



**ADOPTED BUDGET
FISCAL YEAR 2012-2013**

EXECUTIVE SUMMARY

CLACKAMAS COUNTY, OREGON

FISCAL YEAR 2012-2013

ADOPTED BUDGET

EXECUTIVE SUMMARY

**Submitted by the
Clackamas County Budget Committee:**

**Frank Magdlen – Chairperson
Debra Newton – Secretary
Jeffrey Caton - Member
Karina Mayner - Member
Kent Wyatt- Member
Charlotte Lehan – Commission Chair
Jim Bernard – Commissioner
Jamie Damon - Commissioner
Ann Lininger - Commissioner
Paul Savas - Commissioner**

Prepared by:

**Steve Wheeler – County Administrator
Marc S. Gonzales - Finance Director
Diane D. Padilla - Budget Manager
Roxann Fisher
Jian Zhang**



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**Clackamas County
Oregon**

For the Fiscal Year Beginning

July 1, 2011

Linda C. Sanborn Jeffrey R. Egan

President

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented an award of Distinguished Presentation to Clackamas County, Oregon, for its annual budget for the fiscal year beginning July 1, 2011.

In order to receive this award, a government unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan and as a communications device.

The award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.

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2012 — 2013 Budget Message

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

Budget Committee

The Budget Committee is comprised of the Board of County Commissioners and citizen members, assisted by County Administration and Finance staff:

Board Members:

Charlotte Lehan, Chair
Jim Bernard
Jamie Damon
Ann Lininger
Paul Savas

Citizen Members:

Jeff Caton
Frank Magdlen
Karina Mayner
Debra Newton
Kent Wyatt

Staff:

Steve Wheeler,
County Administrator/
Budget Officer
Laurel Butman, Deputy
County Administrator
Nancy Newton, Deputy
County Administrator
Marc Gonzales,
Finance Director
Diane Padilla,
Budget Manager
Roxann Fisher,
Budget Analyst
Jian Zhang,
Budget Analyst

I am pleased to present the FY 2012-13 Annual Proposed Budget for Clackamas County, Oregon totaling \$572,841,605. All budgets presented are balanced, meaning that resources match or exceed projected annual requirements. The full breadth of programs and activities overseen by the Board of County Commissioners brings the total budgetary responsibility to \$783,643,201. The other Clackamas County agencies are listed below.

<u>Dependent Agency</u>	<u>Proposed Amount</u>	<u>Note</u>
Water Environment Services (WES)	\$ 92,975,219	County Service Districts providing sanitary and surface water services.
Development Agency	\$ 69,818,315	Responsible for the County's Urban Renewal program in four areas: Clackamas Town Center, Clackamas Industrial Area, the North Clackamas Revitalization Area and the Government Camp Village Revitalization Area.
North Clackamas Parks & Recreation District	\$ 22,095,303	County Service District for parks, recreation and senior services.
Library Service District of Clackamas County	\$ 14,135,464	County Service District for library operations.
Enhanced Law Enforcement District	\$ 5,369,048	County Service District for law enforcement in urban unincorporated areas of the county.
Street Lighting District #5	\$ 2,725,342	County Service District for street lighting services.
Extension and 4-H Service District	\$ 3,682,905	County Service District providing education on issues such as farming, gardening, food safety and youth programs.

Overview

The budget for FY 2012-13 is a one-year budget, but marks the beginning of a two-year plan to align expenditures with financial realities. This approach will require action in two fundamental areas: adopting a balanced budget for FY 2012-13; and developing a strategy to rightsize General Fund revenues and expenditures for the FY 2013-14 budget and future years.

The Proposed Budget for FY 2012-13 is a balanced budget but one that, within the General Fund discretionary budget, has required a combination of reductions and supplements to cover ongoing cost increases.

This budget recognizes that there has been limited bounce back in General Fund revenue despite an environment of modest economic growth. The reality is that the property tax revenues that largely comprise the General Fund's primary revenue source have grown less and less over six years, with year over year revenue growth declining from 6.8% to 1.75%.

Issues causing General Fund stress, beyond demand for services, include the decline in Federal timber payments to zero, anemic growth in property tax revenue noted above, and anticipated declines in state and federal revenues coupled with rising costs in such areas as medical insurance, labor contracts, and PERS.

Given these factors, it is no surprise that the Proposed Budget for FY 2012-13 is difficult in several areas. Beginning with the adoption of the FY 2011-12 budget and over the course of the past fiscal year, overall fiscal stress has necessitated backfilling certain programs such as Community Corrections, the Building Codes division, and an Emergency Food and Shelter Program.

In addition, pressure continues to effect a reduction in internal services costs while at the same time internal service departments are experiencing growth beyond their control due to the drivers listed above.

Looking forward, we will utilize a combination of staff financial review and consultant review to validate our budget projections and offer suggestions in two areas: General Fund revenues and allocated costs to internal services customers.

The General Fund review will test assumptions underlying the rolling five year forecast of General Fund revenues and expenditures as well as evaluate our current revenue sources. The allocated cost review will include determining if current methodologies are appropriate, reviewing the current two-year delay caused by the need to justify grant expenditures, assessing where departments may have unnecessary parallel systems to internal service providers, and clarifying the consequences of departments potentially opting out of internal services.

Overall, as we pursue these two efforts, we will adhere to several fundamental principles.

- Stay within existing revenue streams; we will not be exploring new or added sources.
- Avoid using limited term and one-time revenues to pay for long-term programs and operations.
- Do not use shortcuts to balance such as unrealistic revenue expectations, funding ongoing operations with debt, moving forward current fiscal year expenses to the next fiscal year to make expenses look smaller, etc.

The FY 2012-13 budget also seeks to fulfill the goals of the Board of County Commissioners. Building on our prior Strategic Plan work, the Board held two goal oriented study sessions in January and followed up with a focused goal-setting session in February. Improving the local and

Continued on page 3...

Overview, continued

regional economy and expanding Clackamas County's job base have been a Board focus for several years.

The Board also remains committed to the Strategic Plan Areas of Focus of keeping our residents safe, healthy and secure, creating a network of vibrant communities, and providing financial stability and leadership. Individual departments have crafted a variety of measurable outcomes linked to these areas of focus and the FY 2012-13 Proposed Budget reflects them to the greatest extent possible.

Economic Indicators

For the past several years we have used three indicators to track economic trends: unemployment rate, median home sale price, and changes in Supplemental Nutrition Assistance Program usage. We have updated these indicators for the current year.

Month/Year	U.S.	Oregon	Clackamas County
March, 2008	5.1%	5.5%	5.2%
March, 2009	8.5%	12.1%	11.4%
March, 2010	9.7%	11.0%	10.3%
March, 2011	8.9%	9.6%	9.0%
March, 2012	8.2%	8.6%	7.9%

**Unemployment Rate
U.S., State of Oregon and
Clackamas County**
*Source: Oregon Employment
Department*

Month/Year	Median Home Sale Price
March, 2008	\$320,000
March, 2009	\$269,900
March, 2010	\$249,000
March, 2011	\$240,000
March, 2012	\$230,000

**Median Home Sale Price
Clackamas County**
*Source: Clackamas County
Assessor's Office*

Entity	Type of Count	February 2010	February 2011	March 2012	% change 2011 to 2012
Clackamas County	Person	36,659	41,617	51,515	+ 24%
Clackamas County	Household	16,328	19,338	27,252	+ 41%
State	Person	701,882	760,115	805,883	+ 6%
State	Household	361,474	407,330	439,352	+ 8%

**Growth in Use of
the Supplemental
Nutrition Assis-
tance Program**

*Source: Oregon
Department of Human
Services*

In addition, it is important to note the continuing decline in property tax growth. Consider the following chart where the trend is clear. This is important because property tax is by far the single largest revenue source for the County's General Fund and the main source of discretionary revenue.

Year	2006-07	2007-08	2008-09	2009-10	2010-11	2011-12	2012-13 (est.)
% change	6.80%	5.73%	5.12%	2.71%	2.71%	2.66%	1.75%

**Property Tax
Growth**

Budget Development

Baseline County population and construction growth statistics are developed to show change over time. The construction permit numbers below are estimates for FY 2012-13 compared with actuals for FY 2006-07. The construction permit statistics are for unincorporated Clackamas County plus our two contract cities for planning: Canby and Molalla.

July 1, 2012 Clackamas County population estimate: 380,370

Single family residential permits: 635 (2006-07 permits = 1,424)

"Detached" permits, accessory buildings: 304 (2006-07 permits = 616)

Commercial buildings, additions and remodels: 657 (2006-07 = 990)

Tenant Improvements: 42 (2006-07 = 161)

Budget Instructions

For the fourth consecutive year, departments that receive revenue from the General Fund were instructed to hold their FY 2012-13 requested General Fund support to a net zero dollar increase from the prior fiscal year. In addition, departments were instructed to develop proposed cuts of 5% of their General Fund support. To help balance the budget these proposals were evaluated and aggregate cuts of approximately \$220,000 have been made.

Budgeting with Less

Clackamas County is a large, multi-faceted service provider with many, varied business lines. No single strategy will address which revenue/expenditure situation will fit all departments, divisions, programs or activities. As with last year, department managers were asked to follow a "prism" of questions when developing their FY 2012-13 budgets.

1. Is the activity legally mandated?
2. Is the activity self supported with a consistent funding source?
3. Does the activity support Board goals, strategic plan areas of focus, sustainability and/or diversity?
4. Does the activity relate to public health or public safety?
5. Can another organization perform this activity? Are there partnership opportunities or alternative means to conduct the activity?

We believe that this kind of ongoing analysis is imperative to uphold our stewardship of the public's financial resources and trust.

Check out our online public budget site!
www.clackamas.us/budget

Revenue and Expenditure Highlights

Key Revenues

- A modest increase of \$2,192,000 is projected for the General Fund from property taxes in FY 2012-13. The underlying tax increase is 1.75%, an historic low. Overall real market values are now lower than assessed value on over 50,000 properties; taxes are levied on whichever value is lowest.
- ➡ Federal revenues are decreasing significantly as stimulus funding is finished and timber payments are now eliminated. There is some hope for a reauthorization of timber payments, but this budget does not contemplate that welcome event happening.
- ➡ Overall budget to budget estimate for General Fund revenues is an \$874,000 decrease.
- ➡ Interest earnings expected to remain at 0.5% per County Treasurer.

Expenditures

- The increase of 3.5 percent General Fund Personal Services expenditures (\$1.216 million) reflects increased healthcare and certain other costs.
- The increase of just over \$1.0 million in Materials and Services is established to account for Board interest in certain new or expanded initiatives in the coming year.
- ➡ General Fund Capital Outlay is reduced primarily because the new elections system used by the County Clerk is now purchased (and it is a great improvement!)

Key Budget Issues

General Fund

The County General Fund continues to be constrained due to property tax limitations and declining property values. The two key initiatives mentioned at the beginning of the Budget Message (review of revenues and allocated costs) are a plan to evaluate and manage this situation in the coming years.

For FY 2012-13, our initial review of resources and requirements showed a significant gap of several million dollars (requirements greater than resources). To prepare a balanced Proposed Budget to present to the Budget Committee, we had to propose expenditure reductions and selective revenue augmentation.

Cost Drivers

There are a variety of budget cost drivers impacting the General Fund (and oftentimes other funds as well). Significant drivers impacting the FY 2012-13 budget are:

- Medical insurance premium increases of 10.5% (estimated increase effective Jan. 1, 2013);
- The first year of a 10-year payment plan to reimburse Clackamas County Service District #1 for their former equity position in the Sunnybrook facility;
- Continuation of the programs initiated last year to direct additional funding to the County Sheriff's Office for motorcycle traffic patrol and jail staffing;
- As requested by the Board of County Commissioners, we are implementing a Housing and Homeless policy to assist with alternative housing and to implement improved habitability standards in the unincorporated areas of the county;

Continued on page 6...

Key Budget Issues, continued

Cost Drivers, continued

- Payment to TriMet to begin fulfilling the County's contractual obligation to contribute to Portland-Milwaukie Light Rail capital funding; and
- Funding the full year costs of the third Veterans Services Officer added January of 2012.

Revenue Augmentation

Two key sources are providing one-time assistance to the General Fund in the Proposed Budget:

- Funds that had been originally set aside for non-sheriff public safety capital improvements were reduced by \$1.0 million from approximately \$2.4 million to \$1.4 million, with the remaining \$1.0 million assisting General Fund revenues; and
- Approximately \$860,000 in previous General Fund debt service for public safety improvements in the Town Center Urban Renewal area will be assumed by the Development Agency in FY 2012-13.

Budget Reductions

To balance, it was also necessary to make some difficult reductions in the Proposed Budget to existing and desired programs and activities. Among them are:

- Selective cuts of approximately \$220,000 from the 5% cuts requested from departments receiving General Fund support;
- The Proposed Budget does not contemplate continuing the six month backfill funding for five Community Corrections positions;
- The previously Federally funded Emergency Food and Shelter program backfill will not be continued;
- The small grants program that provides funds to local serving nonprofits is not included;
- The hoped for update of the Red Soils Campus Master Plan is being put off for another year;
- We will not be performing an internal performance audit in FY 2012-13;
- While we have sufficient contingency and reserves budgeted, we will miss reaching our aspirational goals of 5% and 10% respectively in the General Fund; and
- We will not contract for aerial photography of the County this year.

Overall Issues

The County continues to press forward and actively engage with the Lean process improvement program. In FY 2011-12, the Board was given a demonstration of a significant improvement in the Development Services functional area. Lean seeks to establish process improvement leading to more time for productive frontline service delivery.

In FY 2012-13 we will continue with our work on the Clackamas Investment Strategy (CIS). The CIS is a comprehensive initiative to foster economic development through the integration of infrastructure and other (Tourism, etc.) investments. Economic growth and job creation remain top priorities for the Board and throughout the County; CIS is meant to help.

It is worthwhile to note the significant General Fund contribution being made to enhance and improve Sheriff facilities. The General Fund pays an annual debt service of approximately \$1.9 million in FY 2012-13 for the 2009 bond to fund the Sunnybrook remodel, jail improvements, and evidence storage improvements. As noted earlier, in FY 2012-13, \$860,000 of the FY 2012-13 debt payment is being contributed from the Clackamas Town Center Urban Renewal area.

Continued on page 7...

Overall Issues, continued

Finally, a disappointing note and a positive note. The Federal funds supporting the successful Dumpstoppers program are being discontinued; we will lose that program. On the positive side, our biannual Citizen Satisfaction Survey rated County service provision quality as excellent or good by 75% of respondents!

Elected Officials Compensation

Annually, the Citizen's Compensation Board for Elected Officials evaluates market data from similar labor markets such as Multnomah County, Washington County and City of Portland, to recommend elected official compensation that maintains competitive wages. The Compensation Board reviewed market comparables and reaffirmed their philosophy to remain within five percent of the market.

This year, the Compensation Board recommended that all elected officials receive a cost-of-living adjustment (COLA) of 2% on July 1, 2012 with an additional 1% COLA on January 1, 2013.

The Compensation Board also recommended individual salary adjustments for Assessor, Commissioner and Treasurer. In addition to the individual increase for the Commissioner positions, the Compensation Board recommended a 2% differential for the Board Chair position effective January 1, 2013. The Compensation Board's intent in recommending the differential is to recognize the additional responsibilities of the Board Chair position.

The chart below shows each elected position's relationship to market average and the recommended individual increase, where applicable.

Elected Official	Relationship to Market	Recommended Individual Adjustment January , 2013
Assessor	- 6.6%	1.6%
Clerk	- 1.2%	0%
Commissioner	- 5.9%	1% ¹
District Attorney	+ 2.0%	0%
Justice of the Peace	- 4.8%	0%
Sheriff	+ 2.4%	0% ²
Treasurer	- 8.2%	3.2%

¹ **Commissioner** - The Compensation Board recommended the 1% individual salary adjustment with a staggered implementation of 0.5% effective July 1, 2012 and 0.5% effective January 1, 2013. In addition, the Compensation Board recommended the **Board Chair** position receive a 2% differential increase effective January 1, 2013. This 2% differential would be applied to the base monthly salary for Commissioner, thereby creating a new base pay rate for the Board Chair position.

² **Sheriff** – The Compensation Board reiterated that the County will continue to ensure the Sheriff's salary is at least \$1 per month more than the highest paid Undersheriff. This follows the Compensation Board practice and maintains compliance with ORS language.

As of the publication of this budget message, the Compensation Board Recommendations have yet to be reviewed by the full Budget Committee. Any changes to current Elected Official compensation levels will be determined through the budget process.

Activity Highlights

Last year the County completed many noteworthy projects, programs and activities; here are just a few.

- **Clackamas County Commissioners** added a monthly community roundtable discussion, moved one business meeting/month to the evening, and added quarterly town halls around the county.
- The **District Attorney's Office** became one of four nationwide test sites for a new HOPE Probation grant program (dramatically successful in Seattle and Hawaii) to enhance supervision of probationers and others.
- **Children Youth and Families** expanded domestic violence and child abuse prevention activities.
- **Public and Government Affairs** coordinated two (scientific telephone and voluntary online) Community Surveys to gauge citizen input and satisfaction; 75% rated Clackamas County service provision as good or excellent.
- **North Clackamas Parks & Recreation** completes the 6-mile Trolley Trail in June 2012; a trail within this historic right-of-way has been a community dream for decades.
- **Justice Court** implemented an online citation program; citizens can use the Internet to enter a plea, pay a fine in full, or establish a monthly payment plan to resolve violations.
- **Primary Care** opened the new Sunnyside Health and Wellness Center providing access to high quality medical, dental, and behavioral health services for 8,000 new patients, including those on Medicare and with no insurance.
- **Public Health** launched BabyLink, using trained, bilingual staff to help expectant parents and families with babies and children.
- The **Juvenile Department** experienced a decline in youth re-offending for the 4th year. The County recidivism rate is 19%; average State recidivism for youth is 28.1%.
- The **County Fair** completed the new Main Lawn Restroom Complex, the first new building added to the event center since 1968.
- **County Parks** completed the construction of the Boring Station Trailhead Park.
- **Technology Services** collaborated with the **Assessor's Office** to develop Online Tax statements allowing public access to statements online.
- **Business & Community Services** opened the new Sunnyside Library which is providing improved services and better access.
- **Water Environment Services** purchased the West Linn Blue Heron property, helping meet future regulatory demands and saving ratepayers millions over the next 20 years.
- **Social Services** reformed the Veterans Advisory Committee and hired a new Community Veterans Services Officer.
- A performance audit of the **Public and Government Affairs** department determined that the department has improved internal and external communications; recommendations will be implemented in FY 2012-13 to further improve services.
- The **District Attorney's Office** converted to a new case management system; revenue increased by \$40,000 and personnel services costs decreased by \$307,000.

Continued on page 9....

Activity Highlights, continued

- **Behavioral Health** opened the new Centerstone Urgent Mental Health Care Walk-In Center to provide counseling, safety screenings, and referral to other services. Centerstone includes peer delivered services, so that people in need can get help from people who understand what they are going through.
- The **Juvenile Department** increased community partnerships to sustain services for youth offenders. Youth contributed 6,605 hours towards community projects; repaid \$59,266 (84.6%) of court ordered restitution to victims; and achieved an 82% success rate for completion of probation conditions.
- The **Housing Authority's** new Veterans Affairs Supportive Housing program helped homeless Veterans with clinical services and housing.
- **Community Development** opened Oakridge Park, a 45-unit multi-family affordable rental housing option for seniors in Lake Oswego.
- **Business & Economic Development** created the *Clackamas Export Initiative*, developed a toolkit for businesses, and hosted the first *Exporting Clackamas County Summit*.
- Stone Creek Golf Club, a **County Parks** facility, continues to see high demand for tee times, and event center bookings have grown since it opened in 2010. The golf course celebrates its 10th Anniversary this year.
- **Technology Services** rolled out an internal GIS data retrieval system that all County departments use; the system uses cost saving Open Source technologies.
- **Dog Services** launched a low-cost spay and neuter program that serves low-income residents.
- **Community Solutions** offered job development vouchers to assist Veterans in their job searches. Job seekers made 4,205 visits to the WorkSource Clackamas Annex and over 60 Veterans received intensive Case Management and Job Development services.
- The **Office of Sustainability** implemented the Growing Solar program providing education and resources to help save money, reduce energy usage, and protect the environment; more than 300 residents have signed up for site assessments.
- The **Forestry Division** completed an assessment of forest certification programs for possible adoption. After an extensive analysis, including an independent appraisal, it was determined that the County's current forest management plan and practices exceed local and state forest standards and goals.
- **Elections** implemented an electronic tallying system and other efficiencies that will result in major savings. Compared to FY 2008-09, which also included presidential and special district elections, next year's elections printing costs will decrease 14%, staff overtime costs will decrease 45%, and temporary staff costs will decrease 12% — even with an additional countywide election in September.
- **Clackamas County Commissioners** established the first sister county relationship in the state with Harney County.

Staff and Facilities

County Staff

Below are the budgeted number of FTEs for the past three fiscal years and a projection for next fiscal year.

<u>Budget Year</u>	<u>2009 — 2010</u>	<u>2010 — 2011</u>	<u>2011 — 2012</u>	<u>2012 — 2013</u>
FTEs	1,906	1,897	1,913	1,913

While FTE numbers remain stable, they come with an important qualification. Staffing increases in behavioral health and primary care (Health, Housing & Human Services department, minimal General Fund support) are offset by several reductions elsewhere in the County. The largest (19.5 FTE) reduction area is Community Corrections. Reductions are also taking place in Emergency Communications, the District Attorney's Office, Transportation and Development, and other areas.

A Quick Look Back

Last year three important future issues were identified. Here is an update.

Transportation and Roads: The continuing gap between resources and needs remains a concern. The Proposed Budget does not contemplate the renewal of Federal timber payments but if that were to occur, almost \$1.0 million would be forthcoming. There are two positive notes. The Clackamas County Coordinating Committee (C4) is having productive discussions on a countywide approach to improving the transportation infrastructure funding situation. Also, in FY 2012-13 we will see the start of construction on the Sunrise System project. After years of planning and engineering, building this important transportation link will be underway!

Non-Sheriff Public Safety Capital Improvements: While we will complete an initial assessment of needs and possible solutions, the remainder of this project is on hold as \$1.0 million was used to augment ongoing General Fund programs.

Justice Court: We are still focused on using North Station as the permanent location for Justice Court. A final internal review to ascertain if it will be fully self-supporting is near completion for one final Board review.

A Quick Look to the Future

As mentioned earlier, over the course of the coming fiscal year we will seek consulting assistance to:

1. Review our programs and develop strategies for service provision and cost allocation that provide the most complete and efficient internal services for all; and

Continued on page 11....

A Quick Look to the Future, continued

2. Conduct an independent review of General Fund current resources relative to expenditure trends.

We will have a fresh set of eyes review revenue streams, suggest budget management ideas, and generally seek to maximize revenue within current sources. Our rolling five-year outlook of General Fund revenues to expense trends will be updated as needed. The result? The County can make appropriate decisions, if needed, to rightsize General Fund expenditures.

Closing

Producing the annual budget is a large and collective task, especially in these fiscally constrained times. As always, my sincere thanks to all the individual departments, budget preparers and staff who undertake various production tasks. Especially noteworthy is the effort the Finance Department staff put in to make this process work. Thanks also to the Budget Committee for their continued oversight of the budget.

A handwritten signature in blue ink, reading "Steve Wheeler". The signature is fluid and cursive, with the first name "Steve" and last name "Wheeler" clearly distinguishable.

Steve Wheeler
County Administrator
Budget Officer

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Budget and Debt Policies

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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. 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

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.

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 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.

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

Effective May 1, 1993, a Transportation System Development charge began being assessed against building permits that generate additional traffic flow. These moneys are dedicated to road system projects that result in capacity improvements. All projects must be identified in an adopted long-range Capital Improvement Program.

Capital Improvement Plan

Clackamas County will prepare a prioritized five-year Capital Improvement Plan addressing large-scale investments in facilities, equipment and transportation. The Capital Improvement Plan 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 Capital Improvement Plan. Copies of these documents are available upon request.

Capital Expenditures

Capital Outlay budgets will include all anticipated expenditures for individual items with a cost greater than \$5,000 and a useful life expectation of one year or more. Purchases that do not fit this description are not considered Capital Outlay items.

Each year's budget for capital expenditures will be in conformance with the Capital Improvement Plan and in compliance with requirements of Oregon Revised Statutes.

Only capital projects and acquisitions conforming to this policy will be undertaken by the County.

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

Budget Amendments

Clackamas County departments shall plan annual budgets for each fiscal year which accurately reflect the service priorities and needs of the citizens 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 approval of the Board of County Commissioners prior to expenditure of funds, consistent with ORS 294.450.

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 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 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 General Fund subsidy of Internal Service operations and continues currently to identify 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 an annual budget, 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. there will be one Contingency account established in each fund, and
2. the amount of the Contingency account will be a predetermined amount or percentage of the total resources budgeted in the fund. The amount or percentage to be used in each fund 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 now required to provide additional justification of Contingency transfer requests as outlined above.

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

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

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

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

II. Budgeted Reserves Policy for the County General Fund:

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

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

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

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

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

III. Other Funds Budgeted Reserves Policy:

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

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

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

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 287.054(2), total general obligation indebtedness will not exceed 2 percent of the real market value of all taxable property in the County. General Obligation debt will not be issued for enterprise activity.
2. Limited Tax General Obligation Bonds will be issued to finance Local Improvement District projects, in accordance with the Clackamas County Local Improvement District Ordinance.
3. Revenue Bonds may be issued to finance facilities which will benefit a specifically identifiable user base. These facilities are anticipated to provide a stream of revenue to assist in the service of the debt undertaken to finance their construction. Other specific revenues will be pledged to debt service as required.
4. The County will undertake to issue Certificates of Participation, Limited Tax Revenue Bonds, or utilize Capital Leases where appropriate and approved by the Board of Commissioners.
5. Clackamas County will issue short term notes (BANs, TANs, bank lines of credit) when necessary and approved by the Board of Commissioners. TAN's will be retired within twelve months of issue.

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

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

Selection of Professional Assistance for Debt Issuance

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

1. The Finance Director, County Counsel and County Treasurer will recommend the selection of bond counsel, based on the type of debt to be issued, and the firm's expertise in that type of financing instrument. Recommendation

will be made from a current list of all competent professional legal firms offering bond counsel services in the area, updated yearly.

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

Method of Sale

Clackamas County will offer the debt to be issued on terms consistent with market conditions, the project being financed, current County debt rating, issue size and complexity, and any other relevant considerations. The Board of County Commissioners will approve the method of sale based on the consensus recommendation of the Financial Advisor, the Finance Director and the County Treasurer. The debt issue may either be offered as a competitive sale or as a negotiated sale. The County will not offer private placement debt issues, except with commercial banks or similar institutions.

Bond Rating and Interest Costs

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

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

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

Refunding and Call Provisions

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

Arbitrage Compliance

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

Other Reporting and Disclosures

The County will comply with all disclosure requirements for its debt issues (e.g. Securities and Exchange Commission Rule 15(c) 2-12, and any other disclosure requirements). The County Treasurer, Finance Director and County Counsel will cooperate to assure that the format and schedule of disclosures and reporting are met as specified by the regulatory body requiring disclosure.

Note: This policy is currently being reviewed.

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BUDGET DOCUMENT

The 2012-13 budget for Clackamas County is detailed in two separate but interrelated documents. This book, the **Executive Summary**, contains information regarding the County budget as a whole as well as individual department and fund descriptions and summaries. It is designed to provide budget focus in an easily understandable format and convey summary financial and service level information to increase the general public's understanding of the budget process and the functions of Clackamas County government. The Executive Summary makes generous use of narrative explanations and graphical displays to enhance readability.

The second document is the **Line-Item Detail**. It contains detailed information on expenditures and revenues by organizational unit. This information is used as a reference by staff for a variety of purposes.

The Reader's Guide section is designed to introduce the Executive Summary budget document. It provides information about the County, its budget adoption and modification process, financial structure, debt position and public involvement opportunities. The section concludes with a glossary of budget terms and list of acronyms to help the reader navigate through the information that follows.

The Executive Summary detail is presented both by department and by fund. This format is designed to allow activities to be examined in terms of the parts they play in larger, function-based operations as well as in traditional accounting unit categories. In compliance with Oregon's Budget Law,* the County adopts and monitors the budget by fund and by major spending category or organizational unit within each fund. The Supplemental Information section includes a copy of the ordinance adopting the budget, together with the amounts adopted for each fund by category and/or organizational unit.

*Oregon Local Budget Law is set out in the Oregon Revised Statutes 294.305 to 294.520, 294.555 and 294.565.

ABOUT THE COUNTY

History and Geography

Clackamas County, named after the Clackamas Indians, was one of the four original districts created by the Provisional Legislature on July 5, 1843. In 1843 Clackamas County covered portions of four present-day states and one Canadian province. The Columbia River was made the northern boundary of the county in 1844. The United States-Great Britain Boundary Treaty of 1846 relocated the northern border of both the United States and Clackamas County at 49 degrees North Latitude. The Act of Congress that created Washington Territory in 1853 enclosed Clackamas County within the present-day boundaries of Oregon. Clackamas County acquired its current boundaries in 1854. Clackamas County is bounded by Multnomah County to the north, Wasco County to the east, Marion County to the south, and Yamhill and Washington Counties to the west. The County encompasses 1,879 square miles.

Oregon City became the county seat for Clackamas County. The city was built on a portion of Dr. John McLoughlin's land claim. In 1844 Oregon City was incorporated by the Provisional Legislature, making it the first incorporated city west of the Rocky Mountains. This area was the terminus for water transportation on the Willamette River and had been a meeting place for Indians, hunters, trappers and Hudson's Bay Company voyagers for years.

The first major overland immigration to Oregon City occurred in 1842. Three years later Samuel Barlow established an immigrant route that ran from The Dalles, around the south side of Mt. Hood, and into Oregon City. The Barlow Road funneled thousands of immigrants into Oregon City and Clackamas County during the 1840s. Oregon City rapidly became the primary urban center in Clackamas County and dominated social and political life in Oregon during the provisional government period. The removal of the territorial capital from Oregon City to Salem in 1852 shifted most of the political activity to Salem. The creation of Multnomah County in 1854, at the request of Portland residents, removed Oregon's principal commercial city from Clackamas County as well as the County's access to the Columbia River.

The County's geographical features include numerous rivers - the Willamette, Clackamas, Sandy, Pudding, Molalla, Salmon, and Mt. Hood. Since its creation, agriculture, timber, manufacturing, and commerce have been the County's principal activities. Approximately one-eighth of Clackamas County's land is urban; the remainder is rural. Some of

Oregon's richest farmland is located in areas surrounding the communities of Canby, Sandy, Boring, Wilsonville and Molalla.

Clackamas County became linked to the region's light rail system through the "green line" in 2009. A strong transportation network with Interstate 5, Interstate 205, Highway 26 and Interstate 84 ties the Clackamas area to the Pacific Northwest and the international markets of Canada, Mexico, Japan and Asia. The County is one of the more developable and developing parts of the state and of the Pacific Northwest. This is promoted by affordable house prices in certain areas, and the availability of desirable building lots in others which are being acquired and built upon in some relatively undeveloped cities such as Happy Valley and Damascus.

Government Structure and Services

Pursuant to a measure strongly approved by voters in 2007, the Board of Commissioners increased from three to five members and now includes an elected Chair. Each commissioner serves a four year term and all positions are elected at large. The Chair conducts meetings and events and represents the Board's position on issues but does not have authority beyond that of the other Commissioners. Daily administrative functions are overseen by an appointed County Administrator, while the Board of Commissioners sets policy, adopts the annual budget and passes ordinances in accordance with state law.

Clackamas County government provides a full range of services including human services to the elderly and economically disadvantaged; public health and mental health services; planning and economic development; the construction and maintenance of highways and streets; and park services. Also included are the activities of the other elected officials, who serve as department heads overseeing their respective functions. The Sheriff provides patrol, investigation, civil process and corrections services; the District Attorney prosecutes criminal charges and maintains family support enforcement; the Treasurer is investor and custodian of County funds; the County Clerk conducts elections and maintains official records; the Assessor is responsible for the valuation of property for taxation and the subsequent application of all levies in the County to those properties; and the Justice of the Peace hears traffic violation cases, small claims and other judicial matters.

An integral part of County governance is the Budget Committee, a group consisting of the Commissioners and an equal number of citizen volunteers who review and approve the departmental budgets for each fiscal year. The Board also appoints many other volunteers to citizen advisory and review committees to assist the County in providing needed and desired services. More information about advisory boards and commissions is included in the Supplemental Information section.

Local Economic Condition and Outlook

The State of Oregon, trailing the developments affecting the national economy, is now in a similarly weakened but improving economic position with moderating unemployment, gradual unfreezing of business credit, and other encouraging economic indicators. The December 2011 figures from Oregon's State Economist show Oregon's improvement from December 2010's 38th among the 50 states in job growth to a rank of 13th. In 2012-13 factors affecting Oregon's counties with federally owned stands of salable timber include the end of the extended payments from the federal government to offset the loss of logging activities, which once provided revenues supporting those counties. In some southern and coastal counties with small tax bases and low property tax rates, these changes will be catastrophic. Clackamas County will fare better, owing in part to a long-held view that these dollars would cease to flow, giving time to prepare for the end of such payments.

Former State Economist Tom Potiowsky reported last year that the "technical recession in Oregon ended in Fall 2010 and that a 'jobless' recovery has taken hold". He predicted only moderate growth in jobs through 2011 and continued weakness in housing prices, which has been borne out. The areas he expected to recover first include professional and business services, health care services, computer and electronic products and retail.

Clackamas County passed through the end of the decade of steady growth in population and development as the recession of 2008-09 took hold. For ad valorem property taxation in the fiscal year beginning July 2011, taxable real estate assessed values (as calculated by County Assessor Bob Vroman) grew slightly to \$38 billion; this represents a strong holding pattern in local property valuation in spite of the reductions in property values elsewhere in the US. as a result of the national economy. Real market property values did decline somewhat, but not to the point of triggering reductions in assessments for taxation purposes.

Given these conditions, Clackamas County continues to draw in its fiscal belt as it prepares the budget for the next fiscal period and the ones beyond. With a still healthy General Fund and revenues expected to remain at acceptable levels in 2012-13, the county is proceeding cautiously and continuing to curtail discretionary expenditures.

The County's business base has changed over time from extractive industries to favor retail, warehousing, and tourism, with metals manufacturing, machinery and Christmas tree and berry agriculture continuing to hold an important place in the economic mix. The County's economic development efforts are yielding fruit, as new employers are being attracted to the County's industrial area and expanding urbanized areas. The caution to be noted is that these sectors of employment are among the most affected by the continuing "jobless recovery".

Long Term Planning Efforts and Major Initiatives

The County has undertaken over 50 large scale projects, from business retention and recruitment to expansion of the educational opportunities available through programs linking community colleges and universities in the Portland area, from transportation system improvements through our fastest growing communities to employee succession planning for the baby-boom retirement wave, as budgetary priorities beginning in the 2007-08 fiscal year and extending forward.

The County's Facilities Master Plan was developed by a joint committee of private citizens and County department heads. The plan described County office development on the 60 -plus acre campus in the Red Soils area of hilltop Oregon City.

The County has now completed the first and second buildings in the envisioned complex. The Public Services Building (PSB), completed and opened in July 2004, brought together 17 departments to make services more conveniently accessible to citizens. The second new office building at the campus, the Development Services Building (DSB) opened in November 2008 to house development related services such as Planning, Building Permits, County Surveyor, Water Environment Services, Development Agency and Assessment and Taxation. The PSB and the DSB were designed and built as energy-efficient and environmentally low-impact facilities, to create a model for the rest of the buildings to be constructed under the Facilities Master Plan. Each has been certified under the US Green Building Council's Leadership in Energy and Environmental Design program (LEED).

Associated with those building projects are a Central Utility Plant and an underground utility corridor or "Utilidor" which will serve the entire campus as new buildings come on line, creating a central source for heating and cooling and providing a highway for data and telephone communication connections linking all campus buildings. The Central Utility Plant and the Utilidor have been completed and now serve the DSB and the PSB. The Central Plaza of the Campus has also been completed and is the linking green space between the new facilities.

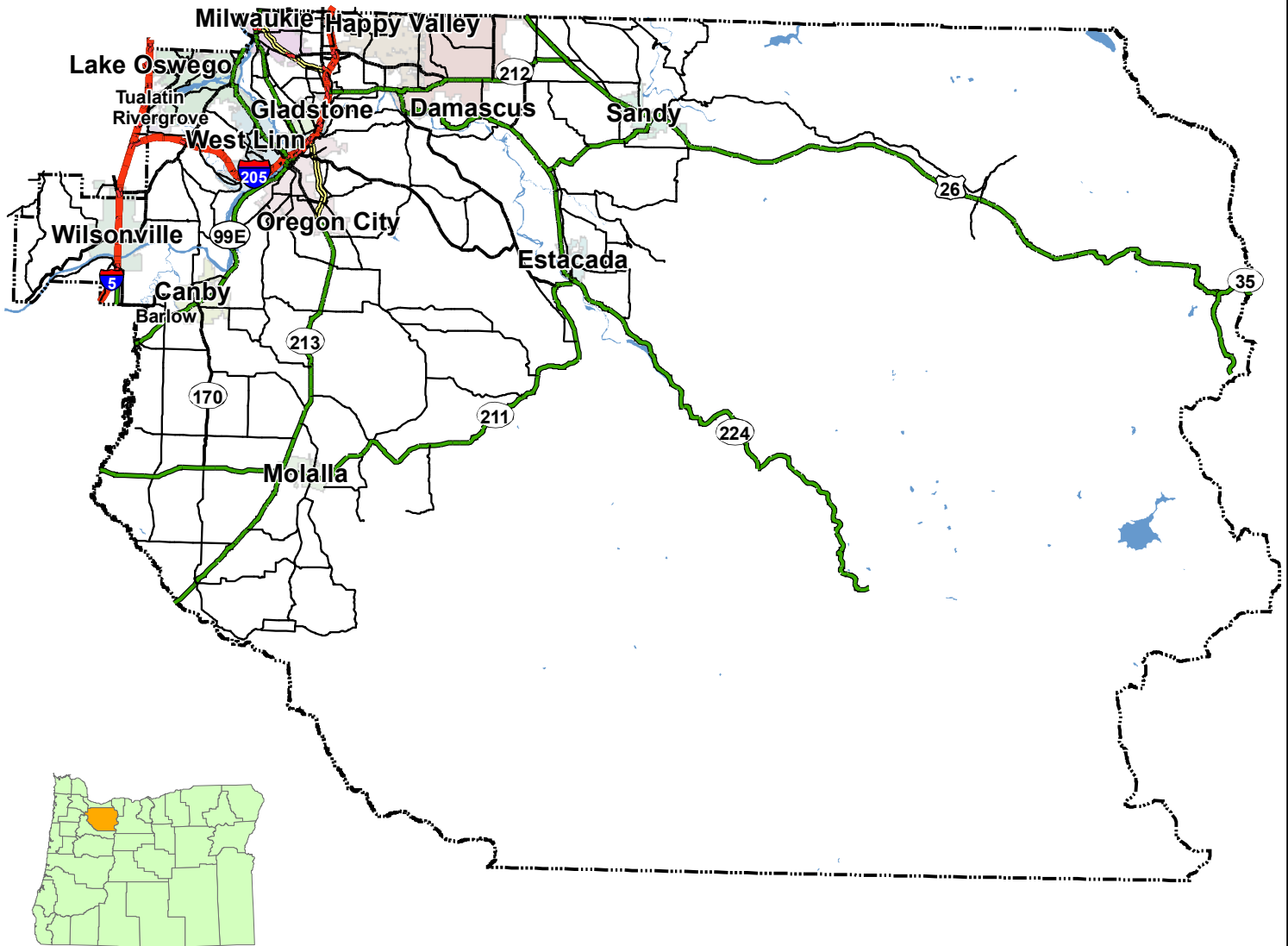
In December 2006, the Board of Commissioners commissioned a study group to examine what amount of capital investment would be needed to replace the aging Jail operated by County Sheriff Craig Roberts and his staff. The County committed two years and extensive resources toward planning for a modernized 800 bed Adult Detention Facility. When economic conditions began to disintegrate in the summer of 2008, the decision to suspend movement toward construction of a new facility was made in the interest of fiscal stability.

In March 2009, the Commissioners authorized improvements to the existing jail to correct facility problems, add 50 new beds, and provide a new medical care unit. An additional project created a centralized Sheriff's Office in the Clackamas area by repurposing the County's Sunnybrook Service Center (now known as the Brooks Building).

In May 2010, the County purchased a 70,000 square foot warehouse facility adjacent to the Red Soils campus and will site several County functions within it over time. One function to be located in the building will be a new Sheriff's Evidence Processing Facility for the storage and indexing of evidence for criminal cases. These projects benefitting the Sheriff's operations are estimated to cost approximately \$29.5 million, and will provide for interim solutions to the longer-term detention capacity and safety issues at the County Jail as well as centralizing Sheriff's Office operations.

The Board has also authorized and the County has begun a project addressing facility needs of the District Attorney's Office, Emergency Management, Central Dispatch and Juvenile. The project is structured into four parts - an examination of existing conditions, analysis of future needs, options for existing spaces and feasibility assessment and schematic design for future locations. The desired outcome of this project is to develop and update section of the County's Facilities Master Plan for these important components of the Public Safety segment of County operations.

CLACKAMAS COUNTY



GEOGRAPHIC INFORMATION SYSTEMS

DEPARTMENT OF INFORMATION SERVICES/GEOGRAPHIC INFORMATION SYSTEMS
121 LIBRARY COURT
OREGON CITY, OREGON 97059



0 5 10 15 32 Miles

The information on this map was derived from digital databases from Clackamas County's GIS. Care was taken in the creation of this map but is provided "as is". Clackamas County cannot accept any responsibility for any errors, omissions, or potential inaccuracies, and therefore, there are no warranties which accompany this product. Although information from Land Surveys may have been used in the creation of this product, in no way does this product represent or constitute a Land Survey. Users are cautioned to verify information on this product before making any decisions.

Cities, Towns and Industrial Areas

Canby is a thriving agricultural and residential community of 15,830. The surrounding area contains some of the richest farmland in Oregon. Local nurseries produce a wide variety of plants, bulbs and seeds. Canby has the largest served industrial area in Clackamas County. Its development is actively promoted by the city government. Major annual events include the award-winning Clackamas County Fair, General Canby Days and summer concerts in the Park. The community is located on the Willamette River and Highway 99E just four miles from I-5.

Clackamas Industrial Area urban renewal district – This 1,187 acre industrial center is the largest market location for manufacturing, distribution and warehousing firms. Many metals fabricators and other industrial support services and suppliers are located here. Major employers include Tree of Life / Gourmet Foods Northwest, US Reddaway, Safeway, Fred Meyer, Clean-Pak International and Pacific Seafood. There are many industrial and business parks that accommodate smaller firms and offer space for lease. The area has excellent transportation access via I-205, Highways 212 and 224 and Southern Pacific rail spurs. Area amenities include the 18-hole Sah-Ha-Lee Golf course, numerous restaurants, a nearby commercial district and a community park with access to the Clackamas River.

Clackamas Town Center urban renewal area – This 819 acre regional business center with substantial retail, Class A office / hotel and multi-family development has 867,000 residents living within a 10-mile radius. Major developments include the 1.2 million square foot Clackamas Town Center Mall. This retail mall is undergoing a major expansion that includes 237,000 square feet of additional retail space, 500,000 square feet of office space, up to 600 apartment units, and a 600-700 space park and ride lot. Kaiser Sunnyside Medical Center (and several health clinics), Oregon Institute of Technology and Clackamas Community College have campuses in the area. Convenient transportation access is provided by I-205 and nearby Highways 224 and 212. The mall is a regional transit center. The Green Line, a new light rail line, now connects the mall with downtown Portland.

Damascus, Clackamas County's newest city, was incorporated in 2004 and has a population of 10,575. It was brought into the urban growth boundary of the metropolitan Portland area in 2002.

Estacada has a beautiful rural setting on the banks of the Clackamas River, just 30 miles from the metropolitan amenities of Portland. This former timber town of 2,850 is the gateway to the Clackamas River Canyon. Outdoor recreation options include kayaking, rafting the rapids and fishing for salmon, steelhead and trout in the Clackamas River. Boating and water-skiing are popular on the nearby reservoir. There are also many trails for cross-country skiing, hiking, camping and backpacking in the Mt. Hood National Forest.

Gladstone is a well-established community of 11,495. Residents are particularly proud of their schools, excellent park system and friendly small town atmosphere. Gladstone is located north of Oregon City at the confluence of the Willamette and Clackamas River. The community offers excellent access to employment, shopping and recreational activity.

Government Camp, nestled on the slopes of Oregon's highest mountain peak, is surrounded by Mt. Hood National Forest which provides a wide range of year-round recreational opportunities and scenic vistas to residents and visitors. Located an hour from downtown Portland and within a few miles of three heavily-used alpine ski resorts, the community has the potential to be the destination recreational and retail center of Mount Hood.

Government Camp Village urban renewal area encompasses approximately 8,960 acres on the slopes of Mt. Hood. Formed in 1989, the purpose of the urban renewal area is to target public investments toward revitalizing the mountain community and encourage private developments such as resorts, hotel and condominium units, retail projects, restaurants, recreational facilities and single family homes.

Happy Valley is a residential community of 14,330 located on and around Mt. Scott. It is the fastest growing community in the County and has a high median household income. Major expansion areas include Eagles Landing, residential and commercial development along Sunnyside Road, and a future employment district in the Rock Creek area. The scenic community is close to I-205 and the booming Clackamas Town Center Area.

Johnson City, with a population of 565, is located just west of I-205 with easy access to other parts of the County and the Portland metropolitan area.

Lake Oswego, home to many of Portland's business leaders and professionals, has 34,165 residents within the borders of Clackamas County. It is spread over rolling wooded hills and surrounds a large lake. The city is located on I-5 and State Highway 43, only minutes to downtown Portland and employment centers in Washington County. The prestigious Kruse Way area with 863,618 square feet of office space, is the largest office space concentration in the county.

Milwaukie has 20,400 residents. It is a well established, middle income community with a large industrial base along Highway 224 and Highway 99E. The community is conveniently located only five miles from downtown Portland along Highway 99E. It is also close to I-205, the Clackamas Town Center and convenient to the Portland airport. Light rail service is planned through the city's downtown and along Highway 224.

Molalla is a small community of 8,110 in the foothills of the Cascade Range and a gateway to the Mt. Hood National Forest. It is located 15 miles south of Oregon City and 13 miles from I-5 with good access to both Portland and Salem. The surrounding area is rich in recreation opportunities such as fishing in the Molalla River, hunting and hiking. Molalla is surrounded by farms and rural residential development. The community offers full urban services, good schools, an excellent airport, a scenic golf course and moderate housing and land costs. Molalla is the proud host of the over 70-year old Molalla Buckaroo Rodeo, the Apple Festival and a miniature steam train at Shady Dell Park.

North Clackamas Revitalization Area contains approximately 1,008 acres in unincorporated Clackamas County between Milwaukie and Happy Valley basically bounded by the Clackamas / Multnomah County line on the north, Milwaukie city limits on the west, Monroe Street on the south and 82nd Avenue / Interstate 205 on the east. It exists to support the development of the North Clackamas area community, including the Overland Park neighborhood as a safe, clean and affordable mixed use residential neighborhood that provides retail, economic, educational, transportation and recreational opportunities and a sense of identity and place for its diverse citizenry.

Oregon City is the oldest city west of the Mississippi River, located at the "End of the Oregon Trail." It is rich in museums, historic homes and buildings. Oregon City is the county seat and home to Clackamas Community College and Willamette Falls Hospital. Residents number 32,220. Located at the confluence of the Willamette and Clackamas Rivers, the town is strategically situated near I-205 and State Highways 99E and 213.

Sandy is a small community of 9,780 on Highway 26 with stunning views of Mt. Hood and the Sandy River. The surrounding area is home to some of the largest nursery growers in the state. The city's industrial base is expanding at the west end of town. The town is located only ten miles from Gresham and a few minutes more to the large urban population of east Multnomah County. Sandy is also within 30 minutes of year-round downhill skiing at Timberline Ski Resort and other recreational activities in the Mt. Hood National Forest.

West Linn is a residential community of 25,250. The city overlooks the Willamette and Tualatin Rivers with scenic views of Mt. Hood. It has good access via Highway 43 and I-205 to Oregon City, Tualatin and Lake Oswego. West Linn has become a prestigious upper-middle income city that attracts small businesses and professionals. There are limited commercial and industrial opportunities. The Camassia Natural Area in West Linn is an ecological preserve that contains many unique and endangered plants.

Wilsonville, a city with 17,421 residents inside Clackamas County, is a major employment center in the region. It is home to corporate headquarters and distribution firms. Its prime location, just south of Portland on I-5 and near the I-205 junction, is a major attraction. It is the only city in the County that has more jobs than residents. Other amenities include fully served industrial land, many industrial parks, some rail service and suburban office buildings.

FINANCIAL STRUCTURE

Clackamas County organizes its financial information into six standard fund groups. Included is one General Fund, along with numerous special revenue, debt service, internal service and enterprise, capital projects, and trust and agency funds. All funds are disclosed in an annual comprehensive financial report and audited by an independent auditing firm.

Clackamas County adopts a balanced budget meaning that the estimate of resources must equal the estimate of requirements for each fiscal year. This does not mean that all resources are spent each year. It does mean that the sum of expenditures authorized plus the amounts to be held aside for contingencies and reserves must equal the resources available. County policy dictates that if revenues do not come in as anticipated, expenditures must be reduced accordingly. All funds are budgeted in conformance with Oregon Local Budget Law and all funds are appropriated. The resolution authorizing appropriations for each fund sets the level by which expenditures cannot legally exceed appropriations. Appropriations are controlled at the department level for the General Fund and at the major category level for all other funds (Personnel Services, Materials & Services, Capital Outlay, Debt Service, Interfund Transfers and Contingency and Reserves). Each budget is prepared with line-item detail but compliance is required only at the level of legal appropriation. The Supplemental Information section of this publication contains a copy of the ordinance adopting the budget accompanied by additional detail showing the legal appropriation level within each fund. The Line-Item Detail budget document shows budget information for each organizational unit at a detailed level. This Executive Summary document presents information at the budgetary expenditure category level as well as by major category source of revenue throughout.

The operations of each fund are accounted for with a separate set of self-balancing accounts comprised of assets, liabilities and fund equity. The Financial Management Information System carries sub-ledgers for revenues and expenditures with a controlling account for each within the liability section of the balance sheet for each fund.

Although the accounting records are organized and budgets presented as outlined above, this budget document also organizes activities into departments which do not correlate to the fund groupings. For example, the Clerk's Department is comprised of an organization in the General Fund and a separate internal service fund, but both are presented together to provide a clearer picture of the activities of this functional unit.

BASIS OF ACCOUNTING AND BUDGETING

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

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

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

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

BUDGET ADOPTION PROCESS

September	Quarterly Budget Committee planning session
November – December	Board of County Commissioners meets to discuss budget priorities and goals and establish budget calendar
	Quarterly Budget Committee planning session
January	Budget Office prepares revenue estimates, calculates department cost allocations and personnel costs
February	Budget workshop for departments
March - April	Quarterly Budget Committee planning session
	Budget reviews with departments, proposed budget finalized
May	Budget Committee holds public meetings and approves budget
June	Board of County Commissioners adopts Budget

Public budgeting in Oregon is governed by state statute. Local Budget Law is laid out in the Oregon Revised Statutes, Chapter 294. The budget process for the ensuing year begins almost as soon as the budget for the current year has been adopted. The Budget Committee is composed of the County Commissioners and an equal number of appointed citizen members serving staggered terms. The citizen members are recruited through press releases and County newsletters whenever openings exist. Any vacancies on the Committee are filled. The full Budget Committee meets to review current financial information and refine budget priority direction to guide staff in preparing the budget. The entire budget is based upon these policies and directions, which are incorporated into a comprehensive book of budget instructions known as the Budget Preparation Manual. A budget workshop is held to distribute manuals to those staff members charged with 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 completed budget package to the Budget Office. The budget staff reviews the information to verify that all required documents are included; that anticipated revenues balance with expenditures in all funds outside the General Fund; and that any proposed increase in personnel is accompanied by the appropriate new position request/justification. The Budget Manager then reviews all materials and conducts preliminary analysis prior to review by the County Administrator, the designated Budget Officer.

The County Administrator reviews all budget submissions, proposes revisions where necessary, determines recommended levels of General Fund support and balances the budget. A meeting is then scheduled with each department head to discuss the budget and any proposed changes.

The Budget Committee is given the responsibility of convening public hearings during which they receive the budget message and budget document, hear public testimony and approve a budget for the County. The County Administrator presents his budget message during the first meeting. At the public meetings, each department head speaks briefly about his or her department and summarizes the budget request being submitted. The Budget Committee has the opportunity to ask any questions about the requests prior to making decisions on funding levels for each department. Public testimony is heard and the Budget Committee agrees upon an approved budget.

Prior to 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 prior to July 1 of the fiscal year, in order for the County to have appropriation authority for the coming year. Oregon Budget Law provides the Board authority to amend the budget approved by the Budget Committee in any fund by up to 10% provided the source of any additional revenue does not affect the tax levy amounts approved by the Budget Committee. The adopted budget document is then finalized, printed and distributed for use as a fiscal plan for the upcoming year.

BUDGET REVISION PROCESS

Throughout the fiscal year, department staff and the Finance Office 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.

The budget may be amended after adoption by any one of four methods. Supplemental budget actions are typically scheduled twice annually, in the fall and in the spring, to update the budget by allowing for unforeseen circumstances. Oregon Local Budget Law regulates the supplemental process (ORS 294.480). The Board of County Commissioners may approve the change by resolution during a regular weekly business meeting, providing prior notice has been published. Public testimony is accepted at the hearing if anyone wishes to air concerns regarding the proposed appropriation changes. Oregon Local Budget Law also allows for additional appropriations in special circumstances when new funds are dedicated to a specific purpose (ORS 294.326). 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. Transfers are processed as needed. 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.

COUNTY DEBT SUMMARY

Per Oregon statute, the Board of County Commissioners may "borrow money and issue and sell general obligation bonds of the County" when authorized by the electors at any general election or special election called for that purpose. Also per Oregon statute, "a county may not issue or have outstanding at the time of issuance general obligation bonds in a principal amount that exceeds two percent of the real market value of the taxable property in the county (ORS 287A.100). At \$7.9 million of applicable debt, Clackamas County remains well below its legal limit of almost \$1 billion.

As of June 30, 2011, (the most current calculation available) the County's legal debt margin is as follows:

Debt limit (2% of real market value at 6-30-11)	\$978,070,631.
Total net debt applicable to limit	<u>7,932,653.</u>
Amount available for future indebtedness	<u>\$970,137,978.</u>

Source: CAFR for year ending June 30, 2011

Outstanding debt accounted for in the General County budget for Fiscal Year 2012-13 totals \$98,615,000 and includes six obligations with a claim on the General Fund of the County.

There is currently one debt issue to finance local improvement district projects. It was issued in 2000 and has a current principal balance outstanding of \$1,400,000. Local Improvement Districts are formed at the request of citizens to finance a particular improvement in their area. The County then issues bonds, with the affected properties being assessed to finance bond repayment. This debt is scheduled to be paid by 2020.

The County issued a general obligation bond in 2003 for \$17,820,000 to fund construction of a new Public Services Building and update the Emergency Operations Center located on the County's Red Soils property in Oregon City. The principal balance is now \$16,440,000. With its final payment due in 2033, this issue has the longest term.

Two debt issues in fiscal year 2003-04 enabled the County to assume full ownership of facilities in which it was previously a partner. First, the County exercised its option to buy out its investment partners in the Stonecreek Golf Course and assume full ownership of this popular recreational facility. The initial debt was \$6,355,000 and \$4,355,000 is still outstanding. The County also purchased the Public Safety Training Center from Clackamas Community College. This facility provides training and meeting space for the Clackamas County Sheriff's Office and other law enforcement agencies as well as a public shooting range. Of the initial principal of \$5,040,000, \$3,510,000 is still outstanding. Both issues are scheduled to be satisfied by 2024.

In 2007, the County issued general obligation 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. This Development Services Building and campus improvements were completed in 2008. They were financed through a \$49,990,000 issue, of which \$41,360,000 is currently outstanding. Debt service extends through 2027.

Finally, in 2009 debt was issued in the amount of \$34,795,000 to finance updating, remodeling and repurposing facilities for use by the Sheriff 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 are being added. In 2010, a warehouse was purchased adjacent to the Red Soils campus which will house an evidence processing facility. The outstanding balance on this most recent debt issue is \$31,550,000 and will be paid off by 2029.

The following table summarizes debt service obligations due each year to maturity:

<u>Fiscal Year of Maturity</u>	<u>Principal</u>	<u>Interest</u>
2012-13	4,205,000	4,092,900
2013-14	4,385,000	3,926,306
2014-15	4,560,000	3,753,207
2015-16	4,760,000	3,572,046
2016-17	4,970,000	3,381,429

2017-18	5,190,000	3,157,846
2018-19	5,440,000	2,948,617
2019-20	7,085,000	2,702,679
2020-21	5,955,000	2,353,976
2021-22	6,240,000	2,100,258
2022-23	6,525,000	1,834,068
2023-24	6,850,000	1,535,595
2024-25	6,315,000	1,297,364
2025-26	6,620,000	1,076,534
2026-27	6,935,000	805,558
2027-28	3,490,000	521,660
2028-29	3,680,000	379,950
2029-30	1,215,000	229,925
2030-31	1,305,000	178,288
2031-32	1,395,000	122,825
2032-33	<u>1,495,000</u>	<u>63,538</u>
Total	<u>\$98,615,000</u>	<u>\$40,034,569</u>

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 and a host of other information is available via the County's online budget portal at www.co.clackamas.or.us/budget/. Budget information is also available at the County Finance Office, 2051 Kaen Road, Oregon City, and at each Budget Committee meeting. Notices of Budget Committee and Board of Commissioners meetings are published in The Clackamas Review and/or The Lake Oswego Review in the legal notice section. In addition to budget matters, there are over fifty other advisory boards and commissions working on a wide variety of issues of interest to County citizens. Detailed information about each of these groups is included in the Supplemental Information section of this book.

	2009-10 Actual	2010-11 Actual	2011-12 Budget	2011-12 Est Actual	2012-13 Budget	Percent Change
<u>Resources by Category</u>						
Beginning Fund Balance	65,875,810	108,248,887	111,983,726	105,268,160	102,410,093	-8.55%
Current Revenues						
Prior Year Revenue	23,086,518	4,537,254	2,228,016	12,802,198	-	
Taxes	98,121,895	100,770,444	102,057,649	103,112,000	104,526,125	2.42%
Federal Revenue	33,281,527	37,916,818	43,580,156	32,405,472	25,391,139	-41.74%
State Revenue	67,402,875	83,867,244	92,181,436	85,108,810	92,284,897	0.11%
Local Revenue	18,641,538	19,843,737	20,824,885	19,336,049	19,214,526	-7.73%
Licenses	9,490,984	9,077,052	9,805,435	11,498,439	9,648,890	-1.60%
Fees & Fines	72,880,564	78,319,896	80,161,535	77,553,717	79,079,326	-1.35%
Other Revenue	75,701,162	35,361,510	43,512,313	36,425,878	43,725,542	0.49%
Interfund Transfers	106,025,621	102,342,309	109,821,534	102,623,367	99,944,127	-8.99%
Subtotal Current Revenues	504,632,684	472,036,264	504,172,959	480,865,930	473,814,572	-6.02%
Total Resources	570,508,494	580,285,151	616,156,685	586,134,090	576,224,665	-6.48%
<u>Requirements by Category</u>						
Current Expenditures						
Personal Services	175,958,815	184,338,193	199,730,923	189,094,240	207,569,389	3.92%
Materials & Services	106,184,630	121,727,978	150,142,543	119,858,632	136,386,166	-9.16%
Allocated Costs	25,726,685	25,708,351	27,748,292	27,372,392	28,564,796	2.94%
Capital Outlay	37,218,059	30,321,452	55,139,334	33,871,066	30,893,268	-43.97%
Debt Service	9,238,929	10,579,447	10,874,729	10,409,601	10,858,284	-0.15%
Interfund Transfers	107,934,060	102,342,309	109,821,534	103,118,070	99,944,127	-8.99%
Subtotal Current Expenditures	462,261,178	475,017,730	553,457,355	483,724,001	514,216,030	-7.09%
Reserves	-	-	29,880,950	-	25,907,671	-13.30%
Contingency	-	-	32,818,380	-	36,100,964	10.00%
Ending Fund Balance	108,247,316	105,267,421	-	102,410,089	-	
Total Requirements	570,508,494	580,285,151	616,156,685	586,134,090	576,224,665	-6.48%
Full-Time Equivalents (FTE's)	1,906	1,897	1,919	1,919	1,919	0.00%

On the preceding page is a summary of Clackamas County's financial resources and requirements over the last four years. Audited revenues and expenditures are available for fiscal years 2009-10 and 2010-11. For fiscal year 2011-12, both the amended budget and estimated actual resources and expenditures are shown. Finally the adopted budget for fiscal year 2012-13 is presented. Since both actual data and budgets are shown on the previous page, it is important to be careful when comparing them. Budgets represent planned or anticipated activity; they are totals not to be exceeded. As the Beginning Fund Balance line indicates, not all resources are spent during a year. Actual expenditures will always be less than budgeted expenditures.

The Clackamas County budget for fiscal year 2012-13 totals \$576,224,665 which amounts to a decrease of 6.5% or \$39.9 million from the 2011-12 total amended budget. This general overview is intended to provide brief explanations of the major categories reported and highlight significant changes with particular attention to differences between the two budget columns. More complete information about resources and expenditures as they relate to particular departments and funds is presented throughout the subsequent sections of this book.

Beginning Fund Balance is revenue carried forward from the previous year. It is a critical revenue source as it contains the accumulation of funds over time and is a measure of the strength and ability of the County to meet the challenges of the future and withstand emergencies.

Preservation of fund balance reflects sustained effort on the part of County departments to curtail spending wherever possible and preserve resources. Variations do occur from year to year. For 2010-11, Beginning Fund Balance was significantly higher because \$35.8 million in bond proceeds were recognized. Another factor pushing actual Beginning Balance upward for 2010-11 is a change in the way departments classify grant related revenues they expect to carry over from one year to the next. Instead of budgeting these funds as Prior Year Revenue as they had in the past, they are now being either included in current grant revenue or in Beginning Fund Balance depending upon the restrictions placed on the use of the funds. Prior Year Revenue is no longer a budgeted revenue category.

Comparing budget to budget, Property Tax revenue increases \$2.5 million or 2.4% for 2012-13. Under normal circumstances, the annual growth limit for property tax on unchanged properties in Oregon is 3%. Due to possible assessed value reductions from appeals, unknown changes in state industrial and utility value, and to account for properties where the real market value might fall below assessed value, the County elects to assume a lower rate of change on existing properties. During periods of more robust construction activity than has been experienced in recent years, additional property tax revenue generated by new development adds 2% to 3% to growth.

Federal Revenue is expected to decrease \$20.2 million or 41.7%. This is due in part to declining Secure Rural Schools and Community Self-Determination Act (timber) revenues which will end entirely after 2012-13. The reduction is also reflective of a return to more normal funding levels after higher than usual federal support from American Recovery and Reinvestment Act (ARRA) grants to retrofit county-owned buildings to increase their energy efficiency.

State Revenue, an important but variable resource for the County, is expected to remain essentially unchanged from the 2011-12 budget. Major recipients of state support for 2012-13 include the Road Fund at \$21.6 million from gasoline tax; Health, Housing and Human Services funds at a combined total of \$49.1 million supplying the majority of the operating revenue for Community Health, Clackamas Mental Health Organization and Social Services; and Community Corrections which receives \$6.1 million. Current funding reductions are found in Community Health, the Mental Health Organization, Social Services and the Office for Children and Families. A positive change in the category can be found in Transportation and Development where revenue from state sources will rise due to an increase in gasoline tax.

Local Revenue, a smaller but still important resource, is budgeted to decrease \$1.6 million or 7.7%. This category includes grants and other payments from many agencies and covers a wide variety of services. The Sheriff records payments from cities for contracted police services in this category. For 2012-13, these contracts are expected to total \$8.3 million. Other examples of Local Revenue include transient room tax which supports tourism promotion and funds provided to Community Solutions from utility companies for energy assistance to residents. The largest reduction in funding occurs in Medicare receipts recorded in the Community Health Fund.

