	**-**	**-**	**-**	**(978,739)**	**-100%**
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Total Expense	**2,936,217**	**-**	**-**	**-**	**-**	**-**	**-**	**(978,739)**	
Revenues Less Expenses	293,730	-	-	-	-				

Notes:
None

CLACKAMAS COUNTY

500303-Stone Creek Golf Club

BCC Priority Alignment: Honor, Utilize, & Invest in our Natural Resources

Program Budget Summary

						Budget-to-Budget:		Budget-to-3 Yr Avg:	
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	$ Variance	% Variance	$ Variance	% Variance
Beginning Fund Balance	**2,845,189**	**-**	**-**	**-**	**-**	**-**	**-**	**(948,396)**	**-100%**
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	-	-	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines	3,802,537	-	-	-	-	-	-	(1,267,512)	-100%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	59,997	-	-	-	-	-	-	(19,999)	-100%
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-	-	-
Operating Revenue	**3,862,533**	**-**	**-**	**-**	**-**	**-**	**-**	**(1,287,511)**	**-100%**
Total Revenue	**6,707,722**	**-**	**-**	**-**	**-**	**-**	**-**	**(2,235,907)**	**-100%**
Personnel Services	-	-	-	-	-	-	-	-	-
Materials and Services	3,035,584	-	-	-	-	-	-	(1,011,861)	-100%
Capital Outlay	68,355	-	-	-	-	-	-	(22,785)	-100%
Operating Expense	**3,103,939**	**-**	**-**	**-**	**-**	**-**	**-**	**(1,034,646)**	**-100%**
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	275,000	-	-	-	-	-	-	(91,667)	-100%
Contingency	-	-	-	-	-	-	-	-	-
Total Appropriated	**3,378,939**	**-**	**-**	**-**	**-**	**-**	**-**	**(1,126,313)**	**-100%**
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Total Expense	**3,378,939**	**-**	**-**	**-**	**-**	**-**	**-**	**(1,126,313)**	
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 Wildtrout sale totaled 52 acres and occurred in May 2023, and included a two year harvest parameter for the logger. Revenues from this first sale are estimated to spread across FY22/23 (sale deposit), FY23/24 and FY24/25 (harvest revenues) due to this two year harvest parameter. Total revenue generation of $1,165,114 is estimated to be received from this first sale. An additional sale of the third unit in the Wildtrout sale will be sold in FY24/25; this unit is estimated to be 1.25 million board feet with an estimated revenue of $455,000. Revenues from this sale could potentially be received in FY24/25, but may post to FY25/26.

CLACKAMAS COUNTY

500510-Forestry

BCC Priority Alignment: Honor, Utilize, & Invest in our Natural Resources

Program Budget Summary

						Budget-to-Budget:		Budget-to-3 Yr Avg:	
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	$ Variance	% Variance	$ Variance	% Variance
Beginning Fund Balance	**-**	**2,694,992**	**2,336,419**	**2,382,205**	**2,069,355**	**(267,064)**	**-11%**	**376,956**	**22%**
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	-	-	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines	-	452	30,400	2,000	40,000	9,600	32%	39,183	4795%
Revenue from Bonds & Other Debts	-	499,993	325,894	625,294	665,500	339,606	104%	290,404	77%
All Other Revenue Resources	-	131,014	108,000	164,000	368,500	260,500	241%	270,162	275%
Other Interfund Transfers	-	40,000	40,000	40,000	40,000	-	0%	13,333	50%
General Fund Support	-	-	-	-	-	-	-	-	-
Operating Revenue	**-**	**671,458**	**504,294**	**831,294**	**1,114,000**	**609,706**	**121%**	**613,083**	**122%**
Total Revenue	**-**	**3,366,450**	**2,840,713**	**3,213,499**	**3,183,355**	**342,642**	**12%**	**990,039**	**45%**
Personnel Services	-	316,548	509,844	302,295	260,536	(249,308)	-49%	54,255	26%
Materials and Services	-	267,696	387,944	368,849	474,393	86,449	22%	262,211	124%
Capital Outlay	-	-	407,000	73,000	436,000	29,000	7%	411,667	1692%
Operating Expense	**-**	**584,244**	**1,304,788**	**744,144**	**1,170,929**	**(133,859)**	**-10%**	**728,133**	**164%**
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	400,000	400,000	400,000	400,000	-	0%	133,333	50%
Contingency	-	-	250,000	-	500,000	250,000	100%	500,000	-
Total Appropriated	**-**	**984,244**	**1,954,788**	**1,144,144**	**2,070,929**	**116,141**	**6%**	**1,361,467**	**192%**
Reserve for Future Expenditures	-	-	885,925	-	1,112,426	226,501	26%	1,112,426	-
Total Expense	**-**	**984,244**	**2,840,713**	**1,144,144**	**3,183,355**	**592,642**	**21%**	**2,473,893**	
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 $400,000 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.

CLACKAMAS COUNTY

500202-Forestry

BCC Priority Alignment: Honor, Utilize, & Invest in our Natural Resources

Program Budget Summary

						Budget-to-Budget:		Budget-to-3 Yr Avg:	
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	$ Variance	% Variance	$ Variance	% Variance
Beginning Fund Balance	**2,903,149**	**-**	**-**	**-**	**-**	**-**	**-**	**(967,716)**	**-100%**
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	27,839	-	-	-	-	-	-	(9,280)	-100%
Charges, Fees, License, Permits, Fines	337	-	-	-	-	-	-	(112)	-100%
Revenue from Bonds & Other Debts	250,000	-	-	-	-	-	-	(83,333)	-100%
All Other Revenue Resources	101,016	-	-	-	-	-	-	(33,672)	-100%
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-	-	-
Operating Revenue	**379,192**	**-**	**-**	**-**	**-**	**-**	**-**	**(126,397)**	**-100%**
Total Revenue	**3,282,341**	**-**	**-**	**-**	**-**	**-**	**-**	**(1,094,114)**	**-100%**
Personnel Services	366,986	-	-	-	-	-	-	(122,329)	-100%
Materials and Services	220,363	-	-	-	-	-	-	(73,454)	-100%
Capital Outlay	-	-	-	-	-	-	-	-	-
Operating Expense	**587,350**	**-**	**-**	**-**	**-**	**-**	**-**	**(195,783)**	**-100%**
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Total Appropriated	**587,350**	**-**	**-**	**-**	**-**	**-**	**-**	**(195,783)**	**-100%**
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Total Expense	**587,350**	**-**	**-**	**-**	**-**	**-**	**-**	**(195,783)**	
Revenues Less Expenses	2,694,992	-	-	-	-				

Notes:
None

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CLACKAMAS
COUNTY

Community Services

Property Disposition

Purpose Statement

Provide management and disposition of tax foreclosed properties + repurposing properties for public benefit or returning them to the tax rolls

Performance Narrative Statement

The Property Disposition program conducts outreach to property owners at risk of 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 repurposed 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	Y
Shared Services	N
Grant Funding	N

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

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

CLACKAMAS COUNTY

500511-Property Disposition

BCC Priority Alignment: Accountable Government

Program Budget Summary

						Budget-to-Budget:		Budget-to-3 Yr Avg:	
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	$ Variance	% Variance	$ Variance	% Variance
Beginning Fund Balance	**-**	**2,157,838**	**2,267,788**	**2,002,064**	**1,882,431**	**(385,357)**	**-17%**	**495,797**	**36%**
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	-	-	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines	-	-	-	-	5,000	5,000	-	5,000	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	-	21,536	17,240	52,908	7,570	(9,670)	-56%	(17,245)	-69%
Other Interfund Transfers	-	103,266	120,854	155,775	119,633	(1,221)	-1%	33,286	39%
General Fund Support	-	-	-	-	-	-	-	-	-
Operating Revenue	**-**	**124,802**	**138,094**	**208,683**	**132,203**	**(5,891)**	**-4%**	**21,041**	**19%**
Total Revenue	**-**	**2,282,640**	**2,405,882**	**2,210,747**	**2,014,634**	**(391,248)**	**-16%**	**516,838**	**35%**
Personnel Services	-	175,138	185,830	178,375	202,354	16,525	9%	84,516	72%
Materials and Services	-	105,438	158,417	149,941	200,836	42,419	27%	115,710	136%
Capital Outlay	-	-	-	-	-	-	-	-	-
Operating Expense	**-**	**280,577**	**344,247**	**328,316**	**403,190**	**58,944**	**17%**	**200,226**	**99%**
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
Contingency	-	-	551,588	-	500,000	(51,588)	-9%	500,000	-
Total Appropriated	**-**	**280,577**	**895,835**	**328,316**	**903,190**	**7,356**	**1%**	**700,226**	**345%**
Reserve for Future Expenditures	-	-	1,510,048	-	1,111,444	(398,604)	-26%	1,111,444	-
Total Expense	**-**	**280,577**	**2,405,883**	**328,316**	**2,014,634**	**(442,836)**	**-18%**	**1,811,670**	
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.

CLACKAMAS COUNTY

500203-Property Disposition

BCC Priority Alignment: Vibrant Economy

Program Budget Summary

						Budget-to-Budget:		Budget-to-3 Yr Avg:	
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	$ Variance	% Variance	$ Variance	% Variance
Beginning Fund Balance	**2,129,779**	**-**	**-**	**-**	**-**	**-**	**-**	**(709,926)**	**-100%**
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	-	-	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines	300,000	-	-	-	-	-	-	(100,000)	-100%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	-	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-	-	-
Operating Revenue	**300,000**	**-**	**-**	**-**	**-**	**-**	**-**	**(100,000)**	**-100%**
Total Revenue	**2,429,779**	**-**	**-**	**-**	**-**	**-**	**-**	**(809,926)**	**-100%**
Personnel Services	163,449	-	-	-	-	-	-	(54,483)	-100%
Materials and Services	108,492	-	-	-	-	-	-	(36,164)	-100%
Capital Outlay	-	-	-	-	-	-	-	-	-
Operating Expense	**271,941**	**-**	**-**	**-**	**-**	**-**	**-**	**(90,647)**	**-100%**
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Total Appropriated	**271,941**	**-**	**-**	**-**	**-**	**-**	**-**	**(90,647)**	**-100%**
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Total Expense	**271,941**	**-**	**-**	**-**	**-**	**-**	**-**	**(90,647)**	
Revenues Less Expenses	2,157,838	-	-	-	-				

Notes:
None

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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 FY 2025/2026 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 FY 2025/2026. 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	Yes
Shared Services	No
Grant Funding	No

Explanation

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

CLACKAMAS COUNTY

600202-County Surveyor

BCC Priority Alignment: Vibrant Economy

Program Budget Summary

						Budget-to-Budget:		Budget-to-3 Yr Avg:	
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	$ Variance	% Variance	$ Variance	% Variance
Beginning Fund Balance	-	-	-	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	56,523	110,096	89,390	-	(110,096)	-100%	(48,638)	-100%
Charges, Fees, License, Permits, Fines	581,085	702,290	733,681	653,380	1,230,185	496,504	68%	584,600	91%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	494	920	-	-	-	-	-	(471)	-100%
Other Interfund Transfers	-	-	21,092	21,092	-	(21,092)	-100%	(7,031)	-100%
General Fund Support	462,005	286,055	409,816	409,816	426,209	16,393	4%	40,250	10%
Operating Revenue	**1,043,584**	**1,045,788**	**1,274,685**	**1,173,678**	**1,656,394**	**381,709**	**30%**	**568,711**	**52%**
Total Revenue	**1,043,584**	**1,045,788**	**1,274,685**	**1,173,678**	**1,656,394**	**381,709**	**30%**	**568,711**	**52%**
Personnel Services	789,633	786,194	1,014,647	908,862	1,397,829	383,182	38%	569,600	69%
Materials and Services	254,085	259,594	260,038	264,816	258,564	(1,474)	-1%	(934)	0%
Capital Outlay	23,212	-	-	-	-	-	-	(7,737)	-100%
Operating Expense	**1,066,930**	**1,045,788**	**1,274,685**	**1,173,678**	**1,656,394**	**381,709**	**30%**	**560,928**	**51%**
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%**	**560,928**	**51%**
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Total Expense	**1,066,930**	**1,045,788**	**1,274,685**	**1,173,678**	**1,656,394**	**381,709**	**30%**	**560,928**	
Revenues Less Expenses	(23,346)	-	-	-	-				

Notes:

Co. Surveyor will see a change in leadership with planned retirement in May. The CS will no longer be overseeing the Transp. 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 hrs 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 Services	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.

CLACKAMAS COUNTY

600205-Public Land Corner

BCC Priority Alignment: Vibrant Economy

Program Budget Summary

						Budget-to-Budget:		Budget-to-3 Yr Avg:	
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	$ Variance	% Variance	$ Variance	% Variance
Beginning Fund Balance	**1,471,280**	**942,121**	**359,202**	**384,894**	**1,347**	**(357,855)**	**-100%**	**(931,418)**	**-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%	(45,166)	-10%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	88,794	26,466	9,967	16,629	-	(9,967)	-100%	(43,963)	-100%
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-	-	-
Operating Revenue	**455,930**	**497,303**	**976,577**	**499,153**	**395,000**	**(581,577)**	**-60%**	**(89,129)**	**-18%**
Total Revenue	**1,927,210**	**1,439,424**	**1,335,779**	**884,047**	**396,347**	**(939,432)**	**-70%**	**(1,020,547)**	**-72%**
Personnel Services	791,587	851,805	896,084	665,970	2,687	(893,398)	-100%	(767,101)	-100%
Materials and Services	164,583	202,726	221,028	216,730	356,479	135,451	61%	161,799	83%
Capital Outlay	28,919	-	-	-	-	-	-	(9,640)	-100%
Operating Expense	**985,089**	**1,054,531**	**1,117,112**	**882,700**	**359,165**	**(757,947)**	**-68%**	**(614,942)**	**-63%**
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
Contingency	-	-	218,667	-	37,182	(181,485)	-83%	37,182	-
Total Appropriated	**985,089**	**1,054,531**	**1,335,779**	**882,700**	**396,347**	**(939,432)**	**-70%**	**(577,760)**	**-59%**
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Total Expense	**985,089**	**1,054,531**	**1,335,779**	**882,700**	**396,347**	**(1,120,917)**	**-84%**	**(577,760)**	
Revenues Less Expenses	942,121	384,893	-	1,347	-				

Notes:
At an all-time 3 yr 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 Co. Surveyors Dept is req'd 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 FY 2024/2025 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 FY 24/25. 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.

CLACKAMAS COUNTY

600206-Current Planning

BCC Priority Alignment: Vibrant Economy

Program Budget Summary

	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	Budget-to-Budget: $ Variance	Budget-to-Budget: % Variance	Budget-to-3 Yr Avg: $ Variance	Budget-to-3 Yr Avg: % Variance
Beginning Fund Balance	**-**	**390,362**	**404,964**	**404,965**	**296,396**	**(108,568)**	**-27%**	**31,287**	**12%**
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	12,657	78,053	11,228	66,825	(11,228)	-14%	58,863	739%
Charges, Fees, License, Permits, Fines	-	1,277,880	1,201,400	1,347,700	1,409,755	208,355	17%	534,562	61%
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%	1,307,755	95%
Operating Revenue	**-**	**3,182,075**	**3,530,191**	**3,609,666**	**4,165,094**	**634,903**	**18%**	**1,901,180**	**84%**
Total Revenue	**-**	**3,572,437**	**3,935,155**	**4,014,631**	**4,461,490**	**526,335**	**13%**	**1,932,467**	**76%**
Personnel Services	-	1,770,557	2,195,385	2,128,020	2,342,137	146,752	7%	1,042,611	80%
Materials and Services	-	1,396,915	1,620,633	1,590,215	1,967,978	347,345	21%	972,268	98%
Capital Outlay	-	-	-	-	-	-	-	-	-
Operating Expense	**-**	**3,167,473**	**3,816,018**	**3,718,235**	**4,310,115**	**494,097**	**13%**	**2,014,879**	**88%**
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
Contingency	-	-	119,137	-	151,375	32,238	27%	151,375	-
Total Appropriated	**-**	**3,167,473**	**3,935,155**	**3,718,235**	**4,461,490**	**526,335**	**13%**	**2,166,254**	**94%**
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Total Expense	**-**	**3,167,473**	**3,935,155**	**3,718,235**	**4,461,490**	**558,573**	**14%**	**2,166,254**	
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.

CLACKAMAS COUNTY

600203-Land Use, Development Review & Permitting

BCC Priority Alignment: Vibrant Economy

Program Budget Summary

						Budget-to-Budget:		Budget-to-3 Yr Avg:	
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	$ Variance	% Variance	$ Variance	% Variance
Beginning Fund Balance	**11,953,268**	**-**	**-**	**-**	**-**	**-**	**-**	**(3,984,423)**	**-100%**
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	1,561,443	-	-	-	-	-	-	(520,481)	-100%
Charges, Fees, License, Permits, Fines	10,716,986	-	-	-	-	-	-	(3,572,329)	-100%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	392,721	-	-	-	-	-	-	(130,907)	-100%
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	1,991,132	-	-	-	-	-	-	(663,711)	-100%
Operating Revenue	**14,662,282**	**-**	**-**	**-**	**-**	**-**	**-**	**(4,887,427)**	**-100%**
Total Revenue	**26,615,550**	**-**	**-**	**-**	**-**	**-**	**-**	**(8,871,850)**	**-100%**
Personnel Services	10,962,494	-	-	-	-	-	-	(3,654,165)	-100%
Materials and Services	4,171,546	-	-	-	-	-	-	(1,390,515)	-100%
Capital Outlay	112,227	-	-	-	-	-	-	(37,409)	-100%
Operating Expense	**15,246,267**	**-**	**-**	**-**	**-**	**-**	**-**	**(5,082,089)**	**-100%**
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Total Appropriated	**15,246,267**	**-**	**-**	**-**	**-**	**-**	**-**	**(5,082,089)**	**-100%**
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Total Expense	**15,246,267**	**-**	**-**	**-**	**-**	**-**	**-**	**(5,082,089)**	
Revenues Less Expenses	11,369,283	-	-	-	-				

Notes:
None

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CLACKAMAS
COUNTY

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 FY 2024/2025. Permitting and inspection services support the community by providing safe and orderly development of property, increased jobs from construction, and the resulting economic development.

Building Codes, in partnership with Technology Services and the other programs in Development Services, have begun a project to improve our permitting enterprise software. The migration to the cloud was completed in 2024, and this results in a more stable permitting system with increased functionality for staff and customers.

Key Performance Measures / 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 FY 2023/24.*

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.

CLACKAMAS COUNTY

600207-Building Codes

BCC Priority Alignment: Vibrant Economy

Program Budget Summary

	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	Budget-to-Budget: $ Variance	Budget-to-Budget: % Variance	Budget-to-3 Yr Avg: $ Variance	Budget-to-3 Yr Avg: % Variance
Beginning Fund Balance	**-**	**10,297,726**	**7,911,050**	**8,735,014**	**7,340,635**	**(570,415)**	**-7%**	**996,388**	**16%**
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%	6,494,461	131%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	-	511,071	489,643	669,249	869,753	380,110	78%	476,313	121%
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-	-	-
Operating Revenue	**-**	**7,632,514**	**7,241,556**	**8,412,443**	**12,319,093**	**5,077,537**	**70%**	**6,970,774**	**130%**
Total Revenue	**-**	**17,930,241**	**15,152,606**	**17,147,457**	**19,659,728**	**4,507,122**	**30%**	**7,967,162**	**68%**
Personnel Services	-	5,925,809	6,875,955	6,500,662	7,319,681	443,727	6%	3,177,524	77%
Materials and Services	-	3,202,531	3,370,297	3,208,952	3,195,001	(175,296)	-5%	1,057,840	49%
Capital Outlay	-	66,886	100,000	97,208	129,000	29,000	29%	74,302	136%
Operating Expense	**-**	**9,195,227**	**10,346,252**	**9,806,822**	**10,643,682**	**297,431**	**3%**	**4,309,666**	**68%**
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
Contingency	-	-	2,568,465	-	2,629,000	60,535	2%	2,629,000	-
Total Appropriated	**-**	**9,195,227**	**12,914,717**	**9,806,822**	**13,272,682**	**357,966**	**3%**	**6,938,666**	**110%**
Reserve for Future Expenditures	-	-	2,237,888	-	6,387,046	4,149,158	185%	6,387,046	-
Total Expense	**-**	**9,195,227**	**15,152,605**	**9,806,822**	**19,659,728**	**4,567,659**	**30%**	**13,325,712**	
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 FY 24-25, 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 FY 24-25, 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 FY 25-26, the proposed budget projects interest rates to remain high, which will impact permitting revenue.

The approved fee modification for FY 25-26 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.

CLACKAMAS COUNTY

600208-Septic

BCC Priority Alignment: Vibrant Economy

Program Budget Summary

						Budget-to-Budget:		Budget-to-3 Yr Avg:	
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	$ Variance	% Variance	$ Variance	% Variance
Beginning Fund Balance	**-**	**667,776**	**494,026**	**574,612**	**349,909**	**(144,117)**	**-29%**	**(64,220)**	**-16%**
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	24,690	23,719	18,597	-	(23,719)	-100%	(14,429)	-100%
Charges, Fees, License, Permits, Fines	-	838,403	974,217	778,025	1,287,225	313,008	32%	748,416	139%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	-	23,032	7,500	25,000	25,000	17,500	233%	8,989	56%
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-	-	-
Operating Revenue	**-**	**886,125**	**1,005,436**	**821,622**	**1,312,225**	**306,789**	**31%**	**742,976**	**131%**
Total Revenue	**-**	**1,553,901**	**1,499,462**	**1,396,234**	**1,662,134**	**162,672**	**11%**	**678,756**	**69%**
Personnel Services	-	724,325	960,313	723,893	992,423	32,110	3%	509,684	106%
Materials and Services	-	254,964	310,248	322,432	283,791	(26,457)	-9%	91,326	47%
Capital Outlay	-	-	-	-	53,000	53,000	-	53,000	-
Operating Expense	**-**	**979,289**	**1,270,561**	**1,046,325**	**1,329,214**	**58,653**	**5%**	**654,010**	**97%**
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
Contingency	-	-	228,901	-	332,920	104,019	45%	332,920	-
Total Appropriated	**-**	**979,289**	**1,499,462**	**1,046,325**	**1,662,134**	**162,672**	**11%**	**986,930**	**146%**
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Total Expense	**-**	**979,289**	**1,499,462**	**1,046,325**	**1,662,134**	**266,691**	**18%**	**986,930**	
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 2016/2017. 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 FY 2025/2026 as FY 2024/2025. 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 FY 2025/2026.

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.

CLACKAMAS COUNTY

600210-Development Engineering

BCC Priority Alignment: Vibrant Economy

Program Budget Summary

	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	Budget-to-Budget: $ Variance	Budget-to-Budget: % Variance	Budget-to-3 Yr Avg: $ Variance	Budget-to-3 Yr Avg: % 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%	1,099,151	85%
Charges, Fees, License, Permits, Fines	-	1,009,321	721,250	779,908	812,558	91,308	13%	216,148	36%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	20,000	11,500	11,500	(8,500)	-43%	7,667	200%
Other Interfund Transfers	-	-	-	27	-	-	-	(9)	-100%
General Fund Support	-	-	-	-	-	-	-	-	-
Operating Revenue	**-**	**2,756,260**	**3,064,907**	**2,933,276**	**3,219,469**	**154,562**	**5%**	**1,322,957**	**70%**
Total Revenue	**-**	**2,756,260**	**3,064,907**	**2,933,276**	**3,219,469**	**154,562**	**5%**	**1,322,957**	**70%**
Personnel Services	-	2,275,009	2,535,343	2,402,190	2,606,900	71,557	3%	1,047,834	67%
Materials and Services	-	419,537	509,564	507,837	559,569	50,005	10%	250,444	81%
Capital Outlay	-	61,714	20,000	23,249	53,000	33,000	165%	24,679	87%
Operating Expense	**-**	**2,756,260**	**3,064,907**	**2,933,276**	**3,219,469**	**154,562**	**5%**	**1,322,957**	**70%**
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Total Appropriated	**-**	**2,756,260**	**3,064,907**	**2,933,276**	**3,219,469**	**154,562**	**5%**	**1,322,957**	**70%**
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Total Expense	**-**	**2,756,260**	**3,064,907**	**2,933,276**	**3,219,469**	**154,562**	**5%**	**1,322,957**	
Revenues Less Expenses	-	-	-	-	-				

Notes:
As interest rates conintue 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 FY 2025/2026. 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 FY 2024/2025.

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 FY2024-2025, 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 1, 2025 and June 30, 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 Multiuse Path Alternatives Analysis – Creates a design solution for a preferred route within the I-205 path gap in order to facilitate nonvehicle transportation and improve safety and accessibility.
- 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	Yes
Shared Services	Yes
Grant Funding	Yes

Explanation

Mandated Services:
The Long Range Planning Program is mandated to adopt and maintain a comprehensive plan and the zoning and land-division ordinances needed to put the plan into effect (OAR 660-015).

Shared Services:
Land Use permitting, building permits and inspections and land use planning and coordination are State/County shared services.

Grant Funding:
The Long Range Planning Program includes several projects that are supported through grant funding.

CLACKAMAS COUNTY

600404-Long Range Planning

BCC Priority Alignment: Vibrant Economy

Program Budget Summary

	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	Budget-to-Budget: $ Variance	Budget-to-Budget: % Variance	Budget-to-3 Yr Avg: $ Variance	Budget-to-3 Yr Avg: % Variance
Beginning Fund Balance	**-**	**-**	**40,936**	**40,936**	**163,574**	**122,638**	**300%**	**149,929**	**1099%**
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	900,626	2,534,582	1,989,907	4,035,153	1,500,571	59%	3,071,642	319%
Charges, Fees, License, Permits, Fines	-	461,398	505,701	504,930	751,575	245,874	49%	429,466	133%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	-	1,060	1,500	1,500	-	(1,500)	-100%	(853)	-100%
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	-	295,776	515,517	515,517	188,391	(327,126)	-63%	(82,040)	-30%
Operating Revenue	**-**	**1,658,860**	**3,557,300**	**3,011,854**	**4,975,119**	**1,417,819**	**40%**	**3,418,214**	**220%**
Total Revenue	**-**	**1,658,860**	**3,598,236**	**3,052,790**	**5,138,693**	**1,540,457**	**43%**	**3,568,143**	**227%**
Personnel Services	-	1,189,248	1,525,959	1,491,501	1,590,382	64,423	4%	696,799	78%
Materials and Services	-	428,679	2,072,276	1,397,715	3,398,308	1,326,032	64%	2,789,510	458%
Capital Outlay	-	-	-	-	-	-	-	-	-
Operating Expense	**-**	**1,617,927**	**3,598,235**	**2,889,216**	**4,988,690**	**1,390,455**	**39%**	**3,486,309**	**232%**
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	150,002	150,002	-	150,002	-
Total Appropriated	**-**	**1,617,927**	**3,598,235**	**2,889,216**	**5,138,692**	**1,540,457**	**43%**	**3,636,311**	**242%**
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Total Expense	**-**	**1,617,927**	**3,598,235**	**2,889,216**	**5,138,692**	**1,690,459**	**47%**	**3,636,311**	
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 Transporation System Plan update; the Travel Options Plan; I-205 Multiuse Path Alternatives Access planning project and updating the Transit Development Plan. The team participates in state and regional discussions related to housing and transporation policy and facilitation of the Pedestrain and Bikeway Advisory Committee.

CLACKAMAS COUNTY

600204-Long-Range Planning

BCC Priority Alignment: Vibrant Economy

Program Budget Summary

						Budget-to-Budget:		Budget-to-3 Yr Avg:	
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	$ Variance	% Variance	$ Variance	% Variance
Beginning Fund Balance	**95,013**	**-**	**-**	**-**	**-**	**-**	**-**	**(31,671)**	**-100%**
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	1,424,193	-	-	-	-	-	-	(474,731)	-100%
Charges, Fees, License, Permits, Fines	408,968	-	-	-	-	-	-	(136,323)	-100%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	-	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	162,400	-	-	-	-	-	-	(54,133)	-100%
Operating Revenue	**1,995,561**	**-**	**-**	**-**	**-**	**-**	**-**	**(665,187)**	**-100%**
Total Revenue	**2,090,574**	**-**	**-**	**-**	**-**	**-**	**-**	**(696,858)**	**-100%**
Personnel Services	1,422,945	-	-	-	-	-	-	(474,315)	-100%
Materials and Services	617,701	-	-	-	-	-	-	(205,900)	-100%
Capital Outlay	-	-	-	-	-	-	-	-	-
Operating Expense	**2,040,646**	**-**	**-**	**-**	**-**	**-**	**-**	**(680,215)**	**-100%**
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	40,000	-	-	-	-	-	-	(13,333)	-100%
Transfers	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Total Appropriated	**2,080,646**	**-**	**-**	**-**	**-**	**-**	**-**	**(693,549)**	**-100%**
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Total Expense	**2,080,646**	**-**	**-**	**-**	**-**	**-**	**-**	**(693,549)**	
Revenues Less Expenses	9,927	-	-	-	-				

Notes:
None

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CLACKAMAS
COUNTY

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.

CLACKAMAS COUNTY

600405-Regional Policy Coordination

BCC Priority Alignment: Vibrant Economy

Program Budget Summary

	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	Budget-to-Budget: $ Variance	Budget-to-Budget: % Variance	Budget-to-3 Yr Avg: $ Variance	Budget-to-3 Yr Avg: % 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%	362,469	24%
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%**	**362,469**	**24%**
Total Revenue	**-**	**1,731,070**	**3,451,139**	**2,773,594**	**1,864,024**	**(1,587,115)**	**-46%**	**362,469**	**24%**
Personnel Services	-	214,334	671,338	517,399	698,479	27,141	4%	454,568	186%
Materials and Services	-	1,516,736	2,739,801	2,216,195	1,165,545	(1,574,256)	-57%	(78,765)	-6%
Capital Outlay	-	-	40,000	40,000	-	(40,000)	-100%	(13,333)	-100%
Operating Expense	**-**	**1,731,070**	**3,451,139**	**2,773,594**	**1,864,024**	**(1,587,116)**	**-46%**	**362,469**	**24%**
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Total Appropriated	**-**	**1,731,070**	**3,451,139**	**2,773,594**	**1,864,024**	**(1,587,116)**	**-46%**	**362,469**	**24%**
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Total Expense	**-**	**1,731,070**	**3,451,139**	**2,773,594**	**1,864,024**	**(1,587,116)**	**-46%**	**362,469**	
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 $1M programmed for the Sunrise Gateway Corridor Community Visioning project in FY 2025/2026 ●Partner with PGA on State/Federal legislative engagement and strategy development for department priorities ●Develop capacity to secure local, state and federal funding for all DTD programs

Visioning Services

Economic Development

Purpose Statement

Provide analysis, business growth opportunities + coordination of services for businesses + workforce, community partners and policy makers

Performance Narrative Statement

Economic Development 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	Y
Shared Services	Y
Grant Funding	Y

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

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

CLACKAMAS COUNTY

600406-Office of Economic Development

BCC Priority Alignment: Vibrant Economy

Program Budget Summary

						Budget-to-Budget:		Budget-to-3 Yr Avg:	
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	$ Variance	% Variance	$ Variance	% Variance
Beginning Fund Balance	-	**6,331,402**	**6,618,185**	**7,890,701**	**8,515,091**	**1,896,906**	**29%**	**3,774,390**	**80%**
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	2,750,453	2,403,327	2,766,000	2,750,500	347,173	14%	911,682	50%
Charges, Fees, License, Permits, Fines	-	11,899	5,000	1,227	5,000	-	0%	625	14%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	-	401,118	305,950	489,350	403,290	97,340	32%	106,467	36%
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-	-	-
Operating Revenue	-	**3,163,470**	**2,714,277**	**3,256,577**	**3,158,790**	**444,513**	**16%**	**1,018,774**	**48%**
Total Revenue	-	**9,494,872**	**9,332,462**	**11,147,278**	**11,673,881**	**2,341,419**	**25%**	**4,793,164**	**70%**
Personnel Services	-	530,100	894,707	843,614	907,324	12,617	1%	449,419	98%
Materials and Services	-	574,072	1,199,183	738,573	1,459,669	260,486	22%	1,022,121	234%
Capital Outlay	-	-	-	-	-	-	-	-	-
Operating Expense	-	**1,104,172**	**2,093,890**	**1,582,187**	**2,366,993**	**273,103**	**13%**	**1,471,540**	**164%**
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	500,000	950,000	1,050,000	1,100,000	150,000	16%	583,333	113%
Transfers	-	-	-	-	-	-	-	-	-
Contingency	-	-	554,000	-	1,500,000	946,000	171%	1,500,000	-
Total Appropriated	-	**1,604,172**	**3,597,890**	**2,632,187**	**4,966,993**	**1,369,103**	**38%**	**3,554,873**	**252%**
Reserve for Future Expenditures	-	-	5,734,573	-	6,706,888	972,315	17%	6,706,888	-
Total Expense	-	**1,604,172**	**9,332,463**	**2,632,187**	**11,673,881**	**3,287,418**	**35%**	**10,261,761**	
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.

CLACKAMAS COUNTY

650202-Economic Development

BCC Priority Alignment: Vibrant Economy

Program Budget Summary

						Budget-to-Budget:		Budget-to-3 Yr Avg:	
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	$ Variance	% Variance	$ Variance	% Variance
Beginning Fund Balance	**5,213,008**	**-**	**-**	**-**	**-**	**-**	**-**	**(1,737,669)**	**-100%**
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	2,384,398	-	-	-	-	-	-	(794,799)	-100%
Charges, Fees, License, Permits, Fines	911	-	-	-	-	-	-	(304)	-100%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	142,362	-	-	-	-	-	-	(47,454)	-100%
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-	-	-
Operating Revenue	**2,527,672**	**-**	**-**	**-**	**-**	**-**	**-**	**(842,557)**	**-100%**
Total Revenue	**7,740,680**	**-**	**-**	**-**	**-**	**-**	**-**	**(2,580,227)**	**-100%**
Personnel Services	517,572	-	-	-	-	-	-	(172,524)	-100%
Materials and Services	663,061	-	-	-	-	-	-	(221,020)	-100%
Capital Outlay	-	-	-	-	-	-	-	-	-
Operating Expense	**1,180,633**	**-**	**-**	**-**	**-**	**-**	**-**	**(393,544)**	**-100%**
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	165,645	-	-	-	-	-	-	(55,215)	-100%
Transfers	63,000	-	-	-	-	-	-	(21,000)	-100%
Contingency	-	-	-	-	-	-	-	-	-
Total Appropriated	**1,409,278**	**-**	**-**	**-**	**-**	**-**	**-**	**(469,759)**	**-100%**
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Total Expense	**1,409,278**	**-**	**-**	**-**	**-**	**-**	**-**	**(469,759)**	
Revenues Less Expenses	6,331,402	-	-	-	-				

Notes:
None

CLACKAMAS COUNTY

800701-County Event Center

BCC Priority Alignment: Vibrant Economy

Program Budget Summary

						Budget-to-Budget:		Budget-to-3 Yr Avg:	
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	$ Variance	% Variance	$ Variance	% Variance
Beginning Fund Balance	**-**	**956,273**	**807,533**	**1,176,149**	**1,193,730**	**386,197**	**48%**	**482,923**	**68%**
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	607,232	6,798,412	9,921,744	9,921,744	3,123,332	46%	6,412,085	183%
Charges, Fees, License, Permits, Fines	-	703,920	725,500	757,000	794,850	69,350	10%	307,877	63%
Revenue from Bonds & Other Debts	-	-	1,857,168	-	1,856,423	(745)	0%	1,856,423	-
All Other Revenue Resources	-	1,457,722	2,629,563	1,820,000	2,886,000	256,437	10%	1,793,426	164%
Other Interfund Transfers	-	589,230	615,000	615,745	632,000	17,000	3%	230,342	57%
General Fund Support	-	-	-	-	-	-	-	-	-
Operating Revenue	**-**	**3,358,103**	**12,625,643**	**13,114,489**	**16,091,017**	**3,465,374**	**27%**	**10,600,153**	**193%**
Total Revenue	**-**	**4,314,377**	**13,433,176**	**14,290,638**	**17,284,747**	**3,851,571**	**29%**	**11,083,076**	**179%**
Personnel Services	-	1,083,508	863,495	1,052,419	1,094,983	231,488	27%	383,007	54%
Materials and Services	-	1,699,531	1,707,740	1,628,912	1,662,750	(44,990)	-3%	553,269	50%
Capital Outlay	-	355,188	10,261,668	10,415,577	13,272,000	3,010,332	29%	9,681,745	270%
Operating Expense	**-**	**3,138,227**	**12,832,903**	**13,096,908**	**16,029,733**	**3,196,830**	**25%**	**10,618,021**	**196%**
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
Contingency	-	-	600,274	-	1,255,014	654,740	109%	1,255,014	-
Total Appropriated	**-**	**3,138,227**	**13,433,177**	**13,096,908**	**17,284,747**	**3,851,570**	**29%**	**11,873,035**	**219%**
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Total Expense	**-**	**3,138,227**	**13,433,177**	**13,096,908**	**17,284,747**	**4,506,310**	**34%**	**11,873,035**	
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.

CLACKAMAS COUNTY

500402-County Events Center

BCC Priority Alignment: Vibrant Economy

Program Budget Summary

						Budget-to-Budget:		Budget-to-3 Yr Avg:	
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	$ Variance	% Variance	$ Variance	% Variance
Beginning Fund Balance	**111,540**	**-**	**-**	**-**	**-**	**-**	**-**	**(37,180)**	**-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	359,623	-	-	-	-	-	-	(119,874)	-100%
General Fund Support	-	-	-	-	-	-	-	-	-
Operating Revenue	**359,623**	**-**	**-**	**-**	**-**	**-**	**-**	**(119,874)**	**-100%**
Total Revenue	**471,163**	**-**	**-**	**-**	**-**	**-**	**-**	**(157,054)**	**-100%**
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

CLACKAMAS COUNTY

500403-County Fair & Rodeo

BCC Priority Alignment: Vibrant Economy

Program Budget Summary

						Budget-to-Budget:		Budget-to-3 Yr Avg:	
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	$ Variance	% Variance	$ Variance	% Variance
Beginning Fund Balance	**690,753**	**-**	**-**	**-**	**-**	**-**	**-**	**(230,251)**	**-100%**
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	640,909	-	-	-	-	-	-	(213,636)	-100%
Charges, Fees, License, Permits, Fines	749,405	-	-	-	-	-	-	(249,802)	-100%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	1,325,560	-	-	-	-	-	-	(441,853)	-100%
Other Interfund Transfers	193,643	-	-	-	-	-	-	(64,548)	-100%
General Fund Support	-	-	-	-	-	-	-	-	-
Operating Revenue	**2,909,516**	**-**	**-**	**-**	**-**	**-**	**-**	**(969,839)**	**-100%**
Total Revenue	**3,600,269**	**-**	**-**	**-**	**-**	**-**	**-**	**(1,200,090)**	**-100%**
Personnel Services	777,765	-	-	-	-	-	-	(259,255)	-100%
Materials and Services	1,662,743	-	-	-	-	-	-	(554,248)	-100%
Capital Outlay	674,651	-	-	-	-	-	-	(224,884)	-100%
Operating Expense	**3,115,159**	**-**	**-**	**-**	**-**	**-**	**-**	**(1,038,386)**	**-100%**
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Total Appropriated	**3,115,159**	**-**	**-**	**-**	**-**	**-**	**-**	**(1,038,386)**	**-100%**
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Total Expense	**3,115,159**	**-**	**-**	**-**	**-**	**-**	**-**	**(1,038,386)**	
Revenues Less Expenses	485,110	-	-	-	-				

Notes:
None

CLACKAMAS COUNTY

800703-Tax Title Land

BCC Priority Alignment: Not Applicable

Program Budget Summary

						Budget-to-Budget:		Budget-to-3 Yr Avg:	
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	$ Variance	% Variance	$ Variance	% Variance
Beginning Fund Balance	**-**	**136,815**	**93,800**	**252,290**	**862,586**	**768,786**	**820%**	**732,885**	**565%**
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	-	-	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines	-	-	-	17,000	14,000	14,000	-	8,333	147%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	-	222,236	229,954	752,371	259,000	29,046	13%	(65,869)	-20%
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-	-	-
Operating Revenue	**-**	**222,236**	**229,954**	**769,371**	**273,000**	**43,046**	**19%**	**(57,536)**	**-17%**
Total Revenue	**-**	**359,051**	**323,754**	**1,021,661**	**1,135,586**	**811,832**	**251%**	**675,349**	**147%**
Personnel Services	-	-	-	-	-	-	-	-	-
Materials and Services	-	3,495	12,300	3,300	3,200	(9,100)	-74%	935	41%
Capital Outlay	-	-	-	-	-	-	-	-	-
Operating Expense	**-**	**3,495**	**12,300**	**3,300**	**3,200**	**(9,100)**	**-74%**	**935**	**41%**
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	103,266	120,854	155,775	119,633	(1,221)	-1%	33,286	39%
Contingency	-	-	190,600	-	1,012,753	822,153	431%	1,012,753	-
Total Appropriated	**-**	**106,761**	**323,754**	**159,075**	**1,135,586**	**811,832**	**251%**	**1,046,974**	**1182%**
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Total Expense	**-**	**106,761**	**323,754**	**159,075**	**1,135,586**	**1,632,764**	**504%**	**1,046,974**	
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.

CLACKAMAS COUNTY

500204-Tax, Title, Land

BCC Priority Alignment: Vibrant Economy

Program Budget Summary

						Budget-to-Budget:		Budget-to-3 Yr Avg:	
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	$ Variance	% Variance	$ Variance	% Variance
Beginning Fund Balance	**288,645**	**-**	**-**	**-**	**-**	**-**	**-**	**(96,215)**	**-100%**
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	-	-	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines	-	-	-	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	150,859	-	-	-	-	-	-	(50,286)	-100%
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-	-	-
Operating Revenue	**150,859**	**-**	**-**	**-**	**-**	**-**	**-**	**(50,286)**	**-100%**
Total Revenue	**439,504**	**-**	**-**	**-**	**-**	**-**	**-**	**(146,501)**	**-100%**
Personnel Services	-	-	-	-	-	-	-	-	-
Materials and Services	302,690	-	-	-	-	-	-	(100,897)	-100%
Capital Outlay	-	-	-	-	-	-	-	-	-
Operating Expense	**302,690**	**-**	**-**	**-**	**-**	**-**	**-**	**(100,897)**	**-100%**
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Total Appropriated	**302,690**	**-**	**-**	**-**	**-**	**-**	**-**	**(100,897)**	**-100%**
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Total Expense	**302,690**	**-**	**-**	**-**	**-**	**-**	**-**	**(100,897)**	
Revenues Less Expenses	136,815	-	-	-	-				

Notes:
None

CLACKAMAS COUNTY

800704-$ Coll On Behalf of Other Agcy

BCC Priority Alignment: Not Applicable

Program Budget Summary

						Budget-to-Budget:		Budget-to-3 Yr Avg:	
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	$ Variance	% Variance	$ Variance	% Variance
Beginning Fund Balance	-	-	-	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	16,300	-	-	-	-	-	(5,433)	-100%
Charges, Fees, License, Permits, Fines	-	2,317,949	3,250,000	3,002,458	3,000,258	(249,742)	-8%	1,226,789	69%
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%**	**1,221,356**	**69%**
Total Revenue	-	**2,334,249**	**3,250,000**	**3,002,458**	**3,000,258**	**(249,742)**	**-8%**	**1,221,356**	**69%**
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%	1,221,356	69%
Transfers	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Total Appropriated	-	**2,334,249**	**3,250,000**	**3,002,458**	**3,000,258**	**(249,742)**	**-8%**	**1,221,356**	**69%**
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Total Expense	-	**2,334,249**	**3,250,000**	**3,002,458**	**3,000,258**	**(249,742)**	**-8%**	**1,221,356**	
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.

CLACKAMAS COUNTY

600209-Revenue Collected on Behalf of Other Agencies

BCC Priority Alignment: Accountable Government

Program Budget Summary

						Budget-to-Budget:		Budget-to-3 Yr Avg:	
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	$ Variance	% Variance	$ Variance	% Variance
Beginning Fund Balance	-	-	-	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	52,950	-	-	-	-	-	-	(17,650)	-100%
Charges, Fees, License, Permits, Fines	2,691,160	-	-	-	-	-	-	(897,053)	-100%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	-	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-	-	-
Operating Revenue	**2,744,110**	**-**	**-**	**-**	**-**	**-**	**-**	**(914,703)**	**-100%**
Total Revenue	**2,744,110**	**-**	**-**	**-**	**-**	**-**	**-**	**(914,703)**	**-100%**
Personnel Services	-	-	-	-	-	-	-	-	-
Materials and Services	-	-	-	-	-	-	-	-	-
Capital Outlay	-	-	-	-	-	-	-	-	-
Operating Expense	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	2,744,110	-	-	-	-	-	-	(914,703)	-100%
Transfers	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Total Appropriated	**2,744,110**	**-**	**-**	**-**	**-**	**-**	**-**	**(914,703)**	**-100%**
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Total Expense	**2,744,110**	**-**	**-**	**-**	**-**	**-**	**-**	**(914,703)**	
Revenues Less Expenses	-	-	-	-	-				

Notes:
None

CLACKAMAS COUNTY

800705-Countywide TSDC

BCC Priority Alignment: Strong Infrastructure

Program Budget Summary

	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	Budget-to-Budget: $ Variance	Budget-to-Budget: % Variance	Budget-to-3 Yr Avg: $ Variance	Budget-to-3 Yr Avg: % Variance
Beginning Fund Balance	**-**	**17,417,119**	**17,191,972**	**19,425,925**	**18,681,412**	**1,489,440**	**9%**	**6,400,397**	**52%**
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%	523,449	35%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	-	749,169	600,000	950,000	685,000	85,000	14%	118,610	21%
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-	-	-
Operating Revenue	**-**	**3,204,922**	**1,622,300**	**2,967,550**	**2,699,550**	**1,077,250**	**66%**	**642,059**	**31%**
Total Revenue	**-**	**20,622,041**	**18,814,272**	**22,393,475**	**21,380,962**	**2,566,690**	**14%**	**7,042,457**	**49%**
Personnel Services	-	-	-	-	-	-	-	-	-
Materials and Services	-	307,168	464,697	343,079	508,114	43,417	9%	291,365	134%
Capital Outlay	-	-	-	-	-	-	-	-	-
Operating Expense	**-**	**307,168**	**464,697**	**343,079**	**508,114**	**43,417**	**9%**	**291,365**	**134%**
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	888,948	2,552,932	3,368,984	4,462,937	1,910,005	75%	3,043,626	214%
Contingency	-	-	5,000,000	-	10,000,000	5,000,000	100%	10,000,000	-
Total Appropriated	**-**	**1,196,116**	**8,017,629**	**3,712,063**	**14,971,051**	**6,953,422**	**87%**	**13,334,992**	**815%**
Reserve for Future Expenditures	-	-	10,796,643	-	6,409,911	(4,386,732)	-41%	6,409,911	-
Total Expense	**-**	**1,196,116**	**18,814,272**	**3,712,063**	**21,380,962**	**9,476,695**	**50%**	**19,744,903**	
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. $4.462M will be transferred to support 7 projects including both Community Road Fund and Countywide CIP projects. More than $12M in transfers are programmed over 3-years. Contingency reflects current bid environment.

CLACKAMAS COUNTY

300307-Countywide TSDC Area

BCC Priority Alignment: Strong Infrastructure

Program Budget Summary

						Budget-to-Budget:		Budget-to-3 Yr Avg:	
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	$ Variance	% Variance	$ Variance	% Variance
Beginning Fund Balance	**16,302,147**	**-**	**-**	**-**	**-**	**-**	**-**	**(5,434,049)**	**-100%**
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	-	-	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines	1,190,797	-	-	-	-	-	-	(396,932)	-100%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	357,559	-	-	-	-	-	-	(119,186)	-100%
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-	-	-
Operating Revenue	**1,548,356**	**-**	**-**	**-**	**-**	**-**	**-**	**(516,119)**	**-100%**
Total Revenue	**17,850,502**	**-**	**-**	**-**	**-**	**-**	**-**	**(5,950,167)**	**-100%**
Personnel Services	-	-	-	-	-	-	-	-	-
Materials and Services	103,005	-	-	-	-	-	-	(34,335)	-100%
Capital Outlay	-	-	-	-	-	-	-	-	-
Operating Expense	**103,005**	**-**	**-**	**-**	**-**	**-**	**-**	**(34,335)**	**-100%**
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	330,379	-	-	-	-	-	-	(110,126)	-100%
Contingency	-	-	-	-	-	-	-	-	-
Total Appropriated	**433,384**	**-**	**-**	**-**	**-**	**-**	**-**	**(144,461)**	**-100%**
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Total Expense	**433,384**	**-**	**-**	**-**	**-**	**-**	**-**	**(144,461)**	
Revenues Less Expenses	17,417,119	-	-	-	-				

Notes:
None

CLACKAMAS COUNTY

800706-HV Joint Area TSDC

BCC Priority Alignment: Strong Infrastructure

Program Budget Summary

						Budget-to-Budget:		Budget-to-3 Yr Avg:	
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	$ Variance	% Variance	$ Variance	% Variance
Beginning Fund Balance	**-**	**1,557,876**	**1,472,576**	**1,421,157**	**1,250,920**	**(221,656)**	**-15%**	**257,909**	**26%**
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	-	-	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines	-	3,004	8,000	1,950	1,900	(6,100)	-76%	249	15%
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%**	**249**	**15%**
Total Revenue	**-**	**1,560,880**	**1,480,576**	**1,423,107**	**1,252,820**	**(227,756)**	**-15%**	**258,157**	**26%**
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%	144,764	139%
Contingency	-	-	353,134	-	350,000	(3,134)	-1%	350,000	-
Total Appropriated	**-**	**139,723**	**700,000**	**172,187**	**598,734**	**(101,266)**	**-14%**	**494,764**	**476%**
Reserve for Future Expenditures	-	-	780,576	-	654,086	(126,490)	-16%	654,086	-
Total Expense	**-**	**139,723**	**1,480,576**	**172,187**	**1,252,820**	**(329,022)**	**-22%**	**1,148,850**	
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 remaing 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.