License Revenue is relatively stable. It is expected to decrease \$0.2 million or 1.6%. Typically 60% of the revenue in this category comes from building permits and other development-related charges. For 2011-12 these activities will contribute only about half the total. The Licenses category includes system development charges which help pay for

transportation capacity improvements necessitated by new development. Cable franchise fees and garbage hauler fees are also included in this category.

Fees and Fines are budgeted to decrease \$1.1 million or 1.4%. A significant portion of the revenue recorded in this category comes from cost allocations through which County departments bill each other for the services they provide. Also in this category are recording fees collected in the County Clerk's office, dispatching fees in Emergency Communications, client fees in Community Health, greens fees at Stone Creek Golf Course, and fines imposed by the Clackamas County Justice Court.

Other Revenue, a category that includes proceeds of debt issues and payroll reimbursements to the general County from other Clackamas agencies, increases less than 0.5% for 2012-13. Significant fluctuations in this category are generally explained by debt issuance or construction activity. The big increase in 2009-10 reflects the issuance of new debt to finance facilities improvements for the Sheriff's Department. After debt, the most significant single source of revenue in this category is payroll reimbursements which are estimated at \$21.0 million this year.

Interfund Transfers are moneys sent from one County fund to another. This category is declining \$9.9 million or 9.0%. Transfers to pay for planned capital projects usually account for most of the fluctuations from year to year. Most Interfund Transfers originate in the General Fund and are disbursed to support operations in other funds. The majority goes to public safety but other recipients include human services and a wide variety of other necessary government functions that do not generate revenue to support their operations.

Initiating the discussion of Requirements by Category, Personnel Services are budgeted to increase \$7.8 million or 3.9% over the previous year's budget. This budget provides funding for the same number of full-time equivalent positions although they are found in different departments. Community Corrections, Transportation and Development and Business and Community Services have lost positions while Health Housing and Human Services has gained staffing due to the expansion of clinic operations. Since it can be expected that some positions will be vacant during the year due to retirements, transfers and periods of recruitment, a vacancy factor has been introduced for departments having more than 50 FTE. Countywide changes in staffing are discussed later in this Financial Summaries section and in greater detail as they relate to specific work units in the Budget by Department section. Budgets for Personnel Services always exceed actual expenditures due to vacancies that occur during the year.

Materials and Services are budgeted to decrease by about \$13 million or 9.2% compared to the previous year's budget with the most notable reduction occurring in Community Health contracted services. This is a spending category that encompasses a wide variety of items which will also be addressed in greater detail on a department by department basis. Because so many items are included under the Materials and Service umbrella, there are many factors contributing to a change in the overall total. Like Personnel Services, Materials and Services is a category where actual costs tend to fall below the budgeted level as departments delay or forego expenditures to save money.

The Capital Outlay category also declines this year with expenditures budgeted to decrease \$24.2 million or 44.0% in 2012-13. This category includes both capital purchases such as vehicles and capital projects such as bridge construction. Capital expenditures have been higher than normal in the recent past as this was the period during which the County constructed improvements at the Brooks Building, jail and evidence processing facility for the Sheriff and substantially completed construction of a fiber infrastructure that will increase data connectivity for underserved areas and provide much needed economic stimulus. The network will make affordable broadband access available to public entities including schools, hospitals and public safety operations.

Budgets in this category typically exceed actual costs as they are established at a level that provides sufficient authorization to allow work to proceed under the most favorable possible conditions during the construction season. Project funds not used by year end can be re-budgeted for continuation the following year.

Current Transportation and Development projects total \$11.0 million. Of that amount, \$9.2 million is budgeted for bridge projects. Community Health is budgeting \$1.1 million for completion of its new crisis and primary clinics. In the Capital Projects Reserve Fund, \$8.5 million is budgeted to complete facility improvements for the Sheriff, design a holding cell and sally port at the courthouse, as well as a variety of other smaller projects.

Debt Service is an expenditure category that remains unchanged at \$10.8 million. In recent years this category has reflected new issues to finance the Public Services and Development Services buildings at the Red Soils campus and improvements at the Brooks Building, jail and evidence processing facility. There are no new debt issues budgeted for 2012-13.

The Interfund Transfers expense category is the mirror image of the Interfund Transfers revenue category. This is where the paying funds record the expense they incur to send the money to the receiving funds.

Reserves and Contingency are two requirement categories that do not appear in years for which actual expenditure data is available. They do appear in budgets however. Reserves are funds set aside for future use and not intended to be spent during the current fiscal year. Contingencies are also funds set aside but they are considered available if needed for unforeseen circumstances that may arise in the current year.

Countywide, Reserves are down \$4.0 million and Contingency is up \$3.3 million for a net reduction of \$0.7 million. Although many individual funds fluctuated either up and down, the most significant change is in Capital Projects Reserve Fund which declines \$2.3 million as a result of transferring funds back to the General Fund.

Ending Fund Balance appears only for years showing actual expenditures. This line reflects total money received but not spent. It shows up as a resource for the ensuing year. A more detailed discussion of Fund Balances can be found in the Revenue Analysis section.

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Resources by Fund and Category 2012-2013 Adopted Budget

FUNDS	Property (1) Taxes	Federal Revenue	State Revenue	Local Revenue	Licenses	Fees & Fines	Other Revenue	Interfund Transfers	Prior Year Revenue	Beg Fund Balance	Adopted Budget
General Fund											
General Fund	95,267,000	172,500	3,859,000	1,000	1,610,000	15,230,961	17,189,739	3,201,909	-	13,888,843	150,420,952
Sub-Total	95,267,000	172,500	3,859,000	1,000	1,610,000	15,230,961	17,189,739	3,201,909	-	13,888,843	150,420,952
Special Revenue Funds											
County Fair Fund	-	-	49,500	-	-	445,500	624,740	413,565	-	217,108	1,750,413
County School Fund	-	-	-	-	-	-	-	-	-	1,300	1,300
Building Codes Fund	-	-	-	-	3,834,800	145,200	67,800	-	-	286,199	4,333,999
Pub Safety Local Option Levy Fund	9,259,125	-	-	-	-	-	23,000	-	-	2,945,867	12,227,992
Resolution Services Fund	-	-	42,000	24,000	22,000	788,716	925	245,440	-	151,832	1,274,913
Business & Economic Dev Fund	-	-	1,500,000	-	1,000	770,524	8,870	1,517,655	-	649,571	4,447,620
Emergency Management Fund	-	1,281,077	-	-	-	27,200	9,800	1,505,184	-	527,275	3,350,536
Law Library Fund	-	-	-	-	-	5,000	358,314	-	-	531,960	895,274
Library Services Fund	-	-	9,000	-	-	63,500	3,187,823	3,459,961	-	3,291,933	10,012,217
Parks Fund	-	34,000	403,775	107,041	-	446,990	117,480	1,172,313	-	160,000	2,441,599
Planning Fund	-	-	42,000	137,000	18,000	506,159	-	2,306,514	-	80,000	3,089,673
Road Fund	-	1,610,491	21,787,000	885,000	-	2,839,616	393,310	114,370	-	9,571,603	37,201,390
Sheriff Fund	-	765,001	312,477	8,295,000	256,150	2,659,672	4,822,848	44,318,749	-	1,892,123	63,322,020
Code Enforcement & Sustainability Fun	-	212,283	-	315,478	1,363,800	667,400	105,000	220,000	-	992,303	3,876,264
Property Resources Fund	-	-	-	-	-	268,854	12,700	-	-	90,154	371,708
Community Corrections Fund	-	312,902	6,058,192	110,000	-	1,074,500	156,275	3,189,112	-	233,762	11,134,743
District Attorney Fund	-	1,238,854	624,622	-	-	54,559	442,000	8,077,922	-	154,826	10,592,783
Justice Court Fund	-	-	-	-	-	3,892,850	7,150	-	-	907,479	4,807,479
Countywide Transportation SDC Fund	-	-	-	-	620,000	7,163	370,423	600,000	-	2,308,895	3,906,481
Public Land Corner Preserv Fund	-	-	-	-	8,000	618,000	5,000	-	-	294,100	925,100
Sunnyside Village Park Road Front Fur	-	-	-	-	2,400	-	300	-	-	132,534	135,234
Sunnyside Village Park Acquis Fund	-	-	-	-	60,000	-	200	-	-	342,863	403,063
Joint Transportation SDC Fund	-	-	600,000	-	613,240	21,000	394,524	103,830	-	115,086	1,847,680
Health, Housing & Human Svcs Admin	-	-	-	-	-	375,797	-	495,857	-	290,760	1,162,414
Clack Mental Health Org Fund	-	-	14,719,275	-	-	-	-	281,852	-	7,730,150	22,731,277
Social Services Fund	-	3,782,953	7,172,144	1,072,840	-	1,636,359	15,000	2,398,335	-	1,846,325	17,923,956
Community Development Fund	-	5,154,878	-	1,200,000	-	79,909	460,000	47,661	-	300,003	7,242,451
Community Solutions for CC Fund	-	1,288,207	745,558	1,435,256	-	72,648	-	709,924	-	547,006	4,798,599
Children, Youth & Families Fund	-	460,519	1,282,065	-	-	116,000	2,700	2,154,094	-	556,303	4,571,681
Dog Services Fund	-	-	-	-	424,500	53,500	146,150	1,119,789	-	572	1,744,511
Community Health Fund	-	3,992,423	25,162,297	2,194,213	815,000	9,458,625	3,712,840	3,569,240	-	13,388,630	62,293,268
Employer Contribution Res Fund	-	-	-	-	-	-	-	-	-	2,272,953	2,272,953
Cty Safety Net Legislation Local Proj F	-	-	-	-	-	-	10,000	-	-	1,999,123	2,009,123
Transient Room Tax Fund	-	-	-	2,805,000	-	-	1,000	-	-	320,672	3,126,672
Juvenile Fund	-	405,709	1,049,474	26,700	-	269,484	2,000	6,213,970	-	395,813	8,363,150
Tourism Dev Council Fund	-	-	-	258,438	-	-	22,500	2,882,292	-	505,863	3,669,093
Parks Trust Fund	-	-	-	-	-	-	1,183,260	-	-	2,231,038	3,414,298
Tax Title Land Fund	-	-	-	-	-	-	246,237	-	-	22,617	268,854
Sub-Total	9,259,125	20,539,297	81,559,379	18,865,966	8,038,890	27,364,725	16,910,169	87,117,629	-	58,286,601	327,941,781
Internal Svc & Enterprise Funds											
Stone Creek Golf Course Fund	-	-	-	-	-	2,750,000	800	-	-	179,860	2,930,660
Cable Administration Fund	-	-	-	331,000	-	1,100	610	665,628	-	546,044	1,544,382
Records Management Fund	-	-	-	-	-	670,833	61,488	-	-	187,828	920,149
Facilities Management Fund	-	-	-	-	-	5,167,990	2,258,848	-	-	830,057	8,256,895
Telecommunication Svcs Fund	-	-	-	-	-	2,263,036	3,000	-	-	587,599	2,853,635
Technology Services Fund	-	-	35,000	-	-	9,790,582	257,166	35,000	-	158,944	10,276,692
Central Dispatch Fund	-	-	1,231,855	16,560	-	4,328,658	18,000	-	-	1,086,065	6,681,138
Self-Insurance Fund	-	-	-	-	-	-	2,731,670	-	-	3,721,930	6,453,600
Risk Management Claims Fund	-	-	-	-	-	4,149,127	15,891	-	-	6,053,464	10,218,482
Fleet Services Fund	-	-	-	-	-	4,760,449	23,000	900,000	-	100,159	5,783,608
Sub-Total	-	-	1,266,855	347,560	-	33,881,775	5,370,473	1,600,628	-	13,451,950	55,919,241
Debt Service Funds											
Public Svcs Bldg Debt Svc Fund	-	-	-	-	-	959,790	200	-	-	4,037	964,027
Pub Safety Tr Ctr Debt Svc Fund	-	-	-	-	-	-	-	379,298	-	-	379,298
Dev Svcs Bldg Debt Svc Fund	-	-	-	-	-	1,642,075	1,200	2,110,444	-	13,362	3,767,081
Sheriff Facilities Debt Svc Fund	-	-	-	-	-	-	861,659	1,762,851	-	2,490	2,627,000
LID 2000 Fund	-	-	-	-	-	-	125,600	-	-	345,308	470,908
Sub-Total	-	-	-	-	-	2,601,865	988,659	4,252,593	-	365,197	8,208,314
Trust & Agency Funds											
Sheriff's Office Retiree Med Fund	-	-	-	-	-	-	970,738	-	-	2,342,103	3,312,841
Sub-Total	-	-	-	-	-	-	970,738	-	-	2,342,103	3,312,841
Capital Project Funds											
DTD Capital Projects Fund	-	2,555,881	5,599,663	-	-	-	55,704	2,643,808	-	158,108	11,013,164
Fleet Replacement Reserve Fund	-	-	-	-	-	-	200	-	-	180,724	180,924
Capital Proj Reserve Fund	-	-	-	-	-	-	2,238,030	919,000	-	12,362,875	15,519,905
Broadband Innovation Initiative Fund	-	2,123,461	-	-	-	-	500	200,000	-	861,466	3,185,427
LID Construction Fund	-	-	-	-	-	-	1,330	-	-	520,786	522,116
Sub-Total	-	4,679,342	5,599,663	-	-	-	2,295,764	3,762,808	-	14,083,959	30,421,536
Total All Funds	104,526,125	25,391,139	92,284,897	19,214,526	9,648,890	79,079,326	43,725,542	99,935,567	-	102,418,653	576,224,665

Requirements by Fund and Category 2012-2013 Adopted Budget

FUNDS	Personal Services	Materials & Services	Allocated Capital Costs	Outlay	Debt Service	Interfund Ending Transfers	Reserves	Contingency	Fund Bal	Adopted Budget
General Fund										
General Fund	35,976,066	7,050,610	6,327,791	5,000	244,303	84,151,874	12,305,881	4,359,427	-	150,420,952
Sub-Total	35,976,066	7,050,610	6,327,791	5,000	244,303	84,151,874	12,305,881	4,359,427	-	150,420,952
Special Revenue Funds										
County Fair Fund	539,000	997,750	-	71,900	-	-	-	141,763	-	1,750,413
County School Fund	-	1,300	-	-	-	-	-	-	-	1,300
Building Codes Fund	2,703,660	854,936	472,964	-	-	-	-	302,439	-	4,333,999
Pub Safety Local Option Levy Fund	8,024,282	1,437,247	295,834	-	-	-	1,605,891	864,738	-	12,227,992
Resolution Services Fund	971,728	149,856	153,329	-	-	-	-	-	-	1,274,913
Business & Economic Dev Fund	1,319,715	1,032,657	81,407	-	-	1,580,655	-	433,186	-	4,447,620
Emergency Management Fund	1,389,365	893,327	257,756	366,216	-	-	443,872	-	-	3,350,536
Law Library Fund	188,992	270,008	43,766	-	-	-	172,508	220,000	-	895,274
Library Services Fund	2,614,978	7,080,237	292,868	-	-	-	-	24,134	-	10,012,217
Parks Fund	1,179,543	682,580	222,017	207,459	-	-	-	150,000	-	2,441,599
Planning Fund	2,027,251	625,843	280,589	-	-	150,000	-	5,990	-	3,089,673
Road Fund	15,722,531	11,669,167	1,784,928	2,737,000	-	2,513,808	1,000,000	1,773,956	-	37,201,390
Sheriff Fund	47,666,777	11,078,220	2,637,616	660,109	-	1,279,298	-	-	-	63,322,020
Code Enforcement & Sustainability Fund	1,582,839	1,000,450	251,460	181,000	-	100,000	-	760,515	-	3,876,264
Property Resources Fund	101,637	212,187	23,943	-	-	-	-	33,941	-	371,708
Community Corrections Fund	8,352,831	1,970,244	802,668	9,000	-	-	-	-	-	11,134,743
District Attorney Fund	8,326,368	1,363,261	903,154	-	-	-	-	-	-	10,592,783
Justice Court Fund	867,207	1,585,024	303,274	-	-	907,479	-	1,144,495	-	4,807,479
Countywide Transportation SDC Fund	-	90,500	43,241	-	791,200	233,830	-	2,747,710	-	3,906,481
Public Land Corner Preserv Fund	535,632	95,783	77,601	-	-	-	-	216,084	-	925,100
Sunnyside Village Park Road Front Fund	-	135,234	-	-	-	-	-	-	-	135,234
Sunnyside Village Park Acquis Fund	-	403,063	-	-	-	-	-	-	-	403,063
Joint Transportation SDC Fund	-	68,500	38,544	-	1,140,636	600,000	-	-	-	1,847,680
Health, Housing & Human Svcs Admin Fu	751,993	329,455	70,966	-	-	10,000	-	-	-	1,162,414
Clack Mental Health Org Fund	2,344,048	16,666,597	542,597	-	-	674,979	-	2,503,056	-	22,731,277
Social Services Fund	7,129,298	7,947,236	2,242,009	55,500	-	-	536,669	13,244	-	17,923,956
Community Development Fund	948,751	6,090,118	203,582	-	-	-	-	-	-	7,242,451
Community Solutions for CC Fund	2,907,245	1,336,201	555,153	-	-	-	-	-	-	4,798,599
Children, Youth & Families Fund	931,353	3,489,030	151,298	-	-	-	-	-	-	4,571,681
Dog Services Fund	1,067,896	385,582	274,142	-	-	-	-	16,891	-	1,744,511
Community Health Fund	29,200,418	17,334,388	6,025,647	1,118,000	-	1,012,477	-	7,602,338	-	62,293,268
Employer Contribution Res Fund	-	-	-	-	-	-	2,272,953	-	-	2,272,953
Cty Safety Net Legislation Local Proj Func	-	2,003,260	5,863	-	-	-	-	-	-	2,009,123
Transient Room Tax Fund	-	56,100	-	-	-	3,070,572	-	-	-	3,126,672
Juvenile Fund	4,798,544	3,058,384	501,222	5,000	-	-	-	-	-	8,363,150
Tourism Dev Council Fund	850,989	2,523,104	-	-	-	-	-	295,000	-	3,669,093
Parks Trust Fund	-	307,010	-	1,192,500	-	914,725	230,010	770,053	-	3,414,298
Tax Title Land Fund	-	268,854	-	-	-	-	-	-	-	268,854
Sub-Total	155,044,871	105,492,693	19,539,438	6,603,684	1,931,836	13,047,823	6,261,903	20,019,533	-	327,941,781
Internal Svc & Enterprise Funds										
Stone Creek Golf Course Fund	-	2,193,165	-	77,500	473,831	100,000	-	86,164	-	2,930,660
Cable Administration Fund	389,806	453,682	114,602	290,000	-	200,000	96,292	-	-	1,544,382
Records Management Fund	481,800	175,481	95,912	-	-	-	-	166,956	-	920,149
Facilities Management Fund	2,881,676	4,968,868	308,362	17,000	-	-	-	80,989	-	8,256,895
Telecommunication Svcs Fund	806,426	1,491,093	278,330	221,906	-	-	55,880	-	-	2,853,635
Technology Services Fund	5,818,867	2,433,942	1,297,883	350,000	-	150,000	76,000	150,000	-	10,276,692
Central Dispatch Fund	4,893,796	582,133	307,346	20,000	-	-	777,863	100,000	-	6,681,138
Self-Insurance Fund	-	2,920,080	5,445	-	-	-	258,496	3,269,579	-	6,453,600
Risk Management Claims Fund	-	4,143,433	13,152	-	-	-	1,773,414	4,288,483	-	10,218,482
Fleet Services Fund	1,007,455	3,541,366	154,287	1,055,500	-	-	-	25,000	-	5,783,608
Sub-Total	16,279,826	22,903,243	2,575,319	2,031,906	473,831	450,000	3,037,945	8,167,171	-	55,919,241
Debt Service Funds										
Public Svcs Bldg Debt Svc Fund	-	-	-	-	964,027	-	-	-	-	964,027
Pub Safety Tr Ctr Debt Svc Fund	-	-	-	-	379,298	-	-	-	-	379,298
Dev Svcs Bldg Debt Svc Fund	-	-	-	-	3,767,081	-	-	-	-	3,767,081
Sheriff Facilities Debt Svc Fund	-	-	-	-	2,627,000	-	-	-	-	2,627,000
LID 2000 Fund	-	-	-	-	470,908	-	-	-	-	470,908
Sub-Total	-	-	-	-	8,208,314	-	-	-	-	8,208,314
Trust & Agency Funds										
Sheriff's Office Retiree Med Fund	-	452,318	-	-	-	-	-	2,860,523	-	3,312,841
Sub-Total	-	452,318	-	-	-	-	-	2,860,523	-	3,312,841
Capital Project Funds										
DTD Capital Projects Fund	-	-	-	10,991,249	-	-	-	21,915	-	11,013,164
Fleet Replacement Reserve Fund	-	-	-	-	-	-	180,924	-	-	180,924
Capital Proj Reserve Fund	-	264,000	42,835	8,547,093	-	2,294,430	4,121,018	250,529	-	15,519,905
Broadband Innovation Initiative Fund	268,626	123,052	79,413	2,714,336	-	-	-	-	-	3,185,427
LID Construction Fund	-	100,250	-	-	-	-	-	421,866	-	522,116
Sub-Total	268,626	487,302	122,248	22,252,678	-	2,294,430	4,301,942	694,310	-	30,421,536
Total All Funds	207,569,389	136,386,166	28,564,796	30,893,268	10,858,284	99,944,127	25,907,671	36,100,964	-	576,224,665

Requirements by Fund and Department 2012-2013 Adopted Budget

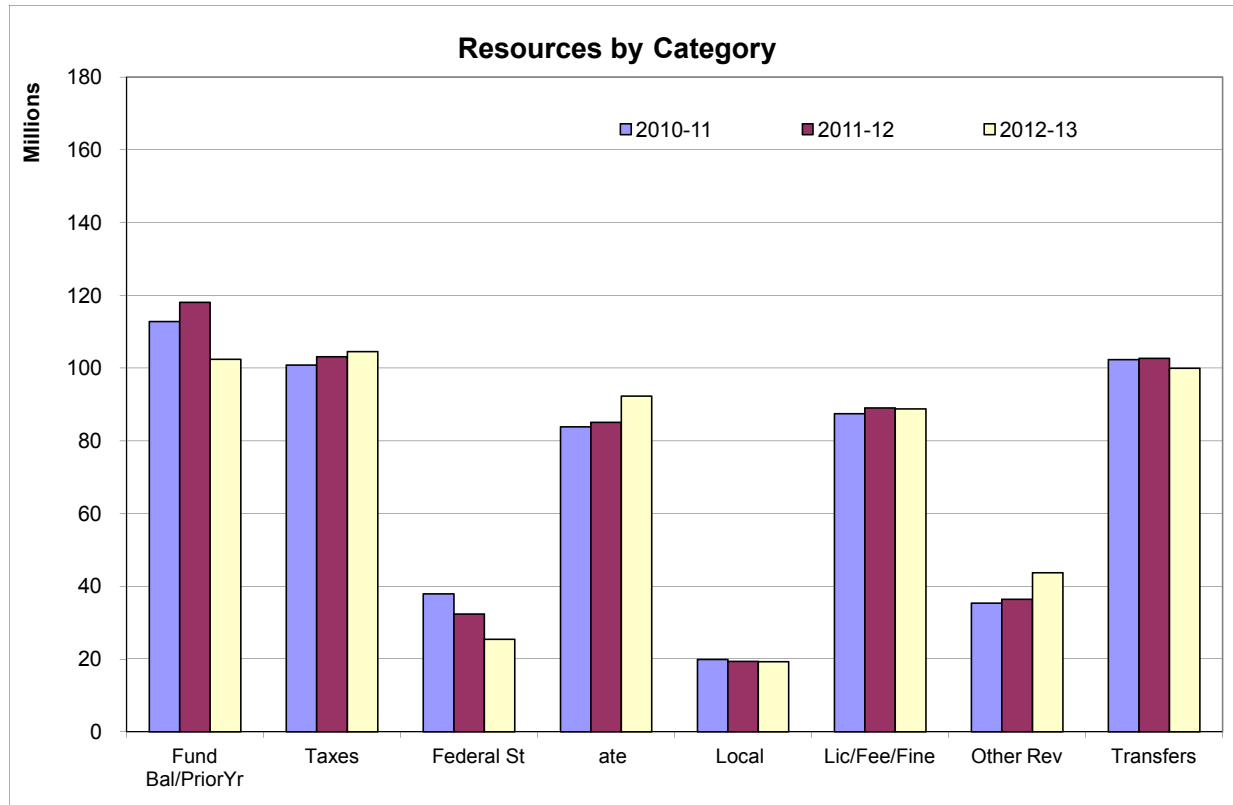
FUNDS	General Cty Admin	Assessor	Clerk	Treasurer	Sheriff	Dist Attorney	Justice Court	Juvenile	Counsel	Emerg Mgmt
General Fund										
General Fund	2,951,694	6,805,140	3,140,465	621,804	-	-	-	-	1,901,616	-
Sub-Total	2,951,694	6,805,140	3,140,465	621,804	-	-	-	-	1,901,616	-
Special Revenue Funds										
County Fair Fund	-	-	-	-	-	-	-	-	-	-
County School Fund	-	-	-	-	-	-	-	-	-	-
Building Codes Fund	-	-	-	-	-	-	-	-	-	-
Pub Safety Local Opt Levy Fund	-	-	-	-	12,227,992	-	-	-	-	-
Resolution Services Fund	-	-	-	-	-	-	-	-	-	-
Business & Economic Dev Fund	-	-	-	-	-	-	-	-	-	-
Emergency Mgmt Fund	-	-	-	-	-	-	-	-	-	3,350,536
Law Library Fund	-	-	-	-	-	-	-	-	-	-
Library Services Fund	-	-	-	-	-	-	-	-	-	-
Parks Fund	-	-	-	-	-	-	-	-	-	-
Planning Fund	-	-	-	-	-	-	-	-	-	-
Road Fund	-	-	-	-	-	-	-	-	-	-
Sheriff's Operations Fund	-	-	-	-	63,322,020	-	-	-	-	-
Code Enforce & Sustain Fund	-	-	-	-	-	-	-	-	-	-
Property Resources Fund	-	-	-	-	-	-	-	-	-	-
Community Corrections Fund	-	-	-	-	11,134,743	-	-	-	-	-
District Attorney Fund	-	-	-	-	-	10,592,783	-	-	-	-
Justice Court Fund	-	-	-	-	-	-	4,807,479	-	-	-
Countywide Trans SDC Fund	-	-	-	-	-	-	-	-	-	-
Pub Land Corner Preserv Fund	-	-	-	-	-	-	-	-	-	-
SS Village Pk Rd Front Con Fund	-	-	-	-	-	-	-	-	-	-
SS Village Pk Acquisition Fund	-	-	-	-	-	-	-	-	-	-
HV /Clack Joint Trans Fund	-	-	-	-	-	-	-	-	-	-
H, H & Human Svcs Admin Fund	-	-	-	-	-	-	-	-	-	-
Clack Mental Health Org Fund	-	-	-	-	-	-	-	-	-	-
Social Services Fund	-	-	-	-	-	-	-	-	-	-
Community Development Fund	-	-	-	-	-	-	-	-	-	-
Comm Solutions for CC Fund	-	-	-	-	-	-	-	-	-	-
Children, Youth & Families Fund	-	-	-	-	-	-	-	-	-	-
Dog Control Fund	-	-	-	-	-	-	-	-	-	-
Community Health Fund	-	-	-	-	-	-	-	-	-	-
Employer Con Res Fund	-	-	-	-	-	-	-	-	-	-
Cty Safety Net Local Proj Fund	-	-	-	-	-	-	-	-	-	-
Transient Room Tax Fund	-	-	-	-	-	-	-	-	-	-
Juvenile Fund	-	-	-	-	-	-	-	8,363,150	-	-
Tourism Dev Council Fund	-	-	-	-	-	-	-	-	-	-
Parks Trust Fund	-	-	-	-	-	-	-	-	-	-
Tax Title Land Fund	-	-	-	-	-	-	-	-	-	-
Sub-Total	-	-	-	-	86,684,755	10,592,783	4,807,479	8,363,150	-	3,350,536
Internal Svc & Enterprise Funds										
Stone Creek Golf Course Fund	-	-	-	-	-	-	-	-	-	-
Cable Administration Fund	-	-	-	-	-	-	-	-	-	-
Records Management Fund	-	-	920,149	-	-	-	-	-	-	-
Facilities Management Fund	-	-	-	-	-	-	-	-	-	-
Telecommunication Svcs Fund	-	-	-	-	-	-	-	-	-	-
Technology Services Fund	-	-	-	-	-	-	-	-	-	-
Central Dispatch Fund	-	-	-	-	-	-	-	-	-	-
Self-Insurance Fund	-	-	-	-	-	-	-	-	-	-
Risk Management Claims Fund	-	-	-	-	-	-	-	-	-	-
Fleet Services Fund	-	-	-	-	-	-	-	-	-	-
Sub-Total	-	-	920,149	-	-	-	-	-	-	-
Debt Service Funds										
Public Svcs Bldg Debt Svc Fund	-	-	-	-	-	-	-	-	-	-
Pub Safety Tr Ctr Debt Svc Fund	-	-	-	-	-	-	-	-	-	-
Dev Svcs Bldg Debt Svc Fund	-	-	-	-	-	-	-	-	-	-
Sheriff Facilities Debt Svc Fund	-	-	-	-	-	-	-	-	-	-
LID 2000 Fund	-	-	-	-	-	-	-	-	-	-
Sub-Total	-	-	-	-	-	-	-	-	-	-
Trust & Agency Funds										
Sheriff's Office Retiree Med Fund	-	-	-	-	-	-	-	-	-	-
Sub-Total	-	-	-	-	-	-	-	-	-	-
Capital Project Funds										
DTD Capital Projects Fund	-	-	-	-	-	-	-	-	-	-
Fleet Replacement Res Fund	-	-	-	-	-	-	-	-	-	-
Capital Proj Reserve Fund	-	-	-	-	-	-	-	-	-	-
Broadband Innovation Initiative Fund	-	-	-	-	-	-	-	-	-	-
LID Construction Fund	-	-	-	-	-	-	-	-	-	-
Sub-Total	-	-	-	-	-	-	-	-	-	-
Total All Funds	2,951,694	6,805,140	4,060,614	621,804	86,684,755	10,592,783	4,807,479	8,363,150	1,901,616	3,350,536

Requirements by Fund and Department 2012-2013 Adopted Budget

Emerg Comm	Pub & Gov Affairs	Employee Services	Finance	Technology Services	Transport & Developm't	Health, Hous & Human Svcs	Business & Comm Svcs	Tourism & Cultural Affrs	Misc & Pass-Thr	Adopted Budget
-	1,988,245	4,807,215	4,971,849	-	908,507	-	-	-	122,324,417	150,420,952
-	1,988,245	4,807,215	4,971,849	-	908,507	-	-	-	122,324,417	150,420,952
-	-	-	-	-	-	-	1,750,413	-	-	1,750,413
-	-	-	-	-	-	-	-	-	1,300	1,300
-	-	-	-	-	4,333,999	-	-	-	-	4,333,999
-	-	-	-	-	-	-	-	-	-	12,227,992
-	-	-	-	-	-	-	-	-	1,274,913	1,274,913
-	-	-	-	-	-	-	4,447,620	-	-	4,447,620
-	-	-	-	-	-	-	-	-	-	3,350,536
-	-	-	-	-	-	-	-	-	895,274	895,274
-	-	-	-	-	-	-	10,012,217	-	-	10,012,217
-	-	-	-	-	-	-	2,441,599	-	-	2,441,599
-	-	-	-	-	3,089,673	-	-	-	-	3,089,673
-	-	-	-	-	37,201,390	-	-	-	-	37,201,390
-	-	-	-	-	-	-	-	-	-	63,322,020
-	-	-	-	-	3,876,264	-	-	-	-	3,876,264
-	-	-	-	-	-	-	371,708	-	-	371,708
-	-	-	-	-	-	-	-	-	-	11,134,743
-	-	-	-	-	-	-	-	-	-	10,592,783
-	-	-	-	-	-	-	-	-	-	4,807,479
-	-	-	-	-	3,906,481	-	-	-	-	3,906,481
-	-	-	-	-	925,100	-	-	-	-	925,100
-	-	-	-	-	-	-	135,234	-	-	135,234
-	-	-	-	-	-	-	403,063	-	-	403,063
-	-	-	-	-	1,847,680	-	-	-	-	1,847,680
-	-	-	-	-	-	1,162,414	-	-	-	1,162,414
-	-	-	-	-	-	22,731,277	-	-	-	22,731,277
-	-	-	-	-	-	17,923,956	-	-	-	17,923,956
-	-	-	-	-	-	7,242,451	-	-	-	7,242,451
-	-	-	-	-	-	4,798,599	-	-	-	4,798,599
-	-	-	-	-	-	4,571,681	-	-	-	4,571,681
-	-	-	-	-	1,744,511	-	-	-	-	1,744,511
-	-	-	-	-	-	62,293,268	-	-	-	62,293,268
-	-	-	-	-	-	-	-	-	2,272,953	2,272,953
-	-	-	-	-	-	-	-	-	2,009,123	2,009,123
-	-	-	-	-	-	-	-	-	3,126,672	3,126,672
-	-	-	-	-	-	-	-	-	-	8,363,150
-	-	-	-	-	-	-	-	3,669,093	-	3,669,093
-	-	-	-	-	-	-	3,414,298	-	-	3,414,298
-	-	-	-	-	-	-	268,854	-	-	268,854
-	-	-	-	-	56,925,098	120,723,646	23,245,006	3,669,093	9,580,235	327,941,781
-	-	-	-	-	-	-	2,930,660	-	-	2,930,660
-	1,544,382	-	-	-	-	-	-	-	-	1,544,382
-	-	-	-	-	-	-	-	-	-	920,149
-	-	-	8,256,895	-	-	-	-	-	-	8,256,895
-	-	-	-	2,853,635	-	-	-	-	-	2,853,635
-	-	-	-	10,276,692	-	-	-	-	-	10,276,692
6,681,138	-	-	-	-	-	-	-	-	-	6,681,138
-	-	6,453,600	-	-	-	-	-	-	-	6,453,600
-	-	10,218,482	-	-	-	-	-	-	-	10,218,482
-	-	-	5,783,608	-	-	-	-	-	-	5,783,608
6,681,138	1,544,382	16,672,082	14,040,503	13,130,327	-	-	2,930,660	-	-	55,919,241
-	-	-	-	-	-	-	-	-	964,027	964,027
-	-	-	-	-	-	-	-	-	379,298	379,298
-	-	-	-	-	-	-	-	-	3,767,081	3,767,081
-	-	-	-	-	-	-	-	-	2,627,000	2,627,000
-	-	-	-	-	-	-	-	-	470,908	470,908
-	-	-	-	-	-	-	-	-	8,208,314	8,208,314
-	-	3,312,841	-	-	-	-	-	-	-	3,312,841
-	-	3,312,841	-	-	-	-	-	-	-	3,312,841
-	-	-	-	-	11,013,164	-	-	-	-	11,013,164
-	-	-	180,924	-	-	-	-	-	-	180,924
-	-	-	15,519,905	-	-	-	-	-	-	15,519,905
-	-	-	-	3,185,427	-	-	-	-	-	3,185,427
-	-	-	-	-	-	-	-	-	522,116	522,116
-	-	-	15,700,829	3,185,427	11,013,164	-	-	-	522,116	30,421,536
6,681,138	3,532,627	24,792,138	34,713,181	16,315,754	68,846,769	120,723,646	26,175,666	3,669,093	140,635,082	576,224,665

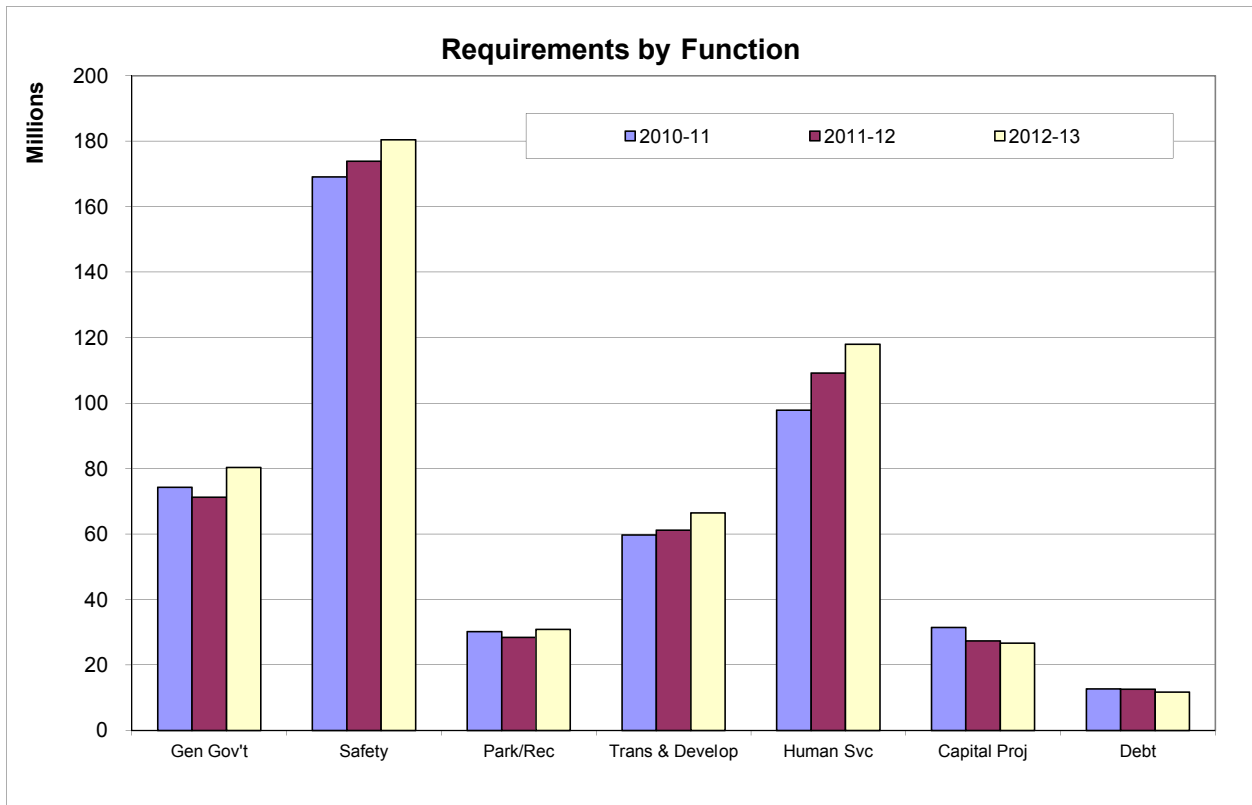
Resources by Category and Requirements by Function for Major Funds

	General Fund			DTD Capital Projects			Community Health		
	2010-11 Actual	2011-12 Est Actual	2012-13 Budget	2010-11 Actual	2011-12 Est Actual	2012-13 Budget	2010-11 Actual	2011-12 Est Actual	2012-13 Budget
Resources by Category									
Beginning Fund Balance	20,072,409	14,751,526	13,888,843	74,813	142,412	158,108	4,921,517	13,271,652	13,388,630
Prior Year Revenue	-	-	-	1,154,855	5,123,042	-	19,329	5,595,526	-
Current Revenues									
Taxes	92,050,732	94,167,000	95,267,000	-	-	-	-	-	-
Federal Revenue	4,245,344	1,440,661	172,500	1,757,277	2,233,889	2,555,881	4,178,608	3,850,966	3,992,423
State Revenue	5,161,069	3,754,200	3,859,000	613,511	515,066	5,599,663	24,259,139	18,953,627	25,162,297
Local Revenue	29,116	2,626	1,000	208,765	-	-	2,693,175	2,152,259	2,194,213
Licenses	1,613,601	1,585,000	1,610,000	205,000	14,425	-	824,669	815,348	815,000
Fees & Fines	14,622,860	14,144,093	15,230,961	-	-	-	9,547,952	8,590,895	9,458,625
Other Revenue	15,134,713	15,888,637	17,189,739	576,102	229,480	55,704	3,006,536	3,051,779	3,712,840
Interfund Transfers	245,285	804,217	3,201,909	2,584,040	4,187,795	2,643,808	2,899,260	5,571,303	3,569,240
Subtotal Current Revenues	133,102,720	131,786,434	136,532,109	5,944,695	7,180,655	10,855,056	47,409,339	42,986,177	48,904,638
Total Resources	153,175,129	146,537,960	150,420,952	7,174,363	12,446,109	11,013,164	52,350,185	61,853,355	62,293,268
Requirements by Function									
General Government	34,195,273	30,411,194	33,589,136	-	-	-	-	-	-
Public Safety	60,385,275	61,855,950	63,558,937	-	-	-	-	-	-
Parks, Recreation & Culture	12,720,554	8,185,434	8,293,803	-	-	-	-	-	-
Transportation & Development	14,822,481	15,206,691	15,774,966	-	-	-	-	-	-
Human Services	6,644,027	7,826,641	7,896,507	-	-	-	39,078,534	48,464,725	54,690,930
Capital Projects	4,801,681	4,371,632	769,000	7,031,950	12,288,001	10,991,249	-	-	-
Debt Service	4,854,314	4,791,575	3,873,295	-	-	-	-	-	-
Subtotal Current Expenditures	138,423,605	132,649,117	133,755,644	7,031,950	12,288,001	10,991,249	39,078,534	48,464,725	54,690,930
Reserves	-	-	12,305,881	-	-	-	-	-	-
Contingency	-	-	4,359,427	-	-	21,915	-	-	7,602,338
Ending Fund Balance	14,751,524	13,888,843	-	142,413	158,108	-	13,271,651	13,388,630	-
Total Requirements	153,175,129	146,537,960	150,420,952	7,174,363	12,446,109	11,013,164	52,350,185	61,853,355	62,293,268

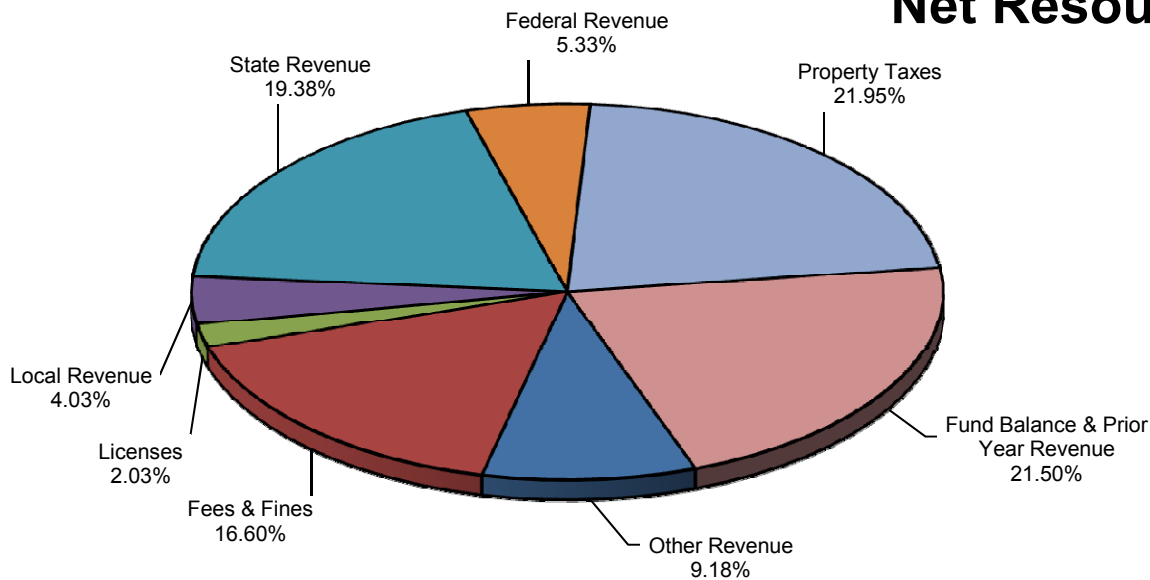


Resources by Category and Requirements by Function for Major Funds

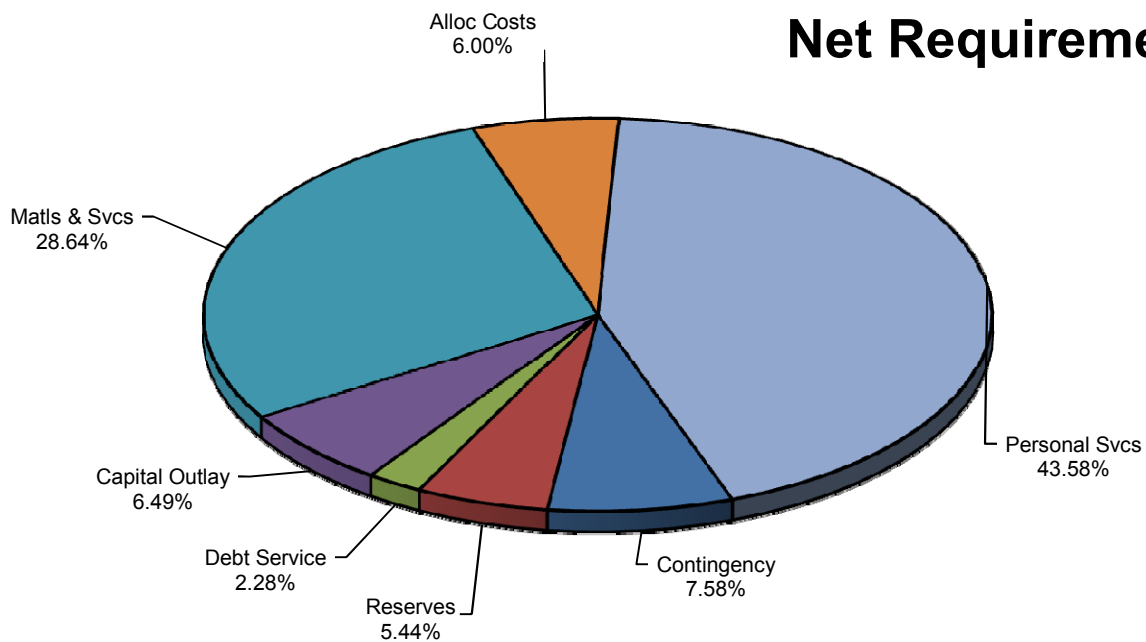
	2010-11 Actual	Sheriff 2011-12 Est Actual	2012-13 Budget	2010-11 Actual	All Other 2011-12 Est Actual	2012-13 Budget	2010-11 Actual	Total 2011-12 Est Actual	2012-13 Budget
Resources by Category									
Beginning Fund Balance	3,996,622	2,697,223	1,892,123	79,183,526	74,405,347	73,082,389	108,248,887	105,268,160	102,410,093
Prior Year Revenue	819	-	-	3,362,251	2,083,630	-	4,537,254	12,802,198	-
	-	-	-	-	-	-	-	-	-
Current Revenues									
Taxes	-	-	-	8,719,712	8,945,000	9,259,125	100,770,444	103,112,000	104,526,125
Federal Revenue	1,126,118	949,654	765,001	26,609,471	23,930,302	17,905,334	37,916,818	32,405,472	25,391,139
State Revenue	344,284	372,450	312,477	53,489,241	61,513,467	57,351,460	83,867,244	85,108,810	92,284,897
Local Revenue	7,456,055	7,806,346	8,295,000	9,456,626	9,374,818	8,724,313	19,843,737	19,336,049	19,214,526
Licenses	284,960	241,750	256,150	6,148,822	8,841,916	6,967,740	9,077,052	11,498,439	9,648,890
Fees & Fines	2,288,361	2,464,846	2,659,672	51,860,723	52,353,883	51,730,068	78,319,896	77,553,717	79,079,326
Other Revenue	4,723,545	4,752,097	4,822,848	11,920,615	12,503,884	17,944,411	35,361,511	36,425,877	43,725,542
Interfund Transfers	41,780,203	42,862,170	44,318,749	54,833,521	49,197,882	46,210,421	102,342,308	102,623,367	99,944,127
Subtotal Current Revenues	58,003,526	59,449,313	61,429,897	223,038,731	226,661,152	216,092,872	467,499,010	468,063,731	473,814,572
Total Resources	62,000,967	62,146,536	63,322,020	305,584,508	303,150,129	289,175,261	580,285,151	586,134,089	576,224,665
Requirements by Function									
General Government	-	-	-	40,045,313	40,832,875	46,762,697	74,240,586	71,244,069	80,351,833
Public Safety	59,303,744	60,254,413	63,322,020	49,360,408	51,762,851	53,495,875	169,049,427	173,873,214	180,376,832
Parks, Recreation & Culture	-	-	-	17,456,403	20,223,266	22,521,156	30,176,957	28,408,700	30,814,959
Transportation & Development	-	-	-	44,902,649	45,965,608	50,656,701	59,725,130	61,172,299	66,431,667
Human Services	-	-	-	52,068,502	52,812,391	55,377,409	97,791,063	109,103,757	117,964,846
Capital Projects	-	-	-	19,554,313	10,658,023	14,855,901	31,387,944	27,317,656	26,616,150
Debt Service	-	-	-	7,792,311	7,812,731	7,786,448	12,646,625	12,604,306	11,659,743
Subtotal Current Expenditures	59,303,744	60,254,413	63,322,020	231,179,899	230,067,745	251,456,187	475,017,732	483,724,001	514,216,030
Reserves	-	-	-	-	-	13,601,790	-	-	25,907,671
Contingency	-	-	-	-	-	24,117,284	-	-	36,100,964
Ending Fund Balance	2,697,223	1,892,123	-	74,404,609	73,082,384	-	105,267,419	102,410,088	-
Total Requirements	62,000,967	62,146,536	63,322,020	305,584,508	303,150,129	289,175,261	580,285,151	586,134,089	576,224,665



Net Resources



Net Requirements



Net Adopted Budget - \$476,280,538

These pie charts show the major resource and requirement components of the Clackamas County budget excluding Interfund Transfers. Approximately \$100 million is transferred between County funds. The same money appears in the budgets of both the paying and receiving funds but is only spent once. After removing the twice-budgeted funds, the net County budget for FY 2012-13 is \$476,280,538.

The fiscal year 2012-13 budget provides for 1,918.50 full-time equivalent positions (FTE). This is essentially the same number of positions budgeted for 2011-12 although they are distributed differently. Since 2008-09, Clackamas County has lost 61 positions.

The largest employers are the Sheriff with 514.75 positions (27%), Health, Housing and Human Services with 468.97 positions (24%) and the Department of Transportation & Development with 239.20 positions (12%). Included in the Non-Departmental & Pass-Through classification are 166.87 employees covered by payrolls processed by the General County for other County agencies. These are employees of Clackamas County but are paid for from separate agency budgets not included in this document.

The Sheriff's Department, which includes Community Corrections, has been actively recruiting for the past several years. For 2006-07, a total of 19.6 net new positions were added, mostly in the Patrol and Jail Divisions, to help address increased demands for service and alleviate mandatory overtime requirements to keep shifts filled. For 2007-08 another 70.35 FTE were allocated. Of these, 49 were directly attributable to a new public safety levy, 18.2 in Community Corrections were due to the reopening of a residential center for substance abuse treatment and the rest were funded through General Fund support and contracts with cities. For 2008-09 an additional 10.5 FTE were budgeted, mostly in Investigations. In 2009-10, 3.75 positions were added to further increase staffing in Investigations. In 2010-11 the Sheriff added 1.5 FTE but Community Corrections lost 6.0 due to reduction of state funding and the loss of federal funding for the residential facility. Continuous recruitment along with attrition and succession planning programs have been instituted to help get positions filled more quickly but the number of positions authorized consistently exceeds those filled. To increase budgetary accuracy, chronically unfilled positions in the Sheriff's Department were removed from the 2011-12 budget resulting in a downward adjustment of 15.0 full-time equivalent positions. The 2012-13 budget shows a further reduction of 15.00 positions due to state funding cuts in Community Corrections. Had the General Fund not provided additional support to shore up operations in the short term, the reductions would have been even greater.

Health, Housing and Human Services lost 74 full-time equivalent positions in FY 2009-10 primarily in Social Services which transferred responsibility for the Medicaid long term care program to the State of Oregon as state support to maintain the program continued to fall short of actual operating costs. Since that time, the department has been steadily increasing staffing in Community Health to support expanded clinic services. At 468.97 FTE currently budgeted, Health, Housing and Human Services is adding 28.49 allocated positions in 2012-13.

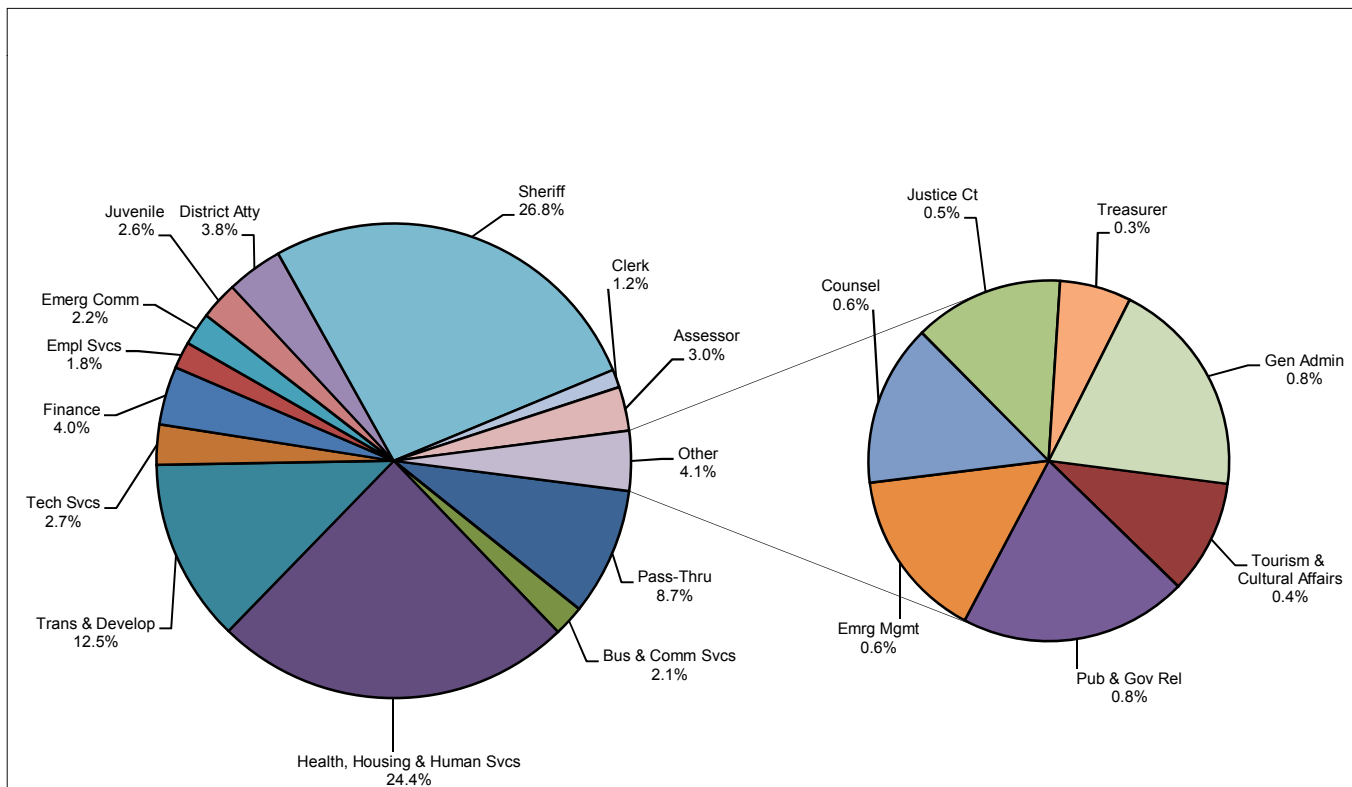
The Department of Transportation and Development is losing 6 positions to bring its total to an 11 year low of 239.20. The more recent losses have been concentrated in Building Codes where permitting activity and associated revenue have declined markedly and in Planning which has been reorganized. With unusually high numbers of completed but vacant houses for sale, demand for plan review and inspection has plummeted. Transportation and Development continues to be proactive in implementing cost reduction measures in response to declining revenues.

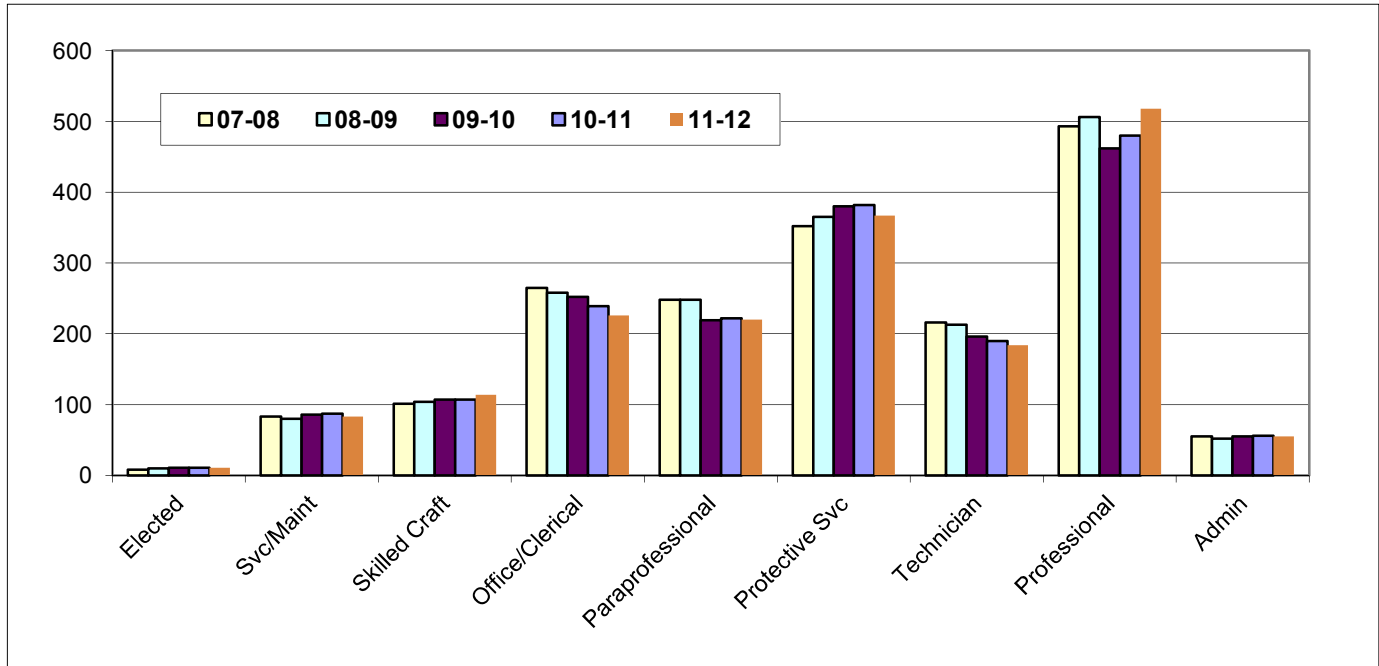
The District Attorney has reduced staffing due to budget constraints but has been able to sustain operations with fewer employees by implementing a new case management system and adopting other measures to increase efficiency. The added scheduling capabilities associated with the new software have also eased overtime pressures for the Sheriff.

The Justice Court began hearing cases brought by the Clackamas County Sheriff and Oregon State Police in 2009-10 but soon began receiving citations from other jurisdictions as well. Civil cases are also being added. Staffing for the Justice Court has increased from 1.25 FTE in 2008-09 when the department was first being organized to 10.5 FTE currently.

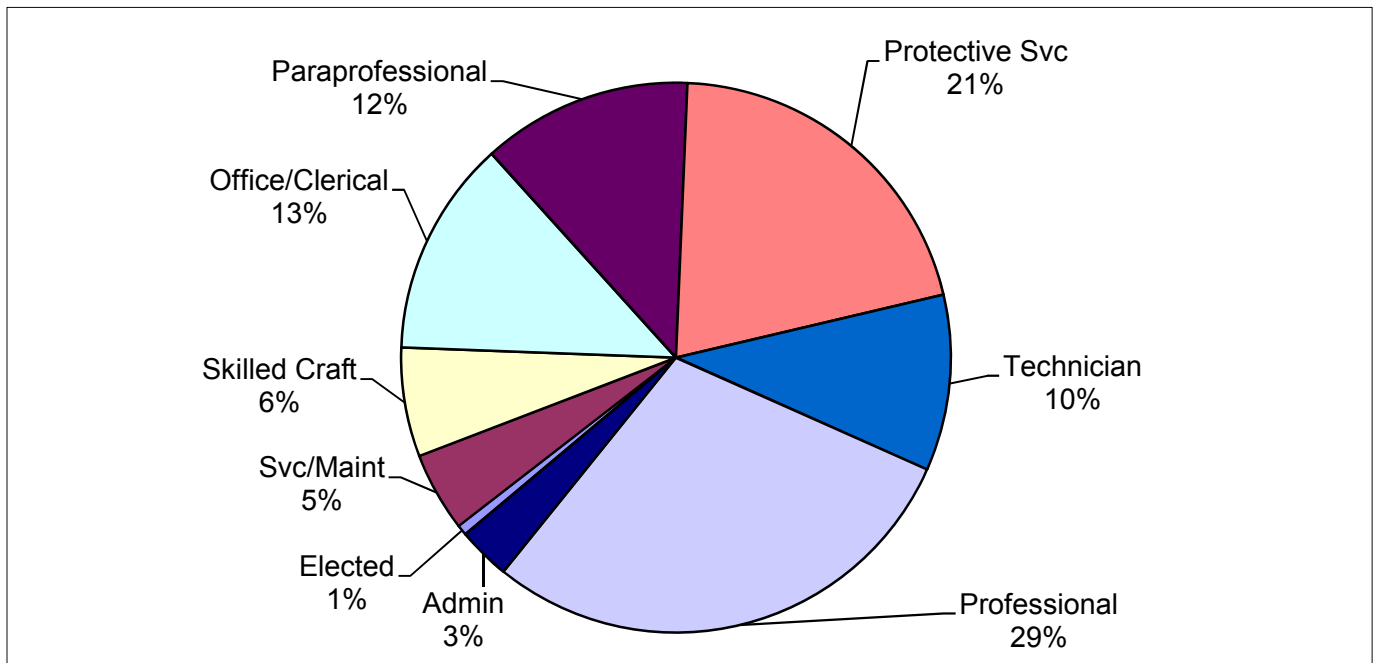
Department

	2009-10	2010-11	2011-12	2012-13
General County Administration	15.10	15.35	15.35	15.35
Assessor	57.50	57.50	57.50	57.50
Clerk	25.00	23.53	24.53	23.53
Treasurer	5.00	5.00	5.00	5.00
Sheriff	554.00	549.50	529.75	514.75
District Attorney	81.30	80.30	78.55	73.50
Justice Court	6.00	8.00	10.50	10.50
Juvenile	47.97	48.97	49.45	49.45
County Counsel	11.25	11.35	11.35	11.35
Emergency Management	12.00	12.00	12.00	12.00
Emergency Communications	44.00	45.00	45.00	43.00
Public & Government Affairs	16.00	16.00	16.00	16.00
Community & Legislative Affairs	2.90	-	-	-
Employee Services	34.60	35.40	34.40	34.70
Finance	70.53	77.53	76.53	76.53
Technology Services	50.30	51.55	52.30	52.30
Transportation & Development	271.15	244.00	245.20	239.20
Health, Housing & Human Services	391.98	406.34	438.28	468.97
Business & Community Services	40.00	43.00	45.25	40.00
Tourism & Cultural Affairs	4.00	5.00	8.00	8.00
Miscellaneous & Pass-Through	165.53	161.71	163.66	166.87
Total Budgeted Full-Time Equivalents (FTE's)	1,906.11	1,897.03	1,918.60	1,918.50





Total employment was highest in 2008-09. Protective service had been the only category consistently adding staff but for FY 2011-12 it decreases. Professional and paraprofessional workers are the most changeable.



FY 2011-12 professional and paraprofessional workers comprise 41% of total County employment. Protective services which contributes 21% is the next largest category followed by office/clerical at 13%. Elected officials and administrators make up 4% of the total.

Fund balance is the difference between accumulated resources and the requirements charged against them over the life of a fund. The fund balance at the end of one fiscal year is what is left to be carried forward to the following year. In keeping with Oregon Budget Law, Clackamas County does not budget ending fund balances. Although not budgeted, the end of the year financial position can be expected to equal actual revenues less actual expenditures during the year plus the ending balances in the reserve and contingency categories. Reserve and contingency estimates are included as expenditures when balancing the budget but charges are not made directly to these categories. Reserves are specifically held for future years and the Board of County Commissioners can approve the transfer of contingency in various funds as needed to meet unforeseen needs that arise during the year. Experience has shown that some such transfers will be made each year. The table that accompanies this discussion is an attempt to estimate the minimum ending fund balance for each fund at June 30, 2013, based upon the current budget. These are moneys that should be available for the FY 2013-14 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 that follows, this is a projection which is being made with the best information available at the time the budget was formulated. Not all transactions and end of year adjustments for 2011-12 have been recorded and the books have not yet been audited.

No new revenues will be recognized during the fiscal year - Undoubtedly, additional resources will become available, primarily through new grants, and will be recognized and appropriated. To the extent that they are recognized but not entirely spent, they will add to ending balance.

Current revenues will come in and current expenditures will be made as budgeted - Again, actual experience is certain to be different than the budget. The budget is a plan representing the most that can be spent.

No contingency or reserve amounts will be spent - As explained above, some transfers from contingency will be required and these will reduce fund balance.

Per these assumptions, actual ending fund balances for FY 2012-13 should always exceed the projections obtained by applying the estimated actual and budgeted figures discussed above. The balances presented below should be viewed as minimums. The following table is a countywide summary. More complete information for each fund is available in the "Budget by Fund" section.

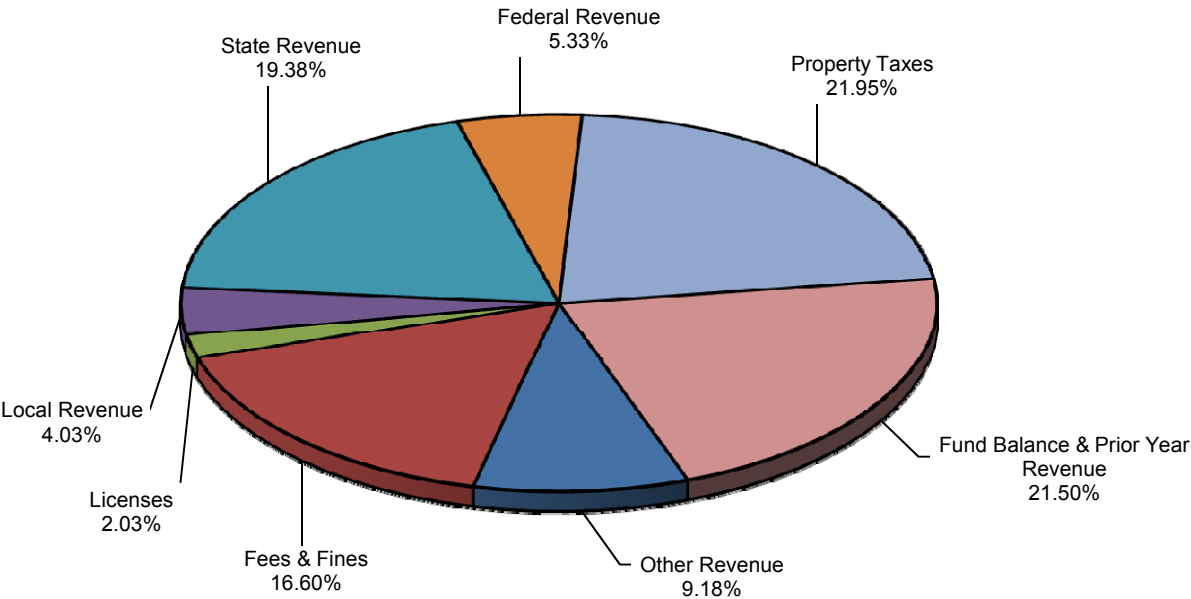
Fund	Est Beg Fund Bal 7/1/12	2012-13 Estimated Revenue	2012-13 Proposed Expenditures	2012-13 Transfers Out	2012-13 Transfers In	Est End Fund Bal 6/30/13
General Fund	13,888,843	133,330,200	49,603,770	84,151,874	3,201,909	16,665,308
County Fair	217,108	1,119,740	1,608,650	0	413,565	141,763
County School	1,300	0	1,300	0	0	0
Building Codes	286,199	4,047,800	4,031,560	0	0	302,439
Public Safety Local Option Levy	2,945,867	9,282,125	9,757,363	0	0	2,470,629
Resolution Services	143,272	877,641	1,274,913	0	254,000	0
Business & Economic Development	649,571	2,280,394	2,433,779	1,580,655	1,517,655	433,186
Emergency Management	527,275	1,318,077	2,916,664	0	1,505,184	433,872
Law Library	531,960	363,314	502,766	0	0	392,508
Library Services	3,291,933	3,260,323	9,988,083	0	3,459,961	24,134
Parks	160,000	1,109,286	2,291,599	0	1,172,313	150,000
Planning	80,000	703,159	2,933,683	150,000	2,306,514	5,990
Road	9,571,603	27,515,417	31,913,626	2,513,808	114,370	2,773,956
Sheriff	1,892,123	47,111,148	92,042,722	1,279,298	44,318,749	0
Code Enforcement & Sustainability	992,303	2,663,961	3,015,749	100,000	220,000	760,515
Property Resources	90,154	281,554	337,767	0	0	33,941

Fund	Est Beg Fund Bal 7/1/12	2012-13 Estimated Revenue	2012-13 Proposed Expenditures	2012-13 Transfers Out	2012-13 Transfers In	Est End Fund Bal 6/30/13
Community Corrections	233,762	7,711,869	11,134,743	-	3,189,112	-
District Attorney	154,826	2,360,035	10,592,783	-	8,077,922	-
Justice Court	907,479	3,900,000	2,755,505	907,479	-	1,144,495
Countywide Transportation SDC	2,308,895	997,586	924,941	233,830	600,000	2,747,710
Public Land Corner Preservation	294,100	631,000	709,016	-	-	216,084
Sunnyside Village Rd Frontage	132,534	2,700	135,234	-	-	-
Sunnyside Village Pk Acquisition	342,863	60,200	403,063	-	-	-
Joint Transportation SDC	115,086	1,628,764	1,247,680	600,000	103,830	-
Health, Housing & Human Svcs Ad	290,760	375,797	1,152,414	10,000	495,857	-
Mental Health Organization	7,730,150	14,719,275	19,553,242	674,979	281,852	2,503,056
Social Services	1,846,325	13,679,296	17,374,043	-	2,398,335	549,913
Community Development	300,003	6,894,787	7,242,451	-	47,661	-
Community Solutions	547,006	3,541,669	4,798,599	-	709,924	-
Children, Youth & Families	556,303	1,861,284	4,571,681	-	2,154,094	-
Dog Services	572	624,150	1,727,620	-	1,119,789	16,891
Community Health	13,388,630	45,335,398	53,678,453	1,012,477	3,569,240	7,602,338
Employer Contribution Reserve	2,272,953	-	-	-	-	2,272,953
Cty Safety Net Local Projects	1,999,123	10,000	2,009,123	-	-	-
Transient Room Tax	320,672	2,806,000	56,100	3,070,572	-	-
Juvenile	395,813	1,753,367	8,363,150	-	6,213,970	-
Public Services Bldg Debt Svc	4,037	959,990	964,027	-	-	-
Public Safety Trng Ctr Debt Svc	-	-	379,298	-	379,298	-
Development Svcs Bldg Debt Svc	13,362	1,643,275	3,767,081	-	2,110,444	-
Sheriff Facilities Debt Svc	2,490	861,659	2,627,000	-	1,762,851	-
DTD Capital Projects	158,108	8,211,248	10,991,249	-	2,643,808	21,915
Fleet Replacement Reserve	180,724	200	-	-	-	180,924
Capital Projects Reserve	12,362,875	2,238,030	8,853,928	2,294,430	919,000	4,371,547
Clack Broadband Innovation Initiati	861,466	2,123,961	3,185,427	-	200,000	-
LID Construction	520,786	1,330	100,250	-	-	421,866
LID 2000	345,308	125,600	470,908	-	-	-
Stone Creek Golf Course	179,860	2,750,800	2,744,496	100,000	-	86,164
Cable Administration	546,044	332,710	1,161,926	200,000	665,628	182,456
Records Management	187,828	732,321	753,193	-	-	166,956
Facilities Management	830,057	7,426,838	8,175,906	-	-	80,989
Telecommunication Services	587,599	2,266,036	2,797,785	-	-	55,850
Technology Services	158,944	10,082,748	9,900,692	150,000	35,000	226,000
Central Dispatch	1,086,065	5,595,073	5,803,275	-	-	877,863
Self-Insurance	3,721,930	2,731,670	2,925,525	-	-	3,528,075
Risk Management Claims	6,053,464	4,165,018	4,156,585	-	-	6,061,897
Fleet Services	100,159	4,783,449	5,758,608	-	900,000	25,000
Sheriff's Office Retiree Medical	2,342,103	970,738	452,318	-	-	2,860,523
Tourism Development Council	505,863	280,938	3,374,093	-	2,882,292	295,000
Parks Trust	2,231,038	1,183,260	1,499,510	914,725	-	1,000,063
Tax Title Land	22,617	246,237	268,854	-	-	-
Grand Totals	102,410,093	403,870,445	444,195,769	99,944,127	99,944,127	62,084,769

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Revenue Analysis

Revenue by Category (Net Interfund Transfers)



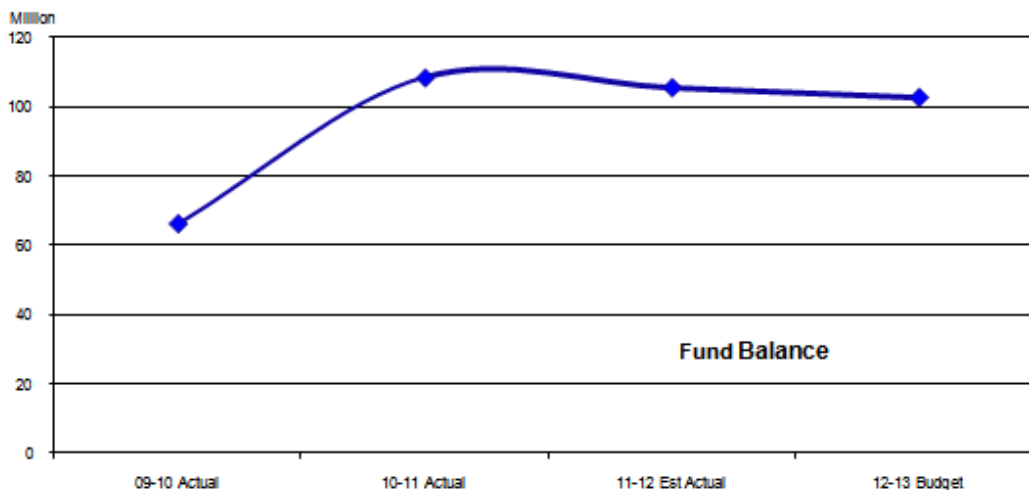
Beginning Fund Balance is money carried over from one year to the next. It represents the accumulation of revenues over expenditures throughout the life of the fund.

It is not uncommon for Beginning Fund Balance estimates to be in error as budgets must be formulated for the coming fiscal year almost six months before the end of the current fiscal year. This makes it difficult, and in some cases impossible, to closely estimate the resources that will be available to be carried forward. This task is particularly problematic for funds that undertake large construction projects and are dependent upon weather and other factors beyond their control. Nevertheless, budgets must be projected well in advance. The various departments provide the estimates used to budget the beginning balances in their funds. They make their projections based on their experience from prior years combined with the most current information about year to date actual revenues and expenses.

Fund Balance increased dramatically in 2010-11 due to the receipt of bond proceeds issued to finance public safety facility improvements for the Sheriff.

Beginning Fund Balance was budgeted at \$102.8 million for 2011-12 but actually amounted to over \$105 million. Although this is the net result of an accumulation of many funds starting the year with more or less revenue than estimated, the largest increase can be found in the Road Fund which had \$2.7 million more than expected due to lower than anticipated repair work completed prior to year end.

Fund Balance for FY 2012-13 is budgeted at \$102.4 million or 21.5% of total County revenues when Interfund Transfers have been factored out. Again, no one fund explains the \$3.0 million decrease but the General Fund, Library Services Fund, Road Fund and Community Corrections Fund are all starting the year with lower carryover. In the General Fund, reduced timber receipts and flat property taxes have taken their toll.



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

In May 1997, Oregon voters approved Measure 50, amending Oregon's constitution to cut local property taxes and limit their growth. Measure 50 rolled back assessed values to 90% of fiscal year 1996 levels, established permanent tax rates and limited assessed value growth for individual properties to 3% per year with exceptions for new construction, subdivisions and rezoning. Certain taxes, such as those to pay bonded debt and those which met special voting requirements were exempted from Measure 50 reductions. The maximum permanent tax rates for each district were calculated by the Oregon Department of Revenue to ensure that reductions averaged 17% statewide compared to what they would have been under the prior tax system. The resulting permanent tax rates for the County are \$2.4042 per \$1000 of assessed value inside cities and \$2.9766 in unincorporated areas.

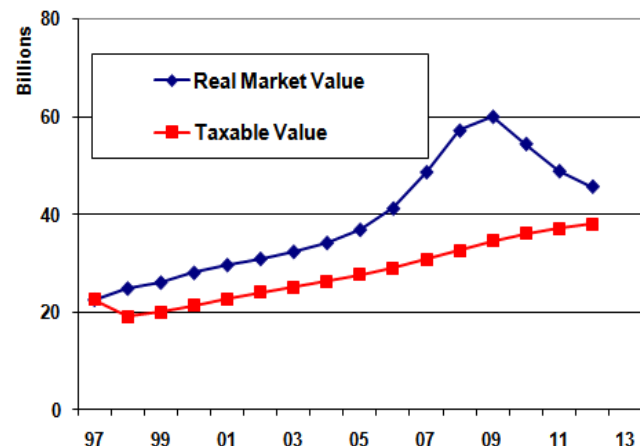
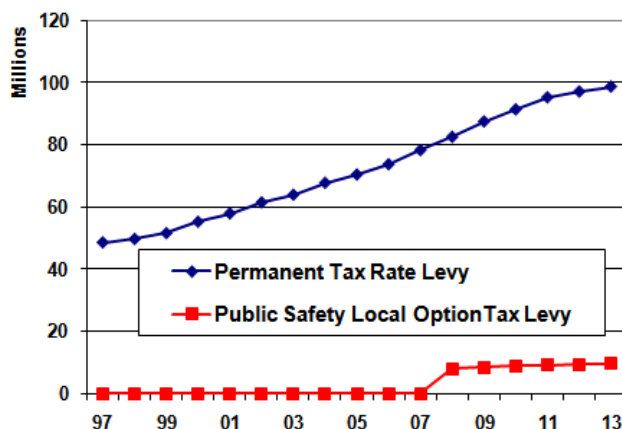
In November 2006, voters approved a public safety local option levy of \$0.2480 per \$1000 of assessed value to pay for staff to reopen 84 jail beds, add patrol positions and expand enforcement efforts to combat methamphetamine abuse and other crimes. This tax is in addition to that generated from the permanent tax rate and is dedicated to public safety.

As of January 1, 2011, the most recent valuation date available, the market value of property in Clackamas County was \$45.7 billion, a reduction of 23.8% from a high of \$60 billion on January 1, 2008. When 2012 market values are published by the Assessor this fall, they will reflect even more of the softening in market value County homeowners are experiencing. Due to the Measure 50 cap, assessed value has only reached \$38 billion.

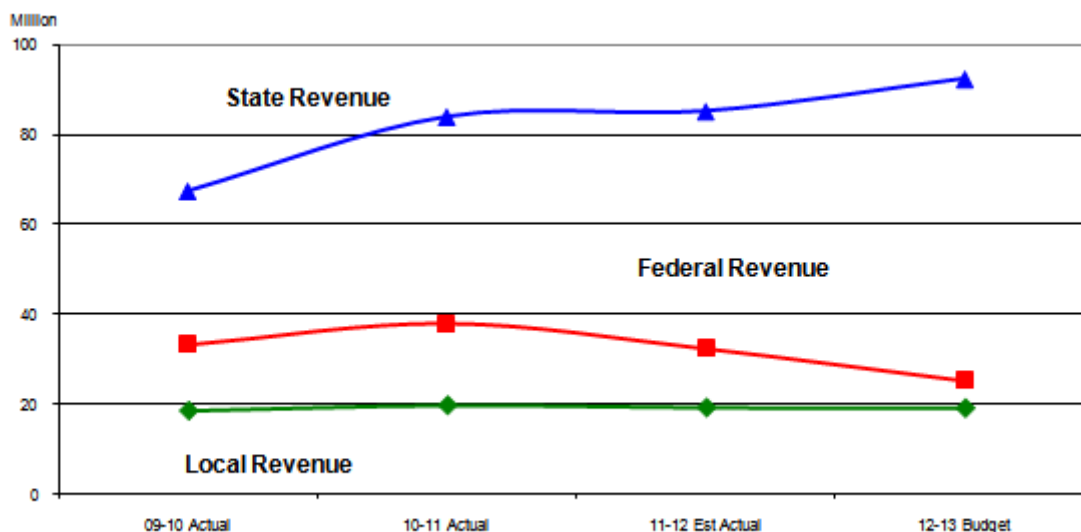
Taxes are calculated by multiplying the appropriate tax rates for a tax code area by the property's assessed value. Tax rates do not change from year to year unless voters approve temporary levies or general obligation bond issues, and since growth in assessed value for most properties is restricted,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

Since assessed value is still lower than market value, the market can decline a bit further without impacting property tax revenue derived from existing properties. Revenue derived from new construction is not currently a significant factor. In estimating receipts for 2011-12, we are assuming growth in property tax revenues of 1.75% over what was budgeted for 2011-12.

In the line chart on the left below, we can see the predictable progression of property tax revenue per Measure 50 constraints and addition of the 5 year public safety local option levy. The chart on the right shows a comparison of real market value and the assessed value upon which taxes are levied. We can see market value declining significantly in the last 3 years and this trend will continue when the 2012 valuation is added. Note that market and assessed value were equal in 1997 as that was the final year before Measure 50 went into effect.



Clackamas County reports revenue from other jurisdictions in three classifications, State, Federal and Local. These moneys are alike in that they are provided (with the exception of shared revenue from federal lands discussed below) for the operation of specific programs mandated or otherwise designated by those jurisdictions. These receipts represent significant revenue for the County. When Interfund Transfers have been excluded, they make up 28.7% of total resources. Departments estimate the grant revenues they will receive based on the most current information provided to them by their grantors.



State Revenues (19.4%) - State funding provides the largest share of support for designated activities. Revenue for many programs has been flat as state resources have been depleted but some programs are experiencing increases. We expect 2012-13 revenues to increase from what was actually received in 2011-12. State dollars are budgeted to provide \$92.3 million to the County.

Increased state revenue is found in Transportation and Development which is budgeted to receive \$27.4 million in 2012-13. There are two main components to this funding. The first is motor vehicle tax (primarily gasoline tax) which is expected to provide \$21.6 million to maintain County roads. This represents an increase of \$2.8 million each year for the last two fiscal years due to a \$.06 per gallon increase which took effect in 2011. This was the first such adjustment since 1993. The second component is \$6.0 million in project-specific transportation improvement funding, most of which comes from the Oregon Transportation Investment Act (OTIA) for work on bridges.

Community Health programs will receive \$25.2 and the Clackamas Mental Health Organization will receive \$14.7 million for patient care and disease prevention. Social Services estimates \$7.2 million in state support. The Children, Youth and Families Fund expects to receive \$1.3 million to provide services to youth under the age of seventeen.

Community Corrections programs receive \$6.0 million in state funding to provide for supervision and services to felony offenders. This is a significant reduction from previous years and has resulted in the loss of 15.75 full time equivalent positions even though additional General Fund support is being provided to sustain operations temporarily.

State shared revenue in the General Fund is budgeted to add \$3.9 million for 2012-13 including \$2.1 million in liquor and cigarette tax and \$1.5 million to support the County Assessor. In addition, the Business and Economic Development Fund receives \$1.5 million in video lottery money for economic development activities.

Federal Revenues (5.3%) - Moneys from federal sources are budgeted at \$25.4 million for FY 2012-13, a significant decrease from recent years. The Secure Rural Schools and Community Self-Determination Act of 2000 has been an historically important but declining source of revenue derived from federal lands. The General Fund and Road Fund have received the largest portions but county schools and local projects were also supported. In the recent past,

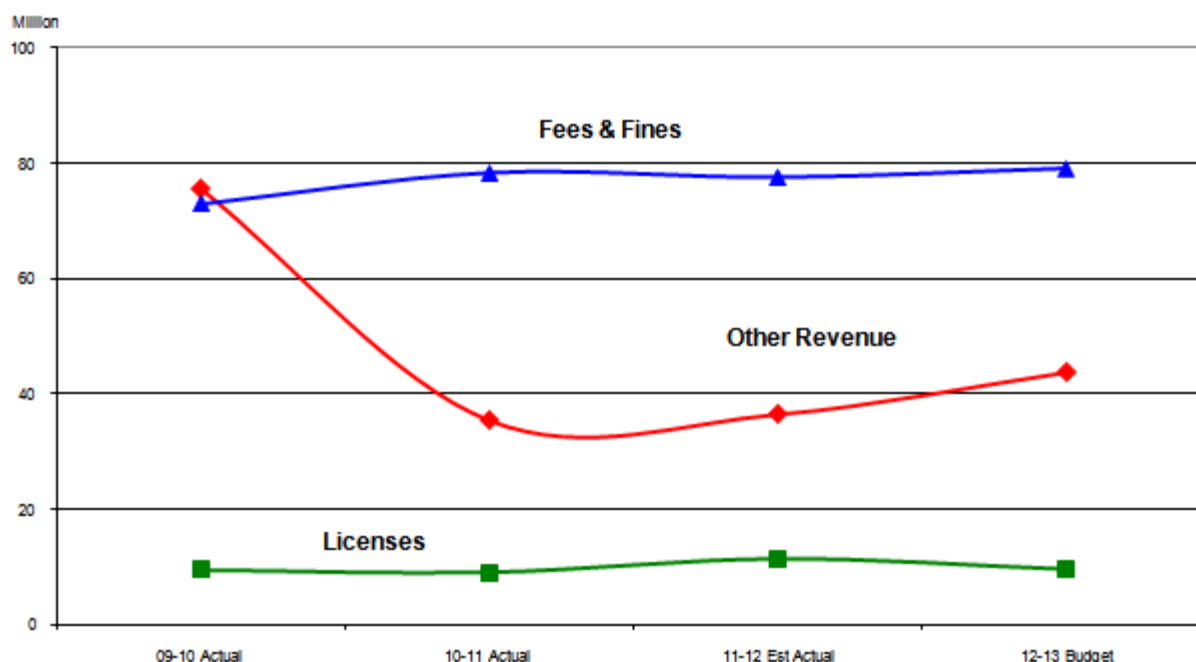
support from this source has amounted to over \$10 million per year. Reduced receipts of \$3.0 million in 2011-12 were to have been the final payments from Secure Rural Schools but after the 2012-13 budget was adopted, a one year extension was added. These additional funds are not currently included in the budget but will be added when the amount is known.

Federal revenues from another source, the American Recovery and Reinvestment Act (ARRA), have provided an additional revenue source during the last four years. The County will recognize the remaining \$2.4 million in 2012-13.

This year, Community Development has been allocated \$5.2 million from Housing and Urban Development (HUD) to develop new housing for low and moderate-income people in the County, improve neighborhoods, public facilities and historic buildings and make home repair loans to individuals. Social Services programs receive \$3.8 million in federal support for a wide variety of services to the aging, disabled or poverty stricken. Community Health gets \$4.0 million for health and dental care clinics, services to women, infants and children and other outreach programs. Community Solutions anticipates \$1.3 million in federal support.

Local Revenues (4.0%) - Local Revenue refers to funds that are provided by cities, counties and regional agencies. These sources combined add \$19 million in revenue to Clackamas County. The Sheriff receives \$8.3 million from contracts with cities for patrol services as these municipalities have elected not to maintain their own patrol units. Transient Room Tax (hotel/motel) receipts amount to \$2.8 million. These proceeds are transferred to the Tourism Development Council Fund and County Fair Fund. Community Health receives \$2.2 million to help support health care clinic and community nursing services. Social Services programs receive \$0.9 million from a variety of contracts and other sources to support the Community Action Agency and aging and disability services. Community Solutions for Clackamas County receives \$1.4 million to provide employment training and energy assistance to County residents.

These revenues come from payments for services and support the units that provide those services. As a group, they provide 27.8% of Clackamas County's resources net Interfund Transfers.



Fees and Fines (16.6%) – These are payments for services provided by County departments to citizens or to other departments. The County policy on fees is that they should be in compliance with state statutes and County ordinances and set at a level sufficient to recover the total cost associated with the service provided. Charges may be set below cost if it is determined by the Commissioners to be in the best interest of the County. Fines are included in this category but the only significant source of fines is the Justice Court which is budgeted to collect about \$3.9 million 2012-13. Fees and fines will bring in about \$79.0 million to the County this year, an increase of \$1.5 million.

A significant portion of fee revenue comes from the County's cost allocation system through which departments pay each other for such centralized services as data processing, accounting, legal services and mailroom support. These revenues are generally calculated using historical costs and are recovered by service providing departments in arrears. As might be expected, one of the largest recipients of fee revenue is the General Fund which is budgeted to receive about \$12 million for services that are accounted for under this umbrella.

Another important component of fee revenue in the General Fund is recording fees collected by the County Clerk which are projected to amount to \$2.4 million this year. This revenue is estimated by the Clerk based on recent trends and projected economic conditions. Fueled by record low interest rates and easy access to funds, mortgage refinancing pushed recording fees as high as \$4.4 million in 2002-03. In the last several years, the collapse of the real estate credit market followed by more stringent underwriting requirements designed to prevent such upheaval in the future have resulted in less construction, fewer sales of existing properties and lower levels of refinancing for existing properties. For the County, this has meant fewer documents recorded, and lower fees.

Outside the General Fund are other internal service providers who also generate fees. Technology Services is budgeted to receive \$9.8 million for providing information management and computer services to County departments and other agencies. Facilities Management earns \$5.2 million for maintenance and management of County owned and leased facilities. Services include janitorial work, maintenance and repair of heating, air conditioning, plumbing, electrical and mechanical systems, and safety compliance responsibilities. Fleet Services earns \$4.8 million for maintaining and repairing County and other publicly owned vehicles. Telecommunications Services generates \$2.3 million to maintain County communications systems. Central Dispatch brings in \$4.3 million from the police and fire jurisdictions that rely on it for 9-1-1 answering and emergency radio dispatching services.

Community Health adds about \$9.5 million to the total. The Road Fund earns \$2.8 million in fees primarily for engineering services to other County departments and agencies and other governments. The Stone Creek Golf Course is expected to earn \$2.8 million in revenue from greens fees. Rent charged to departments for their use of the Public Services Building and Development Services Building adds \$2.6 million which is applied toward debt service on those facilities.

Other Revenue (9.2%) – This revenue classification is a catchall for sources as diverse as interest income, miscellaneous reimbursements, sales and loan proceeds. The category is budgeted to contribute \$43.7 million to total County revenues for FY 2012-13. About \$15.8 million is accounted for in the General Fund composed primarily of salary reimbursements from other agencies that depend upon the General County to process their payrolls. These personnel services costs are reimbursed dollar for dollar. The Sheriff expects to receive \$4.5 million, almost all in salary reimbursements for employees funded by the Enhanced Law Enforcement District. As in the General Fund, costs are reimbursed dollar for dollar. The Self-Insurance Fund has budgeted \$2.7 million in contributions from departments toward insurance coverage for their employees. These contributions are determined in consultation with an actuary.

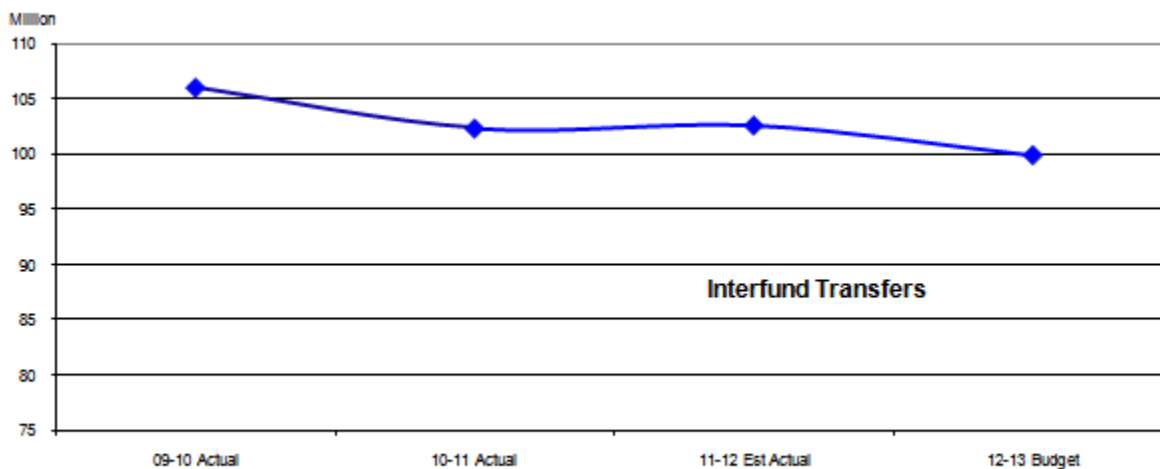
Other Revenue can be a very changeable resource classification, particularly when new debt issues are undertaken. Such was the case in 2009-10 when Clackamas County issued \$35.6 million in bonds to finance facilities improvements for the Sheriff.

Licenses and Permits (2.0%) – These 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 \$9.6 million for FY 2012-13, a decrease of 1.8% from the prior year. Construction related fees are recorded in the Building Codes Fund which anticipates collecting \$3.8 million in various licenses. Among the more significant sources are electrical permits (\$1.4 million), building permits (\$0.8 million), plan check permits (\$0.6 million). The Transportation System Development Charge Fund and Joint Transportation SDC Fund together are budgeted to receive \$1.2 million toward new construction compared with \$3.7 million for 2011-12. These funds will be used for capacity improvements necessitated by the new growth. In the General Fund, cable franchises are budgeted to add \$1.5 million and the Community Environment Fund will collect \$1.3 million in garbage hauler franchise payments based on agreements with franchisees.

Interfund transfers are dollars sent from one fund to another within Clackamas County. Transfers are recorded to track the movement of moneys between funds but they also create a double counting of those moneys as both funds involved show revenue when they receive the funds and expense when they use them. To eliminate this duplication, the revenues analyzed in this financial summaries section calculate percentages of total resources after interfund transfers have been removed.

In recent years, interfund transfers have ranged from a high of \$106 million in 2009-10 to a currently budgeted level of just under \$100 million for 2012-13. Most interfund transfers come from the General Fund and are composed of property tax revenue and other non-restricted moneys such as cigarette and liquor taxes and franchise fees collected in the General Fund. These resources are then sent to the various County funds to support their operations. When preparing their 2012-13 budget requests, departments were told their level of General Fund support would be flat or declining as the County is anticipating slower property tax collections. Total interfund transfers from the General Fund declined \$3.6 million in 2012-13.

Another significant source of Interfund transfer revenue is system development charges, grants and other funds being transferred to capital project funds to pay for transportation capacity improvements such as the Sunnyside Road projects and joint projects with the City of Happy Valley. Transfers related to transportation capital projects budgeted for 2012-13 total \$3.5 million. This amount fluctuates year to year depending upon the amount and size of projects expected to be in the construction phase.



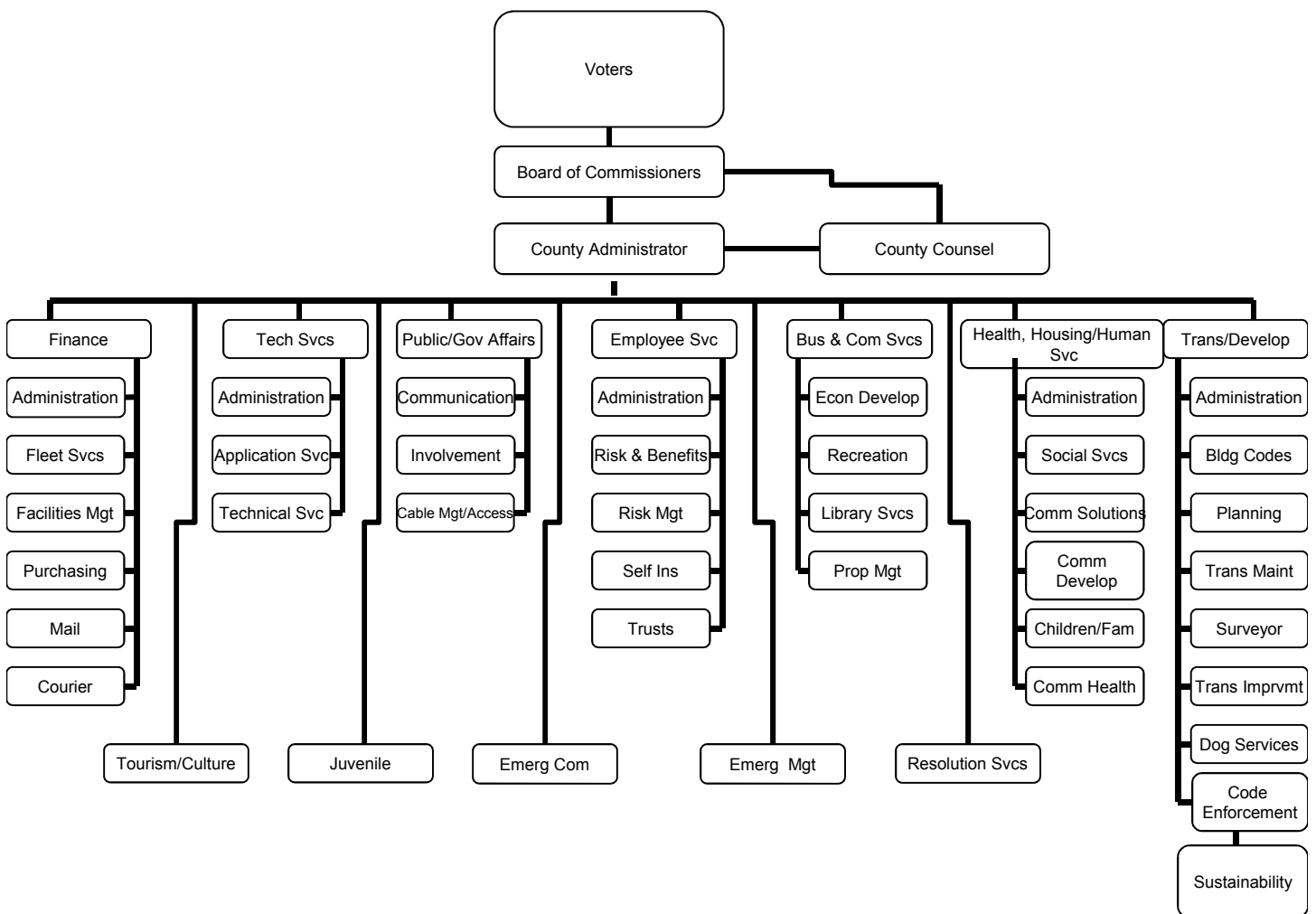
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This section is designed to provide an opportunity for department heads to discuss the issues that are of significance in terms of their total operation. By limiting analysis to individual funds, this overall perspective can be lost.

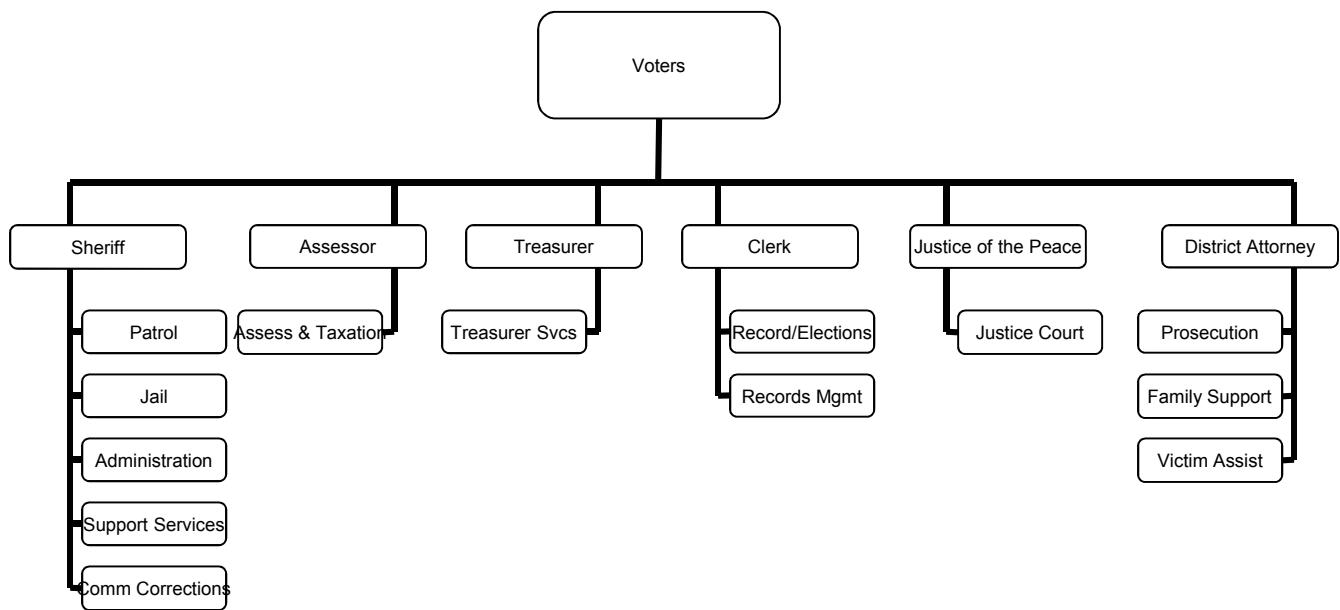
Each department will discuss its mission, provide an overview of major programs, detail primary goals and objectives toward accomplishment of its mission and report on key performance measures. Additional performance measures have been compiled by the departments and are available upon request.

A countywide organizational chart introduces this section to provide overall perspective. Total departmental requirements and workforce histories are also analyzed. In the individual department pages, requirements are presented by expenditure category and by program over a four-year period.

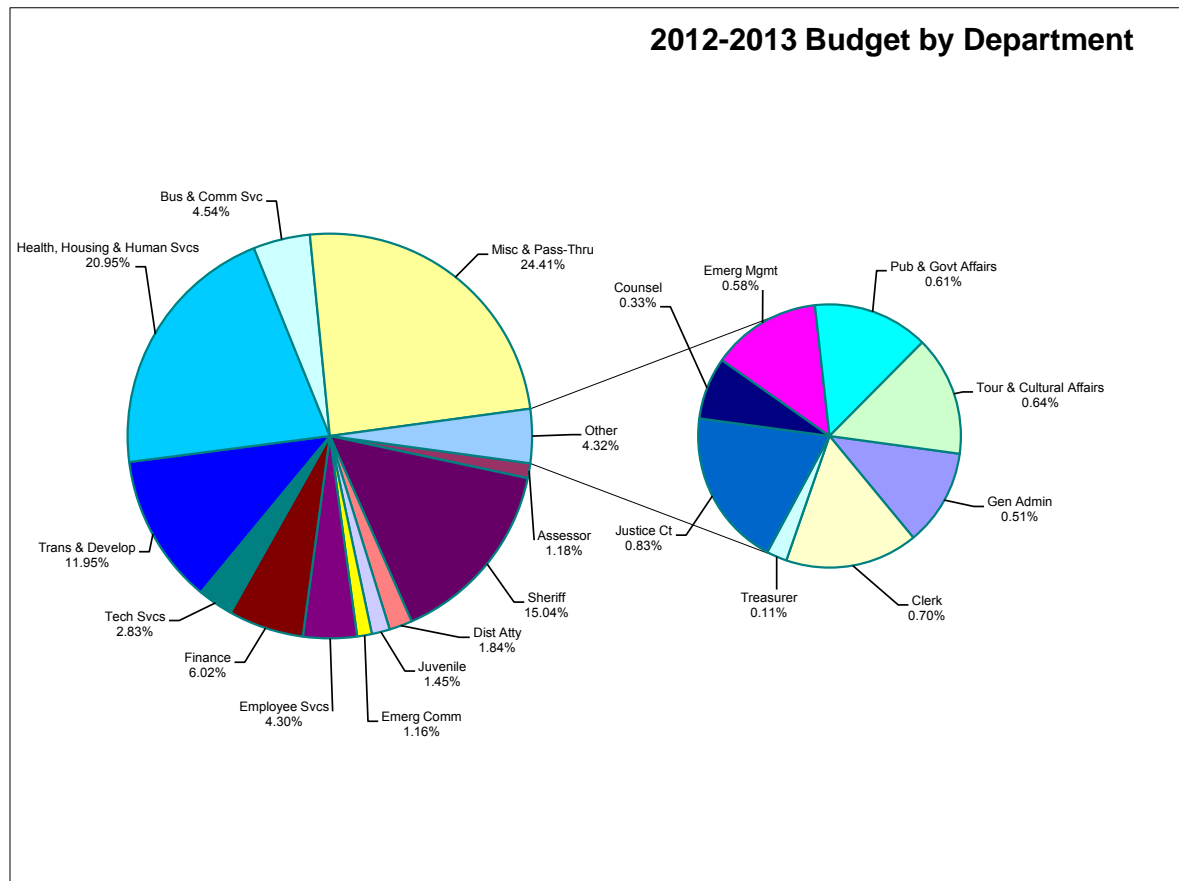
Clackamas County Departments



Clackamas County Departments



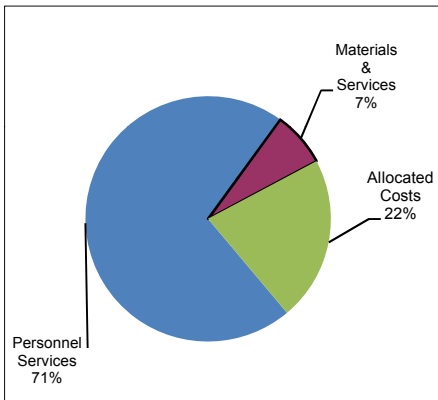
	2009-10 Actual	2010-11 Actual	2011-12 Budget	2011-12 Est Actual	2012-13 Adopted
Requirements by Department					
General County Administration	2,518,245	2,601,533	2,865,739	2,839,904	2,951,694
Assessor	5,835,083	6,076,702	6,597,212	6,035,587	6,805,140
Clerk	3,407,038	3,131,323	3,951,323	3,561,460	4,060,614
Treasurer	575,600	590,525	608,527	608,527	621,804
Sheriff	65,616,188	86,678,281	85,938,053	86,304,964	86,684,755
District Attorney	10,662,677	10,873,952	10,744,910	10,587,170	10,592,783
Justice Court	617,300	2,766,440	3,832,817	3,851,529	4,807,479
Juvenile	8,403,614	8,950,134	9,524,794	8,902,469	8,363,150
County Counsel	1,800,436	1,936,615	1,904,316	1,902,016	1,901,616
Emerg Management	2,699,632	2,651,332	3,181,382	3,004,698	3,350,536
Emerg Communication	6,516,182	6,627,748	6,663,013	6,379,244	6,681,138
Public & Gov Affairs	2,867,368	3,323,115	3,469,683	3,507,382	3,532,627
Community & Legislative Svcs	272,608	-	-	-	-
Employee Services	21,484,945	22,936,997	23,967,293	22,371,098	24,792,138
Finance	47,776,052	46,678,484	37,872,651	34,113,184	34,713,181
Technology Services	13,580,989	16,059,714	24,344,985	21,962,417	16,315,754
Transportation & Development	97,231,021	67,236,650	82,329,322	72,878,979	68,846,769
Health, Housing & Human Svcs	99,168,231	117,063,858	135,801,397	125,936,293	120,723,646
Business & Community Svcs	23,512,642	25,463,907	28,208,618	28,170,547	26,175,666
Tourism & Cultural Affairs	3,251,972	3,153,915	3,065,189	3,126,895	3,669,093
Miscellaneous & Pass-Thru Items	132,710,671	145,483,926	141,285,461	140,089,727	140,635,082
Total Requirements by Department	550,508,494	580,285,151	616,156,685	586,134,090	576,224,665



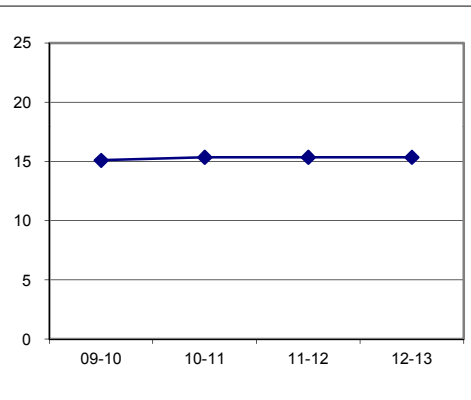
General County Administration

- . Board of County Commissioners
- . County Administration

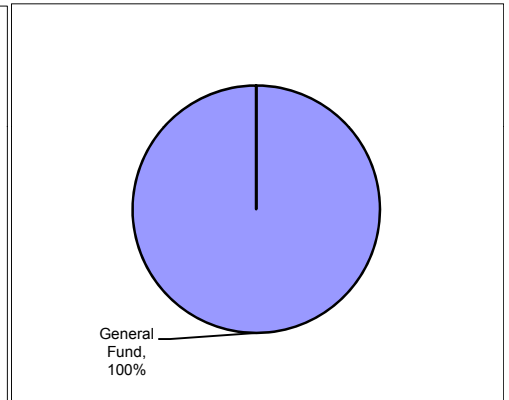
	2009-10 Actual	2010-11 Actual	2011-12 Budget	2011-12 Est Actual	2012-13 Budget
Requirements by Budgetary Category					
Personnel Services	1,703,693	1,754,723	2,024,661	2,024,661	2,098,988
Materials & Services	194,060	193,709	212,091	186,256	212,898
Allocated Costs	620,492	653,101	628,987	628,987	639,808
Subtotal Current Expenditures	2,518,245	2,601,533	2,865,739	2,839,904	2,951,694
Reserves	-	-	-	-	-
Contingency	-	-	-	-	-
Ending Fund Balance(s)	-	-	-	-	-
Total Requirements by Category	2,518,245	2,601,533	2,865,739	2,839,904	2,951,694
Requirements by Fund					
General Fund - Bd of Cty Commissioners	1,231,266	1,245,314	1,301,914	1,284,764	1,318,132
General Fund - County Administration	1,286,979	1,356,219	1,563,825	1,555,140	1,633,562
Total Requirements by Fund	2,518,245	2,601,533	2,865,739	2,839,904	2,951,694
Budgeted Full-Time Equivalents	15.10	15.35	15.35	15.35	15.35



2012-13 Requirements by Category



Full-Time Equivalents



2012-13 Requirements by Fund

Department Mission/Purpose

The five-member Board of Commissioners serves as the governing body of Clackamas County leading the general government of Clackamas County. The Board sets policies, enacts ordinances and approves budgets to perform County services.

County Administration, through the leadership of the County Administrator, works with the Board of County Commissioners to facilitate effective, quality service delivery in all County programs. The County Administrator serves as the Chief Administrative Officer of the County and is responsible for implementing the Board of Commissioners' policy directives, facilitating organizational efficiencies, leading with clearly defined expectations for performance accountability, and using sound fiscal management practices and procedures. County Administration develops and manages the County's annual budget of approximately \$783 million and directs the work of about 2,000 employees.

General Overview of Programs

County Administration includes the offices of the Board of County Commissioners and the County Administrator whose responsibilities extend to all other County departments. County Administration, through the County Administrator, implements the policy decisions of the Board of County Commissioners, directs the efforts of County departments, develops recommendations for policy and procedures, and oversees budget creation and management. This activity is primarily funded through cost allocation.

Goals and Performance Measures

For FY 2012-13, County Administration will continue to implement the County's 2011-16 Strategic Plan and will lead deployment and integration of LEAN process improvement practices across County departments to further streamline business practices for more effective service delivery. Major goals for FY 2012-13 are as follows.

Providing financial stability and leadership:

- Begin Clackamas Investment Strategy implementation
- Continue implementation of the annual Leadership Academy for County employees
- Work closely with the Board to ensure wise stewardship of taxpayer resources
- Work with departments to align the County's Strategic Plan with departmental plans
- Integrate LEAN process improvement principles and activities across County departments
- Work with internal service departments to continuously improve Service Level Agreements (SLAs) with departmental clients
- Update Red Soils Master Plan with the goal of efficient and cost effective building and space use

Keeping our residents safe, healthy and secure:

- Support a stable public safety system to serve both urban and rural residents
- Support stable infrastructure and human services systems
- Continue to provide financial support for non-sheriff public safety capital facilities

Creating a network of vibrant communities:

- Continue work with the city of Oregon City, Metro and the State toward redevelopment of the Blue Heron site
- Support community-driven urban renewal initiatives
- Attend and support business oriented events
- Seek opportunities to improve the economic climate and job protection in Clackamas County
- Support County diversity initiatives
- Evaluate outcomes of the FY 2001-12 performance audit of Public and Government Affairs and direct implementation of any needed improvements
- Ensure completion of the Broadband Technology Opportunity Program grant project and effectively transition the Clackamas Broadband Xpress program to self-sufficiency

Department:	County Administration				
Strategic Plan:	Fiscal Year 12-13	Actual 09-10	Actual 10-11	Estimated 11-12	Projected 12-13
Countywide Area of Focus:	Provide financial stability and leadership				
Department Goal 1:	Conduct leadership and policy activities that direct County programs and services				
Activity to Further Goal:	Support Clackamas County Leadership Academy				
Performance Measure:	Percent completion of the Employee Leadership Academy and associated projects by participating employees - Target: 100% annually by June 30			100%	100%
Activity to Further Goal:	Work closely with the Board to ensure wise stewardship of taxpayer resources				
Performance Measure:	Propose a budget that supports both departments' needs and Board goals - Target: budget approval and adoption annually in June	100%	100%	100%	100%
Performance Measure:	Increase Board and public access to online budget information throughout fiscal year - Target: 250 web views/month (annual average) from Mar-May		502	250	250
Activity to Further Goal:	Implement Strategic Plan and LEAN process improvement initiatives across County departments				
Performance Measure:	Percent of departments that have aligned their work effort and plans with the County Strategic Plan - Target: 60%		10%	15%	40%
Performance Measure:	Percent of departments that are engaged in process improvement activities - Target: 33%		5%	60%	33%
Activity to Further Goal:	Work with internal service departments to develop Service Level Agreements (SLAs) with departments that clarify services and reflect the expectations of departments served				
Performance Measure:	Percent of internal service departments with completed SLAs		100%	100%	100%
Countywide Area of Focus:	Keep our residents safe, healthy and secure				
Department Goal 1:	Strive to provide adequate funding for services and systems that maintain community health and safety (roads, sewers, housing, public health, etc.)				
Activity to Further Goal:	Support a stable public safety system to serve both urban and rural residents and Support stable infrastructure and human services systems				

Department:	County Administration				
Strategic Plan:	Fiscal Year 12-13	Actual 09-10	Actual 10-11	Estimated 11-12	Projected 12-13
Performance Measure:	Local option levy for Sheriff - Target: Local Option Levy presented to voters for approval during FY 2011-12			100%	n/a
Performance Measure:	Distribute revenue from Justice Court funds to reinvigorate collaboration among public safety providers - Target: Coordinated plan approved by providers and implemented			100%	100%
Performance Measure:	Identify and pursue resource options for maintaining County roads in partnership with cities in Clackamas County			10%	40%
Countywide Area of Focus:	Create a network of vibrant communities				
Department Goal 1:	Support the needs of Clackamas County businesses and residents through transportation, broadband and other public works systems				
Activity to Further Goal:	Work with the City of Oregon City toward redevelopment of the Blue Heron site				
Performance Measure:	Work with Oregon City to establish a plan for acquiring public access to Willamette Falls and encouraging redevelopment of the Blue Heron mill site - Target: Plan completed				
			10%	50%	100%
Activity to Further Goal:	Support development of the Clackamas Broadband Xpress network				
Performance Measure:	Percent of project built - Target: 100% by June 2013		5%	70%	100%
Department Goal 2:	Evaluate the effectiveness of community outreach via a targeted performance audit of the Public & Government Affairs (PGA) department				
Activity to Further Goal:	Conduct PGA performance audit and implement planned improvements				
Performance Measure:	Performance audit of PGA complete by 6/30/2012			100%	
Performance Measure:	Percent of planned improvements implemented				33%
Department Goal 3:	Continue to support and enhance a workplace culture that furthers sustainability and cultural competency				
Activity to Further Goal:	Attend and support Business of the County, Say Hey, and other business oriented events				
Performance Measure:	Percent of business oriented events attended by County Administration. Target: 75%		75%	75%	75%

Department: County Administration

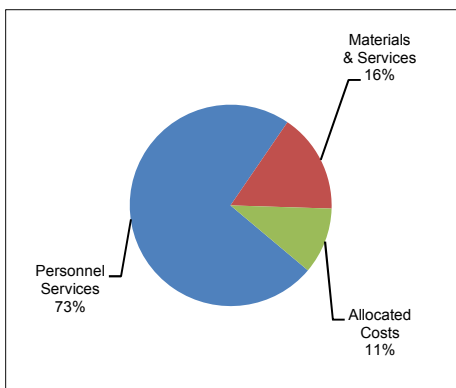
		Actual 09-10	Actual 10-11	Estimated 11-12	Projected 12-13
Strategic Plan:	Fiscal Year 12-13				
Activity to Further Goal:	Support County diversity initiatives to create a culturally competent workforce and support a vibrant and diverse community				
Performance Measure:	Percent of Diversity Brown Bag sessions and other events attended by at least one County Administrator - Target: 100%		100%	100%	100%
Performance Measure:	Percent of Quarterly Management Meetings where County Diversity Manager makes a presentation - Target: 100%		100%	100%	100%

Assessor's Department

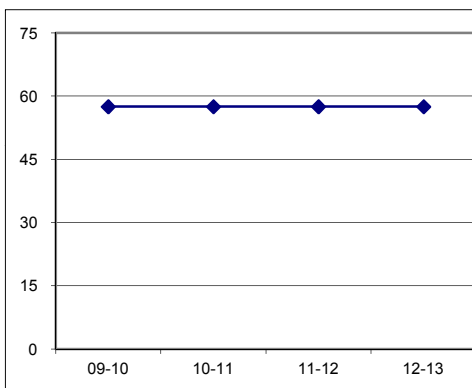
Summary of Requirements by Department

Assessor's Department

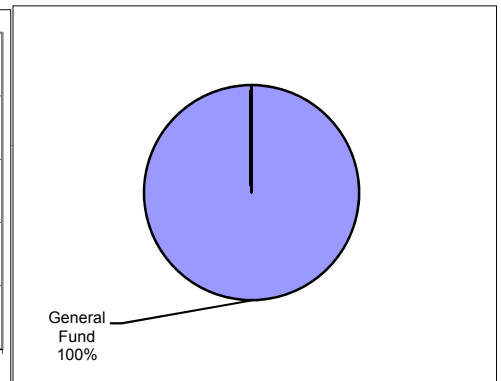
	2009-10 Actual	2010-11 Actual	2011-12 Budget	2011-12 Est Actual	2012-13 Budget
<u>Requirements by Budgetary Category</u>					
Personnel Services	4,152,689	4,366,140	4,834,710	4,287,030	4,996,180
Materials & Services	928,905	964,528	1,047,935	1,033,990	1,086,632
Allocated Costs	753,489	746,034	714,567	714,567	722,328
Capital Outlay	-	-	-	-	-
Subtotal Current Expenditures	5,835,083	6,076,702	6,597,212	6,035,587	6,805,140
Reserves	-	-	-	-	-
Contingency	-	-	-	-	-
Ending Fund Balance(s)	-	-	-	-	-
Total Requirements by Category	5,835,083	6,076,702	6,597,212	6,035,587	6,805,140
<u>Requirements by Fund</u>					
General Fund - County Assessor	5,835,083	6,076,702	6,597,212	6,035,587	6,805,140
Total Requirements by Fund	5,835,083	6,076,702	6,597,212	6,035,587	6,805,140
Budgeted Full-Time Equivalents	57.50	57.50	57.50	57.50	57.50



2012-13 Requirements by Category



Full-Time Equivalents



2012-13 Requirements by Fund

Department Mission/Purpose

The mission of the Department of Assessment and Taxation is to efficiently administer state property tax laws; provide high quality customer service to customers and taxing jurisdictions; assure that County property is valued fairly and equitably; mail tax statements timely; and process payments quickly and efficiently.

General Overview of Programs

The Assessor is responsible for the equitable valuation of all property in Clackamas County for use in calculating the ad valorem taxes for 129 taxing districts. This includes tax billing and collection of \$624 million for the 2011-12 tax year. This office provides the only tax collection activity for all the districts in the County.

The Assessor's program is composed of four sections: Cartography, Appraisal, Assessment and Taxation.

The *Cartography* section assists in the preparation of the assessment roll used for tax collection. Governed by Oregon statutes, it constructs and maintains source documents, ownership records, Mylar maps, electronic maps, political boundary maps and record files. Its records and maps are used extensively by governmental agencies, title companies, attorneys, property owners and the real estate industry. Clackamas County's geographic information system base map maintenance and quality control are performed by the Assessor's cartographic personnel.

The *Appraisal* section's function is to maintain Real Market Value (RMV), monitor farm and forest special assessments, monitor exemptions, handle all appeals at local and state levels, plus value divisions, plats and new construction annually. The appraisal records provide valuable information about house and land characteristics, special assessments and value history summaries. These records are used daily by real estate professionals, title companies, property owners and the general public.

The *Assessment* section completes the preparation of the assessment roll, computes and extends the levies of various districts within the County and prepares a tax roll for collection of those levies. This includes checking district budgets for completion and compliance with local budget laws. Public information concerning ownership, addresses, assessed value, district budgets and value summaries is provided daily.

The *Taxation* section responds to inquiries about property taxes. Tax collection is completed on over 169,200 accounts representing 129 taxing districts. Moneys are turned over to the County Treasurer for distribution. Duties include administration of the annual foreclosure process and maintenance of properties subject to restriction of bankruptcy laws.

Department:	Assessor	Actual 09-10	Actual 10-11	Estimated 11-12	Projected 12-13
Strategic Plan:	Fiscal Year 11-12				
Countywide Area of Focus:	Provide financial stability and leadership				
Department Goal 1:	Mail tax statements timely and process payments quickly and efficiently				
Activity to Further Goal:	Mail tax statements in November and process payments by November 30th.				
Performance Measure:	Number of tax statements mailed for the November billing period	172,525	169,237	169,200	169,250
Performance Measure:	Average payments posted per day October 15th through November 30th	\$3,256	\$3,304	\$3,351	\$3,360

Department:	Assessor	Actual 09-10	Actual 10-11	Estimated 11-12	Projected 12-13
Strategic Plan:	Fiscal Year 11-12				
Performance Measure:	Revenue distributed to taxing districts period ending November 30th	\$496.0M	\$514.9M	\$525.0M	\$535.0M
Performance Measure:	Percentage of total tax roll collected	82.5%	84.2%	84.1%	84.2%
Countywide Area of Focus:	Create a network of vibrant communities				
Department Goal 1:	Assure that county property is valued fairly and equitably				
Activity to Further Goal:	Value property at 100% of RMV (Real Market Value) to accurately reflect taxing district revenues lost due to Measure 5				
Performance Measure:	Number of property tax accounts revalued	172,525	169,237	169,200	169,250
Performance Measure:	Ratio of Assessed Value to RMV	66.2%	75.8%	83.1%	90%
Performance Measure:	Number of accounts showing loss due to Measure 5 compression in the Government and School categories				
Performance Measure:	Government Category	4,029	4,589	4,894	11,422
Performance Measure:	Education Category	24,808	34,476	54,401	89,472
Performance Measure:	Revenue Loss due to compression	\$3,685,700	\$7,576,261	\$12,665,520	\$20,531,990
Department Goal 2:	Value new construction, plats, subdivisions and other property that generates new revenue for taxing districts				
Activity to Further Goal:	Discover and value all new construction, plats, subdivisions and other property that generates new revenue for taxing districts				
Performance Measure:	Accounts generating new taxing districts revenue	7,445	5,805	4,715	4,530
Performance Measure:	Average revenue generated per account	\$2,140	\$1,870	\$1,780	\$1,810

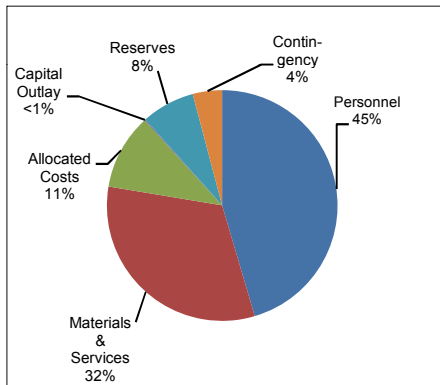
Department:	Assessor	Actual 09-10	Actual 10-11	Estimated 11-12	Projected 12-13
Strategic Plan:	Fiscal Year 12-13				
Performance Measure:	Exception value derived from new construction, plats, divisions, and other property changes	\$1.03B	\$587.0M	\$541.5M	\$530.7M
Performance Measure:	New revenue derived from new construction, plats, divisions, and other property	\$15.9M	\$9.0M	\$8.4M	\$8.2M
Countywide Area of Focus:	Provide financial stability and leadership				
Department Goal 1:	Value property at 100% of RMV to maintain property appeals at reduced levels				
Activity to Further Goal:	Value property at 100% RMV				
Performance Measure:	Accounts revalued	172,525	169,237	169,200	169,250
Performance Measure:	Number of Board of Property Tax Appeals (BOPTA)	1,212	1,145	1,894	2,116
Performance Measure:	Percentage of accounts that appeal to BOPTA	0.70%	0.68%	1.12%	1.25%
Performance Measure:	Percentage of accounts above reduced by BOPTA	48%	60%	70%	70%
Performance Measure:	Percentage reduction of total value appealed	7.60%	9.40%	10.00%	10.00%

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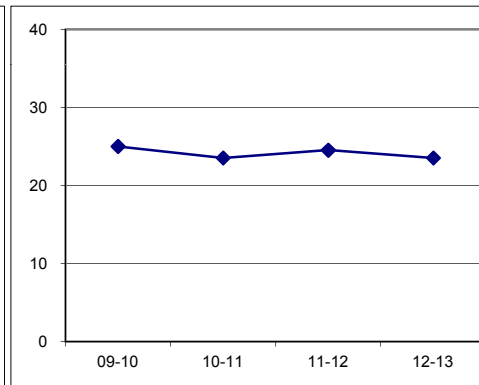
Clerk Department

- . Clerk/Recording/Elections
- . Records Management

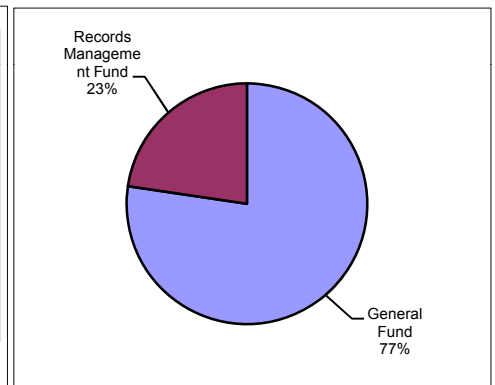
	2009-10 Actual	2010-11 Actual	2011-12 Budget	2011-12 Est Actual	2012-13 Budget
Requirements by Budgetary Category					
Personnel Services	1,674,132	1,620,029	1,912,890	1,669,518	1,845,593
Materials & Services	1,081,912	980,564	1,160,712	943,082	1,306,985
Allocated Costs	520,048	490,172	431,712	431,712	430,199
Capital Outlay	59,370	-	341,320	329,320	5,000
Debt Service	-	-	-	-	-
Interfund Transfers	-	-	-	-	-
Subtotal Current Expenditures	3,335,462	3,090,765	3,846,634	3,373,632	3,587,777
Reserves	-	-	53,551	-	305,881
Contingency	-	-	51,138	-	166,956
Ending Fund Balance(s)	71,576	40,558	-	187,828	-
Total Requirements by Category	3,407,038	3,131,323	3,951,323	3,561,460	4,060,614
Requirements by Fund					
General Fund - County Clerk	2,554,298	2,391,111	3,053,351	2,639,126	3,140,465
Records Management Fund	852,740	740,212	897,972	922,334	920,149
Total Requirements by Fund	3,407,038	3,131,323	3,951,323	3,561,460	4,060,614
Budgeted Full-Time Equivalents	25.00	23.53	24.53	24.53	23.53



2012-13 Requirements by Category



Full-Time Equivalents



2012-13 Requirements by Fund

Department Mission/Purpose

The mission of the County Clerk's office is to provide, as required by law, prompt, professional, cost-effective and friendly service to citizens who file for office, register to vote, vote, file election-related documents, record property documents, research records, apply for marriage licenses and declaration of domestic partnerships, appeals to the Board of Property Tax Appeals, and apply for passports. Businesses can record documents and apply for liquor licenses. State and local governments can file ballot measures and utilize microfilming and records storage services. Clackamas County departments can locate needed information from property records, Board of County Commissioner orders, contracts and agreements.