CLACKAMAS COUNTY

300308-HV Joint TSDC Subarea

BCC Priority Alignment: Strong Infrastructure

Program Budget Summary

						Budget-to-Budget:		Budget-to-3 Yr Avg:	
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	$ Variance	% Variance	$ Variance	% Variance
Beginning Fund Balance	**1,798,381**	**-**	**-**	**-**	**-**	**-**	**-**	**(599,460)**	**-100%**
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	-	-	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines	5,059	-	-	-	-	-	-	(1,686)	-100%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	-	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-	-	-
Operating Revenue	**5,059**	**-**	**-**	**-**	**-**	**-**	**-**	**(1,686)**	**-100%**
Total Revenue	**1,803,441**	**-**	**-**	**-**	**-**	**-**	**-**	**(601,147)**	**-100%**
Personnel Services	-	-	-	-	-	-	-	-	-
Materials and Services	63,596	-	-	-	-	-	-	(21,199)	-100%
Capital Outlay	179,919	-	-	-	-	-	-	(59,973)	-100%
Operating Expense	**243,515**	**-**	**-**	**-**	**-**	**-**	**-**	**(81,172)**	**-100%**
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	2,050	-	-	-	-	-	-	(683)	-100%
Contingency	-	-	-	-	-	-	-	-	-
Total Appropriated	**245,564**	**-**	**-**	**-**	**-**	**-**	**-**	**(81,855)**	**-100%**
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Total Expense	**245,564**	**-**	**-**	**-**	**-**	**-**	**-**	**(81,855)**	
Revenues Less Expenses	1,557,876	-	-	-	-				

Notes:
None

Health, Housing and Human Services

Budget Presentation
Fiscal Year 2025-2026

CLACKAMAS COUNTY

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

Department Budget Summary by Fund

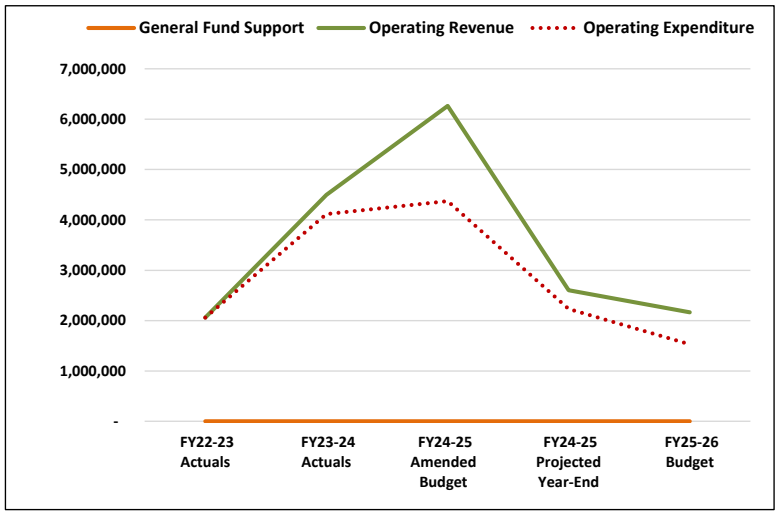
Line of Business	Program	FY25-26 Special Grants Fund (230)	FY25-26 Health Housing & Human Service Fund (240)	FY25-26 Health Center Fund (253)	FY25-26 Total Budget	FY25-26 General Fund Included in Budget**	% of Total	FY25-26 FTE ** Total	Filled	Vacant
H3S Administration	Director's Office Team		4,257,628		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		1,735,313		1,735,313	120,000	7%	9.1	9.1	-
	Allocation Pool		-		-	-				
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)	6,263,869	332,305,259	79,553,101	418,122,229	10,004,633	2%	805.1	718.1	87.0
	$ Increase (Decrease)	-4,098,686	-4,571,855	(3,332,881)	-12,003,422	400,185		6.9	-19.8	26.8
	% Increase (Decrease)	-65%	-1%	-4%	-3%	4%		1%	-3%	31%

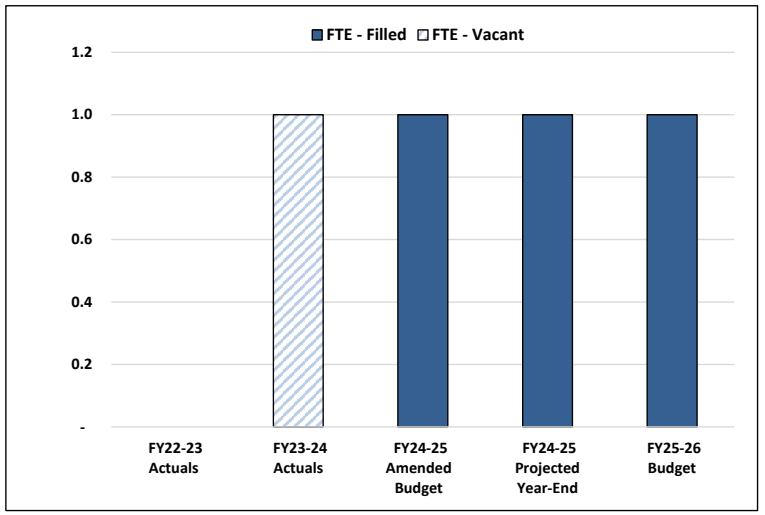
General Fund Support is a subsidy, net of any other revenue received by the department

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

40-Health, Housing & Human Services (H3S) / 230-Special Grants Fund
Summary of Revenue and Expense

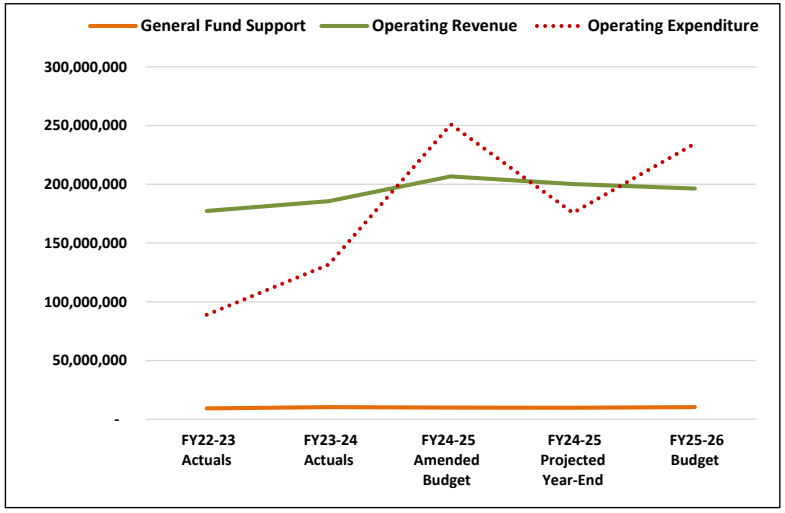
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	Budget to Budget: $ Variance	Budget to Budget: % Variance	Budget to 3-Year Average: $ Variance	Budget to 3-Year Average: % Variance
Beginning Fund Balance	-	150,000	-	150,000	-	-	-	(100,000)	-100%
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	2,061,031	4,233,878	4,440,394	1,129,997	941,902	(3,498,492)	-79%	(1,533,067)	-62%
Charges, Fees, License, Permits	-	-	-	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	-	261,488	1,823,475	1,475,711	1,223,281	(600,194)	-33%	644,215	111%
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-	-	-
Operating Revenue	**2,061,031**	**4,495,366**	**6,263,869**	**2,605,708**	**2,165,183**	**(4,098,686)**	**-65%**	**(888,852)**	**-29%**
Total Revenue	**2,061,031**	**4,645,366**	**6,263,869**	**2,755,708**	**2,165,183**	**(4,098,686)**	**-65%**	**(988,852)**	**-31%**
Personnel Services	455,222	747,312	370,297	401,032	268,737	(101,560)	-27%	(265,785)	-50%
Materials and Services	1,605,809	516,424	1,942,646	1,830,676	1,261,139	(681,507)	-35%	(56,497)	-4%
Capital Outlay	-	2,850,000	2,060,000	-	-	(2,060,000)	-100%	(950,000)	-100%
Operating Expenditure	**2,061,031**	**4,113,736**	**4,372,943**	**2,231,708**	**1,529,876**	**(2,843,067)**	**-65%**	**(1,272,283)**	**-45%**
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	381,630	1,890,926	524,000	635,307	(1,255,619)	-66%	333,430	110%
Transfers	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Total Appropriated	**2,061,031**	**4,495,366**	**6,263,869**	**2,755,708**	**2,165,183**	**(4,098,686)**	**-65%**	**(938,852)**	**-30%**
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Total Expense	**2,061,031**	**4,495,366**	**6,263,869**	**2,755,708**	**2,165,183**	**(4,098,686)**	**-65%**	**(938,852)**	
Revenues Less Expenses	**-**	**150,000**	**-**	**-**	**-**				
Full Time Equivalent (FTE)				*As Of 03/2025*					
FTE - Total	-	1.0	1.0	1.0	1.0	-			
FTE - Filled	-	-	1.0	1.0	1.0	-			
FTE - Vacant	-	1.0	-	-	-	-			

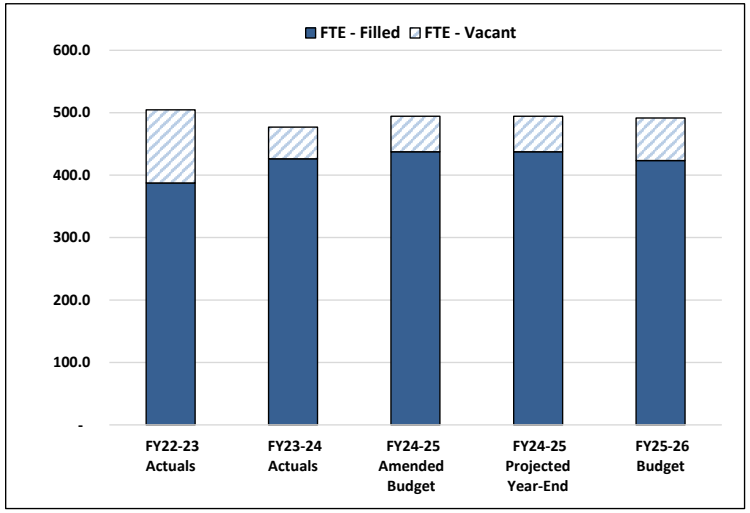




40-Health, Housing & Human Services (H3S) / 240-Health Housing & Human Services Fund
Summary of Revenue and Expense

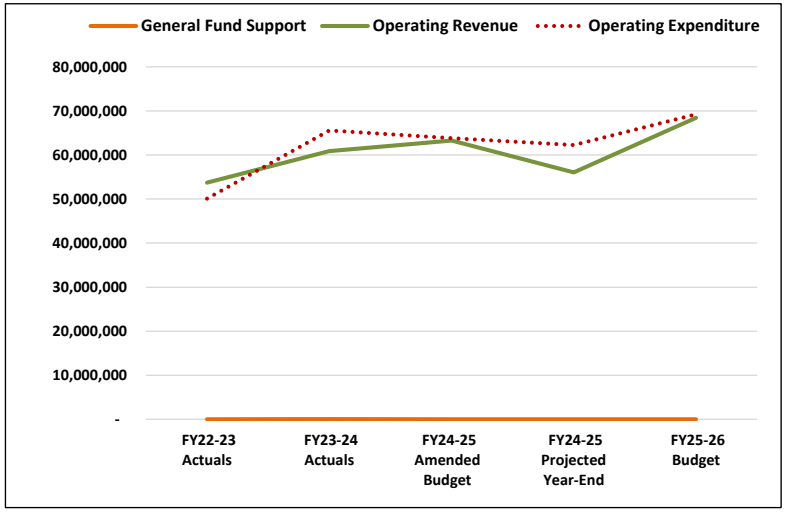
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	Budget to Budget: $ Variance	Budget to Budget: % Variance	Budget to 3-Year Average: $ Variance	Budget to 3-Year Average: % Variance
Beginning Fund Balance	50,136,309	118,423,202	125,496,534	144,950,831	131,433,621	5,937,087	5%	26,930,174	26%
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	156,165,873	158,304,693	180,825,643	171,839,145	166,625,444	(14,200,199)	-8%	4,522,207	3%
Charges, Fees, License, Permits	9,981,107	10,625,163	14,233,058	13,691,996	14,720,265	487,207	3%	3,287,510	29%
Revenue from Bonds & Other Debts	-	254,343	260,000	1,425,511	500,000	240,000	92%	(59,951)	-11%
All Other Revenue Resources	1,862,784	6,142,242	1,435,391	3,379,429	4,007,256	2,571,865	179%	212,438	6%
Other Interfund Transfers	63,000	-	50,000	42,000	42,000	(8,000)	-16%	7,000	20%
General Fund Support	9,248,520	10,334,963	10,004,633	9,840,622	10,404,818	400,185	4%	596,783	6%
Operating Revenue	**177,321,283**	**185,661,405**	**206,808,725**	**200,218,703**	**196,299,783**	**(10,508,941)**	**-5%**	**8,565,986**	**5%**
Total Revenue	**227,457,592**	**304,084,607**	**332,305,259**	**345,169,534**	**327,733,404**	**(4,571,854)**	**-1%**	**35,496,160**	**12%**
Personnel Services	47,710,684	56,023,478	69,440,048	59,971,747	74,776,689	5,336,641	8%	20,208,053	37%
Materials and Services	40,774,932	73,686,060	175,417,406	107,707,890	136,312,117	(39,105,289)	-22%	62,255,823	84%
Capital Outlay	492,482	2,055,791	6,130,008	7,995,547	23,571,150	17,441,142	285%	20,056,543	571%
Operating Expenditure	**88,978,098**	**131,765,328**	**250,987,462**	**175,675,184**	**234,659,956**	**(16,327,506)**	**-7%**	**102,520,419**	**78%**
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	20,269,821	27,356,223	46,864,838	37,149,344	51,257,410	4,392,572	9%	22,998,947	81%
Transfers	12,213	12,213	953,570	911,384	1,171,123	217,553	23%	859,186	275%
Contingency	-	-	18,769,323	-	27,780,915	9,011,592	48%	27,780,915	-
Total Appropriated	**109,260,132**	**159,133,764**	**317,575,193**	**213,735,912**	**314,869,404**	**(2,705,789)**	**-1%**	**154,159,468**	**96%**
Reserve for Future Expenditures	-	-	14,730,067	-	12,864,000	(1,866,067)	-13%	12,864,000	-
Total Expense	**109,260,132**	**159,133,764**	**332,305,260**	**213,735,912**	**327,733,404**	**(4,571,856)**	**-1%**	**167,023,468**	
Revenues Less Expenses	**118,197,461**	**144,950,843**	**-**	**131,433,622**	**-**				
Full Time Equivalent (FTE)				*As Of 03/2025*					
FTE - Total	504.6	477.0	494.4	494.4	491.4	(3.0)			
FTE - Filled	387.4	426.2	437.4	437.4	423.4	(14.0)			
FTE - Vacant	117.2	50.8	57.0	57.0	68.0	11.0			

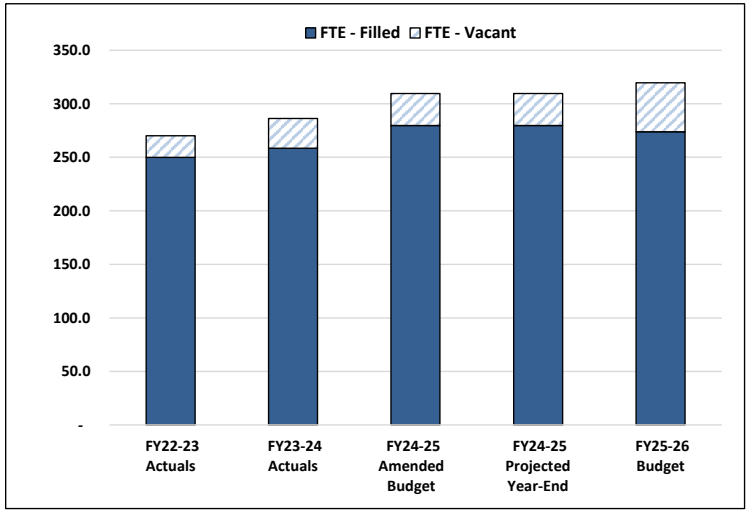




40-Health, Housing & Human Services (H3S) / 253-Clackamas Health Centers
Summary of Revenue and Expense

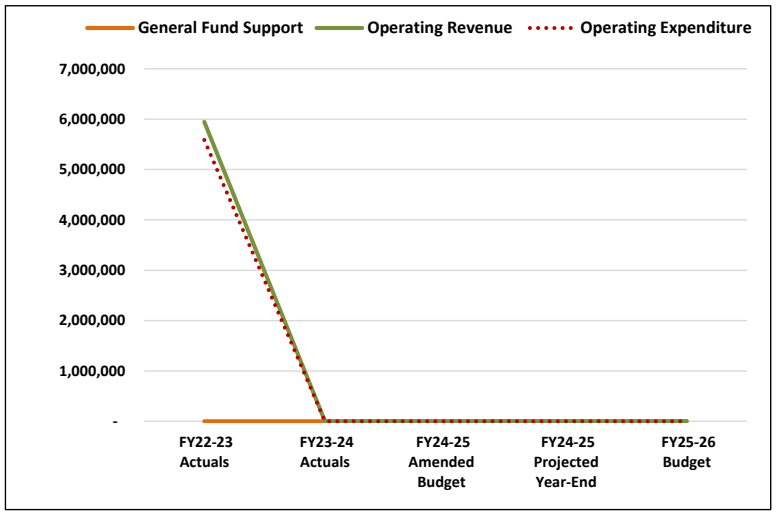
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	Budget to Budget: $ Variance	Budget to Budget: % Variance	Budget to 3-Year Average: $ Variance	Budget to 3-Year Average: % Variance
Beginning Fund Balance	16,308,015	19,942,402	16,300,298	14,640,608	7,779,640	(8,520,658)	-52%	(9,184,035)	-54%
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	12,858,938	10,496,942	7,514,128	9,983,001	6,731,178	(782,950)	-10%	(4,381,782)	-39%
Charges, Fees, License, Permits	40,466,174	41,288,112	54,719,917	45,296,682	60,473,847	5,753,930	11%	18,123,524	43%
Revenue from Bonds & Other Debts	45,963	7,026,812	45,970	-	45,960	(10)	0%	(2,311,631)	-98%
All Other Revenue Resources	350,253	1,011,487	506,230	752,748	506,230	-	0%	(198,599)	-28%
Other Interfund Transfers	-	1,000,000	466,558	-	683,365	216,807	46%	350,032	105%
General Fund Support	-	52,510	-	-	-	-	-	(17,503)	-100%
Operating Revenue	**53,721,328**	**60,875,863**	**63,252,803**	**56,032,431**	**68,440,580**	**5,187,777**	**8%**	**11,564,039**	**20%**
Total Revenue	**70,029,343**	**80,818,265**	**79,553,101**	**70,673,039**	**76,220,220**	**(3,332,881)**	**-4%**	**2,380,004**	**3%**
Personnel Services	35,982,657	41,184,499	50,615,941	46,101,750	54,498,543	3,882,602	8%	13,408,908	33%
Materials and Services	13,213,449	15,065,185	13,204,368	15,038,616	14,725,411	1,521,043	12%	286,328	2%
Capital Outlay	890,835	9,295,115	-	1,121,083	-	-	-	(3,769,011)	-100%
Operating Expenditure	**50,086,941**	**65,544,799**	**63,820,309**	**62,261,449**	**69,223,954**	**5,403,645**	**8%**	**9,926,224**	**17%**
Debt Service	-	1,000	-	-	-	-	-	(333)	-100%
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	631,869	631,950	631,950	631,938	(12)	0%	210,665	50%
Contingency	-	-	15,100,842	-	6,364,328	(8,736,514)	-58%	6,364,328	-
Total Appropriated	**50,086,941**	**66,177,668**	**79,553,101**	**62,893,399**	**76,220,220**	**(3,332,881)**	**-4%**	**16,500,884**	**28%**
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Total Expense	**50,086,941**	**66,177,668**	**79,553,101**	**62,893,399**	**76,220,220**	**(3,332,881)**	**-4%**	**16,500,884**	
Revenues Less Expenses	**19,942,402**	**14,640,597**	**-**	**7,779,640**	**-**				
Full Time Equivalent (FTE)				*As Of 03/2025*					
FTE - Total	270.1	286.2	309.6	309.6	319.6	10.0			
FTE - Filled	249.9	258.4	279.6	279.6	273.8	(5.8)			
FTE - Vacant	20.2	27.8	30.0	30.0	45.8	15.8			

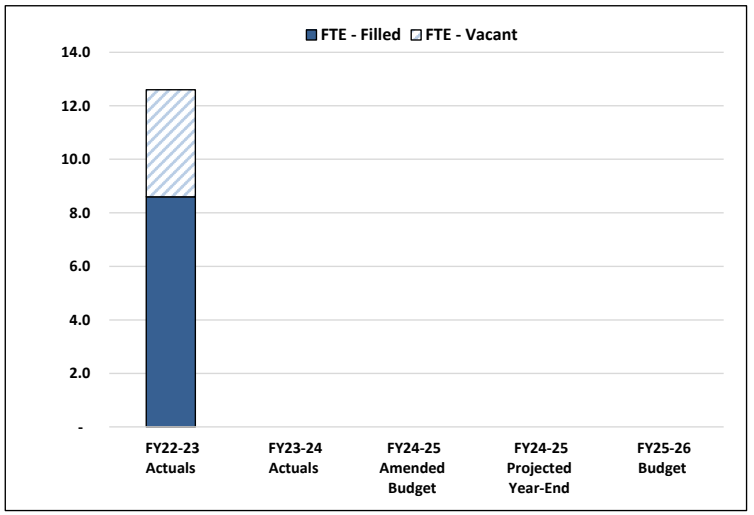




64-Health, Housing & Human Services (H3S) / 240-Health Housing & Human Services Fund
Summary of Revenue and Expense

	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	Budget to Budget: $ Variance	Budget to Budget: % Variance	Budget to 3-Year Average: $ Variance	Budget to 3-Year Average: % Variance
Beginning Fund Balance	(514,570)	-	-	-	-	-	-	171,523	-100%
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	4,615,410	-	-	-	-	-	-	(1,538,470)	-100%
Charges, Fees, License, Permits	112,701	-	-	-	-	-	-	(37,567)	-100%
Revenue from Bonds & Other Debts	285,307	-	-	-	-	-	-	(95,102)	-100%
All Other Revenue Resources	933,947	-	-	-	-	-	-	(311,316)	-100%
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-	-	-
Operating Revenue	**5,947,366**	**-**	**-**	**-**	**-**	**-**	**-**	**(1,982,455)**	**-100%**
Total Revenue	**5,432,795**	**-**	**-**	**-**	**-**	**-**	**-**	**(1,810,932)**	**-100%**
Personnel Services	1,222,982	-	-	-	-	-	-	(407,661)	-100%
Materials and Services	4,365,456	-	-	-	-	-	-	(1,455,152)	-100%
Capital Outlay	-	-	-	-	-	-	-	-	-
Operating Expenditure	**5,588,438**	**-**	**-**	**-**	**-**	**-**	**-**	**(1,862,813)**	**-100%**
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	363,378	-	-	-	-	-	-	(121,126)	-100%
Transfers	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Total Appropriated	**5,951,816**	**-**	**-**	**-**	**-**	**-**	**-**	**(1,983,939)**	**-100%**
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Total Expense	**5,951,816**	**-**	**-**	**-**	**-**	**-**	**-**	**(1,983,939)**	
Revenues Less Expenses	**(519,021)**	**-**	**-**	**-**	**-**				
Full Time Equivalent (FTE)				*As Of 03/2025*					
FTE - Total	12.6	-	-	-	-	-			
FTE - Filled	8.6	-	-	-	-	-			
FTE - Vacant	4.0	-	-	-	-	-			





FY25-26 Looking Ahead

CHALLENGES

- Elimination of 4.0 FTE in public health due to revenue loss.
- Federal revenue uncertainty & declining state funding streams.
- Workforce challenges related to staffing shortages and rising personnel costs.
- Increased administrative oversight, unfunded mandates, and sunsetting funding (ARPA) are placing added pressure on program operations and stability.
- Balancing state, regional, and local priorities which are not always aligned.

OPPORTUNITIES

- Program innovation and community response. Divisions are responding to evolving needs, for example:
  - New Behavioral Health Local Plan allows for more flexibility to tailor state funding to unique local needs.
  - State has made family literacy a priority, which has led to increased funding.
- New & emerging revenue streams (e.g., Medicaid 1115 Waiver, Opioid Settlement).
- Legislative advocacy for Public Health modernization and prevention funding for infectious disease and addiction prevention.

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CLACKAMAS COUNTY

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		1,735,313		1,735,313	120,000	7%	9.1	9.1	-
	Allocation Pool		-		-	-				
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)	6,263,869	332,305,259	79,553,101	418,122,229	10,004,633	2%	805.1	718.1	87.0
	$ Increase (Decrease)	-4,098,686	-4,571,855	(3,332,881)	-12,003,422	400,185		6.9	-19.8	26.8
	% Increase (Decrease)	-65%	-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

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

CLACKAMAS COUNTY

400101-Director's Office Team

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

Program Budget Summary

						Budget-to-Budget:		Budget-to-3 Yr Avg:	
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	$ Variance	% Variance	$ Variance	% Variance
Beginning Fund Balance	**536,328**	**864,130**	**395,888**	**1,454,277**	**1,302,618**	**906,730**	**229%**	**351,040**	**37%**
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	-	4,000,000	4,000,000	-	(4,000,000)	-100%	(1,333,333)	-100%
Charges, Fees, License, Permits, Fines	1,627,164	1,701,396	2,405,635	2,345,698	2,209,184	(196,451)	-8%	317,764	17%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	447,648	721,731	-	450,000	450,000	450,000	-	(89,793)	-17%
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	548,773	675,390	720,376	262,458	295,826	(424,550)	-59%	(199,714)	-40%
Operating Revenue	**2,623,585**	**3,098,518**	**7,126,011**	**7,058,156**	**2,955,010**	**(4,171,001)**	**-59%**	**(1,305,076)**	**-31%**
Total Revenue	**3,159,913**	**3,962,647**	**7,521,899**	**8,512,433**	**4,257,628**	**(3,264,271)**	**-43%**	**(954,036)**	**-18%**
Personnel Services	1,601,592	1,824,374	2,183,704	2,147,481	2,227,195	43,491	2%	369,379	20%
Materials and Services	643,607	661,423	1,200,983	1,050,122	1,183,670	(17,314)	-1%	398,619	51%
Capital Outlay	-	10,360	4,050,000	4,000,000	587,170	(3,462,830)	-86%	(749,617)	-56%
Operating Expense	**2,245,199**	**2,496,157**	**7,434,687**	**7,197,603**	**3,998,035**	**(3,436,652)**	**-46%**	**18,382**	**0%**
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	(41,629)	-	-	-	-	-	-	13,876	-100%
Transfers	12,213	12,213	12,212	12,212	12,958	746	6%	745	6%
Contingency	-	-	75,000	-	246,635	171,635	229%	246,635	-
Total Appropriated	**2,215,784**	**2,508,370**	**7,521,899**	**7,209,815**	**4,257,628**	**(3,264,271)**	**-43%**	**279,638**	**7%**
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Total Expense	**2,215,784**	**2,508,370**	**7,521,899**	**7,209,815**	**4,257,628**	**(3,091,890)**	**-41%**	**279,638**	
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 Program

Purpose Statement

The purpose of the Social Services Administration Program is to provide contract and grant coordination, compliance and quality management oversight, budget control and fiscal management, personnel and general support services to Social Services management and staff so they can provide high quality services to 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 FY 23/24 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	N
Shared Services	Y
Grant Funding	Y

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

Explanation: Most of the funding for Social Services Administration is derived from Indirect Rates charged to all of the grants that fund the programs operated by Social Services. This includes funds from the Developmental Disabilities Program, which is a shared service.

CLACKAMAS COUNTY

400201-Social Services Administration

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

Program Budget Summary

						Budget-to-Budget:		Budget-to-3 Yr Avg:	
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	$ Variance	% Variance	$ Variance	% Variance
Beginning Fund Balance	**1,015,515**	**2,534,992**	**127,583**	**703,181**	**892,448**	**764,865**	**600%**	**(525,448)**	**-37%**
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	4,270,185	2,751,250	-	3,936	-	-	-	(2,341,790)	-100%
Charges, Fees, License, Permits, Fines	2,490,223	2,858,830	3,170,854	2,805,614	2,951,911	(218,943)	-7%	233,689	9%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	57,059	149,866	-	1,795	-	-	-	(69,573)	-100%
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	828,792	460,318	321,228	106,100	321,228	-	0%	(143,842)	-31%
Operating Revenue	**7,646,259**	**6,220,263**	**3,492,082**	**2,917,445**	**3,273,139**	**(218,943)**	**-6%**	**(2,321,517)**	**-41%**
Total Revenue	**8,661,774**	**8,755,255**	**3,619,665**	**3,620,626**	**4,165,587**	**545,922**	**15%**	**(2,846,965)**	**-41%**
Personnel Services	2,122,184	2,123,684	2,310,700	2,052,789	2,657,010	346,310	15%	557,458	27%
Materials and Services	3,517,722	3,070,738	1,308,965	676,320	1,518,952	209,987	16%	(902,641)	-37%
Capital Outlay	140,835	248,330	-	-	-	-	-	(129,722)	-100%
Operating Expense	**5,780,741**	**5,442,752**	**3,619,665**	**2,729,109**	**4,175,962**	**556,297**	**15%**	**(474,905)**	**-10%**
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	245,211	99,965	-	-	-	-	-	(115,059)	-100%
Transfers	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Total Appropriated	**6,025,952**	**5,542,717**	**3,619,665**	**2,729,109**	**4,175,962**	**556,297**	**15%**	**(589,964)**	**-12%**
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Total Expense	**6,025,952**	**5,542,717**	**3,619,665**	**2,729,109**	**4,175,962**	**556,297**	**15%**	**(589,964)**	
Revenues Less Expenses	2,635,822	3,212,538	-	891,517	(10,375)				

Notes:
As of FY25, 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 FY26 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 and Disability Resource Connection Program

Purpose Statement

The purpose of the Aging and Disability Resource Connection Program is to provide needs assessment, information, service coordination, and advocacy services to older adults, persons with disabilities, vulnerable individuals, and other interested parties so they can get the support they need to achieve their desired outcomes.

Performance Narrative

The Aging and Disability Resource Connection Program is a valuable information resource for older adults, family members and caregivers. It incorporates the following programs: ADRC Information & Referral, Family Caregiver Support Program, Money Management, Options Counseling, Oregon Project Independence (OPI), Senior Health Insurance Benefits Assistance (SHIBA), and Veterans Directed Care. Overwhelmingly, clients find that their engagement with the program results in the person meeting their stated goals.

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 FY 23/24, 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	N
Shared Services	N
Grant Funding	Y

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

Explanation

The Information and Referral function of the Aging and Disability Resource Connection (ADRC) is funded by two federal grants; the Older American's Act and the Community Services Block Grant. Social Services has received these funds for over 30 years. The Older Americans Act requires a 25% local match, which is met by using budgeted County General Funds and in-kind donations from contracted community partners. The Options Counseling function of the ADRC is funded by state and federal grants that have been received for 10 years. There is no match requirement for those funds.

Oregon Project Independence (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.

CLACKAMAS COUNTY

400202-Aging & Disability Resource Connection

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

Program Budget Summary

						Budget-to-Budget:		Budget-to-3 Yr Avg:	
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	$ Variance	% Variance	$ Variance	% Variance
Beginning Fund Balance	**(1,004,185)**	**(6,608)**	**378,221**	**477,518**	**115,984**	**(262,237)**	**-69%**	**293,742**	**-165%**
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%	430,651	12%
Charges, Fees, License, Permits, Fines	-	91,320	504,101	484,106	494,699	(9,402)	-2%	302,890	158%
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%	275,459	133%
Operating Revenue	**3,759,952**	**3,256,141**	**5,576,884**	**5,315,166**	**5,119,420**	**(457,464)**	**-8%**	**1,009,000**	**25%**
Total Revenue	**2,755,768**	**3,249,532**	**5,955,105**	**5,792,684**	**5,235,404**	**(719,701)**	**-12%**	**1,302,743**	**33%**
Personnel Services	805,408	831,521	2,226,447	2,175,678	2,268,304	41,857	2%	997,435	78%
Materials and Services	754,478	966,337	2,138,558	1,915,412	1,706,121	(432,437)	-20%	494,045	41%
Capital Outlay	-	-	-	-	-	-	-	-	-
Operating Expense	**1,559,887**	**1,797,859**	**4,365,005**	**4,091,090**	**3,974,425**	**(390,580)**	**-9%**	**1,491,480**	**60%**
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	1,349,654	1,508,848	1,590,100	1,585,610	1,260,979	(329,121)	-21%	(220,392)	-15%
Transfers	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Total Appropriated	**2,909,540**	**3,306,707**	**5,955,105**	**5,676,700**	**5,235,404**	**(719,701)**	**-12%**	**1,271,088**	**32%**
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Total Expense	**2,909,540**	**3,306,707**	**5,955,105**	**5,676,700**	**5,235,404**	**(719,701)**	**-12%**	**1,271,088**	
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 FY26. Loss of COVID funding will also result in reductions to contracts with senior centers for congregate and home delivered meals.

Social Services

Developmental Disabilities Program

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 fiscal year 23/24 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	N
Shared Services	Y
Grant Funding	Y

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

Explanation: Clackamas County operates the Developmental Disabilities Program in partnership with the State of Oregon. Clackamas County has operated this program for over 25 years. Clackamas County receives a grant from the state to fund the program. Funding is calculated based on a variety of factors, including the number of people served and the number of abuse investigations conducted.

CLACKAMAS COUNTY

400203-Developmental Disabilities

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

Program Budget Summary

						Budget-to-Budget:		Budget-to-3 Yr Avg:	
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	$ Variance	% Variance	$ Variance	% Variance
Beginning Fund Balance	**7,558,936**	**11,639,111**	**10,788,358**	**14,355,442**	**13,303,320**	**2,514,962**	**23%**	**2,118,823**	**19%**
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%	(824,354)	-5%
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%	(80,097)	-37%
Operating Revenue	**15,716,328**	**18,304,042**	**16,902,636**	**16,180,005**	**15,829,007**	**(1,073,629)**	**-6%**	**(904,451)**	**-5%**
Total Revenue	**23,275,264**	**29,943,153**	**27,690,994**	**30,535,447**	**29,132,327**	**1,441,333**	**5%**	**1,214,372**	**4%**
Personnel Services	8,787,113	11,274,230	13,043,613	11,585,564	14,444,922	1,401,309	11%	3,895,953	37%
Materials and Services	3,053,362	4,312,983	6,076,948	5,646,563	5,251,970	(824,978)	-14%	914,334	21%
Capital Outlay	-	-	-	-	-	-	-	-	-
Operating Expense	**11,840,475**	**15,587,213**	**19,120,561**	**17,232,127**	**19,696,892**	**576,331**	**3%**	**4,810,287**	**32%**
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
Contingency	-	-	8,570,433	-	9,435,435	865,002	10%	9,435,435	-
Total Appropriated	**11,840,475**	**15,587,213**	**27,690,994**	**17,232,127**	**29,132,327**	**1,441,333**	**5%**	**14,245,722**	**96%**
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%**	**14,245,722**	
Revenues Less Expenses	11,434,789	14,355,940	-	13,303,320	-				

Notes:
In FY 24 the DD program served 2,817 individuals experiencing intellectual and devleopmental 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 Program

Purpose Statement

The purpose of the Energy Assistance Program is to provide eligibility determination, financial assistance, and education services to income eligible households in Clackamas County so they can reduce their energy expenses.

Performance Narrative

The Energy Assistance Program continues to implement creative strategies to ensure that as many households as possible benefit from the program. Regular outreach ensures that people apply for assistance before their utility services are cut off. This helps to ensure the health and safety of recipients and reduces the amount of grant funds used for reconnection fees, thus allowing additional households to be served. Outreach also ensures that new households are made aware of the program. The two Results performance measures listed below demonstrate the effectiveness of the strategies used 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	N
Shared Services	N
Grant Funding	Y

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

Explanation

The Energy Assistance Program (now called Utility Support due to the addition of water and sewer assistance) is one of the programs operated under the umbrella of Community Action. Program funds are received via formula from federal and state sources. Federal funding for the Low Income Home Energy Assistance Program (LIHEAP) has been received for over 25 years. State funding comes through the Oregon Energy Assistance Program (OEAP) and has been received for over 10 years. The newest funding sources, federal water and sewer assistance funding, have been received for two years. None of these funding sources require local

CLACKAMAS COUNTY

400204-Energy Assistance

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

Program Budget Summary

						Budget-to-Budget:		Budget-to-3 Yr Avg:	
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	$ Variance	% Variance	$ Variance	% Variance
Beginning Fund Balance	**(388,929)**	**(397,693)**	**64,832**	**131,437**	**127,562**	**62,730**	**97%**	**345,957**	**-158%**
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%	(1,815,545)	-30%
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%	30,177	34%
Operating Revenue	**6,862,008**	**7,028,765**	**4,590,754**	**4,620,031**	**4,384,899**	**(205,855)**	**-4%**	**(1,785,369)**	**-29%**
Total Revenue	**6,473,079**	**6,631,072**	**4,655,586**	**4,751,468**	**4,512,461**	**(143,125)**	**-3%**	**(1,439,412)**	**-24%**
Personnel Services	1,000,720	1,078,828	1,159,870	1,044,743	1,214,049	54,179	5%	172,619	17%
Materials and Services	5,870,051	5,420,788	3,487,716	3,571,163	3,286,887	(200,829)	-6%	(1,667,114)	-34%
Capital Outlay	-	-	-	-	-	-	-	-	-
Operating Expense	**6,870,771**	**6,499,616**	**4,647,586**	**4,615,906**	**4,500,936**	**(146,650)**	**-3%**	**(1,494,495)**	**-25%**
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	8,000	8,000	11,525	3,525	44%	8,858	332%
Transfers	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Total Appropriated	**6,870,771**	**6,499,616**	**4,655,586**	**4,623,906**	**4,512,461**	**(143,125)**	**-3%**	**(1,485,637)**	**-25%**
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Total Expense	**6,870,771**	**6,499,616**	**4,655,586**	**4,623,906**	**4,512,461**	**(143,125)**	**-3%**	**(1,485,637)**	
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 FY24, with COVID funding, the program served 5,907 households.

Social Services

Housing Support Program

Purpose Statement

The purpose of the Housing Support Program is to provide housing stabilization and supportive services to people who are homeless or at risk of becoming homeless so they can obtain and maintain permanent housing.

Performance Narrative

The Social Services housing team continues to provide effective support for households experiencing houselessness or at risk of becoming houseless. Nearly all households who graduate from a long-term housing program are able to maintain stable for at least six 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 FY23/34, 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	N
Shared Services	N
Grant Funding	Y

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

Explanation

There are over 20 local, state and federal funds that support Social Services' housing programs. Some, like state funded EHA (Emergency Housing Account) and SHAP (State Homeless Assistance Program), are received via a formula and operate under the umbrella of Community Action. These funds have been received for over 25 years. Six federal Continuum of Care funding sources are accessed via a competitive process and have been received for over 10 years. We also receive state funding for eviction prevention and receive funding via H3S Housing and Community Development Division from the Metro Supported Housing Services fund to provide eviction prevention, resource navigation and other supportive service designed to keep vulnerable residents stably housed.

CLACKAMAS COUNTY

400205-Housing Support

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

Program Budget Summary

						Budget-to-Budget:		Budget-to-3 Yr Avg:	
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	$ Variance	% Variance	$ Variance	% Variance
Beginning Fund Balance	**(4,774,268)**	**(4,306,135)**	**199,688**	**(2,675,337)**	**132,941**	**(66,747)**	**-33%**	**4,051,521**	**-103%**
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%	(4,553,029)	-29%
Charges, Fees, License, Permits, Fines	4,542	525	-	-	-	-	-	(1,689)	-100%
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%	223,154	22%
Operating Revenue	**16,608,835**	**15,259,709**	**18,143,326**	**17,738,186**	**12,204,012**	**(5,939,314)**	**-33%**	**(4,331,565)**	**-26%**
Total Revenue	**11,834,567**	**10,953,573**	**18,343,014**	**15,062,849**	**12,336,953**	**(6,006,061)**	**-33%**	**(280,043)**	**-2%**
Personnel Services	2,688,818	2,917,755	4,992,827	3,638,296	3,963,696	(1,029,131)	-21%	882,073	29%
Materials and Services	9,681,629	10,103,135	13,180,408	11,125,902	8,183,257	(4,997,151)	-38%	(2,120,298)	-21%
Capital Outlay	-	-	-	-	-	-	-	-	-
Operating Expense	**12,370,447**	**13,020,890**	**18,173,235**	**14,764,198**	**12,146,953**	**(6,026,282)**	**-33%**	**(1,238,225)**	**-9%**
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	3,778,448	174,665	169,779	164,779	190,000	20,221	12%	(1,182,631)	-86%
Transfers	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Total Appropriated	**16,148,895**	**13,195,555**	**18,343,014**	**14,928,977**	**12,336,953**	**(6,006,061)**	**-33%**	**(2,420,856)**	**-16%**
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%**	**(2,420,856)**	
Revenues Less Expenses	(4,314,328)	(2,241,981)	-	133,872	-				

Notes:
Our Housing projects continue to succuessfully 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 FY26.

Social Services

Oregon Project Independence Program

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	N
Shared Services	N
Grant Funding	Y

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

Explanation: Oregon Project Independence is a state-funded program that has been in operation for over 30 years. Funds are distributed via a formula to Area Agency on Aging (AAA) in the state. Social Services is the AAA for Clackamas County.

CLACKAMAS COUNTY

400206-Oregon Project Independence

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

Program Budget Summary

						Budget-to-Budget:		Budget-to-3 Yr Avg:	
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	$ Variance	% Variance	$ Variance	% Variance
Beginning Fund Balance	**(60,972)**	**96,371**	**-**	**-**	**-**	**-**	**-**	**(11,800)**	**-100%**
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	1,375,241	1,026,110	-	-	-	-	-	(800,450)	-100%
Charges, Fees, License, Permits, Fines	-	-	-	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	-	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	-	90,117	-	-	-	-	-	(30,039)	-100%
Operating Revenue	**1,375,241**	**1,116,227**	**-**	**-**	**-**	**-**	**-**	**(830,489)**	**-100%**
Total Revenue	**1,314,269**	**1,212,598**	**-**	**-**	**-**	**-**	**-**	**(842,289)**	**-100%**
Personnel Services	477,510	707,584	-	-	-	-	-	(395,032)	-100%
Materials and Services	383,147	394,392	-	-	-	-	-	(259,180)	-100%
Capital Outlay	-	-	-	-	-	-	-	-	-
Operating Expense	**860,657**	**1,101,976**	**-**	**-**	**-**	**-**	**-**	**(654,211)**	**-100%**
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Total Appropriated	**860,657**	**1,101,976**	**-**	**-**	**-**	**-**	**-**	**(654,211)**	**-100%**
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Total Expense	**860,657**	**1,101,976**	**-**	**-**	**-**	**-**	**-**	**(654,211)**	
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 Service Program

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 FY 23-24 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 FY 23/24, 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	No
Shared Services	No
Grant Funding	Yes

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

Explanation

The County Veterans Service Office (CVSO) receives funding from the Oregon Department of Veterans Affairs. The county has operated the CVSO for over 30 years. The funding is distributed via formula to all CVSOs in the state. For the proposed FY 25 budget, the state grant covers 40% of the costs of the program. The remaining costs are covered by County General Fund.

The Veterans Directed Care program is funded by the Veterans Administration and has been in operation in Clackamas County for five years. Neither program requires local match.

CLACKAMAS COUNTY

400207-Veteran Services

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

Program Budget Summary

						Budget-to-Budget:		Budget-to-3 Yr Avg:	
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	$ Variance	% Variance	$ Variance	% Variance
Beginning Fund Balance	**95,203**	**242,778**	**211,734**	**214,855**	**173,767**	**(37,967)**	**-18%**	**(10,512)**	**-6%**
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	407,301	463,329	273,069	273,069	273,069	-	0%	(108,164)	-28%
Charges, Fees, License, Permits, Fines	-	-	-	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	10	-	-	-	-	-	-	(3)	-100%
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	659,340	728,362	663,747	663,747	663,747	-	0%	(20,069)	-3%
Operating Revenue	**1,066,651**	**1,191,691**	**936,816**	**936,816**	**936,816**	**-**	**0%**	**(128,237)**	**-12%**
Total Revenue	**1,161,854**	**1,434,470**	**1,148,550**	**1,151,671**	**1,110,583**	**(37,967)**	**-3%**	**(138,749)**	**-11%**
Personnel Services	687,588	749,373	790,830	697,833	820,667	29,837	4%	109,069	15%
Materials and Services	231,488	322,106	357,720	280,071	279,541	(78,179)	-22%	1,653	1%
Capital Outlay	-	72	-	-	-	-	-	(24)	-100%
Operating Expense	**919,076**	**1,071,551**	**1,148,550**	**977,904**	**1,100,208**	**(48,342)**	**-4%**	**110,698**	**11%**
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Total Appropriated	**919,076**	**1,071,551**	**1,148,550**	**977,904**	**1,100,208**	**(48,342)**	**-4%**	**110,698**	**11%**
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Total Expense	**919,076**	**1,071,551**	**1,148,550**	**977,904**	**1,100,208**	**(48,342)**	**-4%**	**110,698**	
Revenues Less Expenses	242,778	362,919	-	173,767	10,375				

Notes:
In FY24, 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 to expand outreach.

Social Services

Volunteer Connection Program

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, the Senior Companion Program, Money Management, and Senior Health Insurance Benefits Assistance Program. The program restructured and limited programming during the height of the pandemic, which affected the number of volunteer hours contributed.

The Volunteer Connection was eliminated as of July 1, 2023. The RSVP program was eliminated. The remaining projects were distributed to other work units within Social Services.

Key Performance Measures

		FY 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	N
Shared Services	N
Grant Funding	Y

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

Explanation

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

The Senior Health Insurance Benefits Program (SHIBA) has been part of the Volunteer Connection for over 20 years. There is no match required.

The Money Management Program has been part of the Volunteer Connection for over 25 years. There is no match requirement for that program.

CLACKAMAS COUNTY

400208-Volunteer Connection

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

Program Budget Summary

						Budget-to-Budget:		Budget-to-3 Yr Avg:	
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	$ Variance	% Variance	$ Variance	% Variance
Beginning Fund Balance	**5,049**	**127,431**	**-**	**-**	**-**	**-**	**-**	**(44,160)**	**-100%**
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	1,843,509	2,143,874	-	-	-	-	-	(1,329,128)	-100%
Charges, Fees, License, Permits, Fines	8,308	125,393	-	-	-	-	-	(44,567)	-100%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	7,690	-	-	-	-	-	-	(2,563)	-100%
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	184,747	142,063	-	-	-	-	-	(108,937)	-100%
Operating Revenue	**2,044,254**	**2,411,330**	**-**	**-**	**-**	**-**	**-**	**(1,485,194)**	**-100%**
Total Revenue	**2,049,302**	**2,538,760**	**-**	**-**	**-**	**-**	**-**	**(1,529,354)**	**-100%**
Personnel Services	1,328,331	931,510	-	-	-	-	-	(753,281)	-100%
Materials and Services	305,501	564,035	-	-	-	-	-	(289,845)	-100%
Capital Outlay	2,530	457,492	-	-	-	-	-	(153,341)	-100%
Operating Expense	**1,636,362**	**1,953,037**	**-**	**-**	**-**	**-**	**-**	**(1,196,466)**	**-100%**
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	383,901	381,653	-	-	-	-	-	(255,185)	-100%
Transfers	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Total Appropriated	**2,020,263**	**2,334,690**	**-**	**-**	**-**	**-**	**-**	**(1,451,651)**	**-100%**
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Total Expense	**2,020,263**	**2,334,690**	**-**	**-**	**-**	**-**	**-**	**(1,451,651)**	
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 Program

Purpose Statement

The purpose of the Social Services Transportation Program is to seamlessly provide and coordinate transit services in Clackamas County, facilitating individuals' mobility across the County and enabling vital connections within the Tri-County area. Transit services in the County are provided in a multitude of ways, including paid driver demand response services, free public transportation, and the invaluable support of volunteer drivers providing rides to older adults in the community who typically cannot access traditional transportation options.

Performance Narrative

The Social Services Transportation Program remains a crucial lifeline for individuals accessing essential services, employment opportunities, and recreational amenities, contributing significantly to an enhanced quality of life throughout the County. As the program moves forward, it is primed to capitalize on its successes through continued collaboration with stakeholders, adoption of data-driven decision-making, and embracing emerging transportation technology trends. This commitment to evolution and innovation ensures that Clackamas County remains thoroughly connected and accessible for all residents.

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	N
Shared Services	N
Grant Funding	Y

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

Explanation

Social Services has received funds to support the Mt. Hood Express for ten years. The required match for these funds is $109,500, which is met with budgeted County General Fund and private donations.

Social Services has received funds to support the Last Miles Shuttles for five years. These funds are provided through Statewide Transportation Improvement Funds (STIF) and require no local match.

Social Services has received various funds to support the Senior Companion Program, Transportation Reaching People, and Adult/Senior Community Centers for well over 20 years. Donations and STIF meet any required match.

CLACKAMAS COUNTY

400209-Transit 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	Budget-to-Budget: $ Variance	Budget-to-Budget: % Variance	Budget-to-3 Yr Avg: $ Variance	Budget-to-3 Yr Avg: % Variance
Beginning Fund Balance	**-**	**-**	**2,467,829**	**2,871,293**	**3,453,599**	**985,770**	**40%**	**2,496,501**	**261%**
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	-	5,937,202	6,281,535	4,205,784	(1,731,418)	-29%	2,111,939	101%
Charges, Fees, License, Permits, Fines	-	-	10,000	10,000	10,000	-	0%	6,667	200%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	32,500	100,623	80,835	48,335	149%	47,294	141%
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	-	-	72,796	388,164	90,163	17,367	24%	(39,225)	-30%
Operating Revenue	**-**	**-**	**6,052,498**	**6,780,322**	**4,386,782**	**(1,665,716)**	**-28%**	**2,126,675**	**94%**
Total Revenue	**-**	**-**	**8,520,327**	**9,651,615**	**7,840,381**	**(679,946)**	**-8%**	**4,623,176**	**144%**
Personnel Services	-	-	746,409	840,750	1,086,441	340,032	46%	806,191	288%
Materials and Services	-	-	5,802,233	3,333,139	6,014,797	212,564	4%	4,903,751	441%
Capital Outlay	-	-	1,731,867	1,666,142	295,000	(1,436,867)	-83%	(260,381)	-47%
Operating Expense	**-**	**-**	**8,280,509**	**5,840,031**	**7,396,238**	**(884,271)**	**-11%**	**5,449,561**	**280%**
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	239,818	357,985	444,143	204,325	85%	324,815	272%
Transfers	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Total Appropriated	**-**	**-**	**8,520,327**	**6,198,016**	**7,840,381**	**(679,946)**	**-8%**	**5,774,376**	**279%**
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Total Expense	**-**	**-**	**8,520,327**	**6,198,016**	**7,840,381**	**(679,946)**	**-8%**	**5,774,376**	
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.

CLACKAMAS COUNTY

400302-Weatherization

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

Program Budget Summary

						Budget-to-Budget:		Budget-to-3 Yr Avg:	
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	$ Variance	% Variance	$ Variance	% Variance
Beginning Fund Balance	**173,836**	**-**	**-**	**-**	**-**	**-**	**-**	**(57,945)**	**-100%**
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	2,318,795	-	-	-	-	-	-	(772,932)	-100%
Charges, Fees, License, Permits, Fines	10,165	-	-	-	-	-	-	(3,388)	-100%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	8,639	-	-	-	-	-	-	(2,880)	-100%
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-	-	-
Operating Revenue	**2,337,599**	**-**	**-**	**-**	**-**	**-**	**-**	**(779,200)**	**-100%**
Total Revenue	**2,511,435**	**-**	**-**	**-**	**-**	**-**	**-**	**(837,145)**	**-100%**
Personnel Services	911,046	-	-	-	-	-	-	(303,682)	-100%
Materials and Services	1,465,660	(682)	-	-	-	-	-	(488,326)	-100%
Capital Outlay	-	-	-	-	-	-	-	-	-
Operating Expense	**2,376,706**	**(682)**	**-**	**-**	**-**	**-**	**-**	**(792,008)**	**-100%**
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Total Appropriated	**2,376,706**	**(682)**	**-**	**-**	**-**	**-**	**-**	**(792,008)**	**-100%**
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Total Expense	**2,376,706**	**(682)**	**-**	**-**	**-**	**-**	**-**	**(792,008)**	
Revenues Less Expenses	134,729	682	-	-	-				

Notes:
This program has closed

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Children, Family & Community Connections

Workforce Program

Purpose Statement

The purpose of the Workforce Program is to provide highly customized and client-centered employment services to vulnerable residents of Clackamas County so they can experience fewer barriers in obtaining and retaining meaningful employment.

Performance Narrative

The Workforce Program budget reflects 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	N
Shared Services	N
Grant Funding	Y

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

Explanation

Grant Funds:

Oregon Department of Human Services - Job Opportunity & Basic Skills (JOBS) - July 1, 2025 to June 30, 2027. No match requirement.

Oregon Department of Human Services – SNAP Training and Employment Program (STEP) - October 1, 2025 to September 30, 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 1, 2025 – June 30, 2028. No match required.

U.S. Dept. of Treasury, American Rescue Plan Act (ARPA) – July 1, 2024 – Sept. 30, 2026. No match required. Clackamas County serves as fiscal

U.S. Dept. of Justice, Improving Reentry Education & Employment Outcomes – October 1, 2022 – Sept. 30, 2026. No match required.

CLACKAMAS COUNTY

400303-Workforce

BCC Priority Alignment: Vibrant Economy

Program Budget Summary

						Budget-to-Budget:		Budget-to-3 Yr Avg:	
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	$ Variance	% Variance	$ Variance	% Variance
Beginning Fund Balance	**90,380**	**443,090**	**171,792**	**295,354**	**215,945**	**44,153**	**26%**	**(60,330)**	**-22%**
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	1,309,135	1,178,906	2,034,123	1,656,104	1,957,413	(76,710)	-4%	576,031	42%
Charges, Fees, License, Permits, Fines	42,000	42,000	-	-	-	-	-	(28,000)	-100%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	-	-	-	-	-	-
Other Interfund Transfers	63,000	-	50,000	42,000	42,000	(8,000)	-16%	7,000	20%
General Fund Support	852,321	636,789	600,000	600,000	600,000	-	0%	(96,370)	-14%
Operating Revenue	**2,266,456**	**1,857,695**	**2,684,123**	**2,298,104**	**2,599,413**	**(84,710)**	**-3%**	**458,661**	**21%**
Total Revenue	**2,356,836**	**2,300,785**	**2,855,915**	**2,593,458**	**2,815,358**	**(40,557)**	**-1%**	**398,332**	**16%**
Personnel Services	1,457,407	1,525,223	1,990,034	1,664,081	2,097,607	107,573	5%	548,703	35%
Materials and Services	549,577	480,890	715,881	613,432	522,444	(193,437)	-27%	(25,522)	-5%
Capital Outlay	-	-	-	-	-	-	-	-	-
Operating Expense	**2,006,983**	**2,006,113**	**2,705,915**	**2,277,513**	**2,620,051**	**(85,864)**	**-3%**	**523,181**	**25%**
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	150,000	100,000	195,307	45,307	30%	161,974	486%
Transfers	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Total Appropriated	**2,006,983**	**2,006,113**	**2,855,915**	**2,377,513**	**2,815,358**	**(40,557)**	**-1%**	**685,155**	**32%**
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Total Expense	**2,006,983**	**2,006,113**	**2,855,915**	**2,377,513**	**2,815,358**	**(40,557)**	**-1%**	**685,155**	
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 Program

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 25-26 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 1, 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	N
Shared Services	N
Grant Funding	Y

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

Explanation

Grant Funds

Oregon Department of Early Learning and Care (DELC) - July 1, 2025 to June 30, 2027. Minor match requirement met with in-kind contributions.

Oregon State University (OSU) - July 1, 2025 to June 30, 2027. No match requirement.

Oregon Parenting Education Collaborative - July 1, 2025 to June 30, 2027. No match requirement.

Oregon Health Authority, Alcohol and Drug Prevention Education Program (AD-PEP) - July 1, 2025 - June 30, 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 1, 2024 – September 30, 2029. $125,000 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 1, 2022 - September 30, 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 1, 2021 - September 30, 2025. No match requirement.

CLACKAMAS COUNTY

400304-Prevention Services

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

Program Budget Summary

						Budget-to-Budget:		Budget-to-3 Yr Avg:	
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	$ Variance	% Variance	$ Variance	% Variance
Beginning Fund Balance	**221,915**	**97,511**	**310,087**	**182,146**	**123,551**	**(186,536)**	**-60%**	**(43,640)**	**-26%**
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%	(1,142,360)	-34%
Charges, Fees, License, Permits, Fines	72,705	33,148	-	-	-	-	-	(35,284)	-100%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	358	48,567	250,000	216,399	440,000	190,000	76%	351,559	398%
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	1,405,000	1,260,523	1,272,337	1,272,337	1,326,260	53,923	4%	13,640	1%
Operating Revenue	**5,298,100**	**4,468,034**	**5,328,562**	**4,560,983**	**3,963,260**	**(1,365,302)**	**-26%**	**(812,446)**	**-17%**
Total Revenue	**5,520,015**	**4,565,545**	**5,638,649**	**4,743,129**	**4,086,811**	**(1,551,838)**	**-28%**	**(856,085)**	**-17%**
Personnel Services	1,657,738	1,690,029	2,105,592	1,802,716	2,084,105	(21,487)	-1%	367,277	21%
Materials and Services	695,951	873,363	724,058	1,157,261	727,706	3,648	1%	(181,152)	-20%
Capital Outlay	-	-	-	-	-	-	-	-	-
Operating Expense	**2,353,689**	**2,563,392**	**2,829,650**	**2,959,977**	**2,811,811**	**(17,839)**	**-1%**	**186,125**	**7%**
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	3,357,623	1,820,007	2,808,999	1,659,601	1,275,000	(1,533,999)	-55%	(1,004,077)	-44%
Transfers	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Total Appropriated	**5,711,312**	**4,383,399**	**5,638,649**	**4,619,578**	**4,086,811**	**(1,551,838)**	**-28%**	**(817,952)**	**-17%**
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Total Expense	**5,711,312**	**4,383,399**	**5,638,649**	**4,619,578**	**4,086,811**	**(1,551,838)**	**-28%**	**(817,952)**	
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 $800,000 from FY24-25 to FY25-26

Children, Family & Community Connections

Conflict Resolutions & Skills Development Program

Purpose Statement

The purpose of the Resolution Services program is to provide mediation, dispute resolution and training services to people, organizations and communities so they can resolve their differences in a healthy way to find long-lasting solutions.

Performance Narrative

In FY 25-26, 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 1, 2025- June 30, 2027. No matching requirement.

Small Claims Mediation (SRL12.005): Fee based revenue. Currently underfunded and scheduled to be dismantled August 30, 2025 without additional support. No matching requirement.

Landlord Tenant Mediation: Supported Housing Services, H3S. July 1, 2025- June 30, 2026. No matching requirement.

Community Mediation: University of Oregon/Legislative. July 1, 2025-June 30, 2027. 100% matching requirement (covered through fee-for-service proceeds).

Manufactured and Marina Community Resource Center: Oregon Community and Housing Services/Legislative. July 1, 2025-June 30, 2027.

CLACKAMAS COUNTY

400305-Conflict Resolution & Skill

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

Program Budget Summary

						Budget-to-Budget:		Budget-to-3 Yr Avg:	
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	$ Variance	% Variance	$ Variance	% Variance
Beginning Fund Balance	**-**	**1,069,541**	**439,545**	**462,398**	**286,691**	**(152,854)**	**-35%**	**(223,955)**	**-44%**
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	701,907	1,013,293	1,279,037	1,175,363	162,070	16%	515,048	78%
Charges, Fees, License, Permits, Fines	-	154,628	132,000	132,610	153,259	21,259	16%	57,513	60%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	-	4,703	35,529	-	-	(35,529)	-100%	(1,568)	-100%
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	-	74,628	95,221	95,221	120,000	24,779	26%	63,384	112%
Operating Revenue	**-**	**935,866**	**1,276,043**	**1,506,868**	**1,448,622**	**172,579**	**14%**	**634,377**	**78%**
Total Revenue	**-**	**2,005,407**	**1,715,588**	**1,969,266**	**1,735,313**	**19,725**	**1%**	**410,422**	**31%**
Personnel Services	-	1,187,277	1,292,397	1,317,759	1,385,656	93,259	7%	550,644	66%
Materials and Services	-	355,732	423,191	364,816	349,657	(73,534)	-17%	109,474	46%
Capital Outlay	-	-	-	-	-	-	-	-	-
Operating Expense	**-**	**1,543,009**	**1,715,588**	**1,682,575**	**1,735,313**	**19,725**	**1%**	**660,118**	**61%**
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Total Appropriated	**-**	**1,543,009**	**1,715,588**	**1,682,575**	**1,735,313**	**19,725**	**1%**	**660,118**	**61%**
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Total Expense	**-**	**1,543,009**	**1,715,588**	**1,682,575**	**1,735,313**	**19,725**	**1%**	**660,118**	
Revenues Less Expenses	-	462,398	-	286,691	-				

Notes:
No significant changes to this program at this time.

CLACKAMAS COUNTY

280101-Conflict Resolution and Skill Development

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

Program Budget Summary

						Budget-to-Budget:		Budget-to-3 Yr Avg:	
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	$ Variance	% Variance	$ Variance	% Variance
Beginning Fund Balance	**34,728**	**-**	**-**	**-**	**-**	**-**	**-**	**(11,576)**	**-100%**
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	1,234,697	-	-	-	-	-	-	(411,566)	-100%
Charges, Fees, License, Permits, Fines	173,417	-	-	-	-	-	-	(57,806)	-100%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	5,550	-	-	-	-	-	-	(1,850)	-100%
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	567,151	-	-	-	-	-	-	(189,050)	-100%
Operating Revenue	**1,980,815**	**-**	**-**	**-**	**-**	**-**	**-**	**(660,272)**	**-100%**
Total Revenue	**2,015,543**	**-**	**-**	**-**	**-**	**-**	**-**	**(671,848)**	**-100%**
Personnel Services	878,139	-	-	-	-	-	-	(292,713)	-100%
Materials and Services	392,642	-	-	-	-	-	-	(130,881)	-100%
Capital Outlay	-	-	-	-	-	-	-	-	-
Operating Expense	**1,270,781**	**-**	**-**	**-**	**-**	**-**	**-**	**(423,594)**	**-100%**
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Total Appropriated	**1,270,781**	**-**	**-**	**-**	**-**	**-**	**-**	**(423,594)**	**-100%**
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Total Expense	**1,270,781**	**-**	**-**	**-**	**-**	**-**	**-**	**(423,594)**	
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.

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Public Health

Public Health Administration Program

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 FY 22-23 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	N
Shared Services	Y
Grant Funding	Y

Explain all "Yes" boxes below
For help with shared services, see AOC Shared State-County Services page on intrane
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: .25 FTE (Office Specialist 2) Public Health shares Occupational Health services with the Health Centers: 1 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

CLACKAMAS COUNTY

400401-Public Health Administration

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

Program Budget Summary

						Budget-to-Budget:		Budget-to-3 Yr Avg:	
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	$ Variance	% Variance	$ Variance	% Variance
Beginning Fund Balance	**-**	**170,210**	**-**	**-**	**-**	**-**	**-**	**(56,737)**	**-100%**
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	-	-	607,842	1,022,955	1,022,955	-	820,341	405%
Charges, Fees, License, Permits, Fines	539,064	553,385	895,991	939,056	1,329,742	433,751	48%	652,574	96%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	408	13,687	-	222	-	-	-	(4,772)	-100%
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	-	77,461	-	312,482	145,057	145,057	-	15,076	12%
Operating Revenue	**539,472**	**644,533**	**895,991**	**1,859,602**	**2,497,754**	**1,601,763**	**179%**	**1,483,218**	**146%**
Total Revenue	**539,472**	**814,743**	**895,991**	**1,859,602**	**2,497,754**	**1,601,763**	**179%**	**1,426,481**	**133%**
Personnel Services	460,010	815,631	833,660	1,579,244	1,998,480	1,164,820	140%	1,046,851	110%
Materials and Services	79,462	77,366	62,331	280,358	499,274	436,943	701%	353,545	243%
Capital Outlay	-	-	-	-	-	-	-	-	-
Operating Expense	**539,472**	**892,997**	**895,991**	**1,859,602**	**2,497,754**	**1,601,763**	**179%**	**1,400,397**	**128%**
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Total Appropriated	**539,472**	**892,997**	**895,991**	**1,859,602**	**2,497,754**	**1,601,763**	**179%**	**1,400,397**	**128%**
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Total Expense	**539,472**	**892,997**	**895,991**	**1,859,602**	**2,497,754**	**1,601,763**	**179%**	**1,400,397**	
Revenues Less Expenses	-	(78,254)	-	-	-				

Notes:
In FY26, 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 1FTE (Management Analyst 1) from the program's Organizational Development Unit.

Public Health

Access to Preventive Health

Purpose Statement

The Access to Preventive 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

CLACKAMAS COUNTY

400402-Access to Preventative Health

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

Program Budget Summary

						Budget-to-Budget:		Budget-to-3 Yr Avg:	
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	$ Variance	% Variance	$ Variance	% Variance
Beginning Fund Balance	**88,085**	**304,549**	**232,680**	**-**	**-**	**(232,680)**	**-100%**	**(130,878)**	**-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%	(203,554)	-7%
Charges, Fees, License, Permits, Fines	365,795	831,169	966,175	952,013	1,033,332	67,157	7%	317,006	44%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	116,078	148,816	192,411	-	-	(192,411)	-100%	(88,298)	-100%
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	778,003	694,777	875,845	915,449	868,979	(6,866)	-1%	72,903	9%
Operating Revenue	**3,933,009**	**4,395,786**	**5,097,820**	**4,781,852**	**4,468,273**	**(629,547)**	**-12%**	**98,058**	**2%**
Total Revenue	**4,021,093**	**4,700,335**	**5,330,500**	**4,781,852**	**4,468,273**	**(862,227)**	**-16%**	**(32,820)**	**-1%**
Personnel Services	2,151,541	2,714,547	3,702,146	3,001,079	2,845,580	(856,566)	-23%	223,191	9%
Materials and Services	1,786,719	1,293,370	1,276,297	1,292,569	1,100,358	(175,939)	-14%	(357,195)	-25%
Capital Outlay	-	145,503	-	-	-	-	-	(48,501)	-100%
Operating Expense	**3,938,261**	**4,153,421**	**4,978,443**	**4,293,648**	**3,945,938**	**(1,032,505)**	**-21%**	**(182,505)**	**-4%**
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	227,143	374,354	352,057	488,204	522,335	170,278	48%	159,101	44%
Transfers	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Total Appropriated	**4,165,404**	**4,527,774**	**5,330,500**	**4,781,852**	**4,468,273**	**(862,227)**	**-16%**	**(23,404)**	**-1%**
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Total Expense	**4,165,404**	**4,527,774**	**5,330,500**	**4,781,852**	**4,468,273**	**(862,227)**	**-16%**	**(23,404)**	
Revenues Less Expenses	(144,310)	172,561	-	-	-				

Notes:
In FY26, 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 FTE Program Manager.