The Clerk's Office mission is to provide friendly and efficient service to all who call upon our office; to have every person who uses our services leave feeling good about the experience, even if we are unable to grant their request.

General Overview of Programs

The County Clerk acts as the Elections Officer, Records and Information Officer and Recording Officer for Clackamas County. Because the Clerk administers four functions, the office is divided into four major areas; Administration, Recording, Records Management and Elections.

Administration includes the office of County Clerk, Administrative Assistant to the Clerk and the office of Board of Property Tax Appeals.

The Recording Division is responsible for recording and preserving public records dealing with real property transactions such as deeds, mortgages, liens and plats. Ownership of property in Clackamas County can be traced back to the early 1850's in the records maintained by the Recording Division. Recording is also responsible for scanning and indexing County Commissioners' Board Orders, agreements & contracts; filing fiscal budgets for cities and special districts; issuing marriage licenses and declaration of domestic partnerships; receiving liquor license applications for processing, approval and referral to the Oregon Liquor Control Commission.

The Elections Division administers and conducts all federal, state, county, city and special district elections in Clackamas County. The Office advises voters, candidates, political action committees, political parties, cities, special districts and others about administrative rules and statutes applicable to election laws. Other functions include overseeing election filing forms and voter registration. The Office also prepares ballots and voters' pamphlets, receives and processes returned ballots and completes election result tallies.

The Records Management Division provides document capture, preservation, access and records storage. Services include scanning, microfilming, storing and timely delivery of County records; including records retention scheduling, records-related training and the development of records policies and procedures. Passport application processing and passport photo services are offered to the public as Records Management is a designated Passport Acceptance Facility.

Department: Clerk

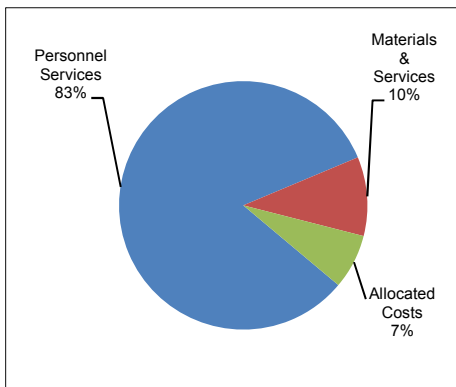
Strategic Plan:		Actual 09-10	Actual 10-11	Estimated 11-12	Projected 12-13
Countywide Area of Focus: Providing Financial Stability and Leadership					
Department Goal 1:	Microfilm from 1989-2000 converted to scanned images and migrated into the index.				
Activity to Further Goal:	Select vendor and proceed.				
Performance Measure:	Time saved in looking for lost or misplaced film jackets, the public's ease of access, images would be clear and clean copies.				100%
Department Goal 2:	Update proficiency of auto indexing software.				
Activity to Further Goal:	Continue using the software, identify its deficiencies, seek solutions.				
Performance Measure:	Items recorded correctly and indexed the same day.		60%	60%	90%
Department Goal 3:	Streamline Recording Efficiency Through E-Recording				
Activity to Further Goal:	Through the implementation of Electronic Recording, the tasks of document scanning and returning documents to the customer are done the same day as the recording.				
Performance Measure:	A weekly comparison report will be generated to track the number of documents electronically recorded and the number of documents recorded the old fashioned way. This should reflect on postage expense and staff time spent scanning.				100%
Department Goal 4:	Lower election costs while increasing sustainability.				
Activity to Further Goal:	Continue to develop new, more efficient methods for processing ballots on Election day.				
Performance Measure:	Compare cost/ballots for this fiscal year to prior fiscal year's				100%
Activity to Further Goal:	Explore the purchase of a new high-speed ballot return envelope scanning machine to be financed through Help America Vote (HAVA) funds.				
Performance Measure:	Compare cost/sorting ballots for this fiscal year to prior fiscal year's				100%
Department Goal 5:	Complete review of the Elections Procedures Manual to incorporate the HART tally system purchased in 2011.				
Activity to Further Goal:	Reserve time each month to meet with staff and complete this process.				
Performance Measure:	Completion of review of the manual.		25%	50%	75%
Department Goal 6:	Promote the use of Clackamas County Records Management as a viable document conversion service resource for local government entities.				
Activity to Further Goal:	Manager will contact past client cities and discuss the issues and needs of each with the appropriate manager or official. This can be done at the rate of several contacts per month.				
Performance Measure:	Increased business from outside clients.			20%	100%
Department Goal 7:	Implement modifications to the Records Management work processes to promote financial efficiency, eliminate redundancy, and enhance the training program of record coordinators.				
Activity to Further Goal:	Manager will study, evaluate and rewrite policy and procedure as necessary to ensure that documents are easy to understand. The Clackamas County Retention Schedule shall be updated and restructured to allow ease of use online.				
Performance Measure:	Increased efficiency; less administrative redundancy; positive feedback from client departments.				100

Treasurer's Department

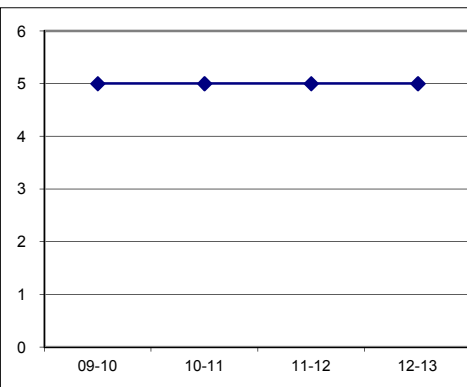
Summary of Requirements by Department

Treasurer's Department

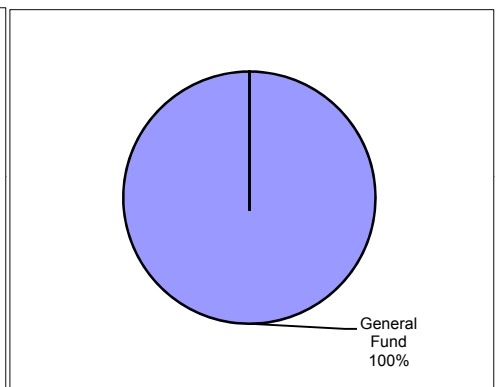
	2009-10 Actual	2010-11 Actual	2011-12 Budget	2011-12 Est Actual	2012-13 Budget
<u>Requirements by Budgetary Category</u>					
Personnel Services	474,235	485,700	493,602	493,602	513,538
Materials & Services	58,888	61,361	74,700	74,700	63,799
Allocated Costs	42,477	43,464	40,225	40,225	44,467
Subtotal Current Expenditures	575,600	590,525	608,527	608,527	621,804
Reserves	-	-	-	-	-
Contingency	-	-	-	-	-
Ending Fund Balance(s)	-	-	-	-	-
Total Requirements by Category	575,600	590,525	608,527	608,527	621,804
<u>Requirements by Fund</u>					
General Fund - County Treasurer	575,600	590,525	608,527	608,527	621,804
Total Requirements by Fund	575,600	590,525	608,527	608,527	621,804
Budgeted Full-Time Equivalents	5.00	5.00	5.00	5.00	5.00



2012-13 Requirements by Category



Full-Time Equivalents



2012-13 Requirements by Fund

Department Mission/Purpose

The Mission of the Treasurer's office is to actively invest, account for, manage, distribute and safeguard the County's cash assets.

General Overview

The Clackamas County Treasurer is the Chief Investment Officer for the County. The Treasurer's office has responsibility for all the cash management and investment activities of the County including reconciliation functions for 15 County bank accounts; distribution of tax revenue to approximately 128 different taxing authorities in Clackamas County; all Clackamas County investment purchases and sales; maintenance of all banking and investment custody agreements; maintenance of approximately 50 County and public trust accounts; County debt service payments and arbitrage calculations; and cash handling training and internal control documentation, evaluation and design.

Department:		Treasurer			
Strategic Plan:		Actual 09-10	Actual 10-11	Estimated 11-12	Projected 12-13
Countywide Area of Focus:	Provide financial stability and leadership				
Department Goal 1:	Interest earnings consistent with County Investment Policy				
Activity to Further Goal:	Accurate cash flow forecasting so that investments can be appropriately laddered				
Performance Measure:	Compare earnings to Clackamas County Investment Policy benchmark earnings	exceeds	exceeds	exceeds	equal
Activity to Further Goal:	Compliance with Investment Policy type, issuer and maturity limitations				
Performance Measure:	Quarterly analysis of investment portfolio with comparison to stated requirements	yes	yes	yes	yes
Department Goal 2:	Accuracy of financial data related to cash balances				
Activity to Further Goal:	Timely monthly bank reconciliations				
Performance Measure:	Bank accounts typically reconciled within 30 days of receipt of the bank statement	yes	yes	yes	yes

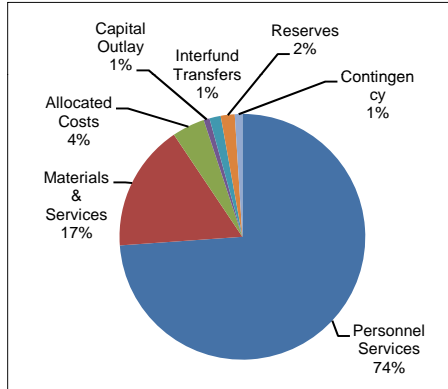
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Sheriff's Department

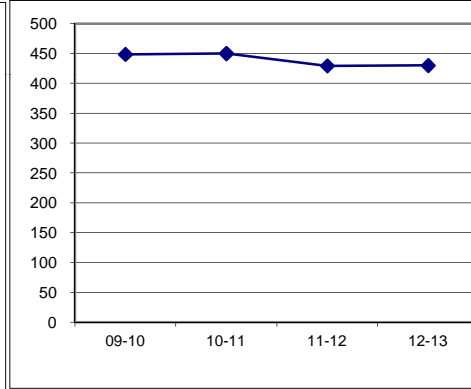
- . Jail
- . Patrol
- . Administration
- . Support Services
- . Community Corrections*

*Supervised by Sheriff under contract with County Administrator

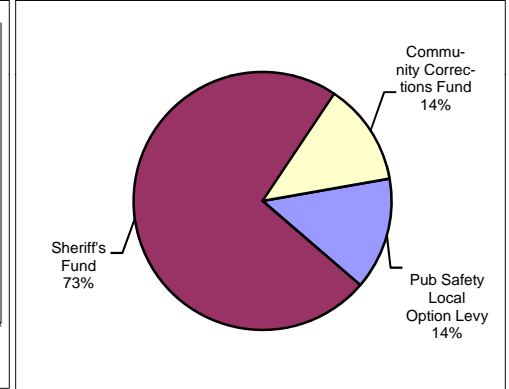
	2009-10 Actual	2010-11 Actual	2011-12 Budget	2011-12 Est Actual	2012-13 Budget
Requirements by Budgetary Category					
Personnel Services	58,939,723	61,767,219	62,225,440	60,987,786	64,043,890
Materials & Services	12,450,897	12,411,396	14,449,324	14,173,170	14,485,711
Allocated Costs	3,624,178	3,774,498	4,190,260	4,190,260	3,736,118
Capital Outlay	51,158	131,427	712,290	591,470	669,109
Debt Service	-	-	-	-	-
Interfund Transfers	1,345,800	1,353,779	1,831,823	1,290,526	1,279,298
Subtotal Current Expenditures	76,411,756	79,438,319	83,409,137	81,233,212	84,214,126
Reserves	-	-	1,890,163	-	1,605,891
Contingency	-	-	638,753	-	864,738
Ending Fund Balance(s)	9,204,432	7,239,962	-	5,071,752	
Total Requirements by Category	85,616,188	86,678,281	85,938,053	86,304,964	86,684,755
Requirements by Fund					
Public Safety Local Option Levy Fund	11,263,386	12,214,109	12,201,551	12,329,814	12,227,992
Sheriff's Fund	61,296,231	62,000,967	62,204,604	62,146,536	63,322,020
Community Corrections Fund	13,056,571	12,463,205	11,531,898	11,828,614	11,134,743
Total Requirements by Fund	85,616,188	86,678,281	85,938,053	86,304,964	86,684,755
Budgeted Full-Time Equivalents	554.00	549.50	529.75	529.75	514.75



2012-13 Requirements by Category



Full-Time Equivalents



2012-13 Requirements by Fund

Department Mission/Purpose*Sheriff*

All members of the Clackamas County Sheriff's office improve livability by upholding the law, preventing crime, and promoting safety while serving as innovative leaders in partnership with our community.

General Overview*Sheriff*

The Sheriff's Office encompasses programs dealing with law enforcement as tracked in the Sheriff Operations Fund and Public Safety Local Option Levy Fund as well as post-sentencing supervision programs found in the Community Corrections Fund.

Among the law enforcement programs in the Sheriff's Office are Administration, Support Services, Detectives, Civil, Patrol and the Jail. Administration provides leadership and oversight to all divisions in order to ensure that residents receive efficient and effective law enforcement services. Support Services has responsibility for hiring all positions in the Sheriff's Office as well as training all staff not working in the Jail. In addition the Records Division which handles criminal reports, warrants and protective orders falls under Support Services as does Information Technology, concealed handgun licensing and the Public Safety Training Center. The Detectives Division is responsible for investigating major crimes and processing evidence relating to those crimes. The Civil Section is responsible for courthouse security and civil process. The Patrol Division is the first line of defense on crimes against the citizens of Clackamas County. In addition to uniformed patrol officers, it includes units that specialize in marine, dive, canine, search and rescue, and school resource needs. The Patrol Division provides services that contribute to the preservation of life, protection of property, preservation of community health and safety, and general public assistance. The Jail Division provides secure custody and program services for all adult and juvenile offenders who have been remanded by the courts. It strives to keep all citizens of the community safe and positively impact those who are held or who must serve sentences in the County facility.

The voters of Clackamas County renewed a five-year, \$51.79 million public safety levy in November 2011. The levy funds become available to the Sheriff's Office in the fall of 2012 and pay to continue funding for deputies to keep open 84 jail beds originally closed in 2002 for lack of funding. The levy also provides for approximately 19 Patrol Deputies and funds additional enforcement to combat methamphetamine related crimes.

In keeping with the Board of Commissioner's goal of enhancing the effectiveness of all public safety related services, the Sheriff's Office has developed the following goals and performance measures.

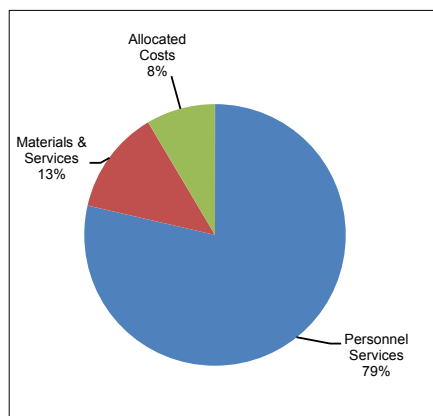
Department:	Sheriff's Office	Actual 09-10	Actual 10-11	Estimated 11-12	Projected 12-13
Strategic Plan:	Fiscal Year 12-13				
Countywide Area of Focus:	Keep our residents safe, healthy and secure				
Department Goal 1:	Improve livability for citizens of Clackamas County by increasing self initiated call activity.				
Activity to Further Goal:	A reduction in dispatched calls for service allows for increased time to observe and investigate crime activity while on patrol.				

Department:	Sheriff's Office				
Strategic Plan:	Fiscal Year 12-13	Actual 09-10	Actual 10-11	Estimated 11-12	Projected 12-13
Performance Measure:	Dispatched calls for service (data captured on calendar year rather than fiscal year basis.)	51,069	51,987	54,000	53,500
Performance Measure:	Self-initiated activities - deputy investigating activity observed while patrolling (data captured on calendar year basis)	62,121	67,673	70,000	72,500
Department Goal 2:	Hold offenders accountable for court appearances and compliance with release conditions				
Activity to Further Goal:	Develop a system for service and tracking of arrest warrants through sweeps and daily assignments resulting in a reduction in the number of active warrants.				
Performance Measure:	Attempted warrant service (data captured on a calendar year basis)	2,457	2,974	3,331	3,600
Department Goal 3:	Reduce the number of inmates force released into the community.				
Activity to Further Goal:	Expand the use of video court to adjudicate minor violation offenders in a timely manner, creating more bed space for violent offenders. Through the use of video court the Jail can adjudicate those with minor violations faster which frees up more bed space for inmates with more serious crimes.				
Performance Measure:	Video court arraignments	7,241	8,416	8,644	8,817
Performance Measure:	Inmates let out early as a result of forced releases.	1,573	832	569	558
Department Goal 4:	Part 1 crimes including arson, aggravated assault, burglary, attempted murder, murder, rape, robbery, theft and stolen vehicles are the highest priority for investigation and resolution.				
Activity to Further Goal:	Clear as many reported crimes as possible using the available resources in the most efficient manner, realizing that some cases may take multiple years to clear.				
Performance Measure:	Percentage of crimes cleared vs. total reported in the same corresponding year (data is captured on a calendar year basis).	31.5% of 6,466 total reported	33% of 6,505 total reported	34% clearance rate	35% clearance rate

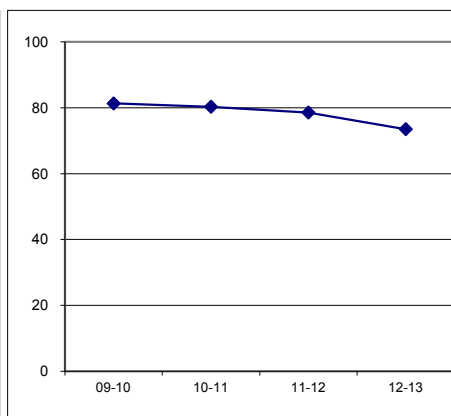
District Attorney's Department

- . Criminal Prosecution
- . Family Support
- . Victim Assistance

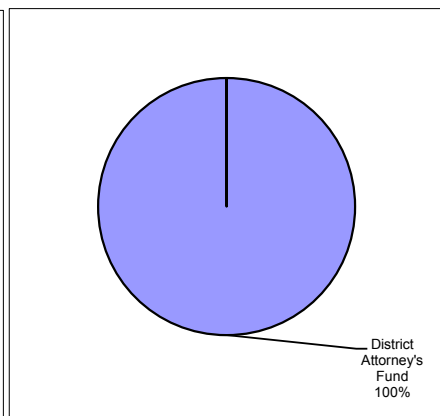
	2009-10 Actual	2010-11 Actual	2011-12 Budget	2011-12 Est Actual	2012-13 Budget
Requirements by Budgetary Category					
Personnel Services	7,780,714	8,004,685	8,303,331	8,213,136	8,326,368
Materials & Services	1,191,768	1,229,233	1,296,876	1,305,879	1,363,261
Allocated Costs	871,379	913,948	913,332	913,332	903,154
Capital Outlay	23,508	227,005	-	-	-
Interfund Transfers	133,879	30,582	231,371	-	-
Subtotal Current Expenditures	10,001,248	10,405,453	10,744,910	10,432,347	10,592,783
Reserves	-	-	-	-	-
Contingency	-	-	-	-	-
Ending Fund Balance(s)	661,429	468,499		154,823	-
Total Requirements by Category	10,662,677	10,873,952	10,744,910	10,587,170	10,592,783
Requirements by Fund					
District Attorney's Fund	10,662,677	10,873,952	10,744,910	10,587,170	10,592,783
Total Requirements by Fund	10,662,677	10,873,952	10,744,910	10,587,170	10,592,783
Budgeted Full-Time Equivalents	81.30	80.30	78.55	78.55	73.50



2012-13 Requirements by Category



Full-Time Equivalents



2012-13 Requirements by Fund

Department Mission/Purpose

It is the mission of the Clackamas County District Attorney's Office to pursue justice and enforce the laws of the State of Oregon. The office is dedicated to the vigorous and impartial prosecution of those who commit crimes within Clackamas County and to providing the highest quality of service to victims, witnesses, law enforcement, and the citizens of Clackamas County. This office is also dedicated to promoting and advocating for programs that reduce crime.

General Overview of Programs

The District Attorney is required by state law to represent the State of Oregon in felony and misdemeanor prosecutions, grand jury proceedings, mental health commitment hearings, child support collections, family abuse prevention hearings and juvenile dependency and delinquency court hearings. The District Attorney is also required by the Oregon Constitution and state law to provide support and assistance to victims of crime, including the enforcement of their rights under the Oregon Constitution. The office also has initiated or participated in a wide variety of programs in court and in the community, which attempt to reduce or prevent crime.

In 2011 the District Attorney reviewed and prosecuted 6,978 cases, ranging from misdemeanor cases to the most serious crimes, including Aggravated Murder with the possibility of the death penalty. The District Attorney employs 30 deputies and seven law clerks who work in seven trial teams: Felony Person Crimes, Felony Property Crimes, Misdemeanor Crimes, Domestic Violence and Vulnerable Victims, Community Prosecution, Juvenile Dependency and Delinquency Prosecution, and Family Support Enforcement. The District Attorney also provides legal advice and support to the Sheriff, Community Corrections, the Juvenile Department, City Police Agencies and the Oregon State Police. The Deputy District Attorneys are supported by teams of support staff, investigators, victim advocates, and child support agents.

The District Attorney is a member of a countywide law enforcement partnership that includes the Sheriff, Juvenile Department, Community Corrections, City Police Agencies and the Oregon State Police. The District Attorney participates as a member of many state and regional law enforcement task forces, including the Regional Organized Crime and Narcotics Task Force (ROCN) and the High Intensity Drug Task Force (HIDTA). The District Attorney also is a member of the Clackamas County public safety network, including the Public Safety Coordinating Council, (PSCC), the Domestic Violence Enhanced Response Team (DVERT), the Clackamas County Major Crimes Team, the Clackamas County Interagency Task Force (ITF), the Multi-Disciplinary Child Abuse Team (MDT), the Multi-Disciplinary Elder Abuse Team, the Clackamas County Criminal Justice Council, the Family Violence Coordinating Council, and the Children's Center of Clackamas County. The District Attorney also works in close partnership with the Circuit Court, including specialty courts such as the Honest Opportunity Probation Enforcement Demonstration Field Experiment Court (HOPE), Mental Health Court, DUI Court, Restitution Court, Truancy Court, Domestic Violence Deferred Sentencing Program, Community Court, and the Adult and Juvenile Drug Courts.

The office of District Attorney is located in the county courthouse. However, due to the limited space in the courthouse approximately half of the employees of the District Attorney are located in five (5) satellite offices in Oregon City. This obviously presents significant operational challenges for the office.

Department:	District Attorney	Actual	Actual	Estimated	Projected
Strategic Plan:	Fiscal Year 12-13	09-10	10-11	11-12	12-13
Countywide Area of Focus:	Provide Financial Stability and Leadership				
Department Goal 1:	Convert to a file-less office				
Activity to Further Goal:	Automate the import of arrest referral data from CCSO to populate the case management system, convert solely to electronic discovery, and automate CCSO deputy/officer scheduling. The conversion to a new case management system in Nov 2010 improved efficiency and enabled our office to cut support positions for an estimated savings of \$390,000 from Oct 2010 - June 2012. We expect the processes outlined above to make it possible for our office to sustain the 2012-13 cuts to support positions, for an additional ongoing annual savings of approximately \$120,000.				
Performance Measure:	Number of electronic reports transmitted from CCSO (Fiscal Year, July 1 - June 30)			NA	2,500
Performance Measure:	Number of electronic discovery packets distributed to defense (Fiscal Year, July 1 - June 30)	NA	NA	NA	4,000
Performance Measure:	Number of automated subpoenas officially served on CCSO deputies and officers (Fiscal Year, July 1 - June 30)	NA	NA	NA	1,000
Department Goal 2:	Provide court ordered child support to needy families who may otherwise rely on government resources				
Activity to Further Goal:	Provide parents with minor children legal assistance in establishing, modifying and collecting child support, medical support and with legally establishing paternity.				
Performance Measure:	Total unweighted child support collections (Federal Fiscal Year, Oct 1 - Sept 30)	19.8M	20.2M	20.75M	20.75M
Countywide Area of Focus:	Keep Our Residents Safe, Healthy and Secure				
Department Goal 1:	Ensure prompt resolution of cases to increase efficiency of criminal justice system				
Activity to Further Goal:	Allocate prosecution staff to case management hearings.				
Performance Measure:	Percentage of cases resolved with a guilty plea through case manager hearings. Cases resolved in this manner save State and County money and resources, as these cases do not go to trial, thereby eliminating preparation and scheduling costs and the need to subpoena law enforcement. (Calendar Year, Jan 1 - Dec 31)	46%	44%	46%	47%

Department:	District Attorney	Actual	Actual	Estimated	Projected
Strategic Plan:	Fiscal Year 12-13	09-10	10-11	11-12	12-13
Department Goal 2:	Resolve qualifying cases through early disposition programs				
Activity to Further Goal:	Allocate prosecution staff to Drug Court, DUII Court, Mental Health Court, Domestic Violence Deferred Sentencing Program, and Violation Eligible First-Time Offenders cases.				
Performance Measure:	Number of cases resolved in early resolution courts - Drug Court, DUII Court, Mental Health Court, Domestic Violence Deferred Sentencing Program, and Violation Eligible First-Time Offenders. (Calendar Year, Jan 1 - Dec 31)	238	227	270	300
Department Goal 3:	Work closely with the State Department of Human Services to protect children who come to the attention of authorities as a result of abuse or neglect				
Activity to Further Goal:	Provide legal consultation, support, and courtroom advocacy on all juvenile dependency cases in collaboration with the State Department of Human Services				
Performance Measure:	Number of juvenile dependency cases consulted (Calendar Year, Jan 1 - Dec 31)	282	280	300	300

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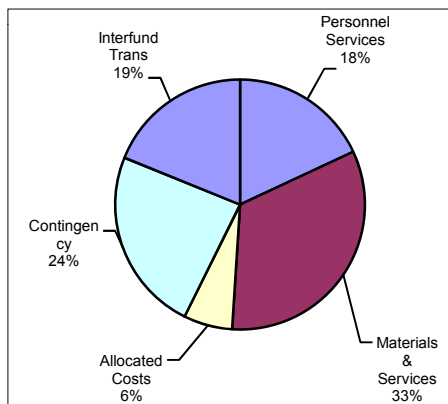
Justice Court Department

Summary of Requirements by Department

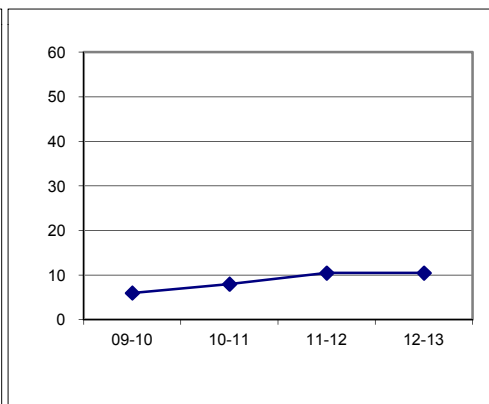
Justice Court Department

	2009-10 Actual	2010-11 Actual	2011-12 Budget	2011-12 Est Actual	2012-13 Budget
Requirements by Budgetary Category					
Personnel Services	307,257	624,336	717,892	718,771	867,207
Materials & Services	277,002	1,294,049	1,156,156	1,169,256	1,585,024
Allocated Costs	27,000	43,838	251,806	251,806	303,274
Capital Outlay	133,440	-	-	-	-
Debt Service	-	-	106,200	-	-
Interfund Transfers	-	-	1,600,763	804,217	907,479
Subtotal Current Expenditures	744,699	1,962,223	3,832,817	2,944,050	3,662,984
Reserves	-	-	-	-	-
Contingency	-	-	-	-	1,144,495
Ending Fund Balance(s)	(127,399)	804,217		907,479	-
Total Requirements by Category	617,300	2,766,440	3,832,817	3,851,529	4,807,479
Requirements by Fund					
Justice Court Fund	617,300	2,766,440	3,832,817	3,851,529	4,807,479
Total Requirements by Fund	617,300	2,766,440	3,832,817	3,851,529	4,807,479

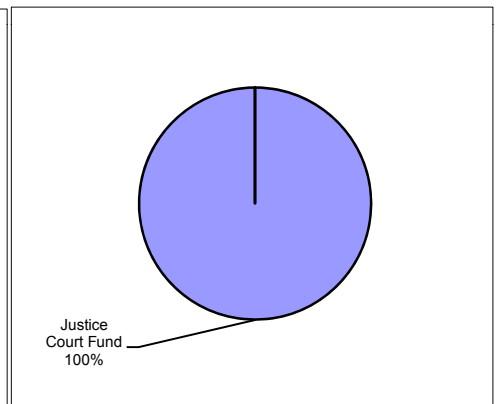
Budgeted Full-Time Equivalents	6.00	8.00	10.50	10.50	10.50
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2012-13 Requirements by Category



Full-Time Equivalents



2012-13 Requirements by Fund

Department Mission/Purpose

The mission of the Justice Court is to promote justice in a fair and impartial forum; establishing public trust and confidence by providing citizens convenient access to justice and utilizing public resources efficiently and in a manner which demonstrates fiscal responsibility, accountability and sustainability.

General Overview of Programs

In February, 2010, the Justice Court began operations at its temporary, leased location in Oak Grove. On May 3, 2011, the Commissioners approved relocating the Justice Court to the North Station building.

The Justice Court received a grant from the National Center for State Courts that resulted in the December, 2011, report *Clackamas County Justice Court Strategic Plan and Facility Space Planning*. The strategic planning portion examined the organizational and staffing needs of the Court as well as workflow and service delivery considerations. The space planning and design portion addressed functional program requirements, space needs and conceptual design for the Court based on the North Station building. The conceptual design led to the completion of final architectural drawings for the remodel of North Station. Facilities and technology services staff are ready to commence improvements.

Justice Court adjudicates violations, including traffic, marine, fish and wildlife, tobacco, drug and alcohol and federal weigh master. Court specific technology applications and related procedures have been developed and implemented by the Court for its current violation caseload in order to reduce the staff time needed to process violations. Most citations are filed electronically with the Court saving data entry and processing time for both law enforcement and court staff. The Court's online citation program allows citizens to enter a plea, pay a fine in full, or establish a monthly payment plan to resolve violations cited to the Court, thus, improving customer service and reducing staff time in processing citations in person, by mail, or by telephone.

As a result of the use of advanced technology in adjudicating violations, the Court will be implementing the second phase of court operations by opening its civil division for Small Claims and Forcible Entry and Unlawful Detainer (eviction) cases without adding staff.

Department:	Justice Court	Actual	Actual	Estimated	Projected
Strategic Plan:	Fiscal Year 12-13	09-10	10-11	11-12	12-13
Countywide Area of Focus:	Keeping our residents safe, healthy and secure.				
Department Goal 1:	The Justice Court goals further the countywide goal of enhancing the effectiveness of all public safety related services. The following performance measures assume proposed staffing level.				
Activity to Further Goal:	Provide online citation payment option				
Performance Measure:	Number of violations processed monthly	N/A	N/A	1,000	1,500
Performance Measure:	Percentage of payments made by debit/credit card through E-pay, since Feb 2012	N/A	N/A	4%	25%

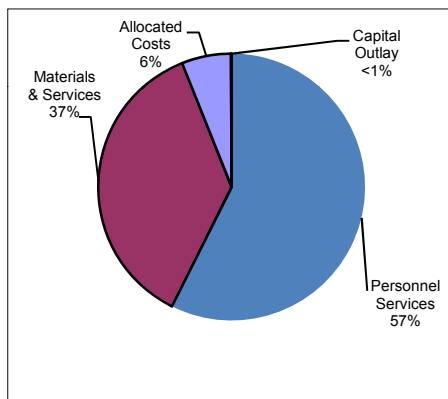
Department:	Justice Court				
Strategic Plan:	Fiscal Year 12-13	Actual 09-10	Actual 10-11	Estimated 11-12	Projected 12-13
Performance Measure:	Average Monthly Revenue collected through E-pay online payments	N/A	N/A	\$13,000	\$81,250
Activity to Further Goal:	Start the Justice Court Civil Division Operation				
Performance Measure:	Process small claims cases	N/A	N/A	N/A	350
Performance Measure:	Process forcible entry and wrongful detainer cases	N/A	N/A	N/A	200
Performance Measure:	Percentage of cases disposed through mediation versus going to trial	N/A	N/A	N/A	85%

Juvenile Department

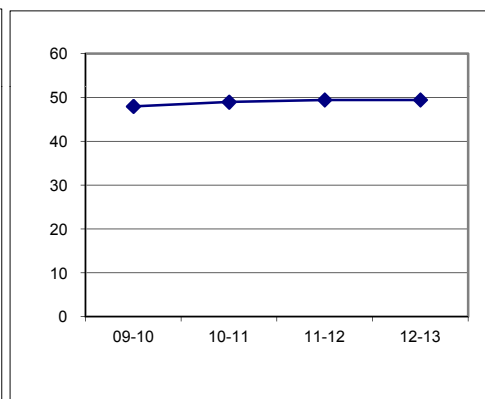
Summary of Requirements by Department

Juvenile Department

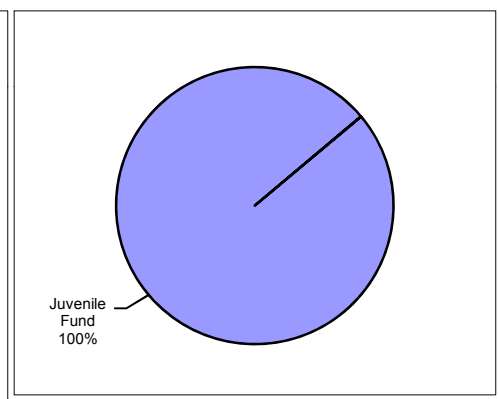
	2009-10 Actual	2010-11 Actual	2011-12 Budget	2011-12 Est Actual	2012-13 Budget
Requirements by Budgetary Category					
Personnel Services	3,994,558	4,354,177	4,886,548	4,754,325	4,798,544
Materials & Services	2,822,749	3,141,368	4,134,908	3,268,396	3,058,384
Allocated Costs	416,969	424,683	473,935	473,935	501,222
Capital Outlay	-	-	29,403	10,000	5,000
Debt Service	-	-	-	-	-
Interfund Transfers	-	-	-	-	-
Subtotal Current Expenditures	7,234,276	7,920,228	9,524,794	8,506,656	8,363,150
Reserves	-	-	-	-	-
Contingency	-	-	-	-	-
Ending Fund Balance(s)	1,169,338	1,029,905	-	395,813	-
Total Requirements by Category	8,403,614	8,950,133	9,524,794	8,902,469	8,363,150
Requirements by Fund					
Juvenile Fund	8,403,614	8,950,134	9,524,794	8,902,469	8,363,150
Total Requirements by Fund	8,403,614	8,950,134	9,524,794	8,902,469	8,363,150
Budgeted Full-Time Equivalents	47.97	48.97	49.45	49.45	49.45



2012-13 Requirements by Category



Full-Time Equivalents



2012-13 Requirements by Fund

Department Mission/Purpose

The Clackamas County Juvenile Department is dedicated to community safety. It is our goal to hold youth offenders accountable by facilitating victim and community restoration. We collaborate with community partners to assist in positive youth development and strengthening families. The principle beliefs supporting this Mission are:

- To honor diversity and to treat all persons with respect;
- To invite the involvement of community partners and the families we serve in creating an effective and responsive department;
- To honor victims' rights throughout all phases of the justice system;
- To provide opportunities to repair harm to victims and communities;
- To utilize evidence based practices;
- To engage families and youth using strength based principles;
- To positively integrate youth within their communities;
- To strive to be innovative leaders in the field of juvenile justice through encouraging professional development and a supportive work environment.

General Overview of Programs

The Juvenile Department implements a continuum of services that enable it to adhere to best practices allowing youth to receive interventions relevant to their risk to reoffend. Lower risk youth are referred to diversion alternatives while high risk youth are assigned to Juvenile Counselors for intensive supervision. This philosophy improves outcomes for youth, dictates an efficient use of public monies and provides targeted case management for youth.

Our **Juvenile Intake and Assessment Center (JIAC)** is integrated with the department services and serves as a holding center for youth that are taken into police custody for violations and delinquent acts. The JIAC is open 24 hours a day, 7 days a week and is professionally staffed by personnel who receive the youth from police officers, conduct an assessment of the youth's risk factors and needs, develop a release plan and provide on-going supervision and counseling services. Performance goals in this area are to increase the utilization of JIAC by police agencies and increase public safety through the use of a variety of assessment tools and creation of safety plans for youth. The assessment tools that may be utilized for this initial intervention include mental health assessment, risk for violence, alcohol or other drug assessment, suicide and self injury assessments. The program staff includes 6.5 FTE in addition to relief workers that provide continuous coverage. In 2011, the program received 961 youth from police custody.

An integral component to the Department's successful continuum of effective case management is **Diversion Panels**. The Department currently has contracts with 11 cities that allow low risk, first time youth offenders the ability to be diverted to their community for early interventions. Two Latino Diversion panels that were grant funded in 2010 are now sustained through existing Diversion Panel contracts in Canby and Milwaukie. The Juvenile Department provides training and oversight to the panel coordinators. In 2011, 429 youth were diverted with 9.1% recidivism. Due to the success of Diversion Panels and the contributions youth make to the cities through service hours, cities have been asked to make small contributions towards the Diversion Panels equivalent to the youth population they serve. Diversion Panels are primarily funded through Juvenile Crime Prevention (JCP) grant funds with \$38,500 contribution from cities. JCP *Prevention* funding has been preserved for this next fiscal year, although experiencing a 3.5% reduction. Diversion panels improved their performance measure for successful dispositions this year with 93% of youth successfully completing Diversion Panel agreements, a 5% increase from the previous year. This program also realized a 1.7% decrease in recidivism from 2010; 91% of youth not committing a new crime within one year of their case being closed. With the reorganization of the State Commission for Children and Families, these funds are in jeopardy for the next biennium.

Juvenile Services, the primary function of the Department, provides community safety, accountability, and assists youth with positive skill development and integration in their community. Juvenile Counselors are the primary personnel responsible to manage these high risk youth through assessment, intervention and case management planning. A continuum of services such as cognitive skill development, counseling, service learning opportunities,

Shelter care and detention are utilized by Juvenile Counselors. The Department has undertaken strategic planning in the last year to improve the service delivery of our case management system. Several important developments have occurred: comprehensive risk assessments; targeting risk factors and protective factors in the development of case

plans; initiating re-assessments to assist in objective evaluation of a youth's progress; and targeting interventions for chronic offenders. The Department is also engaged in preliminary efforts to implement evidenced based community supervision for youth offenders. This is a coordinated, state-wide effort in collaboration with Oregon Youth Authority.

The Department processed 1817 youth in 2011, a 5.4% reduction from 2010 while the counselor to caseload ratio increased slightly. This is attributed to more high risk youth being referred to the department needing intensive supervision. The Department employs 22 Juvenile Counselors who maintain a 1 to 24.5 counselor to caseload ratio. This ratio is optimum to provide evidence based principles in juvenile justice and comprehensive case management. The Juvenile Department improved its performance measure to reduce incidents of repeat offenders to 19%, which is .6% decrease in recidivism from the previous year. The average state recidivism for this time period was 28.1%. The Juvenile Department has the lowest recidivism in the State of Oregon with the exception of two smaller eastern Oregon counties and has for the 4th consecutive year achieved a reduction in recidivism rates.

Restorative Justice Programs:

The Juvenile Department is committed to the principles and values of restorative justice. In practice this means our Department is committed to the needs of victims of crime, the needs of the youth committing the offense, and the needs of the community in which the crime occurred. The following programs help to align the Juvenile Department with this balanced framework.

The **Victim Impact Program**, in operation the last year, is committed to responding effectively to the needs and concerns of community members who are the victims of crimes committed by juvenile offenders. The primary goal through the Victim Impact 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 victims have experienced and to have those impacts help shape how the offender is held meaningfully accountable. Last year 315 property victims were contacted and served by the Department. The Department collected \$59,266 in victim restitution; 86.4% of the total restitution ordered by the Court.

The **Victim-Offender Dialogue Program** was created in partnership with Resolution Services, to provide crime victims and their youth offenders the opportunity to have direct, personal communication. Dialogues provide victims with the opportunity to share the impact that the youth's actions have had on them, ask any questions that are unanswered, and discuss what they need in order to move forward in processing the experience. Youth are given the opportunity to be responsible to their victims, hear directly about the impact their actions had, and to take steps necessary to meaningfully address their victim's needs. Last year 16 dialogs occurred. Work continues to be done to educate staff and engage victims to increase dialogs as an effective resolution for victims.

Project Payback provides short-term employment and vocational training for youth in order to support the fulfillment of their financial obligations to their victims. Last year \$27,118 was paid by youth to their crime victims through Project Payback. The success of this program relies on many community partnerships that offer opportunities for youth to work in their community.

The **Community Connections Program** was developed to enhance service learning opportunities for youth and create partnerships in local communities. Increasing "community connectedness" is an evidence-based principle shown to reduce recidivism for youth. Partnerships developed include OSU Master Garden program, county parks, Bureau of Land Management, animal shelters, food banks, cities and non-profit organizations. These partnerships provide added capacity to Juvenile Department resources through the development of service learning projects which allow youth an opportunity to give back to the community and form sustainable relationships. Youth contributed 6605 hours of community service this last year. Volunteerism remains a critical component to effectively operate the Community Connections Program. Volunteers provided 2231 hours of service to this program in 2011.

Cognitive Skills Groups are offered in a variety of curriculum. Cognitive skill curriculums are an evidenced based intervention for delinquent youth. Anger management, positive youth development, social skill development, empathy expansion, and gender specific services are some of the classes offered. The Department has expanded curriculums Being offered and focused on implementing evidenced based or research based curriculums. The Department has expanded our skill groups' delivery into six rural communities and schools to provide easier access for at-risk youth and families. This has been achieved through grant funding. Last year 143 youth participated in skill groups.

Specialized Case Loads:

The Department manages the following specialized case loads for sexual offenders, Latino youth, youth with substantial mental health issues, and youth with alcohol related referrals:

- 1) The sexual offender caseload is managed by 4 Juvenile Counselors. Referrals for sex offenses remained constant this last year. The current counselor to caseload ratio is 1 to 23.6. The unit has developed intensive assessment, supervision and intervention services. The Department contracts intensive outpatient treatment services for this population with Parrott Creek Family Services. Close collaboration with the treatment provider and intensive supervision provides effective case management.
- 2) In order to meet the needs of the Latino population, the Department has 4 bilingual Juvenile Counselors, two of whom are bi-cultural. One bilingual Counselor is in the Intake and Assessment Center and carries a misdemeanor caseload; the remaining 3 maintain a high risk caseload of Latino youth and work intensively with the youth and their families. Cultural sensitivity and relationship building are key components in managing this caseload. Contracts for services have been implemented to provide family therapy, alcohol and other drug treatment, gang intervention and sexual offender treatment. Of the total youth population served by the Department, 9.2% are Latino.
- 3) In late 2008, one Juvenile Counselor was assigned to work with youth who have special mental health needs. There is no correlation between mental health and delinquency, although mental health problems present barriers to the youth's success within the juvenile justice system. Specialized skills and services are needed to increase the likelihood of youth having positive outcomes. This counselor maintains an average caseload of 15 youth.
- 4) In 2005, the Juvenile Department began processing Driving under the Influence of Intoxicant (DUII) referrals for youth under the age of 18. Since program inception, the department has case managed a total of 115 youth with only five receiving subsequent DUII referrals while under the court's supervision. Since the program inception, only nine youth, have received new DUII referrals after their cases being closed; 78% have not committed an additional DUII offense.
- 5) Youth receiving their first Minor in Possession of Alcohol (MIP) are diverted to community Diversion Panels and MIP court is mandated for all youth receiving second and subsequent MIP violations. These youth receive mandatory alcohol and drug assessments and are required to follow through with recommendations as a condition of Court. In 2011, 111 youth were referred to MIP Court. 59% successfully completed court requirements. Primary barriers include lack of insurance for treatment and parents minimizing the seriousness of their children using alcohol and transportation. MIP, being a violation, is not subject to graduated sanctions, such as detention or community placements. Recent program adaptations to address the challenge of repeat offenders include treatment groups offered by the Department for all youth and mandatory parent education regarding alcohol and substance use. This expansion of service was through grant funds which expire in September, 2012. The Department received 216 MIP referrals in 2011, which was down 36% from the previous year.
- 6) The Juvenile Drug Court has operated since 2001. The program has successfully graduated 73 youth. Family participation and family functioning have a direct correlation to a youth's successful graduation from drug court. In this last year, parents participated in family counseling with 82% attendance rate. Parents also attended a total of 318 parent support groups with a 98% attendance rate. Youth submit to regular urinalysis with 80% testing negative. While marijuana is still the drug of choice, opiates and prescription drugs are on the increase. In 2011 two key events occurred which will have a positive impact for improvement of the Drug Court program. Drug Court team members attended "Enhancing Your Juvenile Drug Court" sponsored by the National Council of Juvenile and Family Court Judges. This training held in Hillsboro, OR helped the team look at current research and strategic planning for improvements. Additionally, the Drug Court just completed an evaluation study through University of Cincinnati, which administered the Correctional Program Checklist (CPC) to nine drug courts throughout the nation. Process improvements are being initiated as a result of these events with particular emphasis on evidenced based treatment. Clackamas County Behavioral Health is a collaborative partner with drug court and provides for supervision of the individual and family therapists.

Administration

The Department employs 7 FTE administrative staff; two Legal Secretaries; four office specialists; and one administrative manager. After a successful pilot project the Department reclassified one existing position to an Administrative Asst. This had proven extremely effective in the Departments ability to implement LEAN projects and become more efficient in our work process. Some of the progress in this area includes streamlining how clients get mail notifications, organization of the office supplies and ordering systems and improved response times to the public.

Research and Evaluation

The Department places a high value on research and evaluation. The primary functions for this unit are to train staff, conduct research, evaluate programs, report on outcome measures and analyze implementation of evidence based principals. Although only staffed by two FTE, the Department has made great strides in objectively measuring program effectiveness and using data to guide policy in order to maximize efficient service delivery and improve program services to the community, youth clients and their families. All of the Juvenile Department programs now have logic models that track performance goals and outcomes. This data is reviewed annually with the Department Director to direct process and program improvements or sustain the positive work being accomplished.

Department:	Juvenile				
Strategic Plan:	Fiscal Year 12-13	Actual 09-10	Actual 10-11	Estimated 11-12	Projected 12-13
Countywide Area of Focus:	Keep Our Residents Safe, Healthy and Secure				
Department Goal 1:	Reduce incidents of repeat juvenile offenders and reduce severity of their crime				
Activity to Further Goal:	Implement Evidence-Based Principles in Juvenile Justice focusing on youth's risk and protective factors.				
Performance Measure:	Percent of youth without new crime within one year of case closing.	77.2%	80.4%	81%	81.5%
Performance Measure:	Reduce seriousness of recidivist's new offenses. (Measured by "Severity Score" a statewide measure, 1 is low to 19 high).	5.71	5.58	5.83	5.6
Activity to Further Goal:	Implement policy specifying that each youth supervised by a Department Counselor will have a written case plan developed which works to reduce a minimum of one identified risk factor.				
Performance Measure:	Write and implement a Case Plan Policy.			Policy & implementation completed	n/a

Department:	Juvenile				
Strategic Plan:	Fiscal Year 12-13	Actual 09-10	Actual 10-11	Estimated 11-12	Projected 12-13
Performance Measure:	Percent of supervised youth who had one (or more) risk factors reduced upon case closing.	n/a	n/a	Implementing policy	75%
Activity to Further Goal:	Implement evidence-based community supervision practices for youth on probation (EPICS).				
Performance Measure:	Percent of Juvenile Counselors implementing EPICS for community supervision.	n/a	n/a	21%	35%
Activity to Further Goal:	Increase "High Risk" youth supervision through a counselor average caseload ratio of 25 to 1 or less.				
Performance Measure:	Measurement of average caseload ratio.	29 to 1	22.5 to 1	24.5 to 1	22 to 1
Performance Measure:	Percent of Tracker Services which are "High Risk" youth.	n/a	74%	44%	60%
Activity to Further Goal:	Identify youth who are at risk of being "Chronic Offenders".				
Performance Measure:	Reduce the percent of juvenile recidivists who become "Chronic Offenders".	n/a	n/a	33%	30%
Department Goal 2:	Hold youth accountable				
Activity to Further Goal:	Youth will complete assigned community service hours.				
Performance Measure:	Percent of completed community service hours relative to amount ordered.	86.1%	88.3%	89.6%	90%
Activity to Further Goal:	Youth will complete assigned restitution payments.				
Performance Measure:	Percent of restitution collected relative to amount ordered.	81.6%	93.2%	86.4%	87%

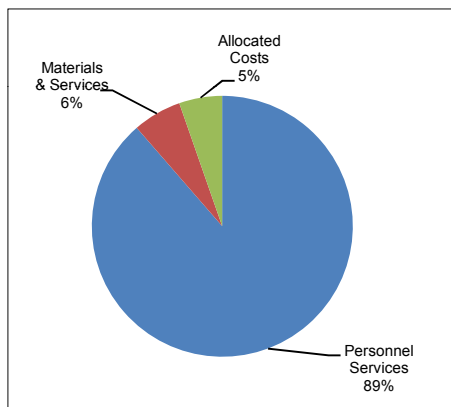
Department:	Juvenile				
Strategic Plan:	Fiscal Year 12-13	Actual 09-10	Actual 10-11	Estimated 11-12	Projected 12-13
Department Goal 3:	Increase the success of Juvenile Department dispositions				
Activity to Further Goal:	Youth will successfully complete formal probation.				
Performance Measure:	Percentage of youth successfully completing formal probation.	71%	68%	71%	73%
Activity to Further Goal:	Youth will successfully complete Formal Accountability Agreements.				
Performance Measure:	Percentage of youth successfully completing Formal Accountability Agreements.	80%	78%	83%	85%
Activity to Further Goal:	Youth will successfully complete Diversion Panel Agreements.				
Performance Measure:	Percentage of youth successfully completing Diversion Panel Agreements.	83%	88%	93%	94%
Department Goal 4:	Public Safety Utilization of Juvenile Intake and Assessment Center				
Activity to Further Goal:	Juveniles in custody will be taken to the Juvenile Intake and Assessment Center for screening.				
Performance Measure:	Percentage of youth referred to the Juvenile Department initially taken by a police officer to the Juvenile Intake and Assessment Center.	43%	45%	44%	50%
Performance Measure:	Youth identified as a community safety risk will be placed in detention, cited to court or released with a safety contract.	n/a	n/a	68%	75%
Countywide Area of Focus:	Create a Network of Vibrant Communities				
Department Goal 1:	Attend to Victim's needs				

Department:	Juvenile				
Strategic Plan:	Fiscal Year 12-13	Actual 09-10	Actual 10-11	Estimated 11-12	Projected 12-13
Activity to Further Goal:	A program to provide victim education, enhance communication and attend to the victim's rights and needs (Victim Impact Program).				
Performance Measure:	Percent of Juvenile Department cases whose victims were personally contacted.	n/a	n/a	90%	92%
Department Goal 2:	Establish youth related partnerships between the community and the Juvenile Department				
Activity to Further Goal:	Develop and maintain partnerships with community organizations to facilitate "Community Connections" projects for youth.				
Performance Measure:	Community organization partnerships.	n/a	65	88	90
Performance Measure:	"Community Connections" youth hours contributed to projects.	3,606	4,522	6,605	6,700
Performance Measure:	Adult volunteer hours contributed to projects.	n/a	754	2231	2,300
Activity to Further Goal:	Develop a "pilot" Agricultural Business Partnership Program with the Juvenile Department.				
Performance Measure:	Expand the Agricultural Business Partnership.				Add one Business Partner with "Healthy Eating, Active Living".

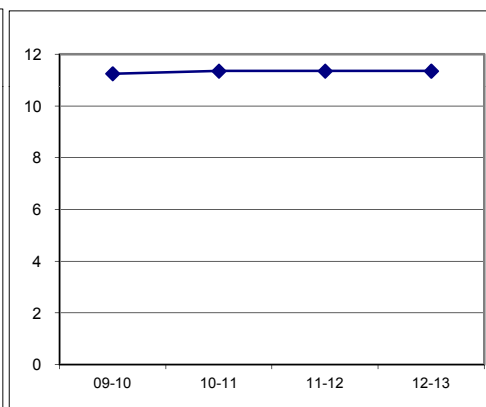
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County Counsel Department

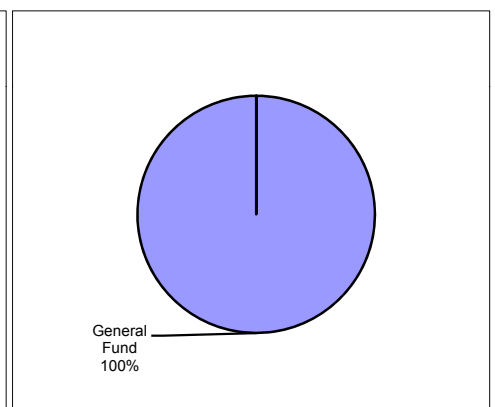
	2009-10 Actual	2010-11 Actual	2011-12 Budget	2011-12 Est Actual	2012-13 Budget
Requirements by Budgetary Category					
Personnel Services	1,589,437	1,736,250	1,687,837	1,693,537	1,684,939
Materials & Services	109,795	99,155	119,368	111,368	114,950
Allocated Costs	101,204	101,210	97,111	97,111	101,727
Capital Outlay	-	-	-	-	-
Subtotal Current Expenditures	1,800,436	1,936,615	1,904,316	1,902,016	1,901,616
Reserves	-	-	-	-	-
Contingency	-	-	-	-	-
Ending Fund Balance(s)	-	-	-	-	-
Total Requirements by Category	1,800,436	1,936,615	1,904,316	1,902,016	1,901,616
Requirements by Fund					
General Fund - County Counsel	1,800,436	1,936,615	1,904,316	1,902,016	1,901,616
Total Requirements by Fund	1,800,436	1,936,615	1,904,316	1,902,016	1,901,616
Budgeted Full-Time Equivalents	11.25	11.35	11.35	11.35	11.35



2012-13 Requirements by Category



Full-Time Equivalents



2012-13 Requirements by Fund

Department Mission/Purpose

The mission of the Office of County Counsel is to provide quality legal services and representation to all County departments, elected officials and service districts, while being responsible stewards of taxpayer resources.

General Overview of Programs

The duties of the Office of County Counsel generally fall into two broad areas, legal representation and advice. The following are the major activities within the representation function:

- Tort Litigation - Defend the County in state and federal courts against actions for personal injury or property damages, most commonly related to roads, transportation, law enforcement and custodial operations.
- Civil Rights - Defend against state and federal court suits alleging violation of civil rights.
- Employment/Labor Law - Represent the County in all forums, including State Employment Relations Board, Bureau of Labor and Industries, U.S. Equal Employment Opportunity Commission, Circuit Court, arbitration proceedings and labor negotiations.
- Elections - Represent County Clerk in elections law matters.
- Assessor/Tax – Represent the County in matters before the Tax Court, Department of Revenue hearings, U.S. Bankruptcy Court proceedings where property taxes are owed, and County tax foreclosure and ejectment proceedings.
- Health, Housing, and Human Services – Represent Social Services, Community Health, Behavioral Health, Children Youth and Families, Community Development, and Community Solutions Divisions in contract review, public records advice as related to patient privacy and confidentiality rights in accordance with HIPPA, Federal, and State laws and regulations.
- Housing Authority – Represent the Housing Authority in contract review, public records advice, and forcible entry and detainer actions against tenants.
- Civil Forfeiture – Serve as Counsel for the Sheriff's Office when they are the seizing agency. Provide legal services to Clackamas County cities under contract with their policing agencies.
- Condemnations - Represent the County and Development Agency in condemnation claims.
- County Service Districts - Provide general legal services for various county service districts, including matters relating to formation, changes in organization, boundaries, and other issues relating to county service districts.
- County Development Agency - Provide general legal services to staff and the governing body of the Development Agency on a variety of technical matters relating to urban renewal law.
- Code Enforcement - Prosecute actions before hearings officer and in Circuit Court for enforcement of Zoning Ordinance, Solid Waste Ordinance, Animal Control and other ordinances.
- Land Use - Defend decisions of Board of County Commissioners and Land Use Hearings Officer before Land Use Board of Appeals, and in many cases on further appeal to Oregon Court of Appeals. In addition, defend occasional mandamus actions in Circuit Court.
- Ethics, Public Records, Public Meetings - Advise elected officials and County staff concerning state law requirements for public meetings, public records, ethics, and county governance.
- Staff/Training - Train County staff on a variety of legal issues such as elections law, supervision training, civil rights matters and risk management issues.

Advice to departments is diverse, ranging from frequent requests for a quick opinion over the telephone or email, to the drafting of detailed opinions, complicated and lengthy County ordinances. The Office of County Counsel responds to hundreds of opinion requests each year. Moreover, other major functions include attending all meetings and hearings of the Board of County Commissioners, the planning commission, and other boards and commissions, drafting orders, resolutions, ordinances, contracts, intergovernmental agreements, and reviewing contracts and other legal documents.

Department:	County Counsel				
Strategic Plan:	Fiscal Year 12-13	Actual 09-10	Actual 10-11	Estimated 11-12	Projected 12-13
Countywide Area of Focus:	Keep Our Residents Safe Healthy and Secure				
Department Goal 1:	Keep our residents safe by defending County officers and employees from unmeritorious claims in court, allowing those employees to effectively serve the citizens.				
Activity to Further Goal:	Participate in all phases of litigation, from risk management, tort claim evaluation and adjustment, to litigation in state and federal courts; obtain favorable judgments and settlements as determined by pre-litigation liability assessment.				
Performance Measure:	Monitor, manage, and evaluate all active cases and track litigation results through dismissals, verdicts, and settlements.	85%	85%	100%	100%
Activity to Further Goal:	Complete legal assignments efficiently, economically, and within time expectations of client, statutes, procedural rules, or court orders.				
Performance Measure:	Track the percentage of legal assignments completed within the expectations; assign and monitor County Counsel attorney and staff case loads and work assignments.	90%	90%	100%	100%
Countywide Area of Focus:	Create a Network of Vibrant Communities				
Department Goal 1:	Effectively implement and enforce the laws and ordinances of the State and County relating to transportation, environmental services, development codes, and land use.				

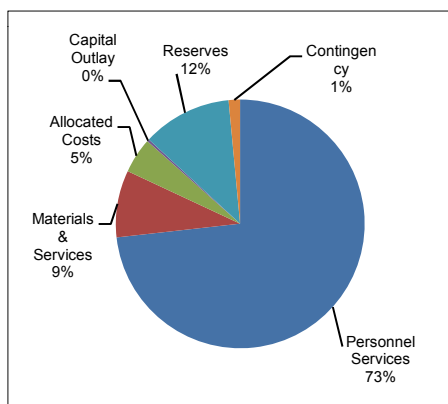
Department:	County Counsel				
Strategic Plan:	Fiscal Year 11-12	Actual 09-10	Actual 10-11	Estimated 11-12	Projected 12-13
Activity to Further Goal:	Review and updated County Code to aid County Departments, accommodate citizen concerns, or comport with state law. Work closely with county clients to anticipate emerging needs; complete legal assignments efficiently, economically, and within time expectations of client, statutes, procedural rules, or court orders				
Performance Measure:	Track percentage that departmental annual billing activity meets yearly goals	95%	95%	100%	100%
Countywide Area of Focus:	Provide Financial Stability and Leadership				
Department Goal 1:	Correct interpretation and effective enforcement of laws relating to budgeting, assessment, taxation, and employment relations.				
Activity to Further Goal:	Work closely with county clients to anticipate emerging needs; complete legal assignments efficiently, economically, and within time expectations of client, statutes, procedural rules, or court orders				
Performance Measure:	Assign and monitor work loads of County Counsel attorneys and staff; assign attorney and staff specific departments to allow client direct access to County Counsel	95%	97%	100%	100%

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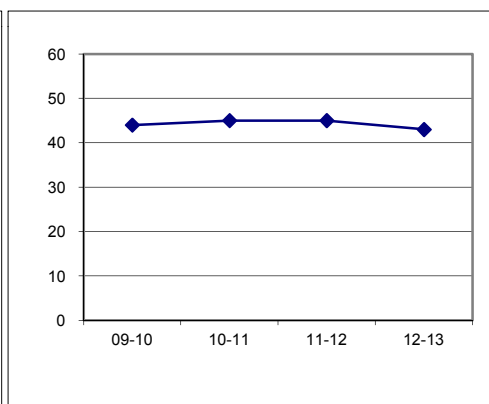
Emergency Communications Department

Emergency Communications Department

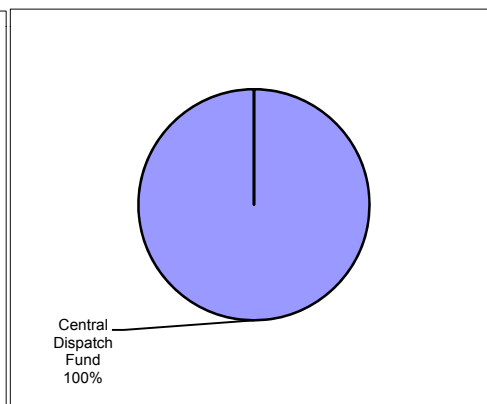
	2009-10 Actual	2010-11 Actual	2011-12 Budget	2011-12 Est Actual	2012-13 Budget
Requirements by Budgetary Category					
Personnel Services	4,268,223	4,614,760	4,792,633	4,441,079	4,893,796
Materials & Services	516,427	591,879	672,339	571,922	582,133
Allocated Costs	265,243	265,358	280,178	280,178	307,346
Capital Outlay	19,758	111,678	40,000	-	20,000
Debt Service	-	-	-	-	-
Interfund Transfers	-	-	-	-	-
Subtotal Current Expenditures	5,069,651	5,583,675	5,785,150	5,293,179	5,803,275
Reserves	-	-	777,863	-	777,863
Contingency	-	-	100,000	-	100,000
Ending Fund Balance(s)	1,446,531	1,044,073	-	1,086,065	-
Total Requirements by Category	6,516,182	6,627,748	6,663,013	6,379,244	6,681,138
Requirements by Fund					
Central Dispatch Fund	6,516,182	6,627,748	6,663,013	6,379,244	6,681,138
Total Requirements by Fund	6,516,182	6,627,748	6,663,013	6,379,244	6,681,138
Budgeted Full-Time Equivalents	44.00	45.00	45.00	45.00	43.00



2012-13 Requirements by Category



Full-Time Equivalents



2012-13 Requirements by Fund

Department Mission and Purpose

Clackamas County 9-1-1 provides superior public safety dispatch services in a skilled, expedient, and respectful manner to the citizens and agencies we serve. With a commitment to excellence and through continuing education and improved technology, we help save lives, protect property, and proudly know we make a difference.

Core Values: SERVICE, RESPECT, TRUST, UNDERSTANDING

General Overview of Programs

Central Dispatch answers nearly 300,000 public safety calls per year. Each response is tailored to the individual needs of the caller. Dispatchers assist callers by providing guidance, medical instruction and support during times of emergency. Appropriate help is dispatched in a timely manner, and dispatchers serve as the first vital link in the emergency response process. Their role and responsibility to the community is fundamentally intertwined with that of the firefighter, paramedic and law enforcement officer responding to the emergency.

Primary dispatch services are supported within the department by technical services employees who are responsible for ensuring the accuracy of 9-1-1 addressing for all of Clackamas County. They troubleshoot initial problems with the emergency radio and telephone systems and the Computer Aided Dispatch System to determine if technical assistance is needed from maintenance vendors. The technical staff is also responsible for maintaining various security and operational systems within the facility. Management develops and implements policies, provides in-service training, and supervises and mentors call takers, dispatchers, technical and administrative staff.