Public Health

Office of Public Health Emergency Services

Purpose Statement

The Office of Public Health Emergency Services (OPHES) includes Public Health Emergency Preparedness and Emergency Medical Services.

Public Health Emergency Preparedness services build organizational capacity to respond to public health emergencies and other incidents requiring action from Clackamas County in coordination with the County's Disaster Management Department and local, regional, state, community, and volunteer emergency response partners.

Emergency Medical Services (EMS) in Clackamas County are provided under contract by American Medical Response (AMR) and local fire agencies throughout the County. AMR and fire agencies respond 24/7 to 9-1-1 calls with advanced life support paramedics and transport to four local area hospitals and two level 1 trauma centers in the metro area. The EMS program is responsible for regulatory oversight of the ambulance service plan and the ambulance service areas, including ongoing quality improvement initiatives and administration of the EMS Council that provides strategic policy direction to the Board of County Commissioners.

Performance Narrative

Emergency Medical Services (EMS) 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

CLACKAMAS COUNTY

400403-Office of Public Health Emergency Services

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

Program Budget Summary

						Budget-to-Budget:		Budget-to-3 Yr Avg:	
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	$ Variance	% Variance	$ Variance	% Variance
Beginning Fund Balance	**905,794**	**720,363**	**518,191**	**266,843**	**294,859**	**(223,332)**	**-43%**	**(336,141)**	**-53%**
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	227,115	365,331	1,087,275	886,381	794,074	(293,201)	-27%	301,132	61%
Charges, Fees, License, Permits, Fines	954,525	1,100,614	1,260,787	1,197,506	1,274,244	13,457	1%	190,029	18%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	2,259	9,750	24,650	452,697	460,643	435,993	1769%	305,741	197%
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	-	15,585	-	168,339	217,878	217,878	-	156,570	255%
Operating Revenue	**1,183,899**	**1,491,279**	**2,372,712**	**2,704,923**	**2,746,839**	**374,127**	**16%**	**953,472**	**53%**
Total Revenue	**2,089,693**	**2,211,642**	**2,890,903**	**2,971,766**	**3,041,698**	**150,795**	**5%**	**617,331**	**25%**
Personnel Services	414,292	805,351	986,147	888,312	1,015,837	29,690	3%	313,185	45%
Materials and Services	673,814	883,677	1,497,654	1,504,874	1,585,671	88,017	6%	564,882	55%
Capital Outlay	99,404	58,343	-	63,405	64,000	64,000	-	(9,717)	-13%
Operating Expense	**1,187,511**	**1,747,371**	**2,483,801**	**2,456,591**	**2,665,508**	**181,707**	**7%**	**868,350**	**48%**
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	198,898	195,648	273,000	220,316	231,331	(41,669)	-15%	26,377	13%
Transfers	-	-	-	-	-	-	-	-	-
Contingency	-	-	134,102	-	144,859	10,757	8%	144,859	-
Total Appropriated	**1,386,409**	**1,943,019**	**2,890,903**	**2,676,907**	**3,041,698**	**150,795**	**5%**	**1,039,586**	**52%**
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Total Expense	**1,386,409**	**1,943,019**	**2,890,903**	**2,676,907**	**3,041,698**	**161,552**	**6%**	**1,039,586**	
Revenues Less Expenses	703,284	268,623	-	294,859	-				

Notes:
In FY26, 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 one of two EMS Associate Medical Director contracts.

Public Health

Environmental Health Program

Purpose Statement

The Environmental Health Program (EH) prevents disease and injury in the community through programs that regulate and enforce public health laws.
Statutory responsibilities of the EH program include:
• Regulatory inspections of restaurants, food carts, public pools and spas, hotels, RV parks, overnight camps, tobacco retailers, and public drinking water systems.
• Respond to public drinking water system alerts (including boil water advisories).
• Respond to community outbreaks by investigating the source and providing education and interventions to reduce spread and prevent future outbreaks.

Performance Narrative

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 CY 2026 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

CLACKAMAS COUNTY

400404-Environmental Health

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	Budget-to-Budget: $ Variance	Budget-to-Budget: % Variance	Budget-to-3 Yr Avg: $ Variance	Budget-to-3 Yr Avg: % Variance
Beginning Fund Balance	**592,879**	**201,120**	**1,201,496**	**-**	**-**	**(1,201,496)**	**-100%**	**(264,666)**	**-100%**
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	1,064,306	418,101	393,793	351,849	474,573	80,780	21%	(136,846)	-22%
Charges, Fees, License, Permits, Fines	1,552,586	1,782,230	1,858,829	2,210,948	2,361,893	503,064	27%	513,305	28%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	74	14,873	-	1,696	1,781	1,781	-	(3,767)	-68%
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	49,263	30,806	48,433	9,001	88,894	40,461	84%	59,204	199%
Operating Revenue	**2,666,229**	**2,246,010**	**2,301,055**	**2,573,494**	**2,927,141**	**626,086**	**27%**	**431,897**	**17%**
Total Revenue	**3,259,108**	**2,447,130**	**3,502,551**	**2,573,494**	**2,927,141**	**(575,410)**	**-16%**	**167,230**	**6%**
Personnel Services	1,404,747	1,780,731	2,742,499	1,841,752	2,261,878	(480,621)	-18%	586,135	35%
Materials and Services	327,607	509,314	661,352	632,112	566,263	(95,089)	-14%	76,585	16%
Capital Outlay	-	38,062	-	-	-	-	-	(12,687)	-100%
Operating Expense	**1,732,354**	**2,328,108**	**3,403,851**	**2,473,864**	**2,828,141**	**(575,710)**	**-17%**	**650,033**	**30%**
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	79,612	135,984	98,700	99,630	99,000	300	0%	(6,075)	-6%
Transfers	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Total Appropriated	**1,811,966**	**2,464,092**	**3,502,551**	**2,573,494**	**2,927,141**	**(575,410)**	**-16%**	**643,957**	**28%**
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Total Expense	**1,811,966**	**2,464,092**	**3,502,551**	**2,573,494**	**2,927,141**	**(575,410)**	**-16%**	**643,957**	
Revenues Less Expenses	1,447,142	(16,962)	-	-	-				

Notes:
FY26 is the last year of a 3-year, incremental, BCC approved fee increases for Public Health's Environmental Health Program.

Public Health

Infectious Disease Control and Prevention Program

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 kindergarteners 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 FY25, 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 oer 100,000	37.00 per 100,000	29.62 per 100,000	36.50 per 100,000
RESULT	By March 2030, 95% of kindergarteners 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
Grant Funding	Health Share of Oregon (HSO): County Based Services Agreement 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

CLACKAMAS COUNTY

400405-Infectious Disease Control & Prevention

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

Program Budget Summary

						Budget-to-Budget:		Budget-to-3 Yr Avg:	
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	$ Variance	% Variance	$ Variance	% Variance
Beginning Fund Balance	**2,670,199**	**315,066**	**16,081**	**41,134**	**24,997**	**8,916**	**55%**	**(983,803)**	**-98%**
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%	(389,568)	-18%
Charges, Fees, License, Permits, Fines	53,169	25,413	58,270	4,500	52,571	(5,699)	-10%	24,877	90%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	27,901	72,652	30,238	12,448	58,180	27,942	92%	20,513	54%
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	691,430	660,100	674,531	936,807	1,471,028	796,497	118%	708,249	93%
Operating Revenue	**3,184,319**	**3,316,488**	**2,432,951**	**2,656,883**	**3,416,634**	**983,683**	**40%**	**364,071**	**12%**
Total Revenue	**5,854,518**	**3,631,553**	**2,449,032**	**2,698,017**	**3,441,631**	**992,599**	**41%**	**(619,732)**	**-15%**
Personnel Services	4,246,860	2,436,625	1,985,704	2,025,507	2,782,582	796,878	40%	(120,415)	-4%
Materials and Services	1,510,357	943,745	428,328	582,513	594,049	165,721	39%	(418,156)	-41%
Capital Outlay	-	-	-	-	-	-	-	-	-
Operating Expense	**5,757,217**	**3,380,370**	**2,414,032**	**2,608,020**	**3,376,631**	**962,599**	**40%**	**(538,571)**	**-14%**
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	102,488	103,878	35,000	65,000	65,000	30,000	86%	(25,455)	-28%
Transfers	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Total Appropriated	**5,859,705**	**3,484,248**	**2,449,032**	**2,673,020**	**3,441,631**	**992,599**	**41%**	**(564,027)**	**-14%**
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Total Expense	**5,859,705**	**3,484,248**	**2,449,032**	**2,673,020**	**3,441,631**	**992,599**	**41%**	**(564,027)**	
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 FY26, 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

Public Health

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 FY 24-25 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	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	• 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
Grant Funding	Oregon Health Authority (OHA) Federal Pass Through: LPHA • 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

CLACKAMAS COUNTY

400406-The Center for Population Health

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

Program Budget Summary

						Budget-to-Budget:		Budget-to-3 Yr Avg:	
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	$ Variance	% Variance	$ Variance	% Variance
Beginning Fund Balance	**921,006**	**953,920**	**376,531**	**977,215**	**766,966**	**390,435**	**104%**	**(183,748)**	**-19%**
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%	(1,916,518)	-48%
Charges, Fees, License, Permits, Fines	619	91,823	312,000	279,000	211,237	(100,763)	-32%	87,423	71%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	4,396	179,518	1,260,536	1,261,223	783,281	(477,255)	-38%	301,569	63%
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	647,104	429,713	322,798	212,435	-	(322,798)	-100%	(429,751)	-100%
Operating Revenue	**5,438,320**	**4,758,455**	**5,490,026**	**4,985,448**	**3,103,464**	**(2,386,562)**	**-43%**	**(1,957,277)**	**-39%**
Total Revenue	**6,359,326**	**5,712,375**	**5,866,557**	**5,962,663**	**3,870,430**	**(1,996,127)**	**-34%**	**(2,141,025)**	**-36%**
Personnel Services	3,229,210	3,090,738	3,012,079	2,395,821	2,415,581	(596,498)	-20%	(489,675)	-17%
Materials and Services	2,255,716	1,571,767	2,584,340	2,751,705	1,454,849	(1,129,491)	-44%	(738,214)	-34%
Capital Outlay	27,500	-	-	-	-	-	-	(9,167)	-100%
Operating Expense	**5,512,426**	**4,662,505**	**5,596,419**	**5,147,526**	**3,870,430**	**(1,725,989)**	**-31%**	**(1,237,056)**	**-24%**
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	374,939	256,798	270,138	48,171	-	(270,138)	-100%	(226,636)	-100%
Transfers	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Total Appropriated	**5,887,365**	**4,919,302**	**5,866,557**	**5,195,697**	**3,870,430**	**(1,996,127)**	**-34%**	**(1,463,691)**	**-27%**
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Total Expense	**5,887,365**	**4,919,302**	**5,866,557**	**5,195,697**	**3,870,430**	**(1,996,127)**	**-34%**	**(1,463,691)**	
Revenues Less Expenses	471,962	793,072	-	766,966	-				

Notes:
In FY26, 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 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	Y
Shared Services	N
Grant Funding	N

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

	Explanation
Mandated Services	Vital Statistics: OHA/ORS 432.035 & OAR 333-011-0340

CLACKAMAS COUNTY

400407-Vital Statistics

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	Budget-to-Budget: $ Variance	Budget-to-Budget: % Variance	Budget-to-3 Yr Avg: $ Variance	Budget-to-3 Yr Avg: % Variance
Beginning Fund Balance	**725**	**-**	**-**	**-**	**-**	**-**	**-**	**(242)**	**-100%**
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	-	-	-	250	250	-	250	-
Charges, Fees, License, Permits, Fines	570,203	602,767	619,036	585,990	468,156	(150,880)	-24%	(118,164)	-20%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	-	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	-	5,915	-	-	-	-	-	(1,972)	-100%
Operating Revenue	**570,203**	**608,682**	**619,036**	**585,990**	**468,406**	**(150,630)**	**-24%**	**(119,886)**	**-20%**
Total Revenue	**570,928**	**608,682**	**619,036**	**585,990**	**468,406**	**(150,630)**	**-24%**	**(120,127)**	**-20%**
Personnel Services	320,578	345,439	452,323	391,589	275,272	(177,051)	-39%	(77,263)	-22%
Materials and Services	138,832	262,089	166,713	188,957	190,634	23,921	14%	(5,992)	-3%
Capital Outlay	-	-	-	-	-	-	-	-	-
Operating Expense	**459,410**	**607,528**	**619,036**	**580,546**	**465,906**	**(153,130)**	**-25%**	**(83,255)**	**-15%**
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	2,869	2,309	-	5,444	2,500	2,500	-	(1,041)	-29%
Transfers	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Total Appropriated	**462,279**	**609,837**	**619,036**	**585,990**	**468,406**	**(150,630)**	**-24%**	**(84,296)**	**-15%**
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Total Expense	**462,279**	**609,837**	**619,036**	**585,990**	**468,406**	**(150,630)**	**-24%**	**(84,296)**	
Revenues Less Expenses	108,649	(1,154)	-	-	-				

Notes:
In FY26, 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 FTE Office Specialist 2, which was recognized by the implementation of the Premitium online vital stats ordering s

Health Centers

Health Centers Administration Program

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), per our

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	N
Shared Services	N
Grant Funding	Y

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

Explanation

HRSA330-GY20: 05/01/2025-04/30/2026 = $2,531,320 (Health Resources and Service Administration)

CLACKAMAS COUNTY

400501-Health Centers Administration

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

Program Budget Summary

						Budget-to-Budget:		Budget-to-3 Yr Avg:	
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	$ Variance	% Variance	$ Variance	% Variance
Beginning Fund Balance	**12,197,203**	**19,760,696**	**16,300,298**	**14,640,608**	**7,779,640**	**(8,520,658)**	**-52%**	**(7,753,196)**	**-50%**
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%	(1,695,411)	-40%
Charges, Fees, License, Permits, Fines	4,124,299	2,567,295	4,095,096	3,722,527	3,948,797	(146,299)	-4%	477,423	14%
Revenue from Bonds & Other Debts	45,963	7,026,812	45,970	-	45,960	(10)	0%	(2,311,631)	-98%
All Other Revenue Resources	329,310	988,254	485,000	668,865	485,000	-	0%	(177,143)	-27%
Other Interfund Transfers	-	1,000,000	-	-	-	-	-	(333,333)	-100%
General Fund Support	-	52,510	-	-	-	-	-	(17,503)	-100%
Operating Revenue	**8,552,090**	**17,847,730**	**7,322,386**	**6,776,206**	**7,001,077**	**(321,309)**	**-4%**	**(4,057,599)**	**-37%**
Total Revenue	**20,749,293**	**37,608,426**	**23,622,684**	**21,416,814**	**14,780,717**	**(8,841,967)**	**-37%**	**(11,810,794)**	**-44%**
Personnel Services	4,168,579	4,858,505	5,665,932	5,374,623	6,347,314	681,382	12%	1,546,745	32%
Materials and Services	3,002,064	3,924,335	2,316,788	3,586,122	3,493,558	1,176,770	51%	(10,616)	0%
Capital Outlay	884,552	12,064,383	-	1,070,656	-	-	-	(4,673,197)	-100%
Operating Expense	**8,055,195**	**20,847,223**	**7,982,720**	**10,031,401**	**9,840,872**	**1,858,152**	**23%**	**(3,137,068)**	**-24%**
Debt Service	-	1,000	-	-	-	-	-	(333)	-100%
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	631,869	631,950	631,950	631,938	(12)	0%	210,665	50%
Contingency	-	-	15,100,842	-	6,364,328	(8,736,514)	-58%	6,364,328	-
Total Appropriated	**8,055,195**	**21,480,092**	**23,715,512**	**10,663,351**	**16,837,138**	**(6,878,374)**	**-29%**	**3,437,592**	**26%**
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Total Expense	**8,055,195**	**21,480,092**	**23,715,512**	**10,663,351**	**16,837,138**	**(15,614,900)**	**-66%**	**3,437,592**	
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 Program

Purpose Statement

The purpose of the Primary Care Program is to provide patient-centered health care services to vulnerable populations so they can experience improved health.

Performance Narrative

The Primary Care Program budget is $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	N
Shared Services	N
Grant Funding	Y

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

Explanation

SAMHSA: Zero Suicide: 09/30/2023-09/29/2024 = $69,550 (Substance Abuse and Mental Health Services Administration)

CLACKAMAS COUNTY

400502-Primary Care

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

Program Budget Summary

						Budget-to-Budget:		Budget-to-3 Yr Avg:	
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	$ Variance	% Variance	$ Variance	% Variance
Beginning Fund Balance	**(856,643)**	**-**	**-**	**-**	**-**	**-**	**-**	**285,548**	**-100%**
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%	(1,518,581)	-44%
Charges, Fees, License, Permits, Fines	9,220,825	9,534,341	11,731,000	9,129,338	12,698,000	967,000	8%	3,403,166	37%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	13,367	23,371	176,589	16,725	13,650	(162,939)	-92%	(4,171)	-23%
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%**	**1,880,413**	**15%**
Total Revenue	**11,731,845**	**13,721,127**	**14,803,859**	**11,960,715**	**14,637,190**	**(166,669)**	**-1%**	**2,165,961**	**17%**
Personnel Services	10,812,363	12,476,553	14,427,297	13,811,459	15,586,948	1,159,651	8%	3,220,156	26%
Materials and Services	4,327,199	4,605,002	4,275,517	4,078,661	3,870,370	(405,147)	-9%	(466,584)	-11%
Capital Outlay	-	-	-	-	-	-	-	-	-
Operating Expense	**15,139,562**	**17,081,555**	**18,702,814**	**17,890,120**	**19,457,318**	**754,504**	**4%**	**2,753,572**	**16%**
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%**	**2,753,572**	**16%**
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Total Expense	**15,139,562**	**17,081,555**	**18,702,814**	**17,890,120**	**19,457,318**	**754,504**	**4%**	**2,753,572**	
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.

Gladstone Pediatric Clinic and School-Based Health Centers

Purpose Statement

The purpose of the Gladstone Pediatric Clinic and School-Based Heath 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 Heath Centers Program adopted a budget of $5,459,826. The Gladstone Pediatric Clinic and School-Based Heath 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	N
Shared Services	N
Grant Funding	N

Explain all "Yes" boxes below

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

Explanation

CLACKAMAS COUNTY

400503-Gladstone Pediatric Clinic & School-Based Health Centers

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

Program Budget Summary

						Budget-to-Budget:		Budget-to-3 Yr Avg:	
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	$ Variance	% Variance	$ Variance	% Variance
Beginning Fund Balance	**(375,166)**	**5,822**	**-**	**-**	**-**	**-**	**-**	**123,115**	**-100%**
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	1,132,695	493,955	255,990	589,273	157,990	(98,000)	-38%	(580,651)	-79%
Charges, Fees, License, Permits, Fines	2,661,423	2,471,277	3,265,200	2,018,988	3,574,250	309,050	9%	1,190,354	50%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	61,500	-	-	-	(20,500)	-100%
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%**	**589,203**	**19%**
Total Revenue	**3,418,951**	**2,971,055**	**3,521,190**	**2,669,761**	**3,732,240**	**211,050**	**6%**	**712,318**	**24%**
Personnel Services	3,531,377	3,715,238	4,551,888	3,814,318	4,702,329	150,441	3%	1,015,352	28%
Materials and Services	661,079	805,876	748,040	795,663	757,497	9,457	1%	3,291	0%
Capital Outlay	-	7,960	-	-	-	-	-	(2,653)	-100%
Operating Expense	**4,192,455**	**4,529,074**	**5,299,928**	**4,609,981**	**5,459,826**	**159,898**	**3%**	**1,015,989**	**23%**
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%**	**1,015,989**	**23%**
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Total Expense	**4,192,455**	**4,529,074**	**5,299,928**	**4,609,981**	**5,459,826**	**159,898**	**3%**	**1,015,989**	
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 Program

Purpose Statement

The purpose of the Dental Program is to provide dental health care services to people with limited access to dental services so they can experience a transition from urgent care to restoring oral wellness and improved dental health.

Performance Narrative

The Dental Program 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

CLACKAMAS COUNTY

400504-Dental

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	Budget-to-Budget: $ Variance	Budget-to-Budget: % Variance	Budget-to-3 Yr Avg: $ Variance	Budget-to-3 Yr Avg: % Variance
Beginning Fund Balance	**785,103**	**-**	**-**	**-**	**-**	**-**	**-**	**(261,701)**	**-100%**
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	2,569,809	1,223,223	790,530	739,449	424,310	(366,220)	-46%	(1,086,517)	-72%
Charges, Fees, License, Permits, Fines	4,909,751	5,572,832	5,567,100	5,897,946	5,888,200	321,100	6%	428,024	8%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	-	495	-	-	-	-	-	(165)	-100%
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%**	**(658,658)**	**-9%**
Total Revenue	**8,264,663**	**6,796,549**	**6,357,630**	**6,637,395**	**6,312,510**	**(45,120)**	**-1%**	**(920,359)**	**-13%**
Personnel Services	4,519,994	5,143,106	5,964,196	5,592,375	6,263,492	299,296	5%	1,178,334	23%
Materials and Services	1,430,575	1,563,980	1,523,292	1,731,653	1,805,073	281,781	18%	229,670	15%
Capital Outlay	6,282	17,149	-	50,427	-	-	-	(24,620)	-100%
Operating Expense	**5,956,851**	**6,724,236**	**7,487,488**	**7,374,455**	**8,068,565**	**581,077**	**8%**	**1,383,384**	**21%**
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%**	**1,383,384**	**21%**
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Total Expense	**5,956,851**	**6,724,236**	**7,487,488**	**7,374,455**	**8,068,565**	**581,077**	**8%**	**1,383,384**	
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 Clinic Program

Purpose Statement

The purpose of the Behavioral Health Clinic Program is to provide specialty behavioral health services to clients and prospective clients diagnosed with mental health or substance use disorders so they can experience reduced mental distress and achieve their individual goals.

Performance Narrative

The Behavioral Health Clinic Program adopted a budget of $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 16.50 FTE increase at the beginning of FY2024-25.

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 ovrall 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 Ser

CLACKAMAS COUNTY

400505-Behavioral Health Clinics

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

Program Budget Summary

						Budget-to-Budget:		Budget-to-3 Yr Avg:	
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	$ Variance	% Variance	$ Variance	% Variance
Beginning Fund Balance	**4,557,529**	**175,895**	**-**	**-**	**-**	**-**	**-**	**(1,577,808)**	**-100%**
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	1,749,620	1,253,489	875,018	3,454,813	1,702,018	827,000	95%	(450,623)	-21%
Charges, Fees, License, Permits, Fines	19,549,876	21,142,368	30,061,521	24,527,883	34,364,600	4,303,079	14%	12,624,558	58%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	7,576	36,427	7,580	5,658	7,580	-	0%	(8,974)	-54%
Other Interfund Transfers	-	-	466,558	-	683,365	216,807	46%	683,365	-
General Fund Support	-	-	-	-	-	-	-	-	-
Operating Revenue	**21,307,072**	**22,432,285**	**31,410,677**	**27,988,354**	**36,757,563**	**5,346,886**	**17%**	**12,848,326**	**54%**
Total Revenue	**25,864,601**	**22,608,179**	**31,410,677**	**27,988,354**	**36,757,563**	**5,346,886**	**17%**	**11,270,518**	**44%**
Personnel Services	12,950,345	14,991,097	20,006,628	17,508,975	21,598,460	1,591,832	8%	6,448,321	43%
Materials and Services	3,792,532	4,203,053	4,503,670	4,846,517	4,798,913	295,243	7%	518,212	12%
Capital Outlay	-	55,622	-	-	-	-	-	(18,541)	-100%
Operating Expense	**16,742,877**	**19,249,772**	**24,510,298**	**22,355,492**	**26,397,373**	**1,887,075**	**8%**	**6,947,993**	**36%**
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%**	**6,947,993**	**36%**
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%**	**6,947,993**	
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 Fiscal Year.

Behavioral Health

Behavioral Health Administration Program

Purpose Statement

The purpose of the Behavioral Health Administration Program is to provide contract and grant coordination, compliance and quality management oversight, budget control and fiscal management, and personnel support services to Behavioral Health management and staff so they can provide continual access to behavioral health care that matches the needs of Clackamas County residents.

Performance Narrative

The Behavioral Health Administration Program has 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	Y
Shared Services	N
Grant Funding	Y

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

Explanation

The Administration programs are partially funded by revenues from the Oregon Health Authority Community Addictions and Mental Health Services Agreement, 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 FY26 budget is anticipated to begin July 1st, 2025 and include the subsequent six fiscal years. There are no matching requirements.

CLACKAMAS COUNTY

400601-Behavioral Health Administration

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

Program Budget Summary

						Budget-to-Budget:		Budget-to-3 Yr Avg:	
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	$ Variance	% Variance	$ Variance	% Variance
Beginning Fund Balance	**3,320,046**	**10,659,227**	**3,863,063**	**14,773,833**	**9,461,035**	**5,597,972**	**145%**	**(123,334)**	**-1%**
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%	(1,979,901)	-36%
Charges, Fees, License, Permits, Fines	1,293,766	57,166	1,441,521	1,430,474	1,587,556	146,035	10%	660,421	71%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	150,704	525,659	-	3,685	525,661	525,661	-	298,978	132%
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	340,246	488,273	103,732	24,114	58,518	(45,214)	-44%	(225,693)	-79%
Operating Revenue	**9,513,605**	**6,853,139**	**9,331,589**	**4,528,994**	**5,719,051**	**(3,612,538)**	**-39%**	**(1,246,195)**	**-18%**
Total Revenue	**12,833,650**	**17,512,366**	**13,194,652**	**19,302,827**	**15,180,086**	**1,985,434**	**15%**	**(1,369,528)**	**-8%**
Personnel Services	2,836,889	3,232,354	3,499,609	2,946,853	3,985,978	486,369	14%	980,613	33%
Materials and Services	1,047,984	2,041,187	7,047,081	3,603,740	7,430,666	383,585	5%	5,199,696	233%
Capital Outlay	222,213	110,340	108,141	115,000	220,000	111,859	103%	70,816	47%
Operating Expense	**4,107,086**	**5,383,881**	**10,654,831**	**6,665,593**	**11,636,644**	**981,813**	**9%**	**6,251,124**	**116%**
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	301,729	1,114,926	-	3,050,000	1,935,074	174%	2,949,424	2933%
Transfers	-	-	-	-	-	-	-	-	-
Contingency	-	-	1,424,895	-	493,442	(931,453)	-65%	493,442	-
Total Appropriated	**4,107,086**	**5,685,610**	**13,194,652**	**6,665,593**	**15,180,086**	**1,985,434**	**15%**	**9,693,990**	**177%**
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%**	**9,693,990**	
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 Program

Purpose Statement

The purpose of the Behavioral Health System of Care Program is to provide coordination, support, assessment, and referral services to Clackamas County residents so they can access behavioral health resources that match their needs.

Performance Narrative

The Behavioral Health System of Care has 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	N
Shared Services	N
Grant Funding	Y

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

Explanation

The System of Care programs are funded by revenues received from the Oregon Health Authority Community Addictions and Mental Health Agreement (CMHP), CareOregon, 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 FY26 budget is anticipated to begin July 1st, 2025 and include the subsequent six fiscal years. There are no matching requirements.

CLACKAMAS COUNTY

400602-Behavioral Health System of Care

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

Program Budget Summary

						Budget-to-Budget:		Budget-to-3 Yr Avg:	
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	$ Variance	% Variance	$ Variance	% Variance
Beginning Fund Balance	**1,089,738**	**-**	**2,452,039**	**1,228,000**	**1,886,832**	**(565,207)**	**-23%**	**1,114,253**	**144%**
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	5,044,954	9,177,376	9,363,618	6,701,256	7,564,601	(1,799,017)	-19%	590,072	8%
Charges, Fees, License, Permits, Fines	-	-	-	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	1,500	-	200,000	-	-	(200,000)	-100%	(500)	-100%
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	-	33,321	-	-	72,220	72,220	-	61,113	550%
Operating Revenue	**5,046,454**	**9,210,697**	**9,563,618**	**6,701,256**	**7,636,821**	**(1,926,797)**	**-20%**	**650,685**	**9%**
Total Revenue	**6,136,193**	**9,210,697**	**12,015,657**	**7,929,256**	**9,523,653**	**(2,492,004)**	**-21%**	**1,764,938**	**23%**
Personnel Services	3,283,201	3,795,342	4,332,046	3,877,218	5,202,900	870,854	20%	1,550,979	42%
Materials and Services	2,193,202	1,692,171	3,774,533	1,981,784	2,137,597	(1,636,936)	-43%	181,878	9%
Capital Outlay	-	-	2,060,000	1,000,000	-	(2,060,000)	-100%	(333,333)	-100%
Operating Expense	**5,476,404**	**5,487,514**	**10,166,579**	**6,859,002**	**7,340,497**	**(2,826,082)**	**-28%**	**1,399,524**	**24%**
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	898,278	876,021	940,779	1,143,537	1,227,685	286,906	30%	255,073	26%
Transfers	-	-	-	-	-	-	-	-	-
Contingency	-	-	908,299	-	955,471	47,172	5%	955,471	-
Total Appropriated	**6,374,681**	**6,363,535**	**12,015,657**	**8,002,539**	**9,523,653**	**(2,492,004)**	**-21%**	**2,610,068**	**38%**
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%**	**2,610,068**	
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 Program

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 FY 23-24 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	N
Shared Services	N
Grant Funding	Y

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

Explanation

The Peer program is funded by revenues from the Oregon Health Authority Community Addictions and Mental Health Services Agreement (CMHP), CareOregon-OHP, and Trillium Community Health Plan.

CMHP funding is transitioning from a calendar to a fiscal year basis and the Behavioral Health Division anticipated a new agreement starting July 1st, 2025. The agreement supporting the FY26 budget is anticipated to begin July 1st, 2025 and include the subsequent six fiscal years. There are no matching requirements

CLACKAMAS COUNTY

400603-Peer Delivered

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

Program Budget Summary

						Budget-to-Budget:		Budget-to-3 Yr Avg:	
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	$ Variance	% Variance	$ Variance	% Variance
Beginning Fund Balance	**(154,636)**	**-**	**221,441**	**81,000**	**473,295**	**251,854**	**114%**	**497,840**	**-2028%**
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%	780,301	40%
Charges, Fees, License, Permits, Fines	24,880	-	-	-	-	-	-	(8,293)	-100%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	-	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	2,277	2,277	-	2,277	-
Operating Revenue	**1,671,237**	**2,156,514**	**2,657,291**	**2,059,443**	**2,736,683**	**79,392**	**3%**	**774,285**	**39%**
Total Revenue	**1,516,601**	**2,156,514**	**2,878,732**	**2,140,443**	**3,209,978**	**331,246**	**12%**	**1,272,125**	**66%**
Personnel Services	53,775	-	-	6,443	153,459	153,459	-	133,386	665%
Materials and Services	1,031,207	1,561,953	2,155,381	1,035,495	2,319,619	164,238	8%	1,110,068	92%
Capital Outlay	-	-	-	-	-	-	-	-	-
Operating Expense	**1,084,982**	**1,561,953**	**2,155,381**	**1,041,938**	**2,473,078**	**317,697**	**15%**	**1,243,454**	**101%**
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	291,705	353,073	348,459	181,167	418,075	69,616	20%	142,760	52%
Transfers	-	-	-	-	-	-	-	-	-
Contingency	-	-	374,892	-	318,825	(56,067)	-15%	318,825	-
Total Appropriated	**1,376,687**	**1,915,026**	**2,878,732**	**1,223,105**	**3,209,978**	**331,246**	**12%**	**1,705,039**	**113%**
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Total Expense	**1,376,687**	**1,915,026**	**2,878,732**	**1,223,105**	**3,209,978**	**275,179**	**10%**	**1,705,039**	
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 24-25 FY 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 Program

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 *Get Trained to Help* 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 FY 24-25.*

Program includes:

Mandated Services	N
Shared Services	N
Grant Funding	Y

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

Explanation

The 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 FY26 budget is anticipated to begin July 1st, 2025 and include the subsequent six fiscal years. There are no matching requirements.

CLACKAMAS COUNTY

400604-Prevention & Stigma Reduction

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

Program Budget Summary

						Budget-to-Budget:		Budget-to-3 Yr Avg:	
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	$ Variance	% Variance	$ Variance	% Variance
Beginning Fund Balance	**365,006**	**-**	**38,425**	**-**	**364,236**	**325,811**	**848%**	**242,567**	**199%**
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	552,390	490,267	197,306	320,751	565,229	367,923	186%	110,760	24%
Charges, Fees, License, Permits, Fines	-	-	-	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	6,372	-	-	1,615	-	-	-	(2,662)	-100%
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	2,611	2,611	-	2,611	-
Operating Revenue	**558,762**	**490,267**	**197,306**	**322,366**	**567,840**	**370,534**	**188%**	**110,708**	**24%**
Total Revenue	**923,768**	**490,267**	**235,731**	**322,366**	**932,076**	**696,345**	**295%**	**353,276**	**61%**
Personnel Services	282,341	325,984	171,071	153,233	175,982	4,911	3%	(77,871)	-31%
Materials and Services	156,608	83,696	46,527	64,866	461,700	415,173	892%	359,977	354%
Capital Outlay	-	-	-	-	-	-	-	-	-
Operating Expense	**438,949**	**409,680**	**217,598**	**218,099**	**637,682**	**420,084**	**193%**	**282,106**	**79%**
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
Contingency	-	-	18,133	-	294,394	276,261	1524%	294,394	-
Total Appropriated	**438,949**	**409,680**	**235,731**	**218,099**	**932,076**	**696,345**	**295%**	**576,500**	**162%**
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Total Expense	**438,949**	**409,680**	**235,731**	**218,099**	**932,076**	**972,606**	**413%**	**576,500**	
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), CareOreon, interagency 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 FY26 budget is anticipated to begin July 1st, 2025 and include the subsequent six fiscal years. There are no matching requirements.

CLACKAMAS COUNTY

400605-Safety Net Services

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

Program Budget Summary

						Budget-to-Budget:		Budget-to-3 Yr Avg:	
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	$ Variance	% Variance	$ Variance	% Variance
Beginning Fund Balance	**1,180,521**	**-**	**1,432,604**	**-**	**2,060,613**	**628,009**	**44%**	**1,667,106**	**424%**
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%	2,205,628	34%
Charges, Fees, License, Permits, Fines	371,393	426,811	547,859	264,231	542,101	(5,758)	-1%	187,956	53%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	20	-	-	12	-	-	-	(11)	-100%
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	237,231	127,538	565,271	305,890	160,137	(405,134)	-72%	(63,416)	-28%
Operating Revenue	**6,442,817**	**7,338,004**	**8,587,072**	**7,506,867**	**9,426,054**	**838,982**	**10%**	**2,330,158**	**33%**
Total Revenue	**7,623,338**	**7,338,004**	**10,019,676**	**7,506,867**	**11,486,667**	**1,466,991**	**15%**	**3,997,264**	**53%**
Personnel Services	4,195,990	4,700,762	5,920,286	4,785,919	7,079,259	1,158,973	20%	2,518,369	55%
Materials and Services	1,713,719	1,156,726	3,295,816	2,060,493	3,118,534	(177,282)	-5%	1,474,888	90%
Capital Outlay	-	75,665	40,000	-	-	(40,000)	-100%	(25,222)	-100%
Operating Expense	**5,909,709**	**5,933,154**	**9,256,102**	**6,846,412**	**10,197,793**	**941,691**	**10%**	**3,968,035**	**64%**
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	10,000	10,000	-	10,000	-
Transfers	-	-	-	-	-	-	-	-	-
Contingency	-	-	763,574	-	1,278,874	515,300	67%	1,278,874	-
Total Appropriated	**5,909,709**	**5,933,154**	**10,019,676**	**6,846,412**	**11,486,667**	**1,466,991**	**15%**	**5,256,909**	**84%**
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Total Expense	**5,909,709**	**5,933,154**	**10,019,676**	**6,846,412**	**11,486,667**	**1,982,291**	**20%**	**5,256,909**	
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 interagency agreements. Increased materials and services expenses include large contracts to support crisis services and operating expenses for crisis services.

400699-Allocation Pool

BCC Priority Alignment: Not Applicable

Program Budget Summary

	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	Budget-to-Budget: $ Variance	Budget-to-Budget: % Variance	Budget-to-3 Yr Avg: $ Variance	Budget-to-3 Yr Avg: % Variance
Beginning Fund Balance	**(137,028)**	**-**	**-**	**-**	**-**	**-**	**-**	**45,676**	**-100%**
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	(8,182)	-	-	-	-	-	-	2,727	-100%
Charges, Fees, License, Permits, Fines	-	-	-	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	-	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-	-	-
Operating Revenue	**(8,182)**	**-**	**-**	**-**	**-**	**-**	**-**	**2,727**	**-100%**
Total Revenue	**(145,210)**	**-**	**-**	**-**	**-**	**-**	**-**	**48,403**	**-100%**
Personnel Services	-	87,238	-	-	-	-	-	(29,079)	-100%
Materials and Services	(0)	230,772	-	-	-	-	-	(76,924)	-100%
Capital Outlay	-	-	-	-	-	-	-	-	-
Operating Expense	**(0)**	**318,010**	**-**	**-**	**-**	**-**	**-**	**(106,003)**	**-100%**
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Total Appropriated	**(0)**	**318,010**	**-**	**-**	**-**	**-**	**-**	**(106,003)**	**-100%**
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Total Expense	**(0)**	**318,010**	**-**	**-**	**-**	**-**	**-**	**(106,003)**	
Revenues Less Expenses	(145,210)	(318,010)	-	-	-				

Notes:
None

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Housing and Community Development

Administration and Operations

Purpose Statement

The purpose of the Administration and Operations program is to provide leadership, strategic direction, and support to the Housing and Community Development Division.

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 FY 2023-24, 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 FY 2024-25.

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	N
Shared Services	N
Grant Funding	Y

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

Explanation: The Administration and Operation program is funded by HealthShare and Trillium. There are no matching requirements

CLACKAMAS COUNTY

400701-Administration & Operations

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

Program Budget Summary

						Budget-to-Budget:		Budget-to-3 Yr Avg:	
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	$ Variance	% Variance	$ Variance	% Variance
Beginning Fund Balance	**35,897,332**	**51,530,017**	**43,153,559**	**42,451,572**	**23,126,620**	**(20,026,939)**	**-46%**	**(20,166,354)**	**-47%**
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	57,319,999	9,807,998	5,209,167	250,000	799,584	(4,409,583)	-85%	(21,659,748)	-96%
Charges, Fees, License, Permits, Fines	-	250	-	250	-	-	-	(167)	-100%
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%	(53,671)	-2%
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	-	924,701	232,215	232,215	520,386	288,171	124%	134,747	35%
Operating Revenue	**58,327,681**	**14,574,023**	**6,161,445**	**2,485,190**	**3,550,126**	**(2,611,319)**	**-42%**	**(21,578,839)**	**-86%**
Total Revenue	**94,225,013**	**66,104,040**	**49,315,004**	**44,936,762**	**26,676,746**	**(22,638,258)**	**-46%**	**(41,745,192)**	**-61%**
Personnel Services	1,293,725	2,484,339	3,798,067	3,721,230	4,211,060	412,993	11%	1,711,295	68%
Materials and Services	372,973	1,376,233	27,004,354	17,987,911	6,259,780	(20,744,574)	-77%	(319,259)	-5%
Capital Outlay	-	14,961	-	1,000	-	-	-	(5,320)	-100%
Operating Expense	**1,666,699**	**3,875,533**	**30,802,421**	**21,710,141**	**10,470,840**	**(20,331,581)**	**-66%**	**1,386,716**	**15%**
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	343,859	763	100,000	100,000	125,906	25,906	26%	(22,301)	-15%
Transfers	-	-	-	-	-	-	-	-	-
Contingency	-	-	3,682,516	-	3,216,000	(466,516)	-13%	3,216,000	-
Total Appropriated	**2,010,557**	**3,876,296**	**34,584,937**	**21,810,141**	**13,812,746**	**(20,772,191)**	**-60%**	**4,580,415**	**50%**
Reserve for Future Expenditures	-	-	14,730,067	-	12,864,000	(1,866,067)	-13%	12,864,000	-
Total Expense	**2,010,557**	**3,876,296**	**49,315,004**	**21,810,141**	**26,676,746**	**(23,104,774)**	**-47%**	**17,444,415**	
Revenues Less Expenses	92,214,455	62,227,744	-	23,126,621	-				

Notes:
None

Housing and Community Development

System Support and Coordination

Purpose Statement

The purpose of the System Support and Coordination program is to provide support and guidance for the development and implementation of equity-focused, data-driven housing and homeless services and capacity building through analytics, tracking and reporting outcomes, policy and planning work, and regional coordination.

Performance Narrative

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	N
Shared Services	N
Grant Funding	Y

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

Explanation: The System Support and Coordination program funded by HUD, HealthShare and Trillium. There are no matching requirements.

CLACKAMAS COUNTY

400702-System Support & Coordination

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

Program Budget Summary

						Budget-to-Budget:		Budget-to-3 Yr Avg:	
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	$ Variance	% Variance	$ Variance	% Variance
Beginning Fund Balance	**(72,178)**	**8,286,862**	**11,547,519**	**19,788,306**	**17,619,845**	**6,072,326**	**53%**	**8,285,515**	**89%**
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%	(1,612,052)	-34%
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%**	**(1,612,052)**	**-34%**
Total Revenue	**(35,235)**	**13,970,677**	**18,681,397**	**28,340,376**	**20,765,402**	**2,084,005**	**11%**	**6,673,463**	**47%**
Personnel Services	434,329	879,101	2,560,206	1,583,910	3,485,150	924,943	36%	2,519,369	261%
Materials and Services	67,113	3,111,331	13,303,712	9,136,621	7,010,540	(6,293,172)	-47%	2,905,518	71%
Capital Outlay	-	-	-	-	-	-	-	-	-
Operating Expense	**501,443**	**3,990,432**	**15,863,918**	**10,720,531**	**10,495,690**	**(5,368,229)**	**-34%**	**5,424,888**	**107%**
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	235,870	277,027	-	-	7,500	7,500	-	(163,466)	-96%
Transfers	-	-	-	-	-	-	-	-	-
Contingency	-	-	2,817,479	-	10,262,212	7,444,733	264%	10,262,212	-
Total Appropriated	**737,313**	**4,267,460**	**18,681,397**	**10,720,531**	**20,765,402**	**2,084,004**	**11%**	**15,523,634**	**296%**
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Total Expense	**737,313**	**4,267,460**	**18,681,397**	**10,720,531**	**20,765,402**	**9,528,737**	**51%**	**15,523,634**	
Revenues Less Expenses	(772,548)	9,703,217	-	17,619,845	-				

Notes:
None

Housing and Community Development

Community Preservation

Purpose Statement

The purpose of Community Preservation is to support the development and preservation of affordable housing, promote neighborhood revitalization, and invest in public works, community facilities, and public services projects to support low- and moderate-income residents so they have healthy, safe, stable housing and live in neighborhoods with equitable access to public facilities and services.

Performance Narrative

The Community Preservation 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) *(target set by funder)*	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	N
Shared Services	N
Grant Funding	Y

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

Explanation

CD programs are funded by US Department of Housing and Urban Development, which allocates funding each year after submission of the Community Development 5-Year Consolidated Plan and subsequent Annual Action Plans. The allocation includes Community Development Block Grant funding, HOME Investment Partnership funding, and Emergency Solutions Grant (ESG) Funding. There is a minimum of 25% match requirement for HOME funds and 100% match requirement for ESG funds.

Low-income home weatherization funds are contracted by Oregon Housing & Community Services on a biennial basis, and include allocations from the US Department of Energy, Bonneville Power Administration, Portland General Electric, and US Department of Health & Human Services. Weatherization also receives funding from Northwest Natural Gas in the form of rebates for gas homes served. There is no match requirement for these funds.

CLACKAMAS COUNTY

400703-Community Preservation

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

Program Budget Summary

						Budget-to-Budget:		Budget-to-3 Yr Avg:	
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	$ Variance	% Variance	$ Variance	% Variance
Beginning Fund Balance	**-**	**(432,025)**	**150,000**	**377,380**	**1,201,601**	**1,051,601**	**701%**	**1,219,816**	**-6697%**
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	32,927	7,452,483	14,109,312	11,536,216	13,268,056	(841,256)	-6%	6,927,514	109%
Charges, Fees, License, Permits, Fines	-	146,296	50,000	50,000	40,380	(9,620)	-19%	(25,052)	-38%
Revenue from Bonds & Other Debts	-	254,343	260,000	1,425,511	500,000	240,000	92%	(59,951)	-11%
All Other Revenue Resources	-	635,774	350,000	350,000	200,000	(150,000)	-43%	(128,591)	-39%
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	53,000	53,000	-	53,000	-
Operating Revenue	**32,927**	**8,488,895**	**14,769,312**	**13,361,727**	**14,061,436**	**(707,876)**	**-5%**	**6,766,919**	**93%**
Total Revenue	**32,927**	**8,056,871**	**14,919,312**	**13,739,107**	**15,263,037**	**343,725**	**2%**	**7,986,735**	**110%**
Personnel Services	32,959	2,435,218	2,972,078	2,206,979	2,906,776	(65,302)	-2%	1,348,390	87%
Materials and Services	114	4,690,085	10,753,734	9,473,262	9,910,493	(843,241)	-8%	5,189,340	110%
Capital Outlay	-	23,803	200,000	150,000	100,000	(100,000)	-50%	42,066	73%
Operating Expense	**33,073**	**7,149,106**	**13,925,812**	**11,830,241**	**12,917,269**	**(1,008,543)**	**-7%**	**6,579,796**	**104%**
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	920,706	993,500	707,265	1,211,000	217,500	22%	668,343	123%
Transfers	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	1,134,768	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%**	**8,382,907**	**122%**
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Total Expense	**33,073**	**8,069,812**	**14,919,312**	**12,537,506**	**15,263,037**	**1,478,493**	**10%**	**8,382,907**	
Revenues Less Expenses	(146)	(12,941)	-	1,201,601	-				

Notes:
None

CLACKAMAS COUNTY

640202-Community Development

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

Program Budget Summary

						Budget-to-Budget:		Budget-to-3 Yr Avg:	
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	$ Variance	% Variance	$ Variance	% Variance
Beginning Fund Balance	**(514,570)**	**-**	**-**	**-**	**-**	**-**	**-**	**171,523**	**-100%**
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	4,615,410	-	-	-	-	-	-	(1,538,470)	-100%
Charges, Fees, License, Permits, Fines	112,701	-	-	-	-	-	-	(37,567)	-100%
Revenue from Bonds & Other Debts	285,307	-	-	-	-	-	-	(95,102)	-100%
All Other Revenue Resources	933,947	-	-	-	-	-	-	(311,316)	-100%
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-	-	-
Operating Revenue	**5,947,366**	**-**	**-**	**-**	**-**	**-**	**-**	**(1,982,455)**	**-100%**
Total Revenue	**5,432,795**	**-**	**-**	**-**	**-**	**-**	**-**	**(1,810,932)**	**-100%**
Personnel Services	1,222,982	-	-	-	-	-	-	(407,661)	-100%
Materials and Services	4,365,456	-	-	-	-	-	-	(1,455,152)	-100%
Capital Outlay	-	-	-	-	-	-	-	-	-
Operating Expense	**5,588,438**	**-**	**-**	**-**	**-**	**-**	**-**	**(1,862,813)**	**-100%**
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	363,378	-	-	-	-	-	-	(121,126)	-100%
Transfers	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Total Appropriated	**5,951,816**	**-**	**-**	**-**	**-**	**-**	**-**	**(1,983,939)**	**-100%**
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Total Expense	**5,951,816**	**-**	**-**	**-**	**-**	**-**	**-**	**(1,983,939)**	
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

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CLACKAMAS
COUNTY

Housing and Community Development

Outreach and Engagement

Purpose Statement

The purpose of the Outreach and Engagement program is to provide coordinated, person-centered outreach to assist with directly connecting people experiencing homelessness to services ranging from helping them meet basic needs to housing placement and retention.

Performance Narrative

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	N
Shared Services	N
Grant Funding	Y

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

Explanation: The 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.

CLACKAMAS COUNTY

400704-Outreach & Engagement

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

Program Budget Summary

						Budget-to-Budget:		Budget-to-3 Yr Avg:	
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	$ Variance	% Variance	$ Variance	% Variance
Beginning Fund Balance	**-**	**196,312**	**457,500**	**1,329,536**	**4,448,926**	**3,991,426**	**872%**	**3,940,310**	**775%**
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%	(1,210,977)	-28%
Charges, Fees, License, Permits, Fines	-	-	-	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	23,986	-	-	-	-	-	-	(7,995)	-100%
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	400,000	154,268	203,425	203,425	211,562	8,137	4%	(41,002)	-16%
Operating Revenue	**1,790,310**	**4,818,321**	**4,849,762**	**7,077,582**	**3,302,096**	**(1,547,666)**	**-32%**	**(1,259,975)**	**-28%**
Total Revenue	**1,790,310**	**5,014,634**	**5,307,262**	**8,407,118**	**7,751,022**	**2,443,760**	**46%**	**2,680,335**	**53%**
Personnel Services	-	-	-	-	-	-	-	-	-
Materials and Services	342	2,816,371	3,749,762	2,608,074	5,564,091	1,814,329	48%	3,755,828	208%
Capital Outlay	-	-	-	-	-	-	-	-	-
Operating Expense	**342**	**2,816,371**	**3,749,762**	**2,608,074**	**5,564,091**	**1,814,329**	**48%**	**3,755,828**	**208%**
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	1,326,567	868,726	1,557,500	1,350,118	2,186,931	629,431	40%	1,005,127	85%
Transfers	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Total Appropriated	**1,326,909**	**3,685,098**	**5,307,262**	**3,958,192**	**7,751,022**	**2,443,760**	**46%**	**4,760,956**	**159%**
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%**	**4,760,956**	
Revenues Less Expenses	463,401	1,329,536	-	4,448,926	-				

Notes:
None

Housing and Community Development

Safety Off The Streets

Purpose Statement

The purpose of the Safety off the Streets program is to provide a range of short-term transitional housing options, as well as access to critical hygiene and health services, for individuals on a continuum ranging from temporary displacement to chronic homelessness.

Performance Narrative

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	N
Shared Services	N
Grant Funding	Y

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

Explanation

The 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 SHS funding reduction. Due to the decreased forecast, we had to pause the issuance of new 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.

CLACKAMAS COUNTY

400705-Safety Off The Streets

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

Program Budget Summary

						Budget-to-Budget:		Budget-to-3 Yr Avg:	
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	$ Variance	% Variance	$ Variance	% Variance
Beginning Fund Balance	**-**	**26,565,289**	**29,439,491**	**27,579,272**	**26,494,339**	**(2,945,152)**	**-10%**	**8,446,152**	**47%**
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%	8,782,570	93%
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%	(178,892)	-47%
Operating Revenue	**5,520,688**	**12,074,162**	**14,068,086**	**11,781,832**	**18,395,906**	**4,327,820**	**31%**	**8,603,679**	**88%**
Total Revenue	**5,520,688**	**38,639,451**	**43,507,577**	**39,361,104**	**44,890,245**	**1,382,668**	**3%**	**17,049,831**	**61%**
Personnel Services	-	-	-	-	-	-	-	-	-
Materials and Services	1,843,458	6,904,812	37,333,285	9,856,634	14,565,373	(22,767,912)	-61%	8,363,738	135%
Capital Outlay	-	872,860	-	1,000,000	22,304,980	22,304,980	-	21,680,693	3473%
Operating Expense	**1,843,458**	**7,777,672**	**37,333,285**	**10,856,634**	**36,870,353**	**(462,932)**	**-1%**	**30,044,432**	**440%**
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	2,201,065	4,583,269	5,699,492	1,535,331	7,545,092	1,845,600	32%	4,771,870	172%
Transfers	-	-	474,800	474,800	474,800	-	0%	316,533	200%
Contingency	-	-	-	-	-	-	-	-	-
Total Appropriated	**4,044,523**	**12,360,941**	**43,507,577**	**12,866,765**	**44,890,245**	**1,382,668**	**3%**	**35,132,835**	**360%**
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%**	**35,132,835**	
Revenues Less Expenses	1,476,165	26,278,510	-	26,494,339	-				

Notes:
None

Housing and Community Development

Housing Placement

Purpose Statement

The purpose of the Housing Placement and Retention program is to help people gain and/or retain housing, provide supportive services to help with housing stability and connect households at risk of losing housing with diversion and other supportive services.

Performance Narrative

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 FY 2024-25. 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	N
Shared Services	N
Grant Funding	Y

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

Explanation: The Housing Placement and Retention program is funded by state grants including Oregon Rehousing Initiative and Senate Bill 5511 Outreach and Unit Access.

CLACKAMAS COUNTY

400706-Housing Placement & Retention

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

Program Budget Summary

						Budget-to-Budget:		Budget-to-3 Yr Avg:	
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	$ Variance	% Variance	$ Variance	% Variance
Beginning Fund Balance	**-**	**5,107,763**	**14,320,357**	**10,601,646**	**11,999,471**	**(2,320,886)**	**-16%**	**6,763,001**	**129%**
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%	7,407,298	122%
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%	(111,980)	-23%
Operating Revenue	**2,317,569**	**7,497,740**	**3,312,710**	**9,861,522**	**13,854,261**	**10,541,551**	**318%**	**7,295,317**	**111%**
Total Revenue	**2,317,569**	**12,605,503**	**17,633,067**	**20,463,168**	**25,853,732**	**8,220,665**	**47%**	**14,058,319**	**119%**
Personnel Services	-	-	-	-	-	-	-	-	-
Materials and Services	19,444	9,236,547	16,224,369	7,830,399	22,387,345	6,162,976	38%	16,691,882	293%
Capital Outlay	-	-	-	-	-	-	-	-	-
Operating Expense	**19,444**	**9,236,547**	**16,224,369**	**7,830,399**	**22,387,345**	**6,162,976**	**38%**	**16,691,882**	**293%**
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	1,912,430	767,310	1,170,432	437,218	3,466,387	2,295,955	196%	2,427,401	234%
Transfers	-	-	238,266	196,080	-	(238,266)	-100%	(65,360)	-100%
Contingency	-	-	-	-	-	-	-	-	-
Total Appropriated	**1,931,874**	**10,003,857**	**17,633,067**	**8,463,697**	**25,853,732**	**8,220,665**	**47%**	**19,053,923**	**280%**
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%**	**19,053,923**	
Revenues Less Expenses	385,695	2,601,646	-	11,999,471	-				

Notes:
None

Housing and Community Development

Supportive Housing

Purpose Statement

The purpose of the Supportive Housing Services program is to serve individuals who have one or more disabling conditions, who are extremely low income, and who are experiencing long-term homelessness, by connecting them to permanent supportive housing or transitional housing that includes wraparound service supports.

Performance Narrative

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 FY 2024-25. 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.

CLACKAMAS COUNTY

400707-Supportive Housing

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

Program Budget Summary

						Budget-to-Budget:		Budget-to-3 Yr Avg:	
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	$ Variance	% Variance	$ Variance	% Variance
Beginning Fund Balance	**-**	**1,590,000**	**520,000**	**7,132,530**	**11,081,560**	**10,561,560**	**2031%**	**8,174,050**	**281%**
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%	16,507,127	74%
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%	496,219	894%
Operating Revenue	**3,010,786**	**25,474,619**	**40,958,260**	**38,525,288**	**39,340,244**	**(1,618,016)**	**-4%**	**17,003,346**	**76%**
Total Revenue	**3,010,786**	**27,064,619**	**41,478,260**	**45,657,818**	**50,421,804**	**8,943,544**	**22%**	**25,177,396**	**100%**
Personnel Services	-	-	-	-	-	-	-	-	-
Materials and Services	9,895	6,196,970	10,414,883	6,931,998	21,391,418	10,976,535	105%	17,011,797	388%
Capital Outlay	-	-	-	-	-	-	-	-	-
Operating Expense	**9,895**	**6,196,970**	**10,414,883**	**6,931,998**	**21,391,418**	**10,976,535**	**105%**	**17,011,797**	**388%**
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	3,000,891	13,735,119	30,835,085	27,415,968	28,347,021	(2,488,064)	-8%	13,629,695	93%
Transfers	-	-	228,292	228,292	683,365	455,073	199%	607,268	798%
Contingency	-	-	-	-	-	-	-	-	-
Total Appropriated	**3,010,786**	**19,932,089**	**41,478,260**	**34,576,258**	**50,421,804**	**8,943,544**	**22%**	**31,248,760**	**163%**
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%**	**31,248,760**	
Revenues Less Expenses	-	7,132,530	-	11,081,560	-				

Notes:
None

Technology Services

Budget Presentation

Fiscal Year 2025-2026

CLACKAMAS COUNTY

Technology Services (18)

Department Budget Summary by Fund

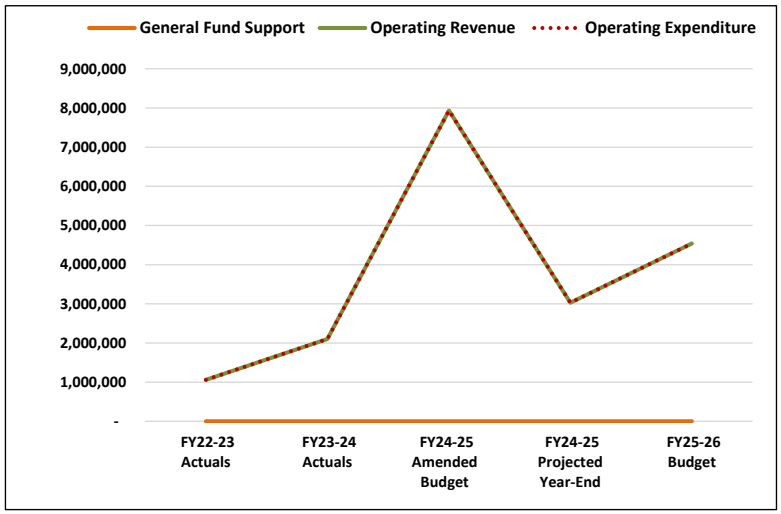
Line of Business	Program	FY25-26 Special Grants Fund (230)	FY25-26 Clackamas Broadband Utility Fund (602)	FY25-26 Technology Services Fund (747)	FY25-26 Total Budget	FY25-26 General Fund Support in Budget*	% of Total	FY25-26 FTE ** Total	Filled	Vacant
Administration	Executive Leadership & Administration	-		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%

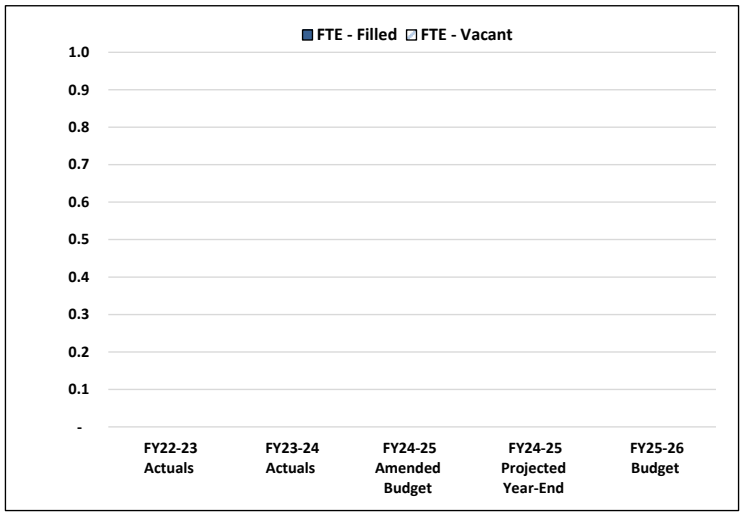
**** General Fund Support is a subsidy, net of any other revenue received by the department***

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

18-Technology Services (TS) / 230-Special Grants Fund
Summary of Revenue and Expense

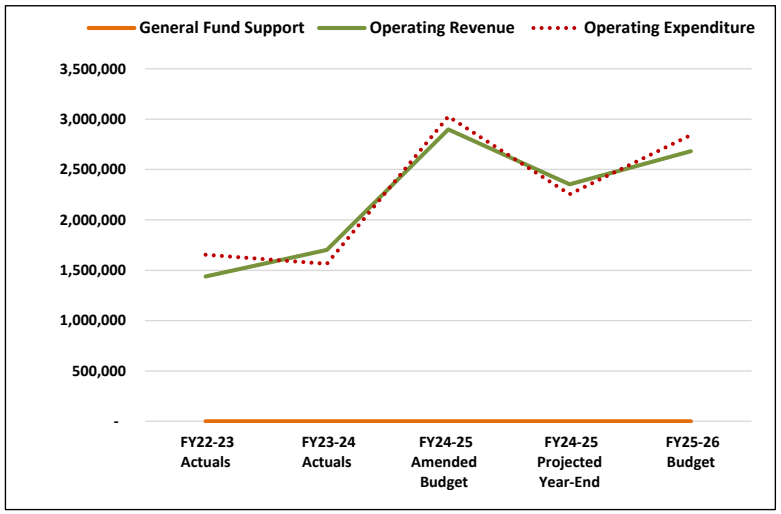
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	Budget to Budget: $ Variance	Budget to Budget: % Variance	Budget to 3-Year Average: $ Variance	Budget to 3-Year Average: % Variance
Beginning Fund Balance	-	-	-	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	1,057,804	2,102,207	7,772,500	2,867,132	4,537,173	(3,235,327)	-42%	2,528,125	126%
Charges, Fees, License, Permits	-	-	-	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	164,281	164,281	-	(164,281)	-100%	(54,760)	-100%
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-	-	-
Operating Revenue	**1,057,804**	**2,102,207**	**7,936,781**	**3,031,413**	**4,537,173**	**(3,399,608)**	**-43%**	**2,473,365**	**120%**
Total Revenue	**1,057,804**	**2,102,207**	**7,936,781**	**3,031,413**	**4,537,173**	**(3,399,608)**	**-43%**	**2,473,365**	**120%**
Personnel Services	69,134	122,408	-	143,366	202,173	202,173	-	90,537	81%
Materials and Services	408,554	1,058,321	646,781	1,301,245	35,000	(611,781)	-95%	(887,707)	-96%
Capital Outlay	580,116	921,250	7,290,000	1,586,801	4,300,000	(2,990,000)	-41%	3,270,611	318%
Operating Expenditure	**1,057,804**	**2,101,979**	**7,936,781**	**3,031,412**	**4,537,173**	**(3,399,608)**	**-43%**	**2,473,441**	**120%**
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Total Appropriated	**1,057,804**	**2,101,979**	**7,936,781**	**3,031,412**	**4,537,173**	**(3,399,608)**	**-43%**	**2,473,441**	**120%**
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Total Expense	**1,057,804**	**2,101,979**	**7,936,781**	**3,031,412**	**4,537,173**	**(3,399,608)**	**-43%**	**2,473,441**	
Revenues Less Expenses	**-**	**228**	**-**	**-**	**-**				
Full Time Equivalent (FTE)				*As Of 03/2025*					
FTE - Total	-	-	-	-	-	-			
FTE - Filled	-	-	-	-	-	-			
FTE - Vacant	-	-	-	-	-	-			

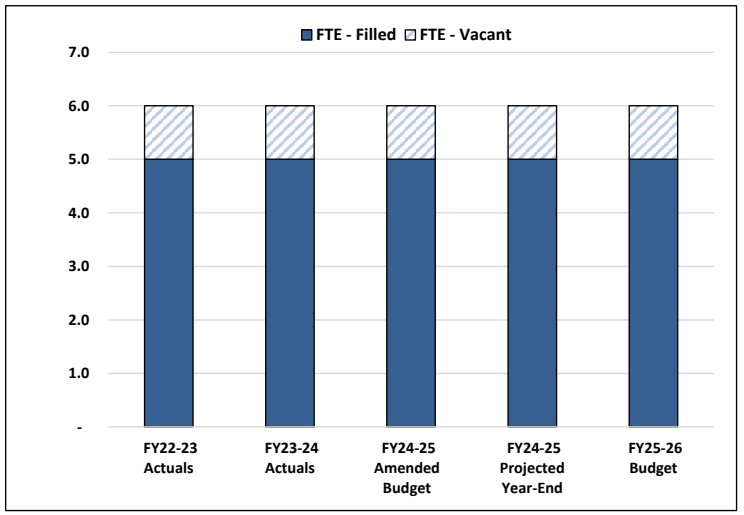




18-Technology Services (TS) / 602-Clackamas Broadband Utility
Summary of Revenue and Expense

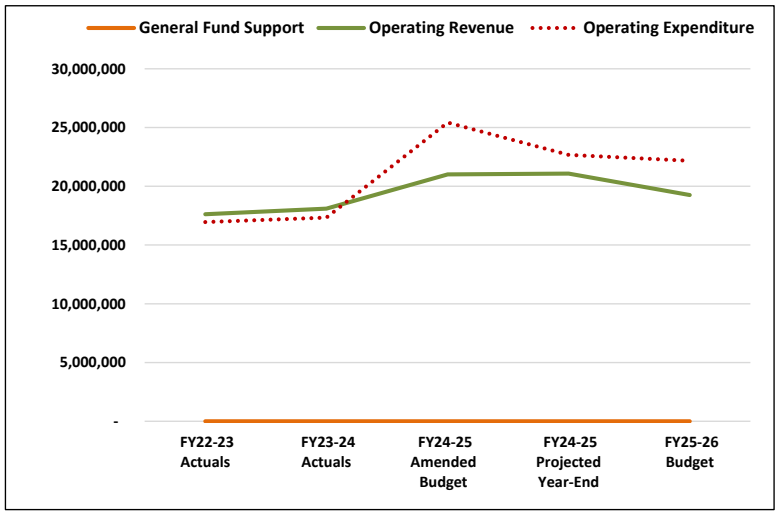
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	Budget to Budget: $ Variance	Budget to Budget: % Variance	Budget to 3-Year Average: $ Variance	Budget to 3-Year Average: % Variance
Beginning Fund Balance	336,916	78,114	170,117	175,710	220,789	50,672	30%	23,876	12%
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	-	-	6,457	-	-	-	(2,152)	-100%
Charges, Fees, License, Permits	1,402,671	1,654,296	2,861,672	2,295,778	2,635,376	(226,296)	-8%	851,128	48%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	35,164	48,577	37,000	50,466	47,000	10,000	27%	2,264	5%
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-	-	-
Operating Revenue	**1,437,835**	**1,702,874**	**2,898,672**	**2,352,701**	**2,682,376**	**(216,296)**	**-7%**	**851,239**	**46%**
Total Revenue	**1,774,751**	**1,780,988**	**3,068,789**	**2,528,411**	**2,903,165**	**(165,624)**	**-5%**	**875,115**	**43%**
Personnel Services	758,902	752,238	1,096,804	939,095	949,015	(147,788)	-13%	132,270	16%
Materials and Services	771,917	685,156	930,986	717,691	894,756	(36,229)	-4%	169,835	23%
Capital Outlay	123,665	125,746	1,000,001	597,918	999,394	(607)	0%	716,951	254%
Operating Expenditure	**1,654,483**	**1,563,141**	**3,027,790**	**2,254,704**	**2,843,165**	**(184,625)**	**-6%**	**1,019,056**	**56%**
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	42,154	42,137	41,000	52,918	60,000	19,000	46%	14,264	31%
Transfers	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Total Appropriated	**1,696,637**	**1,605,278**	**3,068,790**	**2,307,622**	**2,903,165**	**(165,625)**	**-5%**	**1,033,320**	**55%**
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Total Expense	**1,696,637**	**1,605,278**	**3,068,790**	**2,307,622**	**2,903,165**	**(165,625)**	**-5%**	**1,033,320**	
Revenues Less Expenses	**78,114**	**175,710**	**-**	**220,789**	**-**				
Full Time Equivalent (FTE)				*As Of 03/2025*					
FTE - Total	6.0	6.0	6.0	6.0	6.0	-			
FTE - Filled	5.0	5.0	5.0	5.0	5.0	-			
FTE - Vacant	1.0	1.0	1.0	1.0	1.0	-			

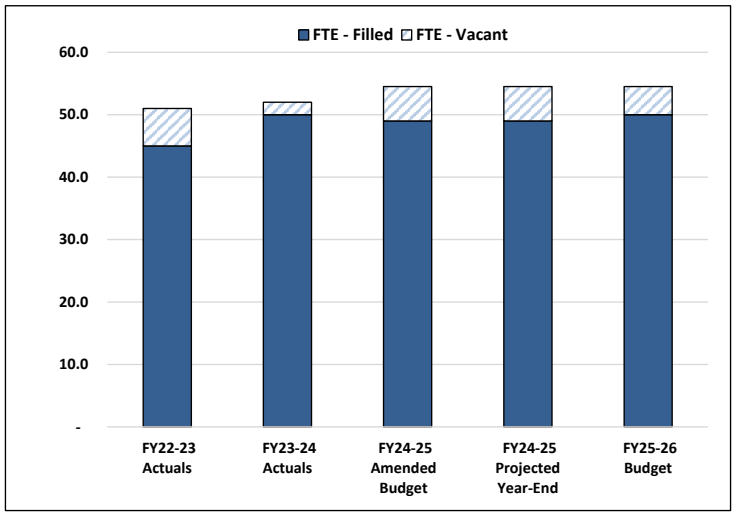




18-Technology Services (TS) / 747-Technology Services Fund
Summary of Revenue and Expense

	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	Budget to Budget: $ Variance	Budget to Budget: % Variance	Budget to 3-Year Average: $ Variance	Budget to 3-Year Average: % Variance
Beginning Fund Balance	5,693,695	6,365,840	6,631,153	7,131,259	5,542,195	(1,088,958)	-16%	(854,736)	-13%
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	-	-	-	-	-	-	-	-
Charges, Fees, License, Permits	16,997,119	17,189,988	20,891,176	20,891,176	18,851,589	(2,039,587)	-10%	492,161	3%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	131,739	274,986	118,000	188,000	405,800	287,800	244%	207,558	105%
Other Interfund Transfers	500,000	633,000	-	-	-	-	-	(377,667)	-100%
General Fund Support	-	-	-	-	-	-	-	-	-
Operating Revenue	**17,628,858**	**18,097,973**	**21,009,176**	**21,079,176**	**19,257,389**	**(1,751,787)**	**-8%**	**322,053**	**2%**
Total Revenue	**23,322,553**	**24,463,813**	**27,640,329**	**28,210,435**	**24,799,584**	**(2,840,745)**	**-10%**	**(532,683)**	**-2%**
Personnel Services	9,029,831	9,945,158	11,150,800	11,192,910	12,375,205	1,224,405	11%	2,319,238	23%
Materials and Services	7,311,806	7,117,998	11,878,456	10,375,331	8,934,054	(2,944,402)	-25%	665,675	8%
Capital Outlay	615,076	269,399	2,400,437	1,100,000	858,552	(1,541,885)	-64%	197,060	30%
Operating Expenditure	**16,956,713**	**17,332,555**	**25,429,693**	**22,668,241**	**22,167,810**	**(3,261,882)**	**-13%**	**3,181,974**	**17%**
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	58,028	-	-	(58,028)	-100%	-	-
Contingency	-	-	396,300	-	725,000	328,700	83%	725,000	-
Total Appropriated	**16,956,713**	**17,332,555**	**25,884,021**	**22,668,241**	**22,892,810**	**(2,991,210)**	**-12%**	**3,906,974**	**21%**
Reserve for Future Expenditures	-	-	1,756,309	-	1,906,773	150,464	9%	1,906,773	-
Total Expense	**16,956,713**	**17,332,555**	**27,640,330**	**22,668,241**	**24,799,583**	**(2,840,746)**	**-10%**	**5,813,747**	
Revenues Less Expenses	**6,365,840**	**7,131,259**	**-**	**5,542,194**	**-**				
Full Time Equivalent (FTE)				*As Of 03/2025*					
FTE - Total	51.0	52.0	54.5	54.5	54.5	-			
FTE - Filled	45.0	50.0	49.0	49.0	50.0	1.0			
FTE - Vacant	6.0	2.0	5.5	5.5	4.5	(1.0)			





FY25-26 Looking Ahead

CHALLENGES

- The county currently relies on several federally funded cybersecurity resources. If these programs lose federal funding, the county will be faced with the need to either invest in equivalent paid services or potentially incur higher cyber insurance premiums due to increased risk exposure.
- Tariffs will raise prices for technology hardware countywide.
- Increasing maintenance and subscription costs.
- Increasing cybersecurity threats, cyber insurance requirements, and incident response continues to increase program costs.

OPPORTUNITIES

- Automation and process optimization could reduce labor costs, minimize errors and increase productivity.
- Planned cloud migrations will shift costs from larger upfront capital expenditures to more manageable annual expenditures which will allow for more stable budget forecasting.

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. One FTE was added to the program to support Cybersecurity initatives. The program also increased contigency 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

		FY 22-23 Actual	FY 23-24 Actuals	FY 24-25 Target	FY 24-25 Actuals as of 03/01/25	FY 25-26 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	No
Shared Services	No
Grant Funding	Yes

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.

CLACKAMAS COUNTY

180101-Executive Leadership & Administration

BCC Priority Alignment: Accountable Government

Program Budget Summary

						Budget-to-Budget:		Budget-to-3 Yr Avg:	
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	$ Variance	% Variance	$ Variance	% Variance
Beginning Fund Balance	**354,555**	**678,000**	**651,385**	**678,148**	**84,515**	**(566,870)**	**-87%**	**(485,719)**	**-85%**
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	795,936	590,000	590,000	-	(590,000)	-100%	(461,979)	-100%
Charges, Fees, License, Permits, Fines	1,408,480	1,270,132	1,852,050	1,852,050	2,663,215	811,165	44%	1,152,994	76%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	-	10	164,281	164,281	-	(164,281)	-100%	(54,764)	-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%**	**636,252**	**31%**
Total Revenue	**1,763,035**	**2,744,079**	**3,257,716**	**3,284,479**	**2,747,730**	**(509,986)**	**-16%**	**150,533**	**6%**
Personnel Services	950,141	998,814	1,414,090	1,479,302	1,697,668	283,578	20%	554,915	49%
Materials and Services	475,365	1,067,116	1,602,326	1,530,662	900,062	(702,264)	-44%	(124,319)	-12%
Capital Outlay	-	-	190,000	190,000	-	(190,000)	-100%	(63,333)	-100%
Operating Expense	**1,425,505**	**2,065,931**	**3,206,416**	**3,199,964**	**2,597,730**	**(608,686)**	**-19%**	**367,263**	**16%**
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
Contingency	-	-	51,300	-	150,000	98,700	192%	150,000	-
Total Appropriated	**1,425,505**	**2,065,931**	**3,257,716**	**3,199,964**	**2,747,730**	**(509,986)**	**-16%**	**517,263**	**23%**
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Total Expense	**1,425,505**	**2,065,931**	**3,257,716**	**3,199,964**	**2,747,730**	**(411,286)**	**-13%**	**517,263**	
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

		FY 22-23 Actual	FY 23-24 Actuals	FY 24-25 Target	FY 24-25 Actuals as of 03/01/25	FY 25-26 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	**No**
Shared Services	**No**
Grant Funding	**No**

Explanation

CLACKAMAS COUNTY

180202-Business Systems

BCC Priority Alignment: Accountable Government

Program Budget Summary

						Budget-to-Budget:		Budget-to-3 Yr Avg:	
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	$ Variance	% Variance	$ Variance	% Variance
Beginning Fund Balance	**76,166**	**239,000**	**269,045**	**352,853**	**300,486**	**31,441**	**12%**	**77,813**	**35%**
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%	140,306	8%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	-	-	-	-	-	-
Other Interfund Transfers	390,000	320,000	-	-	-	-	-	(236,667)	-100%
General Fund Support	-	-	-	-	-	-	-	-	-
Operating Revenue	**1,919,547**	**2,000,762**	**2,264,300**	**2,264,299**	**1,965,175**	**(299,125)**	**-13%**	**(96,361)**	**-5%**
Total Revenue	**1,995,713**	**2,239,762**	**2,533,345**	**2,617,152**	**2,265,661**	**(267,684)**	**-11%**	**(18,548)**	**-1%**
Personnel Services	635,578	785,879	1,035,403	1,023,361	1,066,961	31,558	3%	252,021	31%
Materials and Services	1,236,240	1,101,031	1,497,942	1,293,305	1,198,700	(299,242)	-20%	(11,492)	-1%
Capital Outlay	-	-	-	-	-	-	-	-	-
Operating Expense	**1,871,819**	**1,886,909**	**2,533,345**	**2,316,666**	**2,265,661**	**(267,684)**	**-11%**	**240,529**	**12%**
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%**	**240,529**	**12%**
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Total Expense	**1,871,819**	**1,886,909**	**2,533,345**	**2,316,666**	**2,265,661**	**(267,684)**	**-11%**	**240,529**	
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

		FY 22-23 Actual	FY 23-24 Actuals	FY 24-25 Target	FY 24-25 Actuals as of 03/01/25	FY 25-26 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 **No**

Shared Services **No**

Grant Funding **No**

Explanation

*1 In FY22-23 SEG process was expanded to include additional types of requests and provide improved reporting

*2 FY23-24, included a project to update the architecture on an unusually large number of developed appli

*3 FY24-25, continuous updates to the system architecture include changes to operating systems, security and software platforms versions

CLACKAMAS COUNTY

180203-County Wide Applications

BCC Priority Alignment: Strong Infrastructure

Program Budget Summary

						Budget-to-Budget:		Budget-to-3 Yr Avg:	
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	$ Variance	% Variance	$ Variance	% Variance
Beginning Fund Balance	**138,522**	**367,000**	**355,188**	**461,442**	**297,259**	**(57,929)**	**-16%**	**(25,062)**	**-8%**
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%	(15,820)	-1%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	-	-	-	-	-	-
Other Interfund Transfers	-	90,000	-	-	-	-	-	(30,000)	-100%
General Fund Support	-	-	-	-	-	-	-	-	-
Operating Revenue	**1,878,563**	**1,911,526**	**2,042,874**	**2,042,874**	**1,898,501**	**(144,373)**	**-7%**	**(45,820)**	**-2%**
Total Revenue	**2,017,085**	**2,278,526**	**2,398,062**	**2,504,316**	**2,195,760**	**(202,302)**	**-8%**	**(70,882)**	**-3%**
Personnel Services	1,556,718	1,582,817	1,815,217	1,908,151	2,136,360	321,143	18%	453,798	27%
Materials and Services	366,718	234,266	509,817	298,906	59,400	(450,417)	-88%	(240,563)	-80%
Capital Outlay	-	-	-	-	-	-	-	-	-
Operating Expense	**1,923,436**	**1,817,084**	**2,325,034**	**2,207,057**	**2,195,760**	**(129,274)**	**-6%**	**213,234**	**11%**
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%**	**213,234**	**11%**
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Total Expense	**1,923,436**	**1,817,084**	**2,398,062**	**2,207,057**	**2,195,760**	**(275,330)**	**-11%**	**213,234**	
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

		FY 22-23 Actual	FY 23-24 Actuals	FY 24-25 Target	FY 24-25 Actuals as of 03/01/25	FY 25-26 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 **No**

Shared Services **No**

Grant Funding **No**

Explanation *1 The definition of "application" was modified in FY22-23 to better relate to the support services provided by Technology Services - this results in fewer "counted" apps.

CLACKAMAS COUNTY

180204-Departmental Applications

BCC Priority Alignment: Strong Infrastructure

Program Budget Summary

						Budget-to-Budget:		Budget-to-3 Yr Avg:	
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	$ Variance	% Variance	$ Variance	% Variance
Beginning Fund Balance	**82,697**	**199,500**	**95,001**	**99,737**	**143,462**	**48,461**	**51%**	**16,151**	**13%**
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%	(198,338)	-33%
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%**	**(198,338)**	**-33%**
Total Revenue	**694,124**	**693,814**	**788,028**	**792,764**	**544,713**	**(243,315)**	**-31%**	**(182,188)**	**-25%**
Personnel Services	470,368	522,700	548,304	538,179	544,713	(3,591)	-1%	34,298	7%
Materials and Services	103,090	71,377	224,724	111,123	-	(224,724)	-100%	(95,197)	-100%
Capital Outlay	-	-	-	-	-	-	-	-	-
Operating Expense	**573,457**	**594,077**	**773,028**	**649,302**	**544,713**	**(228,315)**	**-30%**	**(60,899)**	**-10%**
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%**	**(60,899)**	**-10%**
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Total Expense	**573,457**	**594,077**	**788,028**	**649,302**	**544,713**	**(258,315)**	**-33%**	**(60,899)**	
Revenues Less Expenses	120,667	99,737	-	143,462	-				

Notes:
None

Applications

Geographic Information (GIS)

Purpose Statement

The Purpose of the Geographic Information System (GIS) Program is to provide spatially integrated data and mapping services / applications to residents, businesses, County staff and other public agencies so they can make informed, location-based decisions using necessary geographic information.

Performance Narrative

The GIS Program proposed a budget of $1,248,716. These resources will provide a continuation of analysis, development and support of GIS data and mapping applications to meet the business requirements of the County staff and public while maintaining flat rates on printed maps. This program also provides extensive mapping and aerial photo solutions for the County Departments and citizens.

Key Performance Measures

		FY 22-23 Actual	FY 23-24 Actuals	FY 24-25 Target	FY 24-25 Actuals as of 03/01/25	FY 25-26 Target
Result	% of GIS projects completed that meet customer requirements (survey)	100%	99%	100%	100%	100%

Program includes:

Mandated Services	**No**
Shared Services	**No**
Grant Funding	**No**

Explanation

CLACKAMAS COUNTY

180205-Geographic Information (GIS)

BCC Priority Alignment: Strong Infrastructure

Program Budget Summary

						Budget-to-Budget:		Budget-to-3 Yr Avg:	
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	$ Variance	% Variance	$ Variance	% Variance
Beginning Fund Balance	**634,058**	**423,280**	**164,395**	**175,281**	**187,700**	**23,305**	**14%**	**(223,173)**	**-54%**
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%	(95,017)	-8%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	17,036	12,913	18,000	18,000	18,000	-	0%	2,017	13%
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%**	**(93,000)**	**-8%**
Total Revenue	**1,960,413**	**1,288,821**	**1,434,545**	**1,445,431**	**1,248,716**	**(185,829)**	**-13%**	**(316,172)**	**-20%**
Personnel Services	879,165	938,654	986,979	970,940	1,050,333	63,354	6%	120,747	13%
Materials and Services	257,750	174,886	382,566	286,791	173,383	(209,183)	-55%	(66,426)	-28%
Capital Outlay	-	-	-	-	-	-	-	-	-
Operating Expense	**1,136,914**	**1,113,540**	**1,369,545**	**1,257,731**	**1,223,716**	**(145,829)**	**-11%**	**54,321**	**5%**
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
Contingency	-	-	65,000	-	25,000	(40,000)	-62%	25,000	-
Total Appropriated	**1,136,914**	**1,113,540**	**1,434,545**	**1,257,731**	**1,248,716**	**(185,829)**	**-13%**	**79,321**	**7%**
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Total Expense	**1,136,914**	**1,113,540**	**1,434,545**	**1,257,731**	**1,248,716**	**(225,829)**	**-16%**	**79,321**	
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

		FY 22-23 Actual	FY 23-24 Actuals	FY 24-25 Target	FY 24-25 Actuals as of 03/01/25	FY 25-26 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 **No**

Shared Services **No**

Grant Funding **No**

Explanation *1 - The increased response time is due to continuing large increase in the work order count and many large scale projects, such as the new Courthouse. Also the disperse support area with most staff offsite.

CLACKAMAS COUNTY

180302-Telecommunication Services

BCC Priority Alignment: Strong Infrastructure

Program Budget Summary

						Budget-to-Budget:		Budget-to-3 Yr Avg:	
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	$ Variance	% Variance	$ Variance	% Variance
Beginning Fund Balance	**963,431**	**1,444,958**	**1,265,822**	**1,425,881**	**1,139,392**	**(126,430)**	**-10%**	**(138,698)**	**-11%**
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	1,342	-	-	-	-	-	-	(447)	-100%
Charges, Fees, License, Permits, Fines	3,508,239	3,672,250	4,435,273	4,435,273	4,495,738	60,465	1%	623,817	16%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	114,636	262,063	100,000	170,000	100,000	-	0%	(82,233)	-45%
Other Interfund Transfers	110,000	73,000	-	-	-	-	-	(61,000)	-100%
General Fund Support	-	-	-	-	-	-	-	-	-
Operating Revenue	**3,734,218**	**4,007,313**	**4,535,273**	**4,605,273**	**4,595,738**	**60,465**	**1%**	**480,137**	**12%**
Total Revenue	**4,697,648**	**5,452,271**	**5,801,095**	**6,031,154**	**5,735,130**	**(65,965)**	**-1%**	**341,439**	**6%**
Personnel Services	1,274,907	1,400,148	1,530,885	1,456,537	1,632,791	101,906	7%	255,594	19%
Materials and Services	2,189,290	2,356,843	3,028,737	3,035,225	2,811,339	(217,398)	-7%	284,219	11%
Capital Outlay	54,972	269,399	945,937	400,000	295,000	(650,937)	-69%	53,543	22%
Operating Expense	**3,519,169**	**4,026,390**	**5,505,559**	**4,891,762**	**4,739,130**	**(766,429)**	**-14%**	**593,356**	**14%**
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	350,000	350,000	-	350,000	-
Total Appropriated	**3,519,169**	**4,026,390**	**5,505,559**	**4,891,762**	**5,089,130**	**(416,429)**	**-8%**	**943,356**	**23%**
Reserve for Future Expenditures	-	-	295,536	-	646,000	350,464	119%	646,000	-
Total Expense	**3,519,169**	**4,026,390**	**5,801,095**	**4,891,762**	**5,735,130**	**284,035**	**5%**	**1,589,356**	
Revenues Less Expenses	1,178,479	1,425,881	-	1,139,392	-				

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

		FY 22-23 Actual	FY 23-24 Actuals	FY 24-25 Target	FY 24-25 Actuals as of 03/01/25	FY 25-26 Target
Result	% of days where all core networking infrastructure is operational (excluding scheduled maintenance)	98.8%	99%	99.0%	99+%	99%

Program includes:

Mandated Services	**No**
Shared Services	**No**
Grant Funding	**No**

Explanation

CLACKAMAS COUNTY

180402-Network Services

BCC Priority Alignment: Strong Infrastructure

Program Budget Summary

						Budget-to-Budget:		Budget-to-3 Yr Avg:	
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	$ Variance	% Variance	$ Variance	% Variance
Beginning Fund Balance	**367,638**	**159,000**	**264,544**	**270,264**	**592,763**	**328,219**	**124%**	**327,129**	**123%**
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%	(253,217)	-20%
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%**	**(253,217)**	**-20%**
Total Revenue	**1,643,953**	**1,351,228**	**1,609,141**	**1,614,861**	**1,610,593**	**1,452**	**0%**	**73,912**	**5%**
Personnel Services	654,341	705,434	695,174	695,174	775,093	79,919	11%	90,110	13%
Materials and Services	296,007	375,530	813,967	326,924	735,500	(78,467)	-10%	402,680	121%
Capital Outlay	-	-	100,000	-	100,000	-	0%	100,000	-
Operating Expense	**950,348**	**1,080,964**	**1,609,141**	**1,022,098**	**1,610,593**	**1,452**	**0%**	**592,790**	**58%**
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%**	**592,790**	**58%**
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Total Expense	**950,348**	**1,080,964**	**1,609,141**	**1,022,098**	**1,610,593**	**1,452**	**0%**	**592,790**	
Revenues Less Expenses	693,605	270,264	-	592,763	-				

Notes:
None

Technical Services

Technical Services

Purpose Statement

The purpose of the Technical Services Line of Business is to provide technology support, network, system and storage administration, security, mobility, technology procurement, overall infrastructure support and call center services to County staff to effectively utilize County technology in support of their business requirements and services.

Performance Narrative

The Technical Services Program proposed a budget of $8,451,281.

The proposed budget has increased reserves and decreased capital and operating expenses due to a lack of capital purchases in FY26.

These resources will continue to provide design, procurement, implementation and support of expanding critical technical services to meet the business requirements of the County departments.

Key Performance Measures

		FY 22-23 Actual	FY 23-24 Actuals	FY 24-25 Target	FY 24-25 Actuals as of 03/01/25	FY 25-26 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	**No**
Shared Services	**No**
Grant Funding	**Yes**

CLACKAMAS COUNTY

180403-Technical Operations

BCC Priority Alignment: Strong Infrastructure

Program Budget Summary

						Budget-to-Budget:		Budget-to-3 Yr Avg:	
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	$ Variance	% Variance	$ Variance	% Variance
Beginning Fund Balance	**3,082,630**	**2,855,102**	**3,565,773**	**3,667,653**	**2,796,618**	**(769,155)**	**-22%**	**(405,177)**	**-13%**
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	-	82,500	82,500	-	(82,500)	-100%	(27,500)	-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%	(862,564)	-14%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	68	-	-	-	287,800	287,800	-	287,778	1279011%
Other Interfund Transfers	-	150,000	-	-	-	-	-	(50,000)	-100%
General Fund Support	-	-	-	-	-	-	-	-	-
Operating Revenue	**5,475,295**	**6,356,147**	**7,089,405**	**7,089,406**	**5,654,663**	**(1,434,742)**	**-20%**	**(652,287)**	**-10%**
Total Revenue	**8,557,926**	**9,211,249**	**10,655,178**	**10,757,059**	**8,451,281**	**(2,203,897)**	**-21%**	**(1,057,464)**	**-11%**
Personnel Services	2,608,613	3,010,712	3,124,747	3,121,266	3,471,286	346,538	11%	557,755	19%
Materials and Services	2,383,098	2,532,884	4,465,158	4,139,175	3,055,670	(1,409,488)	-32%	37,284	1%
Capital Outlay	560,488	-	1,354,500	700,000	463,552	(890,948)	-66%	43,389	10%
Operating Expense	**5,552,199**	**5,543,596**	**8,944,405**	**7,960,441**	**6,990,508**	**(1,953,898)**	**-22%**	**638,429**	**10%**
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
Contingency	-	-	250,000	-	200,000	(50,000)	-20%	200,000	-
Total Appropriated	**5,552,199**	**5,543,596**	**9,194,405**	**7,960,441**	**7,190,508**	**(2,003,898)**	**-22%**	**838,429**	**13%**
Reserve for Future Expenditures	-	-	1,460,773	-	1,260,773	(200,000)	-14%	1,260,773	-
Total Expense	**5,552,199**	**5,543,596**	**10,655,178**	**7,960,441**	**8,451,281**	**(2,253,898)**	**-21%**	**2,099,202**	
Revenues Less Expenses	3,005,727	3,667,653	-	2,796,618	-				

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

		FY 22-23 Actual	FY 23-24 Actuals	FY 24-25 Target	FY 24-25 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)	100.0%	99.9%	100.0%	100.0%
Result	# of miles of fiber supported	389 miles	350 miles	389 miles	396 miles

Program includes:

Mandated Services	**No**	
Shared Services	**No**	
Grant Funding	**Yes**	CBX is part of the ARPA Grant - 5 year total is $10,100,000

Explanation

CLACKAMAS COUNTY

180303-Clackamas Broadband eXchange

BCC Priority Alignment: Accountable Government

Program Budget Summary

						Budget-to-Budget:		Budget-to-3 Yr Avg:	
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	$ Variance	% Variance	$ Variance	% Variance
Beginning Fund Balance	**330,914**	**78,114**	**170,117**	**175,710**	**220,789**	**50,672**	**30%**	**25,876**	**13%**
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%	3,015,899	198%
Charges, Fees, License, Permits, Fines	1,402,671	1,654,296	2,861,672	2,295,778	2,635,376	(226,296)	-8%	851,128	48%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	35,164	48,577	37,000	50,466	47,000	10,000	27%	2,264	5%
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%**	**3,869,291**	**115%**
Total Revenue	**2,825,212**	**3,087,259**	**10,168,789**	**4,723,043**	**7,440,338**	**(2,728,451)**	**-27%**	**3,895,167**	**110%**
Personnel Services	828,036	874,646	1,096,804	1,082,461	1,151,188	54,385	5%	222,807	24%
Materials and Services	1,184,721	947,541	930,986	1,372,156	929,756	(1,229)	0%	(238,383)	-20%
Capital Outlay	703,396	1,046,996	8,100,001	1,994,719	5,299,394	(2,800,607)	-35%	4,051,024	325%
Operating Expense	**2,716,153**	**2,869,183**	**10,127,790**	**4,449,336**	**7,380,338**	**(2,747,452)**	**-27%**	**4,035,448**	**121%**
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	42,154	42,137	41,000	52,918	60,000	19,000	46%	14,264	31%
Transfers	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Total Appropriated	**2,758,308**	**2,911,320**	**10,168,790**	**4,502,254**	**7,440,338**	**(2,728,452)**	**-27%**	**4,049,711**	**119%**
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%**	**4,049,711**	
Revenues Less Expenses	66,904	175,938	-	220,789	-				

Notes:
None

Facilities Management

Budget Presentation

Fiscal Year 2025-2026

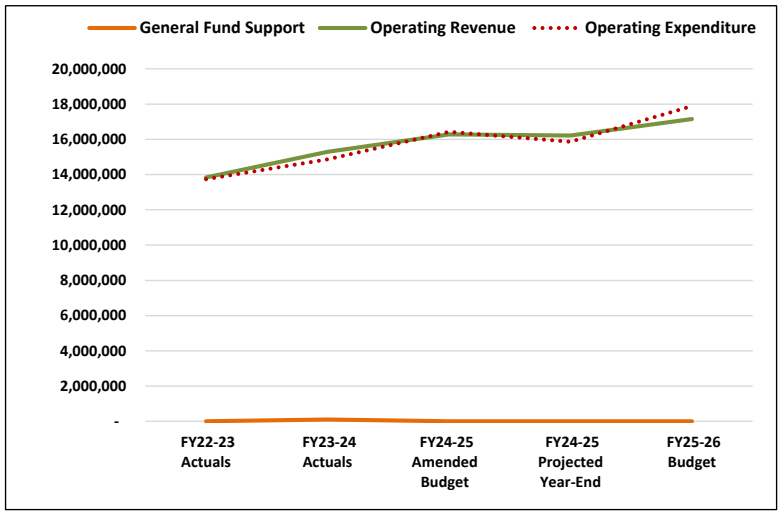
Line of Business	Program	FY25-26 Facilities Management Fund (744)	FY25-26 Total Budget	FY25-26 General Fund Support in Budget*	% of Total	FY25-26 FTE ** Total	Filled	Vacant
Courier & Mail Operations Services	Courier & Mail Operations	828,745	828,745	-	0%	3.7	3.7	-
Facilities Management	Facilities Administrative 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%	55.7	52.7	3.0
	$ Increase (Decrease)	1,377,864	1,377,864	-		2.4	1.0	1.4
	% Increase (Decrease)	8%	8%	-		4%	2%	47%

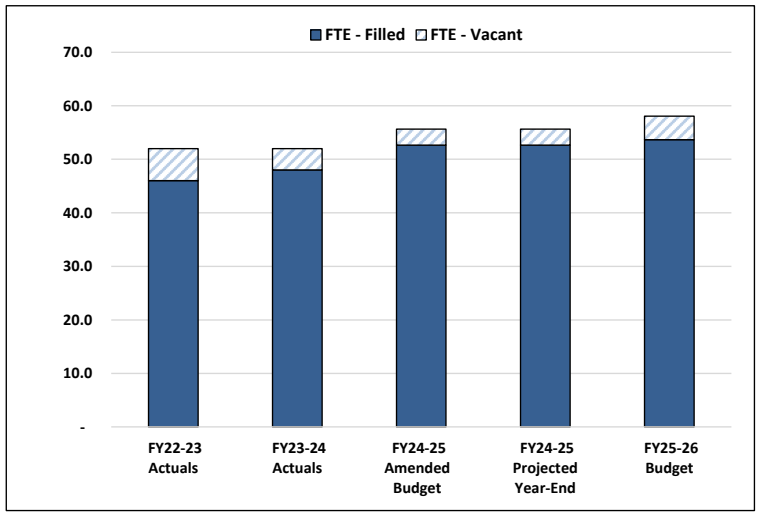
**** General Fund Support is a subsidy, net of any other revenue received by the department***

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

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

	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	Budget to Budget: $ Variance	Budget to Budget: % Variance	Budget to 3-Year Average: $ Variance	Budget to 3-Year Average: % Variance
Beginning Fund Balance	2,163,456	461,751	747,133	886,823	1,244,987	497,854	67%	74,310	6%
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	399,333	-	-	3,301	-	-	-	(134,211)	-100%
Charges, Fees, License, Permits	10,662,963	12,007,087	16,276,161	15,861,582	16,740,315	464,154	3%	3,896,438	30%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	2,772,882	3,177,808	463	353,925	416,318	415,855	89817%	(1,685,220)	-80%
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	-	99,545	-	-	-	-	-	(33,182)	-100%
Operating Revenue	**13,835,178**	**15,284,441**	**16,276,624**	**16,218,808**	**17,156,633**	**880,009**	**5%**	**2,043,824**	**14%**
Total Revenue	**15,998,634**	**15,746,192**	**17,023,757**	**17,105,631**	**18,401,620**	**1,377,863**	**8%**	**2,118,134**	**13%**
Personnel Services	6,337,104	7,266,683	8,134,913	7,670,342	8,640,555	505,642	6%	1,549,178	22%
Materials and Services	7,265,248	7,490,756	8,078,321	8,040,166	9,025,117	946,796	12%	1,426,393	19%
Capital Outlay	134,530	101,929	210,522	150,136	221,253	10,731	5%	92,388	72%
Operating Expenditure	**13,736,883**	**14,859,369**	**16,423,756**	**15,860,644**	**17,886,925**	**1,463,169**	**9%**	**3,067,960**	**21%**
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	1,800,000	-	-	-	-	-	-	(600,000)	-100%
Contingency	-	-	600,000	-	514,696	(85,304)	-14%	514,696	-
Total Appropriated	**15,536,883**	**14,859,369**	**17,023,756**	**15,860,644**	**18,401,621**	**1,377,865**	**8%**	**2,982,656**	**19%**
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Total Expense	**15,536,883**	**14,859,369**	**17,023,756**	**15,860,644**	**18,401,621**	**1,377,865**	**8%**	**2,982,656**	
Revenues Less Expenses	**461,751**	**886,823**	**-**	**1,244,987**	**-**				
Full Time Equivalent (FTE)				*As Of 03/2025*					
FTE - Total	52.0	52.0	55.7	55.7	58.1	2.4			
FTE - Filled	46.0	48.0	52.7	52.7	53.7	1.0			
FTE - Vacant	6.0	4.0	3.0	3.0	4.4	1.4			





FY25-26 Looking Ahead

CHALLENGES

Maintenance

- 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.

Construction

- Tariffs – May increase materials costs and create new long lead items.

Courier & Mail Operations

- Significant increase in both mail postage costs (+30%) and the volume (+26%) of mail processed.

OPPORTUNITIES

Construction

- Completing several high priority projects this calendar year (FY24-25) will allow Construction to work through the back log of smaller projects in FY25-26.
- Develop strategies and implement trades contracts to bridge gaps in our current workforce capabilities to ensure seamless deliverables to our customer base with faster completions.

Administrative Services

- In FY25-26 we are looking to begin the implementation of a new inventory management module within our asset management system. This should reduce the volume of unnecessary purchases of overstock, while also allowing us to set minimum and maximum order thresholds for common items. Once implemented, efficiencies in expenses (travel time and purchasing) should be realized.

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%	55.7	52.7	3.0
	$ Increase (Decrease)	1,377,864	1,377,864	-		2.4	1.0	1.4
	% Increase (Decrease)	8%	8%	-		4%	2%	47%

**** 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***

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

		FY 22-23 Actual	FY 23-24 Actual	FY 24-25 Target	FY 24-25 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%

Program includes:

Y
N
N

We must meet American with Disability Act (ADA), Occupational Safety and Health Administration (OSHA) and National Fire Protection Association (NFPA) requirements for the buildings.

CLACKAMAS COUNTY

150503-Facilities Maintenance

BCC Priority Alignment: Accountable Government

Program Budget Summary

						Budget-to-Budget:		Budget-to-3 Yr Avg:	
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	$ Variance	% Variance	$ Variance	% Variance
Beginning Fund Balance	**1,040,146**	**255,476**	**-**	**-**	**-**	**-**	**-**	**(431,874)**	**-100%**
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	396,042	-	-	3,301	-	-	-	(133,114)	-100%
Charges, Fees, License, Permits, Fines	8,068,758	7,868,110	8,195,688	7,790,502	8,513,662	317,974	4%	604,539	8%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	21,281	39,718	-	-	-	-	-	(20,333)	-100%
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%**	**451,092**	**6%**
Total Revenue	**9,526,227**	**8,163,303**	**8,195,688**	**7,793,803**	**8,513,662**	**317,974**	**4%**	**19,218**	**0%**
Personnel Services	3,475,127	3,753,041	4,311,770	4,061,409	4,436,352	124,582	3%	673,160	18%
Materials and Services	3,371,699	3,457,182	3,883,918	3,732,394	4,077,310	193,392	5%	556,885	16%
Capital Outlay	547	-	-	-	-	-	-	(182)	-100%
Operating Expense	**6,847,373**	**7,210,223**	**8,195,688**	**7,793,803**	**8,513,662**	**317,974**	**4%**	**1,229,863**	**17%**
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	1,277,710	-	-	-	-	-	-	(425,903)	-100%
Contingency	-	-	-	-	-	-	-	-	-
Total Appropriated	**8,125,083**	**7,210,223**	**8,195,688**	**7,793,803**	**8,513,662**	**317,974**	**4%**	**803,959**	**10%**
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Total Expense	**8,125,083**	**7,210,223**	**8,195,688**	**7,793,803**	**8,513,662**	**317,974**	**4%**	**803,959**	
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, TSB Building, Recovery Center and New 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), the addition of new locations, or requests for increased services

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

Administrative Services

		FY 22-23 Actual	FY 23-24 Actual	FY 24-25 Target	FY 24-25 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

CLACKAMAS COUNTY

150501-Facilities Administrative Services

BCC Priority Alignment: Accountable Government

Program Budget Summary

						Budget-to-Budget:		Budget-to-3 Yr Avg:	
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	$ Variance	% Variance	$ Variance	% Variance
Beginning Fund Balance	**2,921,785**	**50,000**	**388,523**	**886,823**	**1,244,987**	**856,464**	**220%**	**(41,216)**	**-3%**
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%	(300,265)	-13%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	43,141	6,761	463	463	1,500	1,037	224%	(15,288)	-91%
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%**	**(315,554)**	**-13%**
Total Revenue	**4,736,063**	**2,565,677**	**3,092,188**	**3,781,910**	**3,337,781**	**245,593**	**8%**	**(356,769)**	**-10%**
Personnel Services	1,525,047	1,614,674	1,826,118	1,784,279	2,136,388	310,270	17%	495,055	30%
Materials and Services	1,013,587	658,331	655,548	602,508	665,445	9,897	2%	(92,697)	-12%
Capital Outlay	129,189	81,232	210,522	150,136	221,253	10,731	5%	101,067	84%
Operating Expense	**2,667,823**	**2,354,236**	**2,692,188**	**2,536,923**	**3,023,085**	**330,898**	**12%**	**503,425**	**20%**
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	522,290	-	-	-	-	-	-	(174,097)	-100%
Contingency	-	-	400,000	-	314,696	(85,304)	-21%	314,696	-
Total Appropriated	**3,190,113**	**2,354,236**	**3,092,188**	**2,536,923**	**3,337,781**	**245,594**	**8%**	**644,024**	**24%**
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Total Expense	**3,190,113**	**2,354,236**	**3,092,188**	**2,536,923**	**3,337,781**	**160,290**	**5%**	**644,024**	
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 .

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

		FY 22-23 Actual	FY 23-24 Actual	FY 24-25 Target	FY 24-25 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:

N
N
N

Explain all "Yes" boxes below

CLACKAMAS COUNTY

150402-Courier & Mail Operations

BCC Priority Alignment: Accountable Government

Program Budget Summary

						Budget-to-Budget:		Budget-to-3 Yr Avg:	
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	$ Variance	% Variance	$ 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%	(66,460)	-14%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	56	272,223	-	351,245	414,818	414,818	-	206,977	100%
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	102,393	99,545	-	-	-	-	-	(67,313)	-100%
Operating Revenue	**853,840**	**668,278**	**712,586**	**744,503**	**828,745**	**116,159**	**16%**	**73,205**	**10%**
Total Revenue	**853,840**	**668,278**	**712,586**	**744,503**	**828,745**	**116,159**	**16%**	**73,205**	**10%**
Personnel Services	352,497	302,257	323,197	301,973	340,133	16,936	5%	21,224	7%
Materials and Services	405,800	389,153	389,389	442,530	488,613	99,224	25%	76,118	18%
Capital Outlay	-	25,942	-	-	-	-	-	(8,647)	-100%
Operating Expense	**758,297**	**717,353**	**712,586**	**744,503**	**828,745**	**116,159**	**16%**	**88,694**	**12%**
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Total Appropriated	**758,297**	**717,353**	**712,586**	**744,503**	**828,745**	**116,159**	**16%**	**88,694**	**12%**
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Total Expense	**758,297**	**717,353**	**712,586**	**744,503**	**828,745**	**116,159**	**16%**	**88,694**	
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 $450,000 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 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

		FY 22-23 Actual	FY 23-24 Actual	FY 24-25 Target	FY 24-25 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	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.

CLACKAMAS COUNTY

150502-Facilities Construction

BCC Priority Alignment: Accountable Government

Program Budget Summary

						Budget-to-Budget:		Budget-to-3 Yr Avg:	
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	$ Variance	% Variance	$ Variance	% Variance
Beginning Fund Balance	**761**	**106,275**	**-**	**-**	**-**	**-**	**-**	**(35,679)**	**-100%**
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	3,291	-	-	-	-	-	-	(1,097)	-100%
Charges, Fees, License, Permits, Fines	819,632	1,291,804	1,674,082	1,520,717	1,733,052	58,970	4%	522,334	43%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	-	2,727	-	2,217	-	-	-	(1,648)	-100%
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%**	**519,589**	**43%**
Total Revenue	**823,683**	**1,400,806**	**1,674,082**	**1,522,934**	**1,733,052**	**58,970**	**4%**	**483,911**	**39%**
Personnel Services	1,336,931	1,596,712	1,614,443	1,463,295	1,670,843	56,401	3%	205,197	14%
Materials and Services	104,971	90,322	59,639	59,639	62,209	2,570	4%	(22,769)	-27%
Capital Outlay	-	-	-	-	-	-	-	-	-
Operating Expense	**1,441,902**	**1,687,034**	**1,674,082**	**1,522,934**	**1,733,052**	**58,970**	**4%**	**182,428**	**12%**
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%**	**182,428**	**12%**
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Total Expense	**1,441,902**	**1,687,034**	**1,674,082**	**1,522,934**	**1,733,052**	**58,970**	**4%**	**182,428**	
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.

CLACKAMAS COUNTY

150504-Utilities

BCC Priority Alignment: Accountable Government

Program Budget Summary

						Budget-to-Budget:		Budget-to-3 Yr Avg:	
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	$ Variance	% Variance	$ Variance	% Variance
Beginning Fund Balance	**(1,848,936)**	**50,000**	**358,610**	**-**	**-**	**(358,610)**	**-100%**	**599,645**	**-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%	2,885,825	262%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	2,708,460	2,856,380	-	-	-	-	-	(1,854,947)	-100%
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%**	**1,030,879**	**35%**
Total Revenue	**862,961**	**2,948,127**	**3,349,212**	**3,262,481**	**3,988,380**	**639,168**	**19%**	**1,630,524**	**69%**
Personnel Services	-	-	59,385	59,386	56,839	(2,547)	-4%	37,043	187%
Materials and Services	2,769,442	2,900,628	3,089,827	3,203,095	3,731,541	641,714	21%	773,819	26%
Capital Outlay	-	-	-	-	-	-	-	-	-
Operating Expense	**2,769,442**	**2,900,628**	**3,149,212**	**3,262,481**	**3,788,380**	**639,167**	**20%**	**810,863**	**27%**
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
Contingency	-	-	200,000	-	200,000	-	0%	200,000	-
Total Appropriated	**2,769,442**	**2,900,628**	**3,349,212**	**3,262,481**	**3,988,380**	**639,167**	**19%**	**1,010,863**	**34%**
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Total Expense	**2,769,442**	**2,900,628**	**3,349,212**	**3,262,481**	**3,988,380**	**639,167**	**19%**	**1,010,863**	
Revenues Less Expenses	(1,906,481)	47,499	-	-	-				

Notes:
Utilities budgeted at previous fiscal year actuals + escalator from utility provider. Electricity 9.3%, Natural Gas 9.9%, Trash 7%, Water 4%. Minimal increase vs. FY24-25, as significant increases were budgeted for last year. New Courthouse Utility costs not included at this time, but projected at $580,000 in FY25-26 with budgeted funds in Contingency account until energy analysis is completed and provided.