Department:	Emergency Communications (CCOM)				
Strategic Plan:	Fiscal Year 11-12	Actual 09-10	Actual 10-11	Estimated 11-12	Projected 12-13
Countywide Area of Focus:	Keeping our residents safe, healthy and secure.	98%	99%	99%	99%
Department Goal 1:	Expediently answer 9-1-1 calls for service.				
Activity to Further Goal:	Answer 9-1-1 calls within 10 seconds 95% of the time.				
Performance Measure:	Percentage of 9-1-1 calls that are answered within 10 seconds (three rings or less).				
Department Goal 2:	Promptly and accurately appropriate emergency help for the public.	82%	77%	80%	85%
Activity to Further Goal:	Enter law calls for service as outlined in the CCOM User Agreement.				
Performance Measure:	Percentage of Priority 1 and 2 law calls that met performance goals (90% entered within 105 seconds).				
Performance Measure:	Percentage of Priority 3 and 4 law calls that met performance goals (90% entered within 180 seconds).				
Activity to Further Goal:	Enter and dispatch fire and EMS calls for service to the proper fire and medical agencies as outlined in the CCOM User Agreement.	87%	88%	89%	90%

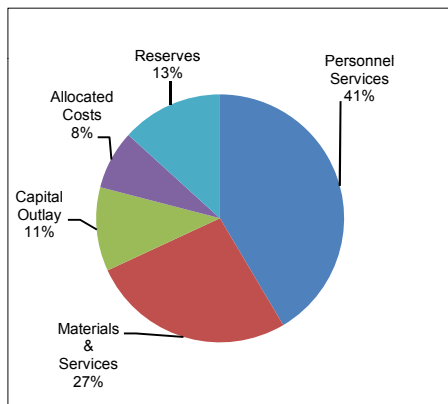
Department:	Emergency Communications (CCOM)				
Strategic Plan:	Fiscal Year 11-12	Actual 09-10	Actual 10-11	Estimated 11-12	Projected 12-13
Performance Measure:	Percentage of Priority 2 Fire and Priority Alpha EMS calls that met performance goals (Priority 2 Fire goal is 95% dispatched within 120 seconds; Priority Alpha goal is 90% dispatched within 120 seconds).	87%	86%	88%	90%
Performance Measure:	Percentage of Priority 2 Fire and Priority Alpha EMS calls that met performance goals (Priority 2 Fire goal is 95% dispatched within 120 seconds; Priority Alpha goal is 90% dispatched within 120 seconds)	87%	86%	88%	90%
Department Goal 3:	Increase trainee certification rates.				
Activity to Further Goal:	Utilize background and psychological pre-screening tools, and by utilizing in-house training coordination and quality assurance review.				
Performance Measure:	Number of trainees in program compared with those certified in FY.	9/2	7/2	5/2	5/3
Performance Measure:	Percentage of trainees certified within FY.	22%	30%	40%	60%
Department Goal 4:	Reduce Overtime Expenditures				
Activity to Further Goal:	Implement measurers to reduce overtime expenditures				
Performance Measure:	Reduce overtime expenditures by a minimum of 5% over each previous year	7.7% decrease	1% increase	9.9% decrease	7.2% decrease
Department Goal 5:	Conduct citizen education.				
Activity to Further Goal:	Provide 9-1-1 system education to citizens at safety fairs, public events, and schools.				

Emergency Management Department

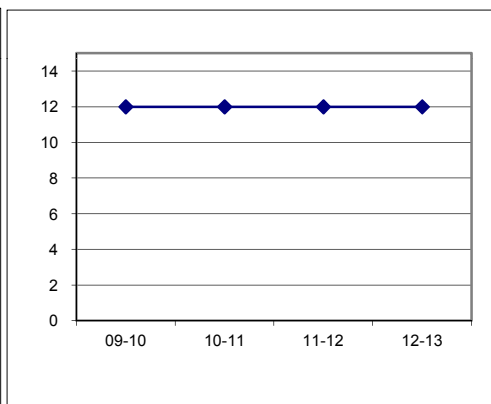
- . Emergency Management
- . Medical Examiner

Emergency Management Department

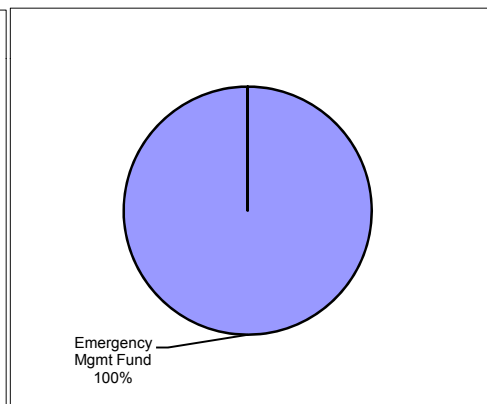
	2009-10 Actual	2010-11 Actual	2011-12 Budget	2011-12 Est Actual	2012-13 Budget
Requirements by Budgetary Category					
Personnel Services	1,288,398	1,342,945	1,420,997	1,418,797	1,389,365
Materials & Services	988,026	532,201	799,499	381,195	893,327
Allocated Costs	192,030	221,896	230,542	230,542	257,756
Capital Outlay	231,178	279,375	600,000	446,889	366,216
Subtotal Current Expenditures	2,699,632	2,376,417	3,051,038	2,477,423	2,906,664
Reserves	-	-	130,344	-	443,872
Contingency	-	-	-	-	-
Ending Fund Balance(s)	-	274,915		527,275	-
Total Requirements by Category	2,699,632	2,651,332	3,181,382	3,004,698	3,350,536
Requirements by Fund					
General Fund	2,699,632	-	-	-	-
Emergency Management Fund	-	2,651,332	3,181,382	3,004,698	3,350,536
Total Requirements by Fund	2,699,632	2,651,332	3,181,382	3,004,698	3,350,536
Budgeted Full-Time Equivalents	12.00	12.00	12.00	12.00	12.00



2012-13 Requirements by Category



Full-Time Equivalents



2012-13 Requirements by Fund

Department Mission and Purpose

The Emergency Management Department develops, coordinates and implements a comprehensive all-hazards countywide program to minimize the impact of incidents or disasters which potentially threaten the safety and welfare of citizens. This mission operates under the premise that every individual who lives or works in Clackamas County shares responsibility for minimizing the impact of disaster on the community. We serve as the central coordination point for all homeland security and emergency management activities throughout the County and as a primary point of collaboration with regional, state and federal agencies.

The Emergency Management Department also oversees the Medical Examiner's Office which investigates all deaths in the County that requires further inquiry. Each investigation is done effectively and efficiently and provides quality services to families, law enforcement and other stakeholders, including death certificates, death reports and sensitive handling of personal effects.

General Overview of Programs

Emergency Operations Program – Oregon Revised Statutes Section 401 requires the County to have an Emergency Operations Plan (EOP), an Emergency Operations Center (EOC) and a staff trained to manage critical incident tasks during an emergency or major incident. The EOP program describes how the County operates during an emergency, and the EOC program provides the facility, equipment and staff to get the job done under the leadership of trained senior officials.

Natural Hazard Mitigation and Community Emergency Preparedness Program – Clackamas County continues to be a national leader in identifying natural hazards and determining the steps required to effectively mitigate the potential impact of those hazards before disaster strikes. Our Natural Hazard Mitigation Plan was the first in the nation to be approved by the Federal Emergency Management Agency (FEMA), and is presently being updated. Formal adoption of the new plan by the Board of Commissioners is expected in fall 2012. The plan continues to be a model for other counties and cities nationally. The Department's Community Emergency Preparedness Program promotes individual and family preparedness, and fosters resilience and sustainability in our community. The department's website www.co.clackamas.or.us/emergency/ provides a direct link to critical preparedness and response information. In FY 2012-2013 the Department will embark on integrating Whole Community Concepts into our daily mission. Whole Community is a means by which emergency managers, residents, organizational and community leaders can collectively understand and assess the needs of our community and determine the best way to organize and strengthen local capabilities. Whole Community themes include understanding community "DNA", fostering relationships with community leaders and businesses, building and maintaining partnerships and empowering local action for effective emergency preparedness, response and recovery.

Planning and Exercise Program – Emergency Management develops and conducts a wide variety of training and exercise programs to test plans, procedures and training under simulated emergency conditions. Continual assessment and subsequent improvements reduce vulnerability and significantly enhance response and recovery capabilities. Plans being developed and exercised include the Volunteer Reception Center Plan, vulnerable population's plans, animal sheltering, and communications. Participation in a regional exercise is planned for spring 2013.

City Liaison Program – The Department has implemented an Emergency Management City Liaison Program to strengthen and expand collaboration between the department and the cities within the County. Program elements include pre-established alert and notification procedures to be used during an emergency, communications connectivity between Emergency Operations Centers, promotion of mutual aid agreements and emergency operations training for elected and senior officials.

Medical Examiner Outreach/Educational Programs – 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. In addition to traditional duties, the Medical Examiner's Office is dedicated to providing outreach and educational programs to residents and public safety organizations in the County. The Medical Examiner's Office offers training to high school students regarding the tragic results of drunk driving as well as

educational sessions to colleges and universities regarding laws and procedures. In addition, the Medical Examiner's Office is available to meet and provide assistance and services to decedents' families.

Department:	Emergency Management				
Strategic Plan:	Fiscal Year 11-12	Actual 09-10	Actual 10-11	Estimated 11-12	Projected 12-13
	Emergency Management				
Countywide Area of Focus:	Keep Our Residents Safe, Healthy and Secure				
Department Goal 1:	Develop and update emergency management plans and mutual aid agreements to address all-hazard risks that threaten Clackamas County for all citizens including vulnerable population planning.				
Activity to Further Goal:	Clarify roles and responsibilities during an emergency or major disaster through plans and agreements.				
Performance Measure:	Number of plans updated and developed.	16	19	34	10
Performance Measure:	Intra- and inter-county mutual aid agreements secured with other counties, cities and special districts within Clackamas County, enabling signatory agencies to share critical resources during times of emergency.	16	20	28	30
Department Goal 2:	Enhance response and recovery capability through a comprehensive exercise and evaluation program.				
Activity to Further Goal:	Exercise and test key emergency response capabilities, initial recovery procedures and preparedness training programs.				
Activity to Further Goal:	Participate in at least one full-scale exercise or real event annually.				
Activity to Further Goal:	Apply lessons learned outlined in after action reports to policy and procedures in order to improve the Clackamas County Emergency Management system.				
Performance Measure:	Number of exercises managed and conducted in the Emergency Operations Center.	6	9	10	8

Department: Emergency Management

Strategic Plan:	Fiscal Year 11-12	Actual 09-10	Actual 10-11	Estimated 11-12	Projected 12-13
Performance Measure:	Number of actual events managed and conducted in the Emergency Operations Center or in support of other County departments.	2	7	4	3
Department Goal 3:	Conduct a training program to create awareness and meet relevant standards necessary to perform assigned missions and tasks.				
Activity to Further Goal:	Provide training to individuals that will respond in the Emergency Operations Center during an event for the County, cities and special districts				
Activity to Further Goal:	Maintain compliance with National Incident Management System (NIMS) requirements.				
Performance Measure:	Number of students trained in NIMS courses hosted by Clackamas Emergency Management that are mandated in order for Clackamas County governments (County, cities, and special districts) to remain or become NIMS compliant.	103	139	196	200
Performance Measure:	Number of elected and senior officials trained in emergency operations including emergency declarations, Emergency Operations Center functionality, and recovery policy and procedures.	29	22	20	25
Department Goal 4:	Enhance the resiliency and sustainability of our community with education and training for citizens, community groups and businesses. Promote emergency preparedness within the vulnerable populations community.				
Activity to Further Goal:	Participate in programs for citizens and the general public including faith groups, preparedness fairs, neighborhood associations, civic groups, assisted living homes and schools.				
Performance Measure:	Number of participants attending programs.	924	1,759	2,232	2,300
Performance Measure:	Number of education sessions provided.	29	46	50	50

Department:	Emergency Management				
Strategic Plan:	Fiscal Year 11-12	Actual 09-10	Actual 10-11	Estimated 11-12	Projected 12-13
Department Goal 5:	Pursue grants to provide funding for emergency management.				
Activity to Further Goal:	Provide funding for Emergency Management personnel, planning, training, exercise and equipment; as well as mitigation funding for targeted community projects.				
Performance Measure:	Number of grant applications completed related to emergency management applications completed and their corresponding values.	4/\$743,089	4/\$653,800	5/\$616,692	4/\$445,000
Performance Measure:	Natural Hazard Mitigation projects accomplished to reduce risk, prevent loss and enhance County sustainability.	\$1,230,977	230,888	\$452,375	\$879,521
Countywide Area of Focus:	Keep Our Residents Safe, Healthy and Secure				
Department Goal 1:	Provide investigation for all suspicious deaths and homicides in Clackamas County.				
Activity to Further Goal:	Review and identify evidence that relates to cause and manner of death.				
Performance Measure:	Number of suspicious deaths and homicidal deaths investigated in Clackamas County.	248	266	260	260
Department Goal 2:	Provide outreach and education to stakeholders, partners, the general public and families regarding the Oregon law and local procedures that guide the Clackamas County Medical Examiner's Office.				
Activity to Further Goal:	Participate in programs for citizens such as high school crash reenactments, law enforcement and fire training programs, and citizen and general public academies.				
Activity to Further Goal:	Provide families with follow-up information regarding death of their family member.				
Performance Measure:	Number of education sessions provided and number of participants attending programs.	30/3757	20/2115	30/3000	35/3500

Department: Emergency Management

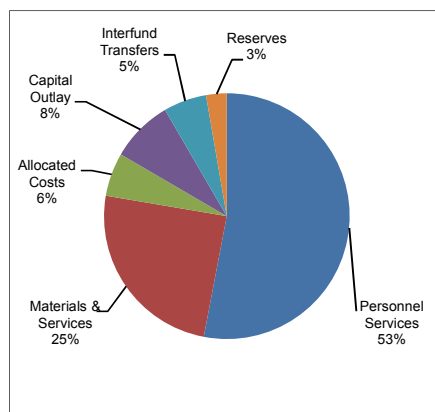
Strategic Plan:		Actual 09-10	Actual 10-11	Estimated 11-12	Projected 12-13
Performance Measure:	Number of medical examiner cases that require family follow-up, e.g. phone call, return of personal items, meeting regarding medical examiner report, etc.	892	880	890	890

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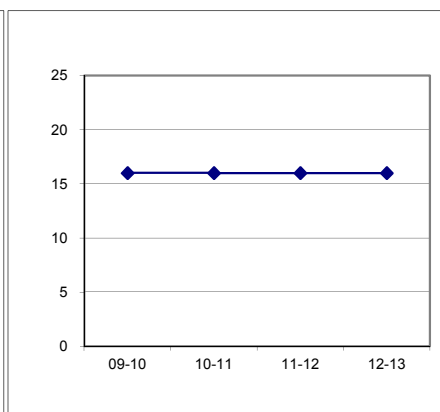
Public and Government Affairs Department

- . Communications and Involvement
- . Cable Management and Access Center

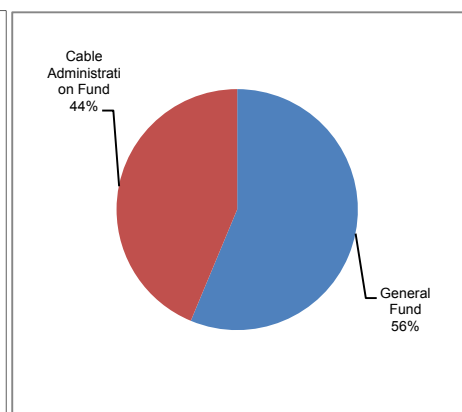
	2009-10 Actual	2010-11 Actual	2011-12 Budget	2011-12 Est Actual	2012-13 Budget
Requirements by Budgetary Category					
Personnel Services	1,548,408	1,621,519	1,768,436	1,769,236	1,872,932
Materials & Services	759,731	737,481	1,025,260	779,280	871,347
Allocated Costs	137,549	206,412	166,462	166,462	202,056
Capital Outlay	20,950	53,573	253,645	46,360	290,000
Debt Service	-	-	-	-	-
Interfund Transfers	-	200,000	200,000	200,000	200,000
Subtotal Current Expenditures	2,466,638	2,818,985	3,413,803	2,961,338	3,436,335
Reserves	-	-	55,880	-	96,292
Contingency	-	-	-	-	-
Ending Fund Balance(s)	400,730	504,130	-	546,044	-
Total Requirements by Category	2,867,368	3,323,115	3,469,683	3,507,382	3,532,627
Requirements by Fund					
General Fund - Public & Govern Affairs	1,665,510	1,763,854	1,907,145	1,910,352	1,988,245
Cable Administration Fund	1,201,858	1,559,261	1,562,538	1,597,030	1,544,382
Total Requirements by Fund	2,867,368	3,323,115	3,469,683	3,507,382	3,532,627
Budgeted Full-Time Equivalents	16.00	16.00	16.00	16.00	16.00



2012-13 Requirements by Category



Full-Time Equivalents



2012-13 Requirements by Fund

Department Mission/Purpose

The mission of the Department of Public and Government Affairs (PGA) is to promote communication, cooperation and strong connections between County government and its citizens, the business community and other government agencies to provide information to respond to key issues and increase awareness of opportunities and resources.

General Overview of Programs

The Department of Public and Government Affairs emphasizes effective two-way communication between the County and involved citizens in order to provide consistent and relevant information about County activities that affect residents and businesses, to assure meaningful public involvement in decision making, and to promote employee knowledge and involvement in County government.

Government Affairs

The County's Government Affairs staff facilitates the inclusion of the views of the County Commission in major public policy discussions at the local, state, regional and federal level.

Government Affairs staff coordinates with key County staff, state-wide affiliate organizations, local government and regional partners, representatives from state agencies, and the County's 17 member legislative delegation to ensure Board principles, goals and legislative priorities are included in public policy discussions and legislation.

Government Affairs staff maintains a full-time presence in Salem and serves as the County's lobbying team and also represents the County's policies and positions with Congressional and other elected representatives.

Government Affairs is responsible for creating the annual Federal Agenda which represents the County's official statement of appropriations and policy priorities and is created through a process that involves all County departments.

Government Affairs staff serve on a wide range of intergovernmental committees to represent County perspective on regional policy issues, and work closely with other local governments to accomplish regional policy priorities.

Government Affairs supports the Clackamas County Coordinating Committee (C-4). Established by the County in 2001, C-4 provides an opportunity for discussion of mutual interest and concerns of Clackamas County jurisdictions and promotes partnership between those jurisdictions. C-4 is comprised of two County Commissioners, representatives of the cities and special districts within the County, Hamlets & Villages and Community Planning Organizations. In addition, there is one ex-officio member from METRO and one from the local business community.

Public Affairs

The County puts a priority on informing and engaging citizens quickly, accurately and effectively of decisions, actions and situations that may affect them. A full range of methods are used: publications, media interviews and releases, the Internet, social media, Intranet and other electronic media, public presentations telephone calls, meetings and video productions on the Clackamas County Government Channel. By continuously reviewing methodologies and adopting new technological advancements, Public Affairs staff ensures that high priority messages are conveyed to the public. Public Affairs also coordinates and implements public involvement and outreach initiatives on county priorities, programs and plans.

The County has assigned several major communication initiatives to Public Affairs. The most recognizable is the quarterly publication of the County's newsletter, *Citizen News*, which reaches a countywide distribution of 171,318. Other initiatives include the State of the County Address; coordinating and organizing major county events and groundbreakings; electronic newsletter from the Board of County Commissioners; consultation with other departments on their publications that inform, educate and make programs accountable, coordinating internal communications and awareness between the Board, Administration and employees through a monthly employee electronic newsletter; and development and execution of communication strategies for major County initiatives and projects.

In 2002, several communications staff positions previously budgeted within individual departments were transferred to PGA. While these positions remain physically located within other departments, this connection assures a higher level of cohesiveness to communication standards and goals. Currently, there are three field positions: Health, Housing and Human Services; Transportation and Development; and Water Environment Services. Additionally, Public Affairs staff serves as media spokespersons for Clackamas County and works jointly with a Sheriff's representative as the County Public Information Officers during disasters or emergencies.

Public Affairs also promotes outreach to citizens. Staff coordinates the activities of the County's six-member Committee for Citizen Involvement, serves as liaison to about 32 recognized community planning organizations (CPOs), administers the recruitment of citizens to serve on 49 advisory boards and commissions that advise the Board of County Commissioners on specific matters, organizes quarterly meetings between involved community leaders and the County Commission and develops frequent training for community leaders. Five Hamlets and Villages continue to provide citizen leaders a voice in County activities. The Complete Communities Program, which has sponsored five Community Congresses to date, has brought together hundreds of citizens who care about the County to establish visions and help set goals for the future.

Cable Communications

Federal law allows counties to regulate certain aspects of cable communications and to negotiate with cable companies for access to cable television to promote public, educational and government activities. The Cable Communications Program is responsible for monitoring customer service standards for cable television operations provided through thirteen franchises of nine cable companies serving the unincorporated areas of the County. This includes complaint resolution for citizens and cable subscribers in the unincorporated areas of the County. As the regulatory authority, Cable Communications reviews rate changes; processes rate orders; enforces cable company compliance with the franchise agreements, the Federal Communications Commission (FCC) and County Code; and conducts franchise renewal negotiations and transfer of ownership and merger processes. The division also participates in facilitating community and institutional uses of cable-based technologies.

The County re-invests a portion (approximately 50%) of its franchise revenue (projected to be \$1,500,000 in fiscal year 2012-13) into its government access program, which makes County government information easily accessible to local citizens on cable television. The cable companies provide further funding through PEG (public, education and government) fees. These fees may be passed through to cable subscribers in addition to the franchise fees collected and can only be used for capital expenditures for access channels or institutional networks (I-Nets) per the terms of the individual cable franchise agreements. Current PEG fees support the Clackamas County Government Channel, the Sabin-Schellenberg Center in the North Clackamas School District on behalf of K-12 education, the Clackamas Community College Channel, public access services of Willamette Falls Media Center and I-Net construction. Access centers enhance public outreach efforts and provide communities with a diverse, independent and local voice. PEG funding is also being used to support the County's Broadband Express project. The current level of support (\$200,000 per year) has been in place since fiscal year 2010-11. This dedicated PEG funding reflects 42% of the 2012-13 cable budget.

The Clackamas County Government Channel currently cablecasts 24 hours a day, 7 days a week. Programs include meetings of the Board of County Commissioners, workshops, series, reader board messages, original County-produced programs and public service announcements. Ninety-nine percent (approximately 32,000) of the cable subscribers in the unincorporated area of the County have access to the programming provided on this channel. By agreement with adjacent cable providers and jurisdictions, the government cable channel is also broadcast to an additional 32,000 cable subscribers within cities in the County. Board meetings are carried to approximately 200,000 cable subscribers in the metropolitan area, webcast on the County's internet site and also provided in DVD format to the County Library for citizen access. The division also monitors the public and education access and institutional network provisions within the thirteen franchise agreements.

Department:	Public Government Affairs Department		Actual	Actual	Estimated	Projected
Strategic Plan:	Fiscal Year 12-13		09-10	10-11	11-12	12-13
Countywide Area of Focus:	Cable Communications Promote financial stability and leadership					
Department Goal 1:	Support the County Cable Code, promote the transmission and interconnection of cable systems, and ensure that cable television in the unincorporated area meets technical standards, is responsive to cable subscriber needs and provides access to public, education and government information that is in the community interest					
Activity to Further Goal:	Monitor code compliance, review technical standards, negotiate interconnection between cable systems and continue to produce high quality programming for the government channel and support public and education access centers.					
Performance Measure: 1	Percentage of cable subscriber complaints resolved.	98%	99%	99%	99%	
Performance Measure: 2	Subscribers in unincorporated Clackamas County that receive the government access channel.	99.8%	99.8%	99.8%	99.8%	
Performance Measure: 3	Awards received for programming	6	23	17	20	
Department Goal 2:	Negotiate, collect and distribute funds received from the cable companies for local public, educational and government (PEG) access institutional telecommunications networks (I-Nets) capital needs and provide information and opportunities through access centers that are uniquely relevant to Clackamas County citizen's needs and interest.					
Activity to Further Goal:	Monitor PEG funding for proper expenditure and provide an annual report to the cable companies. Evaluate cable companies for community needs and interests through the use of studies, focus groups and technical reviews; evaluate financial stability and determine technical capabilities.					
Performance Measure: 1	Cable subscribers contributing PEG/I-Net support to meet community needs.	99.8%	99.8%	99.8%	99.8%	
Performance Measure: 2	PEG funding received to support access centers and I-Nets.	\$ 97,475	\$ 306,415	\$ 316,898	\$ 300,000	
Countywide Area of Focus:	Create a Network of Vibrant					
Department Goal 1:	Public Affairs Communicate frequently, accurately and					

Department:	Public Government Affairs Department				
Strategic Plan:	Fiscal Year 12-13	Actual 09-10	Actual 10-11	Estimated 11-12	Projected 12-13
Activity to Further Goal:	Publications designed and produced; web-based communication tools used; media releases and relationships; strategic messaging and support.				
Performance Measure:	Timeliness and frequency of publications; number of web hits; media outreach receiving coverage; positive county relationships built internally and externally.	98%	99%	99%	99%
Department Goal 2:	Provide increased opportunities for citizen involvement and public participation				
Activity to Further Goal:	Coordinate, promote and support meeting for: Committee for Citizen Involvement; Community Planning Organizations; Hamlets and Village; Complete Communities; Advisory Boards and Commissions; as needed public outreach meetings per issues area/topic.				
Performance Measure:	Number of meetings held and citizen attendance; timely and frequent public meetings; positive relationships built between citizens and County Board/staff.	98%	99%	99%	99%
Countywide Area of Focus:	Government Affairs Keep our Residents Safe, Healthy and Secure				
Department Goal:	Influence federal, state, regional and local policy decisions to reflect Clackamas County priorities.				
Activity to Further Goal:	Attend and participate in issue orientated federal, state, regional and local meetings, discussion, events, outreach and other engagement activities				
Performance Measure:	County policy decision reflect BCC goals and priorities; strong relationships built with key policy partners.	98%	99%	99%	99%
Countywide Area of Focus:	Provide Financial Stability and Leadership				
Department Goal:	Assess and advocate for appropriate federal/state/county shared revenue agreements.				
Activity to Further Goal:	Work to preserve federal/state/county shared revenue agreements for County programs and services				
Performance Measure:	Effective federal/state/county shared revenue agreements; effective local/regional cost sharing programs.	80%	75%	75%	75%
Countywide Area of Focus:	Create a Network of Vibrant Communities				

Department:	Public Government Affairs Department		Actual	Actual	Estimated	Projected
Strategic Plan:	Fiscal Year 12-13	09-10	10-11	11-12	12-13	
Department Goal:	Communicate frequently, accurately and effectively with county stakeholders					
Activity to Further Goal:	Meet and communicate with congressional delegation and staff; state legislative delegation and staff; local and regional elected officials and staff; chambers, business, and other intergovernmental agencies to provide quality outreach and effective follow up with policy issues and topics					
Performance Measure:	County's actions reflect BCC goals and priorities; positive relationships built between partners and County Board/staff	98%	99%	99%	99%	

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Community and Legislative Affairs Dept

	2009-10 Actual	2010-11 Actual	2011-12 Budget	2011-12 Est Actual	2012-13 Budget
<u>Requirements by Budgetary Category</u>					
Personal Services	286,081		-	-	-
Materials & Services	63,447		-	-	-
Allocated Costs	17,593		-	-	-
Capital Outlay	-		-	-	-
Debt Service	-		-	-	-
Interfund Transfers	-		-	-	-
Subtotal Current Expenditures	367,121	-	-	-	-
Reserves	-	-	-	-	-
Contingency	-	-	-	-	-
Ending Fund Balance(s)	-	-	-	-	-
Total Requirements by Category	367,121	-	-	-	-
<u>Requirements by Fund</u>					
General Fund - Community & Legislative	272,608		-	-	-
Total Requirements by Fund	272,608	-	-	-	-
Budgeted Full-Time Equivalents	2.90		-	-	-

Department Mission/Purpose

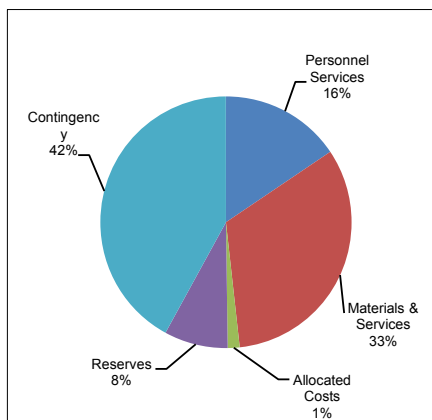
The mission of the Department of Community & Legislative Affairs (CLA) was to maintain productive communications, positive relationships, and understanding & cooperation between the County, the cities within the County, special districts, community organizations, the State Legislature, and other local, regional, and state agencies. The functions of this department have been incorporated into the Public and Government Affairs Department.

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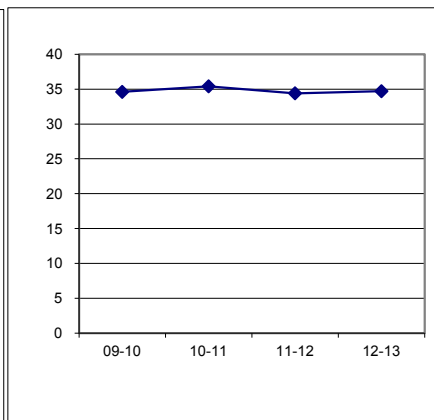
Department of Employee Services

- . Employee Services Administration
- . Risk and Benefits Administration
- . Risk Management Claims
- . Employee Services Trusts
- . Benefits Self-Insurance

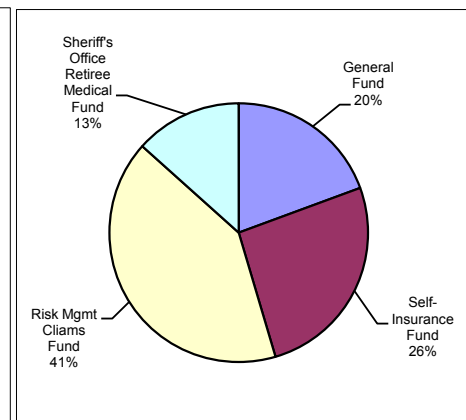
	2009-10 Actual	2010-11 Actual	2011-12 Budget	2011-12 Est Actual	2012-13 Budget
Requirements by Budgetary Category					
Personnel Services	3,372,102	3,437,896	3,673,328	3,133,298	3,857,116
Materials & Services	7,796,179	8,665,574	8,290,824	6,750,979	8,104,226
Allocated Costs	313,031	344,384	369,325	369,325	380,301
Capital Outlay	3,470	9,596	-	-	-
Debt Service	-	-	-	-	-
Interfund Transfers	-	-	-	-	-
Subtotal Current Expenditures	11,484,782	12,457,450	12,333,477	10,253,602	12,341,643
Reserves	-	-	2,118,597	-	2,031,910
Contingency	-	-	9,515,219	-	10,418,585
Ending Fund Balance(s)	10,000,163	10,479,547	-	12,117,496	-
Total Requirements by Category	21,484,945	22,936,997	23,967,293	22,371,098	24,792,138
Requirements by Fund					
General Fund - Employee Svcs	2,360,234	2,425,040	2,639,240	2,269,602	2,679,823
General Fund - Risk & Benefits Admin	1,834,761	1,869,341	2,025,186	1,787,166	2,127,392
Self-Insurance Fund	5,384,440	6,320,929	6,948,729	6,354,576	6,453,600
Risk Management Claims Fund	10,046,885	10,048,902	9,421,323	9,208,314	10,218,482
Sheriff's Office Retiree Medical Fund	1,858,625	2,272,785	2,932,815	2,751,440	3,312,841
Total Requirements by Fund	21,484,945	22,936,997	23,967,293	22,371,098	24,792,138
Budgeted Full-Time Equivalents	34.60	35.40	34.40	34.40	34.70



2012-13 Requirements by Category



Full-Time Equivalents



2012-13 Requirements by Fund

Department Mission/Purpose

The mission of the Department of Employee Services is to enhance public service through excellence in Human Resources. As an internal service department, we are part of the infrastructure that sustains our front line employees. Since employees are the County's greatest asset in service delivery, we provide comprehensive, timely and progressive employment practices to support departments' public service missions.

General Overview

The Department of Employee Services is composed of two major divisions: Employee Services Administration and Risk Management and Benefits Administration.

Employee Services Administration is charged with six major human resources activities: recruitment and selection of employees; classification and compensation administration; employee and labor relations; diversity; training and employee development; and managing the human resource management information system (HRIS). The following illustrates a few ways that our internal services support department activities.

While Employee Services' primary work is supporting employees, the recruitment and selection activity has a great deal of contact with applicants. We are an Affirmative Action employer and attend approximately 24 job fairs per year for outreach and email our job announcements to approximately 80 agencies. We are the face of the County for the 17,163 applicants who applied in fiscal year 2010-11. Due to the economy, we have been receiving larger applicant pools and getting more individual contact from job seekers. In fiscal year 2011-12, we expect to fill 241 positions. Our goal is that every applicant receives timely information about their status and feels positive about their experience with Clackamas County even if they do not get the job.

Employee Services' activities mirror what is happening in the departments we serve. For instance, Employee Services can at the same time be recruiting staff for a new health clinic and helping another division of the same department plan layoffs due to a loss in grant funds. At times, new classifications may be created to fill a need as we assist departments' with reorganizations. Our classification and compensation function assists departments to place new positions into the classification system and review current employees' classifications as work changes. In our unionized environment, many management decisions in the classification and compensation area are subject to union review. In fiscal year 2011-12, the classification and compensation section provided reclassification services that affected 171 positions. Next fiscal year, we anticipate a similar level of activity.

Risk and Benefits Administration provides comprehensive administration of the County's employee benefits program, safety program, and risk management and loss control programs. Employee benefit programs include medical, dental, life and disability insurance; wellness and employee assistance program; flexible spending accounts; deferred compensation; and retiree medical funds. The Risk Management Claims program provides risk management services to County departments in order to manage the risks associated with public entity activities.

The Risk and Benefits Division has administrative responsibility for three separate Self-Insurance and Employee Services Funds: Benefits Self-Insurance (dental, short-term disability, flexible spending accounts and the wellness and employee assistance program); the Sheriff's Office Retiree Medical Fund; and the Risk Management Claims Fund (workers' compensation, casualty, liability claims and unemployment claims).

Department:	Department of Employee Services				
Strategic Plan:	Fiscal Year 12-13	Actual 09-10	Actual 10-11	Estimated 11-12	Projected 12-13
Countywide Area of Focus:	Promote financial stability and leadership				
Department Goal 1:	Promote a healthier workplace through education, awareness and activities to increase employee productivity and reduce health plan claims experience.				
Activity to Further Goal:	Provide opportunities for employees, retirees and family members to improve their physical, mental and financial wellness, through exercise classes, wellness events and education on relevant topics.				
Activity to Further Goal:	Develop and deliver job related courses that support wellness, including Building Resiliency, Communication & Leadership for an Effective Workplace (C.L.E.W.), Communication with Angry People, Frontline I & II and Core Communication.				
Performance Measure:	Number of participants in wellness activities	1,282	1,937	3,024	3,000
Performance Measure:	Medical benefit cost increases compared to national average				
	County overall medical increase	5.6%	1.5%	10.6%	6.6%
	National average	5.5%	6.9%	4.0%	7.2%
	Participants rate Wellness Sustainability and Safety Fair (Scale of 0-5)			4.4	4.5
	Participants rate job-related training as Exceeds or Meets Expectations	97%	98%	97%	100%
Department Goal 2:	Supports Clackamas County by fostering a work place that values diversity.				

Department:	Department of Employee Services				
Strategic Plan:	Fiscal Year 12-13	Actual 09-10	Actual 10-11	Estimated 11-12	Projected 12-13
Activity to Further Goal:	Assist employees in understanding and supporting the County's current recruitment and diversity programs.				
Activity to Further Goal:	Support management in attracting qualified, diverse applicants and maintaining county departments' workforce through recruitments and promotions.				
Performance Measure:	Maintain fully staffed Diversity Advisory Council.	N/A	11	21	25
Activity to Further Goal:	Establish and maintain relationships with community partners by attending diversity events and job fairs to attract diverse, well qualified applicants				
Performance Measure:	Support the annual NW Public Employers Diversity Conference by filling allotted participant slots (currently at 100).	100	93	100	100
Activity to Further Goal:	Provide learning opportunities through seminars, conferences, brown bags, guest speakers and training sessions.				
Performance Measure:	Participants rate learning opportunities as Meets or Exceeds Expectations.	N/A	83%	85%	85%
Department Goal 3:	Develop processes to build a strong Risk Management culture that provides a safe, low risk working environment.				
Activity to Further Goal:	Assess departments for compliance with Occupational Safety & Health (OSHA) requirements and assist them with reducing OSHA, casualty and workers compensation incidents.				
Performance Measure:	OSHA incident rate per 100 employees	4.37	5.94	4.76	4.75
	State average of like entities	5.7	5.9		
Performance Measure:	Number of casualty and workers compensation claims filed	168	184	186	178

Department:	Department of Employee Services				
Strategic Plan:	Fiscal Year 12-13	Actual 09-10	Actual 10-11	Estimated 11-12	Projected 12-13
Activity to Further Goal:	Provide training and guidance to managers and supervisors on employment laws and county policies in order to ensure compliance.				
Performance Measure:	Number of employees attending Progressive Discipline, Workers Compensation, Family Medical Leave, and Labor Contract training	97	70	71	100
Performance Measure:	Participants rate training as Exceeds or Meets Expectations	97%	98%	100%	100%
Department Goal 4:	Identify and build strategic response to changing workplace and population demographics, fostering communication and strategic initiative planning with performance outcomes.				
Activity to Further Goal:	Sustain County-wide Leadership Academy to develop and strengthen leadership skills in participating employees and increase bench strength for leadership positions.				
Activity to Further Goal:	Support the County's culture through employee connections and recognition programs.				
Activity to Further Goal:	Support management in attracting qualified, diverse applicants and maintaining county departments' workforce through recruitments and promotions.				
Performance Measure:	Hiring managers/supervisors rate quality of applicants as Good or Excellent.			95%	98%
Performance Measure:	Hiring managers/supervisors rate onboarding process as Good or Excellent.			86%	90%
Performance Measure:	Number of available Leadership Academy positions compared to applicants.			16/60	16/50
Performance Measure:	Percent of employees completing Leadership Academy.			100%	100%

Department:	Department of Employee Services				
Strategic Plan:	Fiscal Year 12-13	Actual 09-10	Actual 10-11	Estimated 11-12	Projected 12-13
Performance Measure: Number of employment applications received.		17200	17163	13184	15489
Performance Measure: Number of positions filled.		188	178	241	210
Performance Measure: Number of participants in recognition activities (BRAVO, Team Excellence, Recognition		752	639	471	611

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Department of Finance

- . Administration
- . Facilities Management
- . Fleet Services
- . Purchasing
- . Mail/Courier

	2009-10 Actual	2010-11 Actual	2011-12 Budget	2011-12 Est Actual	2012-13 Budget
Requirements by Budgetary Category					
Personnel Services	6,159,591	6,554,418	7,161,820	6,584,497	7,278,812
Materials & Services	9,641,567	9,710,475	10,309,876	9,244,319	9,980,857
Allocated Costs	788,192	811,596	767,011	750,418	881,029
Capital Outlay	6,082,977	16,555,246	12,261,965	3,868,989	9,619,593
Debt Service	382,294	382,294	191,147	191,146	-
Interfund Transfers	60,000	120,000	-	-	2,294,430
Subtotal Current Expenditures	23,114,621	34,134,029	30,691,819	20,639,369	30,054,721
Reserves	-	-	6,630,832	-	4,301,942
Contingency	-	-	550,000	-	356,518
Ending Fund Balance(s)	24,661,431	12,544,455	-	13,473,815	
Total Requirements by Category	47,776,052	46,678,484	37,872,651	34,113,184	34,713,181

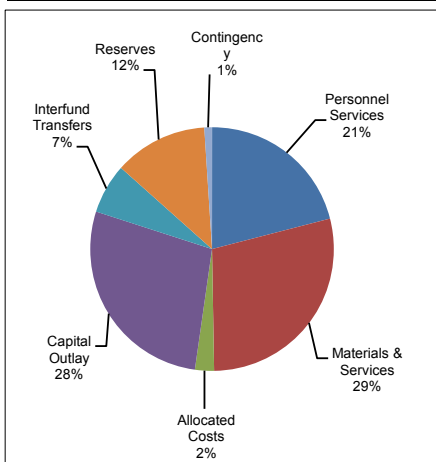
Requirements by Fund

General Fund - Finance Admin	3,222,441	3,312,502	3,538,319	3,204,993	3,461,687
General Fund - Purchasing	718,264	729,189	796,803	789,713	817,338
General Fund - County Courier	96,992	92,426	87,335	87,259	90,895
General Fund - Mail Operations	513,628	482,717	625,411	550,767	601,929
Fleet Replacement Reserve Fund	60,149	180,524	180,384	180,724	180,924
Capital Projects Reserve Fund	30,980,164	29,043,838	19,191,550	15,985,509	15,519,905
Facilities Management Fund	7,811,975	8,046,603	8,174,738	8,091,683	8,256,895
Fleet Services Fund	4,372,439	4,790,685	5,278,111	5,222,536	5,783,608

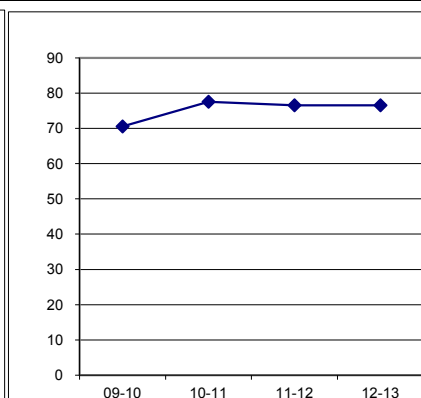
Total Requirements by Fund

47,776,052	46,678,484	37,872,651	34,113,184	34,713,181
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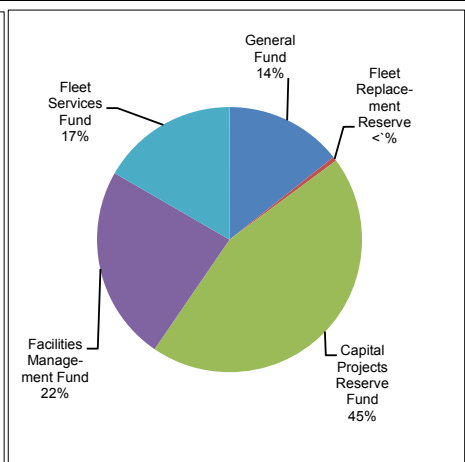
Budgeted Full-Time Equivalents	70.53	77.53	76.53	76.53	76.53
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2012-13 Requirements by Category



Full-Time Equivalents



2012-13 Requirements by Fund

Department Mission/Purpose

The mission of the Finance Department is multifaceted:

- To develop, utilize and maintain financial systems that provide effective, reliable and timely fiscal and debt information for financial reporting in compliance with Federal, State and local laws and regulations; in support of County management strategic planning and goal evaluation; and for external parties in assessing both the financial well-being of the County and the service delivery to its citizens.
- To provide cost effective and legally compliant contracting and procurement services, and reliable mail and courier services to assist County departments in meeting their program goals.
- To provide, maintain and protect healthful, accessible facilities for delivery of County services with emphasis on affordable operating costs, energy efficiency and long term sustainability, and
- To make available a safe, flexible and sustainable fleet of vehicles for conducting County business activities.

All these services are delivered within the context of accountability, integrity and the highest standards of customer service.

General Overview

Finance Administration processes all daily accounts payable and receivable, provides fiscal administration and financial reporting of County grants for Health, Housing and Human Services, Transportation and Development and other departments. Finance also issues payroll checks and maintains records for approximately 2,400 employees on 5 separate payrolls; coordinates and produces audited financial statements as required by State law for the County and its twelve component units; develops information for County departments relating to financial decisions; and procures appropriate cost-effective financing for projects and capital equipment.

The *Budget Unit* assists departments in constructing the annual budget, publishes the budget document as required by statute and provides ongoing monitoring and maintenance of the budget throughout the fiscal year. This unit also prepares and manages the County cost allocation plan. Cost allocation distributes the costs of services provided to County departments by internal units such as Employee Services, Technology Services and Finance, based on use of the services.

Purchasing consists of buyers and support staff whose function is to obtain goods and services at the lowest possible price, consistent with the quality and performance desired by the requesting department. This procurement is done in strict conformance with the Local Contracting Review Board (LCRB) rules, recycling/re-use requirements and procedures adopted by the Board of Commissioners. The Purchasing Division is the contracting oversight agency within Clackamas County.

Mail Operations coordinates and processes all outbound mail, using a mix of US Postal Service and private contractors for lowest cost.

The *County Courier* delivers interoffice mail throughout the County to the many and geographically distributed County offices.

Fleet Services maintains a fleet of vehicles, mostly cars and light trucks, used by various County departments on either a per-mile basis or as a permanent assignment. The County numbers among its goals the use of sustainable approaches to providing all services, including transportation via County vehicles. Thus alternative fuels vehicles and driving policies supporting sustainable operations have been adopted by Clackamas County. Fleet Services also procures, outfits, licenses and is responsible for final disposition of vehicles used by the County.

Facilities Management coordinates building occupancy, utility payments and monitoring, energy conservation, building repairs and maintenance, grounds maintenance, and procures office space for the County. All contracts for janitorial and other contracted services are done through this division. The Facilities Manager is responsible for the County's building projects located on County property. Facilities Management also undertakes special projects for space improvement or remodeling as requested by County departments.

The *Capital Projects Reserve* program accumulates resources for new facilities and improvements to County buildings. Presently, numerous capital improvement projects are accounted for in this fund, including the County's conversion of the County's Sunnybrook Service Center in the Clackamas area into a headquarters facility serving the County Sheriff's Office, renovation and upgrades at the County Jail, and a new Evidence Processing Facility, as well as infrastructure supporting the efficient and cost effective operation of these facilities sited at the County's Red Soils Campus and elsewhere.

Department:	Finance				
Strategic Plan:	Fiscal Year 12-13	Actual 09-10	Actual 10-11	Estimated 11-12	Projected 12-13
Countywide Area of Focus:	Provide financial stability and leadership				
Department Goal 1:	Reduce energy consumption in County facilities and operations				
Activity to Further Goal:	Use Federal American Recovery & Reinvestment Act (ARRA) and Energy Efficiency Conservation Block Grants (EECBG) to optimize energy efficiency in existing County buildings and use smart meters on major buildings to track and report utility consumption rates to gauge performance and improve effectiveness of conservation efforts for 25 Energy Star buildings and 2 Leadership in Energy & Environmental Design (LEED) buildings				
Activity to Further Goal:	Track energy consumption and provide to building occupants to help them control energy costs				
Performance Measure:	Gas- Therms per building square foot	0.32	0.34	0.41	0.34
Performance Measure:	Electricity- kilowatt hours per building square foot	14.06	13.69	15.06	15.06
Activity to Further Goal:	Responsibly increase the percentage of hybrid/alternative fuel vehicles available for service in the light duty fleet				

Department: Finance

Strategic Plan:	Fiscal Year 12-13	Actual 09-10	Actual 10-11	Estimated 11-12	Projected 12-13
Performance Measure:	Percentage of total fleet that are hybrid or alternative fuel vehicles (including patrol vehicles). Target=12% by fiscal year 2016	6.6%	7.4%	7.8%	8.5%
Performance Measure:	Percentage of total fleet that are hybrid or alternative fuel vehicles (excluding patrol vehicles). Target=25% by fiscal year 2016	13.4%	15.1%	16.4%	18.3%
Department Goal 2: Obtain goods and services at the lowest possible price consistent with the quality and performance desired to support County					
Activity to Further Assist County departments	Goal: with procurement needs and specification development, while following an open, competitive process in full compliance with all public purchasing laws and County policies.				
Performance Measure:	High satisfaction ratings from biannual customer surveys beginning fiscal year 2013 per Service Level Agreement. Target 85% satisfaction	N/A	N/A	N/A	85%
Department Goal 3: Provide internal and external customers with financial information that is timely, accurate and meaningful					
Activity to Further Review and develop	Goal: accounting policies and procedures for improvements in effectiveness, reliability and compliance with laws, rules and regulations.				

Department: Finance

Strategic Plan:	Fiscal Year 12-13	Actual 09-10	Actual 10-11	Estimated 11-12	Projected 12-13
Performance Measure:	Annually review and update 25% of the accounting policies and procedures and as necessary develop new policies for meeting internal controls and compliance requirements	N/A	N/A	N/A	25%
Activity to Further	Review and develop processes for increased efficiencies in the Accounts Payable, Accounts Receivable, Audit Management, Budget Management, Grants Management, Payroll and Finance Administration units and tie them to Service Level Agreements performance measures				
Performance Measure:	High customer satisfaction ratings from training surveys, annual finance survey beginning in fiscal year 2013 per service level agreement.	N/A	N/A	N/A	85%
Department Goal 4:	Support Board objectives of strategic planning and active and responsible leadership				
Activity to Further	Develop and implement a Workforce Planning model that promotes and encourages cross-training and educational development of employees that maintain a stable, reliable and knowledgeable base for flexible and rapidly changing quality service delivery.				
Performance Measure:	Develop Plan in conjunction with Employee Services	N/A	Complete		
Performance Measure:	Present Plan to employees for implementation	N/A	Complete		
Performance Measure:	Evaluate annually for upgrades/progress	N/A	N/A	Complete	Complete
Activity to Further	Improve Facilities Management cost allocations to reflect little or no growth and provide more transparent cost allocation for customers by utilizing the work order system to better track needs and outcomes				

Department: Finance

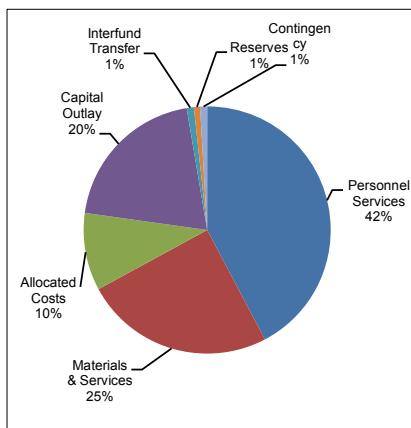
		Actual	Actual	Estimated	Projected
Strategic Plan:	Fiscal Year 12-13	09-10	10-11	11-12	12-13
Performance Update Facilities Management					
Measure: Cost Allocations		N/A	N/A	Complete	
Performance Measure: Annual review and evaluation of costs. Target 0-3%/yr increase		N/A	N/A	N/A	1%

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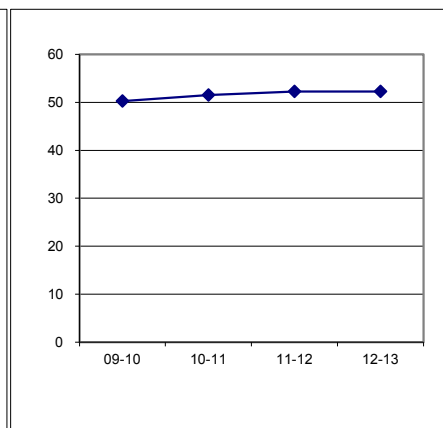
Technology Services Department

- . Administrative Services
- . Application Services
- . Enterprise Services
- . Data Communications Services

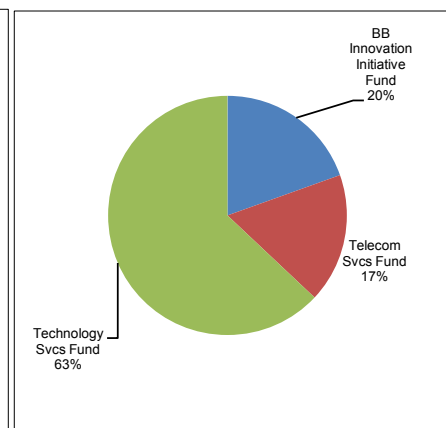
	2009-10 Actual	2010-11 Actual	2011-12 Budget	2011-12 Est Actual	2012-13 Budget
Requirements by Budgetary Category					
Personnel Services	5,765,043	6,229,275	6,867,321	6,805,981	6,893,919
Materials & Services	3,591,314	3,674,910	4,235,392	4,183,731	4,048,087
Allocated Costs	1,750,268	1,455,705	1,693,719	1,693,719	1,655,626
Capital Outlay	401,557	2,231,459	11,360,812	7,670,977	3,286,242
Debt Service	-	-	-	-	-
Interfund Transfers	-	-	-	-	150,000
Subtotal Current Expenditures	11,508,182	13,591,349	24,157,244	20,354,408	16,033,874
Reserves	-	3,420	86,000	-	131,880
Contingency	-	-	101,741	-	150,000
Ending Fund Balance(s)	2,072,807	2,464,945	-	1,608,009	-
Total Requirements by Category	13,580,989	16,059,714	24,344,985	21,962,417	16,315,754
Requirements by Fund					
Broadband Innovation Initiative Fund	-	2,479,183	10,422,870	7,896,605	3,185,427
Telecommunication Services Fund	3,289,060	3,412,623	3,281,165	3,457,377	2,853,635
Technology Services Fund	10,291,929	10,167,908	10,640,950	10,608,435	10,276,692
Total Requirements by Fund	13,580,989	16,059,714	24,344,985	21,962,417	16,315,754
Budgeted Full-Time Equivalents	50.30	51.55	52.30	52.30	52.30



2012-13 Requirements by Category



Full-Time Equivalents



2012-13 Requirements by Fund

Department Mission/Purpose

The mission of the Technology Services Department is to provide high-quality, reliable, innovative and cost-effective technology services to County citizens, leaders and staff so they can meet their goals and deliver results to the public.

General Overview of Programs

The Technology Services Department provides all levels of technology to the County. It is organized in the program areas of Administrative Services, Application Services, Enterprise Systems, Data Communication Services and Clackamas Broadband Express (CBX).

Administrative Services provides management oversight and general administrative support services for the department including senior management, policies and standards, budgeting, procurement, project management, personnel, Continuity of Operations Planning (COOP), record keeping and other required administrative/management support services. Other managed projects include the Clackamas Broadband Express Fiber Project and the Technology 4 Teaching nonprofit.

Application Services provides support for the varied application systems used by County departments so they can perform their business tasks at the highest level of efficiency possible and offer their services at the highest levels of quality and capacity possible. This group also develops and supports applications for public use, applications used collaboratively between the County and other jurisdictions and in the support of County services online. This program includes the Geographic Information System (GIS), applications support and development, document management / imaging, data base support and utilization of Open Source systems to save costs. This also includes support for specific departmental systems such as Assessment and Taxation, Justice Court, Permits and Community Health.

Enterprise Services provides support for countywide applications and services required for the effective management and delivery of services used by the entire County. Such services include the PeopleSoft information management system and the associated finance, human resources, budget and time keeping systems. This program also includes the County Web services including the Intranet, Internet, content management and graphic design.

Data Communication Services supports and maintains the County's technical infrastructure and communication services. These services represent the core of the County's technology investment and are crucial to the business operations of the County. They include desktop PC support, server administration, the call center, security, central operations, data storage and backup, wireless / network communication, audio / visual, license maintenance and other related services. Included in this section is telecommunication support which maintains the telecommunications infrastructure for the County including cell phones, pagers, private network E911, land line, wiring, voice mail and voice network administration. They also support radios, video / audio conferencing, video security, video visitation, cable TV infrastructure, access control systems and smart phones.

Department:	Technology Services	Actual 09-10	Actual 10-11	Estimated 11-12	Projected 12-13
Strategic Plan:	Fiscal Year 12-13				
Countywide Area of Focus:	Keep Our Residents Safe, Healthy and Secure				
Department Goal 1:	Develop and maintain emergency management plans around communications & technology for County (COOP)				
Activity to Further Goal:	Enhance and maintain COOP plan to maintain critical systems in an emergency				
Performance Measure:	Updated Annual COOP plan for Technology Services integrated with County COOP / Business Plans and TS Technology Plan. (Y=Yes N=No P=Partial)	P	P	P	Y
Activity to Further Goal:	Design and implement resilient / redundant architecture for critical technologies (phone / network / server / etc)				
Performance Measure:	Percentage of critical technical systems architecture utilizing resilient or redundant design. (estimated % of critical architecture)	N/A	~40 %	~70 %	~85 %
Department Goal 2:	Develop more online resources for residents / agencies to access critical health & safety services / information				
Activity to Further Goal:	Audit key service requirements relative to public need and design solutions				
Performance Measure:	Annual report on online application usage integrated with annual TS Technology Plan to determine direction for new services. (Y=Yes N=No)	N	N	P	Y
Activity to Further Goal:	Develop and maintain key online services and applications				
Performance Measure:	Number of online applications / services for citizens & businesses	~65	~84	~86	~90
Performance Measure:	Number of mobile friendly applications for citizens & businesses	N/A	N/A	~3	~7
Department Goal 3:	Expand the Clackamas Broadband Express (CBX) project to connect additional key health & safety agencies				
Activity to Further Goal:	Expand fiber infrastructure within / to County including connection of new agencies				
Performance Measure:	Number of agencies / institutions connected.	0	0	~120	~150
Activity to Further Goal:	Support and expand key communication services such as video conferencing, networking, video and telephone, etc				

Department:	Technology Services				
Strategic Plan:	Fiscal Year 12-13	Actual 09-10	Actual 10-11	Estimated 11-12	Projected 12-13
Performance Measure:	Types of services offered (only to other governmental agencies - not to public or businesses) - may be in cooperation with local telecomm providers or via TS	N/A	N/A	Private Network Teleconference Exchange	Private Network Teleconference Security Systems Exchange GIS Applications Storage / Backup Permitting Other as required
Countywide Area of Focus:	Create a Network of Vibrant Communities				
Department Goal 1:	Develop more online resources for businesses to access critical services and information				
Activity to Further Goal:	Audit key service requirements relative to business / community needs and design solutions				
Performance Measure:	Annual update to TS Technology Plan, Business Requirements Section related to required services to public / agencies and new applications / services required. (Y=YES N=NO)	N	N	P	Y
Department Goal 2:	Continue and expand intern program with local colleges and universities				
Activity to Further Goal:	Maintain partnership with local colleges for GIS work study programs				
Activity to Further Goal:	Maintain partnership with local colleges for Technician work study programs				
Performance Measure:	Number of interns employed each year. (all combined)	3	5	6	7
Department Goal 3:	Expand the Clackamas Broadband Express project to provide additional communication opportunities				
Activity to Further Goal:	Expand fiber infrastructure within / to County providing additional communication opportunities				
Performance Measure:	Total number of Middle / Last miles in fiber infrastructure (includes BTOP and other County fiber, all part of CBX)	0	~20	~120	~187
Activity to Further Goal:	Support and expand partnerships with businesses in the utilization of CBX for economic development and services				
Performance Measure:	Number of partnerships with Service Providers or related Businesses	0	2	4	~8
Countywide Area of Focus:	Provide Financial Stability and Leadership				

Department: Technology Services		Actual 09-10	Actual 10-11	Estimated 11-12	Projected 12-13
Strategic Plan:	Fiscal Year 12-13				
Department Goal 1:	Provide and enhance critical technology services for County services and agencies				
Activity to Further Goal:	Develop and maintain 3 year County Technology strategic plan, including business analysis, updated annually				
Performance Measure:	Annual update of TS Technology Strategic Plan with input from departmental business / technology meetings and updates to department SLAs. (Y=YES N=NO P=Partial)	N	N	P	Y
Activity to Further Goal:	Annual review and update of departmental Service Level Agreements with County management				
Performance Measure:	Number departmental SLA updated and signed each year, includes updated performance metrics	0	14	14	14
Department Goal 2:	Increase use of digital governance with enhanced work flow solutions and reduction in paper usage				
Activity to Further Goal:	Expand and maintain Document Management system to store and manage County documents				
Performance Measure:	Number of electronic documents (complete docs, not images) stored in County Document Management Systems	N/A	38,700,000	~50,000,000	~65,000,000
Activity to Further Goal:	Expand utilization of process workflow solutions and applications				
Performance Measure:	Number of workflow solutions for electronic data developed (both Internet and Intranet applications)	0	2	~4	~10
Activity to Further Goal:	Develop and maintain County / public / private document collaboration solutions for better communications with citizens				
Performance Measure:	Number of online collaboration applications for public / businesses	0	0	1	~4
Department Goal 3:	Provide high performance, cost effective technology solutions while leading designs for cost avoidance				
Activity to Further Goal:	Technology service audits with County departments related to performance and services				
Performance Measure:	Allocation Model with quarterly reporting / consultation with departments on technology utilization / planning / funding based on business plan (Y=YES N=No P=Partial)	N/A	N/A	P	Y
Activity to Further Goal:	Annual financial impact analysis with departments related to utilization of technology and potential efficiencies				

Department: Technology Services

Strategic Plan:	Fiscal Year 12-13	Actual 09-10	Actual 10-11	Estimated 11-12	Projected 12-13
Performance Measure:	Annual review with departments integrating updated SLA, technology audit and TS Technology Plan to determine technology	N	P	P	Y
Department Goal 1:	Provide and enhance critical communication services for County services and agencies				
Activity to Further Goal:	Expand and maintain key critical communication infrastructure (telephone, network, cell, radio)				
Performance Measure:	Annual number of network devices connected to network (includes PCs, Servers, wireless, networking, peripherals etc)	~2950	~3100	~3300	~3450
Performance Measure:	Annual number of Telecomm/Security devices supported (includes telephones, cell phone, cameras, A/V, radios, pagers, security, alarms)	N/A	9,309	~10,097	~10,700
Activity to Further Goal:	Business analysis of County communication needs and future resource requirements				
Performance Measure:	Annual update to TS Technology Plan, Telecommunication Section related to communication services, technology, upgrades and support. Includes Annual Technology Audit and SLA information. (Y=YES N=NO)	N	N	P	Y

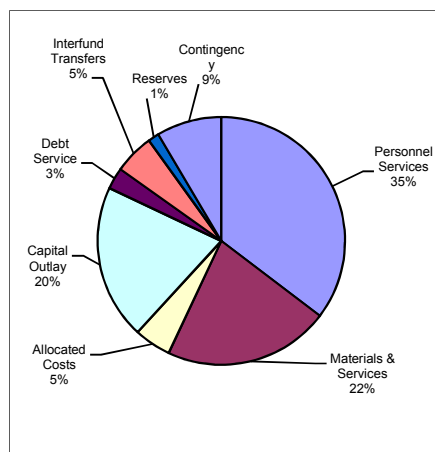
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Dept of Transportation and Development

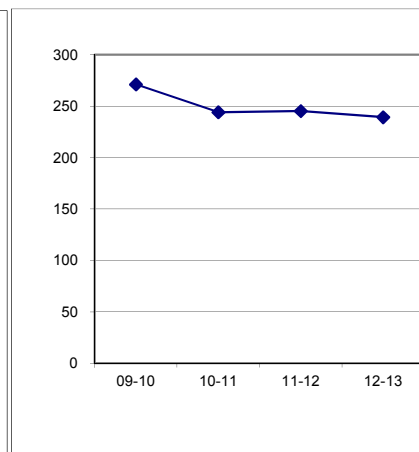
- . Business and Administrative Services
- . Building Codes
- . Planning
- . Transportation Maintenance
- . Transportation Improvement
- . Surveyor
- . Dog Services
- . Code Enforcement & Sustainability

Department of Transportation and Development

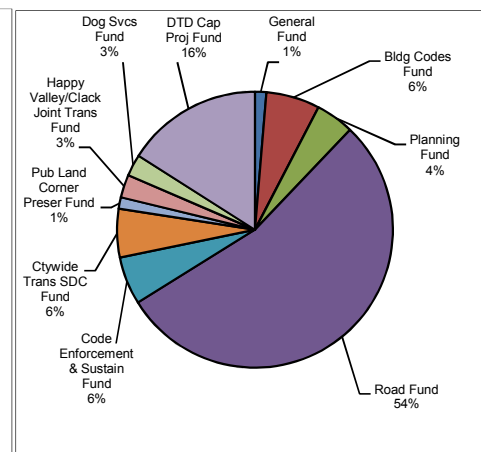
	2009-10 Actual	2010-11 Actual	2011-12 Budget	2011-12 Est Actual	2012-13 Budget
Requirements by Budgetary Category					
Personnel Services	22,847,971	23,366,621	24,752,513	23,603,049	24,335,669
Materials & Services	7,460,047	12,245,881	13,823,345	11,660,459	14,895,442
Allocated Costs	3,419,088	3,870,008	2,954,549	2,954,549	3,331,435
Capital Outlay	28,448,480	8,696,701	21,404,838	14,021,411	13,909,249
Debt Service	1,931,836	1,931,836	1,931,836	1,931,836	1,931,836
Interfund Transfer	17,134,734	2,739,969	9,056,037	4,900,809	3,597,638
Subtotal Current Expenditures	81,242,156	52,851,016	73,923,118	59,072,113	62,001,269
Reserves	-	-	1,378,867	-	1,000,000
Contingency	-	-	7,027,337	-	5,845,500
Ending Fund Balance(s)	15,988,865	14,385,634		13,806,866	0
Total Requirements by Category	97,231,021	67,236,650	82,329,322	72,878,979	68,846,769
Requirements by Fund					
General Fund - County Surveyor	931,766	916,417	855,582	818,504	908,507
Building Codes Fund	5,112,177	4,192,984	4,115,580	3,935,609	4,333,999
Planning Fund	3,591,914	3,433,406	3,082,239	2,986,378	3,089,673
Road Fund	37,928,583	39,500,508	39,180,810	39,194,003	37,201,390
Code Enforcement & Sustain Fund	3,331,204	4,932,258	5,605,081	5,555,507	3,876,264
Countywide Transportation SDC Fund	15,842,118	3,506,253	3,720,506	3,209,692	3,906,481
Public Land Corner Preservation Fund	1,958,739	1,602,853	1,346,342	1,153,116	925,100
Happy Valley/Clack Joint Trans Fund	5,152,938	365,655	4,392,100	1,995,678	1,847,680
Dog Services Fund	1,555,716	1,611,953	1,777,503	1,584,383	1,744,511
DTD Capital Projects Fund	21,825,866	7,174,363	18,253,579	12,446,109	11,013,164
Total Requirements by Fund	97,231,021	67,236,650	82,329,322	72,878,979	68,846,769
Budgeted Full-Time Equivalents	271.15	244.00	245.20	245.20	239.20



2012-13 Requirements by Category



Full-Time Equivalents



2012-13 Requirements by Fund

Department Mission/Purpose

The Mission of the Department of Transportation and Development is to assist citizens and businesses in creating vibrant, sustainable communities through innovative and responsive public service.