Capital Projects

Budget Presentation

Fiscal Year 2025-2026

CLACKAMAS COUNTY

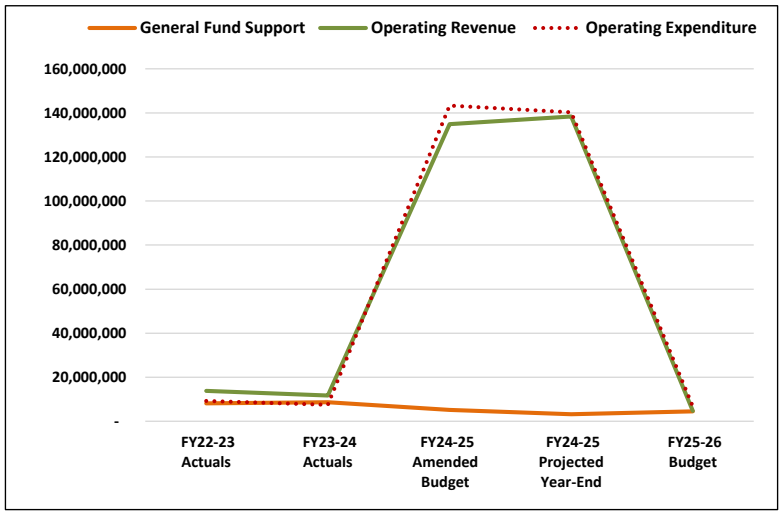
Capital Projects (150505)
Capital Projects
Department Budget Summary by Fund

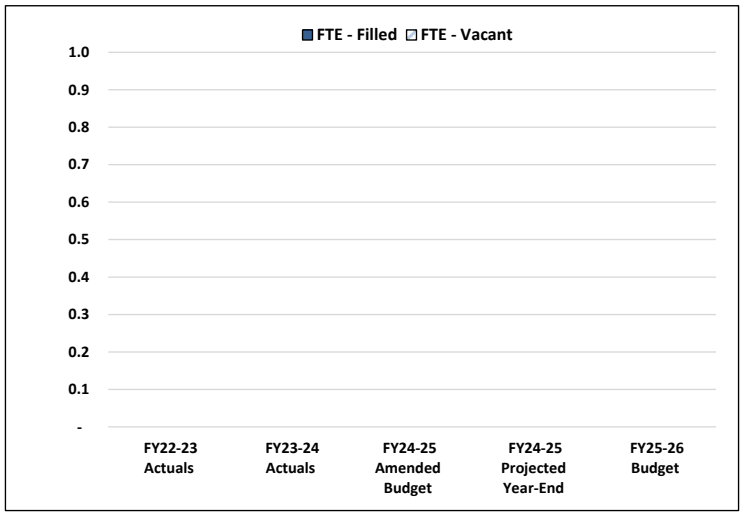
Line of Business	Program	FY25-26 Capital Projects Fund (420)	FY25-26 Special Grants Fund (230)	FY25-26 Total Budget	FY25-26 General Fund Support in Budget*	% of Total	FY25-26 Total FTE
Facilities Management	Capital Projects	15,737,341	637,741	16,375,082	4,500,000	27%	-
	TOTAL	15,737,341	637,741	16,375,082	4,500,000	27%	-
	FY24-25 Budget (Amended)	147,981,054	685,541	148,666,595	5,200,000	3%	-
	$ Increase (Decrease)	(132,243,713)	(47,800)	(132,291,513)	(700,000)		-
	% Increase (Decrease)	-89%	-7%	-89%	-13%		-

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

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

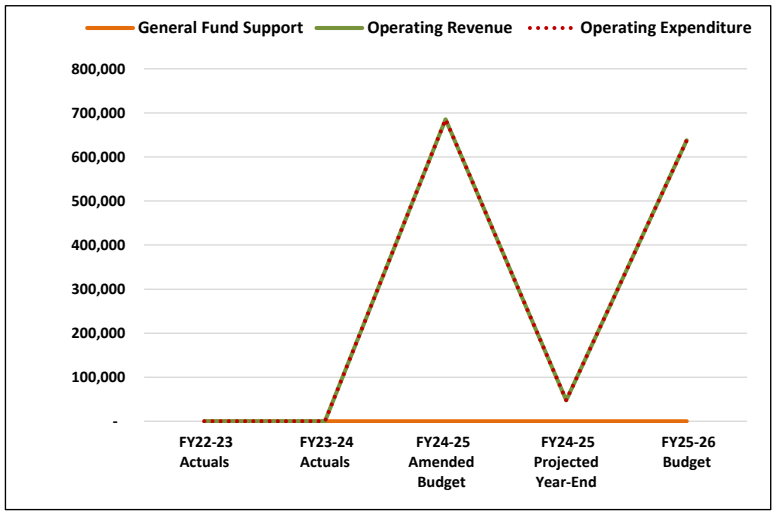
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	Budget to Budget: $ Variance	Budget to Budget: % Variance	Budget to 3-Year Average: $ Variance	Budget to 3-Year Average: % Variance
Beginning Fund Balance	4,730,507	9,308,263	13,081,054	12,935,627	11,037,341	(2,043,713)	-16%	2,045,875	23%
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	3,818,065	2,723,297	129,500,000	134,642,360	-	(129,500,000)	-100%	(47,061,240)	-100%
Charges, Fees, License, Permits	-	-	-	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	50,960	372,208	200,000	500,000	200,000	-	0%	(107,723)	-35%
Other Interfund Transfers	1,800,000	-	-	-	-	-	-	(600,000)	-100%
General Fund Support	8,140,132	8,645,606	5,200,000	3,232,150	4,500,000	(700,000)	-13%	(2,172,629)	-33%
Operating Revenue	**13,809,157**	**11,741,111**	**134,900,000**	**138,374,510**	**4,700,000**	**(130,200,000)**	**-97%**	**(49,941,593)**	**-91%**
Total Revenue	**18,539,664**	**21,049,373**	**147,981,054**	**151,310,137**	**15,737,341**	**(132,243,713)**	**-89%**	**(47,895,717)**	**-75%**
Personnel Services	-	-	-	-	-	-	-	-	-
Materials and Services	917,656	728,571	1,239,665	130,754,705	124,655	(1,115,009)	-90%	(44,008,989)	-100%
Capital Outlay	8,314,745	6,775,605	142,075,074	9,518,091	6,599,815	(135,475,259)	-95%	(1,602,999)	-20%
Operating Expenditure	**9,232,401**	**7,504,176**	**143,314,739**	**140,272,796**	**6,724,470**	**(136,590,268)**	**-95%**	**(45,611,987)**	**-87%**
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
Contingency	-	-	805,980	-	900,000	94,020	12%	900,000	-
Total Appropriated	**9,232,401**	**7,504,176**	**144,120,719**	**140,272,796**	**7,624,470**	**(136,496,248)**	**-95%**	**(44,711,987)**	**-85%**
Reserve for Future Expenditures	-	-	3,860,335	-	8,112,871	4,252,536	110%	8,112,871	-
Total Expense	**9,232,401**	**7,504,176**	**147,981,054**	**140,272,796**	**15,737,341**	**(132,243,712)**	**-89%**	**(36,599,116)**	
Revenues Less Expenses	**9,307,263**	**13,545,197**	**-**	**11,037,341**	**-**				
Full Time Equivalent (FTE)				*As Of 03/2025*					
FTE - Total	-	-	-	-	-	-			
FTE - Filled	-	-	-	-	-	-			
FTE - Vacant	-	-	-	-	-	-			

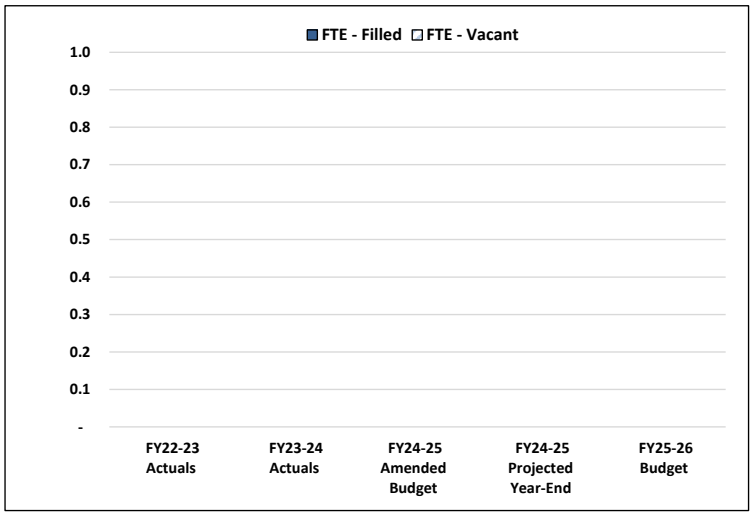




150505-Capital Projects / 230-Special Grants Fund
Summary of Revenue and Expense

	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	Budget to Budget: $ Variance	Budget to Budget: % Variance	Budget to 3-Year Average: $ Variance	Budget to 3-Year Average: % Variance
Beginning Fund Balance	-	-	-	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	-	685,541	47,800	637,741	(47,800)	-7%	621,808	3903%
Charges, Fees, License, Permits	-	-	-	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	-	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-	-	-
Operating Revenue	**-**	**-**	**685,541**	**47,800**	**637,741**	**(47,800)**	**-7%**	**621,808**	**3903%**
Total Revenue	**-**	**-**	**685,541**	**47,800**	**637,741**	**(47,800)**	**-7%**	**621,808**	**3903%**
Personnel Services	-	-	-	-	-	-	-	-	-
Materials and Services	-	-	-	-	-	-	-	-	-
Capital Outlay	-	-	685,541	47,800	637,741	(47,800)	-7%	621,808	3903%
Operating Expenditure	**-**	**-**	**685,541**	**47,800**	**637,741**	**(47,800)**	**-7%**	**621,808**	**3903%**
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Total Appropriated	**-**	**-**	**685,541**	**47,800**	**637,741**	**(47,800)**	**-7%**	**621,808**	**3903%**
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Total Expense	**-**	**-**	**685,541**	**47,800**	**637,741**	**(47,800)**	**-7%**	**621,808**	
Revenues Less Expenses	**-**	**-**	**-**	**-**	**-**				
Full Time Equivalent (FTE)				*As Of 03/2025*					
FTE - Total	-	-	-	-	-	-			
FTE - Filled	-	-	-	-	-	-			
FTE - Vacant	-	-	-	-	-	-			





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	5,200,000	3%	-
	$ Increase (Decrease)	(132,243,713)	(47,800)	(132,291,513)	(700,000)		-
	% Increase (Decrease)	-89%	-7%	-89%	-13%		-

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

CLACKAMAS COUNTY

150505-Capital Projects

BCC Priority Alignment: Accountable Government

Program Budget Summary

						Budget-to-Budget:		Budget-to-3 Yr Avg:	
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	$ Variance	% Variance	$ Variance	% Variance
Beginning Fund Balance	**4,780,207**	**9,308,263**	**13,081,054**	**12,935,627**	**11,037,341**	**(2,043,713)**	**-16%**	**2,029,309**	**23%**
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	3,818,065	2,723,297	130,185,541	134,690,160	637,741	(129,547,800)	-100%	(46,439,433)	-99%
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%	(107,723)	-35%
Other Interfund Transfers	1,800,000	-	-	-	-	-	-	(600,000)	-100%
General Fund Support	8,140,132	8,645,606	5,200,000	3,232,150	4,500,000	(700,000)	-13%	(2,172,629)	-33%
Operating Revenue	**13,809,157**	**11,741,111**	**135,585,541**	**138,422,310**	**5,337,741**	**(130,247,800)**	**-96%**	**(49,319,785)**	**-90%**
Total Revenue	**18,589,364**	**21,049,373**	**148,666,595**	**151,357,937**	**16,375,082**	**(132,291,513)**	**-89%**	**(47,290,476)**	**-74%**
Personnel Services	-	-	-	-	-	-	-	-	-
Materials and Services	923,206	723,712	1,239,665	130,754,705	124,655	(1,115,009)	-90%	(44,009,219)	-100%
Capital Outlay	8,319,539	6,770,360	142,760,615	9,565,891	7,237,556	(135,523,059)	-95%	(981,041)	-12%
Operating Expense	**9,242,745**	**7,494,071**	**144,000,280**	**140,320,596**	**7,362,211**	**(136,638,068)**	**-95%**	**(44,990,259)**	**-86%**
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
Contingency	-	-	805,980	-	900,000	94,020	12%	900,000	-
Total Appropriated	**9,242,745**	**7,494,071**	**144,806,260**	**140,320,596**	**8,262,211**	**(136,544,048)**	**-94%**	**(44,090,259)**	**-84%**
Reserve for Future Expenditures	-	-	3,860,335	-	8,112,871	4,252,536	110%	8,112,871	-
Total Expense	**9,242,745**	**7,494,071**	**148,666,595**	**140,320,596**	**16,375,082**	**(132,197,492)**	**-89%**	**(35,977,388)**	
Revenues Less Expenses	9,346,619	13,555,302	-	11,037,341	-				

Notes:
FY24-25: Program budget includes 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

Budget Presentation

Fiscal Year 2025-2026

CLACKAMAS COUNTY

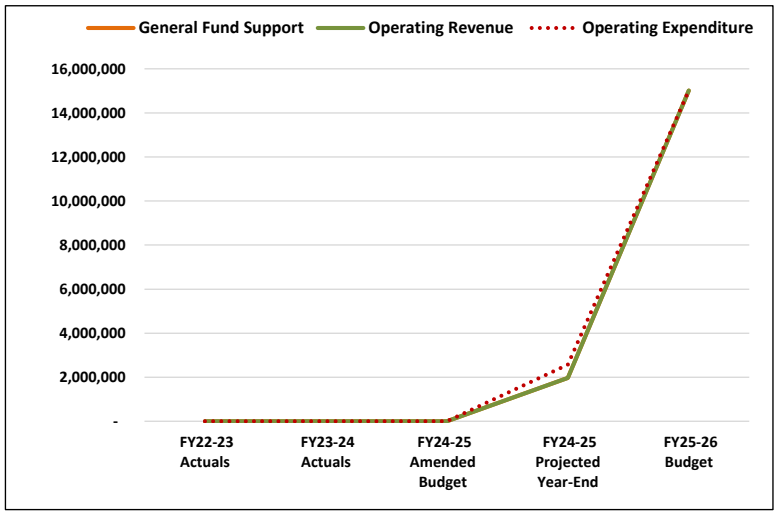
Courthouse (29)
Courthouse
Department Budget Summary by Fund

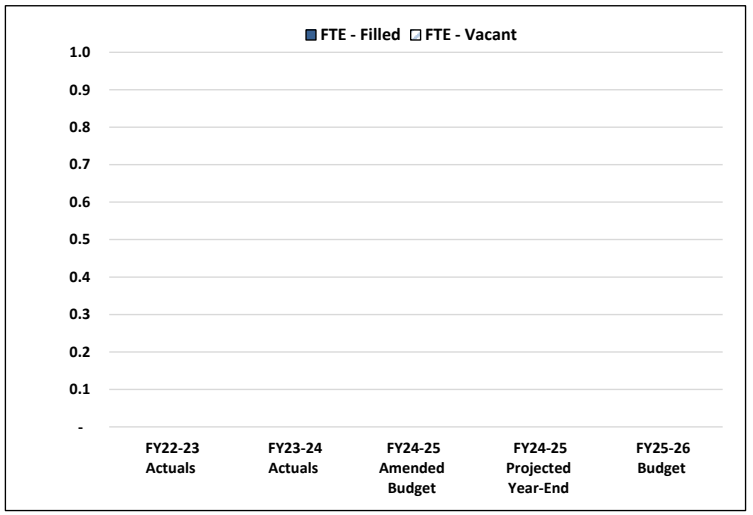
Line of Business	Program	FY25-26 Capital Projects Fund (420)	FY25-26 Total Budget	FY25-26 General Fund Support in Budget*	% of Total	FY25-26 Total FTE
Courthouse	Courthouse	15,018,460	15,018,460	15,018,460	100%	-
	TOTAL	15,018,460	15,018,460	15,018,460	100%	-
	FY24-25 Budget (Amended)	-	-	-		-
	$ Increase (Decrease)	15,018,460	15,018,460	15,018,460		-
	% Increase (Decrease)	-	-	-		-

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

29-Courthouse / 420-Capital Projects
Summary of Revenue and Expense

	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	Budget to Budget: $ Variance	Budget to Budget: % Variance	Budget to 3-Year Average: $ Variance	Budget to 3-Year Average: % Variance
Beginning Fund Balance	-	-	-	609,570	-	-	-	(203,190)	-100%
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	-	-	-	-	-	-	-	-
Charges, Fees, License, Permits	-	-	-	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	-	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	-	-	-	1,967,850	15,018,460	15,018,460	-	14,362,510	2190%
Operating Revenue	**-**	**-**	**-**	**1,967,850**	**15,018,460**	**15,018,460**	**-**	**14,362,510**	**2190%**
Total Revenue	**-**	**-**	**-**	**2,577,420**	**15,018,460**	**15,018,460**	**-**	**14,159,320**	**1648%**
Personnel Services	-	-	-	-	-	-	-	-	-
Materials and Services	-	-	-	761,280	4,121,620	4,121,620	-	3,867,860	1524%
Capital Outlay	-	-	-	1,816,140	10,896,840	10,896,840	-	10,291,460	1700%
Operating Expenditure	**-**	**-**	**-**	**2,577,420**	**15,018,460**	**15,018,460**	**-**	**14,159,320**	**1648%**
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Total Appropriated	**-**	**-**	**-**	**2,577,420**	**15,018,460**	**15,018,460**	**-**	**14,159,320**	**1648%**
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Total Expense	**-**	**-**	**-**	**2,577,420**	**15,018,460**	**15,018,460**	**-**	**14,159,320**	
Revenues Less Expenses	**-**	**-**	**-**	**-**	**-**				
Full Time Equivalent (FTE)				*As Of 03/2025*					
FTE - Total	-	-	-	-	-	-			
FTE - Filled	-	-	-	-	-	-			
FTE - Vacant	-	-	-	-	-	-			





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)	-	-	-		-
	$ Increase (Decrease)	15,018,460	15,018,460	15,018,460		-
	% Increase (Decrease)	-	-	-		-

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

CLACKAMAS COUNTY

290101-Courthouse

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

Program Budget Summary

						Budget-to-Budget:		Budget-to-3 Yr Avg:	
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	$ Variance	% Variance	$ Variance	% Variance
Beginning Fund Balance	**-**	**-**	**-**	**609,570**	**-**	**-**	**-**	**(203,190)**	**-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	15,018,460	15,018,460	-	14,362,510	2190%
Operating Revenue	**-**	**-**	**-**	**1,967,850**	**15,018,460**	**15,018,460**	**-**	**14,362,510**	**2190%**
Total Revenue	**-**	**-**	**-**	**2,577,420**	**15,018,460**	**15,018,460**	**-**	**14,159,320**	**1648%**
Personnel Services	-	-	-	-	-	-	-	-	-
Materials and Services	-	-	-	761,280	4,121,620	4,121,620	-	3,867,860	1524%
Capital Outlay	-	-	-	1,816,140	10,896,840	10,896,840	-	10,291,460	1700%
Operating Expense	**-**	**-**	**-**	**2,577,420**	**15,018,460**	**15,018,460**	**-**	**14,159,320**	**1648%**
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Total Appropriated	**-**	**-**	**-**	**2,577,420**	**15,018,460**	**15,018,460**	**-**	**14,159,320**	**1648%**
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Total Expense	**-**	**-**	**-**	**2,577,420**	**15,018,460**	**15,018,460**	**-**	**14,159,320**	
Revenues Less Expenses	-	-	-	-	-				

Notes:
New COA for Courthouse annual payment

Non-Departmental

Budget Presentation

Fiscal Year 2025-2026

Non Departmental (00)

Department Budget Summary by Fund

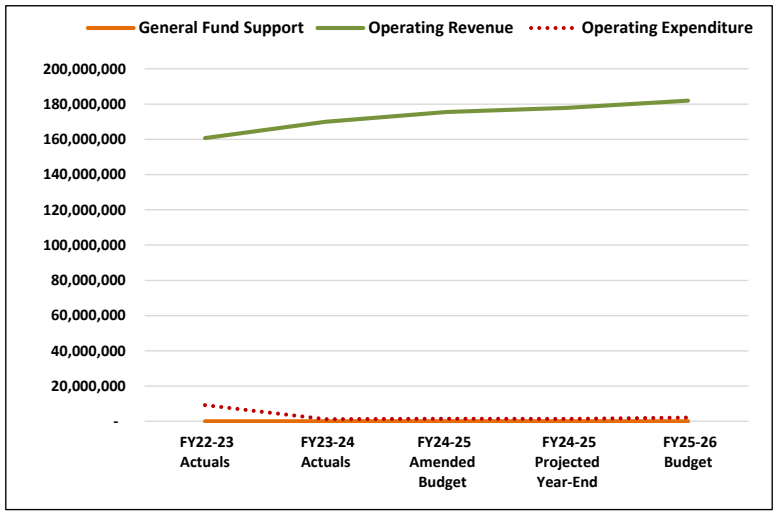
Line of Business	Program	FY25-26 General Fund (100)	FY25-26 Special Grants Fund (230)**	FY25-26 Clackamas County Debt Service (320)	FY25-26 Clackamas County Debt Service - GO (321)	FY25-26 Total Budget	FY25-26 General Fund Support in Budget*	% of Total	FY25-26 Total FTE
Non Departmental	Non Departmental	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	$ 15,722,638	$ 9,811,838	$ 5,735,325	$ 292,150,421	$ 4,917,877	2%	-
$ Increase (Decrease)		$ 25,258,594	$ 29,878,996	$ 86,887	$ 161,250	$ 55,385,727	$ (25,790)		
% Increase (Decrease)		9.7%	190.0%	0.9%	2.8%	19.0%	-0.5%		

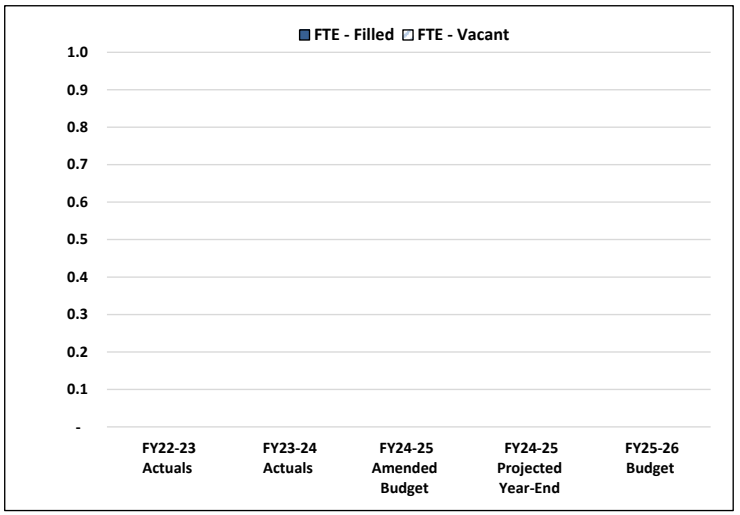
General Fund Support is a subsidy, net of any other revenue received by the department

****ARPA funding is disbursed to departments from Fund 230 Non-Departmental. Fund 230 also includes $5.0M in Opioid funding in FY25-26***

00-Non Departmental / 100-General Fund
Summary of Revenue and Expense

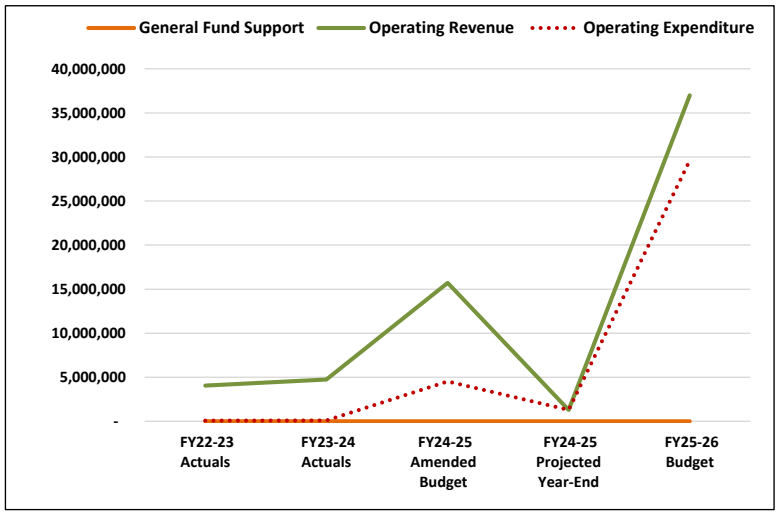
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	Budget to Budget: $ Variance	Budget to Budget: % Variance	Budget to 3-Year Average: $ Variance	Budget to 3-Year Average: % Variance
Beginning Fund Balance	76,831,750	81,553,257	85,405,620	91,570,489	104,154,209	18,748,589	22%	20,835,710	25%
Taxes	152,567,794	158,624,899	165,800,000	166,800,000	172,500,000	6,700,000	4%	13,169,102	8%
Federal, State, Local, All Other Gifts	5,130,959	6,004,336	5,640,000	5,717,000	5,650,000	10,000	0%	32,569	1%
Charges, Fees, License, Permits	2,259	2,326	-	2,756	-	-	-	(2,447)	-100%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	3,043,271	5,321,808	4,035,000	5,333,864	3,835,000	(200,000)	-5%	(731,314)	-16%
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-	-	-
Operating Revenue	**160,744,282**	**169,953,369**	**175,475,000**	**177,853,620**	**181,985,000**	**6,510,000**	**4%**	**12,467,910**	**7%**
Total Revenue	**237,576,032**	**251,506,626**	**260,880,620**	**269,424,109**	**286,139,209**	**25,258,589**	**10%**	**33,303,620**	**13%**
Personnel Services	3,669,227	260,952	-	-	-	-	-	(1,310,060)	-100%
Materials and Services	5,480,335	973,580	1,445,740	1,345,741	2,081,525	635,784	44%	(518,361)	-20%
Capital Outlay	-	-	-	-	-	-	-	-	-
Operating Expenditure	**9,149,562**	**1,234,532**	**1,445,740**	**1,345,741**	**2,081,525**	**635,784**	**44%**	**(1,828,420)**	**-47%**
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	277,899	-	139,686	139,686	-	(139,686)	-100%	(139,195)	-100%
Transfers	148,885,207	157,782,723	164,076,251	164,000,000	184,187,919	20,111,668	12%	27,298,609	17%
Contingency	-	-	21,088,000	-	22,508,000	1,420,000	7%	22,508,000	-
Total Appropriated	**158,312,668**	**159,017,255**	**186,749,677**	**165,485,427**	**208,777,444**	**22,027,766**	**12%**	**47,838,993**	**30%**
Reserve for Future Expenditures	-	-	18,389,000	-	19,450,000	1,061,000	6%	19,450,000	-
Total Expense	**158,312,668**	**159,017,255**	**205,138,677**	**165,485,427**	**228,227,444**	**23,088,766**	**11%**	**67,288,993**	
Revenues Less Expenses	**79,263,364**	**92,489,371**	**55,741,943**	**103,938,682**	**57,911,765**				
Full Time Equivalent (FTE)				*As Of 03/2025*					
FTE - Total	-	-	-	-	-	-			
FTE - Filled	-	-	-	-	-	-			
FTE - Vacant	-	-	-	-	-	-			

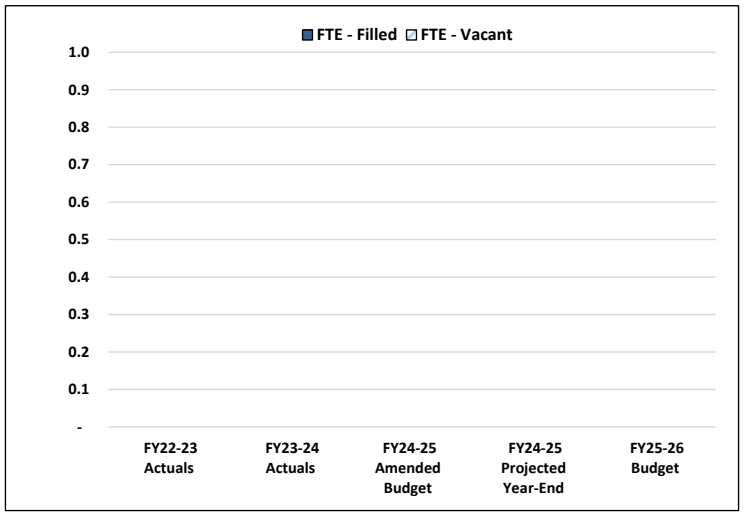




00-Non Departmental / 230-Special Grants Fund
Summary of Revenue and Expense

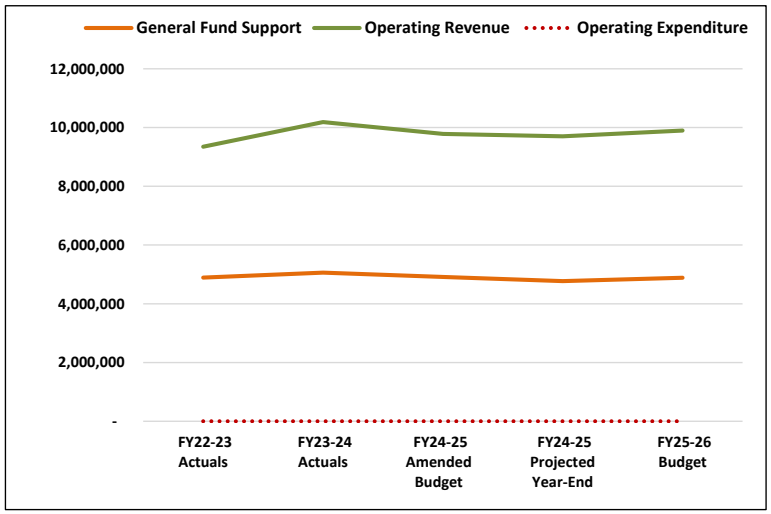
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	Budget to Budget: $ Variance	Budget to Budget: % Variance	Budget to 3-Year Average: $ Variance	Budget to 3-Year Average: % Variance
Beginning Fund Balance	107,419	3,950,350	-	8,608,769	8,608,769	8,608,769	-	4,386,590	104%
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	-	9,192,713	-	32,000,000	22,807,287	248%	32,000,000	-
Charges, Fees, License, Permits	-	-	-	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	4,062,860	4,749,274	6,529,926	1,300,000	4,992,865	(1,537,061)	-24%	1,622,154	48%
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-	-	-
Operating Revenue	**4,062,860**	**4,749,274**	**15,722,639**	**1,300,000**	**36,992,865**	**21,270,226**	**135%**	**33,622,154**	**997%**
Total Revenue	**4,170,278**	**8,699,624**	**15,722,639**	**9,908,769**	**45,601,634**	**29,878,995**	**190%**	**38,008,744**	**501%**
Personnel Services	-	-	-	-	-	-	-	-	-
Materials and Services	69,033	90,855	4,522,481	1,300,000	29,601,634	25,079,153	555%	29,115,005	5983%
Capital Outlay	-	-	-	-	-	-	-	-	-
Operating Expenditure	**69,033**	**90,855**	**4,522,481**	**1,300,000**	**29,601,634**	**25,079,153**	**555%**	**29,115,005**	**5983%**
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	11,200,157	-	16,000,000	4,799,843	43%	16,000,000	-
Transfers	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Total Appropriated	**69,033**	**90,855**	**15,722,638**	**1,300,000**	**45,601,634**	**29,878,996**	**190%**	**45,115,005**	**9271%**
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Total Expense	**69,033**	**90,855**	**15,722,638**	**1,300,000**	**45,601,634**	**29,878,996**	**190%**	**45,115,005**	
Revenues Less Expenses	**4,101,246**	**8,608,769**	**-**	**8,608,769**	**-**				
Full Time Equivalent (FTE)				*As Of 03/2025*					
FTE - Total	-	-	-	-	-	-			
FTE - Filled	-	-	-	-	-	-			
FTE - Vacant	-	-	-	-	-	-			

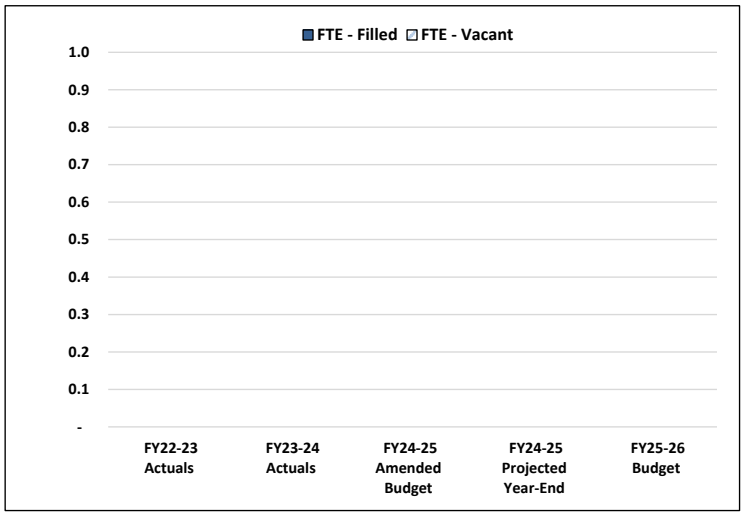




00-Non Departmental / 320-Clackamas County Debt Service
Summary of Revenue and Expense

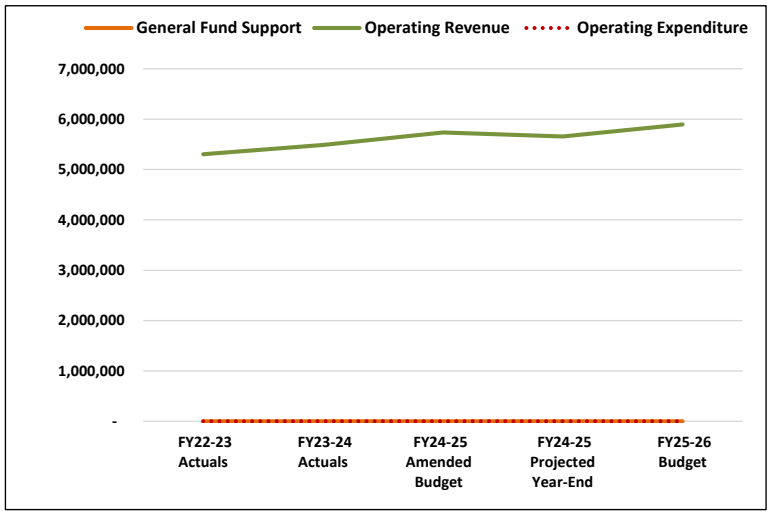
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	Budget to Budget: $ Variance	Budget to Budget: % Variance	Budget to 3-Year Average: $ Variance	Budget to 3-Year Average: % Variance
Beginning Fund Balance	98,217	18,054	30,054	110,618	-	(30,054)	-100%	(75,630)	-100%
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	-	-	-	-	-	-	-	-
Charges, Fees, License, Permits	304,570	-	-	-	-	-	-	(101,523)	-100%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	2,862,759	3,210,915	2,948,750	3,010,750	3,092,244	143,494	5%	64,102	2%
Other Interfund Transfers	1,283,956	1,913,825	1,915,157	1,915,157	1,914,394	(763)	0%	210,081	12%
General Fund Support	4,897,989	5,062,980	4,917,877	4,775,313	4,892,087	(25,790)	-1%	(20,007)	0%
Operating Revenue	**9,349,275**	**10,187,721**	**9,781,784**	**9,701,220**	**9,898,725**	**116,941**	**1%**	**152,653**	**2%**
Total Revenue	**9,447,492**	**10,205,775**	**9,811,838**	**9,811,838**	**9,898,725**	**86,887**	**1%**	**77,023**	**1%**
Personnel Services	-	-	-	-	-	-	-	-	-
Materials and Services	-	-	-	-	-	-	-	-	-
Capital Outlay	-	-	-	-	-	-	-	-	-
Operating Expenditure	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Debt Service	9,429,438	10,095,156	9,811,838	9,811,838	9,898,725	86,887	1%	119,914	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%**	**119,914**	**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%**	**119,914**	
Revenues Less Expenses	**18,054**	**110,618**	**-**	**-**	**-**				
Full Time Equivalent (FTE)				*As Of 03/2025*					
FTE - Total	-	-	-	-	-	-			
FTE - Filled	-	-	-	-	-	-			
FTE - Vacant	-	-	-	-	-	-			

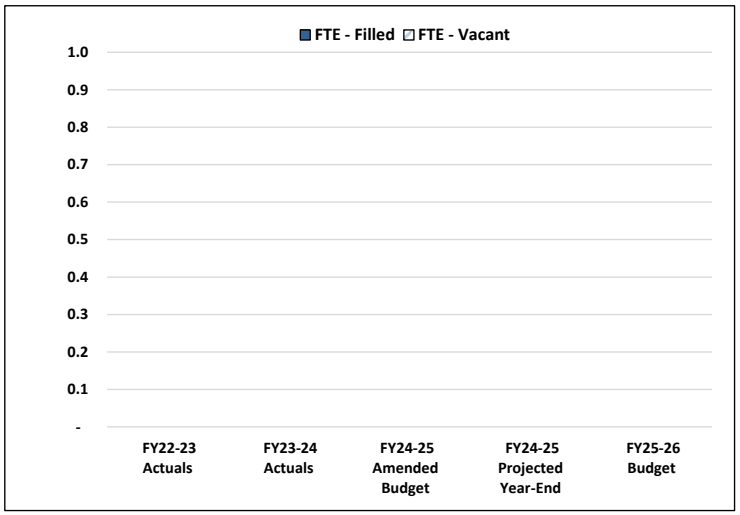




00-Non Departmental / 321-Clackamas County Debt Service - GO
Summary of Revenue and Expense

	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	Budget to Budget: $ Variance	Budget to Budget: % Variance	Budget to 3-Year Average: $ Variance	Budget to 3-Year Average: % Variance
Beginning Fund Balance	304,796	173,715	-	80,187	-	-	-	(186,233)	-100%
Taxes	5,232,540	5,375,864	5,735,325	5,631,500	5,881,225	145,900	3%	467,924	9%
Federal, State, Local, All Other Gifts	546	1,563	-	350	350	350	-	(469)	-57%
Charges, Fees, License, Permits	-	-	-	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	71,658	110,370	-	23,288	15,000	15,000	-	(53,439)	-78%
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%**	**414,015**	**8%**
Total Revenue	**5,609,540**	**5,661,512**	**5,735,325**	**5,735,325**	**5,896,575**	**161,250**	**3%**	**227,783**	**4%**
Personnel Services	-	-	-	-	-	-	-	-	-
Materials and Services	-	-	-	-	-	-	-	-	-
Capital Outlay	-	-	-	-	-	-	-	-	-
Operating Expenditure	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Debt Service	5,435,825	5,581,325	5,735,325	5,735,325	5,896,575	161,250	3%	312,417	6%
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Total Appropriated	**5,435,825**	**5,581,325**	**5,735,325**	**5,735,325**	**5,896,575**	**161,250**	**3%**	**312,417**	**6%**
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Total Expense	**5,435,825**	**5,581,325**	**5,735,325**	**5,735,325**	**5,896,575**	**161,250**	**3%**	**312,417**	
Revenues Less Expenses	**173,715**	**80,187**	**-**	**-**	**-**				
Full Time Equivalent (FTE)				*As Of 03/2025*					
FTE - Total	-	-	-	-	-	-			
FTE - Filled	-	-	-	-	-	-			
FTE - Vacant	-	-	-	-	-	-			





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	$ 15,722,638	$ 9,811,838	$ 5,735,325	$ 292,150,421	$ 4,917,877	2%	-
$ Increase (Decrease)		$ 25,258,594	$ 29,878,996	$ 86,887	$ 161,250	$ 55,385,727	$ (25,790)		
% Increase (Decrease)		9.7%	190.0%	0.9%	2.8%	19.0%	-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 $5.0M in Opioid funding in FY25-26***

CLACKAMAS COUNTY

000202-Non Departmental

BCC Priority Alignment: Accountable Government

Program Budget Summary

						Budget-to-Budget:		Budget-to-3 Yr Avg:	
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	$ Variance	% Variance	$ Variance	% Variance
Beginning Fund Balance	**76,939,169**	**85,503,607**	**85,405,620**	**100,179,258**	**112,762,978**	**27,357,358**	**32%**	**25,222,300**	**29%**
Taxes	152,567,794	158,624,899	165,800,000	166,800,000	172,500,000	6,700,000	4%	13,169,102	8%
Federal, State, Local, All Other Gifts	5,130,959	6,004,336	14,832,713	5,717,000	37,650,000	22,817,287	154%	32,032,569	570%
Charges, Fees, License, Permits, Fines	2,259	2,326	-	2,756	-	-	-	(2,447)	-100%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	7,106,131	10,071,081	10,564,926	6,633,864	8,827,865	(1,737,061)	-16%	890,840	11%
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-	-	-
Operating Revenue	**164,807,142**	**174,702,642**	**191,197,639**	**179,153,620**	**218,977,865**	**27,780,226**	**15%**	**46,090,064**	**27%**
Total Revenue	**241,746,311**	**260,206,250**	**276,603,259**	**279,332,878**	**331,740,843**	**55,137,584**	**20%**	**71,312,364**	**27%**
Personnel Services	3,669,227	260,952	-	-	-	-	-	(1,310,060)	-100%
Materials and Services	5,549,368	1,064,434	5,968,222	2,645,741	31,683,158	25,714,937	431%	28,596,644	927%
Capital Outlay	-	-	-	-	-	-	-	-	-
Operating Expense	**9,218,595**	**1,325,386**	**5,968,222**	**2,645,741**	**31,683,158**	**25,714,937**	**431%**	**27,286,584**	**621%**
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	277,899	-	11,339,843	139,686	16,000,000	4,660,157	41%	15,860,805	11395%
Transfers	148,885,207	157,782,723	164,076,251	164,000,000	184,187,919	20,111,668	12%	27,298,609	17%
Contingency	-	-	21,088,000	-	22,508,000	1,420,000	7%	22,508,000	-
Total Appropriated	**158,381,701**	**159,108,110**	**202,472,316**	**166,785,427**	**254,379,077**	**51,906,762**	**26%**	**92,953,998**	**58%**
Reserve for Future Expenditures	-	-	18,389,000	-	19,450,000	1,061,000	6%	19,450,000	-
Total Expense	**158,381,701**	**159,108,110**	**220,861,316**	**166,785,427**	**273,829,077**	**74,499,430**	**34%**	**112,403,998**	
Revenues Less Expenses	83,364,610	101,098,140	55,741,943	112,547,451	57,911,766				

Notes:
None

CLACKAMAS COUNTY

000302-FFC Bonds

BCC Priority Alignment: Accountable Government

Program Budget Summary

						Budget-to-Budget:		Budget-to-3 Yr Avg:	
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	$ Variance	% Variance	$ Variance	% Variance
Beginning Fund Balance	**98,217**	**18,054**	**30,054**	**110,618**	**-**	**(30,054)**	**-100%**	**(75,630)**	**-100%**
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	-	-	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines	304,570	-	-	-	-	-	-	(101,523)	-100%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	2,862,759	3,210,915	2,948,750	3,010,750	3,092,244	143,494	5%	64,102	2%
Other Interfund Transfers	1,283,956	1,913,825	1,915,157	1,915,157	1,914,394	(763)	0%	210,081	12%
General Fund Support	4,897,989	5,062,980	4,917,877	4,775,313	4,892,087	(25,790)	-1%	(20,007)	0%
Operating Revenue	**9,349,275**	**10,187,721**	**9,781,784**	**9,701,220**	**9,898,725**	**116,941**	**1%**	**152,653**	**2%**
Total Revenue	**9,447,492**	**10,205,775**	**9,811,838**	**9,811,838**	**9,898,725**	**86,887**	**1%**	**77,023**	**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%	119,914	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%**	**119,914**	**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%**	**119,914**	
Revenues Less Expenses	18,054	110,618	-	-	-				

Notes:
None

CLACKAMAS COUNTY

000303-GO Debt

BCC Priority Alignment: Accountable Government

Program Budget Summary

						Budget-to-Budget:		Budget-to-3 Yr Avg:	
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	$ Variance	% Variance	$ Variance	% Variance
Beginning Fund Balance	**304,796**	**173,715**	**-**	**80,187**	**-**	**-**	**-**	**(186,233)**	**-100%**
Taxes	5,232,540	5,375,864	5,735,325	5,631,500	5,881,225	145,900	3%	467,924	9%
Federal, State, Local, All Other Gifts	546	1,563	-	350	350	350	-	(469)	-57%
Charges, Fees, License, Permits, Fines	-	-	-	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	71,658	110,370	-	23,288	15,000	15,000	-	(53,439)	-78%
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%**	**414,015**	**8%**
Total Revenue	**5,609,540**	**5,661,512**	**5,735,325**	**5,735,325**	**5,896,575**	**161,250**	**3%**	**227,783**	**4%**
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%	312,417	6%
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Total Appropriated	**5,435,825**	**5,581,325**	**5,735,325**	**5,735,325**	**5,896,575**	**161,250**	**3%**	**312,417**	**6%**
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Total Expense	**5,435,825**	**5,581,325**	**5,735,325**	**5,735,325**	**5,896,575**	**161,250**	**3%**	**312,417**	
Revenues Less Expenses	173,715	80,187	-	-	-				

Notes:
None

Miscellaneous and Pass-Through

Budget Presentation
Fiscal Year 2025-2026

Misc / Pass-Through (80)

Department Budget Summary by Fund

Line of Business	Program	FY25-26 General Fund (100)	FY25-26 County School Fund (204)	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
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)	34,276,331	577,000	765,000	35,618,331	64,783	0.2%	200.8	187.8	13.0
	$ Increase (Decrease)	1,915,857	33,000	17,000	1,965,857	(64,783)		2.0	2.0	0.0
	% Increase (Decrease)	5.6%	5.7%	2.2%	5.5%	(1)		1.0%	1.1%	0.0%

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

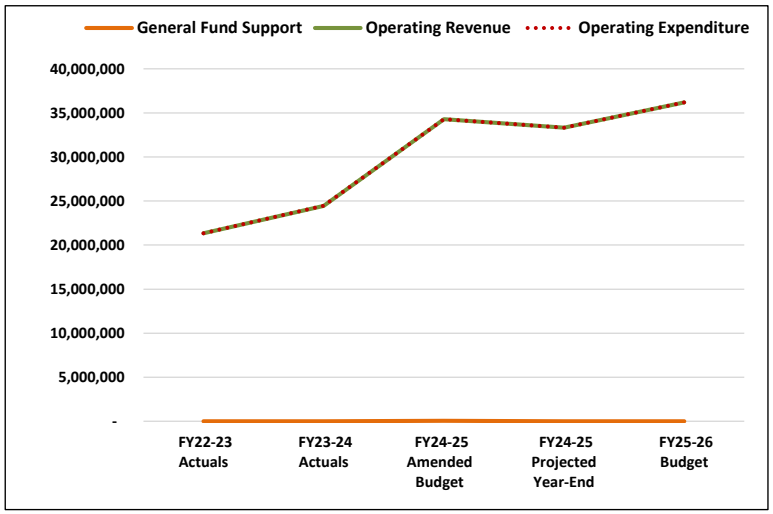
***** FY25-26 FTE: The figures align to each department's updated personnel counts***

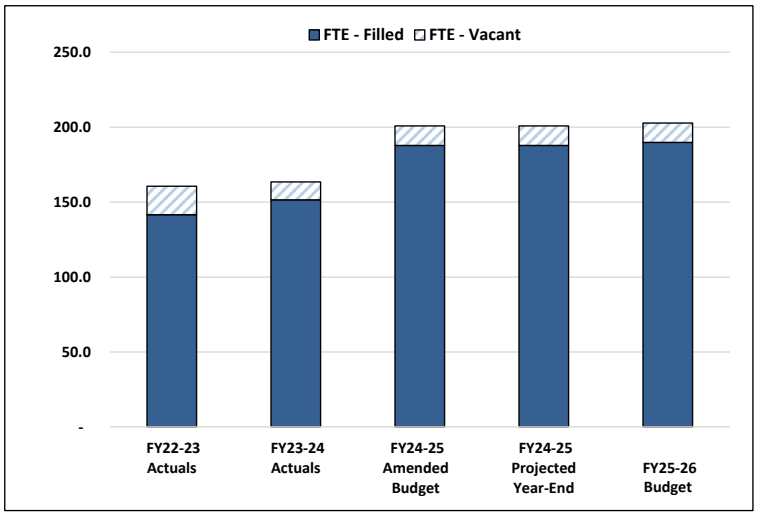
Public, Education & Government (PEG) pass-through is shown in the Department of Public & Government Affairs' (PGA) reports

Transportation System Development Charges (TSDC) pass-throughs are shown in the Transportation & Development Department (DTD) reports

80-Misc/Pass-Through / 100-General Fund
Summary of Revenue and Expense

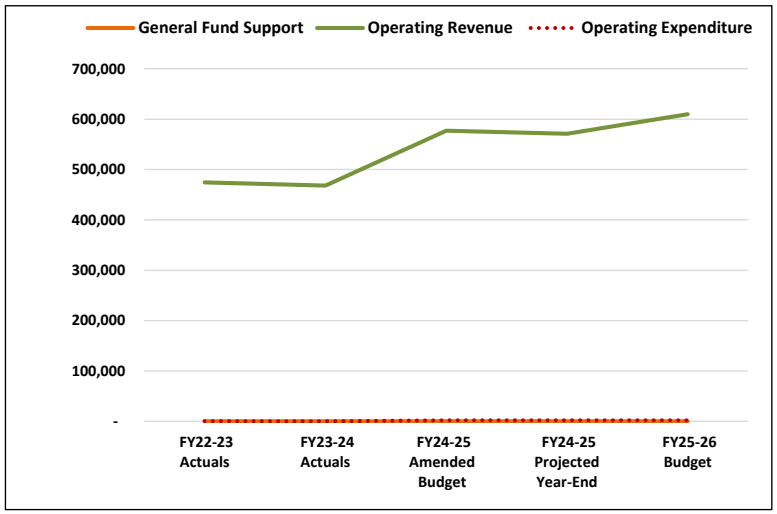
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	Budget to Budget: $ Variance	Budget to Budget: % Variance	Budget to 3-Year Average: $ Variance	Budget to 3-Year Average: % Variance
Beginning Fund Balance	-	-	-	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	-	-	-	-	-	-	-	-
Charges, Fees, License, Permits	-	-	-	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	21,342,564	24,439,977	34,211,548	33,329,679	36,192,188	1,980,640	6%	9,821,448	37%
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	-	-	64,783	-	-	(64,783)	-100%	-	-
Operating Revenue	**21,342,564**	**24,439,977**	**34,276,331**	**33,329,679**	**36,192,188**	**1,915,857**	**6%**	**9,821,448**	**37%**
Total Revenue	**21,342,564**	**24,439,977**	**34,276,331**	**33,329,679**	**36,192,188**	**1,915,857**	**6%**	**9,821,448**	**37%**
Personnel Services	21,344,611	24,451,683	34,276,331	33,329,679	36,192,189	1,915,858	6%	9,816,865	37%
Materials and Services	-	-	-	-	-	-	-	-	-
Capital Outlay	-	-	-	-	-	-	-	-	-
Operating Expenditure	**21,344,611**	**24,451,683**	**34,276,331**	**33,329,679**	**36,192,189**	**1,915,858**	**6%**	**9,816,865**	**37%**
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Total Appropriated	**21,344,611**	**24,451,683**	**34,276,331**	**33,329,679**	**36,192,189**	**1,915,858**	**6%**	**9,816,865**	**37%**
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Total Expense	**21,344,611**	**24,451,683**	**34,276,331**	**33,329,679**	**36,192,189**	**1,915,858**	**6%**	**9,816,865**	
Revenues Less Expenses	**(2,047)**	**(11,706)**	**-**	**-**	**-**				
Full Time Equivalent (FTE)				*As Of 03/2025*					
FTE - Total	160.5	163.5	200.8	200.8	202.8	2.0			
FTE - Filled	141.5	151.5	187.8	187.8	189.8	2.0			
FTE - Vacant	19.0	12.0	13.0	13.0	13.0	-			

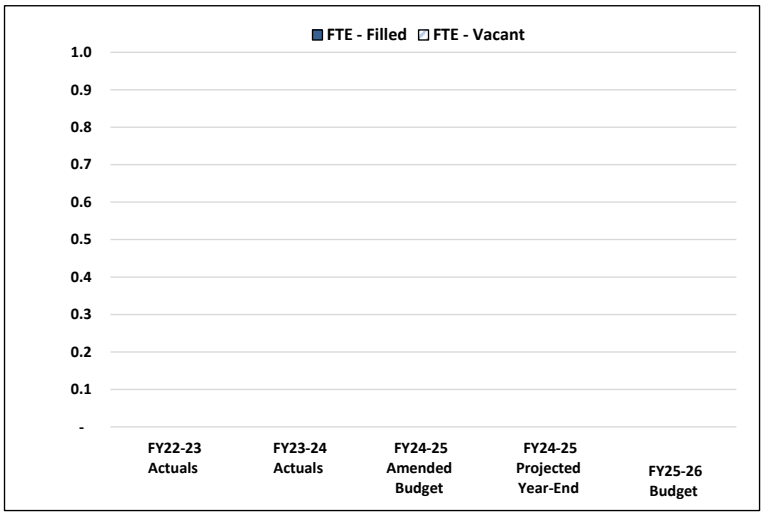




80-Misc/Pass-Through / 204-County School Fund
Summary of Revenue and Expense

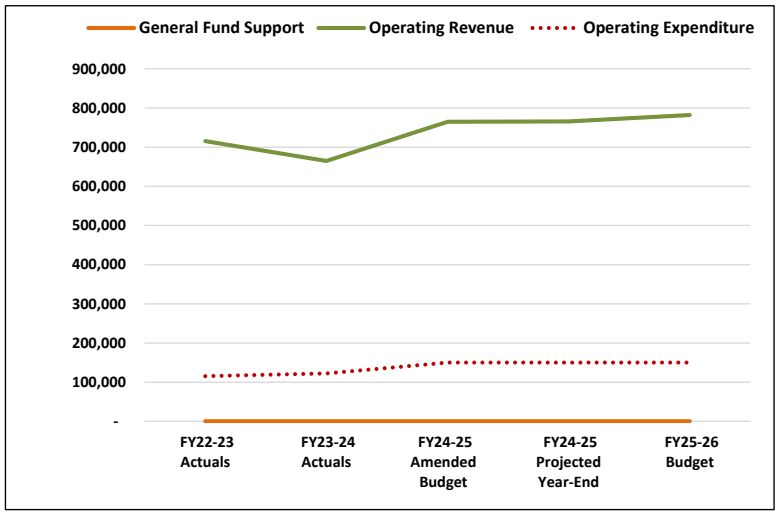
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	Budget to Budget: $ Variance	Budget to Budget: % Variance	Budget to 3-Year Average: $ Variance	Budget to 3-Year Average: % Variance
Beginning Fund Balance	512,360	34,074	-	6,120	-	-	-	(184,185)	-100%
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	465,555	463,918	576,000	569,880	609,000	33,000	6%	109,216	22%
Charges, Fees, License, Permits	-	-	-	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	8,816	4,358	1,000	1,000	1,000	-	0%	(3,725)	-79%
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-	-	-
Operating Revenue	**474,371**	**468,276**	**577,000**	**570,880**	**610,000**	**33,000**	**6%**	**105,491**	**21%**
Total Revenue	**986,731**	**502,350**	**577,000**	**577,000**	**610,000**	**33,000**	**6%**	**(78,694)**	**-11%**
Personnel Services	-	-	-	-	-	-	-	-	-
Materials and Services	546	121	2,000	2,000	2,000	-	0%	1,111	125%
Capital Outlay	-	-	-	-	-	-	-	-	-
Operating Expenditure	**546**	**121**	**2,000**	**2,000**	**2,000**	**-**	**0%**	**1,111**	**125%**
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	952,111	496,109	575,000	575,000	608,000	33,000	6%	(66,407)	-10%
Transfers	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Total Appropriated	**952,658**	**496,231**	**577,000**	**577,000**	**610,000**	**33,000**	**6%**	**(65,296)**	**-10%**
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Total Expense	**952,658**	**496,231**	**577,000**	**577,000**	**610,000**	**33,000**	**6%**	**(65,296)**	
Revenues Less Expenses	**34,074**	**6,119**	**-**	**-**	**-**				
Full Time Equivalent (FTE)				*As Of 03/2025*					
FTE - Total	-	-	-	-	-	-			
FTE - Filled	-	-	-	-	-	-			
FTE - Vacant	-	-	-	-	-	-			

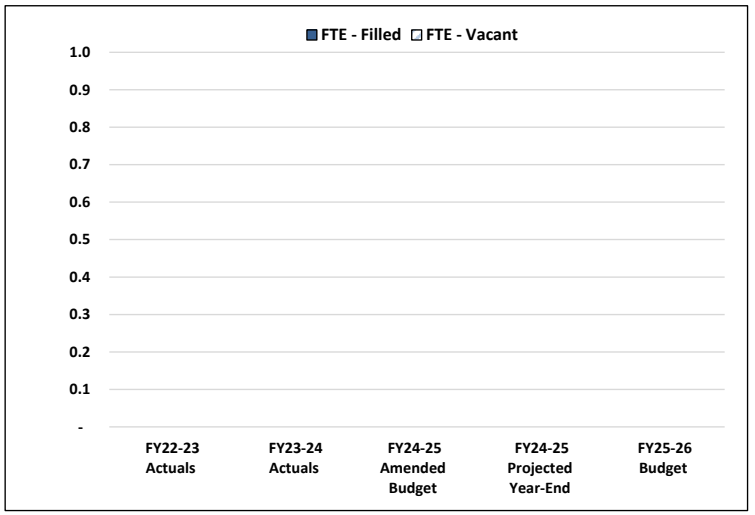




80-Misc/Pass-Through / 255-Transient Lodging Tax Fund
Summary of Revenue and Expense

	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	Budget to Budget: $ Variance	Budget to Budget: % Variance	Budget to 3-Year Average: $ Variance	Budget to 3-Year Average: % Variance
Beginning Fund Balance	6,088	-	-	-	-	-	-	(2,029)	-100%
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	-	-	-	-	-	-	-	-
Charges, Fees, License, Permits	-	-	-	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	715,369	664,814	765,000	765,745	782,000	17,000	2%	66,691	9%
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-	-	-
Operating Revenue	**715,369**	**664,814**	**765,000**	**765,745**	**782,000**	**17,000**	**2%**	**66,691**	**9%**
Total Revenue	**721,457**	**664,814**	**765,000**	**765,745**	**782,000**	**17,000**	**2%**	**64,661**	**9%**
Personnel Services	-	-	-	-	-	-	-	-	-
Materials and Services	115,425	122,219	150,000	150,000	150,000	-	0%	20,785	16%
Capital Outlay	-	-	-	-	-	-	-	-	-
Operating Expenditure	**115,425**	**122,219**	**150,000**	**150,000**	**150,000**	**-**	**0%**	**20,785**	**16%**
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	553,266	589,230	615,000	615,745	632,000	17,000	3%	45,920	8%
Contingency	-	-	-	-	-	-	-	-	-
Total Appropriated	**668,691**	**711,449**	**765,000**	**765,745**	**782,000**	**17,000**	**2%**	**66,705**	**9%**
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Total Expense	**668,691**	**711,449**	**765,000**	**765,745**	**782,000**	**17,000**	**2%**	**66,705**	
Revenues Less Expenses	**52,766**	**(46,635)**	**-**	**-**	**-**				
Full Time Equivalent (FTE)				*As Of 03/2025*					
FTE - Total	-	-	-	-	-	-			
FTE - Filled	-	-	-	-	-	-			
FTE - Vacant	-	-	-	-	-	-			





Misc / Pass-Through (80)

Department Budget Summary by Fund

Line of Business	Program	FY25-26 General Fund (100)	FY25-26 County School Fund (204)	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
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)	34,276,331	577,000	765,000	35,618,331	64,783	0.2%	200.8	187.8	13.0
	$ Increase (Decrease)	1,915,857	33,000	17,000	1,965,857	(64,783)		2.0	2.0	0.0
	% Increase (Decrease)	5.6%	5.7%	2.2%	5.5%	(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

CLACKAMAS COUNTY

800202-County School Fund

BCC Priority Alignment: Accountable Government

Program Budget Summary

						Budget-to-Budget:		Budget-to-3 Yr Avg:	
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	$ Variance	% Variance	$ Variance	% Variance
Beginning Fund Balance	**512,360**	**34,074**	**-**	**6,120**	**-**	**-**	**-**	**(184,185)**	**-100%**
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	465,555	463,918	576,000	569,880	609,000	33,000	6%	109,216	22%
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%	(3,725)	-79%
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-	-	-
Operating Revenue	**474,371**	**468,276**	**577,000**	**570,880**	**610,000**	**33,000**	**6%**	**105,491**	**21%**
Total Revenue	**986,731**	**502,350**	**577,000**	**577,000**	**610,000**	**33,000**	**6%**	**(78,694)**	**-11%**
Personnel Services	-	-	-	-	-	-	-	-	-
Materials and Services	546	121	2,000	2,000	2,000	-	0%	1,111	125%
Capital Outlay	-	-	-	-	-	-	-	-	-
Operating Expense	**546**	**121**	**2,000**	**2,000**	**2,000**	**-**	**0%**	**1,111**	**125%**
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	952,111	496,109	575,000	575,000	608,000	33,000	6%	(66,407)	-10%
Transfers	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Total Appropriated	**952,658**	**496,231**	**577,000**	**577,000**	**610,000**	**33,000**	**6%**	**(65,296)**	**-10%**
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Total Expense	**952,658**	**496,231**	**577,000**	**577,000**	**610,000**	**33,000**	**6%**	**(65,296)**	
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.

CLACKAMAS COUNTY

800206-Transient Room Tax

BCC Priority Alignment: Accountable Government

Program Budget Summary

						Budget-to-Budget:		Budget-to-3 Yr Avg:	
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	$ Variance	% Variance	$ Variance	% Variance
Beginning Fund Balance	**6,088**	**-**	**-**	**-**	**-**	**-**	**-**	**(2,029)**	**-100%**
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	765,000	765,745	782,000	17,000	2%	66,691	9%
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-	-	-
Operating Revenue	**715,369**	**664,814**	**765,000**	**765,745**	**782,000**	**17,000**	**2%**	**66,691**	**9%**
Total Revenue	**721,457**	**664,814**	**765,000**	**765,745**	**782,000**	**17,000**	**2%**	**64,661**	**9%**
Personnel Services	-	-	-	-	-	-	-	-	-
Materials and Services	115,425	122,219	150,000	150,000	150,000	-	0%	20,785	16%
Capital Outlay	-	-	-	-	-	-	-	-	-
Operating Expense	**115,425**	**122,219**	**150,000**	**150,000**	**150,000**	**-**	**0%**	**20,785**	**16%**
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	553,266	589,230	615,000	615,745	632,000	17,000	3%	45,920	8%
Contingency	-	-	-	-	-	-	-	-	-
Total Appropriated	**668,691**	**711,449**	**765,000**	**765,745**	**782,000**	**17,000**	**2%**	**66,705**	**9%**
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Total Expense	**668,691**	**711,449**	**765,000**	**765,745**	**782,000**	**34,000**	**4%**	**66,705**	
Revenues Less Expenses	52,766	(46,635)	-	-	-				

Notes:
None

CLACKAMAS COUNTY

800301-WES (Utilities) Payroll

BCC Priority Alignment: Accountable Government

Program Budget Summary

						Budget-to-Budget:		Budget-to-3 Yr Avg:	
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	$ Variance	% Variance	$ 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%	4,497,305	28%
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%**	**4,497,305**	**28%**
Total Revenue	**14,584,573**	**16,488,231**	**18,746,724**	**16,771,000**	**20,445,240**	**1,698,516**	**9%**	**4,497,305**	**28%**
Personnel Services	14,586,636	16,499,937	18,746,724	16,771,000	20,445,240	1,698,516	9%	4,492,716	28%
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%**	**4,492,716**	**28%**
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%**	**4,492,716**	**28%**
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%**	**4,492,716**	
Revenues Less Expenses	(2,063)	(11,706)	-	-	-				

Notes:
None

CLACKAMAS COUNTY

800401-NCPRD Payroll

BCC Priority Alignment: Accountable Government

Program Budget Summary

						Budget-to-Budget:		Budget-to-3 Yr Avg:	
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	$ Variance	% Variance	$ Variance	% Variance
Beginning Fund Balance	-	-	-	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	-	-	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines	(1)	-	-	-	-	-	-	0	-100%
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%	759,860	10%
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%**	**759,861**	**10%**
Total Revenue	**6,245,682**	**7,408,406**	**7,991,868**	**8,080,000**	**8,004,557**	**12,689**	**0%**	**759,861**	**10%**
Personnel Services	6,245,667	7,408,406	7,991,868	8,080,000	8,004,557	12,689	0%	759,866	10%
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%**	**759,866**	**10%**
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%**	**759,866**	**10%**
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Total Expense	**6,245,667**	**7,408,406**	**7,991,868**	**8,080,000**	**8,004,557**	**12,689**	**0%**	**759,866**	
Revenues Less Expenses	15	-	-	-	-				

Notes:
None

CLACKAMAS COUNTY

800501-Development Agency Payroll

BCC Priority Alignment: Accountable Government

Program Budget Summary

						Budget-to-Budget:		Budget-to-3 Yr Avg:	
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	$ Variance	% Variance	$ 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%	1,002	0%
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-	-	-
Operating Revenue	**512,307**	**543,339**	**749,935**	**554,900**	**537,851**	**(212,084)**	**-28%**	**1,002**	**0%**
Total Revenue	**512,307**	**543,339**	**749,935**	**554,900**	**537,851**	**(212,084)**	**-28%**	**1,002**	**0%**
Personnel Services	512,307	543,339	749,935	554,900	537,851	(212,084)	-28%	1,002	0%
Materials and Services	-	-	-	-	-	-	-	-	-
Capital Outlay	-	-	-	-	-	-	-	-	-
Operating Expense	**512,307**	**543,339**	**749,935**	**554,900**	**537,851**	**(212,084)**	**-28%**	**1,002**	**0%**
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Total Appropriated	**512,307**	**543,339**	**749,935**	**554,900**	**537,851**	**(212,084)**	**-28%**	**1,002**	**0%**
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Total Expense	**512,307**	**543,339**	**749,935**	**554,900**	**537,851**	**(212,084)**	**-28%**	**1,002**	
Revenues Less Expenses	-	-	-	-	-				

Notes:
None

CLACKAMAS COUNTY

800801-ELED Payroll

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

Program Budget Summary

						Budget-to-Budget:		Budget-to-3 Yr Avg:	
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	$ Variance	% Variance	$ 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	-	-	6,723,021	7,014,630	7,204,540	481,519	7%	4,866,330	208%
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	-	-	64,783	-	-	(64,783)	-100%	-	-
Operating Revenue	-	-	**6,787,804**	**7,014,630**	**7,204,540**	**416,736**	**6%**	**4,866,330**	**208%**
Total Revenue	-	-	**6,787,804**	**7,014,630**	**7,204,540**	**416,736**	**6%**	**4,866,330**	**208%**
Personnel Services	-	-	6,787,804	7,014,630	7,204,540	416,736	6%	4,866,330	208%
Materials and Services	-	-	-	-	-	-	-	-	-
Capital Outlay	-	-	-	-	-	-	-	-	-
Operating Expense	-	-	**6,787,804**	**7,014,630**	**7,204,540**	**416,736**	**6%**	**4,866,330**	**208%**
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Total Appropriated	-	-	**6,787,804**	**7,014,630**	**7,204,540**	**416,736**	**6%**	**4,866,330**	**208%**
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Total Expense	-	-	**6,787,804**	**7,014,630**	**7,204,540**	**416,736**	**6%**	**4,866,330**	
Revenues Less Expenses	-	-	-	-	-				

Notes:
The Enhanced Law Enforcement District (ELED) Payroll program is a pass-thru for ELED personnel.

Finance

Budget Presentation

Fiscal Year 2025-2026

CLACKAMAS COUNTY

Finance (15)
Finance Only
Department Budget Summary by Fund

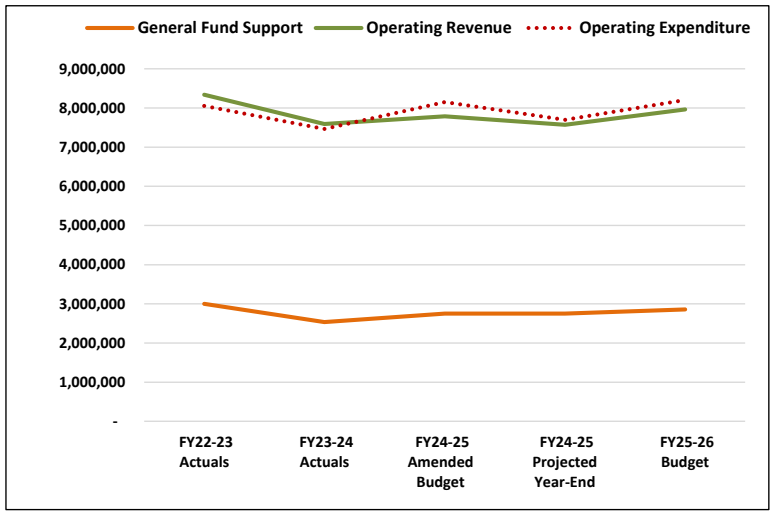
Line of Business	Program	FY25-26 General Fund (100)	FY25-26 Special Grants Fund (230)	FY25-26 Total Budget	FY25-26 General Fund Support in Budget*	% of Total	FY25-26 FTE ** Total	Filled	Vacant
Financial Executive Support	Executive Leadership & Administration	942,240	-	942,240	449,040	48%	3.8	3.8	-
	Financial 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	1,285,254	-	1,285,254	421,028	33%	8.0	7.0	1.0
	TOTAL	8,203,999	202,747	8,406,746	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)	51,217	(64,254)	(13,036)	110,000		(1.0)	1.0	(2.0)
	% Increase (Decrease)	1%	-24%	0%	4%		-2%	2%	-50%

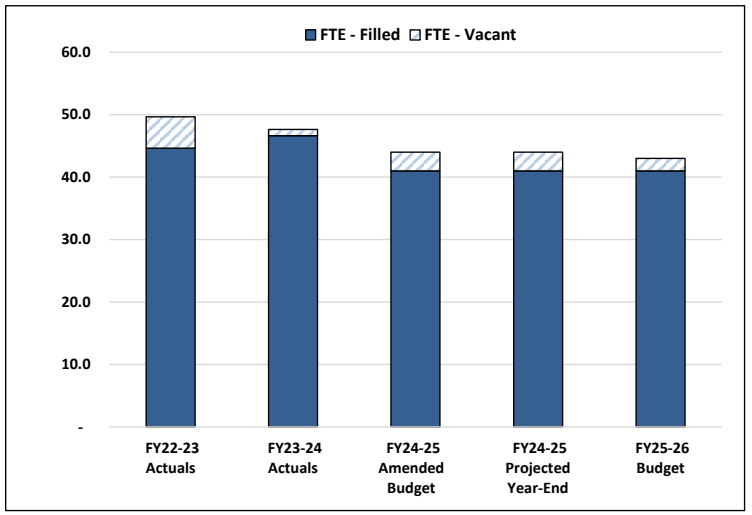
**** General Fund Support is a subsidy, net of any other revenue received by the department***

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

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

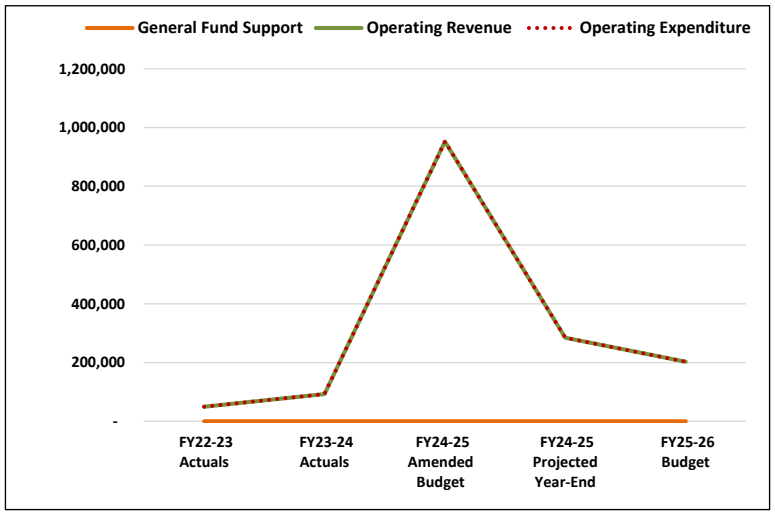
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	Budget to Budget: $ Variance	Budget to Budget: % Variance	Budget to 3-Year Average: $ Variance	Budget to 3-Year Average: % Variance
Beginning Fund Balance	492,127	239,524	367,000	367,151	242,005	(124,995)	-34%	(124,262)	-34%
Taxes	-	77,149	120,000	160,000	175,000	55,000	46%	95,950	121%
Federal, State, Local, All Other Gifts	-	191	-	-	-	-	-	(64)	-100%
Charges, Fees, License, Permits	5,047,368	4,474,450	4,265,165	4,365,465	4,606,995	341,830	8%	(22,099)	0%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	291,948	304,862	650,619	295,000	320,000	(330,619)	-51%	22,730	8%
Other Interfund Transfers	-	200,000	-	-	-	-	-	(66,667)	-100%
General Fund Support	2,998,840	2,535,161	2,750,000	2,750,000	2,860,000	110,000	4%	98,666	4%
Operating Revenue	**8,338,156**	**7,591,813**	**7,785,784**	**7,570,465**	**7,961,995**	**176,211**	**2%**	**128,517**	**2%**
Total Revenue	**8,830,284**	**7,831,337**	**8,152,784**	**7,937,616**	**8,204,000**	**51,216**	**1%**	**4,255**	**0%**
Personnel Services	6,005,485	6,433,454	6,920,020	6,621,448	7,108,546	188,526	3%	755,083	12%
Materials and Services	2,047,316	1,030,732	1,232,762	1,074,163	1,095,453	(137,309)	-11%	(288,617)	-21%
Capital Outlay	-	-	-	-	-	-	-	-	-
Operating Expenditure	**8,052,801**	**7,464,186**	**8,152,782**	**7,695,611**	**8,203,999**	**51,217**	**1%**	**466,466**	**6%**
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Total Appropriated	**8,052,801**	**7,464,186**	**8,152,782**	**7,695,611**	**8,203,999**	**51,217**	**1%**	**466,466**	**6%**
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Total Expense	**8,052,801**	**7,464,186**	**8,152,782**	**7,695,611**	**8,203,999**	**51,217**	**1%**	**466,466**	
Revenues Less Expenses	**777,483**	**367,151**	**-**	**242,005**	**-**				
Full Time Equivalent (FTE)				*As Of 03/2025*					
FTE - Total	49.7	47.7	44.0	44.0	43.0	(1.0)			
FTE - Filled	44.7	46.7	41.0	41.0	41.0	-			
FTE - Vacant	5.0	1.0	3.0	3.0	2.0	(1.0)			

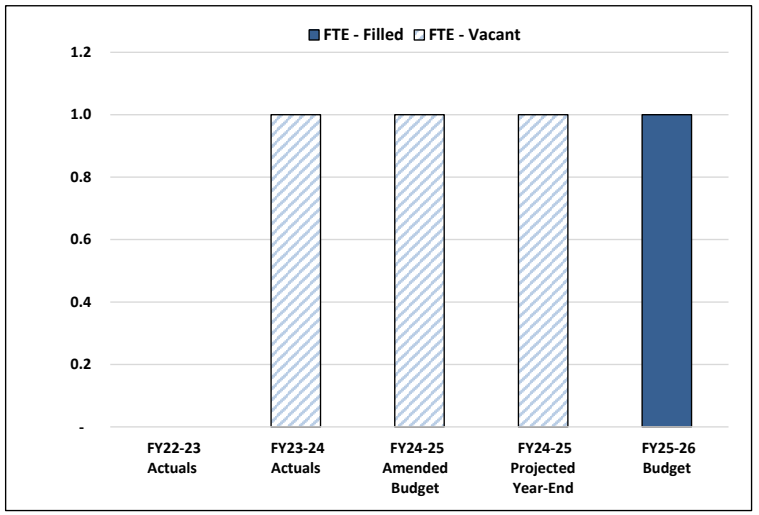




15-Finance / 230-Special Grants Fund
Summary of Revenue and Expense

	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	Budget to Budget: $ Variance	Budget to Budget: % Variance	Budget to 3-Year Average: $ Variance	Budget to 3-Year Average: % Variance
Beginning Fund Balance	-	-	-	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	49,708	92,628	952,541	284,630	202,748	(749,793)	-79%	60,426	42%
Charges, Fees, License, Permits	-	-	-	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	-	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-	-	-
Operating Revenue	**49,708**	**92,628**	**952,541**	**284,630**	**202,748**	**(749,793)**	**-79%**	**60,426**	**42%**
Total Revenue	**49,708**	**92,628**	**952,541**	**284,630**	**202,748**	**(749,793)**	**-79%**	**60,426**	**42%**
Personnel Services	-	23,456	169,631	166,493	180,505	10,874	6%	117,189	185%
Materials and Services	49,708	69,172	97,370	118,137	22,242	(75,128)	-77%	(56,764)	-72%
Capital Outlay	-	-	685,541	-	-	(685,541)	-100%	-	-
Operating Expenditure	**49,708**	**92,628**	**952,542**	**284,630**	**202,747**	**(749,795)**	**-79%**	**60,425**	**42%**
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Total Appropriated	**49,708**	**92,628**	**952,542**	**284,630**	**202,747**	**(749,795)**	**-79%**	**60,425**	**42%**
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Total Expense	**49,708**	**92,628**	**952,542**	**284,630**	**202,747**	**(749,795)**	**-79%**	**60,425**	
Revenues Less Expenses	**-**	**-**	**-**	**-**	**-**				
Full Time Equivalent (FTE)				*As Of 03/2025*					
FTE - Total	**-**	**1.0**	**1.0**	**1.0**	**1.0**	**-**			
FTE - Filled	**-**	**-**	**-**	**-**	**1.0**	**1.0**			
FTE - Vacant	**-**	**1.0**	**1.0**	**1.0**	**-**	**(1.0)**			





FY25-26 Looking Ahead

CHALLENGES

Internal

- Separate department or office processes reduce efficiency.
- Redundant software systems requiring multiple reconciliations.

External

- Rapidly changing federal financial landscape resulting in revenue uncertainty which impacts long term forecasting.

OPPORTUNITIES

Increase Efficiencies

- Standardization of financial processes.
- Consolidation of redundant software.
- Increased staff training on financial systems.

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CLACKAMAS
COUNTY

CLACKAMAS COUNTY

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	1,285,254	-	1,285,254	421,028	33%	8.0	7.0	1.0
	TOTAL	8,203,999	202,747	8,406,746	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)	51,217	(64,254)	(13,036)	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 efficent and effective central services in the Finance department operating Department's can focus their efforts on service delivery to other work units and the public.

Key Performance Measures

		FY 22-23 Actual	FY 23-24 Actual	FY 24-25 Target	FY 24-25 Actuals	FY 25-26 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	Y
Shared Services	N
Grant Funding	N

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

Explanation: Oversees the annual production of the County's Budget and Comprehensive Annual Financial Report, as well as all other Lines of Business of the Department, which many are required by regulations. Actively manages the County's debt within statutory limits.

CLACKAMAS COUNTY

150101-Executive Leadership & Administration

BCC Priority Alignment: Accountable Government

Program Budget Summary

						Budget-to-Budget:		Budget-to-3 Yr Avg:	
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	$ Variance	% Variance	$ Variance	% 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%	134,716	38%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	317	75	-	-	-	-	-	(131)	-100%
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	899,333	37,397	403,900	358,552	449,040	45,140	11%	17,279	4%
Operating Revenue	**899,650**	**577,553**	**938,971**	**893,923**	**942,240**	**3,269**	**0%**	**151,865**	**19%**
Total Revenue	**899,650**	**577,553**	**938,971**	**893,923**	**942,240**	**3,269**	**0%**	**151,865**	**19%**
Personnel Services	807,439	838,934	905,044	862,197	922,530	17,486	2%	86,340	10%
Materials and Services	78,417	29,644	33,927	31,726	19,710	(14,217)	-42%	(26,886)	-58%
Capital Outlay	-	-	-	-	-	-	-	-	-
Operating Expense	**885,856**	**868,578**	**938,971**	**893,923**	**942,240**	**3,269**	**0%**	**59,454**	**7%**
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Total Appropriated	**885,856**	**868,578**	**938,971**	**893,923**	**942,240**	**3,269**	**0%**	**59,454**	**7%**
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Total Expense	**885,856**	**868,578**	**938,971**	**893,923**	**942,240**	**3,269**	**0%**	**59,454**	
Revenues Less Expenses	13,794	(291,025)	-	-	-				

Notes:
None

Financial Executive Support

Financial System Support

Purpose Statement

The purpose of the Financial Systems Support program is to provide systems implementations, updates, training and ongoing support services to system users so they can record, monitor, manage and report their financial information from the County's accounting system of record.

Performance Narrative Statement

The Financial System Support Program proposed budget is a continuation of current service funding levels. These resources will allow the program to develop and implement financial system improvements and to maintain and train department staff. 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

		FY 22-23 Actual	FY 23-24 Actual	FY 24-25 Target	FY 24-25 Actuals	FY 25-26 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	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

CLACKAMAS COUNTY

150102-Financial Systems Support

BCC Priority Alignment: Accountable Government

Program Budget Summary

						Budget-to-Budget:		Budget-to-3 Yr Avg:	
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	$ Variance	% Variance	$ Variance	% Variance
Beginning Fund Balance	**483,810**	**239,524**	**-**	**-**	**-**	**-**	**-**	**(241,111)**	**-100%**
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	-	-	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines	-	142,281	140,344	140,344	209,219	68,875	49%	115,011	122%
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%	13,175	7%
Operating Revenue	**154,301**	**301,288**	**398,560**	**388,828**	**409,658**	**11,098**	**3%**	**128,186**	**46%**
Total Revenue	**638,111**	**540,812**	**398,560**	**388,828**	**409,658**	**11,098**	**3%**	**(112,926)**	**-22%**
Personnel Services	341,236	363,486	373,418	364,696	388,585	15,166	4%	32,112	9%
Materials and Services	57,349	38,979	25,142	24,132	21,073	(4,069)	-16%	(19,080)	-48%
Capital Outlay	-	-	-	-	-	-	-	-	-
Operating Expense	**398,586**	**402,464**	**398,560**	**388,828**	**409,658**	**11,097**	**3%**	**13,031**	**3%**
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Total Appropriated	**398,586**	**402,464**	**398,560**	**388,828**	**409,658**	**11,097**	**3%**	**13,031**	**3%**
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Total Expense	**398,586**	**402,464**	**398,560**	**388,828**	**409,658**	**11,097**	**3%**	**13,031**	
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

		FY 22-23 Actual	FY 23-24 Actual	FY 24-25 Target	FY 24-25 Actuals	FY 25-26 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.

CLACKAMAS COUNTY

150202-Accounts Payable

BCC Priority Alignment: Accountable Government

Program Budget Summary

						Budget-to-Budget:		Budget-to-3 Yr Avg:	
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	$ Variance	% Variance	$ Variance	% Variance
Beginning Fund Balance	**488**	**-**	**-**	**-**	**-**	**-**	**-**	**(163)**	**-100%**
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%	74,367	30%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	265,172	273,703	530,619	275,000	300,000	(230,619)	-43%	28,708	11%
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	-	89,857	-	241,279	1,131	1,131	-	(109,248)	-99%
Operating Revenue	**768,137**	**518,549**	**609,655**	**595,315**	**621,161**	**11,506**	**2%**	**(6,173)**	**-1%**
Total Revenue	**768,625**	**518,549**	**609,655**	**595,315**	**621,161**	**11,506**	**2%**	**(6,336)**	**-1%**
Personnel Services	397,666	530,294	575,542	556,541	599,304	23,762	4%	104,470	21%
Materials and Services	73,078	26,342	34,113	38,774	21,857	(12,256)	-36%	(24,208)	-53%
Capital Outlay	-	-	-	-	-	-	-	-	-
Operating Expense	**470,743**	**556,636**	**609,655**	**595,315**	**621,161**	**11,506**	**2%**	**80,263**	**15%**
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Total Appropriated	**470,743**	**556,636**	**609,655**	**595,315**	**621,161**	**11,506**	**2%**	**80,263**	**15%**
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Total Expense	**470,743**	**556,636**	**609,655**	**595,315**	**621,161**	**11,506**	**2%**	**80,263**	
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 countywide strategic objective of building public trust through good government.

Key Performance Measures

		FY 22-23 Actual	FY 23-24 Actual	FY 24-25 Target	FY 24-25 Actuals	FY 25-26 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	Y
Shared Services	N
Grant Funding	N

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

Explanation: This program includes revenue functions such as collection and administration of the following: transient lodging taxes as defined by County Code, vehicle registration fees, short term rental fees and marijuana taxes.

CLACKAMAS COUNTY

150203-Accounting

BCC Priority Alignment: Accountable Government

Program Budget Summary

						Budget-to-Budget:		Budget-to-3 Yr Avg:	
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	$ Variance	% Variance	$ Variance	% Variance
Beginning Fund Balance	**-**	**-**	**167,000**	**367,151**	**242,005**	**75,005**	**45%**	**119,621**	**98%**
Taxes	-	77,149	120,000	160,000	175,000	55,000	46%	95,950	121%
Federal, State, Local, All Other Gifts	-	-	-	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines	702,380	734,644	803,675	803,675	978,111	174,436	22%	231,211	31%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	45	10,063	-	-	-	-	-	(3,369)	-100%
Other Interfund Transfers	-	200,000	-	-	-	-	-	(66,667)	-100%
General Fund Support	-	884,375	467,820	447,907	395,552	(72,268)	-15%	(48,542)	-11%
Operating Revenue	**702,425**	**1,906,231**	**1,391,495**	**1,411,582**	**1,548,663**	**157,168**	**11%**	**208,584**	**16%**
Total Revenue	**702,425**	**1,906,231**	**1,558,495**	**1,778,733**	**1,790,668**	**232,173**	**15%**	**328,205**	**22%**
Personnel Services	390,872	1,078,850	1,126,820	1,111,797	1,239,737	112,917	10%	379,231	44%
Materials and Services	145,068	361,169	431,675	424,931	550,931	119,256	28%	240,542	77%
Capital Outlay	-	-	-	-	-	-	-	-	-
Operating Expense	**535,940**	**1,440,019**	**1,558,495**	**1,536,728**	**1,790,668**	**232,173**	**15%**	**619,773**	**53%**
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%**	**619,773**	**53%**
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Total Expense	**535,940**	**1,440,019**	**1,558,495**	**1,536,728**	**1,790,668**	**232,173**	**15%**	**619,773**	
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

		FY 22-23 Actual	FY 23-24 Actual	FY 24-25 Target	FY 24-25 Actuals	FY 25-26 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	Y
Shared Services	N
Grant Funding	N

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

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

CLACKAMAS COUNTY

150204-Payroll

BCC Priority Alignment: Accountable Government

Program Budget Summary

						Budget-to-Budget:		Budget-to-3 Yr Avg:	
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	$ Variance	% Variance	$ 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%	(45,403)	-10%
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%	162,176	61%
Operating Revenue	**627,283**	**728,141**	**757,705**	**765,662**	**823,802**	**66,097**	**9%**	**116,773**	**17%**
Total Revenue	**627,283**	**728,141**	**757,705**	**765,662**	**823,802**	**66,097**	**9%**	**116,773**	**17%**
Personnel Services	721,952	705,011	728,542	740,699	805,040	76,498	11%	82,485	11%
Materials and Services	73,747	22,091	29,163	24,963	18,762	(10,401)	-36%	(21,505)	-53%
Capital Outlay	-	-	-	-	-	-	-	-	-
Operating Expense	**795,700**	**727,103**	**757,705**	**765,662**	**823,802**	**66,097**	**9%**	**60,980**	**8%**
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Total Appropriated	**795,700**	**727,103**	**757,705**	**765,662**	**823,802**	**66,097**	**9%**	**60,980**	**8%**
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Total Expense	**795,700**	**727,103**	**757,705**	**765,662**	**823,802**	**66,097**	**9%**	**60,980**	
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

		FY 22-23 Actual	FY 23-24 Actual	FY 24-25 Target	FY 24-25 Actuals	FY 25-26 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	Y
Shared Services	N
Grant Funding	N

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

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

CLACKAMAS COUNTY

150302-Budget

BCC Priority Alignment: Accountable Government

Program Budget Summary

						Budget-to-Budget:		Budget-to-3 Yr Avg:	
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	$ Variance	% Variance	$ 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%	37,749	6%
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%	(39,750)	-7%
Operating Revenue	**1,144,040**	**1,311,018**	**1,033,270**	**1,088,260**	**1,179,105**	**145,835**	**14%**	**(2,001)**	**0%**
Total Revenue	**1,144,040**	**1,311,018**	**1,233,270**	**1,088,260**	**1,179,105**	**(54,165)**	**-4%**	**(2,001)**	**0%**
Personnel Services	845,924	900,082	921,901	875,290	977,223	55,322	6%	103,457	12%
Materials and Services	378,892	244,223	311,369	212,970	201,882	(109,487)	-35%	(76,813)	-28%
Capital Outlay	-	-	-	-	-	-	-	-	-
Operating Expense	**1,224,816**	**1,144,305**	**1,233,270**	**1,088,260**	**1,179,105**	**(54,165)**	**-4%**	**26,644**	**2%**
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%**	**26,644**	**2%**
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Total Expense	**1,224,816**	**1,144,305**	**1,233,270**	**1,088,260**	**1,179,105**	**(54,165)**	**-4%**	**26,644**	
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 subrecipient fiscal monitoring to the County and County Departments supporting timely and accurate financial reports to make informed decisions.

Performance Narrative Statement

The Grants Program budget is a continuation of current service funding levels. These resources allow us to complete the required grant-related financial management and reporting for Federal, State, and Local awards, fiscal oversight, and preparation of the Schedule of Expenditures of Federal Awards (SEFA) for the annual Single Audit.

The resources support the program's work for maintaining compliance with funding requirements and delivering services to the County including timely submission for an annual combined total of approximately 400 grant-related draws, invoices, and reports.

Resources support approximately 30 new subrecipient federal grant awards per year as well as monitoring of on-going multi-year awards to not-for-profit organizations and local governments delivering services in the community. This work is reflected in the performance metrics through maintaining compliance, timely submission of reporting, and supporting the work between the County and subrecipients.

Achieving these performance targets allows the County departments to remain in compliance with funding requirements, support retention of existing funding and obtain new funding, and remain in good standing with grantors.

Key Performance Measures

		FY 22-23 Actual	FY 23-24 Actual	FY 24-25 Target	FY 24-25 Actuals	FY 25-26 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.

CLACKAMAS COUNTY

150303-Grants

BCC Priority Alignment: Accountable Government

Program Budget Summary

						Budget-to-Budget:		Budget-to-3 Yr Avg:	
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	$ Variance	% Variance	$ Variance	% Variance
Beginning Fund Balance	**7,829**	**-**	**-**	**-**	**-**	**-**	**-**	**(2,610)**	**-100%**
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	49,708	92,819	267,000	284,630	202,748	(64,252)	-24%	60,362	42%
Charges, Fees, License, Permits, Fines	1,232,850	1,049,782	1,177,197	1,177,197	717,073	(460,124)	-39%	(436,203)	-38%
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%	119,046	38%
Operating Revenue	**2,138,196**	**1,142,601**	**1,633,018**	**1,554,168**	**1,354,860**	**(278,158)**	**-17%**	**(256,795)**	**-16%**
Total Revenue	**2,146,025**	**1,142,601**	**1,633,018**	**1,554,168**	**1,354,860**	**(278,158)**	**-17%**	**(259,405)**	**-16%**
Personnel Services	1,231,548	949,157	1,246,518	1,175,157	1,106,645	(139,874)	-11%	(11,976)	-1%
Materials and Services	737,226	315,779	386,500	379,011	248,215	(138,285)	-36%	(229,123)	-48%
Capital Outlay	-	-	-	-	-	-	-	-	-
Operating Expense	**1,968,773**	**1,264,935**	**1,633,018**	**1,554,168**	**1,354,860**	**(278,159)**	**-17%**	**(241,099)**	**-15%**
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%**	**(241,099)**	**-15%**
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Total Expense	**1,968,773**	**1,264,935**	**1,633,018**	**1,554,168**	**1,354,860**	**(278,159)**	**-17%**	**(241,099)**	
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

		FY 22-23 Actual	FY 23-24 Actual	FY 24-25 Target	FY 24-25 Actuals	FY 25-26 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
ustomer 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.

CLACKAMAS COUNTY

150304-Procurement & Contract Services

BCC Priority Alignment: Accountable Government

Program Budget Summary

						Budget-to-Budget:		Budget-to-3 Yr Avg:	
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	$ Variance	% Variance	$ 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%	116,917	16%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	26,358	21,020	120,000	20,000	20,000	(100,000)	-83%	(2,459)	-11%
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	178,567	386,648	774,641	641,888	421,028	(353,613)	-46%	18,660	5%
Operating Revenue	**1,099,991**	**1,199,060**	**1,290,110**	**1,157,357**	**1,285,254**	**(4,856)**	**0%**	**133,118**	**12%**
Total Revenue	**1,099,991**	**1,199,060**	**1,290,110**	**1,157,357**	**1,285,254**	**(4,856)**	**0%**	**133,118**	**12%**
Personnel Services	916,352	1,091,098	1,211,867	1,101,564	1,249,989	38,122	3%	213,651	21%
Materials and Services	147,447	61,676	78,243	55,793	35,265	(42,978)	-55%	(53,040)	-60%
Capital Outlay	-	-	-	-	-	-	-	-	-
Operating Expense	**1,063,798**	**1,152,774**	**1,290,110**	**1,157,357**	**1,285,254**	**(4,856)**	**0%**	**160,611**	**14%**
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%**	**160,611**	**14%**
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Total Expense	**1,063,798**	**1,152,774**	**1,290,110**	**1,157,357**	**1,285,254**	**(4,856)**	**0%**	**160,611**	
Revenues Less Expenses	36,193	46,286	-	-	-				

Notes:
None

County Administration

Budget Presentation
Fiscal Year 2025-2026

Department Budget Summary by Fund

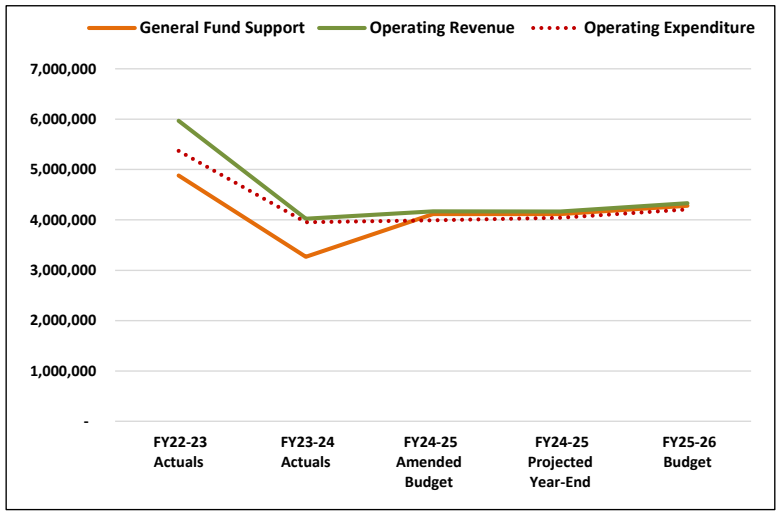
Line of Business	Program	FY25-26 General Fund (100)	FY25-26 Special Grants Fund (230)	FY25-26 Total Budget	FY25-26 General Fund Support in Budget*	% of Total	FY25-26 FTE ** Total	Filled	Vacant
County Administration Line of Business	Office of County Administrator	3,107,181	2,200,000	5,307,181	3,107,181	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%

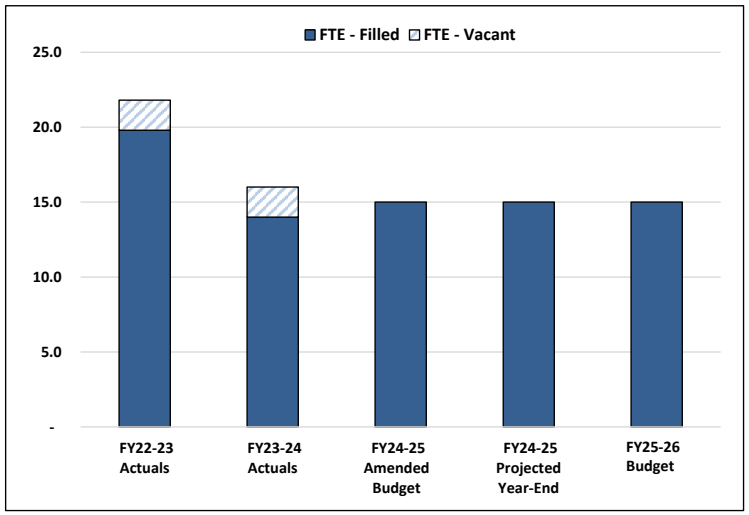
General Fund Support is a subsidy, net of any other revenue received by the department

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

12-County Administration / 100-General Fund
Summary of Revenue and Expense

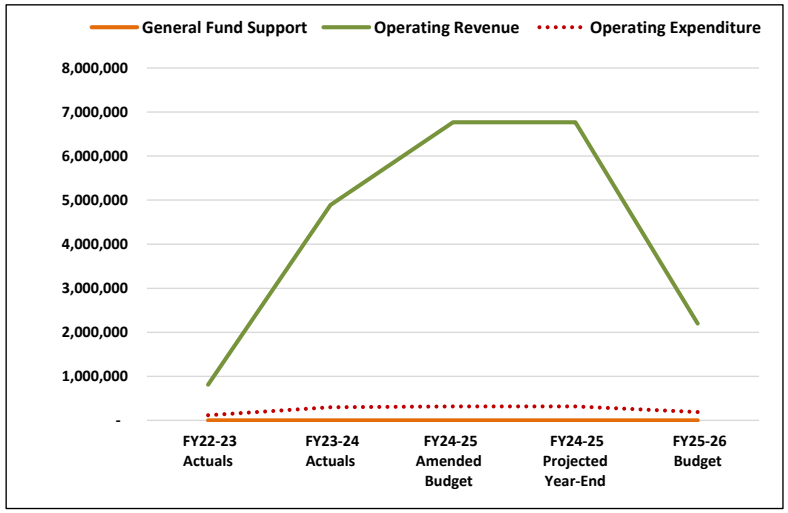
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	Budget to Budget: $ Variance	Budget to Budget: % Variance	Budget to 3-Year Average: $ Variance	Budget to 3-Year Average: % Variance
Beginning Fund Balance	95,000	-	-	-	-	-	-	(31,667)	-100%
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	-	-	-	-	-	-	-	-
Charges, Fees, License, Permits	1,049,460	757,536	52,528	50,000	49,567	(2,961)	-6%	(569,432)	-92%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	36,285	-	-	-	-	-	-	(12,095)	-100%
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	4,882,243	3,266,430	4,116,082	4,116,081	4,280,725	164,643	4%	192,474	5%
Operating Revenue	**5,967,988**	**4,023,966**	**4,168,610**	**4,166,081**	**4,330,292**	**161,682**	**4%**	**(389,053)**	**-8%**
Total Revenue	**6,062,988**	**4,023,966**	**4,168,610**	**4,166,081**	**4,330,292**	**161,682**	**4%**	**(420,720)**	**-9%**
Personnel Services	4,027,001	3,181,268	3,213,536	3,231,147	3,488,732	275,196	9%	8,927	0%
Materials and Services	1,324,884	769,078	777,073	809,935	716,559	(60,514)	-8%	(251,407)	-26%
Capital Outlay	18,335	4,603	-	-	-	-	-	(7,646)	-100%
Operating Expenditure	**5,370,219**	**3,954,949**	**3,990,609**	**4,041,082**	**4,205,291**	**214,682**	**5%**	**(250,126)**	**-6%**
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	499,121	69,017	128,000	125,000	125,000	(3,000)	-2%	(106,046)	-46%
Transfers	-	-	50,000	-	-	(50,000)	-100%	-	-
Contingency	-	-	-	-	-	-	-	-	-
Total Appropriated	**5,869,340**	**4,023,966**	**4,168,609**	**4,166,082**	**4,330,291**	**161,682**	**4%**	**(356,172)**	**-8%**
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Total Expense	**5,869,340**	**4,023,966**	**4,168,609**	**4,166,082**	**4,330,291**	**161,682**	**4%**	**(356,172)**	
Revenues Less Expenses	**193,648**	**-**	**-**	**-**	**-**				
Full Time Equivalent (FTE)				*As Of 03/2025*					
FTE - Total	21.8	16.0	15.0	15.0	15.0	-			
FTE - Filled	19.8	14.0	15.0	15.0	15.0	-			
FTE - Vacant	2.0	2.0	-	-	-	-			

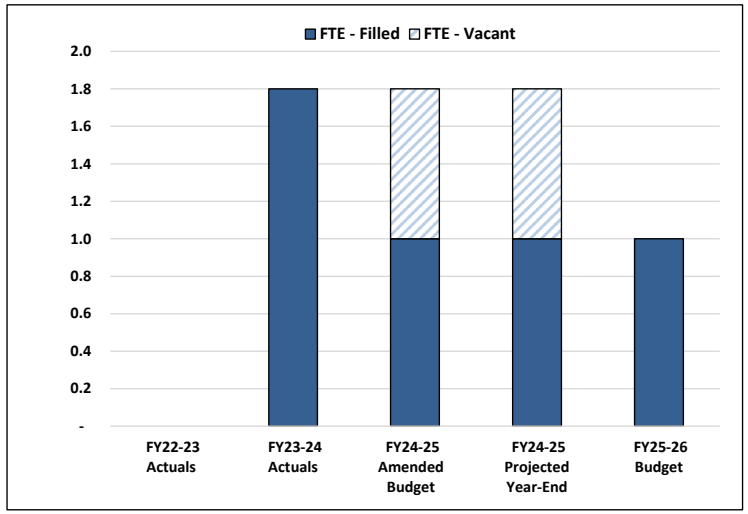




12-County Administration / 230-Special Grants Fund
Summary of Revenue and Expense

	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	Budget to Budget: $ Variance	Budget to Budget: % Variance	Budget to 3-Year Average: $ Variance	Budget to 3-Year Average: % Variance
Beginning Fund Balance	-	-	-	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	811,001	4,887,021	6,768,132	6,768,132	2,200,000	(4,568,132)	-67%	(1,955,385)	-47%
Charges, Fees, License, Permits	-	-	-	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	-	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-	-	-
Operating Revenue	**811,001**	**4,887,021**	**6,768,132**	**6,768,132**	**2,200,000**	**(4,568,132)**	**-67%**	**(1,955,385)**	**-47%**
Total Revenue	**811,001**	**4,887,021**	**6,768,132**	**6,768,132**	**2,200,000**	**(4,568,132)**	**-67%**	**(1,955,385)**	**-47%**
Personnel Services	111,236	297,939	315,100	315,099	188,061	(127,039)	-40%	(53,364)	-22%
Materials and Services	5,670	-	-	-	-	-	-	(1,890)	-100%
Capital Outlay	-	-	-	-	-	-	-	-	-
Operating Expenditure	**116,906**	**297,939**	**315,100**	**315,099**	**188,061**	**(127,039)**	**-40%**	**(55,254)**	**-23%**
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	694,990	4,587,952	6,453,032	6,453,032	2,011,940	(4,441,092)	-69%	(1,900,052)	-49%
Transfers	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Total Appropriated	**811,897**	**4,885,891**	**6,768,132**	**6,768,131**	**2,200,001**	**(4,568,131)**	**-67%**	**(1,955,305)**	**-47%**
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Total Expense	**811,897**	**4,885,891**	**6,768,132**	**6,768,131**	**2,200,001**	**(4,568,131)**	**-67%**	**(1,955,305)**	
Revenues Less Expenses	**(895)**	**1,130**	**-**	**-**	**-**				
Full Time Equivalent (FTE)				*As Of 03/2025*					
FTE - Total	-	1.8	1.8	1.8	1.0	(0.8)			
FTE - Filled	-	1.8	1.0	1.0	1.0	-			
FTE - Vacant	-	-	0.8	0.8	-	(0.8)			





FY25-26 Looking Ahead

CHALLENGES

- Unknowns regarding state and federal level funding.
- Various initiatives may have funding revoked with little or no warning, leading to potential disruptions or cessation of services.

OPPORTUNITIES

- The Board of County Commissioners is refreshing the county's Strategic Plan, which will give focus and clarity to the direction of Clackamas County for FY25/26.

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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

		FY 22-23 Actual	FY 23-24 Actual	FY 24-25 Target	FY 24-25 Actuals	FY 25-26 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	N
Shared Services	N
Grant Funding	N

CLACKAMAS COUNTY

120101-Office of County Administrator

BCC Priority Alignment: Accountable Government

Program Budget Summary

						Budget-to-Budget:		Budget-to-3 Yr Avg:	
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	$ Variance	% Variance	$ 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%	(819,905)	-27%
Charges, Fees, License, Permits, Fines	1,049,460	-	-	-	-	-	-	(349,820)	-100%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	625	-	-	-	-	-	-	(208)	-100%
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	3,094,027	2,032,736	2,996,057	2,996,057	3,107,181	111,124	4%	399,574	15%
Operating Revenue	**4,144,166**	**4,324,264**	**9,764,189**	**9,764,189**	**5,307,181**	**(4,457,008)**	**-46%**	**(770,359)**	**-13%**
Total Revenue	**4,144,166**	**4,324,264**	**9,764,189**	**9,764,189**	**5,307,181**	**(4,457,008)**	**-46%**	**(770,359)**	**-13%**
Personnel Services	2,460,548	2,174,423	2,484,355	2,501,966	2,572,692	88,336	4%	193,713	8%
Materials and Services	1,102,815	385,502	648,802	684,191	597,550	(51,252)	-8%	(126,620)	-17%
Capital Outlay	18,335	4,603	-	-	-	-	-	(7,646)	-100%
Operating Expense	**3,581,698**	**2,564,527**	**3,133,157**	**3,186,157**	**3,170,241**	**37,084**	**1%**	**59,447**	**2%**
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	499,121	2,244,115	6,581,032	6,578,032	2,136,940	(4,444,092)	-68%	(970,149)	-31%
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%**	**(910,702)**	**-15%**
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%**	**(910,702)**	
Revenues Less Expenses	63,348	(484,378)	-	-	-				

Notes:
None

120102-Equity, Diversity & Inclusion

BCC Priority Alignment: Not Applicable

Program Budget Summary

	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	Budget-to-Budget: $ Variance	Budget-to-Budget: % Variance	Budget-to-3 Yr Avg: $ Variance	Budget-to-3 Yr Avg: % Variance
Beginning Fund Balance	**95,000**	**-**	**-**	**-**	**-**	**-**	**-**	**(31,667)**	**-100%**
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	804,795	2,595,493	-	-	-	-	-	(1,133,429)	-100%
Charges, Fees, License, Permits, Fines	-	757,536	-	-	-	-	-	(252,512)	-100%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	35,660	-	-	-	-	-	-	(11,887)	-100%
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	719,706	-	-	-	-	-	-	(239,902)	-100%
Operating Revenue	**1,560,161**	**3,353,029**	**-**	**-**	**-**	**-**	**-**	**(1,637,730)**	**-100%**
Total Revenue	**1,655,161**	**3,353,029**	**-**	**-**	**-**	**-**	**-**	**(1,669,397)**	**-100%**
Personnel Services	643,179	287,378	-	-	-	-	-	(310,186)	-100%
Materials and Services	187,227	133,972	-	-	-	-	-	(107,067)	-100%
Capital Outlay	-	-	-	-	-	-	-	-	-
Operating Expense	**830,407**	**421,350**	**-**	**-**	**-**	**-**	**-**	**(417,252)**	**-100%**
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	694,990	2,412,952	-	-	-	-	-	(1,035,981)	-100%
Transfers	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Total Appropriated	**1,525,397**	**2,834,303**	**-**	**-**	**-**	**-**	**-**	**(1,453,233)**	**-100%**
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Total Expense	**1,525,397**	**2,834,303**	**-**	**-**	**-**	**-**	**-**	**(1,453,233)**	
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

	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	Budget-to-Budget: $ Variance	Budget-to-Budget: % Variance	Budget-to-3 Yr Avg: $ Variance	Budget-to-3 Yr Avg: % Variance
Beginning Fund Balance	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	6,151	-	-	-	-	-	-	(2,050)	-100%
Charges, Fees, License, Permits, Fines	-	-	52,528	50,000	49,567	(2,961)	-6%	32,900	197%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	-	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	159,299	-	-	-	-	-	-	(53,100)	-100%
Operating Revenue	**165,450**	**-**	**52,528**	**50,000**	**49,567**	**(2,961)**	**-6%**	**(22,250)**	**-31%**
Total Revenue	**165,450**	**-**	**52,528**	**50,000**	**49,567**	**(2,961)**	**-6%**	**(22,250)**	**-31%**
Personnel Services	165,810	-	-	-	-	-	-	(55,270)	-100%
Materials and Services	-	-	52,528	50,000	49,567	(2,961)	-6%	32,900	197%
Capital Outlay	-	-	-	-	-	-	-	-	-
Operating Expense	**165,810**	**-**	**52,528**	**50,000**	**49,567**	**(2,961)**	**-6%**	**(22,370)**	**-31%**
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Total Appropriated	**165,810**	**-**	**52,528**	**50,000**	**49,567**	**(2,961)**	**-6%**	**(22,370)**	**-31%**
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Total Expense	**165,810**	**-**	**52,528**	**50,000**	**49,567**	**(2,961)**	**-6%**	**(22,370)**	
Revenues Less Expenses	(360)	-	-	-	-				

Notes:
None

CLACKAMAS COUNTY

120104-BCC Office

BCC Priority Alignment: Accountable Government

Program Budget Summary

						Budget-to-Budget:		Budget-to-3 Yr Avg:	
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	$ Variance	% Variance	$ 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%	85,901	8%
Operating Revenue	**909,211**	**1,233,694**	**1,120,025**	**1,120,024**	**1,173,544**	**53,519**	**5%**	**85,901**	**8%**
Total Revenue	**909,211**	**1,233,694**	**1,120,025**	**1,120,024**	**1,173,544**	**53,519**	**5%**	**85,901**	**8%**
Personnel Services	868,700	1,017,405	1,044,281	1,044,280	1,104,102	59,821	6%	127,307	13%
Materials and Services	40,511	249,604	75,743	75,744	69,442	(6,301)	-8%	(52,511)	-43%
Capital Outlay	-	-	-	-	-	-	-	-	-
Operating Expense	**909,211**	**1,267,009**	**1,120,024**	**1,120,024**	**1,173,544**	**53,519**	**5%**	**74,795**	**7%**
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	(97)	-	-	-	-	-	32	-100%
Transfers	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Total Appropriated	**909,211**	**1,266,912**	**1,120,024**	**1,120,024**	**1,173,544**	**53,519**	**5%**	**74,828**	**7%**
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Total Expense	**909,211**	**1,266,912**	**1,120,024**	**1,120,024**	**1,173,544**	**53,519**	**5%**	**74,828**	
Revenues Less Expenses	-	(33,218)	-	-	-				

Notes:
None

Office of Tourism

Budget Presentation

Fiscal Year 2025-2026

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%

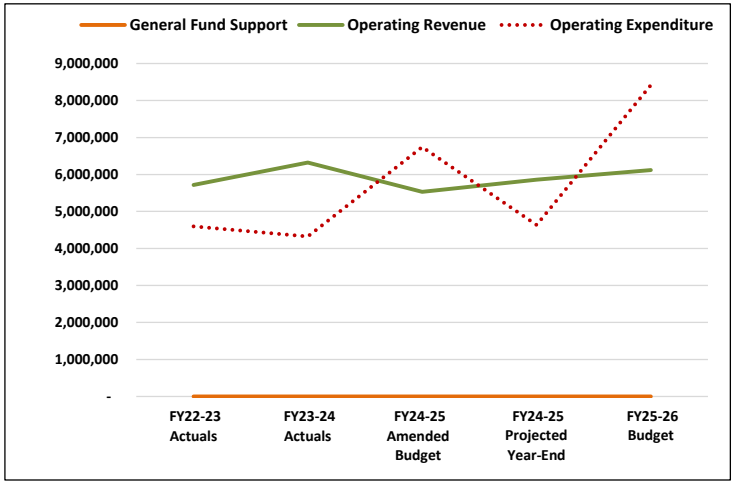
General Fund Support is a subsidy, net of any other revenue received by the department

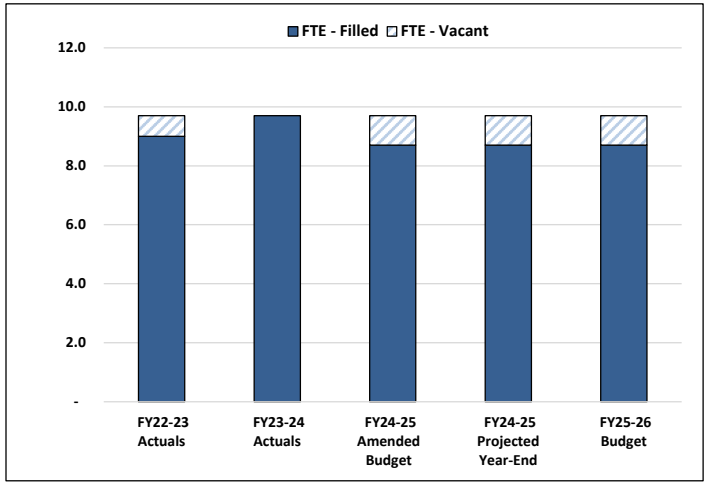
****** FY25-26 FTE: The figures align to each department's updated personnel counts***

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.

12-County Administration / 255-Transient Lodging Tax Fund
Summary of Revenue and Expense

	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	Budget to Budget: $ Variance	Budget to Budget: % Variance	Budget to 3-Year Average: $ Variance	Budget to 3-Year Average: % Variance
Beginning Fund Balance	6,376,481	7,402,015	6,712,125	8,611,504	9,296,652	2,584,527	39%	1,833,319	25%
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	556,018	593,232	530,000	577,743	570,000	40,000	8%	(5,664)	-1%
Charges, Fees, License, Permits	-	-	-	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	5,157,931	5,729,777	5,000,000	5,283,217	5,550,000	550,000	11%	159,692	3%
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-	-	-
Operating Revenue	**5,713,949**	**6,323,009**	**5,530,000**	**5,860,960**	**6,120,000**	**590,000**	**11%**	**154,027**	**3%**
Total Revenue	**12,090,430**	**13,725,023**	**12,242,125**	**14,472,464**	**15,416,652**	**3,174,527**	**26%**	**1,987,346**	**15%**
Personnel Services	1,264,816	1,545,963	1,636,299	1,636,330	1,647,993	11,694	1%	165,623	11%
Materials and Services	3,328,812	2,778,222	5,105,826	2,997,108	6,768,658	1,662,832	33%	3,733,944	123%
Capital Outlay	-	-	-	-	-	-	-	-	-
Operating Expenditure	**4,593,628**	**4,324,185**	**6,742,125**	**4,633,438**	**8,416,651**	**1,674,526**	**25%**	**3,899,568**	**86%**
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	147,553	542,700	500,000	542,370	2,000,000	1,500,000	300%	1,589,126	387%
Transfers	-	200,000	-	-	-	-	-	(66,667)	-100%
Contingency	-	-	5,000,000	-	5,000,000	-	0%	5,000,000	-
Total Appropriated	**4,741,181**	**5,066,885**	**12,242,125**	**5,175,808**	**15,416,651**	**3,174,526**	**26%**	**10,422,027**	**209%**
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Total Expense	**4,741,181**	**5,066,885**	**12,242,125**	**5,175,808**	**15,416,651**	**3,174,526**	**26%**	**10,422,027**	
Revenues Less Expenses	**7,349,249**	**8,658,139**	**-**	**9,296,656**	**-**				
Full Time Equivalent (FTE)				*As Of 03/2025*					
FTE - Total	9.7	9.7	9.7	9.7	9.7	-			
FTE - Filled	9.0	9.7	8.7	8.7	8.7	-			
FTE - Vacant	0.7	-	1.0	1.0	1.0	-			





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.

FY25-26 Looking Ahead

CHALLENGES

- No challenges anticipated in FY25-26 budget, but tourism may see a decrease in transient lodging tax collections in FY25-26 due to a decrease in international visitation and a volatile economy that could impact our future FY budgets.

OPPORTUNITIES

- Accumulated carryover from the last couple of years allows the budget for FY25-26 to be stronger than usual. This is an opportunity to get more dollars back out into the community this year to support tourism businesses (grants) and drive more visitation to support economic growth (advertising) in this potentially turbulent tourism economy year.

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

Performance Narrative Statement

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

Key Performance Measures

	FY 22-23 Actual	FY 23-24 Actual	FY 24-25 Target	FY 24-25 Actuals as of 2/28/25	FY 25-26 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

CLACKAMAS COUNTY

120201-Leadership & Administration

BCC Priority Alignment: Accountable Government

Program Budget Summary

	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	Budget-to-Budget: $ Variance	Budget-to-Budget: % Variance	Budget-to-3 Yr Avg: $ Variance	Budget-to-3 Yr Avg: % Variance
Beginning Fund Balance	**6,635,868**	**5,874,179**	**6,712,125**	**7,791,487**	**8,304,706**	**1,592,581**	**24%**	**1,537,528**	**23%**
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	1,326,945	1,606,562	325,510	(1,001,435)	-75%	(1,428,198)	-81%
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-	-	-
Operating Revenue	**474,632**	**3,179,930**	**1,326,945**	**1,606,562**	**325,510**	**(1,001,435)**	**-75%**	**(1,428,198)**	**-81%**
Total Revenue	**7,110,500**	**9,054,108**	**8,039,070**	**9,398,049**	**8,630,216**	**591,146**	**7%**	**109,330**	**1%**
Personnel Services	515,605	577,029	612,327	612,328	579,296	(33,030)	-5%	10,976	2%
Materials and Services	764,880	438,958	2,426,744	481,014	3,050,920	624,177	26%	2,489,303	443%
Capital Outlay	-	-	-	-	-	-	-	-	-
Operating Expense	**1,280,485**	**1,015,987**	**3,039,070**	**1,093,342**	**3,630,217**	**591,146**	**19%**	**2,500,279**	**221%**
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	200,000	-	-	-	-	-	(66,667)	-100%
Contingency	-	-	5,000,000	-	5,000,000	-	0%	5,000,000	-
Total Appropriated	**1,280,485**	**1,215,987**	**8,039,070**	**1,093,342**	**8,630,217**	**591,146**	**7%**	**7,433,612**	**621%**
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Total Expense	**1,280,485**	**1,215,987**	**8,039,070**	**1,093,342**	**8,630,217**	**591,146**	**7%**	**7,433,612**	
Revenues Less Expenses	5,830,015	7,838,122	-	8,304,707	-				

Notes:
Transition of Tourism department leadership during FY 24/25 led to limited spending of the current budget and a higher than expected carryover for FY25/26. Additionally, there was carryover from FY 23/24 that was not budgeted for in FY 24/25 that is now programmed into the FY 25/26 budget. Combined, these funds beyond normal annual revenue have been distributed across the Leadership, Development and Marketing programs in FY 25/26, intended for impactful one time investments.

Tourism

Destination Development & Community Relations

Purpose Statement

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

Performance Narrative

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

Key Performance Measures

	FY 22-23 Actual	FY 23-24 Actual	FY 24-25 Target	FY 24-25 Actuals as of 2/28/25	FY 25-26 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

CLACKAMAS COUNTY

120202-Destination Development & Community Relations

BCC Priority Alignment: Accountable Government

Program Budget Summary

						Budget-to-Budget:		Budget-to-3 Yr Avg:	
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	$ Variance	% Variance	$ Variance	% Variance
Beginning Fund Balance	**(49,695)**	**831,641**	**-**	**604,165**	**685,844**	**685,844**	**-**	**223,807**	**48%**
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	1,362,304	1,362,304	2,323,660	961,356	71%	1,042,241	81%
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-	-	-
Operating Revenue	**1,590,558**	**891,394**	**1,362,304**	**1,362,304**	**2,323,660**	**961,356**	**71%**	**1,042,241**	**81%**
Total Revenue	**1,540,863**	**1,723,035**	**1,362,304**	**1,966,469**	**3,009,504**	**1,647,200**	**121%**	**1,266,048**	**73%**
Personnel Services	268,077	294,232	299,354	299,354	317,054	17,700	6%	29,833	10%
Materials and Services	293,592	318,039	562,950	438,899	692,449	129,499	23%	342,273	98%
Capital Outlay	-	-	-	-	-	-	-	-	-
Operating Expense	**561,669**	**612,271**	**862,304**	**738,253**	**1,009,503**	**147,199**	**17%**	**372,105**	**58%**
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	147,553	506,600	500,000	542,370	2,000,000	1,500,000	300%	1,601,159	401%
Transfers	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Total Appropriated	**709,222**	**1,118,870**	**1,362,304**	**1,280,623**	**3,009,503**	**1,647,199**	**121%**	**1,973,264**	**190%**
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Total Expense	**709,222**	**1,118,870**	**1,362,304**	**1,280,623**	**3,009,503**	**1,647,199**	**121%**	**1,973,264**	
Revenues Less Expenses	831,641	604,165	-	685,846	-				

Notes:
Transition of Tourism department leadership during FY 24/25 led to limited spending of the current budget and a higher than expected carryover for FY25/26. Additionally, there was carryover from FY 23/24 that was not budgeted for in FY 24/25 that is now programmed into the FY 25/26 budget. Combined, these funds beyond normal annual revenue have been distributed across the Leadership, Development and Marketing programs in FY 25/26, intended for impactful one time investments.

Tourism

Region Cooperative Tourism Program

Purpose Statement

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

Performance Narrative Statement

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

RCTP performance is closely measured through Travel Oregon's RCTP program guidelines, through quarterly check in reviews with Travel Oregon program staff, annual program and budget tracking reports, annual financial audit, and biennial regional stakeholder feedback via Travel Oregon's industry survey.

Key Performance Measures

	FY 22-23 Actual	FY 23-24 Actual	FY 24-25 Target	FY 24-25 Actuals as of 3/31/25	FY 25-26 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

CLACKAMAS COUNTY

120203-Region Cooperative Tourism Program

BCC Priority Alignment: Accountable Government

Program Budget Summary

						Budget-to-Budget:		Budget-to-3 Yr Avg:	
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	$ Variance	% Variance	$ Variance	% Variance
Beginning Fund Balance	**141,825**	**83,007**	**-**	**168,935**	**40,000**	**40,000**	**-**	**(91,256)**	**-70%**
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	556,018	593,232	530,000	577,743	570,000	40,000	8%	(5,664)	-1%
Charges, Fees, License, Permits, Fines	-	-	-	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	17,500	56,502	-	-	-	-	-	(24,667)	-100%
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-	-	-
Operating Revenue	**573,518**	**649,734**	**530,000**	**577,743**	**570,000**	**40,000**	**8%**	**(30,332)**	**-5%**
Total Revenue	**715,343**	**732,741**	**530,000**	**746,678**	**610,000**	**80,000**	**15%**	**(121,587)**	**-17%**
Personnel Services	105,312	120,177	126,768	126,797	135,141	8,373	7%	17,712	15%
Materials and Services	535,627	407,529	403,233	579,881	474,860	71,627	18%	(32,819)	-6%
Capital Outlay	-	-	-	-	-	-	-	-	-
Operating Expense	**640,938**	**527,705**	**530,000**	**706,678**	**610,001**	**80,001**	**15%**	**(15,106)**	**-2%**
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	36,100	-	-	-	-	-	(12,033)	-100%
Transfers	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Total Appropriated	**640,938**	**563,805**	**530,000**	**706,678**	**610,001**	**80,001**	**15%**	**(27,140)**	**-4%**
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Total Expense	**640,938**	**563,805**	**530,000**	**706,678**	**610,001**	**80,001**	**15%**	**(27,140)**	
Revenues Less Expenses	74,405	168,935	-	40,000	-				

Notes:
Yr/Yr budget increase due to anticipated increase in grant funding revenue from the Portland Regional Program and anticipated carryover from FY 24/25.