General Overview of Funds*County Surveyor*

County Surveyor protects the owners of property and the public through the review of surveys, subdivisions, partitions, and condominiums and provides a high quality records library and research facility for the public, consultants, developers, and other agencies.

Building Codes

Building Codes delivers timely plan reviews, permits and inspections, protects community health and safety, as well as the consumer's real property investment by assuring that construction permits meet state standards for all of our customers.

Planning

Planning assists the Community, the Board of County Commissioners and the Planning Commission in managing change through long-range strategic planning and issuing land use permits that preserve and enhance the character of the community.

Roads

Roads plans, designs and manages construction of County roads, bridges and pedestrian facilities while maintaining a safe transportation system and providing emergency road services during inclement weather.

Code Enforcement Compliance and Sustainability

Code Enforcement Compliance and Sustainability develops and promotes sustainability programs and practices, provides for a safe, sanitary and effective system for the collection of solid waste while maximizing recycling and enforces codes and regulations effectively and fairly for all of our citizens.

Dog Services

Dog Services manages the licensing, control and shelter of dogs for all Clackamas County residents.

Department:	Transportation and Development	Actual 09-10	Actual 10-11	Estimated 11-12	Projected 12-13
Strategic Plan:	Fiscal Year 11-12				
Countywide Area of Focus:	Keep Our Residents Safe, Healthy and Secure				
Department Goal 1:	Provide motorists with road conditions conducive to a safe trip				

Department:	Transportation and Development				
Strategic Plan:	Fiscal Year 11-12	Actual 09-10	Actual 10-11	Estimated 11-12	Projected 12-13
Performance Measure:	Percentage of immediate hazards (such as potholes; damaged stop signs and guardrails; vegetation related sight obstructions; and objects or debris in the road) that are responded to in a timely manner. Targeting 100% success rate	98%	100%	100%	100%
Department Goal 2:	Establish a culture of employee safety that will lead to improved employee well-being resulting in fewer job-related incidents and injuries				
Activity to Further Goal:	Improve employee safety				
Performance Measure:	Reduce avoidable property damage and employee injuries	10% Reduction	15% Reduction	15% Reduction	15% Reduction
Countywide Area of Focus:	Create a Network of Vibrant Communities				
Department Goal 1:	Provide the highest level of customer service in support of residential and commercial development in Clackamas County				
Activity to Further Goal:	Provide timely and accurate land use permit, plat and building plan reviews				
Performance Measure:	Percentage of reviews that meet or better timeframes established in codes or statutes targeting 90% or higher that meet timeframes				
	Engineering	76%	80%	85%	85%
	Surveyor	98%	95%	90%	95%
	Planning	85%	85%	85%	97%
	Building	86%	85%	98%	92%
	Average	86%	86%	90%	92%

Department:	Transportation and Development				
Strategic Plan:	Fiscal Year 11-12	Actual 09-10	Actual 10-11	Estimated 11-12	Projected 12-13
Department Goal 2:	Effectively respond to inquiries by demonstrating courtesy and professionalism				
Activity to Further Goal:	Provide responsive customer service through friendly, accurate and timely responses to the public				
Performance Measure:	Percentage of public surveyed who expressed overall satisfaction with service targeting 90% or higher satisfaction rating	90%	96%	Target 96%	96%
Department Goal 3:	Increased public participation and understanding of DTD projects, processes and programs				
Activity to Further Goal:	Expand quality and quantity of meaningful communications between staff and community				
Performance Measure:	Increased number of forms of communication with the public emphasizing greater number of visits on DTD websites and expanded social media	20% Increase	10% Increase	10% Increase	10% Increase
Countywide Area of Focus:	Provide Financial Stability and Leadership				
Department Goal 1:	Achieve a culture of sustainable practices in county operations				
Activity to Further Goal:	Reduce consumption in county facilities and operations				
Performance Measure:	Reduce energy consumption in all county facilities **	.073 MBTU/sf	.069 MBTU/sf	.069 MBTU/sf	.067 MBTU/sf
Performance Measure:	Reduce paper purchased per FTE	17.75 ream/FTE	15.38 ream/FTE	15.67 ream/FTE	15.00 ream/FTE
Performance Measure:	Percentage of purchases of paper with 30% recycled content targeting 90% of all paper purchases	90%	92%	92%	95%

**MBTU/sf represents the energy intensity of facilities including lighting, heating and cooling, hot water, etc. measured in thousands BTU (British Thermal Units) of energy per square foot of building. A lower MBTU/sf reflects a more energy efficient building

Department:	Transportation and Development				
Strategic Plan:	Fiscal Year 11-12	Actual 08-09	Actual 09-10	Estimated 10-11	Projected 11-12
Department Goal 2:	Foster public understanding of and belief in the credibility of the DTD capital improvement program				
Activity to Further Goal:	Implement transportation capital improvement projects on time and on budget, and inform the public.				
Performance Measure:	Percentage of projects in capital improvement program that are delivered within the budget range established for the project targeting 90% or higher success rate	100%	93%	92%	96%
	Percentage of projects in capital improvement program that are delivered in the established program year for the project targeting 90% or higher success rate	92%	90%	88%	94%
Countywide Area of Focus:	Keep Our Residents Safe, Healthy and Secure				
Department Goal 1:	Protect the community from dangerous dogs and promote responsible pet care				
Activity to Further Goal:	Provide field and sheltering response to complaints of biting, aggressive, dangerous, abandoned, abused and neglected dogs				
Performance Measure:	Increase licensing thereby assuring more dogs have rabies vaccinations	NA	NA	10%	8%
	Provide quick response and resolution to these cases	NA	NA	90%	95%
Countywide Area of Focus:	Create a Network of Vibrant Communities				
Department Goal 1:	Encourage public participation and discussion during adoption of regional transportation plans				
Activity to Further Goal:	Conduct public outreach to identify deficiencies that need to be addressed with future projects				

Department:		Transportation and Development			
Strategic Plan:	Fiscal Year 11-12	Actual 09-10	Actual 10-11	Estimated 11-12	Projected 12-13
Performance Measure:	Use open house meetings, on-line information exchanges, surveys, and other communication methods to invite the public to participate in the discussions that will shape our Transportation System Plan (10-year updates), capital improvement plan (5-year updates), and methodology report (5-year updates)	NA	NA	See #1	See #2
#1) Developed Community Transportation Forum; 5 TSP Public Advisory committee meetings, 4 Workshops; 36 presentations; 2 virtual Open Houses; online survey; PAC meetings; newsletters					
#2) 4 TSP Public Advisory committee Meetings; 3 Workshops; Presentations; Newsletters; Virtual Open House(s) Planning Commissions Meetings-Hearings; Social Media-Website					
Countywide Area of Focus:	Provide Financial Stability and Leadership				
Department Goal 1:	Encourage public participation and discussion regarding preferred funding mechanisms for our roads (including SDC's)				
Activity to Further Goal:	Conduct public outreach regarding the status of our existing transportation network				
Performance Measure:	Conduct surveys and present feedback from residents, businesses, community groups and developers regarding the preferred methods to fund both our existing and future transportation system to the Board of County Commissioners	NA	NA	See #3	See #4
#3) Developed Community Transportation Forum; Transportation Funding is C4's focus this yr (2012), numerous meetings, 5 TSP Public Advisory Committee Meetings, 4 Workshops; 36 Presentations; 2-Virtual Open Houses; online survey; PAC meetings; newsletters					
#4) 4 TSP Public Advisory committee Meetings; 3 Workshops; Presentations; Newsletters; Virtual Open House(s) Planning Commissions Meetings-Hearings; Social Media-Website					

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Health, Housing and Human Services

- . Administration
- . Social Services
- . Housing and Community Development
- . Community Solutions for Clackamas County
- . Children, Youth and Families
- . Community Health

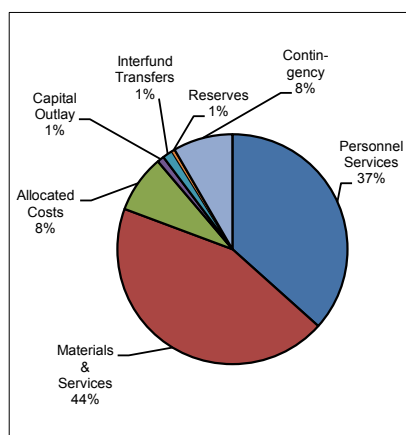
	2009-10 Actual	2010-11 Actual	2011-12 Budget	2011-12 Est Actual	2012-13 Budget
Requirements by Budgetary Category					
Personnel Services	30,577,400	32,437,526	39,509,441	35,460,449	44,213,106
Materials & Services	43,521,478	50,492,956	68,239,975	50,967,288	53,193,025
Allocated Costs	7,677,372	7,775,657	9,623,696	9,264,388	9,791,252
Capital Outlay	229,751	95,674	2,232,453	2,011,152	1,173,500
Interfund Transfers	808,574	345,222	4,063,774	3,573,839	1,697,456
Subtotal Current Expenditures	82,814,575	91,147,035	123,669,339	101,277,116	110,068,339
Reserves	-	-	651,991	-	536,669
Contingency	-	-	11,480,067	-	10,118,638
Ending Fund Balance(s)	16,353,656	25,916,823		24,659,177	
Total Requirements by Category	99,168,231	117,063,858	135,801,397	125,936,293	120,723,646

Requirements by Fund

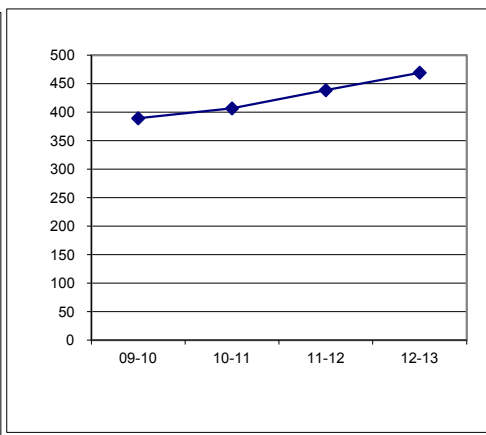
Health, Housing & Human Svcs Ad Fund	1,065,334	1,168,710	1,595,227	1,443,035	1,162,414
Clackamas Mental Health Org Fund	20,806,522	25,263,269	28,174,602	28,194,706	22,731,277
Social Services Fund	16,344,668	16,846,101	19,343,929	17,241,268	17,923,956
Community Development Fund	8,064,264	9,047,619	7,810,415	6,833,161	7,242,451
Comm Solutions for Clack Cty Fund	8,719,059	7,987,549	5,817,579	5,660,727	4,798,599
Children, Youth & Families Fund	3,106,372	4,400,425	5,189,232	4,710,041	4,571,681
Community Health Fund	41,062,012	52,350,185	67,870,413	61,853,355	62,293,268
Total Requirements by Fund	99,168,231	117,063,858	135,801,397	125,936,293	120,723,646

Budgeted Full-Time Equivalents

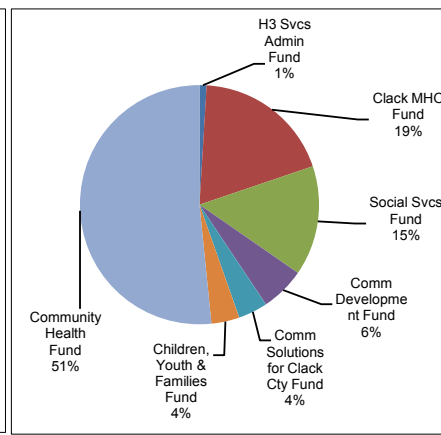
388.98	406.34	438.28	438.28	468.97
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2012-13 Requirements by Category



Full-Time Equivalents



2012-13 Requirements by Division

Department Mission/Purpose

The mission of the Health, Housing & Human Services (H3S) is promoting and assisting individuals, families, and communities to be healthy, to be safe, and to thrive.

Our goals are:

- To provide sustainable and affordable housing
- To assist individuals and families in need to be healthy and safe
- To increase self-sufficiency
- To increase community safety and health
- To continually improve the efficiency and effectiveness of services

H3S reviews progress on these goals through a defined set of performance measures which track and report the output and outcome of Department activities. These performance measures display our progress over time and allow for benchmarking against other communities.

Based on knowledge gained through our measurement, H3S undertakes process improvement activities and policy refinement, striving to increase Department efficiency, to assure the greatest possible good, to the most people, through our resources.

General Overview

Health, Housing, and Human Services oversees and coordinates the following divisions: Social Services; Community Development; Community Solutions for Clackamas County; Children, Youth, and Families; Behavioral Health, the Housing Authority, and Community Health.

Revenues for H3S are generated from federal and state funds as well as grants and other revenue sources. Fluctuations in state and federal funding make it difficult to predict ongoing funding with certainty. The decisions made at the federal level, and at the state legislature have a critical effect on many of our budgets.

H3S Administration

The H3S Administration office provides leadership and oversight in the areas of planning, policy development, contract management, budget, personnel administration, communications, performance management, LEAN business practices, coordination of services, and efficient use of resources within the Department and County.

Social Services

The Social Services Division provides services, information and support to seniors, individuals with developmental disabilities, and veterans, as well as individuals and families living with low incomes. Programs operated through the Volunteer Connection promote volunteerism among all population groups. County staff and contractors work directly with clients in a variety of settings to help them remain active, engaged in their communities, and as independent as possible. This includes providing information and referral services, case management, energy assistance, transportation and volunteer opportunities. The Division advocates for clients and engages in system-wide advocacy on the local, state, and federal level to ensure a broad focus on the important issues affecting the populations served by Social Services.

Community Development

Community Development is responsible for planning and managing all projects and programs funded by federal housing and community development funds. Projects include the construction of streets, sewers, and sidewalks in low income neighborhoods, acquisition of property for the development of special needs housing and homeless shelters, and the funding of public services aimed at educating and improving the lives of low income and disabled individuals. The goal is to revitalize distressed neighborhoods; expand and improve community services and facilities; expand

employment opportunities for low and moderate income persons; and eliminate conditions detrimental to a community's health and welfare.

The housing rehabilitation program offers loans to low-and-moderate income homeowners. The housing development program provides funds for the construction of affordable rental units. Funds are also used to provide direct and indirect assistance to low-income homebuyers. The goal is to eliminate unsafe and substandard housing conditions; to upgrade and preserve existing housing stock; to upgrade and revitalize lower income neighborhoods; to enable elderly and handicapped persons to remain independent; and to enable lower income families who cannot afford conventional financing to rehabilitate their homes.

Community Solutions for Clackamas County

Community Solutions for Clackamas County (CSCC) works to create effective solutions in workforce development and business productivity and energy-efficiency savings for low-income homeowners and renters. CSCC operates customized employment projects for Corrections, Public Assistance, Food Stamps, Workforce Investment Act, Veterans and State Title V Older Worker clients. These projects are targeted at increasing the employability and wage potential of special needs and disadvantaged populations. Community Solutions has delivered quality employment and training programs for over 35 years in Clackamas County. CSCC staff also work at the two State Department of Human Services Self-Sufficiency offices.

For employers, the Division provides recruitment of new employees, fills job orders, provides job retention services and develops customized work experience and on the job training opportunities. Staff works in cooperation with the North Clackamas, Oregon City and Wilsonville Chambers of Commerce to provide input on workforce issues. These Countywide services can help increase business productivity and reduce employee training and turnover costs.

Other services under the Division umbrella include the County Weatherization Program, providing year-round weatherization services to low income renters and homeowners in Clackamas County.

Children, Youth, and Families

The Children, Youth, and Families Division (CYF) fosters collaboration and action of community partners to promote wellness for children of all ages and their families. Funds are used for strategic planning, shaping policies, organizing community level change, and coordinating the provision of services. The majority of funds are passed through to local nonprofits and schools to implement the prioritized services.

CYF supports the work of the Commission on Children and Families, Youth Advisory Board, Diversity Leadership Council and Public Safety Coordinating Council.

Behavioral Health

The Behavioral Health Division provides clinic-based specialty mental health and addictions services as a Federally Qualified Health Center designated under Section 330 of the Public Health Services Act. Behavioral Health provides 24-hour crisis response services to residents experiencing mental health crises, and oversight of community-based contracts as the Local Mental Health Authority and the Mental Health Organization.

Community Health

The Community Health Division provides a range of public health services including Women Infants and Children, immunization, environmental health inspections, community nursing services, and emergency response to public health threats within the community. Community Health also provides primary medical and dental services as a Federally Qualified Health Center funded under Section 330 of the Public Health Services Act.

Please note: The Community Health and Behavioral Health Divisions are separate divisions, but are currently rolled into one fund for budgeting purposes.

Housing Authority of Clackamas County

The Housing Authority provides affordable and safe housing to low income residents by owning and managing a portfolio of 900 units, and by administering the Housing Choice Voucher program (1,600 vouchers). Many clients are

elderly or disabled, or are heads-of-households who are single women with children that have been the victim of domestic violence.

There are six (6) budget activities: Low Rent Public Housing (operation of 545 public housing units); Housing Choice Vouchers (administration of the voucher program and pass through rent assistance); Local Projects (operation of 355 other affordable and special needs housing units); Central Office (administration and finance); Housing Development (creating new housing or preserving existing units); and Grants (Capital Fund and Resident Self-Sufficiency).

Health, Housing & Human Services		Actual	Actual	Estimated	Projected
Strategic Plan:	Fiscal Year 12-13	09-10	10-11	11-12	12-13
Countywide Area of Focus: Keep our residents safe, healthy and secure					
Department Goal 1:	To assist individuals and families in need to be healthy and safe				
Activity to Further Goal:	Use electronic health records to improve stability of patients with diabetes				
Performance Measure:	Percentage of Diabetic patients at primary care clinic with HbA1c < 9%	79.0%	75.0%	64.0%	85.0%
Activity to Further Goal:	Provide treatment service options for mental health and addictions				
Performance Measure:	Number of individuals who receive services through the Behavioral Health Division	7258	8132	7955	8154
Activity to Further Goal:	Provide immunization service and education				
Performance Measure:	Percent of County children aged 24 to 35 months who are adequately immunized	67.2%	73.4%	73.0%	73.0%
Activity to Further Goal:	Provide Evidence-Based Drug/Alcohol prevention program to educate your about alcohol and drug abuse				
Performance Measure:	Percent of youth in program reporting decrease in substance abuse	96.0%	99.0%	99.0%	99.0%
Activity to Further Goal:	Provide prenatal care at the primary care clinic				
Performance Measure:	Percent of babies born to mothers receiving prenatal care at the primary care clinic who are normal birth weight	96.8%	98.0%	97.3%	93.0%
Countywide Area of Focus: Create a network of vibrant communities					
Department Goal 1:	To provide sustainable and affordable housing				
Activity to Further Goal:	Create affordable housing				
Performance Measure:	Change in the number of affordable housing units in the county	+83	+140	-139	+41
Activity to Further Goal:	Provide public housing to county residents				

Health, Housing & Human Services		Actual	Actual	Estimated	Projected
Strategic Plan:	Fiscal Year 12-13	09-10	10-11	11-12	12-13
Performance Measure:	Occupancy rate of public housing	99%	99%	98%	98%
Activity to Further Goal:	Provide housing choice vouchers to county residents				
Performance Measure:	Percent of housing choice vouchers funds used for rental assistance	98%	98%	98%	98%
Activity to Further Goal:	Provide weatherization services to County residents				
Performance Measure:	Percent of homes meeting Federal standards following weatherization	Prior to measure	Prior to measure	100%	100%
Countywide Area of Focus: Provide financial stability and leadership					
Department Goal 1:	To continually improve the efficiency and effectiveness of services				
Activity to Further Goal:	Improve access to services for people with developmental disabilities				
Performance Measure:	Percent of Developmental Disabilities clients who receive first contact from case manager within 45 days of program entry	Prior to measure	95%	93%	93%
Department Goal 2:	To increase self-sufficiency				
Activity to Further Goal:	Link volunteers to community activities				
Performance Measure:	Hours of volunteer service, provided by volunteers registered with Volunteer Connection	130,750	90,748	72,000	72,000
Activity to Further Goal:	Promote new services and expand existing successful programs for homelessness through coordination, networking, and funding				
Performance Measure:	Number of individuals who are homeless or at high risk of homelessness who receive services	2,176	2,693	3,336	3,360
Activity to Further Goal:	Provide training to veterans enrolled in Hire Oregon Vets				
Performance Measure:	Percent of veterans enrolled in Hire Oregon Vets who receive training	Prior to measure	80%	80%	80%

Business and Community Services Dept

- . Economic Development
- . Recreation
- . Library Services
- . Property Resources

Business and Community Services Department

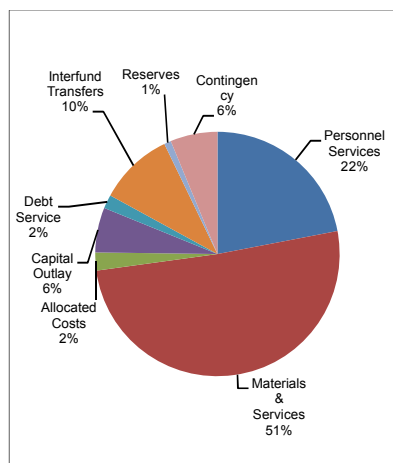
	2009-10 Actual	2010-11 Actual	2011-12 Budget	2011-12 Est Actual	2012-13 Budget
Requirements by Budgetary Category					
Personnel Services	4,745,401	4,747,144	5,540,433	4,882,812	5,754,873
Materials & Services	6,008,343	7,782,771	11,492,291	8,064,536	13,312,737
Allocated Costs	603,955	595,771	606,712	606,712	620,235
Capital Outlay	1,410,300	1,925,152	5,902,608	4,872,248	1,549,359
Debt Service	471,138	473,006	473,888	473,888	473,831
Interfund Transfers	6,398,545	1,501,634	2,441,760	1,952,673	2,595,380
Subtotal Current Expenditures	19,637,682	17,025,478	26,457,692	20,852,869	24,306,415
Reserves	-	-	1,490,712	-	230,010
Contingency	-	-	260,214	-	1,639,241
Ending Fund Balance(s)	3,874,960	8,438,429		7,317,678	
Total Requirements by Category	23,512,642	25,463,907	28,208,618	28,170,547	26,175,666

Requirements by Fund

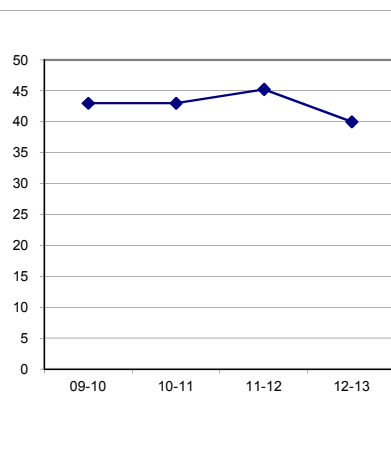
General Fund - County Library	3,939,593		-	-	-
General Fund - Veteran's Services	253,129	297	-	-	-
County Fair Fund	1,554,949	1,740,501	2,006,097	2,017,891	1,750,413
Business & Economic Devel Fund	1,333,010	1,947,916	3,157,675	3,503,181	4,447,620
Library Services Fund	1,555,186	11,929,125	11,771,981	11,697,524	10,012,217
Parks Fund	4,417,724	3,357,753	4,298,216	3,936,819	2,441,599
Property Resources Fund	636,942	249,540	279,992	270,796	371,708
SS Village Pk Rd Frontage Const Fund	122,245	128,234	125,322	132,534	135,234
SS Village Pk Acquisition Fund	320,419	332,038	320,932	342,863	403,063
Stone Creek Golf Course	2,936,850	2,673,704	2,811,700	2,861,380	2,930,660
Parks Trust Fund	6,262,205	2,880,495	3,220,320	3,168,559	3,414,298
Tax Title Land Fund	180,390	224,304	216,383	239,000	268,854
Total Requirements by Fund	23,512,642	25,463,907	28,208,618	28,170,547	26,175,666

Budgeted Full-Time Equivalents

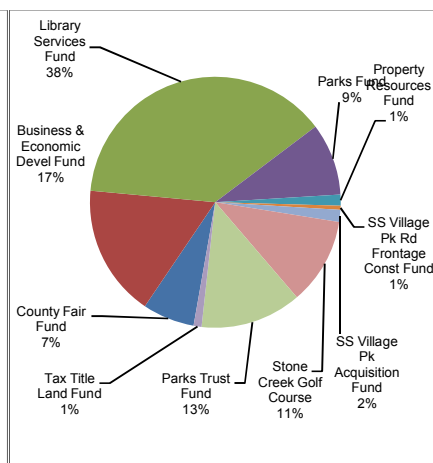
43.00	43.00	45.25	45.25	40.00
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2012-13 Requirements by Category



Full-Time Equivalents



2012-13 Requirements by Fund

Business and Community Services Department

Department Mission/Purpose

The mission of the Business & Community Services (BCS) Department is to provide and promote County Libraries, the Library Network, County Fair, Rural Parks, Forest Management, Stone Creek Golf Club, Property Management and Business and Economic Development. In addition, BCS manages the operations of two service districts; North Clackamas Parks & Recreation District and the Library District of Clackamas County. We provide educational, economic, cultural and recreational resources and programs to Clackamas County residents, visitors and business partners so that Clackamas County continues to be a great place to live, learn, visit, work and play.

General Overview of Programs

The County *Library* program provides and promotes informational, educational, cultural and recreational materials and resources to enhance the economic, social and cultural vitality of the community. The library program is responsive to the needs of the community with welcoming environments, a broad range of relevant programs and materials in a variety of formats and highly qualified, customer-focused employees. The Clackamas Corner Library was closed in March 2012 with services now being provided at the newly constructed Sunnyside Library which held its grand opening in April 2012. Service offered at Oak Lodge will be handed over to Gladstone when construction of a new Library is complete in the next few years. Funding for the ten city public libraries and two County libraries is provided by the Library Service District created by voters in 2008. The administrative operations of the Library District, including the budget preparation, management of the funding formula and distribution of property taxes, are managed by Business & Community Services.

The *Library Network* program is a cooperative endeavor. Clackamas County and the cities that provide local libraries participate in an intergovernmental framework that enhances cooperation and cost-effectiveness. Through the Library Network, centralized administrative support, cataloging, courier, computerized circulation, access to electronic reference and technical databases are available for the two Clackamas County branches, the ten city public libraries and for citizen home use via the Internet. In addition to automation services, the Library Network also provides “back-up” to the collections and resources of the individual libraries in the County by obtaining (via interlibrary loan) unique books or materials needed by patrons.

The *County Fair* program organizes, promotes and conducts the Clackamas County Fair, Annual Rodeo and other activities year round at the fairgrounds event center.

The *County Parks* program operates several County-owned parks providing camping and recreational activities within the County. The program also maintains public boat ramps on both the Clackamas and Willamette rivers.

The *Forest Management* program provides sustainable management of over 3,000 acres of County-owned forestlands.

The *Stone Creek Golf Club* program oversees the operations of the County owned championship golf course for public recreation. This popular course has an annual demand of 57,000 rounds of golf.

The *Property Resources* program manages tax foreclosed properties and conducts an annual auction of properties to be disposed of and returned to the tax roll.

The *Business and Economic Development* program assists in the expansion and relocation of businesses; assists rural communities in their economic development efforts; works to ensure employment lands are adequate to meet future business needs; increases the industrial land base; increases trade sector economic output; promotes a healthy business climate, serves as liaison and advocate for commercial enterprises, and implements initiatives to expand the economic base of the County.

Department: BUSINESS & COMMUNITY SERVICES DEPARTMENT		Actual 09-10	Actual 10-11	Estimated 11-12	Projected 12-13
Strategic Plan:	Fiscal Year 12-13				
Countywide Area of Focus:	Keeping our residents safe, healthy and secure				
	Economic Development				
Department Goal 1:	Create an environment that supports job creation and business expansion.				
Activity to Further Goal:	Create map of assets including Opportunity and Employment Lands.				
Performance Measure:	Percent of asset map complete.				100%
Activity to Further Goal:	Expand and implement Economic Landscape Study.				
Performance Measure:	Number of steps implemented from the Economic Landscape Study Project.			Export Summit May 2012	Step 1 of supply chain complete
Activity to Further Goal:	Expand Main Street Program to support vital city centers.				
Performance Measure:	Number of 3D Modeling projects completed.			7 3D Model projects complete	11 3D Model projects complete
	NCPRD Parks				
Department Goal 1:	Provide recreational opportunities to a full spectrum of age groups.				
Activity to Further Goal:	Enhance and add programs that will encourage healthy habits.				
Performance Measure:	Number of classes and programs for all age groups.				98 programs and events, 5-10 new youth/teen programs/camps
		70 programs and events	74 programs and events	88 programs and events, 200 new participants	
Activity to Further Goal:	Promote aquatic safety.				
Performance Measure:	Number of participants in Swim lessons.	3710 participants	4008 participants	4300 participants	4400 participants
Activity to Further Goal:	Provide recreational sport activities.				
Performance Measure:	Number of new sports offerings at NCPRD fields and partner facilities.	2 new youth sports	1 new adult sport and 1 new youth sport	Add 1 new adult sport	Add 1 new youth sport
Activity to Further Goal:	Provide volunteer coaching opportunities.				
Performance Measure:	Number of volunteer coaches passing the national background check.	National Youth Sport Coaches Association basic training conducted by NCPRD staff.	60 volunteer youth sport coaches	57 volunteer youth sport coaches	60 volunteer youth sport coaches
Department Goal 2:	Target recreation opportunities to at-risk youth.				

Department: BUSINESS & COMMUNITY SERVICES DEPARTMENT		Actual 09-10	Actual 10-11	Estimated 11-12	Projected 12-13
Strategic Plan:	Fiscal Year 12-13				
Activity to Further Goal:	Offer community park programs throughout summer.				
Performance Measure:	Number of RecMobile participants.	27 RecMobile participants	24 RecMobile participants	25 RecMobile participants	25 RecMobile participants
Activity to Further Goal:	Provide opportunities for economically disadvantaged youth.				
Performance Measure:	Number of at-risk youth served.	133	1,149	1,680	1,750
Performance Measure:	Number of youth scholarships.	105	172	130	140
Department Goal 3:	Provide services to help seniors remain independent.				
Activity to Further Goal:	Provide meals-on wheels to seniors.				
Performance Measure:	Number of meals-on wheels provided to seniors.	72,870	66,903	65,410	66,500
County Fair					
Department Goal 1:	Provide educational and recreational activities and entertainment during the County Fair.				
Activity to Further Goal:	Rotate and add new County Fair activities and entertainment acts.				
Performance Measure:	Target = 3% increase in fair attendance.	123,365	126,875	134,124	138,147
Countywide Area of Focus:	Create a network of vibrant communities				
Library / Library Network					
Department Goal 1:	Ensure equitable access to quality library services for all County residents.				
Activity to Further Goal:	Construct new Sunnyside Village Library.				
Performance Measure:	Number of Library patrons registered.	41,056	36,080	38,300	39,500
NCPRD Parks					
Department Goal 1:	Enhance existing and create new public/private relationships to provide recreational opportunities to Clackamas County residents.				
Activity to Further Goal:	Enhance opportunities for shared facility use and recreational programming.				
Performance Measure:	Number of shared facility use and shared programs.			17	21
Performance Measure:	Number of new recreation partnerships.	3 new partnerships	2 new partnerships	2 new partnerships	2 new partnerships
Activity to Further Goal:	Expand NCPRD trail system.				
Performance measure:	Number of planned trail miles completed.			5.4 miles	

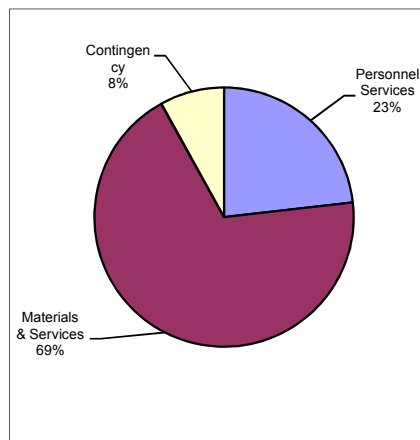
Department: BUSINESS & COMMUNITY SERVICES DEPARTMENT		Actual 09-10	Actual 10-11	Estimated 11-12	Projected 12-13
Strategic Plan:	Fiscal Year 12-13				
County Parks					
Department Goal 1:	Maintain and enhance County Parks.				
Activity to Further Goal:	Expand county-wide trail systems.				
Performance Measure:	Number of planned trail miles completed.			.25 miles	2.5 miles
Economic Development					
Department Goal 1:	Position Clackamas County as a business-friendly environment.				
Activity to Further Goal:	Implement a Community Economic Preparedness (CEP) Program				
Performance Measure:	Number of communities participating in CEP Program.			8 communities contacted	10 communities participating
Activity to Further Goal:	Provide outreach to existing businesses for needs assessment and growth potential.				
Performance Measure:	Number of businesses contacted.			50	75
County Fair					
Department Goal 1:	Improve the quality of our facilities to provide the community with an affordable place to gather and hold events.				
Activity to Further Goal:	Repair or replace buildings to maintain the positive image of the Event Center and to meet the demand of the venue rental market.				
Performance Measure:	Percent of planned repair and replacements implemented.			13% complete	25% complete
Countywide Area of Focus:	Providing financial stability and leadership				
All Divisions					
Department Goal 1:	Evaluate sources and uses of funds throughout BCS to ensure long-term financial stability.				
Activity to Further Goal:	Create a 5-year forecast for all divisions within BCS.				
Performance Measure:	Number of forecasts complete.		2 divisions	4 divisions	7 divisions
Activity to Further Goal:	Create quarterly reports for all divisions within BCS.				
Performance Measure:	Number of quarterly reports complete.		1 division	13 divisions	14 divisions
Activity to Further Goal:	Determine capital assets needs for NCPRD, County Parks & Stone Creek and set up long-term funding strategy.				
Performance Measure:	Number of capital asset inventory analyses completed.			1 division	2 divisions

Department: BUSINESS & COMMUNITY SERVICES DEPARTMENT		Actual 09-10	Actual 10-11	Estimated 11-12	Projected 12-13
Strategic Plan:	Fiscal Year 12-13				
Activity to Further Goal:	Prepare an <i>activity-based costing model</i> to determine the cost of running programs to assist managers in better decision making.				
Performance Measure:	Percent of <i>activity-based costing model</i> complete.			20%	50%
Department Goal 2:	Evaluate space use in all BCS divisions to ensure optimal use of our facilities and efficient use of taxpayer dollars.				
Activity to Further Goal:	Evaluate the rental/lease cost of various BCS facilities to streamline operations.				
Performance Measure:	Percent of facilities rental/lease agreements evaluated.			70%	100%
Department Goal 3:	Evaluate business processes within BCS to ensure we are operating efficiently and effectively.				
Activity to Further Goal:	Bring in Lean Process consultant to train in-house staff person on the Lean Process.				
Performance Measure:	Number of lean process improvements implemented. (Target is 15 each year)		5 processes	20 processes	15 processes

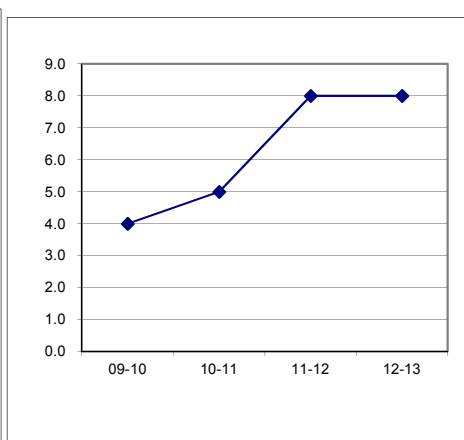
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Tourism and Cultural Affairs Department

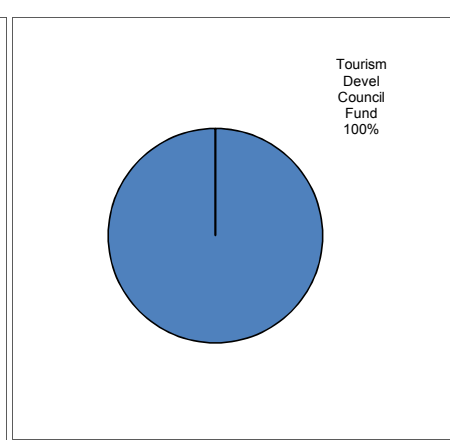
	2009-10 Actual	2010-11 Actual	2011-12 Budget	2011-12 Est Actual	2012-13 Budget
Requirements by Budgetary Category					
Personnel Services	390,552	502,849	795,104	675,216	850,989
Materials & Services	2,163,657	2,036,872	2,104,186	1,945,816	2,523,104
Allocated Costs	3,156	4,154	-	-	-
Capital Outlay	-	-	-	-	-
Debt Service	-	-	-	-	-
Interfund Transfers	-	-	-	-	-
Subtotal Current Expenditures	2,557,365	2,543,875	2,899,290	2,621,032	3,374,093
Reserves	-	-	-	-	-
Contingency	-	-	165,899	-	295,000
Ending Fund Balance(s)	694,607	610,040	-	505,863	-
Total Requirements by Category	3,251,972	3,153,915	3,065,189	3,126,895	3,669,093
Requirements by Fund					
General Fund - Arts & Cultural Affairs	301,824	299,310	-	-	-
Tourism Development Council Fund	2,950,148	2,854,605	3,065,189	3,126,895	3,669,093
Total Requirements by Fund	3,251,972	3,153,915	3,065,189	3,126,895	3,669,093
Budgeted Full-Time Equivalents	4.00	5.00	8.00	8.00	8.00



2012-13 Requirements by Category



Full-Time Equivalents



2012-13 Requirements by Fund

Department Mission and Purpose

The mission of the Tourism and Cultural Affairs Department (TCA) is Increase overnight stays and encourage visitors to linger longer in Clackamas County by serving as the primary destination resource for trip planning resulting in destination visits and by working in partnership to develop and enhance local tourism assets. Successful implementation of Tourism programs and projects relies on strong community partnerships and coalitions. This collaborative approach creates opportunities for residents and visitors to enjoy the many cultural attributes of the county while achieving more livable, distinctive and economically sustainable communities throughout the county.

General Overview of Programs

The Tourism Program creates and maintains well developed partnerships based on the common vision for tourism in the County by developing and administering a comprehensive and effective tourism destination plan to enhance the quality of life for residents and achieve optimal economic benefits for businesses, attractions, and government. One anchor of the tourism program is the cultural experiences. Clackamas County has some unique and authentic experiences, such as having been the terminus of the Oregon Trail journey and the birthplace of United States governance in the West as well as exceptional Civilian Conservation Corps (CCC) era art and architecture and is the home of many fine artists. The Cultural Affairs Program is to ensure that an accessible and vibrant array of cultural opportunities are possible for a wide sector of county residents and visitors which adds to the quality of life and the economic vitality of the many cities and communities of the county.

Tourism (CCTCA) Vision:

Serves as the leading force to grow and sustain tourism in Clackamas County through effective marketing and asset development strategies and by building strong partnerships with businesses, organizations, other governmental entities and citizens.

Guiding Principles of Tourism:

- Leader in County and Regional Tourism
- Effective Marketing and Promotion of Clackamas County Tourism Assets and Opportunities
- Focused on the Three Pillars of Clackamas County Tourism:
 - Outdoor Recreation
 - Agri-Tourism
 - Cultural/Heritage Tourism
- Effective and Efficient Use of Public Resources
- Build and Strengthen Public and Private Partnerships

Cultural Affairs

Provide information, resources and outreach to promote and support development and best practices of the arts, humanities and culture in Clackamas County

Administer programs and services that uniquely connect and facilitate skill-building opportunities for arts and culture practitioners.

Provide leadership and advocacy to increase public awareness of arts and culture as vehicles for achieving more livable, distinctive and economically sustainable communities.

Provide organizational structure, systems, strategies and funding base adequate to ensure that the Arts Action Alliance and Clackamas Heritage Partners are efficient, cost-effective operations and support achievement of their mission and goals.

Coordinate operation of cultural activities and attractions with Tourism to provide effective, targeted marketing of cultural experience opportunities to visitors and residents

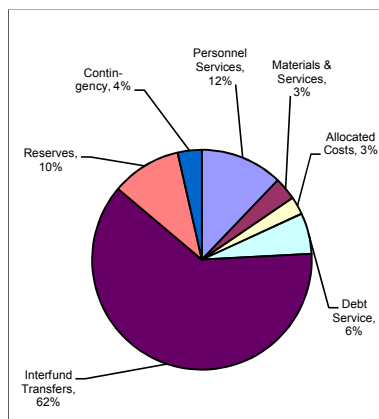
Department:	Tourism and Cultural Affairs	Actual	Actual	Estimated	Projected
Strategic Plan:	Fiscal Year 11-12	09-10	10-11	11-12	12-13
Countywide Area of Focus:	Provide Financial Stability and Leadership				
Department Goal 1:	Increase visitor spending in Clackamas County				
Activity to Further Goal:	Implement effective destination marketing efforts focused primarily on overnight travelers				
Performance Measure:	Annual destination spending in Clackamas County as calculated by B/Dean Runyan and Associates for Travel Oregon				
		\$339.4M	\$364.5M	\$369.1M	\$373.2M
Countywide Area of Focus:	Create a Network of Vibrant Communities				
Department Goal 1:	Increase the value of tourism to economic development and public awareness of the arts, culture, and heritage				
Activity to Further Goal:	Fund strategic tourism projects and visitor services in local communities				
Performance Measure:	Annual funding made available for tourism projects and visitor services				
		\$510,500	\$609,791	\$538,500	\$638,500
Activity to Further Goal:	Provide leadership and support to local arts, culture, and heritage organizations				
Performance Measure:	Individual encounters with arts and culture resources and activities provided by the Arts Alliance: helpline & mentor services, training workshops & videos, seminars, community forums, special events, public art, web-based dialogue, social media interaction				
		133,000	135,000	136,850	137,500

Miscellaneous and Pass-Through Items

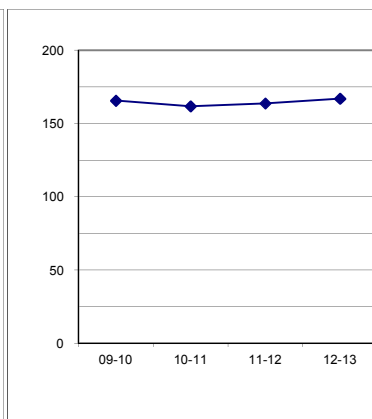
	2009-10 Actual	2010-11 Actual	2011-12 Budget	2011-12 Est Actual	2012-13 Budget
Requirements by Budgetary Category					
Personnel Services	14,146,095	14,769,983	16,361,986	15,477,461	17,053,565
Materials & Services	4,589,598	4,878,196	5,497,486	3,043,009	4,704,237
Allocated Costs	3,592,440	2,966,463	3,314,163	3,314,164	3,755,463
Capital Outlay	102,161	4,568	-	2,250	-
Debt Service	6,453,661	7,792,311	8,171,658	7,812,731	8,452,617
Interfund Transfers	82,052,527	96,051,123	90,396,006	90,396,006	87,222,446
Subtotal Current Expenditures	110,936,482	126,462,644	123,741,299	120,045,621	121,188,328
Reserves	-	-	14,616,150	-	14,445,461
Contingency	-	-	2,928,012	-	5,001,293
Ending Fund Balance(s)	21,774,189	19,021,282		20,044,106	-
Total Requirements by Category	132,710,671	145,483,926	141,285,461	140,089,727	140,635,082

Requirements by Fund					
General Fund - WES Payroll	9,581,279	9,933,396	10,499,683	10,031,700	10,707,680
General Fund - NCPD Payroll	3,260,253	3,343,154	3,959,791	3,844,600	4,450,969
General Fund - Dev Agcy Payroll	573,745	523,365	831,048	541,768	648,106
General Fund - Non Departmental	106,143,333	113,887,635	107,206,170	106,676,376	106,517,662
County School Fund	1,297,640	1,194,573	545,750	461,300	1,300
Resolution Services Fund	823,108	1,191,065	1,149,648	1,273,669	1,274,913
Law Library Fund	1,051,827	1,123,290	1,102,248	1,062,404	895,274
Employer Contribution Res Fund	-	2,268,953	2,266,150	2,272,953	2,272,953
Cty Safety Net Leg Local Proj Fund	258,366	595,382	2,376,195	2,254,373	2,009,123
Transient Room Tax Fund	2,432,327	2,762,250	2,650,948	2,971,620	3,126,672
Public Svcs Bldg Debt Svc Fund	902,326	920,777	943,101	942,927	964,027
Public Safety Train Ctr Debt Svc Fund	379,548	378,818	377,360	377,360	379,298
Development Svcs Bldg Debt Svc Fund	3,775,881	3,790,043	3,765,481	3,778,843	3,767,081
Sheriff Facilities Debt Svc Fund	1,354,436	2,649,588	2,640,000	2,642,490	2,627,000
Local Improvement District Cons Fund	514,872	519,929	526,172	521,036	522,116
Local Improvement District 2000 Fund	361,730	401,708	445,716	436,308	470,908
Total Requirements by Fund	132,710,671	145,483,926	141,285,461	140,089,727	140,635,082

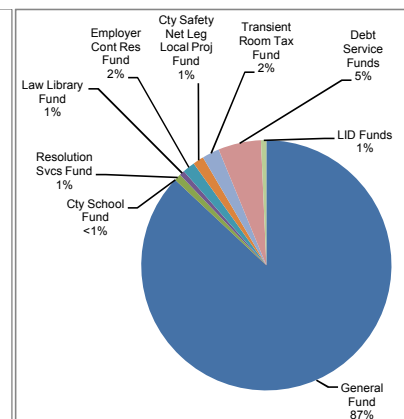
Budgeted Full-Time Equivalents	165.53	161.71	163.66	163.66	166.87
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2012-13 Requirements by Category



Full-Time Equivalents



2012-13 Requirements by Fund

Department Mission/Purpose

This section includes units that are not part of other departments.

General Overview of Programs

Water Environment Services (Utilities), North Clackamas Parks and Recreation District and Development Agency Payrolls account for personal services costs of county employees contracted to work for independent county agencies. All costs are reimbursed to the County General Fund by the agencies receiving services.

The *Non-Departmental* organizational unit contains the costs of operations not directly attributable to other organizations within the General Fund, operating transfers to other funds within the County, contingency and reserves.

The County School Fund is a pass-through repository for contributions to school districts in the county. This fund receives a portion of the Mt. Hood Forest Reserves and Forest Products Severance Tax receipts.

Resolution Services provides prevention and intervention services including information and referral, counseling, mediation, education and training services for couples, families and youth who are or are at risk of becoming involved in the court system to help them reach agreements about their disputes and to build conflict resolution skills. Divorce and marriage filing fees and General Fund subsidy support the operations of this program.

Operating revenue for the *Law Library Fund* comes from a portion of the filing fee in civil court cases plus a small amount from interest and fees for copies.

The *Employer Contribution Reserve Fund* was established to hold moneys set aside to offset increases in required employer contributions for employee benefit programs. Since Public Employees Retirement System (PERS) employer contribution costs are expected to increase in coming years, \$2,265,000 was transferred to this fund from the General Fund in 2010-11.

The *County Safety Net Legislation Local Projects Fund* accounts for eligible local projects and activities per the Secure Rural Schools and Community Self-Determination Act.

The Transient Room Tax Fund accounts for the proceeds of Clackamas County's hotel and motel tax. These moneys are used to support tourism development and the County Fair.

Debt Service accounts for principal and interest payments on general obligation long-term debts and the accumulation of resources from which to make those payments.

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Clackamas County's budget is put together by fund. There are both federal and state requirements for local governments to budget by fund as means of maintaining records for resources that are designated to carry out specific activities or meet particular objectives. Oregon Administrative Rules define a fund as, "a fiscal and accounting entity with self-balancing accounts to record cash and other financial resources, related liabilities, balances and changes, all segregated for specific, regulated activities and objectives." (OAR 150-294.352)

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

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

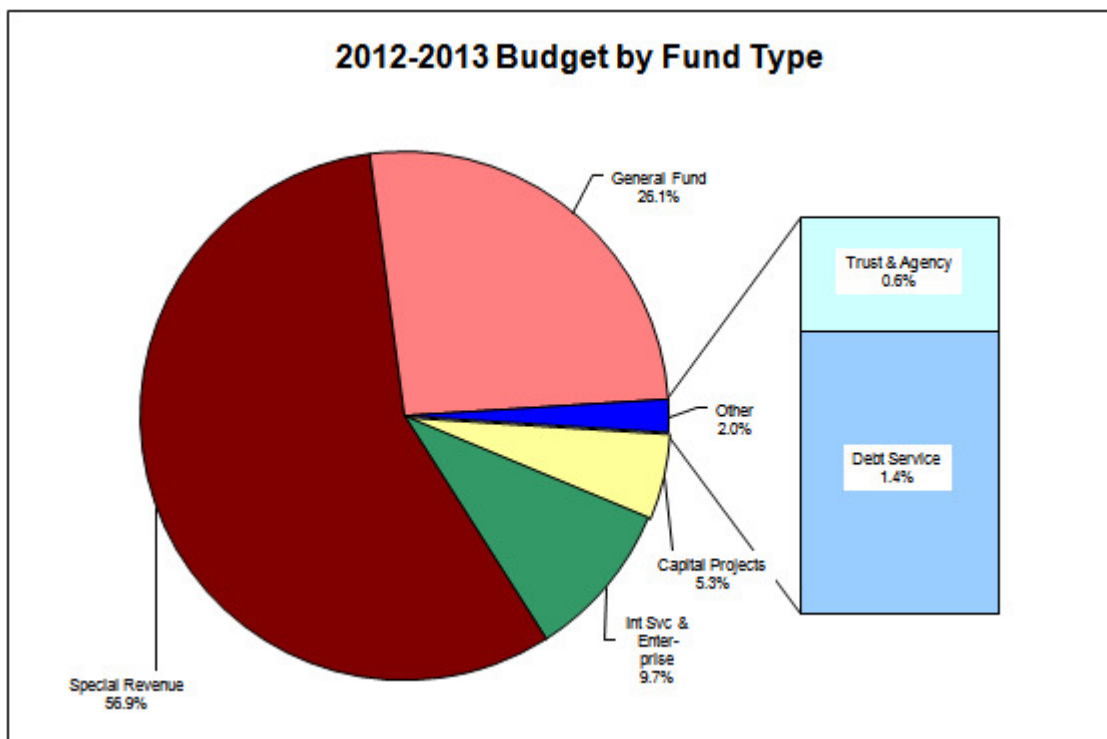
Special Revenue Funds – This type of fund accounts for specific revenue sources that are restricted to expenditures for designated purposes.

Internal Service and Enterprise Funds – An Internal Service fund is used to account for services furnished by one County department to other departments within the County. An Enterprise fund is used to account for a business activity operated by the County for which a customer pays a fee or charge for a service or product.

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

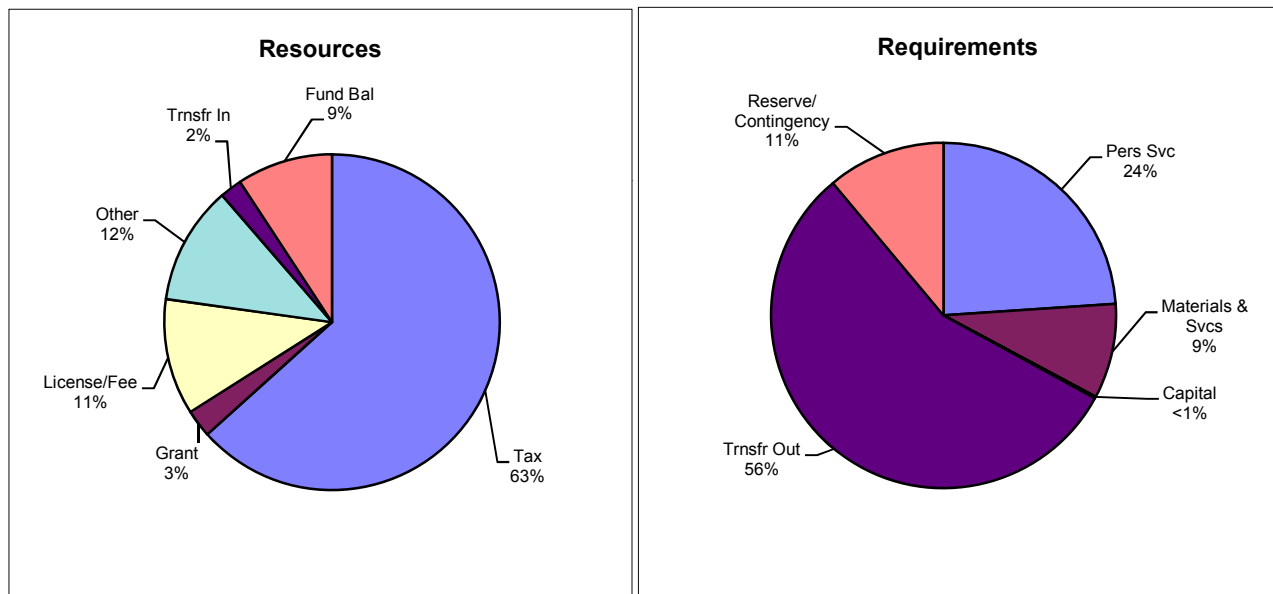
Trust and Agency Funds – When the County holds assets as a trustee or agent for individuals, private organizations or other units of government, they are reported in Trust and Agency funds.

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



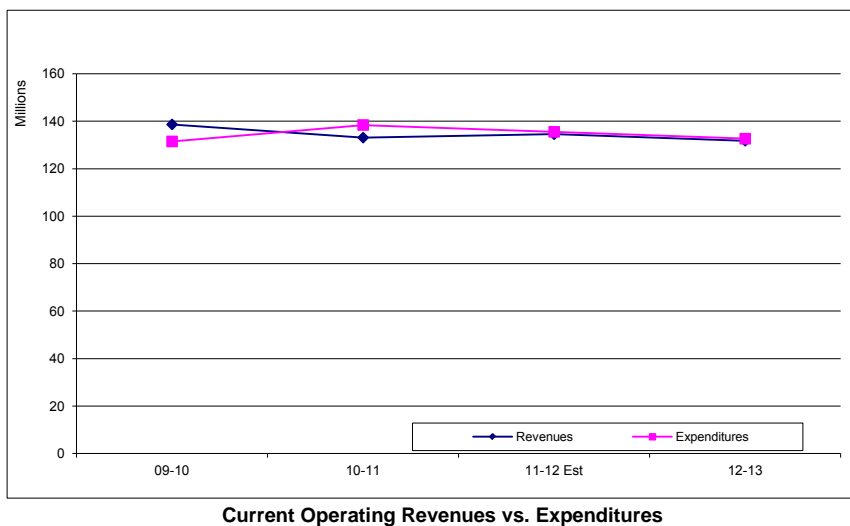
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General Fund



The General Fund is used to account for activities for which specific types of funds are not required. It is the general operating fund for local governments.

	2009-10 Actual	2010-11 Actual	2011-12 Budget	2011-12 Est Actual	2012-13 Adopted
Resources by Category					
Beginning Fund Balance	12,986,119	20,072,409	15,475,691	14,751,526	13,888,843
Current Revenues					
Prior Year Revenue	115,451	-	-	-	-
Taxes	89,621,539	92,050,732	93,075,000	94,167,000	95,267,000
Federal Revenue	4,295,229	4,245,344	2,490,351	1,440,661	172,500
State Revenue	5,310,766	5,161,069	3,850,000	3,754,200	3,859,000
Local Revenue	28,600	29,116	1,826	2,626	1,000
Licenses	1,521,620	1,613,601	1,681,400	1,585,000	1,610,000
Fees & Fines	14,606,209	14,622,860	14,852,460	14,144,093	15,230,961
Other Revenue					
Salary Reimbursement	13,544,499	14,098,175	15,853,023	14,899,090	16,238,899
Inter Agency Transfer	2,516,226	-	-	-	-
Miscellaneous	1,458,536	1,036,538	1,120,344	989,547	950,840
Interfund Transfers	5,647,862	245,285	1,600,763	804,217	3,201,909
Subtotal Current Revenues	138,666,537	133,102,720	134,525,167	131,786,434	136,532,109
Total Resources	151,652,656	153,175,129	150,000,858	146,537,960	150,420,952
Requirements by Category					
Current Expenditures					
Personnel Services	33,682,444	31,934,588	34,796,088	32,526,931	35,976,066
Materials & Services	8,977,226	7,338,321	6,762,447	6,198,117	7,050,610
Allocated Costs	6,559,732	5,585,909	5,797,266	5,797,266	6,327,791
Debt Service					244,303
Capital Outlay	644,181	4,568	390,320	331,570	5,000
Interfund Transfers	81,638,415	93,560,217	87,795,233	87,795,233	84,151,874
Subtotal Current Expenditures	131,501,998	138,423,603	135,541,354	132,649,117	133,755,644
Reserves	-	-	12,053,551	-	12,305,881
Contingency	-	-	2,405,953	-	4,359,427
Ending Fund Balance	20,150,658	14,751,526		13,888,843	
Total Requirements	151,652,656	153,175,129	150,000,858	146,537,960	150,420,952
Budgeted Full-Time Equivalents	361	352	351	351	353



Description of Fund

The General Fund is the main operating fund of Clackamas County. It accounts for the activities of elected officials not reported in separate funds including the County Commissioners, Assessor, Clerk and Treasurer, and for other activities not fitting in any other fund.

Revenue Summary

Beginning Fund Balance has decreased from \$15.5 million budgeted at the beginning of fiscal year 2011-12 to \$13.9 million budgeted for 2012-13. The reduction is significant but not unexpected and expenditures have been curtailed accordingly.

Revenues not designated for special purposes are recorded in the General Fund. These include property tax receipts although most of this revenue is subsequently transferred to other funds. For 2012-13, property tax revenue (current and delinquent) is budgeted at \$95.3 million, an increase of \$2.2 million over the previous year's budget. Total property tax collections continue to grow but at a slower rate than in previous years and the portion made up of delinquent taxes remains higher than normal.

Federal revenue decreases 93% in the FY 2012-13 General Fund budget as adopted but this category will increase. At the time the budget was adopted, Secure Rural Schools and Community Self-Determination Act (timber) funding which represents the County's share of funds from lands managed by the Bureau of Land Management had lapsed. Subsequent to budget adoption, this legislation has been restored and the budget will be adjusted upward when funding details are known.

Included in State Revenues are \$1.5 million to support the operation of the County Assessor, and \$2 million in cigarette and liquor taxes. State shared revenues have declined in the General Fund from previous years because video lottery funds that used to flow through this fund are now receipted directly into the Business and Economic Development Fund.

Charges from General Fund supported departments to other departments for services rendered appear as Fee Revenue. These include administration, legal, accounting, personnel and purchasing services among others. As a group, these amount to about \$12 million in 2012-13 and provide operating income for the corresponding services. Another significant revenue in this category is recording fees which are estimated to total \$2.4 million in the Clerk's Office.

Salary reimbursements from other County agencies for payroll costs provide \$15.8 million classified as Other Revenue. The County processes the payrolls for these separate entities and they reimburse costs dollar for dollar. Additional salary reimbursements within the General County, interest earned and special district elections reimbursements are other revenues reported in this category.

The Interfund Transfer revenue category appearing in the 2012-13 budget rises to \$3.2 million from \$1.6 million in 2011-12. The increase is due to a transfer of funds back to the General Fund from the Capital Projects Reserve Fund to help compensate for lack of growth in other revenue categories.

Expenditure Summary

Personal Services expenditures account for \$36 million or 24% of total expenditures. Of this, \$15.8 million are reimbursed payroll costs from other agencies: Water Environment Services, North Clackamas Parks and Recreation District and the Development Agency. The remainder pays for staffing for elected officials and the other general service divisions and remains stable from year to year.

The Materials and Services category encompasses a wide variety of items totaling \$7 million. Contributions made by Clackamas County to other agencies to support programs that benefit County residents are reported here and will provide for watermasters in districts serving Clackamas County, fire patrols, the county trapper and a variety of small annual grants to local service providers. Other items included in materials and services are office rental, postage, printing, insurance, utilities, supplies, election costs, professional services, and telephone and communications costs.

Costs are allocated to General Fund divisions for services provided to them by other divisions. These include data processing, facilities maintenance and records management and amount to \$6.3 million this year compared to \$5.8 million in 2011-12. Departments have made a concerted effort to reduce their administrative cost burden to other operations.

The Capital Outlay budget is only \$5,000 for the current year. It is an allowance for items such as computer hardware and software upgrades and building improvements as may be needed.

Interfund Transfers flow from the General Fund to many other funds to support their operations. Among the larger recipients are the Sheriff (\$44.3 million), District Attorney (\$8.1 million), Juvenile Department (\$6.2 million), and Library Services (\$2.5 million). Library related transfers are ramping down as the transition of support from Clackamas County to the library district progresses. Operating transfers are declining \$3.6 million for the current year.

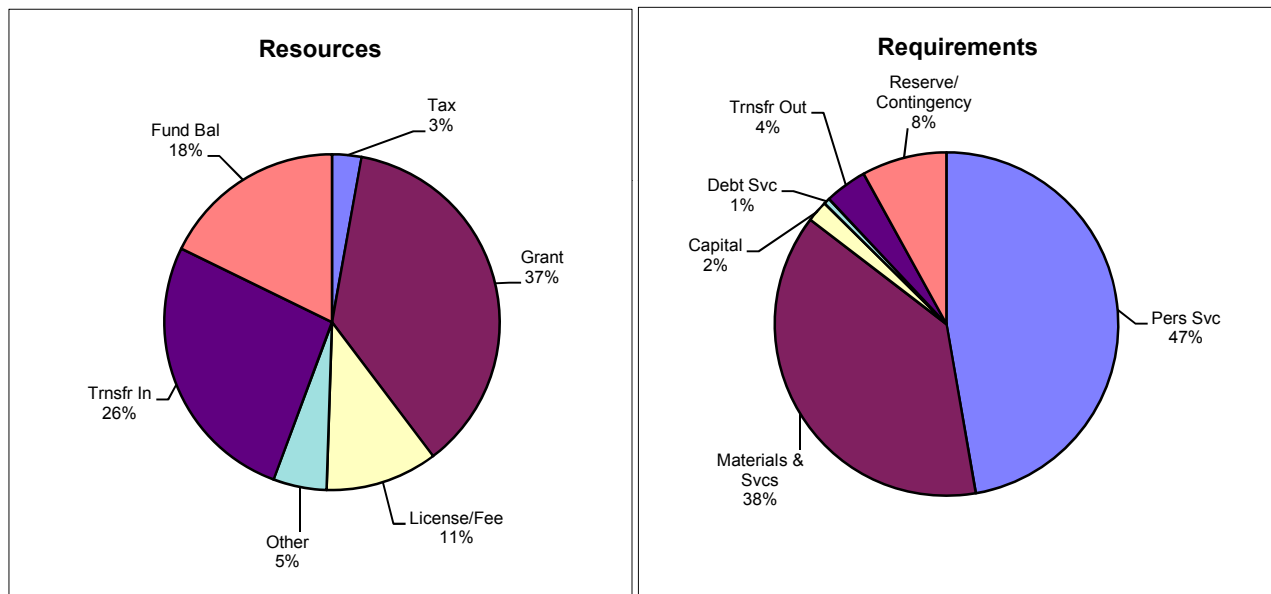
Contingency and Reserves increase to \$16.6 million for 2012-13. This is money set aside for unforeseen expenses in the current year (contingency) and money set aside for the future (reserves). As the need arises, the County Commissioners can transfer amounts to particular General Fund divisions or other funds to help them meet unexpected costs.