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

	FY 22-23 Actual	FY 23-24 Actual	FY 24-25 Target	FY 24-25 Actuals as of 2/28/25	FY 25-26 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

CLACKAMAS COUNTY

120204-Marketing & Communication

BCC Priority Alignment: Accountable Government

Program Budget Summary

	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	Budget-to-Budget: $ Variance	Budget-to-Budget: % Variance	Budget-to-3 Yr Avg: $ Variance	Budget-to-3 Yr Avg: % Variance
Beginning Fund Balance	**(351,517)**	**613,188**	**-**	**46,917**	**266,102**	**266,102**	**-**	**163,239**	**159%**
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%	570,316	24%
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%**	**570,316**	**24%**
Total Revenue	**2,723,724**	**2,215,139**	**2,310,751**	**2,361,268**	**3,166,932**	**856,181**	**37%**	**733,555**	**30%**
Personnel Services	375,822	554,525	597,850	597,851	616,502	18,651	3%	107,102	21%
Materials and Services	1,734,713	1,613,697	1,712,900	1,497,314	2,550,429	837,529	49%	935,188	58%
Capital Outlay	-	-	-	-	-	-	-	-	-
Operating Expense	**2,110,536**	**2,168,222**	**2,310,750**	**2,095,165**	**3,166,931**	**856,180**	**37%**	**1,042,290**	**49%**
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%**	**1,042,290**	**49%**
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Total Expense	**2,110,536**	**2,168,222**	**2,310,750**	**2,095,165**	**3,166,931**	**856,180**	**37%**	**1,042,290**	
Revenues Less Expenses	613,188	46,917	-	266,103	-				

Notes:
Transition of Tourism department leadership during FY 24/25 led to limited spending of the current budget and a higher than expected carryover for FY25/26. Additionally, there was carryover from FY 23/24 that was not budgeted for in FY 24/25 that is now programmed into the FY 25/26 budget. Combined, these funds beyond normal annual revenue have been distributed across the Leadership, Development and Marketing programs in FY 25/26, intended for impactful one time investments.

Disaster Management

Budget Presentation

Fiscal Year 2025-2026

County Admin - Disaster Management (23)

Department Budget Summary by Fund

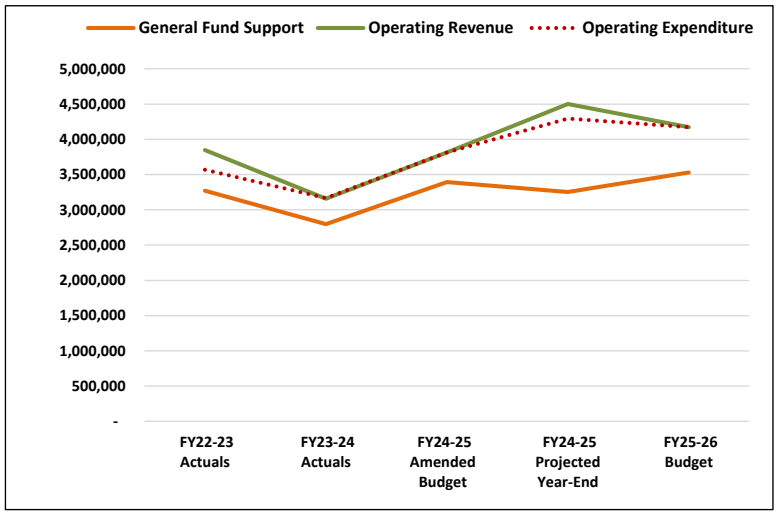
Line of Business	Program	FY25-26 General Fund (100)	FY25-26 Special Grants Fund (230)	FY25-26 Total Budget	FY25-26 General Fund Support in Budget*	% of Total	FY25-26 FTE ** Total	Filled	Vacant
Disaster Management & Medical Examiner	Disaster Management	2,247,171	28,040	2,275,211	2,127,521	94%	9.0	7.0	2.0
	Medical Examiner's Office	1,381,979	-	1,381,979	1,381,979	100%	6.0	6.0	-
	Disaster Activation	20,000	-	20,000	20,000	100%	-	-	-
	Disaster Management Grants	924,387		924,387	-	0%	-	-	-
								-	-
	TOTAL	4,573,537	28,040	4,601,577	3,529,500	77%	15.0	13.0	2.0
	FY24-25 Budget (Amended)	4,396,468	55,923	4,452,391	3,393,750	76%	15.0	13.0	2.0
	$ Increase (Decrease)	177,069	-27,883	149,186	135,750		-	-	-
	% Increase (Decrease)	4%	-50%	3%	4%		0%	0%	0%

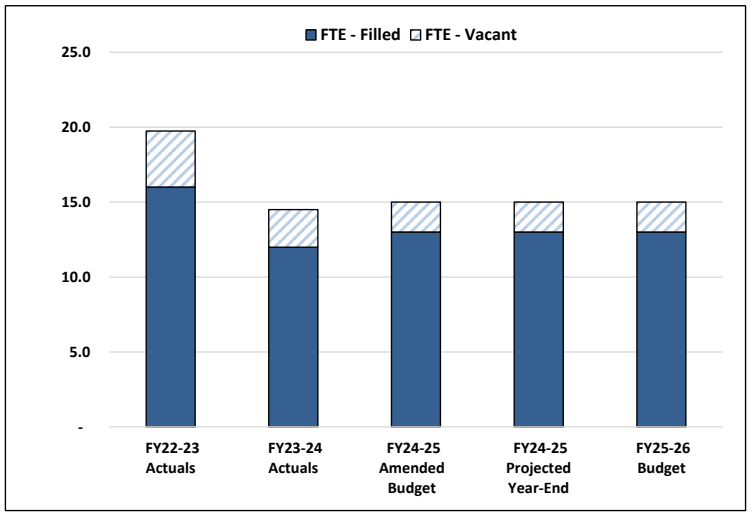
General Fund Support is a subsidy, net of any other revenue received by the department

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

23-County Admin - Disaster Mgmt / 100-General Fund
Summary of Revenue and Expense

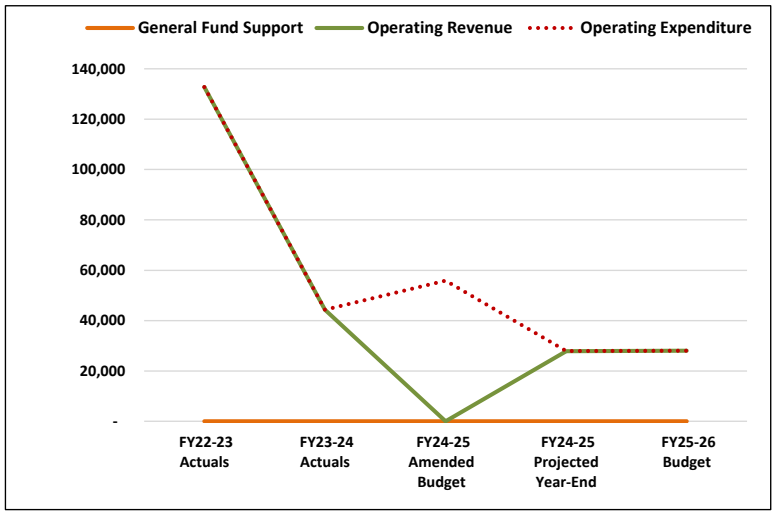
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	Budget to Budget: $ Variance	Budget to Budget: % Variance	Budget to 3-Year Average: $ Variance	Budget to 3-Year Average: % Variance
Beginning Fund Balance	423,844	573,844	583,844	562,069	400,607	(183,237)	-31%	(119,312)	-23%
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	548,746	357,451	418,874	1,247,945	643,430	224,556	54%	(74,617)	-10%
Charges, Fees, License, Permits	7,807	-	-	-	-	-	-	(2,602)	-100%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	18,904	1,975	-	1,288	-	-	-	(7,389)	-100%
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	3,271,504	2,797,984	3,393,750	3,252,175	3,529,500	135,750	4%	422,279	14%
Operating Revenue	**3,846,961**	**3,157,410**	**3,812,624**	**4,501,408**	**4,172,930**	**360,306**	**9%**	**337,670**	**9%**
Total Revenue	**4,270,805**	**3,731,254**	**4,396,468**	**5,063,477**	**4,573,537**	**177,069**	**4%**	**218,358**	**5%**
Personnel Services	2,275,391	2,285,728	2,760,104	2,594,075	2,949,643	189,538	7%	564,578	24%
Materials and Services	1,114,177	875,654	1,052,520	1,214,584	1,223,288	170,768	16%	155,149	15%
Capital Outlay	177,663	5,000	-	485,354	-	-	-	(222,672)	-100%
Operating Expenditure	**3,567,231**	**3,166,383**	**3,812,625**	**4,294,013**	**4,172,931**	**360,306**	**9%**	**497,055**	**14%**
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	27,884	2,803	583,844	300,000	400,607	(183,237)	-31%	290,378	263%
Transfers	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Total Appropriated	**3,595,115**	**3,169,185**	**4,396,469**	**4,594,013**	**4,573,538**	**177,069**	**4%**	**787,433**	**21%**
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Total Expense	**3,595,115**	**3,169,185**	**4,396,469**	**4,594,013**	**4,573,538**	**177,069**	**4%**	**787,433**	
Revenues Less Expenses	**675,690**	**562,069**	**-**	**469,464**	**-**				
Full Time Equivalent (FTE)				*As Of 03/2025*					
FTE - Total	19.7	14.5	15.0	15.0	15.0	-			
FTE - Filled	16.0	12.0	13.0	13.0	13.0	-			
FTE - Vacant	3.7	2.5	2.0	2.0	2.0	-			

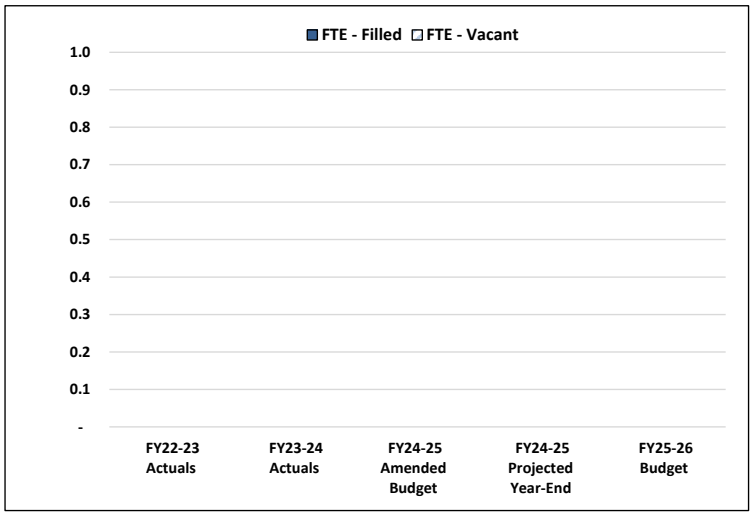




23-County Admin - Disaster Mgmt / 230-Special Grants Fund
Summary of Revenue and Expense

	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	Budget to Budget: $ Variance	Budget to Budget: % Variance	Budget to 3-Year Average: $ Variance	Budget to 3-Year Average: % Variance
Beginning Fund Balance	-	-	55,923	-	-	(55,923)	-100%	-	-
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	132,808	44,333	-	27,883	28,040	28,040	-	(40,301)	-59%
Charges, Fees, License, Permits	-	-	-	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	-	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-	-	-
Operating Revenue	**132,808**	**44,333**	**-**	**27,883**	**28,040**	**28,040**	**-**	**(40,301)**	**-59%**
Total Revenue	**132,808**	**44,333**	**55,923**	**27,883**	**28,040**	**(27,883)**	**-50%**	**(40,301)**	**-59%**
Personnel Services	132,808	-	-	-	-	-	-	(44,269)	-100%
Materials and Services	-	-	-	-	-	-	-	-	-
Capital Outlay	-	44,333	55,923	27,883	28,040	(27,883)	-50%	3,968	16%
Operating Expenditure	**132,808**	**44,333**	**55,923**	**27,883**	**28,040**	**(27,883)**	**-50%**	**(40,301)**	**-59%**
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Total Appropriated	**132,808**	**44,333**	**55,923**	**27,883**	**28,040**	**(27,883)**	**-50%**	**(40,301)**	**-59%**
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Total Expense	**132,808**	**44,333**	**55,923**	**27,883**	**28,040**	**(27,883)**	**-50%**	**(40,301)**	
Revenues Less Expenses	**-**	**-**	**-**	**-**	**-**				
Full Time Equivalent (FTE)				*As Of 03/2025*					
FTE - Total	-	-	-	-	-	-			
FTE - Filled	-	-	-	-	-	-			
FTE - Vacant	-	-	-	-	-	-			





FY25-26 Looking Ahead

CHALLENGES

- New federal government grant requirements will negatively impact staff and project grant funding.
- The Medical Examiner's Office will need to move by June 30, 2027 to a new facility due to the contract with the Oregon State Police ending.
- The Medical Examiner's current staffing levels can not meet the operational and administrative needs of the increased case volume (2 FTE requested, $206,058 pro-rated 8 months).
- The Medical Examiner's Office will need to replace an aging vehicle in FY27.

OPPORTUNITIES

- Nothing financially significant at this time.

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County Admin - Disaster Management (23)

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
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	1,381,979	-	1,381,979	1,381,979	100%	6.0	6.0	-
	Disaster Activation	20,000	-	20,000	20,000	100%	-	-	-
	Disaster Management Grants	924,387		924,387	-	0%	-	-	-
								-	-
	TOTAL	4,573,537	28,040	4,601,577	3,529,500	77%	15.0	13.0	2.0
	FY24-25 Budget (Amended)	4,396,468	55,923	4,452,391	3,393,750	76%	15.0	13.0	2.0
	$ Increase (Decrease)	177,069	-27,883	149,186	135,750		-	-	-
	% Increase (Decrease)	4%	-50%	3%	4%		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

		FY 22-23 Actuals	FY 23-24 Actuals	FY 24-25 Target	FY 24-25 Actuals as of 4/28/2025	FY 25-26 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 $160,000 to offset salaries for Clackamas County Disaster Management Program staff. The EMPG has a 50% match requirement. The Urban Area Security Initiative (UASI) grant funding is for specific projects and have a 2 year performance period. In order to get federal funding for federally declared events and mitigation dollars the program must also adhere to the federal Stafford Act.

CLACKAMAS COUNTY

230101-Disaster Management

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

Program Budget Summary

						Budget-to-Budget:		Budget-to-3 Yr Avg:	
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	$ Variance	% Variance	$ Variance	% Variance
Beginning Fund Balance	**-**	**-**	**55,923**	**-**	**-**	**(55,923)**	**-100%**	**-**	**-**
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	314,452	52,355	105,600	309,941	147,690	42,090	40%	(77,893)	-35%
Charges, Fees, License, Permits, Fines	7,807	-	-	-	-	-	-	(2,602)	-100%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	6,602	1,205	-	1,288	-	-	-	(3,032)	-100%
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	1,955,460	1,584,866	2,024,020	1,882,445	2,127,521	103,501	5%	319,931	18%
Operating Revenue	**2,284,321**	**1,638,426**	**2,129,620**	**2,193,674**	**2,275,211**	**145,591**	**7%**	**236,404**	**12%**
Total Revenue	**2,284,321**	**1,638,426**	**2,185,543**	**2,193,674**	**2,275,211**	**89,668**	**4%**	**236,404**	**12%**
Personnel Services	1,297,146	1,262,191	1,667,848	1,493,038	1,817,529	149,681	9%	466,738	35%
Materials and Services	834,778	424,370	461,772	672,753	429,642	(32,130)	-7%	(214,325)	-33%
Capital Outlay	-	49,333	55,923	27,883	28,040	(27,883)	-50%	2,301	9%
Operating Expense	**2,131,924**	**1,735,894**	**2,185,543**	**2,193,674**	**2,275,211**	**89,668**	**4%**	**254,714**	**13%**
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	27,884	-	-	-	-	-	-	(9,295)	-100%
Transfers	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Total Appropriated	**2,159,808**	**1,735,894**	**2,185,543**	**2,193,674**	**2,275,211**	**89,668**	**4%**	**245,419**	**12%**
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Total Expense	**2,159,808**	**1,735,894**	**2,185,543**	**2,193,674**	**2,275,211**	**89,668**	**4%**	**245,419**	
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

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

		FY 22-23 Actuals	FY 23-24 Actuals	FY 24-25 Target	FY 24-25 Actuals as of 12/31/2024	FY 25-26 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	Y
Shared Services	N
Grant Funding	N

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

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

CLACKAMAS COUNTY

230102-Medical Examiner's Office

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

Program Budget Summary

						Budget-to-Budget:		Budget-to-3 Yr Avg:	
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	$ Variance	% Variance	$ 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	1,381,979	32,249	2%	1,381,979	-
Operating Revenue	**1,312,045**	**1,198,118**	**1,349,730**	**1,361,033**	**1,381,979**	**32,249**	**2%**	**1,381,979**	**-**
Total Revenue	**1,312,045**	**1,198,118**	**1,349,730**	**1,361,033**	**1,381,979**	**32,249**	**2%**	**1,381,979**	**-**
Personnel Services	963,016	1,023,537	1,092,256	1,101,037	1,132,113	39,857	4%	1,132,113	-
Materials and Services	171,366	214,410	257,474	259,996	249,866	(7,608)	-3%	249,866	-
Capital Outlay	177,663	-	-	-	-	-	-	-	-
Operating Expense	**1,312,045**	**1,237,947**	**1,349,730**	**1,361,033**	**1,381,979**	**32,249**	**2%**	**1,381,979**	**-**
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Total Appropriated	**1,312,045**	**1,237,947**	**1,349,730**	**1,361,033**	**1,381,979**	**32,249**	**2%**	**1,381,979**	**-**
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Total Expense	**1,312,045**	**1,237,947**	**1,349,730**	**1,361,033**	**1,381,979**	**32,249**	**2%**	**1,381,979**	
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 commnunity 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

		FY 22-23 Actuals	FY 23-24 Actuals	FY 24-25 Target	FY 24-25 Actuals as of 4/28/2025	FY 25-26 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 FY 24/25
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 resorce 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 FY 25/26 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.

CLACKAMAS COUNTY

230103-Disaster Activation

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

Program Budget Summary

						Budget-to-Budget:		Budget-to-3 Yr Avg:	
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	$ Variance	% Variance	$ 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%	20,000	-
Operating Revenue	**208,352**	**36,403**	**20,000**	**8,697**	**20,000**	**-**	**0%**	**20,000**	**-**
Total Revenue	**208,352**	**36,403**	**20,000**	**8,697**	**20,000**	**-**	**0%**	**20,000**	**-**
Personnel Services	148,037	-	-	-	-	-	-	-	-
Materials and Services	17,979	31,712	20,000	8,697	20,000	-	0%	20,000	-
Capital Outlay	-	-	-	-	-	-	-	-	-
Operating Expense	**166,016**	**31,712**	**20,000**	**8,697**	**20,000**	**-**	**0%**	**20,000**	**-**
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Total Appropriated	**166,016**	**31,712**	**20,000**	**8,697**	**20,000**	**-**	**0%**	**20,000**	**-**
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Total Expense	**166,016**	**31,712**	**20,000**	**8,697**	**20,000**	**-**	**0%**	**20,000**	
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

	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	Budget-to-Budget: $ Variance	Budget-to-Budget: % Variance	Budget-to-3 Yr Avg: $ Variance	Budget-to-3 Yr Avg: % Variance
Beginning Fund Balance	**423,844**	**573,844**	**583,844**	**562,069**	**400,607**	**(183,237)**	**-31%**	**400,607**	**-**
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	175,050	328,796	313,274	965,887	523,780	210,506	67%	523,780	-
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**	**313,274**	**965,887**	**523,780**	**210,506**	**67%**	**523,780**	**-**
Total Revenue	**598,895**	**902,640**	**897,118**	**1,527,956**	**924,387**	**27,269**	**3%**	**924,387**	**-**
Personnel Services	-	-	-	-	-	-	-	-	-
Materials and Services	90,054	205,162	313,274	273,138	523,780	210,506	67%	523,780	-
Capital Outlay	-	-	-	485,354	-	-	-	-	-
Operating Expense	**90,054**	**205,162**	**313,274**	**758,492**	**523,780**	**210,506**	**67%**	**523,780**	**-**
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	2,803	583,844	300,000	400,607	(183,237)	-31%	400,607	-
Transfers	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Total Appropriated	**90,054**	**207,965**	**897,118**	**1,058,492**	**924,387**	**27,269**	**3%**	**924,387**	**-**
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Total Expense	**90,054**	**207,965**	**897,118**	**1,058,492**	**924,387**	**27,269**	**3%**	**924,387**	
Revenues Less Expenses	508,841	694,675	-	469,464	-				

Notes:
Changing levels in grants and associated projects

County Admin – Law Library

Budget Presentation

Fiscal Year 2025-2026

County Admin - Law Library (27)

Department Budget Summary by Fund

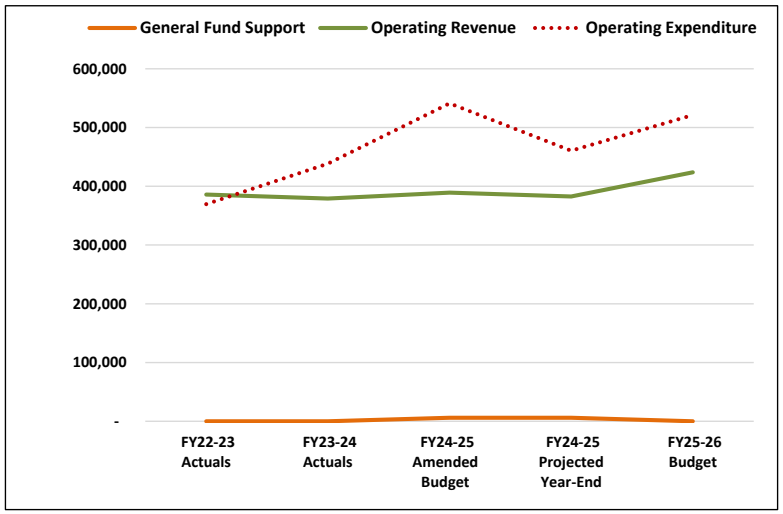
Line of Business	Program	FY25-26 Law Library Fund (211)	FY25-26 Total Budget	FY25-26 General Fund Support in Budget*	% of Total	FY25-26 FTE ** Total	Filled	Vacant
Law Library Administration	Law Library Services	571,374	571,374	-	0%	2.3	2.3	-
	TOTAL	571,374	571,374	-	0%	2.3	2.3	0.0
	FY24-25 Budget (Amended)	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%	-

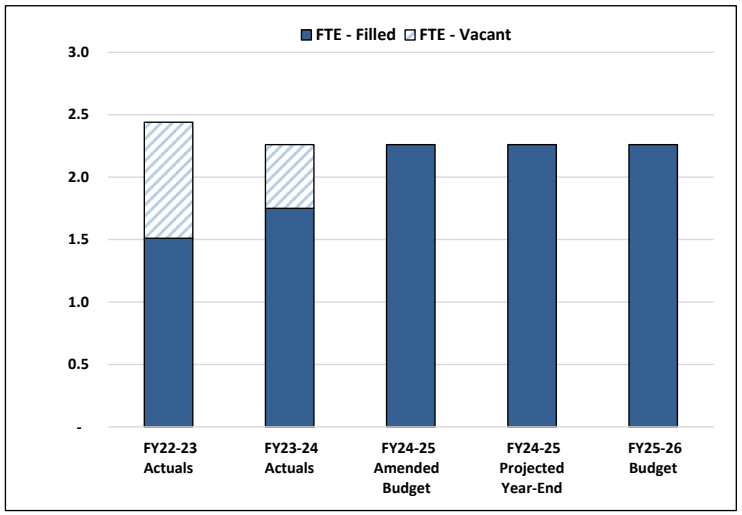
General Fund Support is a subsidy, net of any other revenue received by the department

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

27-County Admin - Law Library / 211-Law Library Fund
Summary of Revenue and Expense

	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	Budget to Budget: $ Variance	Budget to Budget: % Variance	Budget to 3-Year Average: $ Variance	Budget to 3-Year Average: % Variance
Beginning Fund Balance	268,541	284,874	194,415	225,564	147,554	(46,861)	-24%	(112,106)	-43%
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	25,797	-	-	-	-	-	-	(8,599)	-100%
Charges, Fees, License, Permits	351,135	362,720	370,069	363,069	407,820	37,751	10%	48,845	14%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	9,012	16,401	13,000	13,620	16,000	3,000	23%	2,989	23%
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	-	-	6,011	6,011	-	(6,011)	-100%	(2,004)	-100%
Operating Revenue	**385,944**	**379,121**	**389,080**	**382,700**	**423,820**	**34,740**	**9%**	**41,232**	**11%**
Total Revenue	**654,485**	**663,995**	**583,495**	**608,264**	**571,374**	**(12,121)**	**-2%**	**(70,874)**	**-11%**
Personnel Services	237,845	284,046	346,103	266,005	333,060	(13,043)	-4%	70,428	27%
Materials and Services	131,765	154,385	195,221	194,705	188,313	(6,908)	-4%	28,028	17%
Capital Outlay	-	-	-	-	-	-	-	-	-
Operating Expenditure	**369,611**	**438,431**	**541,324**	**460,710**	**521,374**	**(19,951)**	**-4%**	**98,456**	**23%**
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
Contingency	-	-	42,171	-	50,000	7,829	19%	50,000	-
Total Appropriated	**369,611**	**438,431**	**583,495**	**460,710**	**571,374**	**(12,122)**	**-2%**	**148,456**	**35%**
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Total Expense	**369,611**	**438,431**	**583,495**	**460,710**	**571,374**	**(12,122)**	**-2%**	**148,456**	
Revenues Less Expenses	**284,874**	**225,564**	**-**	**147,554**	**-**				
Full Time Equivalent (FTE)				*As Of 03/2025*					
FTE - Total	2.4	2.3	2.3	2.3	2.3	-			
FTE - Filled	1.5	1.8	2.3	2.3	2.3	-			
FTE - Vacant	0.9	0.5	-	-	-	-			





FY25-26 Looking Ahead

CHALLENGES

- The Law Library proposed budget is dependent upon 2025 Oregon House Bill 5012 passing which would provide sufficient funding for the Law Library to maintain existing personnel, collection and service levels.

OPPORTUNITIES

- If 2025 Oregon House Bill 5012 passes with an increase in funding for county law libraries, the Law Library will have the opportunity to expand personnel, the print collection, and access to online legal research subscriptions and services, such as clinics and court navigation assistance.
- The move into the new courthouse may result in a positive impact to Law Library expansion of services and programs.

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 Line of Business

Law Library Program

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.

Performance Narrative

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.

CLACKAMAS COUNTY

270101-Law Library Services

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

Program Budget Summary

						Budget-to-Budget:		Budget-to-3 Yr Avg:	
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	$ Variance	% Variance	$ Variance	% Variance
Beginning Fund Balance	**268,541**	**284,874**	**194,415**	**225,564**	**147,554**	**(46,861)**	**-24%**	**(112,106)**	**-43%**
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	25,797	-	-	-	-	-	-	(8,599)	-100%
Charges, Fees, License, Permits, Fines	351,135	362,720	370,069	363,069	407,820	37,751	10%	48,845	14%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	9,012	16,401	13,000	13,620	16,000	3,000	23%	2,989	23%
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	-	-	6,011	6,011	-	(6,011)	-100%	(2,004)	-100%
Operating Revenue	**385,944**	**379,121**	**389,080**	**382,700**	**423,820**	**34,740**	**9%**	**41,232**	**11%**
Total Revenue	**654,485**	**663,995**	**583,495**	**608,264**	**571,374**	**(12,121)**	**-2%**	**(70,874)**	**-11%**
Personnel Services	237,845	284,046	346,103	266,005	333,060	(13,043)	-4%	70,428	27%
Materials and Services	131,765	154,385	195,221	194,705	188,313	(6,908)	-4%	28,028	17%
Capital Outlay	-	-	-	-	-	-	-	-	-
Operating Expense	**369,611**	**438,431**	**541,324**	**460,710**	**521,374**	**(19,951)**	**-4%**	**98,456**	**23%**
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
Contingency	-	-	42,171	-	50,000	7,829	19%	50,000	-
Total Appropriated	**369,611**	**438,431**	**583,495**	**460,710**	**571,374**	**(12,122)**	**-2%**	**148,456**	**35%**
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Total Expense	**369,611**	**438,431**	**583,495**	**460,710**	**571,374**	**(4,293)**	**-1%**	**148,456**	
Revenues Less Expenses	284,874	225,564	-	147,554	-				

Notes:
No significant issues or changes

County Counsel

Budget Presentation

Fiscal Year 2025-2026

Department Budget Summary by Fund

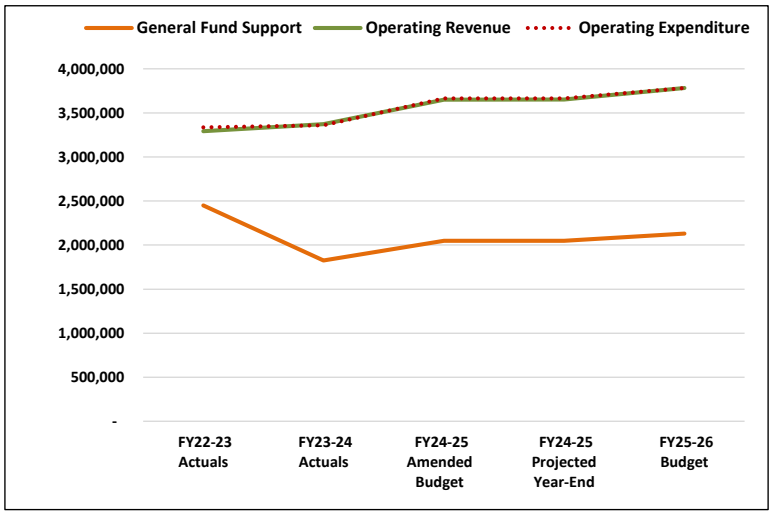
Line of Business	Program	FY25-26 General Fund (100)	FY25-26 Total Budget	FY25-26 General Fund Support in Budget*	% of Total	FY25-26 FTE ** Total	Filled	Vacant
Office of the County Counsel Administration	Office of the County Counsel	623,550	623,550	622,550	100%	2.0	2.0	-
Legal Support	Advisory, Regulatory, & 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
	FY24-25 Budget (Amended)	3,664,449	3,664,449	2,047,000	56%	14.0	11.0	3.0
	$ Increase (Decrease)	118,971	118,971	81,880		-	1.0	(1.0)
	% Increase (Decrease)	3.2%	3.2%	4.0%		0.0%	9.1%	-33.3%

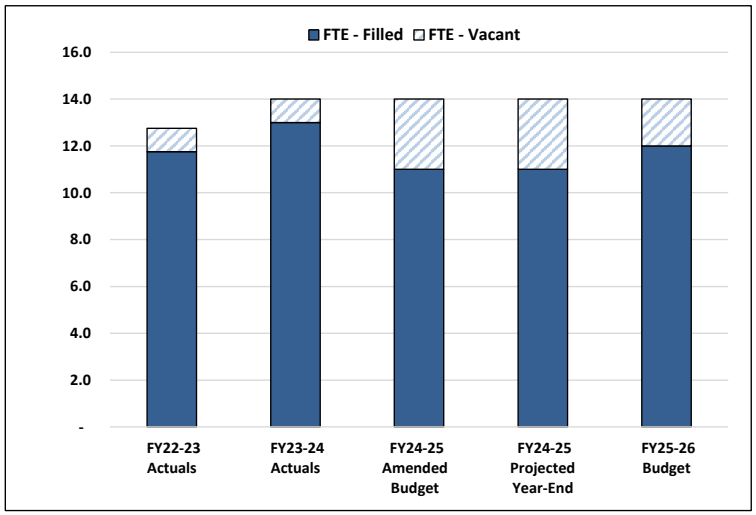
**** General Fund Support is a subsidy, net of any other revenue received by the department***

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

14-County Counsel / 100-General Fund
Summary of Revenue and Expense

	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	Budget to Budget: $ Variance	Budget to Budget: % Variance	Budget to 3-Year Average: $ Variance	Budget to 3-Year Average: % Variance
Beginning Fund Balance	42,770	-	13,645	13,645	-	(13,645)	-100%	(18,805)	-100%
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	-	-	-	-	-	-	-	-
Charges, Fees, License, Permits	842,987	1,548,198	1,603,804	1,603,804	1,654,540	50,736	3%	322,877	24%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	496	-	-	-	-	-	-	(165)	-100%
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	2,449,764	1,824,654	2,047,000	2,047,180	2,128,880	81,880	4%	21,681	1%
Operating Revenue	**3,293,247**	**3,372,852**	**3,650,804**	**3,650,984**	**3,783,420**	**132,616**	**4%**	**344,392**	**10%**
Total Revenue	**3,336,017**	**3,372,852**	**3,664,449**	**3,664,629**	**3,783,420**	**118,971**	**3%**	**325,587**	**9%**
Personnel Services	2,934,974	3,171,803	3,482,984	3,485,096	3,604,881	121,897	3%	407,590	13%
Materials and Services	400,305	175,048	167,820	164,964	178,539	10,719	6%	(68,233)	-28%
Capital Outlay	736	12,355	13,645	14,569	-	(13,645)	-100%	(9,220)	-100%
Operating Expenditure	**3,336,015**	**3,359,206**	**3,664,449**	**3,664,629**	**3,783,420**	**118,971**	**3%**	**330,137**	**10%**
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Total Appropriated	**3,336,015**	**3,359,206**	**3,664,449**	**3,664,629**	**3,783,420**	**118,971**	**3%**	**330,137**	**10%**
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Total Expense	**3,336,015**	**3,359,206**	**3,664,449**	**3,664,629**	**3,783,420**	**118,971**	**3%**	**330,137**	
Revenues Less Expenses	**-**	**13,646**	**-**	**-**	**-**				
Full Time Equivalent (FTE)				*As Of 03/2025*					
FTE - Total	12.8	14.0	14.0	14.0	14.0	-			
FTE - Filled	11.8	13.0	11.0	11.0	12.0	1.0			
FTE - Vacant	1.0	1.0	3.0	3.0	2.0	(1.0)			





FY25-26 Looking Ahead

CHALLENGES

- We do not foresee any challenges with our budget in the coming year.

OPPORTUNITIES

- In May 2025, County Counsel took over the task of Civil Commitments, this will increase the office's revenue and decrease the need for General Fund support.

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
	FY24-25 Budget (Amended)	3,664,449	3,664,449	2,047,000	56%	14.0	11.0	3.0
	$ Increase (Decrease)	118,971	118,971	81,880		-	1.0	(1.0)
	% Increase (Decrease)	3.2%	3.2%	4.0%		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

Office of the County Counsel Administration

Purpose Statement

The purpose of the Office of the County Counsel is to provide leadership, oversight and legal consultation services to Clackamas County, and its elected officials, departments and special districts, so they can effectively implement their policy objectives, achieve success for County operations, and minimize risk and adverse results for the County.

Performance Narrative

The Office of the County Counsel program provides general advice on all aspects of municipal law, including general governance, public meetings, public records and elections. The program's services include the following:

- Board and Elected Official Consultations
- Board Briefings
- Client Department Consultations
- County Administration Consultations
- County Counsel Policies
- Performance Reports
- Policy Recommendations
- Public Presentations
- Special District Consultations
- Staff Evaluations

**In FY23-24, the department's programs were restructured. This change may have resulted in new performance measures that will not show a history.

Key Performance Measures

Measure		FY 22-23 Actual	FY 23-24 Actual	FY 24-25 Target	FY 24-25 Actual to date	FY 25-26 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

CLACKAMAS COUNTY

140101-Office of the County Counsel

BCC Priority Alignment: Accountable Government

Program Budget Summary

						Budget-to-Budget:		Budget-to-3 Yr Avg:	
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	$ Variance	% Variance	$ Variance	% Variance
Beginning Fund Balance	**42,770**	**-**	**13,645**	**13,645**	**-**	**(13,645)**	**-100%**	**(18,805)**	**-100%**
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	-	-	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines	887	-	1,000	1,000	1,000	-	0%	371	59%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	496	-	-	-	-	-	-	(165)	-100%
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	672,525	494,410	604,639	604,639	622,550	17,911	3%	32,025	5%
Operating Revenue	**673,908**	**494,410**	**605,639**	**605,639**	**623,550**	**17,911**	**3%**	**32,231**	**5%**
Total Revenue	**716,678**	**494,410**	**619,284**	**619,284**	**623,550**	**4,266**	**1%**	**13,426**	**2%**
Personnel Services	482,297	526,187	560,936	562,868	569,661	8,725	2%	45,877	9%
Materials and Services	192,901	67,153	44,703	41,847	53,889	9,186	21%	(46,744)	-46%
Capital Outlay	736	12,355	13,645	14,569	-	(13,645)	-100%	(9,220)	-100%
Operating Expense	**675,934**	**605,696**	**619,284**	**619,284**	**623,550**	**4,266**	**1%**	**(10,088)**	**-2%**
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Total Appropriated	**675,934**	**605,696**	**619,284**	**619,284**	**623,550**	**4,266**	**1%**	**(10,088)**	**-2%**
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Total Expense	**675,934**	**605,696**	**619,284**	**619,284**	**623,550**	**4,266**	**1%**	**(10,088)**	
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 Line of Business

Advisory, Regulatory & Transactional

Purpose Statement

The purpose of the Legal Support Line of Business is to provide easy-to-access, easy-to-understand advisory, regulatory and transactional services to the County, its elected officials, departments and special districts so they can make well-advised, timely, legally informed decisions, and keep the delivery of services to the public moving.

Performance Narrative

This Line of Business has three Programs:

1. Advisory: Provide advice, consultation, and training services to the County, and its elected officials, departments and special districts so they can make legally informed decisions and deliver services to their customers.
2. Regulatory: Provide research, consultation, strategy, negotiation, technical, regulatory, implantation compliance, and enforcement services to the County, and its elected officials, departments and special districts, so they can implement their technical goals and objectives and conduct their operations in a manner that comports with local, state, and federal regulations and laws.
3. Transactional: Provide strategic drafting, review, and negotiation services for contracts, memorandums of understanding ("MOU"), partnerships, and Intergovernmental Agreements ("IGA") to the County, and its elected officials, departments and special districts so they can make well-advised, timely, legally informed decisions, manage and minimize risk, and keep the delivery of services to the public moving. In FY23-24, the department's programs were restructured. This change may have resulted in new performance measures that will not show a history.

**In FY23-24, the department's programs were restructured. This change may have resulted in new performance measures that will not show a history.

Key Performance Measures

	Measure	FY 22-23 Actual	FY 23-24 Actual	FY 24-25 Target	FY 24-25 Actual to date	FY 25-26 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	Y
Shared Services	N
Grant Funding	N

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

Explanation: Mandated: ORS 468B OAR Chapter 340, HIPAA 45 CFR 165, ORS 197.175

CLACKAMAS COUNTY

140202-Advisory, Regulatory, & Transactional

BCC Priority Alignment: Accountable Government

Program Budget Summary

						Budget-to-Budget:		Budget-to-3 Yr Avg:	
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	$ Variance	% Variance	$ 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%	273,859	36%
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%	76,615	21%
Operating Revenue	**603,704**	**1,316,179**	**1,460,703**	**1,460,703**	**1,477,336**	**16,633**	**1%**	**350,474**	**31%**
Total Revenue	**603,704**	**1,316,179**	**1,460,703**	**1,460,703**	**1,477,336**	**16,633**	**1%**	**350,474**	**31%**
Personnel Services	464,386	1,188,659	1,405,553	1,405,553	1,421,050	15,497	1%	401,517	39%
Materials and Services	49,601	45,629	55,150	55,150	56,286	1,136	2%	6,159	12%
Capital Outlay	-	-	-	-	-	-	-	-	-
Operating Expense	**513,987**	**1,234,288**	**1,460,703**	**1,460,703**	**1,477,336**	**16,633**	**1%**	**407,677**	**38%**
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%**	**407,677**	**38%**
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Total Expense	**513,987**	**1,234,288**	**1,460,703**	**1,460,703**	**1,477,336**	**16,633**	**1%**	**407,677**	
Revenues Less Expenses	89,717	81,891	-	-	-				

Notes:
Reclassifications and Salary Studies were done - personnel has increased

CLACKAMAS COUNTY

140203-Regulatory

BCC Priority Alignment: Not Applicable

Program Budget Summary

						Budget-to-Budget:		Budget-to-3 Yr Avg:	
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	$ Variance	% Variance	$ Variance	% Variance
Beginning Fund Balance	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	-	-	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines	4,363	-	-	-	-	-	-	(1,454)	-100%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	-	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	67,934	-	-	-	-	-	-	(22,645)	-100%
Operating Revenue	**72,297**	**-**	**-**	**-**	**-**	**-**	**-**	**(24,099)**	**-100%**
Total Revenue	**72,297**	**-**	**-**	**-**	**-**	**-**	**-**	**(24,099)**	**-100%**
Personnel Services	64,680	-	-	-	-	-	-	(21,560)	-100%
Materials and Services	5,332	-	-	-	-	-	-	(1,777)	-100%
Capital Outlay	-	-	-	-	-	-	-	-	-
Operating Expense	**70,012**	**-**	**-**	**-**	**-**	**-**	**-**	**(23,337)**	**-100%**
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Total Appropriated	**70,012**	**-**	**-**	**-**	**-**	**-**	**-**	**(23,337)**	**-100%**
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Total Expense	**70,012**	**-**	**-**	**-**	**-**	**-**	**-**	**(23,337)**	
Revenues Less Expenses	2,285	-	-	-	-				

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

CLACKAMAS COUNTY

140204-Transactional

BCC Priority Alignment: Not Applicable

Program Budget Summary

						Budget-to-Budget:		Budget-to-3 Yr Avg:	
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	$ Variance	% Variance	$ 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	-	-	-	-	-	-	(56,746)	-100%
Operating Revenue	**170,238**	-	-	-	-	-	-	**(56,746)**	**-100%**
Total Revenue	**170,238**	-	-	-	-	-	-	**(56,746)**	**-100%**
Personnel Services	161,913	-	-	-	-	-	-	(53,971)	-100%
Materials and Services	8,325	-	-	-	-	-	-	(2,775)	-100%
Capital Outlay	-	-	-	-	-	-	-	-	-
Operating Expense	**170,238**	-	-	-	-	-	-	**(56,746)**	**-100%**
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Total Appropriated	**170,238**	-	-	-	-	-	-	**(56,746)**	**-100%**
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Total Expense	**170,238**	-	-	-	-	-	-	**(56,746)**	
Revenues Less Expenses	-	-	-	-	-				

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		FY 22-23 Actual	FY 23-24 Actual	FY 24-25 Target	FY 24-25 Actual to date	FY 25-26 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)

CLACKAMAS COUNTY

140302-Labor & Employment

BCC Priority Alignment: Accountable Government

Program Budget Summary

						Budget-to-Budget:		Budget-to-3 Yr Avg:	
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	$ Variance	% Variance	$ 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%	41,222	21%
Operating Revenue	**181,158**	**197,327**	**211,359**	**211,539**	**237,897**	**26,538**	**13%**	**41,222**	**21%**
Total Revenue	**181,158**	**197,327**	**211,359**	**211,539**	**237,897**	**26,538**	**13%**	**41,222**	**21%**
Personnel Services	181,157	207,687	211,359	211,539	237,897	26,538	13%	37,770	19%
Materials and Services	-	-	-	-	-	-	-	-	-
Capital Outlay	-	-	-	-	-	-	-	-	-
Operating Expense	**181,157**	**207,687**	**211,359**	**211,539**	**237,897**	**26,538**	**13%**	**37,770**	**19%**
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Total Appropriated	**181,157**	**207,687**	**211,359**	**211,539**	**237,897**	**26,538**	**13%**	**37,770**	**19%**
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Total Expense	**181,157**	**207,687**	**211,359**	**211,539**	**237,897**	**26,538**	**13%**	**37,770**	
Revenues Less Expenses	-	(10,360)	-	-	-				

Notes:
None

CLACKAMAS COUNTY

140303-Litigation

BCC Priority Alignment: Accountable Government

Program Budget Summary

						Budget-to-Budget:		Budget-to-3 Yr Avg:	
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	$ Variance	% Variance	$ 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%	50,101	9%
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%	(48,791)	-6%
Operating Revenue	**1,591,943**	**1,364,936**	**1,373,103**	**1,373,103**	**1,444,637**	**71,534**	**5%**	**1,310**	**0%**
Total Revenue	**1,591,943**	**1,364,936**	**1,373,103**	**1,373,103**	**1,444,637**	**71,534**	**5%**	**1,310**	**0%**
Personnel Services	1,580,541	1,249,269	1,305,136	1,305,136	1,376,273	71,137	5%	(2,043)	0%
Materials and Services	144,146	62,266	67,967	67,967	68,364	397	1%	(23,095)	-25%
Capital Outlay	-	-	-	-	-	-	-	-	-
Operating Expense	**1,724,687**	**1,311,535**	**1,373,103**	**1,373,103**	**1,444,637**	**71,534**	**5%**	**(25,138)**	**-2%**
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%**	**(25,138)**	**-2%**
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Total Expense	**1,724,687**	**1,311,535**	**1,373,103**	**1,373,103**	**1,444,637**	**71,534**	**5%**	**(25,138)**	
Revenues Less Expenses	(132,744)	53,401	-	-	-				

Notes:
Reclassifications and Salary Studies were done - personnel has increased

Human Resources

Budget Presentation

Fiscal Year 2025-2026

Human Resources Department (16)

Department Budget Summary by Fund

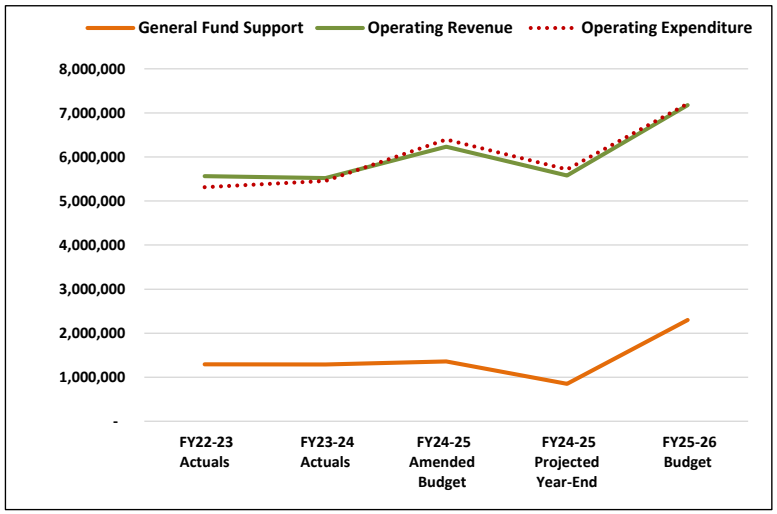
Line of Business	Program	FY25-26 General Fund (100)	FY25-26 Self-Insurance Fund (760)	FY25-26 Risk Mgmt Claims Fund (761)	FY25-26 Total Budget	FY25-26 General Fund Support in Budget*	% of Total	FY25-26 FTE ** Total	Filled	Vacant
Administration	Director's Office	1,038,062			1,038,062	153,180	15%	4.7	4.7	-
	HR Information Systems	1,639,765			1,639,765	668,823	41%	5.5	4.5	1.0
									-	-
Employee & Labor Relations Management	Employee & Labor Relations	844,346			844,346	241,095	29%	3.0	3.0	-
									-	-
Workforce Design	Classification & Compensation	1,197,206			1,197,206	288,390	24%	6.0	6.0	-
	Recruitment & Selection	1,825,623			1,825,623	670,797	37%	8.8	8.8	-
	Employee Engagement & Dev	663,024			663,024	276,291	42%	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%

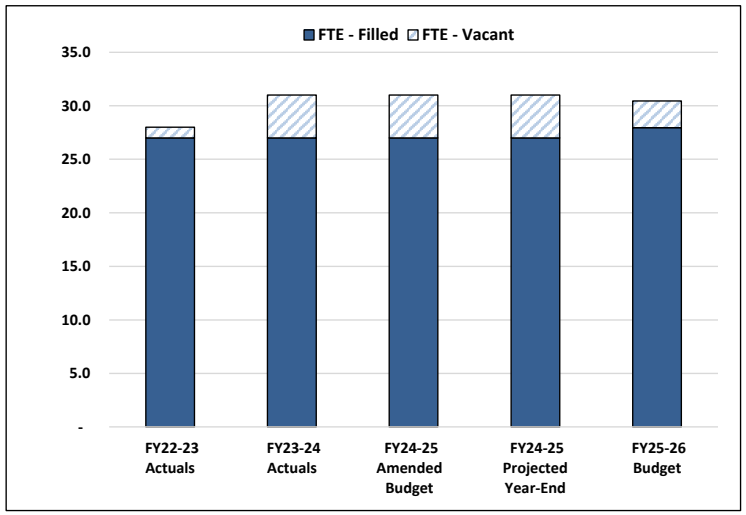
**** General Fund Support is a subsidy, net of any other revenue received by the department***

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

16-Human Resources (HR) / 100-General Fund
Summary of Revenue and Expense

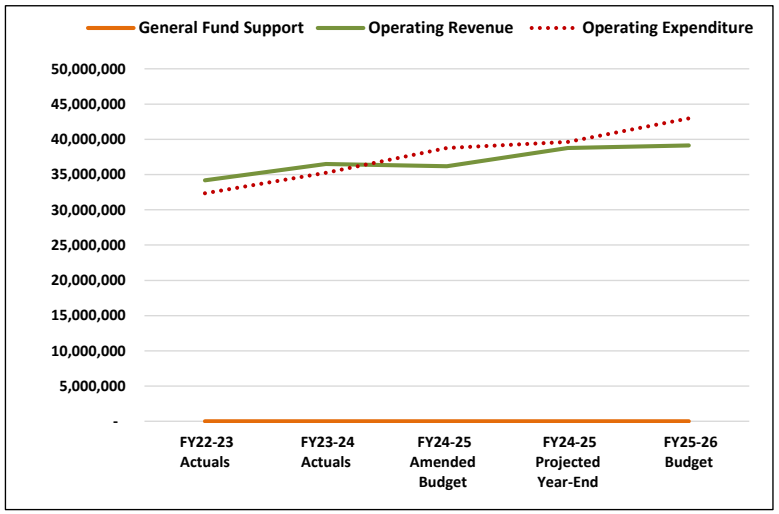
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	Budget to Budget: $ Variance	Budget to Budget: % Variance	Budget to 3-Year Average: $ Variance	Budget to 3-Year Average: % Variance
Beginning Fund Balance	103,644	100,000	164,351	164,352	29,144	(135,207)	-82%	(93,521)	-76%
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	-	-	-	-	-	-	-	-
Charges, Fees, License, Permits	4,054,670	4,054,105	4,036,077	4,036,077	4,204,523	168,446	4%	156,239	4%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	214,768	176,774	137,561	177,532	54,529	(83,032)	-60%	(135,162)	-71%
Other Interfund Transfers	-	-	696,590	514,285	621,254	(75,336)	-11%	449,826	262%
General Fund Support	1,292,705	1,289,097	1,360,000	851,463	2,298,576	938,576	69%	1,154,154	101%
Operating Revenue	**5,562,143**	**5,519,976**	**6,230,228**	**5,579,357**	**7,178,882**	**948,654**	**15%**	**1,625,057**	**29%**
Total Revenue	**5,665,787**	**5,619,976**	**6,394,579**	**5,743,709**	**7,208,026**	**813,447**	**13%**	**1,531,535**	**27%**
Personnel Services	4,461,655	4,830,311	5,468,031	4,767,026	5,750,706	282,675	5%	1,064,375	23%
Materials and Services	850,704	625,312	926,548	947,539	1,457,319	530,771	57%	649,467	80%
Capital Outlay	-	-	-	-	-	-	-	-	-
Operating Expenditure	**5,312,359**	**5,455,623**	**6,394,579**	**5,714,565**	**7,208,025**	**813,446**	**13%**	**1,713,843**	**31%**
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Total Appropriated	**5,312,359**	**5,455,623**	**6,394,579**	**5,714,565**	**7,208,025**	**813,446**	**13%**	**1,713,843**	**31%**
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Total Expense	**5,312,359**	**5,455,623**	**6,394,579**	**5,714,565**	**7,208,025**	**813,446**	**13%**	**1,713,843**	
Revenues Less Expenses	**353,428**	**164,352**	**-**	**29,144**	**-**				
Full Time Equivalent (FTE)				*As Of 03/2025*					
FTE - Total	28.0	31.0	31.0	31.0	30.5	(0.6)			
FTE - Filled	27.0	27.0	27.0	27.0	28.0	0.9			
FTE - Vacant	1.0	4.0	4.0	4.0	2.5	(1.5)			

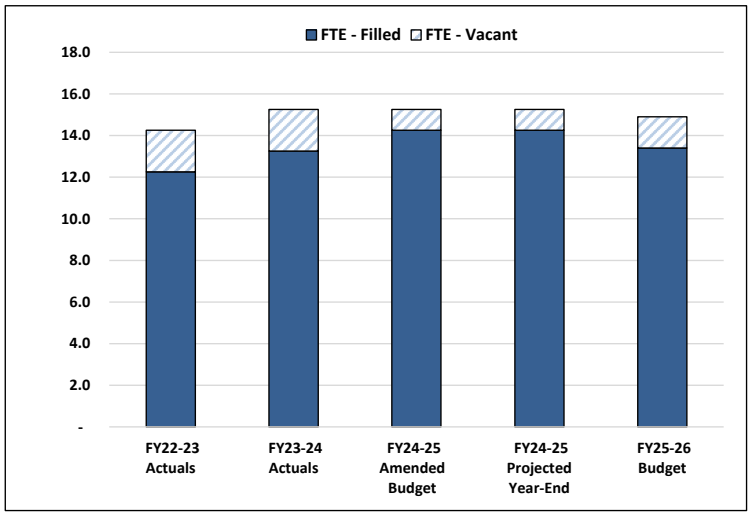




16-Human Resources (HR) / 760-Self-Insurance Fund
Summary of Revenue and Expense

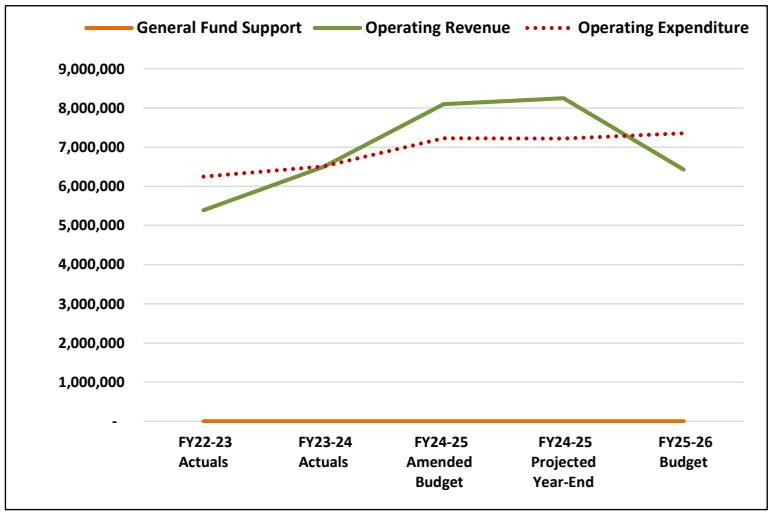
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	Budget to Budget: $ Variance	Budget to Budget: % Variance	Budget to 3-Year Average: $ Variance	Budget to 3-Year Average: % Variance
Beginning Fund Balance	24,597,171	26,447,188	29,853,323	27,700,530	24,136,738	(5,716,585)	-19%	(2,111,558)	-8%
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	-	-	-	-	-	-	-	-
Charges, Fees, License, Permits	2,007,487	2,129,603	2,144,596	2,164,263	2,071,826	(72,770)	-3%	(28,625)	-1%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	32,183,540	34,361,057	34,036,442	36,595,191	37,055,457	3,019,015	9%	2,675,528	8%
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-	-	-
Operating Revenue	**34,191,026**	**36,490,660**	**36,181,038**	**38,759,454**	**39,127,283**	**2,946,245**	**8%**	**2,646,903**	**7%**
Total Revenue	**58,788,197**	**62,937,848**	**66,034,361**	**66,459,984**	**63,264,021**	**(2,770,340)**	**-4%**	**535,345**	**1%**
Personnel Services	1,809,456	2,053,836	2,499,580	2,498,932	2,656,112	156,532	6%	535,371	25%
Materials and Services	30,531,553	33,183,482	36,257,365	37,127,724	40,312,238	4,054,873	11%	6,697,985	20%
Capital Outlay	-	-	-	-	-	-	-	-	-
Operating Expenditure	**32,341,009**	**35,237,318**	**38,756,945**	**39,626,656**	**42,968,350**	**4,211,405**	**11%**	**7,233,356**	**20%**
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	2,696,590	2,696,590	621,254	(2,075,336)	-77%	(277,609)	-31%
Contingency	-	-	21,228,675	-	16,322,266	(4,906,409)	-23%	16,322,266	-
Total Appropriated	**32,341,009**	**35,237,318**	**62,682,210**	**42,323,246**	**59,911,870**	**(2,770,340)**	**-4%**	**23,278,012**	**64%**
Reserve for Future Expenditures	-	-	3,352,151	-	3,352,151	-	0%	3,352,151	-
Total Expense	**32,341,009**	**35,237,318**	**66,034,361**	**42,323,246**	**63,264,021**	**(2,770,340)**	**-4%**	**26,630,163**	
Revenues Less Expenses	**26,447,188**	**27,700,530**	**-**	**24,136,738**	**-**				
Full Time Equivalent (FTE)				*As Of 03/2025*					
FTE - Total	14.3	15.3	15.3	15.3	14.9	(0.4)			
FTE - Filled	12.3	13.3	14.3	14.3	13.4	(0.9)			
FTE - Vacant	2.0	2.0	1.0	1.0	1.5	0.5			

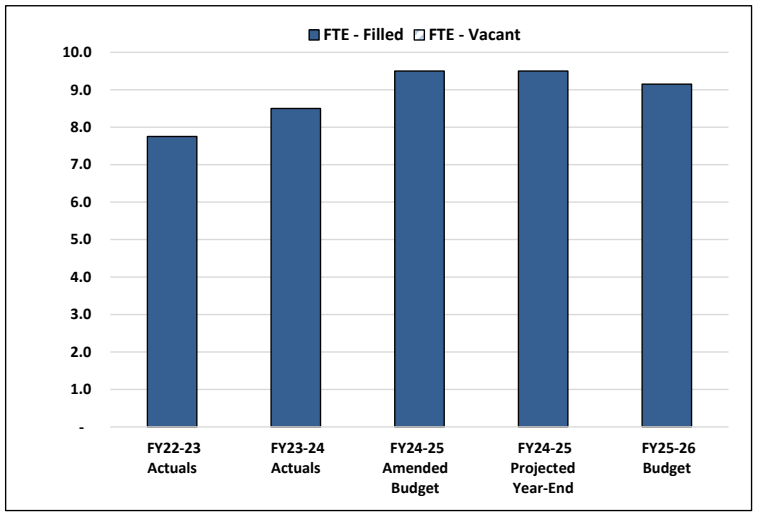




16-Human Resources (HR) / 761-Risk Management Claims Fund
Summary of Revenue and Expense

	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	Budget to Budget: $ Variance	Budget to Budget: % Variance	Budget to 3-Year Average: $ Variance	Budget to 3-Year Average: % Variance
Beginning Fund Balance	12,135,003	11,280,066	10,660,880	11,268,501	12,299,064	1,638,184	15%	737,874	6%
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	-	-	-	-	-	-	-	-
Charges, Fees, License, Permits	5,190,837	6,076,976	6,000,000	6,000,000	6,225,000	225,000	4%	469,063	8%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	200,183	420,686	100,000	250,000	200,000	100,000	100%	(90,290)	-31%
Other Interfund Transfers	-	-	2,000,000	2,000,000	-	(2,000,000)	-100%	(666,667)	-100%
General Fund Support	-	-	-	-	-	-	-	-	-
Operating Revenue	**5,391,020**	**6,497,662**	**8,100,000**	**8,250,000**	**6,425,000**	**(1,675,000)**	**-21%**	**(287,894)**	**-4%**
Total Revenue	**17,526,024**	**17,777,728**	**18,760,880**	**19,518,501**	**18,724,064**	**(36,816)**	**0%**	**449,980**	**2%**
Personnel Services	1,382,692	1,497,776	1,817,446	1,817,446	1,840,904	23,458	1%	274,933	18%
Materials and Services	4,863,265	5,011,451	5,412,032	5,401,991	5,515,464	103,431	2%	423,228	8%
Capital Outlay	-	-	-	-	-	-	-	-	-
Operating Expenditure	**6,245,958**	**6,509,227**	**7,229,479**	**7,219,437**	**7,356,368**	**126,890**	**2%**	**698,161**	**10%**
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
Contingency	-	-	7,861,401	-	7,677,696	(183,705)	-2%	7,677,696	-
Total Appropriated	**6,245,958**	**6,509,227**	**15,090,880**	**7,219,437**	**15,034,064**	**(56,815)**	**0%**	**8,375,857**	**126%**
Reserve for Future Expenditures	-	-	3,670,000	-	3,690,000	20,000	1%	3,690,000	-
Total Expense	**6,245,958**	**6,509,227**	**18,760,880**	**7,219,437**	**18,724,064**	**(36,815)**	**0%**	**12,065,857**	
Revenues Less Expenses	**11,280,066**	**11,268,501**	**-**	**12,299,064**	**-**				
Full Time Equivalent (FTE)				*As Of 03/2025*					
FTE - Total	7.8	8.5	9.5	9.5	9.2	(0.4)			
FTE - Filled	7.8	8.5	9.5	9.5	9.2	(0.4)			
FTE - Vacant	-	-	-	-	-	-			





FY25-26 Looking Ahead

CHALLENGES

Legislative, Regulatory updates, and Evolving Compliance Requirements:

- Updates to legislation, including changes to Oregon Paid Leave, the Equal Pay Act (EPA), revised I-9 requirements, and addressing unemployment due to labor disputes have increased the demand for HR services and support to assist county departments navigating compliance requirements.