Significant Issues & Changes

For the first time in many years, the County did not budget the receipt of Secure Rural Schools and Community Self-Determination Act (timber) revenue since the underlying legislation had expired. Historically this revenue source had been providing over \$5 million to the General Fund each year as well as significant revenue for roads, county schools and various local projects. After the budget was adopted, timber revenue was restored and will be added to the budget once the amount to be received is known.

Property tax revenue continues to include elevated levels of delinquent taxes due to a depressed real estate market and economic weakness in general.

Special Revenue Funds



This type of fund accounts for specific revenue sources that are restricted to expenditures for designated purposes.

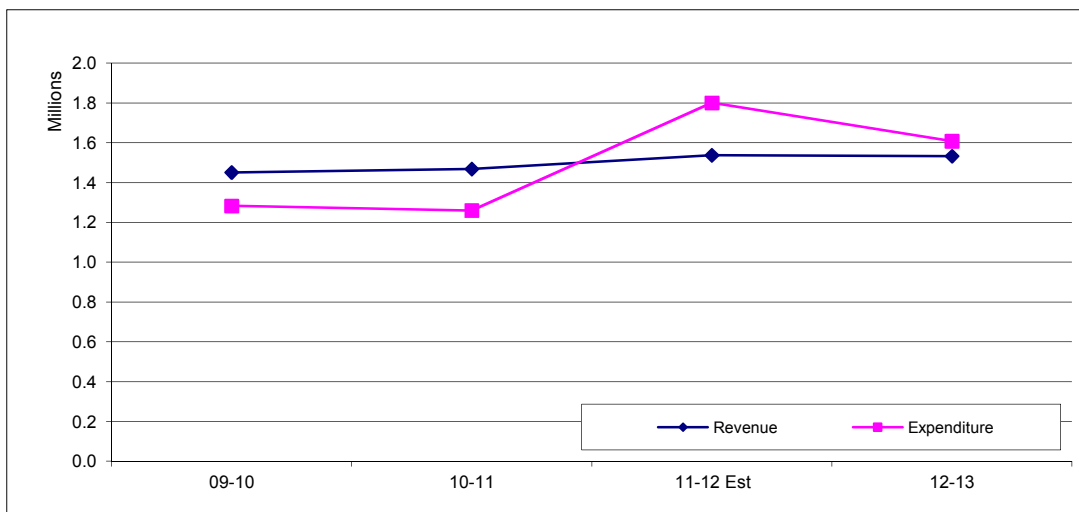
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Funds Included In This Section:**Department:**

County Fair Fund	Business and Community Services
County School Fund	Miscellaneous and Pass Through
Building Codes Fund	Transportation and Development
Public Safety Local Option Levy Fund	Sheriff
Resolution Services Fund	Miscellaneous and Pass Through
Business and Economic Development Fund	Business and Community Services
Emergency Management	Emergency Management
Law Library Fund	Miscellaneous and Pass Through
Library Services Fund	Business and Community Services
Parks Fund	Business and Community Services
Planning Fund	Transportation and Development
Road Fund	Transportation and Development
Sheriff Fund	Sheriff
Code Enforcement and Sustainability	Transportation and Development
Property Resources Fund	Business and Community Services
Community Corrections Fund	Sheriff
District Attorney Fund	District Attorney
Justice Court Fund	Justice Court
Transportation SDC Fund	Transportation and Development
Public Land Corner Preservation Fund	Transportation and Development
Sunnyside Village Park Road Frontage Construction Fund	Transportation and Development
Sunnyside Village Park Acquisition Fund	Transportation and Development
Joint Transportation SDC Fund	Transportation and Development
Health, Housing and Human Services Administration Fund	Health, Housing & Human Services
Clackamas Mental Health Organization Fund	Health, Housing & Human Services
Social Services Fund	Health, Housing & Human Services
Community Development Fund	Health, Housing & Human Services
Community Solutions for Clackamas County Fund	Health, Housing & Human Services
Children, Youth and Families Fund	Health, Housing & Human Services
Dog Services Fund	Transportation and Development
Community Health Fund	Health, Housing & Human Services
Employer Contribution Reserve Fund	Miscellaneous and Pass Through
County Safety Net Legislation Local Projects Fund	Miscellaneous and Pass Through
Transient Room Tax Fund	Miscellaneous and Pass Through
Juvenile Fund	Juvenile
Tourism Development Council Fund	Tourism and Cultural Affairs
Parks Trust Fund	Business and Community Services
Tax Title Land Fund	Business and Community Services

	2009-10 Actual	2010-11 Actual	2011-12 Budget	2011-12 Est Actual	2012-13 Adopted
Resources by Category					
Beginning Fund Balance	103,660	272,037	479,747	480,477	217,108
Current Revenues					
State Revenue	41,963	36,031	36,000	50,002	49,500
Local Revenue	675	-	-	-	-
Fees & Fines	423,950	446,663	461,800	450,959	445,500
Other Revenue					
Rents/Concessions	468,239	475,674	501,840	505,878	501,740
Miscellaneous 120,	113	113,346	124,800	128,665	123,000
Interfund Transfers	396,349	396,750	401,910	401,910	413,565
Subtotal Current Revenues	1,451,289	1,468,464	1,526,350	1,537,414	1,533,305
Total Resources	1,554,949	1,740,501	2,006,097	2,017,891	1,750,413
Requirements by Category					
Current Expenditures					
Personnel Services	429,098	405,364	528,000	500,000	539,000
Materials & Services	820,300	845,772	919,260	911,866	997,750
Capital Outlay	33,514	8,888	390,430	388,917	71,900
Interfund Transfers	-	-	-	-	-
Subtotal Current Expenditures	1,282,912	1,260,024	1,837,690	1,800,783	1,608,650
Contingency	-	-	168,407	-	141,763
Ending Fund Balance	272,037	480,477	-	217,108	-
Total Requirements	1,554,949	1,740,501	2,006,097	2,017,891	1,750,413

Budgeted Full-Time Equivalents	7.00	7.00	7.00	7.00	7.00
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Current Operating Revenues vs. Expenditures

Description of Fund

The purpose of the County Fair Fund is to account for the general operation, facility maintenance and capital outlay needs of the annual County Fair held in August of each year. During the remainder of the year, over 470 other activities are held at the Event Center on the 55-acre premises. The 106th County Fair will be held in August 2012.

Revenue Summary

Self-generated revenues account for 64% of the fund's income. This classification includes admission fees, parking, off-season rentals and concessions. An interfund transfer of Transient Room Tax provides an additional 24% of total revenue with the remaining 12% accounted for in fund balance.

Expenditure Summary

Personnel services costs comprise about 31% of total expenditures. This includes seven full-time and four temporary part-time staff as well as additional seasonal workers. Materials and services, which make up 65% of total expenditures include all fair expenses, building and grounds maintenance, insurance and utilities. Capital outlay expenses total 4% of budget and include a new Public Address system for the fairgrounds as well as other minor building improvements.

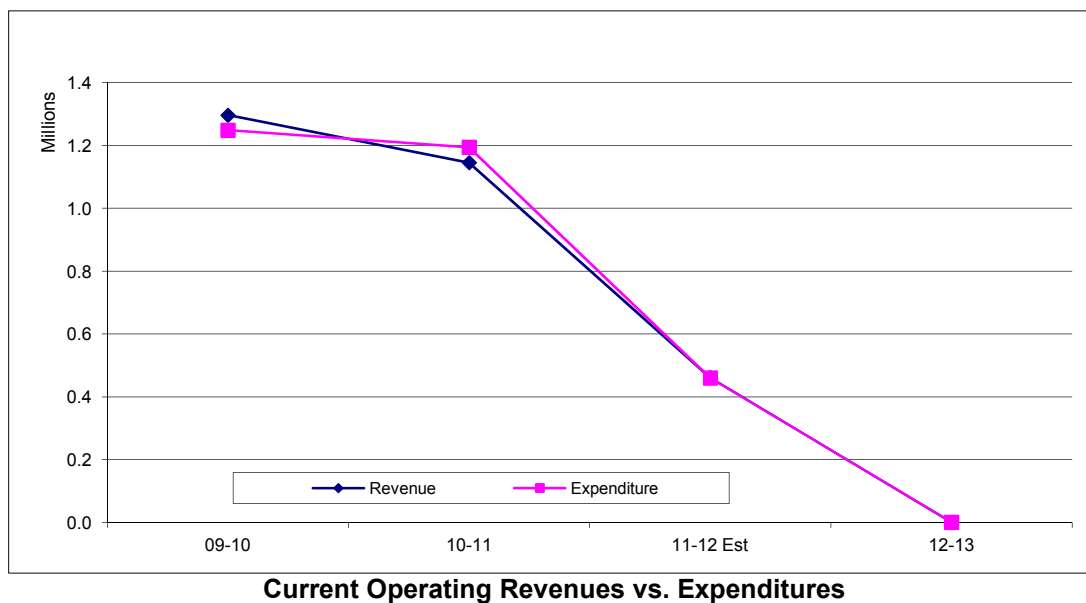
Significant Issues & Changes

Continue to focus on customer service while providing a clean, safe establishment.

Develop a long-term funding strategy to repair and replace deteriorating buildings.

	2009-10 Actual	2010-11 Actual	2011-12 Budget	2011-12 Est Actual	2012-13 Adopted
<u>Resources by Category</u>					
Beginning Fund Balance	1,544	49,424	0	611	1,300
Current Revenues					
Federal Revenue	1,294,204	1,144,446	545,750	459,768	0
State Revenue	0	0	0	0	0
Fees & Fines	851	0	0	496	0
Other Revenue	1,041	703	0	425	0
Subtotal Current Revenues	1,296,096	1,145,149	545,750	460,689	0
Total Resources	1,297,640	1,194,573	545,750	461,300	1,300
<u>Requirements by Category</u>					
Current Expenditures					
Materials & Services	1,248,217	1,193,962	545,750	460,000	1,300
Subtotal Current Expenditures	1,248,217	1,193,962	545,750	460,000	1,300
Ending Fund Balance	49,423	611	-	1,300	-
Total Requirements	1,297,640	1,194,573	545,750	461,300	1,300

Budgeted Full-Time Equivalents	-	-	-	-	-
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Description of Fund

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

Revenue Summary

Essentially all revenue comes through the Secure Rural Schools and Community Self-Determination Act which has been extended one more year.

Expenditure Summary

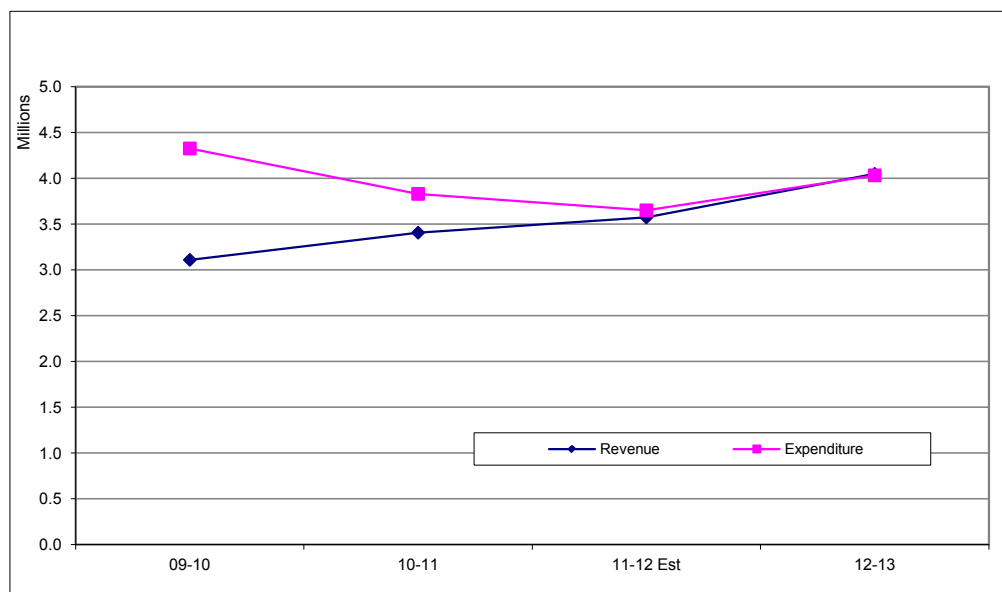
Dollars collected in this fund are paid to the Education Service District for distribution to school districts in Clackamas County.

Significant Issues & Changes

Fiscal Year 2012-13 will be the final year of Secure Rural Schools and Community Self-Determination Act funding.

	2009-10 Actual	2010-11 Actual	2011-12 Budget	2011-12 Est Actual	2012-13 Adopted
Resources by Category					
Beginning Fund Balance	2,003,252	787,077	609,255	363,589	286,199
Current Revenues					
Licenses	2,965,305	3,044,874	3,130,100	3,182,320	3,834,800
Fees & Fines	43,635	122,737	107,350	137,700	145,200
Local Revenue		107,831			
Other Revenue	99,985	32,464	6,875	-10,000	67,800
Interfund Transfers	-	98,001	262,000	262,000	-
Subtotal Current Revenues	3,108,925	3,405,907	3,506,325	3,572,020	4,047,800
Total Resources	5,112,177	4,192,984	4,115,580	3,935,609	4,333,999
Requirements by Category					
Current Expenditures					
Personnel Services	3,051,111	2,555,512	2,680,055	2,568,051	2,703,660
Materials & Services	582,387	610,001	616,629	585,413	854,936
Allocated Costs	691,602	663,882	495,946	495,946	472,964
Capital Outlay	0	0	5,500	0	0
Subtotal Current Expenditures	4,325,100	3,829,395	3,798,130	3,649,410	4,031,560
Contingency	-	-	317,450	-	302,439
Ending Fund Balance	787,077	363,589	-	286,199	-
Total Requirements	5,112,177	4,192,984	4,115,580	3,935,609	4,333,999

Budgeted Full-Time Equivalents	43.00	23.00	23.00	23.00	23.00
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Current Operating Revenues vs. Expenditures

Description of Fund

The Building Codes Fund is used solely for the administration of the County's Building Codes Division and related building codes activities. The fund receives revenue from the sale of permits for construction within the County and in those cities with which the County has contracts for building code administration and enforcement.

Revenue Summary

Revenue is generated from three basic sources: building, plumbing and electrical permits. The building permits category includes revenues from permits for structural, life safety, mechanical construction activity and related plan review. The plumbing permits category includes revenues from plumbing permits and related plan review as well as revenues from permits issued for manufactured homes. The electrical permits category includes revenues from electrical permits and related plan review. Other miscellaneous moneys complete the Division's \$4.33 million budget.

The Building Codes Division is funded exclusively by dollars collected through permitting activity. It typically does not receive any money from the General Fund for its operation. Due to the cyclical nature of the construction industry, it is both prudent and appropriate for the Division to establish a reserve to weather those periodic downturns that are typical of the industry. Best practice suggests that a 6-12 month reserve is appropriate to retain key personnel and those with special skills and / or certifications, such as building inspectors and plans examiners. At the end of the 2011-12 fiscal year, the Division anticipates that it will have only \$364,000 (approximately 1 months operating expenses).

Building permit activity held steady during most of the 2011-12 fiscal year, however the Division has been experiencing a steady increase in spring 2012 compared to the same time last year. These levels are still lower than in years past but are certainly a positive sign. Construction activity appears to have increased slightly within Clackamas County's jurisdiction in all major categories of construction.

Core permit activity for mechanical, plumbing and electrical permits (over-the-counter permits which do not require plan review) is also steadily increasing. Typically, this activity accounts for approximately two-thirds of all the permit activity (number of permits issued) within the Division but represents less than half of the total revenue collected.

Revenue projections for the 2012-13 fiscal year are based on the assumption that building, plumbing and electrical permit activity will increase slightly compared to those levels experienced from July 1, 2011 through December 31, 2011, the most recent full reporting period for which we have data. It is anticipated that the Division's fund balance will decrease by 50% by the end of the 2011-12 fiscal year, ending at approximately \$364,000.

Expenditure Summary

Expenditures for materials and services were held flat for 2011-12. Expenses in this category have been reduced in every area possible in an effort to provide cost savings and to reduce the rate at which the fund balance is being consumed.

Building Codes Division staff levels have been held steady at 23 persons during the 2011-12 fiscal year and are anticipated to remain at those levels during 2012-13. Despite the fact that there were no increases in FTE, Personnel Services expenditures increased due to scheduled increases in salary and fringe costs.

The fund has also experienced an increase in costs allocated to it for services from other County departments and in building rent and maintenance.

Significant Issues & Changes

The Division lost its long-time Administrative Services Manager due to retirement in May 2012, a key position for the Division. The decision was made to downgrade the position from a management position to Administrative Assistant. The Division continues to adjust to this shift in structure, with the bulk of the managerial duties now falling to the Building Codes Administrator.

The Division received a loan of \$250,000 from the General Fund in January 2012 to ensure that a small reserve was available should revenues continue to decline. This is the first time in the history of the program that such a transfer was needed.

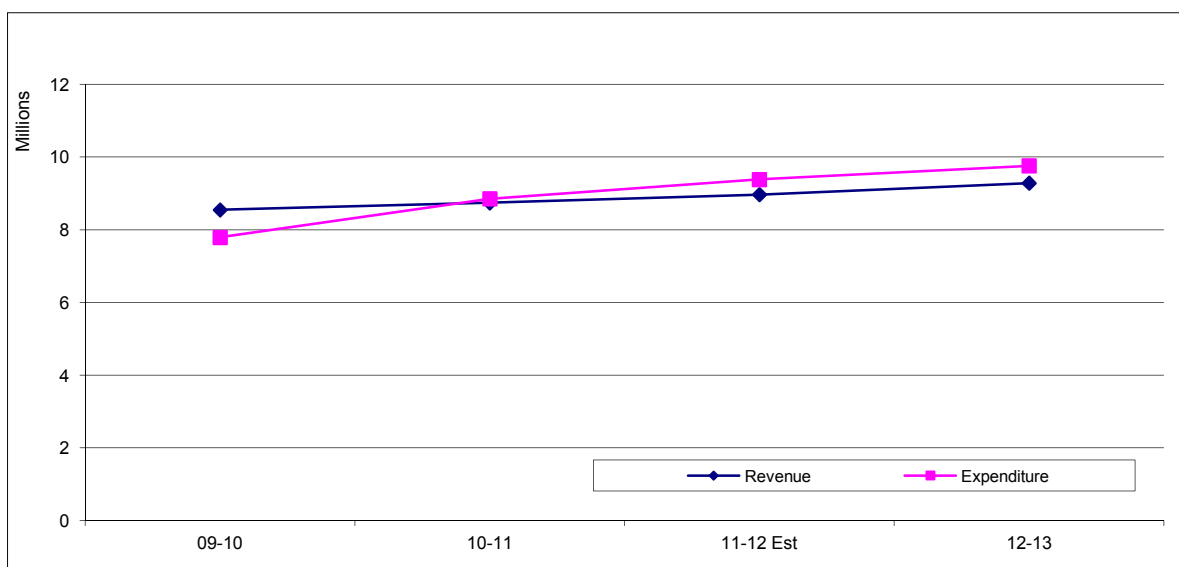
The Division implemented an upgrade to its permitting software in 2011-12. The new software is web-based and offers a host of convenience features such as online permitting, application tracking, and electronic compliant filing. The system offers new efficiencies in report writing, data management and tracking etc. The software is expected to go live in September 2012.

The Division expanded its jurisdictional responsibilities to include the cities of Canby and Molalla. Full building codes services are available for those cities through the County's building department. Additional revenues to the program are anticipated due to increased construction in those locales.

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	2009-10 Actual	2010-11 Actual	2011-12 Budget	2011-12 Est Actual	2012-13 Adopted
Resources by Category					
Beginning Fund Balance	2,715,124	3,472,397	3,191,902	3,363,114	2,945,867
Current Revenues					
Taxes	8,500,265	8,719,712	8,982,649	8,945,000	9,259,125
Other Revenue	47,996	22,000	27,000	21,700	23,000
Subtotal Current Revenues	8,548,261	8,741,712	9,009,649	8,966,700	9,282,125
Total Resources	11,263,385	12,214,109	12,201,551	12,329,814	12,227,992
Requirements by Category					
Current Expenditures					
Personnel Services	6,702,646	7,365,982	7,900,159	7,698,692	8,024,282
Materials & Services	647,116	1,169,316	1,547,509	1,460,288	1,437,247
Allocated Costs	204,666	215,698	224,967	224,967	295,834
Interfund Transfers	236,560	100,000	0	0	0
Subtotal Current Expenditures	7,790,988	8,850,996	9,672,635	9,383,947	9,757,363
Reserves	-	-	1,890,163	-	1,605,891
Contingency	-	-	638,753	-	864,738
Ending Fund Balance	3,472,397	3,363,113		2,945,867	
Total Requirements	11,263,385	12,214,109	12,201,551	12,329,814	12,227,992

Budgeted Full-Time Equivalents	54.50	55.00	59.00	59.00	59.00
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Current Operating Revenues vs. Expenditures

Description of Fund

The Public Safety Local Option Levy Fund was established to account for activities supported by a local option tax first approved by voters in November 2006. The voters overwhelmingly approved renewal of the levy in November, 2011. This budget reflects the first year of the five year, fixed rate levy of \$0.248 per \$1,000 of assessed value in the County.

The levy has provided 31 FTE to reopen approximately 84 jail beds that had been closed since 2002 due to lack of revenue. It also supports approximately 19 patrol deputies and expands enforcement to combat methamphetamine abuse and related crimes by funding 9 positions in the detective division.

Revenue Summary

Property tax revenue is the primary source of income for the fund with some additional revenue anticipated from interest earnings and the ending fund balance from the first years of the levy.

Expenditure Summary

The largest expenditure category is personnel services (65.6%) to pay for 59 full-time positions. In the materials and services category, significant items include professional services costs of \$180,000 for dispatch services for patrol as well as \$489,814 to provide medical services to inmates at the Jail. In addition, allocated charges for county services total \$295,834. Reserves and contingency totaling \$2,470,629 are budgeted to provide for unanticipated expenses and future cost increases during the five year period this levy is in effect.

Significant Issues & Changes

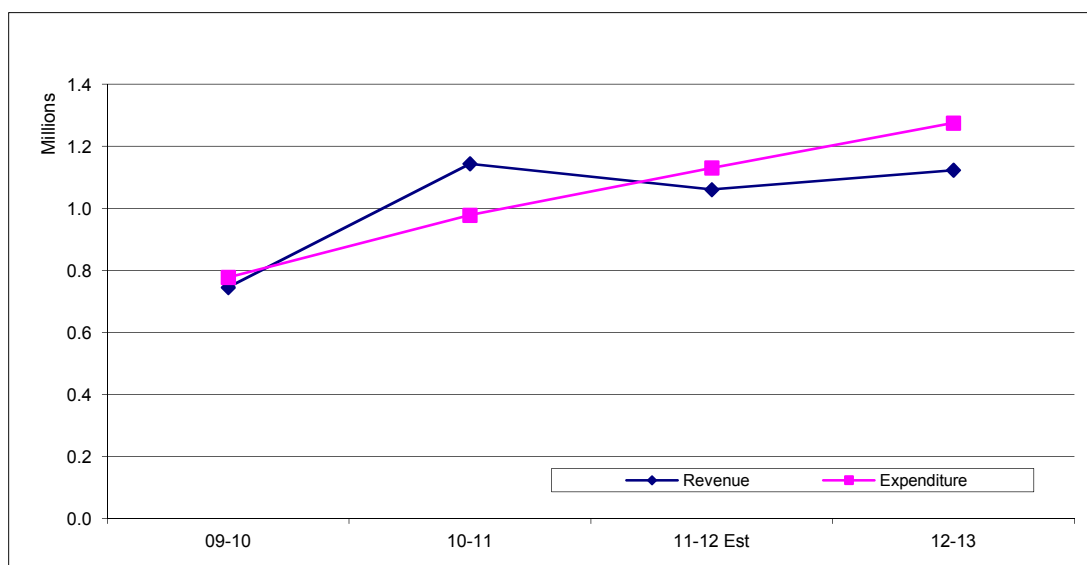
Since 2002, 84 existing jail beds in the Clackamas County Jail remained unused for lack of funding while crowding triggered early release of many prisoners. Inadequate space at the County Jail resulted in the forced release of over 3,900 prisoners in 2005. This is one of the highest rates in any Oregon county. Public Safety Local Option Tax collections funded 30 additional positions in the Jail that were used to reopen existing jail beds; creating more jail space for prisoners and reducing the early release of prisoners caused by over-crowding. The reopening of jail beds on March 1, 2008 reduced total inmate releases between March and August of 2008 by 717 inmates. Through other efficiencies and the ability to hold inmates until court, that number again decreased during the time period of September 2008 to February 2009, to 864. As compared to the same period in 2007-08, this is a reduction on average of 144 inmates per month being released due to overcrowding.

Over the past ten years, Clackamas County's population has grown and calls for service have increased, but the number of sheriff patrol deputies has declined. There were more deputies in 2001 than in 2006. When the number of patrol deputies does not keep pace with population growth, call response times become slower and sections of the County cannot be patrolled as thoroughly. The passage of this levy has provided funding to hire approximately 19 new patrol deputies.

Methamphetamine abuse in Clackamas County has significant ramifications for citizens. The unique patterns of criminal behavior engaged in by methamphetamine abusers are best combated by tailoring a law enforcement program to target this activity. The levy funds have added 8 sworn positions and one support staff person to an enforcement program designed to combat methamphetamine related crime including use, manufacturing, property crimes, identity theft, child abuse and child neglect.

	2009-10 Actual	2010-11 Actual	2011-12 Budget	2011-12 Est Actual	2012-13 Adopted
Resources by Category					
Beginning Fund Balance	77,959	47,254	122,721	213,225	151,832
Current Revenues					
Federal Revenue	-	-	-	-	-
State Revenue	700	-	46,000	46,000	42,000
Local Revenue	21,579	67,149	24,000	24,000	24,000
Licenses	22,840	21,980	23,000	23,000	22,000
Fees & Fines	575,072	799,887	678,002	711,589	788,716
Other Revenue	(43)	(205)	925	855	925
Interfund Transfers	125,001	255,000	255,000	255,000	245,440
Subtotal Current Revenues	745,149	1,143,811	1,026,927	1,060,444	1,123,081
Total Resources	823,108	1,191,065	1,149,648	1,273,669	1,274,913
Requirements by Category					
Current Expenditures					
Personnel Services	539,041	718,525	844,318	832,808	971,728
Materials & Services	106,588	119,956	162,446	154,704	149,856
Allocated Costs	131,795	139,359	142,884	142,885	153,329
Subtotal Current Expenditures	777,424	977,840	1,149,648	1,130,397	1,274,913
Contingency	-	-	-	-	-
Ending Fund Balance	45,684	213,225	-	143,272	-
Total Requirements	823,108	1,191,065	1,149,648	1,273,669	1,274,913

Budgeted Full-Time Equivalents	6.90	7.63	8.23	8.23	9.60
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Current Operating Revenues vs. Expenditures

Description of Fund

Clackamas County Resolution Services (CCRS) aims to enhance public safety by reducing the harmful impact of family and community conflict, strengthening family and community relationships, and reducing the reliance on the court for the adjudication of family and community conflict. CCRS accomplishes this aim by assisting couples, families and community members who are or are at risk of becoming involved in the court system to reach agreements about their disputes and to build conflict resolution skills, and by assisting community members to constructively resolve conflicts. CCRS provides a continuum of prevention and intervention services including information and referral, counseling, mediation, facilitation, education and training services.

Resolution Services serves residents of Clackamas County and the Circuit Court. Couples use domestic relations mediation before, during and after separation or divorce to resolve issues such as child custody, parenting time and property division. Couples may also participate in counseling in an effort to avert separation or divorce. CCRS also manages the Clackamas County Court's mandatory family law/parent education programs for divorcing parties.

The services brought to CCRS by the Community Dispute Resolution Services include community mediation and conflict resolution services for the citizenry. In addition, staff trains volunteers and delivers a mediation process that enables community members and businesses that are experiencing conflict or disagreement to resolve differences with the assistance of an impartial third party. Community mediation services teach citizens tangible skills in negotiation, respectful dialogue, and problem-solving tools designed to build safe and productive communities. Conflict resolution services reduce litigation and other costs associated with unresolved conflict, keeping cases out of courts and enforcement agencies by empowering the people best suited to find mutually agreeable solutions – the disputants themselves.

Revenue Summary

Revenues for this department come from a variety of sources. Domestic relations mediation and conciliation services are funded by a portion of certain domestic relations court filings (39% of department revenue), marriage license fees (2%), client fees (2%), and General Fund support (2%). Community Dispute Resolution Services receives revenues by providing direct mediation services and trainings to other County departments (14%) and state and local governments and agencies (5%), with additional revenues from the County General Fund (10%), and at-large client fees for mediation and trainings (1%). The Family Law Education programs (Parent Education and the Family Court Clinic) generate revenue through client fees (7%), with additional support from the County General Fund (2%).

Expenditure Summary

The largest expenditure is personnel services (76%) for direct services program staff and administrative support. The remaining expenditures are for cost allocations (12%) and materials and services (12%).

Significant Issues & Changes

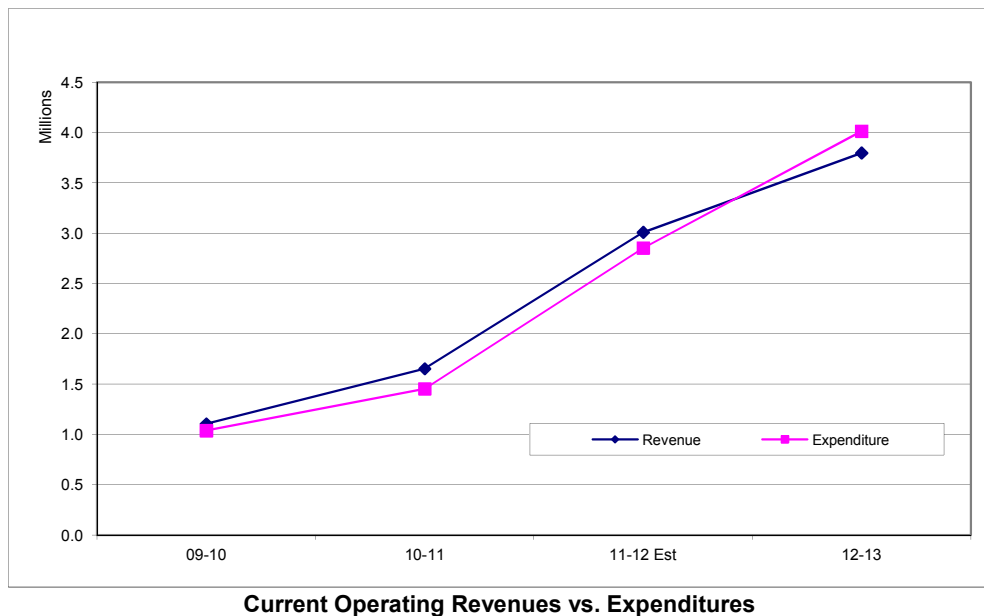
Resolution Services presents a budget for FY 2012-13 which reflects increased program capacity supported by new revenue sources, notably in the areas of foreclosure mediation and small claims mediation.

In addition this year we will be continuing our successful collaboration with the Juvenile Department, providing Victim Offender dialogues.

In this past legislative session, our conciliation fund sustained a 3.5% reduction over a 15-month period. Some County departments that have previously offered us funds to provide mediation for them have reduced or cut that funding due to their own shortages.

We continue to provide our core conflict resolution services, and expand into new areas ripe for alternative dispute resolution in order to sustain healthy communities and keep our residents safe, healthy and secure.

	2009-10 Actual	2010-11 Actual	2011-12 Budget	2011-12 Est Actual	2012-13 Adopted
Resources by Category					
Beginning Fund Balance	227,646	295,069	353,938	493,957	649,571
Current Revenues					
Prior Year Revenue	2,948	-	-	-	-
Federal Revenue	93,950	48,353	-	-	-
State Revenue	4,000	5,165	1,130,000	1,354,705	1,500,000
Local Revenue	2,500	-	-	-	-
Licenses	5,452	11,954	1,000	1,000	1,000
Fees & Fines	32,539	600,227	696,267	667,411	770,524
Other Revenue	100,106	21,278	10,600	20,238	8,870
Interfund Transfers	863,869	965,870	965,870	965,870	1,517,655
Subtotal Current Revenues	1,105,364	1,652,847	2,803,737	3,009,224	3,798,049
Total Resources	1,333,010	1,947,916	3,157,675	3,503,181	4,447,620
Requirements by Category					
Current Expenditures					
Personnel Services	657,673	893,972	1,173,962	998,767	1,319,715
Materials & Services	320,550	491,513	802,176	765,113	1,032,657
Interfund Transfer	-	-	1,028,870	1,028,870	1,580,655
Allocated Costs	59,718	68,474	60,860	60,860	81,407
Subtotal Current Expenditures	1,037,941	1,453,959	3,065,868	2,853,610	4,014,434
Contingency	-	-	91,807	-	433,186
Ending Fund Balance	295,069	493,957	-	649,571	-
Total Requirements	1,333,010	1,947,916	3,157,675	3,503,181	4,447,620
Budgeted Full-Time Equivalents	6.00	9.00	10.25	10.25	10.00



Description of Fund

The *Business & Economic Development Division* (B&ED) is funded from the Oregon State Video Lottery. Recent House Bill 3188 requires counties to deposit dollars received from the State Lottery Fund into a dedicated fund to ensure that the money is used for economic development purposes only.

This fund allows programs and staff to work on retention, expansion or relocation of established businesses, as well as the recruitment of new businesses to Clackamas County. It also provides assistance in building vital community centers, aiding rural communities in their economic development efforts, increases the county-wide industrial and commercial land base, works to ensure an adequate work force, promotes a healthy business climate and implements initiatives to expand the economic base.

A newly created division for FY 2012-13 is the *Agriculture and Forest Economic Development Division*. This division supports one position and is also funded by Lottery dollars. The position will focus on ever-increasing areas of emphasis for the county: *natural areas, watersheds, agricultural lands, and forest lands*.

The Business and Economic Development Fund also includes the *Business & Community Services Administration division* which is funded through revenue provided by BCS operating units. This division includes the BCS Director, BCS Deputy Director, one Financial Analyst and an Administrative Assistant. This group provides management and support services for all BCS divisions.

Revenue Summary

Revenue for the *Business and Economic Development Division* and the *Agriculture and Forest Economic Development Division* is provided almost entirely from Oregon State Video Lottery revenue that is legislated to provide for economic development efforts throughout the county.

Funding for the *Business & Community Services Administration Division* is provided through cost allocation to the majority of BCS divisions.

Expenditure Summary

The *Business & Economic Development Division* personnel expenditures represent the largest expenditure at \$592,495 or 43% of the budget. The personnel budget also includes \$19,000 designated for hiring a temporary worker through the Portland State University internship program or the RARE (Resource Assistance for Rural Environments) program. Projects, programs, and economic development initiatives total approximately \$170,000 and include economic opportunity and employment land mapping, continued work on the economic landscape project, support for the Main Street/Commercial Revitalization program, continued support to communities for development of their Economic Preparedness Program, and development of the Clackamas County Export Initiative and Industry Cluster. Promotion of Clackamas County's economic development services will be accomplished by advertising, printing and marketing which is budgeted at \$37,000. Dues and memberships in national, state and regional organizations are budgeted at \$36,775.

The *Agriculture and Forest Economic Development Division* personnel expenditures represent 27% of the budget with the remaining dollars dedicated to business development and assistance throughout Clackamas County.

The *Business & Community Services Administration Division* expenditures are primarily personnel expenditures and represent 72% of the budget. The remaining expenditures are related to supporting the staff through training and education.

Significant Issues & Changes

A newly created division for FY 2012-13 is the *Agriculture and Forest Economic Development Division*. This division supports one position and is also funded by Lottery dollars. This position will provide the following services:

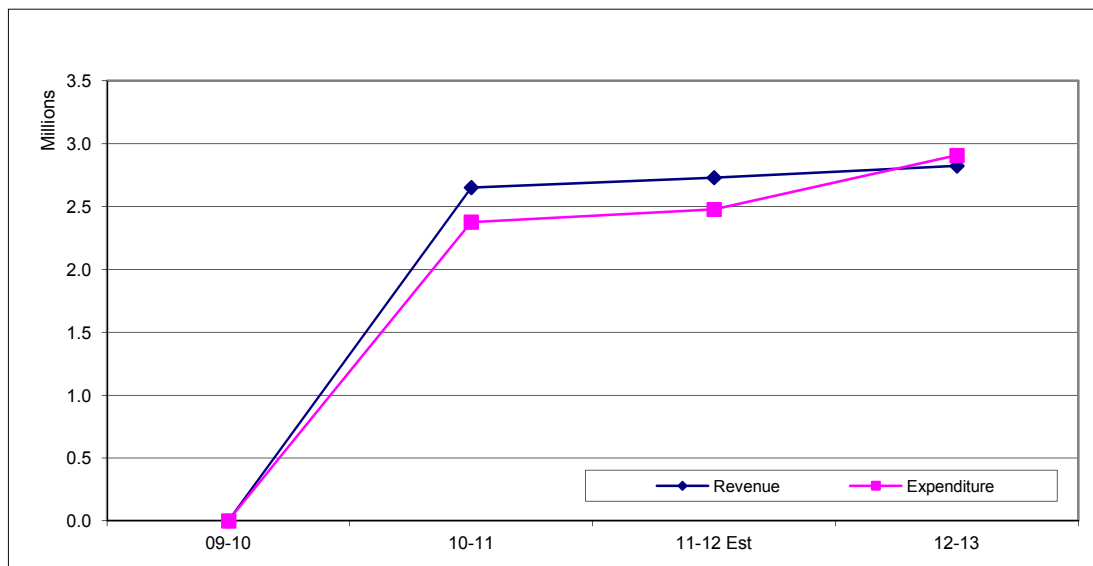
- Serve as staff subject matter expert and policy advisor to elected officials on public policy relating to forest lands in Clackamas County, such as the current federal legislation proposed by Congressman Schrader, DeFazio and Walden that would open federal Oregon & California lands for sustainable timber harvest while preserving a significant portion in an environmental trust.
- Serve as the county liaison to the various natural resource focused organizations such as the various watershed councils throughout Clackamas County.
- Engage in the region wide Intertwine Alliance effort.
- Assume project leadership on the county's Agricultural Investment Plan that will be transitioning to this position from the Economic Development division within BCS.
- Assume project leadership on a proposed Urban Tree planting program that is only conceptual at this time.

In the interest of utilizing existing County resources, B&ED is contracting with the Planning Department for assistance with the *Asset, Employment Land and Opportunity Mapping* project.

Reflected in the *Agriculture and Forest Economic Development Division* are Lottery dollars which are available to respond to unanticipated requests from the Board and County Administration for economic development related initiatives.

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	2009-10 Actual	2010-11 Actual	2011-12 Budget	2011-12 Est Actual	2012-13 Adopted
Resources by Category					
Beginning Fund Balance		-	130,344	274,915	527,275
Current Revenues					
Federal Revenue		1,063,760	1,464,604	1,117,152	1,281,077
Fees & Fines		500	400	6,197	27,200
Local Revenue		-	-	20,000	-
Other Revenue		11,888	10,850	11,250	9,800
Interfund Transfers		1,575,184	1,575,184	1,575,184	1,505,184
Subtotal Current Revenues		2,651,332	3,051,038	2,729,783	2,823,261
Total Resources		2,651,332	3,181,382	3,004,698	3,350,536
Requirements by Category					
Current Expenditures					
Personnel Services		1,342,945	1,420,997	1,418,797	1,389,365
Materials & Services		532,201	799,499	381,195	893,327
Capital Outlay		279,375	600,000	446,889	366,216
Allocated Costs		221,896	230,542	230,542	257,756
Subtotal Current Expenditures		2,376,417	3,051,038	2,477,423	2,906,664
Reserves		-	130,344	-	443,872
Ending Fund Balance		274,915	-	527,275	
Total Requirements		2,651,332	3,181,382	3,004,698	3,350,536
Budgeted Full-Time Equivalents	-	12.00	12.00	12.00	12.00



Description of Fund

The Emergency Management Fund accounts for the operation of the Emergency Management Department. The Department is comprised of two divisions. The Emergency Management Division is responsible for planning and implementing prevention, mitigation, preparedness, and response and recovery activities to prevent loss of life and minimize impacts from disasters. The Medical Examiner's Office Division is responsible for investigating deaths occurring under violent, questionable or unexplained circumstances.

Revenue Summary

Revenue sources include Homeland Security and Emergency Management grants, as well as a transfer from the County General Fund to support day-to-day operations of the Department. Grant funding accounts for approximately 38% of the Emergency Management Division budget. The Fund Balance is restricted revenue associated with grant funding.

Expenditure Summary

Personnel Services expenditures comprise 42% of total expenditures (both divisions), and fund 12 full-time equivalent positions (FTE) including emergency management staff and medical examiner staff. \$318,856 in grant funding for FY 2011-12 will offset the cost of one emergency management FTE and a portion of the FTEs within the Emergency Management Division.

Materials and Services expenditures accounts for 27%. Each year the department aggressively pursues grants to fund staff, planning, training, exercises and equipment; as well as hazard mitigation grants to reduce risk and enhance County sustainability. Out of the total \$893,327 in Materials and Services expenses for FY 2012-13, over \$870,000 will pay for grant funded projects. The department will manage grant projects to provide emergency response and communications equipment for law enforcement, fire and public works responders, specialized training for fire responders and materials to promote community preparedness, including emergency preparedness calendars printed in four languages. This year the department is managing several Federal Emergency Management Agency (FEMA) hazard mitigation projects to elevate or buy out homes that were severely impacted by the January 2009 and 2011 floods.

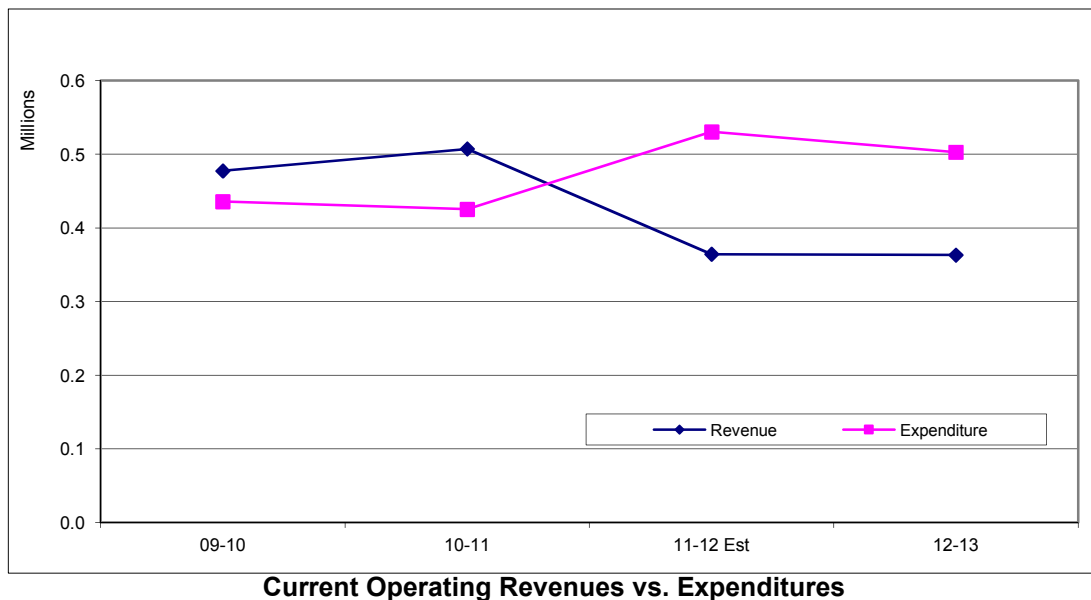
Travel and training expenses are budgeted at \$21,450 and pay for the following: attendance at regional and state homeland security and emergency management conferences, continuing education for county employees that staff the Emergency Operations Center during disasters, annual required training for deputy medical examiners.

Significant Issues & Changes

This fund was newly established in FY 2010-11. Nearly half of the department's Emergency Management Division budget is comprised of grant funding. Establishing a separate fund to articulate these unique revenue sources provides a clearer representation of the Emergency Management Department budget to our customers.

	2009-10 Actual	2010-11 Actual	2011-12 Budget	2011-12 Est Actual	2012-13 Adopted
<u>Resources by Category</u>					
Beginning Fund Balance	574,346	616,065	572,272	698,020	531,960
Current Revenues					
Fees & Fines	5,698	1,384	7,200	6,000	5,000
Other Revenue					
Courts Reimbursements	464,797	502,516	520,176	356,564	356,564
Other Financing Sources	0	(9)	0	20	0
Interest	6,986	3,334	2,600	1,800	1,750
Subtotal Current Revenues	477,481	507,225	529,976	364,384	363,314
Total Resources	1,051,827	1,123,290	1,102,248	1,062,404	895,274
<u>Requirements by Category</u>					
Current Expenditures					
Personnel Services	146,165	164,843	181,546	181,633	188,992
Materials & Services	232,493	206,823	296,982	295,978	270,008
Allocated Costs	57,104	53,604	52,833	52,833	43,766
Subtotal Current Expenditures	435,762	425,270	531,361	530,444	502,766
Reserves	-	-	350,000	-	172,508
Contingency	-	-	220,887	-	220,000
Ending Fund Balance	616,065	698,020	-	531,960	-
Total Requirements	1,051,827	1,123,290	1,102,248	1,062,404	895,274

Budgeted Full-Time Equivalents	2.28	2.41	2.43	2.43	2.44
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Description of Fund

In accordance with state statute (ORS 9.815), Clackamas County maintains and operates a free Law Library at a location that is convenient and available at reasonable hours. Law Library resources, materials and professional staff are available to Clackamas County Circuit Court Judges, County Counsel, the District Attorney's office, attorneys, litigants, legal professional staff, students and all County departments. The Law Library provides legal research resources and materials in a highly selective and well-balanced collection of both print and electronic formats. The physical Law Library collection includes approximately 15,000 up-to-date legal titles, the majority of which are not available online or not available for free or at a low cost online. The Law Library electronic collection includes subscriptions to Westlaw, Westlaw Next, LexisNexis Online, RIA Online, HeinOnline, Oregon State Bar BarBooks and access to other free and low-cost computer assisted legal research databases. The Law Library employs professionals with public law library experience, education and training to manage, operate and maintain the Law Library and provide patrons with legal research, information dissemination and reference assistance.

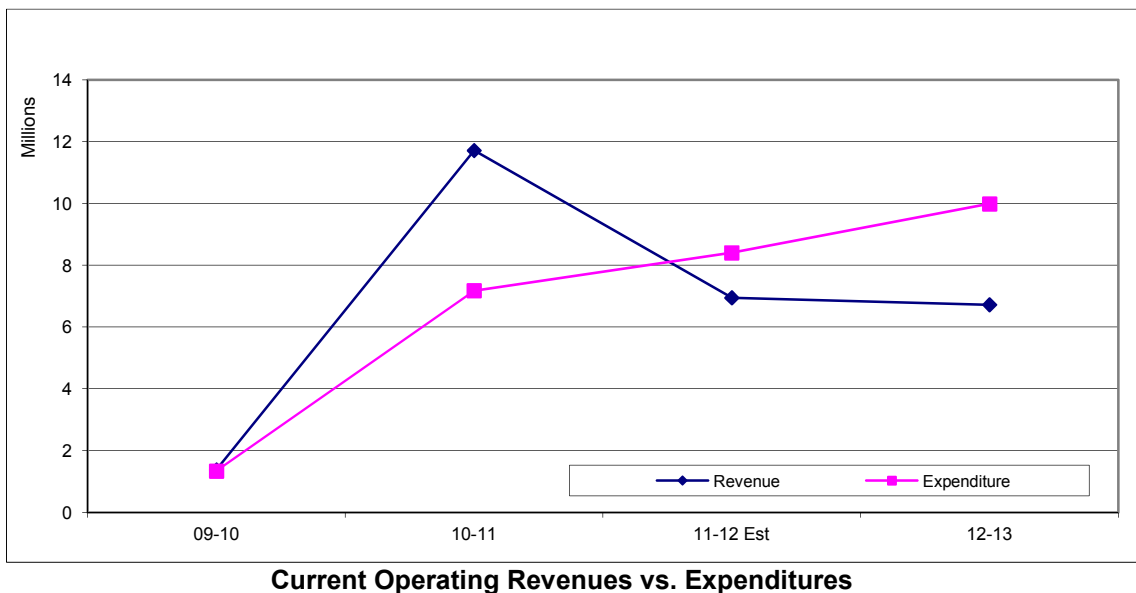
Revenue Summary

The Law Library revenue source was altered by the 2011 Oregon State Legislature (2011 House Bills 2710, 2712, and 5056). Since its creation in 1927, all of the Law Library funding was received from a portion of the filing fee collected in each civil suit, action or proceeding. Law Library revenue is now derived from a set appropriation for this biennium. The set appropriation is 7.4 million (2011 HB 5056). The Chief Justice was directed to distribute these funds to counties based on revenues received from filing fees collected in the 2009-2011 biennium from civil actions commenced in that county's circuit court. The amount is less (proportionately reduced) than its 2009-2011 amount since the legislative appropriation for 2011-2013 was approximately \$2.6 million (26 percent) below the 2009-2011 amounts. Clackamas County Law Library was allocated \$713,128.71 for the 2011-2013 biennium. The State Court Administrator's office is directed to conduct biennial surveys of county law library services, staffing and usage and the Legislative Interim Committee on State Courts Revenue Structure (created by 2011 HB 2710 Sec. 171) is directed to study funding of county law libraries and make recommendations on the manner in which they are funded no later than January 1, 2013 (2011 HB 2367). The authority of counties to set "add-on" fees for law libraries was repealed; affected July 1, 2011 and any funds generated from add-ons go to the state and not the county (2011 HB 2710). The 2011 legislation does not affect any existing funds currently in law library accounts. The Law Library beginning fund balance, which comprises the majority of the Law Library's total resources, is money saved and accumulated for anticipated necessary expenditures for the future of the Law Library. Minor contributions to revenue come from earned interest and copy/printer fees. The 2012 Legislature further reduced county law library funding by 3.5 percent (2012 SB 5701) and directed the governing bodies of the counties to apportion the court pass-through funds (2012 SB 1579). At this time, it is unknown how distributions and cuts will be made to the Law Library resulting from the 2012 legislation.

Expenditure Summary

The majority of available funds are held in reserve or contingency to pay for anticipated future expenditures of continuing to provide and maintain the Law Library and its services. Even with making cuts to expenditures, due to the severe reduction in Law Library funding, these funds will be tapped into significantly beginning with this fiscal year. Cost allocations, professional staff, subscriptions to online legal research databases, and updating books, treatises and other necessary print materials comprise the majority of Law Library expenditures.

	2009-10 Actual	2010-11 Actual	2011-12 Budget	2011-12 Est Actual	2012-13 Adopted
Resources by Category					
Beginning Fund Balance	181,395	214,577	4,715,497	4,750,988	3,291,933
Current Revenues					
Taxes	-	-	-	-	-
State Revenue	-	7,917	4,000	8,921	9,000
Local Revenue	48,449	42,431	61,770	148,370	-
Fees & Fines	9,390	66,279	53,500	52,500	63,500
Other Revenue					
Transfers from Other Agencies		2,664,639	2,976,000	2,787,000	2,998,873
Miscellaneous	15,951	20,781	31,253	19,784	188,950
Interfund Transfers	1,300,001	8,912,501	3,929,961	3,929,961	3,459,961
Subtotal Current Revenues	1,373,791	11,714,548	7,056,484	6,946,536	6,720,284
Total Resources	1,555,186	11,929,125	11,771,981	11,697,524	10,012,217
Requirements by Category					
Current Expenditures					
Personnel Services	741,803	1,959,512	2,211,357	2,071,005	2,614,978
Materials & Services	436,448	3,249,283	5,760,738	3,014,579	7,080,237
Allocated Costs	76,435	245,433	285,530	285,530	292,868
Capital Outlay	85,923	1,723,909	3,514,356	3,034,477	-
Interfund Transfers	0	0	0	0	0
Subtotal Current Expenditures	1,340,609	7,178,137	11,771,981	8,405,591	9,988,083
Contingency	-	-	-	-	24,134
Ending Fund Balance	214,577	4,750,988		3,291,933	
Total Requirements	1,555,186	11,929,125	11,771,981	11,697,524	10,012,217
Budgeted Full-Time Equivalents	17.00	19.00	21.00	21.00	20.00



Description of Fund

The Library Services Fund has been expanded and renamed. It now combines the operations of the Clackamas County Library and the Library Network that supports both city and county libraries. This change was made since both the Library and Library Network are divisions of the Business and Community Services (BCS) department and both Library-related operations could be more easily reviewed and managed if they were contained in the same fund.

Clackamas County Library provides and promotes informational, educational, cultural and recreational materials, and resources to enhance the economic, social and cultural vitality of the community. Clackamas County Library is responsive to the needs of the community with welcoming environments, a broad range of relevant programs and materials in a variety of formats and highly qualified, customer-focused employees. Service is offered at the newly constructed Sunnyside Library and Oak Lodge Library.

The Library Network provides centralized administrative support, cataloging, courier, computerized circulation, and on-line services to the two Clackamas County Library branches and ten city libraries: Canby, Estacada, Gladstone, Lake Oswego, Milwaukie, Molalla, Oregon City, Sandy (including one branch at Hoodland), West Linn and Wilsonville.

Revenue Summary

The primary revenue for operations of the *County Library* is from the distribution of Library District funds. The distribution is anticipated to total \$2,998,873. In addition, the Library is expected to receive a transfer from the General Fund in the amount of \$2,000,000 and a fund balance of \$3121,886 for capital improvement projects submitted and approved for funding from district libraries as per agreements in a special Intergovernmental Agreement (IGA) between the Board of County Commissioners and each participating jurisdiction. Besides these two primary revenue sources, the Library estimates that it will receive \$63,500 in fines and copying fees, \$9,000 from the Oregon State Library, and approximately \$5,000 in contributions and donations. Total revenue for the Library in FY 2012-13 is projected at \$8,198,259.

The primary revenue source for the *Library Network* is an interfund transfer from the General Fund of \$1,459,961. In addition, Library Network estimates that it will receive \$175,450 from local jurisdictions in Clackamas County as a reimbursement for purchases of computer hardware, software or other goods and/or services on behalf of these government agencies, \$5,500 in interest revenue and \$170,047 in carry-over balance from FY 2011-12. Total revenue for the Library Network in FY 2012-13 is projected at \$1,813,958.

Expenditure Summary

For the *County Library*, expenditures for day to day operations of the two branch libraries at Oak Lodge and Sunnyside are budgeted at \$2,760,359. Also included in the operating budget for this fiscal year is \$88,000 in potential building expenses for the new Sunnyside Library and \$500,000 in potential moving and/or other expenses related to the eventual closure of the Oak Lodge Library in anticipation of the opening of the Gladstone Library. Payments to other governments (the above mentioned capital improvement projects for which district libraries must submit applications to the Board of County Commissioners) are budgeted at \$4,850,000. The Library will take next year as an adjustment time to fine-tune, develop procedures, and track operating costs attributed to the new Sunnyside Library building which opened in April 2012.

Slightly more than 53% of the *Library Network* expenditures are incurred annually for personnel costs. The remaining expenditures are related to the provision of services for the ten City libraries and two County libraries in the Library District of Clackamas County.

Significant Issues & Changes

Clackamas County Library will continue to work with Gladstone Public Library to form a new combined library facility.

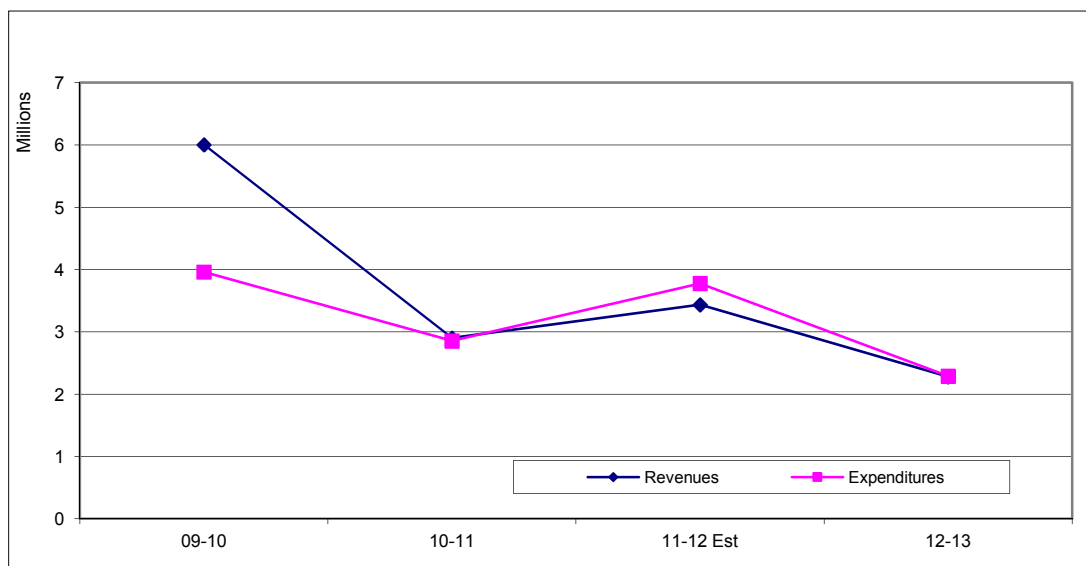
The remodel and opening of the Sunnyside Library and the closing of Clackamas Corner was completed in April 2012. The Sunnyside Library will be providing better access and improved services to the Sunnyside, Clackamas, Happy Valley, and Damascus areas.

Library Network relocated the Library Network main database servers and telecommunications equipment to a secure and stable environment at the Clackamas ESD in November 2011 so that all patron and bibliographic data is backed up and access to the on-line catalog can be maintained on a 24/7 basis. The move is being made in collaboration with the County-led Broadband fiber installation project and will permit libraries to maximize their use of this high-speed connectivity providing ongoing cost savings to taxpayers. The majority of the Broadband fiber project is estimated to be complete by June 2012.

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	2009-10 Actual	2010-11 Actual	2011-12 Budget	2011-12 Est Actual	2012-13 Adopted
<u>Resources by Category</u>					
Beginning Fund Balance	(1,585,919)	456,453	69,000	501,689	160,000
Current Revenues					
Federal Revenue	233,851	152,153	488,388	219,319	34,000
State Revenue	392,529	432,725	727,300	812,345	403,775
Local Revenue	126,911	98,075	939,500	861,171	107,041
Fees & Fines	439,132	522,429	477,000	438,882	446,990
Other Revenue	140,277	28,697	18,550	14,022	117,480
Interfund Transfers	4,670,943	1,667,221	1,578,478	1,089,391	1,172,313
Subtotal Current Revenues	6,003,643	2,901,300	4,229,216	3,435,130	2,281,599
Total Resources	4,417,724	3,357,753	4,298,216	3,936,819	2,441,599
<u>Requirements by Category</u>					
Current Expenditures					
Personnel Services	1,575,128	1,389,733	1,529,483	1,215,412	1,179,543
Materials & Services	1,104,747	1,020,928	1,087,500	993,320	682,580
Allocated Costs	222,269	253,048	236,233	236,233	222,017
Capital Outlay	1,059,127	192,355	1,445,000	1,331,854	207,459
Subtotal Current Expenditures	3,961,271	2,856,064	4,298,216	3,776,819	2,291,599
Contingency	-	-	-	-	150,000
Ending Fund Balance	456,453	501,689	-	160,000	
Total Requirements	4,417,724	3,357,753	4,298,216	3,936,819	2,441,599

Budgeted Full-Time Equivalents	15.00	14.00	13.00	13.00	9.00
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Current Operating Revenues vs. Expenditures

Description of Fund

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

The Parks Department operates 19 park sites in rural Clackamas County. Facilities include:

- Reserved picnic areas for 2,500 users
- Non-reserved picnic areas serving 2,000 users
- 201 recreation vehicle-suitable campsites
- 6 non-community public use water systems
- Ball fields, volleyball courts and children's play structures
- 7 caretaker residences
- A community center with preschool, day care, library and senior center
- A 96-slip boat moorage, marina and 7 boat launches
- 13 restroom buildings
- Approximately 1,000 acres of County-owned park land
- Over 4,000 acres of leased park land
- 180 acres of mowed turf
- Several miles of hiking trails
- 5 natural area parks (220 acres) with river access

The purpose of the County Forester program is to manage County-owned forested land in a manner that generates ongoing revenue for the County while encouraging multiple uses of forest resources. The program operates on a sustainable yield basis. That is, the total amount of timber available for harvest is determined, a formula is used to calculate how much timber can be harvested on a perpetual basis and only the growth equivalent is harvested. The County Forest Division employs two full-time staff and one temporary employee to manage over 3,000 forested acres and produce at least one significant timber sale each fiscal year.

Revenue Summary

Parks program revenue includes a beginning fund balance estimated at \$100,000, and an interfund transfer of \$526,058 from the Parks & Forest Trust Fund to cover operations, maintenance and capital improvements, \$157,588 transferred from the General Fund, and \$100,000 transferred from the net proceeds of the Stone Creek Golf Club. Grant revenues totaling \$30,000 are expected to come from Oregon State Parks for a project to replace a potable water well at Barton Park. Revenue from State RV licensing fees and State marine gas tax funding is budgeted at \$373,775 and revenues from fees and services are budgeted at \$450,490. Beginning this year, lease revenue from the Boones Ferry Marina in the amount of \$96,780 will be receipted into the Parks Fund; in prior years these revenues were receipted to the Parks & Forest Trust Fund.

Forest program revenue will include \$388,667 transferred from the Parks & Forest Trust Fund, and \$34,000 in grant revenue to support the Dump Stoppers program through September 30, 2012 – at which point federal funding for the program is expected to end. No General Fund monies are budgeted to support this program.

Expenditure Summary

Personnel expenditures are \$933,515 and represent 48% of the County Parks budget. County Parks will continue concentrating on operations and maintenance of the camping and day use areas in the County parks and at the Boones Ferry Marina, with total materials and services and cost allocations budgeted at \$706,458. This also includes \$44,870 for parks patrol law enforcement services provided through the Clackamas County Sheriff's Office. Capital construction has been significantly reduced from previous years and will be limited to completion of the Springwater Corridor Trail improvements from Rugg Road to Dee Street in Boring (budgeted at \$107,041), and the Barton Park well

replacement project (budgeted at \$60,000). Capital equipment is budgeted at \$40,418 to replace a mower and backhoe equipment.

The main focus of the County Forest program will be continued operations, maintenance and management of timber sale activities on county-owned forest lands. Forest personnel expenditures account for 50% of the budget in the amount of \$246,028 and materials and services and cost allocations expenditures are budgeted at \$198,139 and provide for the Dump Stoppers program as well as continued operations, maintenance and timber management expenses. Dump Stoppers expenses include \$8,980 for law enforcement related services provided through the Clackamas County Sheriff's Office.