Workforce Challenges:

- A competitive labor market presents challenges in attracting and retaining top talent.
- Increasing expenditures for Liability and Benefits insurance.
- Managing 8 Collective Bargaining agreements while addressing a growing number of complex labor issues.

Outdated Technology:

- HR technology systems have remained unchanged for 10+ years, creating a need for replacement or upgrades to our Human Resources Information Systems.

OPPORTUNITIES

Increased Efficiency with Technology:

- Migrating from an outdated system to a cloud-based records management system that stores employee personnel records.
- Implementing a new Workflow Approval system to address inefficiencies in manual processes in personnel.

Workforce Development:

- Utilizing market studies to effectively identify, attract, and retain top talent.
- Expanding education and skills training for Supervisors/Managers to increase overall competencies.

Strategic Sourcing:

- Outsourcing key functions such as COBRA administration, workplace investigations, and market studies for general positions.

CLACKAMAS COUNTY

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	1,038,062			1,038,062	153,180	15%	4.7	4.7	-
	HR Information Systems	1,639,765			1,639,765	668,823	41%	5.5	4.5	1.0
									-	-
Employee & Labor Relations Management	Employee & Labor Relations	844,346			844,346	241,095	29%	3.0	3.0	-
									-	-
Workforce Design	Classification & Compensation	1,197,206			1,197,206	288,390	24%	6.0	6.0	-
	Recruitment & Selection	1,825,623			1,825,623	670,797	37%	8.8	8.8	-
	Employee Engagement & Dev	663,024			663,024	276,291	42%	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

Office of the Director/Administrative Services

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 signifcant progress in our effort to create new and revise existing employment policies so that they are in compliance with federal and state employment laws. To date, our team of consultants and internal staff subject matter experts have made significant edits to 44 Employment Policy and Practices (EPPs). Once edits are complete, next steps include review by County Counsel, Executive Management Team, (EMT), the Policy Committee, and unions, followed by approval by County Administration or the Board of County Commissioners. Simultaneously, employment policy language will be eliminated from the Personnel Ordinance (County Code Section 2.05). The project result will be current policies that are easily accessible by all users.

Internal Complaint Process
In response to a comprehensive audit of the County's practices related to Internal Complaints by the County's Internal Auditor, we have continued to evaluate our processes and apply the recommendations presented in the audit report. Our efforts during this fiscal year include a thorough review of the business process and development of the Internal Complaints module within the Origami database. Utilizing this database will allow us to retain current and historic records in one location, actively manage cases, and reporting capabilities. We will continue to make progress on the specific actions that will address the recommendations during FY 25/26.

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 realligning 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

CLACKAMAS COUNTY

160101-Director's Office

BCC Priority Alignment: Accountable Government

Program Budget Summary

						Budget-to-Budget:		Budget-to-3 Yr Avg:	
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	$ Variance	% Variance	$ Variance	% Variance
Beginning Fund Balance	**43,866**	**-**	**13,979**	**13,980**	**29,144**	**15,165**	**108%**	**9,862**	**51%**
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%	145,597	25%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	-	300	-	-	-	-	-	(100)	-100%
Other Interfund Transfers	-	-	132,539	196,850	133,426	887	1%	67,809	103%
General Fund Support	221,512	177,464	219,196	195,606	201,156	(18,040)	-8%	2,962	1%
Operating Revenue	**851,351**	**583,537**	**1,046,266**	**1,086,987**	**1,056,894**	**10,628**	**1%**	**216,269**	**26%**
Total Revenue	**895,217**	**583,537**	**1,060,245**	**1,100,967**	**1,086,038**	**25,793**	**2%**	**226,131**	**26%**
Personnel Services	694,669	788,431	824,363	880,103	810,421	(13,941)	-2%	22,687	3%
Materials and Services	229,682	171,455	235,882	191,720	275,617	39,735	17%	77,998	39%
Capital Outlay	-	-	-	-	-	-	-	-	-
Operating Expense	**924,351**	**959,886**	**1,060,245**	**1,071,823**	**1,086,038**	**25,793**	**2%**	**100,685**	**10%**
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Total Appropriated	**924,351**	**959,886**	**1,060,245**	**1,071,823**	**1,086,038**	**25,793**	**2%**	**100,685**	**10%**
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Total Expense	**924,351**	**959,886**	**1,060,245**	**1,071,823**	**1,086,038**	**25,793**	**2%**	**100,685**	
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 salsry will be split defferently due to restructure and oversight assignment, only 20% of salary is billed to DO, rest covered by Risk & Benefits.

Administration

Human Resources 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 poosesses 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 reTo 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 MFR 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	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

CLACKAMAS COUNTY

160102-HR Information Systems

BCC Priority Alignment: Accountable Government

Program Budget Summary

						Budget-to-Budget:		Budget-to-3 Yr Avg:	
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	$ Variance	% Variance	$ Variance	% Variance
Beginning Fund Balance	**16,812**	**-**	**60,000**	**60,000**	**-**	**(60,000)**	**-100%**	**(25,604)**	**-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%	8,218	1%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	-	-	-	-	-	-
Other Interfund Transfers	-	-	196,532	176,531	335,612	139,080	71%	276,768	470%
General Fund Support	221,512	274,764	215,435	36,587	658,576	443,141	206%	480,955	271%
Operating Revenue	**879,742**	**886,977**	**1,022,861**	**824,012**	**1,629,518**	**606,657**	**59%**	**765,941**	**89%**
Total Revenue	**896,554**	**886,977**	**1,082,861**	**884,012**	**1,629,518**	**546,657**	**50%**	**740,337**	**83%**
Personnel Services	821,877	859,605	949,485	755,174	1,034,161	84,675	9%	221,942	27%
Materials and Services	120,461	24,897	133,376	128,838	595,357	461,981	346%	503,959	551%
Capital Outlay	-	-	-	-	-	-	-	-	-
Operating Expense	**942,337**	**884,502**	**1,082,861**	**884,012**	**1,629,518**	**546,656**	**50%**	**725,900**	**80%**
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Total Appropriated	**942,337**	**884,502**	**1,082,861**	**884,012**	**1,629,518**	**546,656**	**50%**	**725,900**	**80%**
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Total Expense	**942,337**	**884,502**	**1,082,861**	**884,012**	**1,629,518**	**546,656**	**50%**	**725,900**	
Revenues Less Expenses	(45,783)	2,475	-	-	-				

Notes:
Cost savings from vacant positions. In FY 25/26 there are major techonology updates happening approved and funded by TS and GF.

Employee and Labor Relations

Employee and 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 E&LR before imposition.	90%	96%	90%	90%	90%
Result	90% of managers/supervisors/will have E&LR 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 E&LR 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 realligning 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.

CLACKAMAS COUNTY

160202-Employee & Labor Relations

BCC Priority Alignment: Accountable Government

Program Budget Summary

						Budget-to-Budget:		Budget-to-3 Yr Avg:	
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	$ Variance	% Variance	$ Variance	% Variance
Beginning Fund Balance	**10,000**	**40,000**	**90,372**	**90,372**	**-**	**(90,372)**	**-100%**	**(46,791)**	**-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%	26,674	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%	100,436	74%
Operating Revenue	**750,644**	**715,166**	**657,825**	**669,129**	**838,756**	**180,931**	**28%**	**127,110**	**18%**
Total Revenue	**760,644**	**755,166**	**748,197**	**759,501**	**838,756**	**90,559**	**12%**	**80,319**	**11%**
Personnel Services	489,158	535,956	559,531	510,715	648,026	88,495	16%	136,083	27%
Materials and Services	121,909	173,157	188,666	248,786	190,730	2,064	1%	9,446	5%
Capital Outlay	-	-	-	-	-	-	-	-	-
Operating Expense	**611,067**	**709,113**	**748,197**	**759,501**	**838,756**	**90,559**	**12%**	**145,529**	**21%**
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Total Appropriated	**611,067**	**709,113**	**748,197**	**759,501**	**838,756**	**90,559**	**12%**	**145,529**	**21%**
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Total Expense	**611,067**	**709,113**	**748,197**	**759,501**	**838,756**	**90,559**	**12%**	**145,529**	
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. Used to be provided by Deputy Director. Negotiated 6 contracts in FY 25/26 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 FY 25/26.

Workforce Design

Classification and Compensation

Purpose Statement

The purpose of the Classification and Compensation program is to provide pay plan and job classification administration and 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 1, 2025 with the next triennial audit planned for initation 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 realligning our performance measures to accurately reflect the work we are do.**
[1] New Mesure, 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

CLACKAMAS COUNTY

160302-Classification & Compensation

BCC Priority Alignment: Accountable Government

Program Budget Summary

	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	Budget-to-Budget: $ Variance	Budget-to-Budget: % Variance	Budget-to-3 Yr Avg: $ Variance	Budget-to-3 Yr Avg: % Variance
Beginning Fund Balance	**-**	**60,000**	**-**	**-**	**-**	**-**	**-**	**(20,000)**	**-100%**
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%	(17,051)	-2%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	-	-	-	-	-	-
Other Interfund Transfers	-	-	140,904	140,904	152,216	11,312	8%	105,248	224%
General Fund Support	177,316	155,539	363,289	173,339	277,212	(86,077)	-24%	108,481	64%
Operating Revenue	**1,035,117**	**891,191**	**1,231,693**	**1,041,743**	**1,186,028**	**(45,665)**	**-4%**	**196,678**	**20%**
Total Revenue	**1,035,117**	**951,191**	**1,231,693**	**1,041,743**	**1,186,028**	**(45,665)**	**-4%**	**176,678**	**18%**
Personnel Services	790,464	725,377	1,099,547	862,616	1,068,366	(31,182)	-3%	275,547	35%
Materials and Services	73,620	33,104	132,146	179,127	117,662	(14,484)	-11%	22,378	23%
Capital Outlay	-	-	-	-	-	-	-	-	-
Operating Expense	**864,085**	**758,481**	**1,231,693**	**1,041,743**	**1,186,028**	**(45,666)**	**-4%**	**297,925**	**34%**
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Total Appropriated	**864,085**	**758,481**	**1,231,693**	**1,041,743**	**1,186,028**	**(45,666)**	**-4%**	**297,925**	**34%**
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Total Expense	**864,085**	**758,481**	**1,231,693**	**1,041,743**	**1,186,028**	**(45,666)**	**-4%**	**297,925**	
Revenues Less Expenses	171,032	192,710	-	-	-				

Notes:
Former HR Manager, Sr. Heather Pedersen was promoted to Dep. Directior. Nina Smith is filling in as a limited term HR Manager (which is a lower classification).

Workforce Design

Recruitment and Selection

Purpose Statement

The purpose of the Recruitment and Selection program is to provide consultation, outreach, evaluation, and selection services to County Departments so they can hire and retain the qualified, diverse workforce they need to achieve their strategic results.

Performance Narrative Statement

Major Initiatives:
The Recruitment and Selection Division has two major initiatives in addition to providing support to departments to attract a qualified and diverse workforce.

Recruitment Backlog
In response to the recruitment backlog in FY 24-25, 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
Recuitment and Selection continues to look for ways to improve the recruitment process for applicants, hiring managers, and recuiters. 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 recuitment 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 realligning our performance measures to accurately reflect the work we are do.** New
Classification and Compensation measures established/revised effective July 1, 2020.
[1] New Mesure, 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

CLACKAMAS COUNTY

160303-Recruitment & Selection

BCC Priority Alignment: Accountable Government

Program Budget Summary

						Budget-to-Budget:		Budget-to-3 Yr Avg:	
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	$ Variance	% Variance	$ Variance	% Variance
Beginning Fund Balance	**5,000**	**-**	**-**	**-**	**-**	**-**	**-**	**(1,667)**	**-100%**
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%	85,578	8%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	214,768	176,474	137,561	177,532	54,529	(83,032)	-60%	(135,063)	-71%
Other Interfund Transfers	-	-	226,615	-	-	(226,615)	-100%	-	-
General Fund Support	300,435	337,086	285,271	336,320	654,494	369,223	129%	329,880	102%
Operating Revenue	**1,432,652**	**1,582,291**	**1,707,425**	**1,571,830**	**1,809,320**	**101,895**	**6%**	**280,396**	**18%**
Total Revenue	**1,437,652**	**1,582,291**	**1,707,425**	**1,571,830**	**1,809,320**	**101,895**	**6%**	**278,729**	**18%**
Personnel Services	1,236,741	1,524,361	1,605,187	1,501,803	1,731,215	126,028	8%	310,246	22%
Materials and Services	112,581	81,867	102,238	70,027	78,105	(24,133)	-24%	(10,053)	-11%
Capital Outlay	-	-	-	-	-	-	-	-	-
Operating Expense	**1,349,322**	**1,606,228**	**1,707,425**	**1,571,830**	**1,809,320**	**101,895**	**6%**	**300,193**	**20%**
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%**	**300,193**	**20%**
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Total Expense	**1,349,322**	**1,606,228**	**1,707,425**	**1,571,830**	**1,809,320**	**101,895**	**6%**	**300,193**	
Revenues Less Expenses	88,330	(23,937)	-	-	-				

Notes:
Jared Haddock HR Manager, Sr. left on 12/31/2024. New manager not being hired until March 2025.

Workforce Design

Employee Engagement and 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 countywide learning and development, change initiatives, leadership development, and provides custom team building and work environment enhancement services. The team, comprised of 3 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 cancelled 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 realligning 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

CLACKAMAS COUNTY

160304-Employee Engagement & Dev

BCC Priority Alignment: Accountable Government

Program Budget Summary

						Budget-to-Budget:		Budget-to-3 Yr Avg:	
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	$ Variance	% Variance	$ Variance	% Variance
Beginning Fund Balance	**27,966**	**-**	**-**	**-**	**-**	**-**	**-**	**(9,322)**	**-100%**
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%	(92,776)	-19%
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%	131,440	94%
Operating Revenue	**612,637**	**860,813**	**564,158**	**385,656**	**658,366**	**94,208**	**17%**	**38,664**	**6%**
Total Revenue	**640,603**	**860,813**	**564,158**	**385,656**	**658,366**	**94,208**	**17%**	**29,342**	**5%**
Personnel Services	428,747	396,581	429,919	256,615	458,518	28,600	7%	97,870	27%
Materials and Services	192,450	140,832	134,240	129,041	199,848	65,608	49%	45,740	30%
Capital Outlay	-	-	-	-	-	-	-	-	-
Operating Expense	**621,197**	**537,413**	**564,159**	**385,656**	**658,366**	**94,208**	**17%**	**143,611**	**28%**
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Total Appropriated	**621,197**	**537,413**	**564,159**	**385,656**	**658,366**	**94,208**	**17%**	**143,611**	**28%**
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Total Expense	**621,197**	**537,413**	**564,159**	**385,656**	**658,366**	**94,208**	**17%**	**143,611**	
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 and Wellness

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 realligning 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 Mesure, data not collected for previous FY's.

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.

CLACKAMAS COUNTY

160401-Benefits Administration

BCC Priority Alignment: Accountable Government

Program Budget Summary

	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	Budget-to-Budget: $ Variance	Budget-to-Budget: % Variance	Budget-to-3 Yr Avg: $ Variance	Budget-to-3 Yr Avg: % Variance
Beginning Fund Balance	**2,555,561**	**2,631,954**	**1,800,987**	**2,949,628**	**1,279,206**	**(521,781)**	**-29%**	**(1,433,175)**	**-53%**
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%	62,658	3%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	483,052	1,008,400	491,471	490,546	877,160	385,689	78%	216,494	33%
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%**	**279,153**	**10%**
Total Revenue	**4,962,129**	**5,660,688**	**4,356,443**	**5,523,826**	**4,228,192**	**(128,251)**	**-3%**	**(1,154,022)**	**-21%**
Personnel Services	1,809,456	2,053,836	2,499,580	2,498,932	2,656,112	156,532	6%	535,371	25%
Materials and Services	520,719	572,123	1,682,368	1,745,688	1,539,868	(142,500)	-8%	593,691	63%
Capital Outlay	-	-	-	-	-	-	-	-	-
Operating Expense	**2,330,175**	**2,625,959**	**4,181,948**	**4,244,620**	**4,195,980**	**14,032**	**0%**	**1,129,062**	**37%**
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
Contingency	-	-	174,495	-	32,212	(142,283)	-82%	32,212	-
Total Appropriated	**2,330,175**	**2,625,959**	**4,356,443**	**4,244,620**	**4,228,192**	**(128,251)**	**-3%**	**1,161,274**	**38%**
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Total Expense	**2,330,175**	**2,625,959**	**4,356,443**	**4,244,620**	**4,228,192**	**(270,534)**	**-6%**	**1,161,274**	
Revenues Less Expenses	2,631,954	3,034,729	-	1,279,206	-				

Notes:
None

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 flors 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 accommoation processes. These sessions will cover legal requirements, internal procedures, and best practices for effectively managing employees wh have protected leave and/or accommodations. Traning will include information to enhance supervisors' ability to recognize and respond to employee leave requests. Continous 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 realligning our performance measures to accurately reflect the work we are do.**
[1] New Mesure, data not collected for previous FY's.
[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

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Benefits and Wellness

Medical Insurance

Purpose Statement

The purpose of the Benefits and Wellness line of business is to provide comprehensive benefits, disability management, planning, education and consultation services to County departments, and employees so they can create a workplace culture committed to practices that sustain a healthy and productive workforce and preserve financial resources.

Performance Narrative Statement

SERVICES:

• 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 realligning our performance measures to accurately reflect the work we are do.
[1] New Mesure, data not collected for previous FY's.

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.

CLACKAMAS COUNTY

160402-Medical Insurance

BCC Priority Alignment: Accountable Government

Program Budget Summary

						Budget-to-Budget:		Budget-to-3 Yr Avg:	
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	$ Variance	% Variance	$ Variance	% Variance
Beginning Fund Balance	**18,216,944**	**19,304,760**	**23,067,357**	**19,858,436**	**18,297,682**	**(4,769,675)**	**-21%**	**(829,031)**	**-4%**
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	-	-	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines	352	21,601	-	-	-	-	-	(7,318)	-100%
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%	2,547,733	8%
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%**	**2,540,415**	**8%**
Total Revenue	**46,728,019**	**49,842,439**	**53,682,505**	**53,193,436**	**51,632,682**	**(2,049,823)**	**-4%**	**1,711,384**	**3%**
Personnel Services	-	-	-	-	-	-	-	-	-
Materials and Services	27,423,259	30,069,102	31,746,077	32,199,164	35,612,636	3,866,559	12%	5,715,461	19%
Capital Outlay	-	-	-	-	-	-	-	-	-
Operating Expense	**27,423,259**	**30,069,102**	**31,746,077**	**32,199,164**	**35,612,636**	**3,866,559**	**12%**	**5,715,461**	**19%**
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	2,696,590	2,696,590	621,254	(2,075,336)	-77%	(277,609)	-31%
Contingency	-	-	16,274,838	-	12,433,792	(3,841,046)	-24%	12,433,792	-
Total Appropriated	**27,423,259**	**30,069,102**	**50,717,505**	**34,895,754**	**48,667,682**	**(2,049,823)**	**-4%**	**17,871,643**	**58%**
Reserve for Future Expenditures	-	-	2,965,000	-	2,965,000	-	0%	2,965,000	-
Total Expense	**27,423,259**	**30,069,102**	**53,682,505**	**34,895,754**	**51,632,682**	**(7,966,205)**	**-15%**	**20,836,643**	
Revenues Less Expenses	19,304,760	19,773,336	-	18,297,682	-				

Notes:
None

Benefits and Wellness

Dental Insurance

Purpose Statement

The purpose of the Benefits and Wellness line of business is to provide comprehensive benefits, disability management, planning, education and consultation services to County departments, and employees so they can create a workplace culture committed to practices that sustain a healthy and productive workforce and preserve financial resources.

Performance Narrative Statement

SERVICES:

• 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 realligning our performance measures to accurately reflect the work we are do.

[1] New Mesure, 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

CLACKAMAS COUNTY

160403-Dental Insurance

BCC Priority Alignment: Accountable Government

Program Budget Summary

						Budget-to-Budget:		Budget-to-3 Yr Avg:	
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	$ Variance	% Variance	$ Variance	% Variance
Beginning Fund Balance	**1,972,926**	**2,139,889**	**2,735,162**	**2,305,750**	**2,333,575**	**(401,587)**	**-15%**	**194,053**	**9%**
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	-	-	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines	-	1,168	-	-	-	-	-	(389)	-100%
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%	(6,111)	0%
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%**	**(6,500)**	**0%**
Total Revenue	**4,337,424**	**4,533,527**	**5,214,192**	**4,693,157**	**4,708,922**	**(505,270)**	**-10%**	**187,553**	**4%**
Personnel Services	-	-	-	-	-	-	-	-	-
Materials and Services	2,197,534	2,227,776	1,866,325	2,359,582	2,414,560	548,235	29%	152,929	7%
Capital Outlay	-	-	-	-	-	-	-	-	-
Operating Expense	**2,197,534**	**2,227,776**	**1,866,325**	**2,359,582**	**2,414,560**	**548,235**	**29%**	**152,929**	**7%**
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
Contingency	-	-	3,000,867	-	1,947,362	(1,053,505)	-35%	1,947,362	-
Total Appropriated	**2,197,534**	**2,227,776**	**4,867,192**	**2,359,582**	**4,361,922**	**(505,270)**	**-10%**	**2,100,291**	**93%**
Reserve for Future Expenditures	-	-	347,000	-	347,000	-	0%	347,000	-
Total Expense	**2,197,534**	**2,227,776**	**5,214,192**	**2,359,582**	**4,708,922**	**(1,558,775)**	**-30%**	**2,447,291**	
Revenues Less Expenses	2,139,889	2,305,750	-	2,333,575	-				

Notes:
None

Benefits and Wellness

Disability Insurance

Purpose Statement

The purpose of the Benefits and Wellness line of business is to provide comprehensive benefits, disability management, planning, education and consultation services to County departments, and employees so they can create a workplace culture committed to practices that sustain a healthy and productive workforce and preserve financial resources.

Performance Narrative Statement

SERVICES:

- Health insurance, employee assistance, disability and retirement benefits plans
- Family medical leave requests, resources, updates and inquiry responses
- Disability accommodations assessments, consultations and recommendations
- Wellness events
- New employee benefit orientation sessions

Key Performance Measures

		FY 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 realligning 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	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

CLACKAMAS COUNTY

160404-Disability Insurance

BCC Priority Alignment: Accountable Government

Program Budget Summary

						Budget-to-Budget:		Budget-to-3 Yr Avg:	
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	$ Variance	% Variance	$ Variance	% Variance
Beginning Fund Balance	**1,102,805**	**1,576,058**	**1,639,833**	**1,758,630**	**1,682,335**	**42,502**	**3%**	**203,171**	**14%**
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%	(94,572)	-21%
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-	-	-
Operating Revenue	**731,170**	**334,840**	**347,291**	**267,705**	**350,000**	**2,709**	**1%**	**(94,572)**	**-21%**
Total Revenue	**1,833,975**	**1,910,898**	**1,987,124**	**2,026,335**	**2,032,335**	**45,211**	**2%**	**108,599**	**6%**
Personnel Services	-	-	-	-	-	-	-	-	-
Materials and Services	257,918	152,268	480,326	344,000	418,000	(62,326)	-13%	166,605	66%
Capital Outlay	-	-	-	-	-	-	-	-	-
Operating Expense	**257,918**	**152,268**	**480,326**	**344,000**	**418,000**	**(62,326)**	**-13%**	**166,605**	**66%**
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
Contingency	-	-	1,466,647	-	1,574,184	107,537	7%	1,574,184	-
Total Appropriated	**257,918**	**152,268**	**1,946,973**	**344,000**	**1,992,184**	**45,211**	**2%**	**1,740,789**	**692%**
Reserve for Future Expenditures	-	-	40,151	-	40,151	-	0%	40,151	-
Total Expense	**257,918**	**152,268**	**1,987,124**	**344,000**	**2,032,335**	**152,748**	**8%**	**1,780,940**	
Revenues Less Expenses	1,576,058	1,758,630	-	1,682,335	-				

Notes:
None

Benefits and Wellness

Employee Assistance Program/Wellness

Purpose Statement

The purpose of the Benefits and Wellness line of business is to provide comprehensive benefits, disability management, planning, education and consultation services to County departments, and employees so they can create a workplace culture committed to practices that sustain a healthy and productive workforce and preserve financial resources.

Performance Narrative Statement

SERVICES:

- 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 referals to the Countys 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-2

HR program areas are in the process of realligning our performance measures to accurately reflect the work we are do.

1 New Mesure, data not collected for previous FY's

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

CLACKAMAS COUNTY

160405-EAP/Wellness

BCC Priority Alignment: Accountable Government

Program Budget Summary

						Budget-to-Budget:		Budget-to-3 Yr Avg:	
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	$ Variance	% Variance	$ Variance	% Variance
Beginning Fund Balance	**746,852**	**792,845**	**606,013**	**830,253**	**543,940**	**(62,073)**	**-10%**	**(246,044)**	**-31%**
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	-	-	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines	83,619	86,499	80,611	80,611	-	(80,611)	-100%	(83,576)	-100%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	94,097	109,270	100,502	112,366	112,000	11,498	11%	6,756	6%
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-	-	-
Operating Revenue	**177,716**	**195,769**	**181,113**	**192,977**	**112,000**	**(69,113)**	**-38%**	**(76,821)**	**-41%**
Total Revenue	**924,568**	**988,615**	**787,126**	**1,023,230**	**655,940**	**(131,186)**	**-17%**	**(322,864)**	**-33%**
Personnel Services	-	-	-	-	-	-	-	-	-
Materials and Services	131,722	158,362	476,119	479,290	321,224	(154,895)	-33%	64,766	25%
Capital Outlay	-	-	-	-	-	-	-	-	-
Operating Expense	**131,722**	**158,362**	**476,119**	**479,290**	**321,224**	**(154,895)**	**-33%**	**64,766**	**25%**
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
Contingency	-	-	311,007	-	334,716	23,709	8%	334,716	-
Total Appropriated	**131,722**	**158,362**	**787,126**	**479,290**	**655,940**	**(131,186)**	**-17%**	**399,482**	**156%**
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Total Expense	**131,722**	**158,362**	**787,126**	**479,290**	**655,940**	**(107,477)**	**-14%**	**399,482**	
Revenues Less Expenses	792,845	830,253	-	543,940	-				

Notes:
None

Benefits and Wellness

Deferred Compensation

Purpose Statement

The purpose of the Benefits and Wellness line of business is to provide comprehensive benefits, disability management, planning, education and consultation services to County departments, and employees so they can create a workplace culture committed to practices that sustain a healthy and productive workforce and preserve financial resources.

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:

program areas are in the process of realligning our performance measures to accurately reflect the work we are do.
collected in preious FY's.

*****Note-HR**
1 New Measure, data not

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

CLACKAMAS COUNTY

160406-Deferred Compensation

BCC Priority Alignment: Accountable Government

Program Budget Summary

						Budget-to-Budget:		Budget-to-3 Yr Avg:	
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	$ Variance	% Variance	$ Variance	% Variance
Beginning Fund Balance	**2,082**	**1,682**	**3,971**	**(2,167)**	**-**	**(3,971)**	**-100%**	**(532)**	**-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%	5,228	724%
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-	-	-
Operating Revenue	**-**	**-**	**3,000**	**2,167**	**5,950**	**2,950**	**98%**	**5,228**	**724%**
Total Revenue	**2,082**	**1,682**	**6,971**	**-**	**5,950**	**(1,021)**	**-15%**	**4,695**	**374%**
Personnel Services	-	-	-	-	-	-	-	-	-
Materials and Services	400	3,849	6,150	-	5,950	(200)	-3%	4,534	320%
Capital Outlay	-	-	-	-	-	-	-	-	-
Operating Expense	**400**	**3,849**	**6,150**	**-**	**5,950**	**(200)**	**-3%**	**4,534**	**320%**
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
Contingency	-	-	821	-	-	(821)	-100%	-	-
Total Appropriated	**400**	**3,849**	**6,971**	**-**	**5,950**	**(1,021)**	**-15%**	**4,534**	**320%**
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Total Expense	**400**	**3,849**	**6,971**	**-**	**5,950**	**(1,842)**	**-26%**	**4,534**	
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 realligning our performance measures to accurately reflect the work we are do.**
[1] New Measure, data not collect for previous FY's.

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

CLACKAMAS COUNTY

160501-Risk Administration

BCC Priority Alignment: Accountable Government

Program Budget Summary

						Budget-to-Budget:		Budget-to-3 Yr Avg:	
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	$ Variance	% Variance	$ Variance	% Variance
Beginning Fund Balance	**81,138**	**54,468**	**-**	**47,737**	**50,809**	**50,809**	**-**	**(10,306)**	**-17%**
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%	310,995	17%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	-	9,542	-	-	-	-	-	(3,181)	-100%
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%**	**307,815**	**17%**
Total Revenue	**1,691,465**	**1,783,034**	**2,089,247**	**2,136,984**	**2,168,003**	**78,756**	**4%**	**297,509**	**16%**
Personnel Services	1,403,452	1,497,776	1,817,446	1,817,446	1,840,904	23,458	1%	268,013	17%
Materials and Services	233,545	237,521	268,732	268,729	274,164	5,431	2%	27,566	11%
Capital Outlay	-	-	-	-	-	-	-	-	-
Operating Expense	**1,636,997**	**1,735,297**	**2,086,179**	**2,086,175**	**2,115,068**	**28,890**	**1%**	**295,579**	**16%**
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
Contingency	-	-	3,068	-	52,935	49,867	1625%	52,935	-
Total Appropriated	**1,636,997**	**1,735,297**	**2,089,247**	**2,086,175**	**2,168,003**	**78,757**	**4%**	**348,514**	**19%**
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Total Expense	**1,636,997**	**1,735,297**	**2,089,247**	**2,086,175**	**2,168,003**	**128,624**	**6%**	**348,514**	
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 realligning 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 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

CLACKAMAS COUNTY

160502-Casualty/Liability

BCC Priority Alignment: Accountable Government

Program Budget Summary

						Budget-to-Budget:		Budget-to-3 Yr Avg:	
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	$ Variance	% Variance	$ Variance	% Variance
Beginning Fund Balance	**9,772,288**	**9,268,934**	**8,609,641**	**9,151,631**	**9,719,479**	**1,109,838**	**13%**	**321,861**	**3%**
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%	(69,984)	-4%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	200,183	411,144	100,000	250,000	200,000	100,000	100%	(87,109)	-30%
Other Interfund Transfers	-	-	1,000,000	1,000,000	-	(1,000,000)	-100%	(333,333)	-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%**	**(490,426)**	**-19%**
Total Revenue	**11,652,563**	**11,741,045**	**11,805,951**	**12,497,941**	**11,795,285**	**(10,666)**	**0%**	**(168,565)**	**-1%**
Personnel Services	-	-	-	-	-	-	-	-	-
Materials and Services	2,383,630	2,589,413	2,833,500	2,778,462	2,802,500	(31,000)	-1%	218,665	8%
Capital Outlay	-	-	-	-	-	-	-	-	-
Operating Expense	**2,383,630**	**2,589,413**	**2,833,500**	**2,778,462**	**2,802,500**	**(31,000)**	**-1%**	**218,665**	**8%**
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
Contingency	-	-	6,302,451	-	6,302,785	334	0%	6,302,785	-
Total Appropriated	**2,383,630**	**2,589,413**	**9,135,951**	**2,778,462**	**9,105,285**	**(30,666)**	**0%**	**6,521,450**	**252%**
Reserve for Future Expenditures	-	-	2,670,000	-	2,690,000	20,000	1%	2,690,000	-
Total Expense	**2,383,630**	**2,589,413**	**11,805,951**	**2,778,462**	**11,795,285**	**(10,332)**	**0%**	**9,211,450**	
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 realligning 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 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

CLACKAMAS COUNTY

160503-Workers' Compensation

BCC Priority Alignment: Accountable Government

Program Budget Summary

	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	Budget-to-Budget: $ Variance	Budget-to-Budget: % Variance	Budget-to-3 Yr Avg: $ Variance	Budget-to-3 Yr Avg: % Variance
Beginning Fund Balance	**2,115,836**	**1,795,549**	**1,893,924**	**1,914,081**	**2,377,524**	**483,600**	**26%**	**435,702**	**22%**
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%	215,786	13%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	-	-	-	-	-	-
Other Interfund Transfers	-	-	1,000,000	1,000,000	-	(1,000,000)	-100%	(333,333)	-100%
General Fund Support	-	-	-	-	-	-	-	-	-
Operating Revenue	**1,637,614**	**1,896,584**	**2,464,443**	**2,464,443**	**1,882,000**	**(582,443)**	**-24%**	**(117,547)**	**-6%**
Total Revenue	**3,753,450**	**3,692,133**	**4,358,367**	**4,378,524**	**4,259,524**	**(98,843)**	**-2%**	**318,155**	**8%**
Personnel Services	(20,760)	-	-	-	-	-	-	6,920	-100%
Materials and Services	1,978,661	1,778,052	1,956,000	2,001,000	2,085,000	129,000	7%	165,763	9%
Capital Outlay	-	-	-	-	-	-	-	-	-
Operating Expense	**1,957,901**	**1,778,052**	**1,956,000**	**2,001,000**	**2,085,000**	**129,000**	**7%**	**172,682**	**9%**
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
Contingency	-	-	1,402,367	-	1,174,524	(227,843)	-16%	1,174,524	-
Total Appropriated	**1,957,901**	**1,778,052**	**3,358,367**	**2,001,000**	**3,259,524**	**(98,843)**	**-3%**	**1,347,206**	**70%**
Reserve for Future Expenditures	-	-	1,000,000	-	1,000,000	-	0%	1,000,000	-
Total Expense	**1,957,901**	**1,778,052**	**4,358,367**	**2,001,000**	**4,259,524**	**(326,686)**	**-7%**	**2,347,206**	
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 realligning our performance measures to accurately reflect the work we are do.**
[1] New Mesure, 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

160504-Unemployment

BCC Priority Alignment: Accountable Government

Program Budget Summary

	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	Budget-to-Budget: $ Variance	Budget-to-Budget: % Variance	Budget-to-3 Yr Avg: $ Variance	Budget-to-3 Yr Avg: % Variance
Beginning Fund Balance	**165,741**	**161,115**	**157,315**	**155,052**	**151,252**	**(6,063)**	**-4%**	**(9,384)**	**-6%**
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	-	-	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines	262,804	400,401	350,000	350,000	350,000	-	0%	12,265	4%
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%**	**12,265**	**4%**
Total Revenue	**428,545**	**561,517**	**507,315**	**505,052**	**501,252**	**(6,063)**	**-1%**	**2,881**	**1%**
Personnel Services	-	-	-	-	-	-	-	-	-
Materials and Services	267,430	406,465	353,800	353,800	353,800	-	0%	11,235	3%
Capital Outlay	-	-	-	-	-	-	-	-	-
Operating Expense	**267,430**	**406,465**	**353,800**	**353,800**	**353,800**	**-**	**0%**	**11,235**	**3%**
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
Contingency	-	-	153,515	-	147,452	(6,063)	-4%	147,452	-
Total Appropriated	**267,430**	**406,465**	**507,315**	**353,800**	**501,252**	**(6,063)**	**-1%**	**158,687**	**46%**
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Total Expense	**267,430**	**406,465**	**507,315**	**353,800**	**501,252**	**(12,126)**	**-2%**	**158,687**	
Revenues Less Expenses	161,115	155,052	-	151,252	-				

Notes:
Unemployment ticked up significantly in FY24. Appears to be leveling out in FY25.

Public and Government Affairs

Budget Presentation
Fiscal Year 2025-2026

Department Budget Summary by Fund

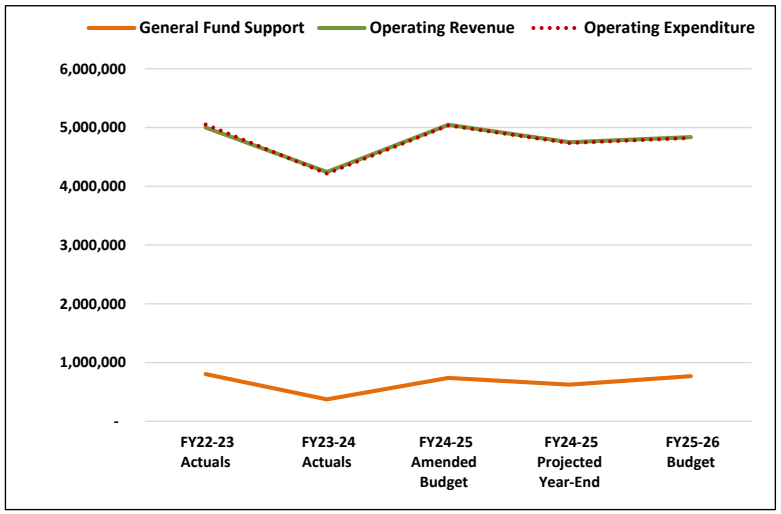
Line of Business	Program	FY25-26 General Fund (100)	FY25-26 Special Grants Fund (230)	FY25-26 Total Budget	FY25-26 General Fund Support in	% of Total	FY25-26 FTE **		
							Total	Filled	Vacant
Strategy, Policy & Brand Identity	Strategy & Policy	795,770	-	795,770	619,647	78%	3.0	3.0	-
Communications, 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%

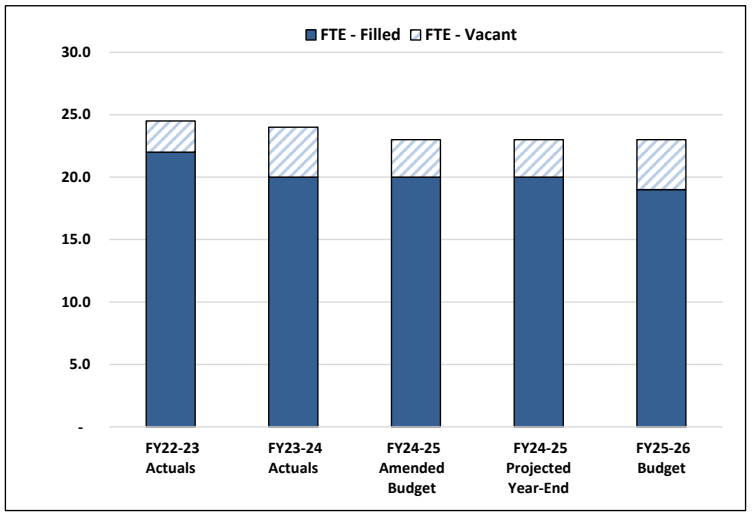
**** General Fund Support is a subsidy, net of any other revenue received by the department***

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

17-Public & Government Affairs (PGA) / 100-General Fund
Summary of Revenue and Expense

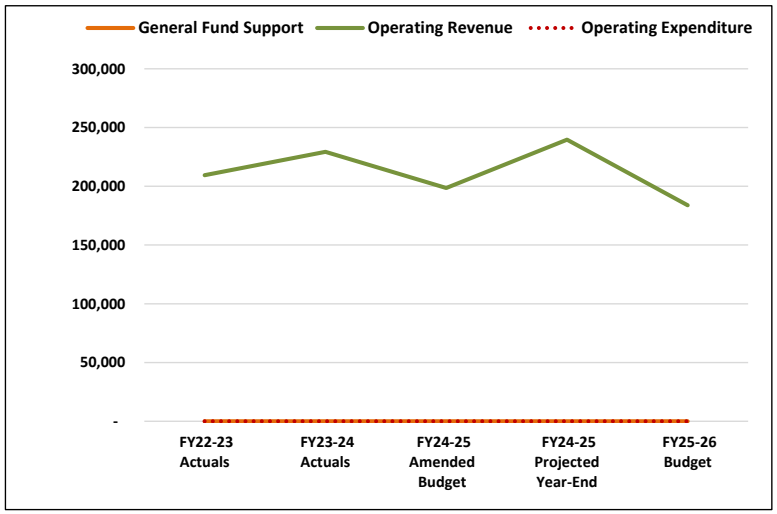
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	Budget to Budget: $ Variance	Budget to Budget: % Variance	Budget to 3-Year Average: $ Variance	Budget to 3-Year Average: % Variance
Beginning Fund Balance	127,698	-	-	-	-	-	-	(42,566)	-100%
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	1,404	-	-	-	-	-	(468)	-100%
Charges, Fees, License, Permits	1,299,289	1,299,085	1,675,061	1,675,060	1,740,571	65,510	4%	316,093	22%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	2,897,451	2,569,603	2,632,748	2,448,815	2,326,893	(305,855)	-12%	(311,730)	-12%
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	803,027	374,621	740,000	625,420	769,600	29,600	4%	168,577	28%
Operating Revenue	**4,999,767**	**4,244,712**	**5,047,809**	**4,749,295**	**4,837,064**	**(210,745)**	**-4%**	**172,473**	**4%**
Total Revenue	**5,127,465**	**4,244,712**	**5,047,809**	**4,749,295**	**4,837,064**	**(210,745)**	**-4%**	**129,907**	**3%**
Personnel Services	3,959,768	3,668,629	4,458,055	4,165,056	4,216,453	(241,602)	-5%	285,302	7%
Materials and Services	1,094,136	549,469	578,753	572,121	606,111	27,358	5%	(132,464)	-18%
Capital Outlay	-	-	-	-	-	-	-	-	-
Operating Expenditure	**5,053,904**	**4,218,098**	**5,036,808**	**4,737,177**	**4,822,564**	**(214,244)**	**-4%**	**152,838**	**3%**
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	64,542	6,705	11,000	12,118	14,500	3,500	32%	(13,288)	-48%
Transfers	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Total Appropriated	**5,118,446**	**4,224,803**	**5,047,808**	**4,749,295**	**4,837,064**	**(210,744)**	**-4%**	**139,550**	**3%**
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Total Expense	**5,118,446**	**4,224,803**	**5,047,808**	**4,749,295**	**4,837,064**	**(210,744)**	**-4%**	**139,550**	
Revenues Less Expenses	**9,019**	**19,909**	**-**	**-**	**-**				
Full Time Equivalent (FTE)				*As Of 03/2025*					
FTE - Total	24.5	24.0	23.0	23.0	23.0	-			
FTE - Filled	22.0	20.0	20.0	20.0	19.0	(1.0)			
FTE - Vacant	2.5	4.0	3.0	3.0	4.0	1.0			

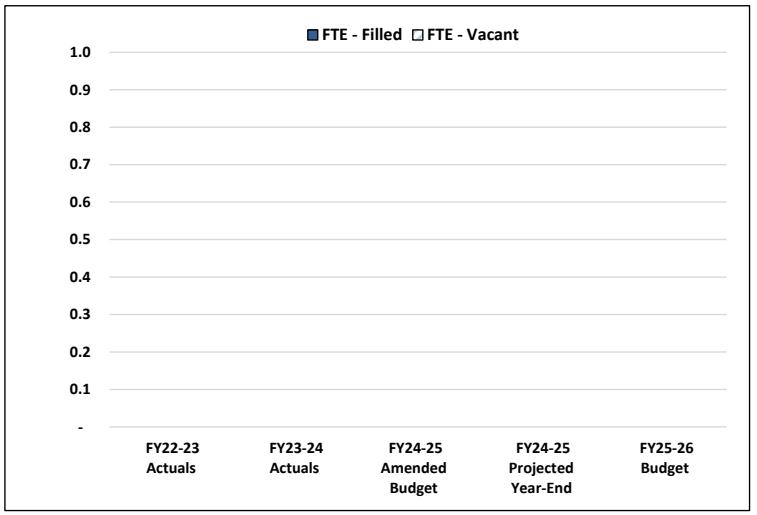




800217 (PGA PEG) - Misc/Pass-Through / 100 - General Fund
Summary of Revenue and Expense

	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	Budget to Budget: $ Variance	Budget to Budget: % Variance	Budget to 3-Year Average: $ Variance	Budget to 3-Year Average: % Variance
Beginning Fund Balance	115,000	102,546	100,000	76,571	66,270	(33,730)	-34%	(31,769)	-32%
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	147,914	167,893	136,982	178,281	122,381	(14,601)	-11%	(42,315)	-26%
Charges, Fees, License, Permits	61,505	61,505	61,505	61,505	61,505	-	0%	-	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%**	**(42,315)**	**-19%**
Total Revenue	**324,419**	**331,944**	**298,487**	**316,357**	**250,156**	**(48,331)**	**-16%**	**(74,084)**	**-23%**
Personnel Services	-	-	-	-	-	-	-	-	-
Materials and Services	-	-	-	-	-	-	-	-	-
Capital Outlay	-	-	-	-	-	-	-	-	-
Operating Expenditure	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	221,873	255,383	298,487	250,087	250,156	(48,331)	-16%	7,708	3%
Transfers	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Total Appropriated	**221,873**	**255,383**	**298,487**	**250,087**	**250,156**	**(48,331)**	**-16%**	**7,708**	**3%**
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Total Expense	**221,873**	**255,383**	**298,487**	**250,087**	**250,156**	**(48,331)**	**-16%**	**7,708**	
Revenues Less Expenses	**102,546**	**76,561**	**-**	**66,270**	**-**				
Full Time Equivalent (FTE)				*As Of 03/2025*					
FTE - Total	-	-	-	-	-	-			
FTE - Filled	-	-	-	-	-	-			
FTE - Vacant	-	-	-	-	-	-			





FY25-26 Looking Ahead

CHALLENGES

- Continued loss of revenue from franchise fees significantly impacts PGA's budget.
- Loss of revenue and reduced budget impact PGA's ability to maintain a balanced staffing model (e.g., PGA director manages 14 direct reports).
- Need and demand for PGA services – communication, government relations, and public engagement – continue to grow.

OPPORTUNITIES

- Maximize limited resources:
  - Apply an ROI to requests from departments.
  - Establish a web governance to streamline policy for web content management.
  - Continue to educate county departments on PGA's workflow and production processes.

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CLACKAMAS
COUNTY

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 and Policy

Purpose Statement

The purpose of the Strategy and Policy Program is to provide strategic planning, policy analysis, and support services to the people of Clackamas County, their Board of County Commissioners, and other countywide elected officials and Public and Government Affairs staff so they can have equitable access, make informed decisions and achieve results.

Performance Narrative Statement

The Strategy and Policy Program continues to see a decrease in funding, primarily due to a decrease in franchise fees that help support PGA's operating expenses.

Key Performance Measures

		FY 22-23 Actual	FY 23-24 Actual	FY 24-25 Target	FY 24-25 Actual	FY 25-26 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	Yes
Shared Services	Yes
Grant Funding	No

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

Explanation

The county is required to provide public access to public meetings conducted by the Board of County Commissioners. The PEG dollars derived from the franchise fees fund ClackCo TV, which is our government access channel.

Performance Narratives

CLACKAMAS COUNTY

170101-Strategy & Policy

BCC Priority Alignment: Accountable Government

Program Budget Summary

						Budget-to-Budget:		Budget-to-3 Yr Avg:	
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	$ Variance	% Variance	$ 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%	(447,801)	-72%
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	109,437	59,437	176,863	176,863	619,647	442,784	250%	504,401	438%
Operating Revenue	**851,101**	**756,918**	**728,477**	**609,490**	**795,770**	**67,293**	**9%**	**56,600**	**8%**
Total Revenue	**851,101**	**756,918**	**728,477**	**609,490**	**795,770**	**67,293**	**9%**	**56,600**	**8%**
Personnel Services	864,681	867,571	694,553	579,554	724,972	30,419	4%	(45,630)	-6%
Materials and Services	138,221	45,111	33,923	29,936	70,798	36,875	109%	(291)	0%
Capital Outlay	-	-	-	-	-	-	-	-	-
Operating Expense	**1,002,902**	**912,682**	**728,476**	**609,490**	**795,770**	**67,294**	**9%**	**(45,921)**	**-5%**
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	573	-	-	-	-	-	-	(191)	-100%
Transfers	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Total Appropriated	**1,003,475**	**912,682**	**728,476**	**609,490**	**795,770**	**67,294**	**9%**	**(46,112)**	**-5%**
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Total Expense	**1,003,475**	**912,682**	**728,476**	**609,490**	**795,770**	**67,294**	**9%**	**(46,112)**	
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.

The purpose of the Communication and Community Engagement Program is to provide multimedia outreach, information, consultation, and coordination services to the people of Clackamas County, their Board of County Commissioners, and other countywide elected officials so they can equitably access services, influence public policy, build connection and trust with their government, and impact the future of their community.

The Communications & Community Engagement Program 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.

		FY 22-23 Actual	FY 23-24 Actual	FY 24-25 Target	FY 24-25 Actual	FY 25-26 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.

Performance Narratives

CLACKAMAS COUNTY

170202-Communications & Community Engagement

BCC Priority Alignment: Accountable Government

Program Budget Summary

						Budget-to-Budget:		Budget-to-3 Yr Avg:	
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	$ Variance	% Variance	$ Variance	% Variance
Beginning Fund Balance	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	1,404	346,439	-	-	(346,439)	-100%	(468)	-100%
Charges, Fees, License, Permits, Fines	1,299,289	1,299,085	1,675,060	1,675,060	1,740,571	65,511	4%	316,093	22%
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%	364,425	22%
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	605,971	231,602	423,452	308,872	-	(423,452)	-100%	(382,148)	-100%
Operating Revenue	**3,607,676**	**2,976,374**	**4,396,650**	**3,862,439**	**3,780,065**	**(616,585)**	**-14%**	**297,902**	**9%**
Total Revenue	**3,607,676**	**2,976,374**	**4,396,650**	**3,862,439**	**3,780,065**	**(616,585)**	**-14%**	**297,902**	**9%**
Personnel Services	2,597,850	2,697,331	3,685,546	3,496,607	3,415,977	(269,569)	-7%	485,381	17%
Materials and Services	757,377	336,249	364,603	353,714	349,588	(15,015)	-4%	(132,859)	-28%
Capital Outlay	-	-	-	-	-	-	-	-	-
Operating Expense	**3,355,226**	**3,033,580**	**4,050,149**	**3,850,321**	**3,765,565**	**(284,584)**	**-7%**	**352,522**	**10%**
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	6,271	4,642	346,500	12,118	14,500	(332,000)	-96%	6,823	89%
Transfers	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Total Appropriated	**3,361,498**	**3,038,222**	**4,396,649**	**3,862,439**	**3,780,065**	**(616,584)**	**-14%**	**359,345**	**11%**
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Total Expense	**3,361,498**	**3,038,222**	**4,396,649**	**3,862,439**	**3,780,065**	**(616,584)**	**-14%**	**359,345**	
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 and External Relations

Purpose Statement

The purpose of the Government and External Relations Program is to provide public policy analysis, development, coordination, and advocacy services to the Board of Commissioners, and other countywide elected officials, in collaboration with county departments, so they can achieve their policy priorities and the people of Clackamas County can thrive.

Performance Narrative Statement

The Government and External Relations Program manages all contracts for government affairs and 20% of the 2.0 FTE dedicated to lobbying on behalf of the county.

		FY 22-23 Actual	FY 23-24 Actual	FY 24-25 Target	FY 24-25 Actual	FY 25-26 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 occured during this fiscal year.

Program includes:

Mandated Services	Yes
Shared Services	Yes
Grant Funding	No

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

Explanation: 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.

Performance Narratives

170203-Government & External Relations

BCC Priority Alignment: Accountable Government

Program Budget Summary

	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	Budget-to-Budget: $ Variance	Budget-to-Budget: % Variance	Budget-to-3 Yr Avg: $ Variance	Budget-to-3 Yr Avg: % Variance
Beginning Fund Balance	**57,698**	**-**	**-**	**-**	**-**	**-**	**-**	**(19,233)**	**-100%**
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%	(228,354)	-67%
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	87,619	83,582	139,685	139,685	149,953	10,268	7%	46,324	45%
Operating Revenue	**540,990**	**511,420**	**269,121**	**277,366**	**261,229**	**(7,892)**	**-3%**	**(182,030)**	**-41%**
Total Revenue	**598,688**	**511,420**	**269,121**	**277,366**	**261,229**	**(7,892)**	**-3%**	**(201,262)**	**-44%**
Personnel Services	497,237	103,727	88,894	88,895	75,504	(13,390)	-15%	(154,449)	-67%
Materials and Services	198,538	168,109	180,227	188,471	185,725	5,498	3%	685	0%
Capital Outlay	-	-	-	-	-	-	-	-	-
Operating Expense	**695,776**	**271,836**	**269,121**	**277,366**	**261,229**	**(7,892)**	**-3%**	**(153,763)**	**-37%**
Debt Service	-	-	-	-	-	-	-	-	-
Special Payments	57,698	2,063	-	-	-	-	-	(19,920)	-100%
Transfers	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Total Appropriated	**753,474**	**273,898**	**269,121**	**277,366**	**261,229**	**(7,892)**	**-3%**	**(173,684)**	**-40%**
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Total Expense	**753,474**	**273,898**	**269,121**	**277,366**	**261,229**	**(7,892)**	**-3%**	**(173,684)**	
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.

CLACKAMAS COUNTY

170102-County Brand Identity

BCC Priority Alignment: Accountable Government

Program Budget Summary

						Budget-to-Budget:		Budget-to-3 Yr Avg:	
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	$ Variance	% Variance	$ Variance	% Variance
Beginning Fund Balance	**70,000**	**-**	**-**	**-**	**-**	**-**	**-**	**(23,333)**	**-100%**
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	-	-	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines	-	-	-	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-	-	-
All Other Revenue Resources	-	-	-	-	-	-	-	-	-
Other Interfund Transfers	-	-	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-	-	-
Operating Revenue	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Total Revenue	**70,000**	**-**	**-**	**-**	**-**	**-**	**-**	**(23,333)**	**-100%**
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 FY24 by direction of County Administrator

CLACKAMAS COUNTY

800217-Public, Education, & Government (PEG)

BCC Priority Alignment: Accountable Government

Program Budget Summary

						Budget-to-Budget:		Budget-to-3 Yr Avg:	
	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Amended Budget	FY24-25 Projected Year-End	FY25-26 Budget	$ Variance	% Variance	$ Variance	% Variance
Beginning Fund Balance	**115,000**	**102,546**	**100,000**	**76,571**	**66,270**	**(33,730)**	**-34%**	**(31,769)**	**-32%**
Taxes	-	-	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	147,914	167,893	136,982	178,281	122,381	(14,601)	-11%	(42,315)	-26%
Charges, Fees, License, Permits, Fines	61,505	61,505	61,505	61,505	61,505	-	0%	-	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%**	**(42,315)**	**-19%**
Total Revenue	**324,419**	**331,944**	**298,487**	**316,357**	**250,156**	**(48,331)**	**-16%**	**(74,084)**	**-23%**
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%	7,708	3%
Transfers	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Total Appropriated	**221,873**	**255,383**	**298,487**	**250,087**	**250,156**	**(48,331)**	**-16%**	**7,708**	**3%**
Reserve for Future Expenditures	-	-	-	-	-	-	-	-	-
Total Expense	**221,873**	**255,383**	**298,487**	**250,087**	**250,156**	**(48,331)**	**-16%**	**7,708**	
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.