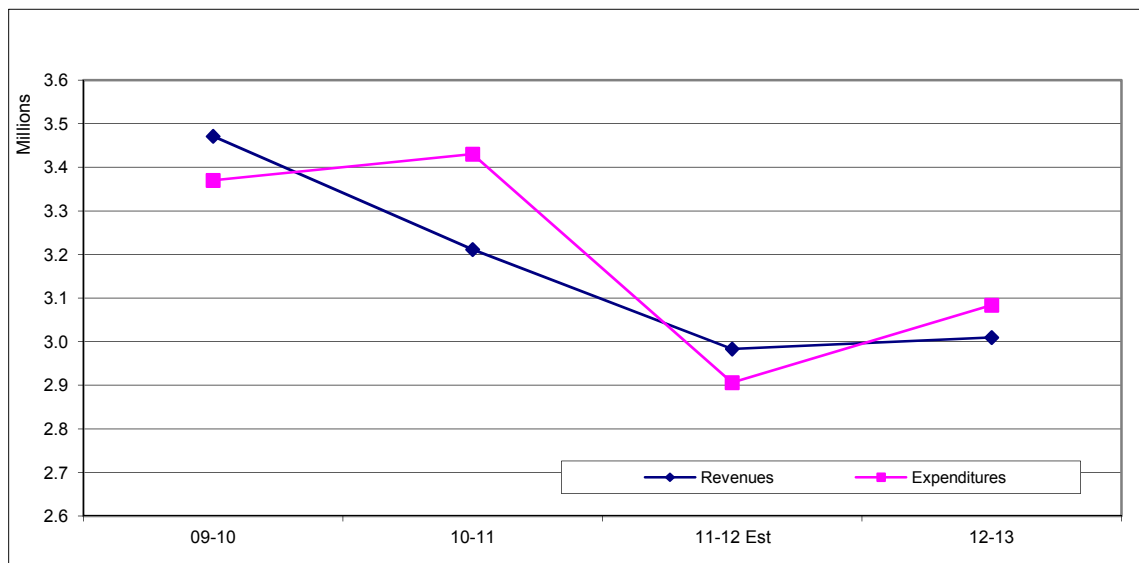
Significant Issues & Changes

It is anticipated that federal funding support for the Dump Stoppers program will end at the end of the current federal fiscal year (September 30, 2012). As a result, the Dump Stoppers budget reflects anticipated expenses and revenues for July – September 2012 only.

A noteworthy reduction from the prior budget year is an 18% decrease in the *County Parks* personnel services line item, reflecting a net reduction in four full-time employees through staff reductions. In addition, the County Forest personnel services line item will realize a 33% reduction through shifting one full-time equivalent employee to partial year grant-funded work and the elimination of one full-time employee.

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	2009-10 Actual	2010-11 Actual	2011-12 Budget	2011-12 Est Actual	2012-13 Adopted
<u>Resources by Category</u>					
Beginning Fund Balance	120,592	221,902	2,933	2,933	80,000
Current Revenues					
Federal Revenue	3,097	67,733	14,708	399	-
State Revenue	-	-	-	-	42,000
Local Revenue	473,996	101,652	90,000	90,000	137,000
Licenses	10,720	13,935	10,000	15,000	18,000
Fees & Fines	856,149	721,129	657,884	571,332	506,159
Other Revenue	10,200	543	200	200	-
Interfund Transfers	2,117,160	2,306,512	2,306,514	2,306,514	2,306,514
Subtotal Current Revenues	3,471,322	3,211,504	3,079,306	2,983,445	3,009,673
Total Resources	3,591,914	3,433,406	3,082,239	2,986,378	3,089,673
<u>Requirements by Category</u>					
Current Expenditures					
Personnel Services	2,616,431	2,269,367	2,254,183	2,121,961	2,027,251
Materials & Services	361,544	603,592	551,867	511,161	625,843
Allocated Costs	392,037	401,585	273,256	273,256	280,589
Interfund Transfers	-	155,929	-	-	150,000
Subtotal Current Expenditures	3,370,012	3,430,473	3,079,306	2,906,378	3,083,683
Contingency	-	-	2,933	-	5,990
Ending Fund Balance	221,902	2,933	-	80,000	-
Total Requirements	3,591,914	3,433,406	3,082,239	2,986,378	3,089,673
Budgeted Full-Time Equivalents	28.20	21.30	21.00	21.00	18.00



Current Operating Revenues vs. Expenditures

Description of Fund

The Planning Division is responsible for processing land use permits, preparing land use plans and providing the public and other agencies land use information. This fund also covers a Historic Preservation program responsible for the Heritage Tree program and designating historic landmark structures. Planning provides staffing to support the County's Historic Review Board, Design Review Committee, Planning Commission, Land Use Hearings Officer and Board of County Commissioners in reviewing land use applications. The fund also covers the cost of administering and updating the County's Community Rating System (Floodplain Program) which results in substantial reduction in floodplain insurance premiums for residents living in regulated floodplains in the unincorporated areas of the County.

Revenue Summary

Local Revenue is generated through contracts for services with the Engineering Division, Sustainability Division, Water Environment Services, Business and Community Services and the Development Agency. The Division also provides planning services on contract for the cities of Damascus, Estacada, Molalla and Gladstone. These revenue sources are variable and dependent upon the needs of the contracting bodies.

Land use application fees offset some of the costs of processing land use applications and are dependent on economic trends and development activity.

Road funds and grant funds are used for some transportation and land use planning projects in unincorporated areas of the County.

An interfund transfer from the General Fund provides full support for the Public Service function (providing information at the customer service counter and on the phones, public outreach programs and community planning organizations, Hamlet and Village presentations); and partial support for the Land Use Development Review function, projects which include preparation of community plans, amendments to the comprehensive plan and zoning ordinance, and preparation of land use plans as requested by the Board of County Commissioners, Planning Commission, citizens and as required by regional, state and federal governments.

Expenditure Summary

Personnel costs account for two-thirds of the total budget, leaving one-third for materials and services. One-half of the above resources provide the public with planning and land use regulations information and processing of land use applications.

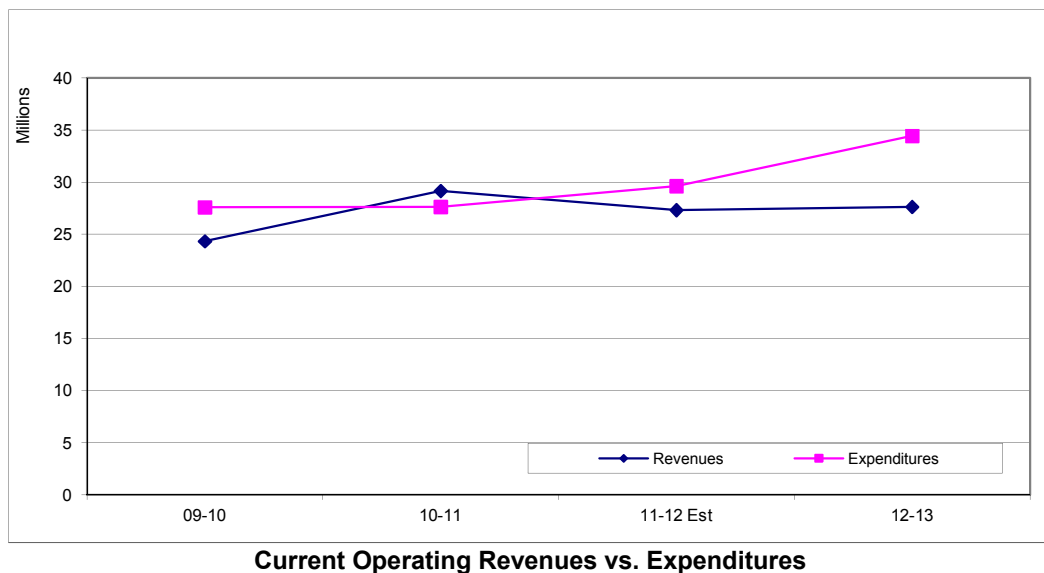
The remaining one-half of the fund resources are spent on projects and intergovernmental coordination. Major project-related expenditures include planning and technical support for the Transportation System Plan, an industrial lands inventory for Business and Community Services, initiating the third phase of the sustainability amendments to the Zoning and Development Ordinance (ZDO), bicycle and pedestrian programs, and state-mandated population coordination with our rural cities. Other projects include continuing work on updates to Urban Growth Management Agreements, coordinating planning projects with other jurisdictions, amending sections of the Clackamas County Zoning and Development Ordinance and Comprehensive Plan, administering the Heritage Tree Program and administering the floodplain Community Rating System. In addition, eight percent of resources are spent on zoning code enforcement services.

Significant Issues & Changes

The largest component of the budget pays for personnel performing public service functions, processing land use permits, and preparing plans. Development activity is expected to continue on the same pace as FY 2011-12. Fifty percent of fund resources will be committed to projects and intergovernmental coordination and 50% to processing land use applications and providing public service.

Public service costs are fully supported by the General Fund. One in approximately every thirty contacts results in a paying customer. Land use application fees cover less than 50% of the cost for permit processing services, not including the public service function cost. Currently the permit cost processing deficit is made up by General Fund support. Proposed amendments to the permit fee schedule will provide a nominal offset for the cost of processing permits.

	2009-10 Actual	2010-11 Actual	2011-12 Budget	2011-12 Est Actual	2012-13 Adopted
<u>Resources by Category</u>					
Beginning Fund Balance	13,605,765	10,348,399	11,886,980	11,886,905	9,571,603
Current Revenues					
Federal Revenue	3,752,453	5,386,914	1,960,084	1,084,495	1,610,491
State Revenue	15,781,695	18,581,268	20,102,000	21,070,143	21,787,000
Local Revenue	816,032	927,627	1,383,880	906,380	885,000
Licenses	1,000	-	-	1,000	-
Fees & Fines	3,493,504	3,865,832	3,156,450	3,228,790	2,839,616
Other Revenue	423,713	390,468	540,000	865,290	393,310
Interfund Transfers	54,421	-	151,416	151,000	114,370
Subtotal Current Revenues	24,322,818	29,152,109	27,293,830	27,307,098	27,629,787
Total Resources	37,928,583	39,500,508	39,180,810	39,194,003	37,201,390
<u>Requirements by Category</u>					
Current Expenditures					
Personnel Services	13,408,445	14,590,232	15,482,683	15,062,494	15,722,531
Materials & Services	5,183,074	8,803,535	9,429,957	7,721,574	11,669,167
Allocated Costs	1,542,415	1,939,858	1,495,875	1,495,875	1,784,928
Capital Outlay	6,751,848	1,261,252	2,512,000	1,211,087	2,737,000
Interfund Transfers	694,402	1,018,727	5,681,163	4,131,370	2,513,808
Subtotal Current Expenditures	27,580,184	27,613,604	34,601,678	29,622,400	34,427,434
Reserves	-	-	1,000,000	-	1,000,000
Contingency	-	-	3,579,132	-	1,773,956
Ending Fund Balance	10,348,399	11,886,904	-	9,571,603	
Total Requirements	37,928,583	39,500,508	39,180,810	39,194,003	37,201,390
Budgeted Full-Time Equivalents	152.90	155.60	155.00	155.00	158.00



Description of Fund

Transportation Maintenance performs a numerous activities to ensure the County's system of over 1400 road miles and 179 bridges remain safe and efficient for all users. The Maintenance Division provides a 24-hour response for roadway emergencies and performs work such as traffic incident response, removal of debris, pothole repair, snow and ice removal, mitigation of flooding, traffic signal and sign repairs, and emergency repairs to bridges and guardrails. Routine maintenance activities include roadway surface treatment including contracted pavement overlays, drainage system maintenance, sign and signal repair, striping, vegetation control, and street sweeping. The County road system includes approximately 40,000 traffic signs and 150 traffic signals. The Weighmaster Program conducts education and enforcement activities with motor carriers to increase traffic safety and reduce damage to the road system from overweight and overlength vehicles. The Division operates the Canby Ferry which serves over 185,000 vehicles per year. The Division's Heavy Equipment Maintenance Shop conducts preventive maintenance and repair of large vehicles and construction equipment as well as metal fabrication services.

Transportation Engineering provides for the planning, development and implementation of countywide transportation and infrastructure improvements. Activities within Transportation Engineering include preparation of transportation plans and regional transportation coordination, contract administration for County road construction, the review of commercial, industrial and residential development and permitting of utility construction, the Pedestrian/Bicycle Safety Program which concentrates on safety improvements primarily within one mile of schools, the Local Improvement District (LID) Program which designs and constructs projects to improve the local street infrastructure and provides a financing mechanism to the benefiting property owners, and administration of Service District #5 for street lights within the Urban Growth Boundary.

Administrative Services provides general oversight, management, legislative and financial expertise for all divisions in the Department of Transportation and Development. This includes the office of the Director, Business and Administrative Services and Regional Transportation Coordination.

Revenue Summary

Road Fund revenues remain relatively static. The Oregon Highway Trust Fund (gasoline tax) revenue, which accounts for almost half of the Road Fund's revenues, is increasing due to House Bill 2001. The federal timber money from the Secure Rural Schools legislation was due to end in 2011-12 but has been extended for one more year but at a reduced amount of approximately \$980,000. Also, gas consumption decreases when gas prices approach \$4.00 per gallon which is where they are predicted to remain for some time. This will impact revenues in 2012-13 but to what extent is not known at this time.

Expenditure Summary

Transportation Maintenance utilizes four primary treatments for repair and maintenance of road surfaces: contracted roadway paving/preservation, maintenance paving/patching, chip/slurry seal applications, and crack sealing. The proposed plan for fiscal year 2012-13 includes nearly 45 miles of crack seal and surface treatments, 100 centerline miles of hand brushing, 250 miles of mechanical brushing, 200 centerline miles of mowing, 12 acres of landscape maintenance, 579.47 miles of paint striping on County arterials and collectors coupled with traffic maintenance services to 8 cities within the County, 46 miles of ditch cleaning, culvert cleaning, culvert replacements, shoulder stabilization/slide repairs, and needed bridge repairs. \$2.5 million dollars is proposed for Contract Maintenance Paving. These are pavement preservation projects.

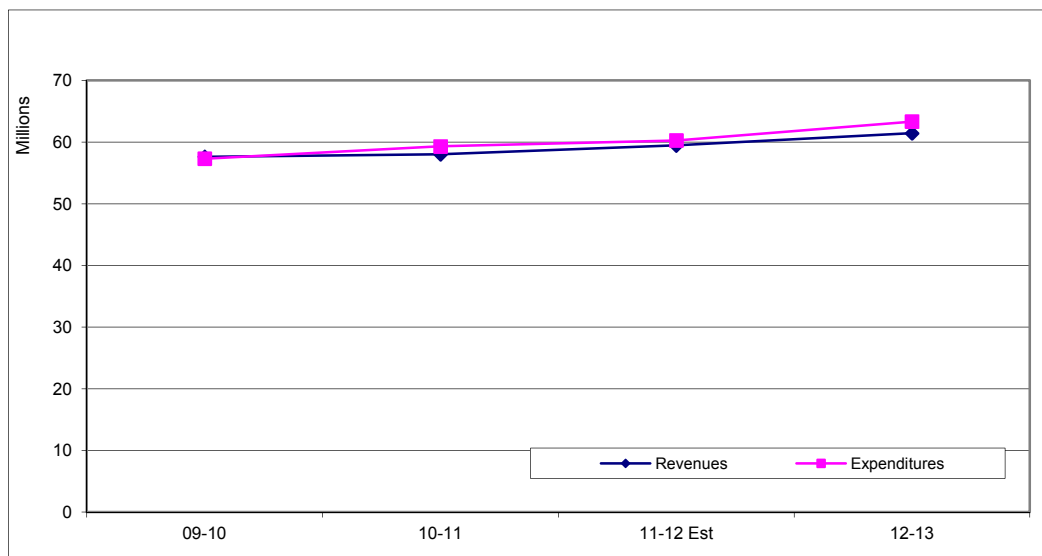
Transportation Engineering will continue to provide the technical services of project scoping, planning, survey, design, construction inspection, project management, and program administration for capital and maintenance projects. \$2.95 million is proposed to be transferred to the DTD Capital Projects Fund in the 2012-13 fiscal year as matching revenue for road, bridge, pedestrian/bike, and safety projects. Total project expenditures are estimated at \$11.4 million for the year and cover the planning, design, construction, and right-of-way purchase for four road projects, four bike/pedestrian projects, two safety projects, eleven bridge projects, and three storm drainage projects. The number of commercial, industrial and residential projects requiring plan review and permits from Transportation Engineering remains low so Development Review staff is working with the Capital Improvement Program manager to reduce the workload on capital staff where work volume remains high.

Significant Issues & Changes

The Secure Rural Schools and Community Self-Determination funding has been extended for one more year. This revenue historically brought in approximately \$4 million dollars a year and was used to fund Contracted Paving. Contract Paving has been reduced as a result of the phasing out of these federal funds. The Contract Paving Program is critical to the long term preservation of the transportation system. Delay in paving or placement of other road treatments leads to the need for more expensive pavement reconstruction. There are no foreseeable funding sources for a large scale pavement overlay program. A growing concern is the condition of our local road system that provides direct access to residential properties. These roads, because they generally carry low traffic volumes, have as a matter of policy received a low priority for funding. It is not likely that road funds from the State Highway Fund received by the county will ever be enough to address this problem. Another funding source or sources needs to be found.

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	2009-10 Actual	2010-11 Actual	2011-12 Budget	2011-12 Est Actual	2012-13 Adopted
Resources by Category					
Beginning Fund Balance	3,671,843	3,996,622	2,331,039	2,697,223	1,892,123
Current Revenues					
Prior Year Revenue	1,463	819	-	-	-
Taxes	90	-	-	-	-
Federal Revenue	1,151,482	1,126,118	935,861	949,654	765,001
State Revenue	202,409	344,284	465,053	372,450	312,477
Local Revenue	7,687,129	7,456,055	8,015,000	7,806,346	8,295,000
Licenses	189,604	284,960	239,000	241,750	256,150
Fees & Fines	1,836,218	2,288,361	2,484,152	2,464,846	2,659,672
Other Revenue					
Salary Reimbursements	4,337,272	4,359,699	4,438,779	4,379,250	4,461,942
Miscellaneous 419,002		363,846	390,079	372,847	360,906
Interfund Transfers	41,799,719	41,780,203	42,905,641	42,862,170	44,318,749
Subtotal Current Revenues	57,624,388	58,004,345	59,873,565	59,449,313	61,429,897
Total Resources	61,296,231	62,000,967	62,204,604	62,146,536	63,322,020
Requirements by Category					
Current Expenditures					
Personnel Services	43,874,964	45,822,166	45,593,672	44,572,971	47,666,777
Materials & Services	9,726,446	9,389,441	11,268,072	10,664,558	11,078,220
Allocated Costs	2,567,924	2,720,057	3,152,256	3,152,256	2,637,616
Capital Outlay	21,035	118,302	703,290	584,970	660,109
Interfund Transfers	1,109,240	1,253,779	1,487,314	1,279,658	1,279,298
Subtotal Current Expenditures	57,299,609	59,303,745	62,204,604	60,254,413	63,322,020
Ending Fund Balance	3,996,622	2,697,222	-	1,892,123	-
Total Requirements	61,296,231	62,000,967	62,204,604	62,146,536	63,322,020
Budgeted Full-Time Equivalents	394.00	395.00	370.25	370.25	371.00



Current Operating Revenues vs. Expenditures

Description of Fund

The Sheriff Fund accounts for activities in the Sheriff's Office not paid for from the Public Safety Local Option Levy.

The *Administration Division* exercises supervision over all divisions and establishes policy and long-range planning; composes and monitors all division budgets; prepares statistical information; and directs procurement, maintenance and storage of supplies and equipment. Public information and internal investigations are also included under this umbrella.

The *Support Services Division* is comprised of the Personnel, Training, Information Technology, Records and Public Safety Training Center activities. The Personnel section is responsible for coordinating all hiring efforts including background investigations of all department personnel, as well as all training required to keep sworn staff certified. Information Technology coordinates all computer needs for the Sheriff's Office including both desktop equipment and laptops to enable information access in patrol cars. The Records unit processes criminal reports taken by Patrol and Detectives. It also maintains warrants and protective orders for Clackamas County and various city police departments and assists crime analysis and case management efforts. Activity at the Public Safety Training Center accounts for costs of a facility which houses a shooting range plus meeting and classroom space. The facility is used by County staff as well as other law enforcement agencies in the area. Fees are charged to outside agencies and public users to cover costs related to maintenance and operation. The goal is to have the facility pay for itself between these fees and overtime savings within the office generated from deputies being able to shoot during their regular shifts.

The *Patrol Division* 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. It is solely responsible for patrolling County roads and waterways and includes special units such as special weapons and tactics, search and rescue, and a canine unit.

The *Investigations Division* includes personnel who possess special skills in interviewing, crime scene investigations, warrant preparation, evidence collection and preservation, constitutional issues (including search and seizure and Miranda warnings), and interpersonal relations. It is divided into teams specializing in major crimes, domestic violence, child abuse, property crimes, special investigations, forensic investigation and crime scene investigation.

The *Civil Division* is responsible for courthouse security, serving civil process, and transport of individuals in custody.

The *Jail Division* maintains a safe and secure jail facility for both inmates and staff in compliance with statutory authority, court decisions and American Corrections Association guidelines. It strives to keep all citizens of the community safe and to positively impact those who are held or who must serve sentences in the facility.

Revenue Summary

The Sheriff's Fund receives approximately 70% of its revenue from property tax and other general county resources in the form of an interfund transfer from the General Fund. Other major sources of revenue include contracts with the cities of Wilsonville, Happy Valley, Damascus, and Estacada for patrol services (local revenue); a reimbursement from the Enhanced Law Enforcement District for personnel costs (other revenue); and a variety of fees for services such as alarm permits and service of process.

Expenditure Summary

The largest expenditure category in the Sheriff's Operations Fund is personnel services (75%) which funds 371 full-time equivalent positions. In the materials and services category, significant items include \$950,000 for fuel costs, \$810,000 for motor vehicle fleet repair and maintenance, and \$1,929,134 for a contract to provide medical services to inmates at the jail. Interfund transfer expense of \$379,298 is budgeted to pay debt service on the Public Safety Training Center which was purchased at the end of 2003-04 and \$900,000 is budgeted to purchase new, replacement patrol cars as well as other vehicles.

Significant Issues & Changes

In November 2006, the voters of Clackamas County passed a five year, \$42.79 million public safety levy which provided funds to reopen jail beds, hire new deputies and increase enforcement to combat methamphetamine crimes. Renewal of that levy was overwhelmingly approved by voters in November, 2011. The activities supported by the levy are accounted for in a separate dedicated fund.

In January of 2007, a courthouse security audit was completed for the Clackamas County Courthouse by the National Sheriff's Association. The audit was the result of a need identified by Sheriff Roberts and his civil staff in 2006. The audit was paid for by the Clackamas County Courthouse security committee. It determined that staffing levels were inadequate and facilities and screening processing needed to be improved. Since this report, the Sheriff's Office staff has implemented several of the recommendations at the Courthouse and building improvements at the Courthouse are underway to improve security for inmate movement within the facility.

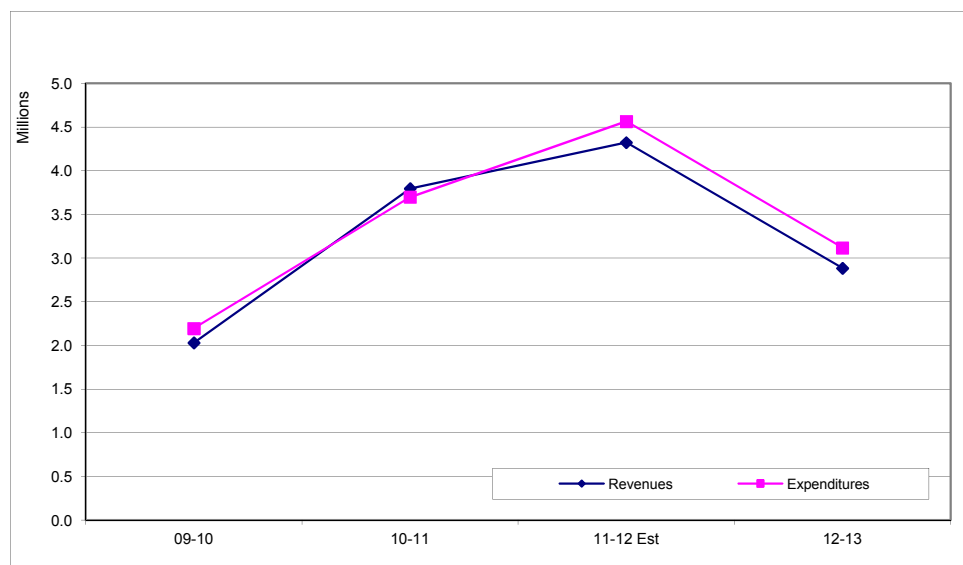
Also in 2007, the Sheriff formed an interagency task force named INTERCEPT, a committed group of local, regional and federal law enforcement agencies. This is the first coordinated group effort focused on solving cyber crime in Clackamas and surrounding Counties. The task force was awarded a two year grant and has purchased equipment and trained staff in dealing with this new crime area.

In March 2009, the Clackamas County Board of Commissioners voted to make funds available to remodel an existing county building on Sunnybrook Blvd. in the north county to allow consolidation of Sheriff's Office staff in a central location. This consolidation enables better communication between various divisions in the organization, makes the agency more efficient by having staff centralized, and makes the agency more accessible to the public. The facility improvements were completed and occupancy of the building took place in June, 2011.

Another aspect of this project provides funds to make improvements at the Jail and retrofit the South Station to allow for the addition of approximately 50 jail beds, video visitation for family members and attorneys, a video arraignment system linking the jail to the courthouse, and a courtroom for early case resolution. Those improvements are near completion and staff will be hired to monitor the additional beds.

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	2009-10 Actual	2010-11 Actual	2011-12 Budget	2011-12 Est Actual	2012-13 Adopted
Resources by Category					
Beginning Fund Balance	1,301,796	1,137,291	1,233,172	1,234,372	992,303
Current Revenues					
Prior Year Revenue (Dedicated)	10,314	-	-	-	-
Federal Revenue	117,783	1,026,062	1,816,835	1,716,835	212,283
Local Revenue	226,167	610,778	385,398	368,500	315,478
Licenses	1,199,674	1,239,816	1,281,800	1,467,800	1,363,800
Fees & Fines	256,437	661,342	651,400	488,000	667,400
Other Revenue	29,679	31,969	11,476	55,000	105,000
Interfund Transfers	189,354	225,000	225,000	225,000	220,000
Subtotal Current Revenues	2,029,408	3,794,967	4,371,909	4,321,135	2,883,961
Total Resources	3,331,204	4,932,258	5,605,081	5,555,507	3,876,264
Requirements by Category					
Current Expenditures					
Personnel Services	1,296,638	1,443,069	1,665,790	1,580,699	1,582,839
Materials & Services	666,506	1,615,961	2,401,570	2,171,325	1,000,450
Allocated Costs	230,770	235,357	188,857	188,857	251,460
Capital Outlay	-	403,499	744,997	522,323	181,000
Interfund Transfers	-	-	125,000	100,000	100,000
Subtotal Current Expenditures	2,193,914	3,697,886	5,126,214	4,563,204	3,115,749
Reserves	-	-	378,867	-	-
Contingency	-	-	100,000	-	760,515
Ending Fund Balance	1,137,290	1,234,372	-	992,303	-
Total Requirements	3,331,204	4,932,258	5,605,081	5,555,507	3,876,264
Budgeted Full-Time Equivalents					
	14.05	15.30	15.80	15.80	14.80



Current Operating Revenues vs. Expenditures

Description of Fund

Office of Sustainability

The Office of Sustainability (OS) develops and implements programs and policies designed to meet the environmental, social and economic well-being of the County now and into the future. Six program areas are managed by the office: Administration of the Solid Waste Collection System, Waste Reduction and Recycling, Energy, Sustainability in County Operations and general Sustainability. The Office maintains an Action Plan for a Sustainable Clackamas County and partners to implement the plan goals and tasks. The office provides for the safe, sanitary and effective collection of solid waste through the franchising of private companies, implementation of programs to reduce waste generated in all sectors, and participation in regional and state waste reduction planning. Additionally, the office ensures county compliance with goals and objectives of the Regional Solid Waste Management Plan for the unincorporated and incorporated areas of the county as well as for county operations.

Code Enforcement

The code enforcement function pursues violations of codes and ordinances administered by the Department of Transportation and Development (DTD) and certain violations of the codes administered by the Water Environment Services Department (WES). It is the goal of the code enforcement function to work cooperatively and collaboratively with County agencies and citizens, preserve resources, enhance community livability and quality of life, and reduce environmental degradation. This internal program is funded in part through billings for services rendered.

Revenue Summary

The Code Enforcement & Sustainability Fund receives revenue from a variety of sources, including the following:

Regional and Local Revenue: The County is a leader in developing and implementing new and innovative waste reduction programs and receives a number of Metro grants to develop prototypes for the region as well as to maintain existing programs. Agreements are in place with all local cities that direct Metro funds allocated to cities to go to the County in return for County implementation of required programs in those cities

Federal Revenue: In 2012-13 the county will see the end of American Recovery and Reinvestment Act funding for the energy programs. However, some funding to continue outreach on energy efficiency is expected through a partnership with Energy Trust of Oregon and their subcontractors.

Licenses, Fees and Fines: Revenue from solid waste franchise fees is expected to remain flat. These fees are based on a percentage of the gross revenue received by franchised collection companies for garbage and recycling collection services. These fees are used to pay for the franchised solid waste collection system and the associated waste reduction programs, and the annual financial review of franchised solid waste collection companies to determine if garbage and recycling collection fee adjustments are warranted. These funds also pay for other emerging programs and a portion of administering the county sustainability programs. These resources are also used to enforce and abate solid waste nuisances that violate the Clackamas County Solid Waste and Waste Management Code. Fines collected through nuisance abatement come back in to the fund. Recycling licenses are issued to non-franchised companies to collect recyclables within the unincorporated county.

The Building Codes Division provides revenue for code related violations of the Oregon Structural Specialty Code, Oregon Residential Specialty Code, Dangerous Building Code, County Grading Ordinance Code and the Electrical, Plumbing and Mechanical Codes. The Transportation Engineering Division provides funds used in the enforcement of the Road Use Code, for the enforcement of conditions of approval established in land use decisions and for mediation service costs associated with road use issues. Water Environment Services pays on a fee-for-service basis for enforcing unusually difficult or complex violations of the DEQ subsurface sewage disposal regulations. The Planning Division provides revenue for the cost of compliance services for violations of the Zoning and Development Ordinance. Other revenue is provided through the County's Solid Waste Fund. Revenues for these services cover approximately two-thirds of the costs of the operations. The shortfall has historically been absorbed by the Solid Waste Fund, over and above its contributions for direct-bill services.

Expenditure Summary

Revenues have not kept pace with expenditures for funding the Office of Sustainability and for the cost of building code and zoning compliance, the balance of which in the past has been funded by solid waste franchise fees. The goal this year is to contain those compliance costs, find funding in the Planning Division budget, or decrease the number of violations enforced. Fund balance is expected to continue its decline if code compliance of Comp Plan and ZDOs are not fully self-funded and if additional countywide programs are added to the Office of Sustainability without cost allocations to other county funds. This fund cannot continue to sustain itself in the out years with franchise fees alone.

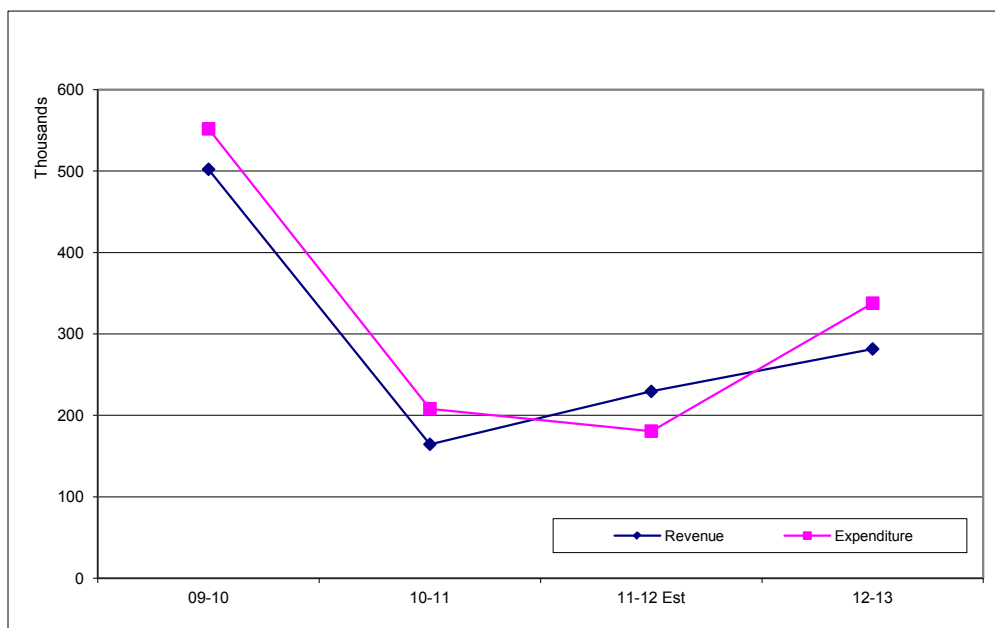
Significant Issues & Changes

This year the office will close out the federal ARRA-funded Energy Efficiency Conservation Block Grant programs. Staff will be working with Energy Trust of Oregon and local cities to develop alternative revenue scenarios and transition to a program that leads residents, businesses and staff of public facilities to strategies and resources that help them meet their renewable energy and energy efficiency goals.

The Code Enforcement program was completely updated in 2011-2012 based on extensive research, public input and direction from the Board of Commissioners. The program was developed based on more current enforcement philosophies and, while it still encourages the voluntary resolution of code violations, is more swift, firm and predictable. New practices and cost recovery mechanisms ensure that the County can effectively recoup the cost of enforcement actions.

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	2009-10 Actual	2010-11 Actual	2011-12 Budget	2011-12 Est Actual	2012-13 Adopted
Resources by Category					
Beginning Fund Balance	134,737	85,038	50,310	41,357	90,154
Current Revenues					
Federal Revenue	200,000	-	-	-	-
State Revenue	125,000	-	-	-	-
Local Revenue	1,404	-	-	-	-
Fees & Fines	162,501	151,202	216,383	216,383	268,854
Other Revenue					
Land Sale Proceeds	8,441	9,074	9,401	4,789	-
Miscellaneous	4,859	4,225	3,898	8,267	12,700
Subtotal Current Revenues	502,205	164,501	229,682	229,439	281,554
Total Resources	636,942	249,539	279,992	270,796	371,708
Requirements by Category					
Current Expenditures					
Personnel Services	135,526	98,563	97,631	97,628	101,637
Materials & Services	386,460	80,803	158,272	58,925	212,187
Allocated Costs	29,918	28,816	24,089	24,089	23,943
Subtotal Current Expenditures	551,904	208,182	279,992	180,642	337,767
Contingency	-	-	-	-	33,941
Ending Fund Balance	85,038	41,358		90,154	
Total Requirements	636,942	249,540	279,992	270,796	371,708
Budgeted Full-Time Equivalents	2.00	1.00	1.00	1.00	1.00



Current Operating Revenues vs. Expenditures

Description of Fund

The Property Resources section of the Business and Community Services Department is responsible for the management and disposition of County real properties. It is generally self-supporting and is not dependent upon the County's General Fund. Areas of responsibility include:

- Managing and disposing of properties that are deeded to the County through statutory tax foreclosure.
- Managing interim uses of real properties.
- Managing the disposition of surplus properties.

Revenue Summary

This fund is reimbursed by the Tax Title Land Fund on an annual basis for actual expenses associated with the management and disposition of tax foreclosed properties. This source is estimated to be \$ \$268,854 for FY 2012-13.

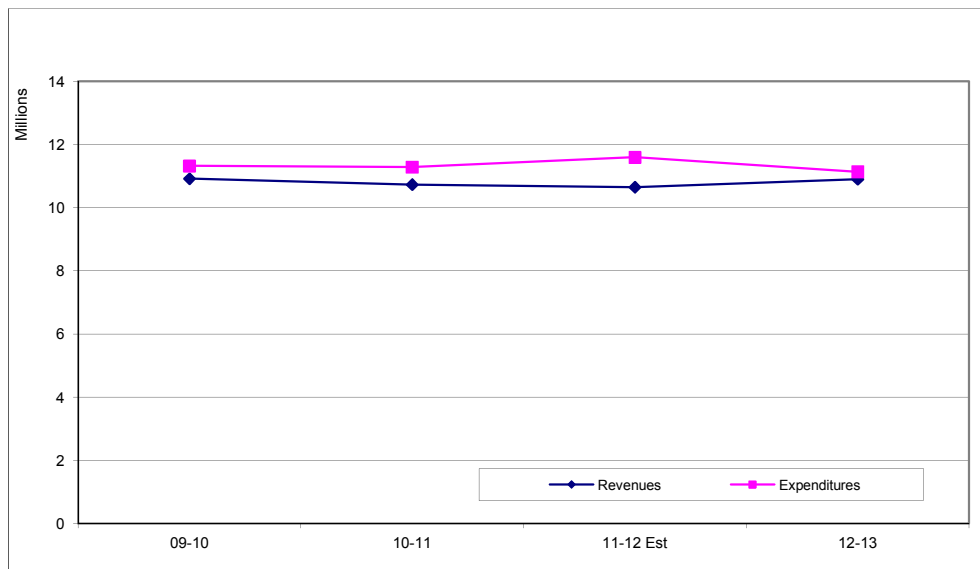
Expenditure Summary

Staff is comprised of a Senior Property Specialist. Other expenditures are operating expenses including legal services, property management services and other costs associated with the sale of properties.

Significant Issues & Changes

- The volume and real market value of tax foreclosed properties has consistently declined over the last three years.
- Staff will be working on a long-term funding strategy for the Property Resources Fund as the auction sale proceeds have significantly declined since the downturn in the economy.

	2009-10 Actual	2010-11 Actual	2011-12 Budget	2011-12 Est Actual	2012-13 Adopted
Resources by Category					
Beginning Fund Balance	2,140,815	1,735,411	546,287	1,179,628	233,762
Current Revenues					
Federal Revenue	177,973	92,162	21,000	145,000	312,902
State Revenue	6,881,563	6,483,037	6,320,062	6,053,191	6,058,192
Local Revenue	107,200	97,400	95,000	100,000	110,000
Fees & Fines	1,068,931	1,079,997	996,500	1,031,500	1,074,500
Other Revenue					
Client Maintenance Fees	239,446	199,653	243,500	133,000	138,750
Miscellaneous	47,922	28,433	61,000	20,075	17,525
Interfund Transfers	2,392,721	2,747,112	3,248,549	3,166,220	3,189,112
Subtotal Current Revenues	10,915,756	10,727,794	10,985,611	10,648,986	10,900,981
Total Resources	13,056,571	12,463,205	11,531,898	11,828,614	11,134,743
Requirements by Category					
Current Expenditures					
Personnel Services	8,362,113	8,579,072	8,731,609	8,716,123	8,352,831
Materials & Services	2,077,336	1,852,637	1,633,743	2,048,324	1,970,244
Allocated Costs	851,588	838,743	813,037	813,037	802,668
Capital Outlay	30,123	13,126	9,000	6,500	9,000
Interfund Transfers	-	-	344,509	10,868	-
Subtotal Current Expenditures	11,321,160	11,283,578	11,531,898	11,594,852	11,134,743
Contingency	-	-	-	-	-
Ending Fund Balance	1,735,411	1,179,627		233,762	
Total Requirements	13,056,571	12,463,205	11,531,898	11,828,614	11,134,743
Budgeted Full-Time Equivalents	105.50	99.50	100.50	100.50	84.75



Current Operating Revenues vs. Expenditures

Description of Fund

The Community Corrections Fund was established to receive moneys from the State Department of Corrections to manage adult probation and parole supervision services and sanctions in Clackamas County. Funds are allocated to counties each biennium derived from a legislative formula. Counties develop plans in partnership with their Local Public Safety Coordinating Councils that identify how Community Corrections will serve the local offender population. Clackamas County operates the following programs:

- *Residential Services* provides structured residential and non-residential sentencing/sanctioning alternatives designed to enable offenders to remain in or re-enter the community as productive, law-abiding members, thus reducing both crime and its costs to victims, the community and the criminal justice system.
- *Field Services* provides community-based supervision and services for adult felony and selected misdemeanor offenders sentenced to probation or released on parole or post prison supervision residing in Clackamas County. The goal is to reduce recidivism and assist offenders in becoming law-abiding citizens.

Revenue Summary

The largest revenue source in the Community Corrections Fund is State Revenue (54.4%) which is dedicated to the provision of felony offender supervision. Local Revenue sources are used for misdemeanor and bed space issues. An interfund transfer from the General Fund contributes about 28.6% while 9.4% comes from Fees & Fines. The remaining funds are provided by a combination of grants, contracts, and prior year revenue.

Expenditure Summary

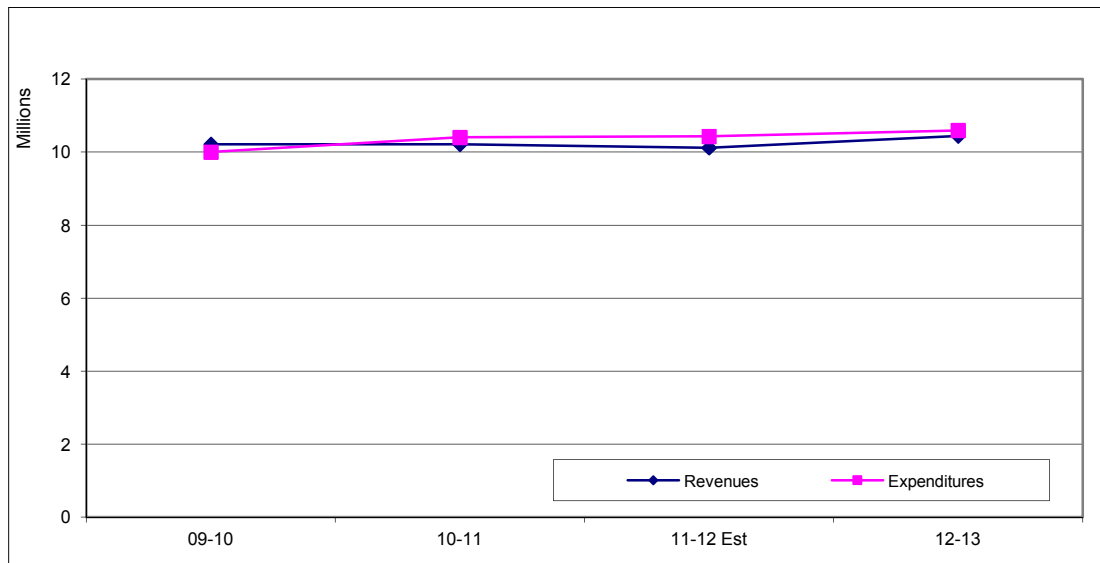
Personnel service costs represent the largest expenditure in this fund, accounting for 75% of the total budget. Materials and services total 17.7% and include housing, mentoring, employment, mental health and other contracted treatment services. The balance is for allocated costs as well as a small capital outlay amount.

Significant Issues and Changes

Community Corrections is in the second year of the State biennial funding cycle and is receiving the same amount as the prior year. Operating costs continue to rise putting further pressure on the ability to maintain programs. Since personnel costs represent the largest outlay, the department was forced to reduce staffing levels by 15.75 FTE. Bridge funding was provided through the county's general fund to keep the Residential Center facility open and fund seven positions through December, 2012. At that time, funding will be re-evaluated to determine if the Residential Center facility can remain open.

With state revenues forecasted to stay in decline due to the recession and high unemployment, it is likely revenue will be reduced while the population needing supervision services will increase due in part to possible prison closures which would result in more parolees being released back into the community.

	2009-10 Actual	2010-11 Actual	2011-12 Budget	2011-12 Est Actual	2012-13 Adopted
<u>Resources by Category</u>					
Beginning Fund Balance	446,547	661,430	338,237	468,499	154,826
Current Revenues					
Prior Year Revenue (Dedicated)	-	-	-	-	-
Federal Revenue	698,280	1,165,330	1,394,982	1,137,938	1,238,854
State Revenue	1,307,901	711,736	667,443	626,538	624,622
Fees & Fines	24,000	236,348	27,641	27,641	54,559
Other Revenue	307,342	125,301	438,000	447,947	442,000
Interfund Transfers	7,878,607	7,973,807	7,878,607	7,878,607	8,077,922
Subtotal Current Revenues	10,216,130	10,212,522	10,406,673	10,118,671	10,437,957
Total Resources	10,662,677	10,873,952	10,744,910	10,587,170	10,592,783
<u>Requirements by Category</u>					
Current Expenditures					
Personnel Services	7,780,714	8,004,685	8,303,331	8,213,136	8,326,368
Materials & Services	1,191,768	1,229,233	1,296,876	1,305,879	1,363,261
Allocated Costs	871,379	913,948	913,332	913,332	903,154
Capital Outlay	23,508	227,005	-	-	-
Interfund Transfers	133,879	30,582	231,371	-	-
Subtotal Current Expenditures	10,001,248	10,405,453	10,744,910	10,432,347	10,592,783
Ending Fund Balance	661,429	468,499	-	154,823	-
Total Requirements	10,662,677	10,873,952	10,744,910	10,587,170	10,592,783
Budgeted Full-Time Equivalents	81.30	80.30	78.55	78.55	73.50



Current Operating Revenues vs. Expenditures

Description of Fund

The District Attorney Fund accounts for all services provided by the District Attorney's Office. Programs in this fund include Criminal Prosecution, Family Support, and Victim Assistance. The teams supported by these programs are Criminal Prosecution, Domestic Violence and Vulnerable Victims, Community Prosecution, Inter-Agency Task Force, Juvenile Delinquency and Dependency Prosecution, Victim Assistance, Family Support, Investigators and Administration. In addition, the Senior Investigator for the District Attorney serves as Coordinator of the Clackamas County Inter-Agency Major Crimes Team.

Revenue Summary

District Attorney Programs are funded by the County General Fund, state and federal grants and incentives and revenue from production of documents for defendants. The total 2012-13 budget is \$10,592,783. Of this amount, \$8,077,922 is provided directly from the County General Fund.

Expenditure Summary

Expenditures for personnel services comprise approximately 78% of the District Attorney's budget. Materials and services total 13%, allocated costs total 9%.

Significant Issues & Changes

The District Attorney's Office continues in its efforts to improve the performance and efficiency of its core responsibilities. This includes organization of staff into a team structure and the implementation of a case management system to capitalize on efficiencies provided by technology. The office has continued to monitor the performance of our staff and to emphasize regular performance evaluations to reinforce the importance of quality. The office continues to emphasize both high quality performance and service to victims, law enforcement and the public.

The District Attorney was one of the original creators of the Clackamas County Inter-Agency Task Force (ITF) to fight drug related crime in the community. We continue to work closely and in collaboration with the Sheriff's Office and local municipal law enforcement to attack both drug crimes and quality of life crimes throughout Clackamas County.

The District Attorney places a high priority on the prosecution of domestic violence and elder abuse. For years, the office has worked closely with the Sheriff's Office, Community Corrections, and Clackamas Women's Services to attack domestic violence and provide direct services to victims of this crime. In addition, the District Attorney has expanded the existing elder abuse program with the formation of a Vulnerable Victims Unit. This unit investigates and prosecutes crimes committed against elderly and disabled adult citizens of Clackamas County. This enhanced effort includes an education and outreach program designed for institutions and individuals who work with vulnerable victims such as care facilities, medical offices, banking institutions. This expanded program increased the number of vulnerable adult abuse cases identified, reported, and successfully prosecuted.

The Family Support Enforcement Office collects record amounts of court ordered child support. During the past federal fiscal year the office has collected \$20.2 million in past due child support. This revenue goes directly to support children and families who would otherwise need to rely on county or state resources for financial support.

The District Attorney's Office has applied for and been accepted as one of 4 test sites around the country for a new HOPE Probation program. The grant is for 2 years and virtually all the grant revenue will be distributed to partners such as Circuit Court, Community Corrections, and the County Jail. The program has the promise to fundamentally change the way probationers and those under court supervision are supervised, with weekly random drug tests and immediate short term consequences. The program has been dramatically successful where it has been implemented in Hawaii and Seattle. The grant revenue pays for the program, as well as a very vigorous and thorough evaluation, which will be published.

The District Attorney joined with Clackamas County Circuit Court to establish the county's first Community Court. The court handles relatively minor first time property offenders in the Overland Park area and includes a unique blend of services that are not normally included in a typical court setting. The purpose of the Community Court is to assist first time

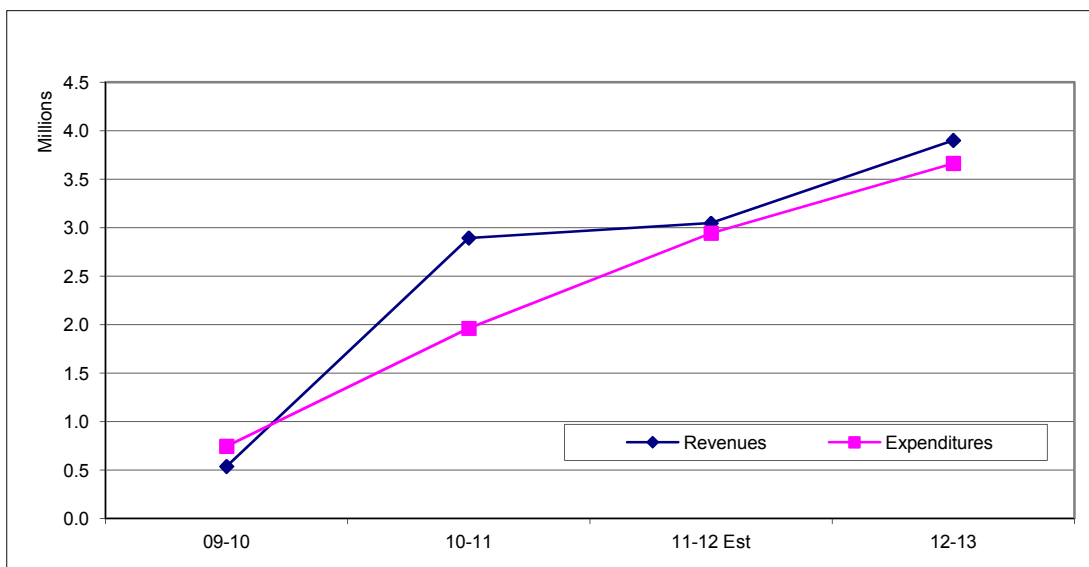
property offenders to pay back the community they victimized with local community service that is performed in Overland Park. Mental health and social services are available in the courtroom for offenders who qualify in order to assist them in not committing new crimes. The District Attorney's Office has also led the effort to organize the county's first truancy court. This court operates in close collaboration with several school administrations to decrease truancy and dropout rates. So far, it has been extremely successful. Multnomah County is now working with our office to create their own truancy court. The District Attorney continues to work collaboratively with the Court in many other specialty areas, including Mental Health Court, DUII Court, Drug Court, and Domestic Violence Deferred Sentencing Court. As one of the offices instrumental in starting these courts, we continue to believe they provide important services to populations that need special attention.

The bad check restitution program (Bounceback) continues to collect restitution for local businesses at no cost. In the past 9 years, the program has collected more than \$236,747 in restitution for merchants who have been victimized by bad checks. The program is entirely funded through fees paid by the offenders.

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	2009-10 Actual	2010-11 Actual	2011-12 Budget	2011-12 Est Actual	2012-13 Adopted
Resources by Category					
Beginning Fund Balance	80,321	(127,399)	804,217	804,217	907,479
Current Revenues					
Fees & Fines	537,535	2,894,647	3,027,000	3,037,162	3,892,850
Other Revenue					
Interfund Loan	-	-	-	-	-
Miscellaneous (556)	(808)	1,600	10,150	7,150
Subtotal Current Revenues	536,979	2,893,839	3,028,600	3,047,312	3,900,000
Total Resources	617,300	2,766,440	3,832,817	3,851,529	4,807,479
Requirements by Category					
Current Expenditures					
Personnel Services	307,257	624,336	717,892	718,771	867,207
Materials & Services	277,002	1,294,049	1,156,156	1,169,256	1,585,024
Allocated Costs	27,000	43,838	251,806	251,806	303,274
Capital Outlay	133,440	-	-	-	-
Debt Service	-	-	106,200	-	-
Interfund Transfers	-	-	1,600,763	804,217	907,479
Subtotal Current Expenditures	744,699	1,962,223	3,832,817	2,944,050	3,662,984
Contingency	-	-	-	-	1,144,495
Ending Fund Balance	(127,399)	804,217	-	907,479	-
Total Requirements	617,300	2,766,440	3,832,817	3,851,529	4,807,479

Budgeted Full-Time Equivalents	6.00	8.00	10.50	10.50	10.50
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Current Operating Revenues vs. Expenditures

Description of Fund

The purpose of the Justice Court Fund is to increase public access to courts, reduce overtime (trial) costs for Sheriff's Office personnel, and help promote traffic safety in the public interest.

Revenue Summary

The Justice Court began *processing* and disposing of cases from Clackamas County Sheriff's Office and Oregon State Police in February, 2010. For FY 2012-13, revenue from fines and fees is estimated to total \$3,880,100. The Court expects to open its civil division in two phases with Forcible Entry and Unlawful Detainer (eviction) cases by July 1, 2012, and Small Claims cases upon relocation of the Court to the North Station building in the spring of 2013.

Expenditure Summary

Expenditures for Materials and Services account for 33% of the Justice Court's budget. Personnel Services 18% to support 10.5 FTE, Cost Allocation 6%, and Contingency 24%. The remaining 19% accounts for the \$907,479 Interfund transfer to the County General Fund.

Significant Issues & Changes

In line with the Court's strategic plan, a full time Court Clerk was added to provide security for the Court, as well as administrative support for the Judge both in and out of the courtroom.

An evaluation of the Court's accounting practices and financial management system was completed by the County Treasurer and determined to be in compliance. Additionally, a recommendation was made that a vacant Legal Secretary position be reclassified to an Accounting Specialist 2 position based on the accounting needs of the Court. An Accounting Specialist 2 has been hired and began work at the Justice Court in May, 2012.

The Justice Court continues to make advances with the use of technology. In February, 2012, the Court's online payment system was implemented to allow citizens a more convenient method of resolving a violation citation or making a monthly payment to the Court. With nearly 500 online payments to date, this change has reduced the need for staff time to process these payments over the telephone, by mail, or in person.

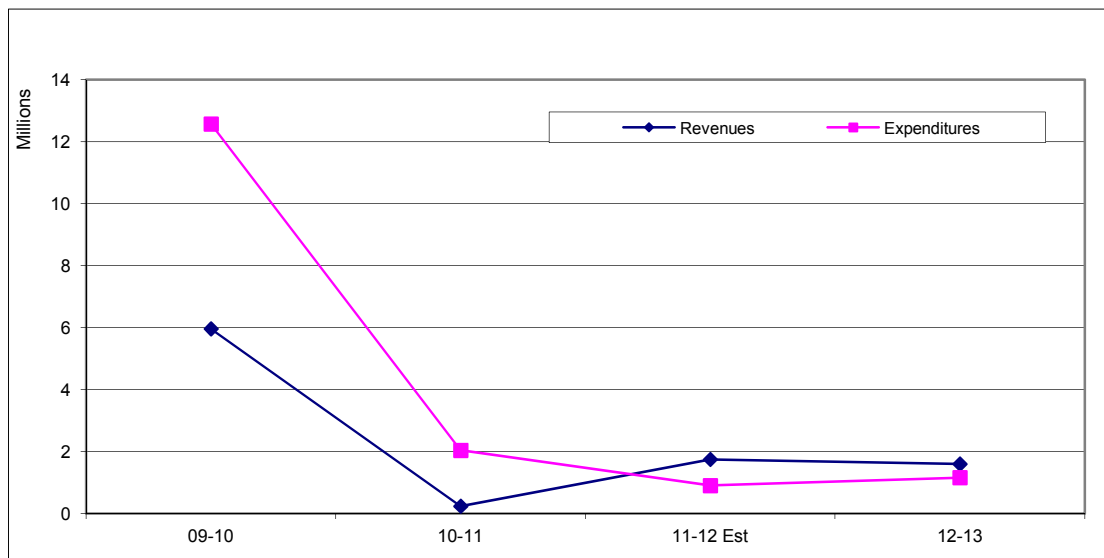
Additionally, in March, 2012, the Court began sending collection files to a contracted, state approved collection agency electronically. This change has reduced the need for a clerk to enter the data manually. Instead, an electronic report is generated and sent automatically to the collection agency for download into their database.

Utilization of technology will free up court staff to implement civil operations without increasing current court staffing levels.

	2009-10 Actual	2010-11 Actual	2011-12 Budget	2011-12 Est Actual	2012-13 Adopted
<u>Resources by Category</u>					
Beginning Fund Balance	9,884,290	3,271,033	2,051,156	1,465,084	2,308,895
Current Revenues					
State Revenue	-	-	-	-	-
Licenses (Permits)	787,206	190,765	1,019,836	1,093,948	620,000
Fees & Fines	4,870	9,736	2,600	3,663	7,163
Other Revenue					
Loan Proceeds	5,000,000	-	-	-	50,000
Miscellaneous	165,752	34,719	33,900	33,983	320,423
Interfund Transfers	-	-	613,014	613,014	600,000
Subtotal Current Revenues	5,957,828	235,220	1,669,350	1,744,608	1,597,586
Total Resources	15,842,118	3,506,253	3,720,506	3,209,692	3,906,481
<u>Requirements by Category</u>					
Current Expenditures					
Materials & Services	90,883	46,507	113,561	51,361	90,500
Allocated Costs	42,956	63,416	31,811	31,811	43,241
Debt Service	791,200	791,200	791,200	791,200	791,200
Interfund Transfers	11,646,046	1,140,045	2,468,890	26,425	233,830
Subtotal Current Expenditures	12,571,085	2,041,168	3,405,462	900,797	1,158,771
Contingency	-	-	315,044	-	2,747,710
Ending Fund Balance	3,271,033	1,465,085		2,308,895	
Total Requirements	15,842,118	3,506,253	3,720,506	3,209,692	3,906,481

Budgeted Full-Time Equivalents

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**Current Operating Revenues vs. Expenditures**

Description of Fund

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

All countywide transportation system development charges are receipted into this fund to track the expense of this revenue, the use of which is restricted by Oregon Revised Statute.

Revenue Summary

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

Currently the Countywide area has just under \$200,000 worth of credit vouchers that are being sold privately between developers. The use of these credits reduces outstanding liability because the county receives an asset in the form of new road infrastructure. In turn, the future cost for the county to construct the remaining projects in the transportation system plan is reduced.

Land sale proceeds of \$300,000 will come from the sale of parcels of property not required for development of the roadway infrastructure.

Expenditure Summary

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

In order to complete the construction of Sunnyside Road, the County secured an Oregon Transportation Infrastructure Bank (OTIB) loan, secured by Transportation System Development Charge assessments. In the absence of the loan, Sunnyside Road improvements would have terminated at 122nd Avenue instead of 172nd Avenue. The annual increases in the cost of construction and right of way needed for the project exceeded the cost of the loan, so this was a prudent use of borrowed funds.

- Sunnyside Road | \$10.1 million OTIB Loan | Countywide TSDC (\$791,200 annual debt service programmed through FY 2024/25)

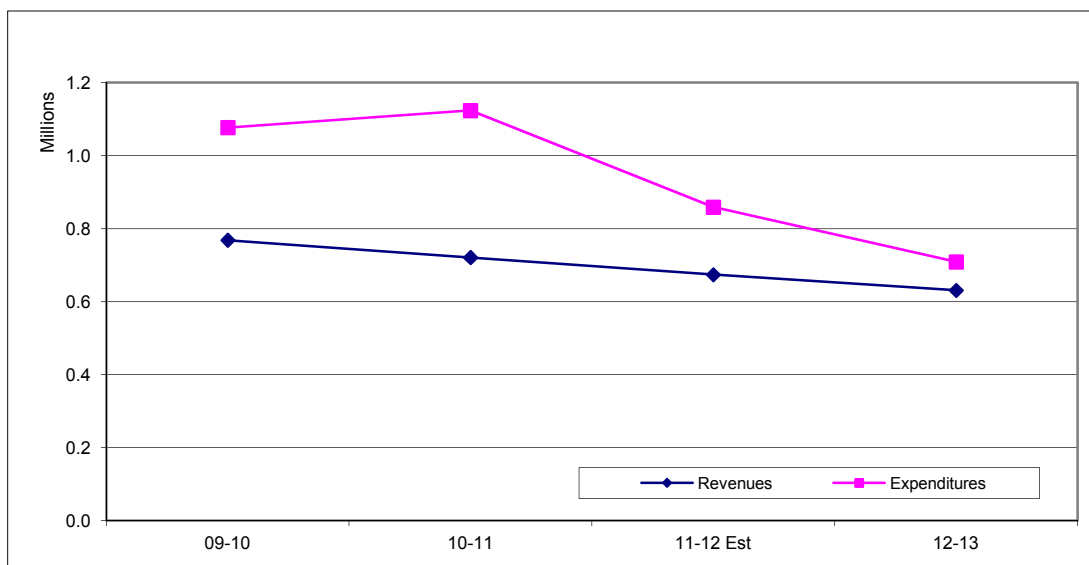
Aside from the debt service on SE Sunnyside Road, the interfund transfers to the DTD Capital Projects Fund (\$130,000) and the Joint Transportation SDC Fund (\$108,830) are the most significant expenditures in this fund.

Significant Issues & Changes

The SDC revenue requires a matching revenue source. Only a percentage of each project in the area can be funded with system development charges. The amount eligible for SDC funding is based on the additional transportation capacity needed to serve new development that will use existing excess road capacity. Before the collected TSDC revenue can be applied to an active project the county must identify the additional revenue source(s). Clackamas County staff has strived to use this revenue on eligible projects in conjunction with secured federal, state, and local funding sources as funding becomes available. Pairing these limited funding sources is the most efficient method of using SDC funding to construct needed capacity improvements in the county.

	2009-10 Actual	2010-11 Actual	2011-12 Budget	2011-12 Est Actual	2012-13 Adopted
<u>Resources by Category</u>					
Beginning Fund Balance	1,190,324	881,994	525,342	479,146	294,100
Current Revenues					
Licenses	24,300	21,600	20,000	10,000	8,000
Fees & Fines	721,774	692,046	797,000	653,970	618,000
Other Revenue	22,341	7,213	4,000	10,000	5,000
Subtotal Current Revenues	768,415	720,859	821,000	673,970	631,000
Total Resources	1,958,739	1,602,853	1,346,342	1,153,116	925,100
<u>Requirements by Category</u>					
Current Expenditures					
Personnel Services	831,254	867,775	893,756	633,429	535,632
Materials & Services	128,990	127,416	135,075	128,172	95,783
Allocated Costs	116,501	128,517	97,415	97,415	77,601
Subtotal Current Expenditures	1,076,745	1,123,708	1,126,246	859,016	709,016
Contingency	-	-	220,096	-	216,084
Ending Fund Balance	881,994	479,145	-	294,100	-
Total Requirements	1,958,739	1,602,853	1,346,342	1,153,116	925,100

Budgeted Full-Time Equivalents	10.50	8.50	8.50	8.50	4.50
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Current Operating Revenues vs. Expenditures

Description of Fund

The Public Land Corner Preservation Fund (PLCPF) was originally authorized by the Oregon Legislature in 1985 to provide a funding mechanism for the establishment and reestablishment of the Public Land Survey System (PLSS), which was originally implemented by the Federal Government in the mid-1850's. Oregon Law places the responsibility for the maintenance of the PLSS with the County Surveyor. The monuments (survey markers) that comprise the basic infrastructure of the PLSS are used by surveyors, map makers, planners, GIS systems, local and state agencies, Federal agencies, and the public to establish the boundaries of property. This fund exists to maintain, protect and re-monument those survey markers in Clackamas County.

Revenue Summary

The Public Land Corner Preservation Fund is funded entirely by a fee collected by the County Clerk when a document is recorded conveying an interest in real property. These documents include deeds, easements, mortgages and other documents related to real property. We have budgeted 2012-13 to match the expected revenue for 2011-12 (estimated at \$600,000). This reflects that fact that revenue in 7 of the past 12 months has been the lowest since the program began. Our current reserve may not be adequate to cover the 2012-13 budget year. We continue to monitor the revenue monthly for trends and staff management purposes. While it is not yet statistically significant we have seen the monthly revenue increase 17% for February/March 2012 in comparison with the same months last year.

Expenditure Summary

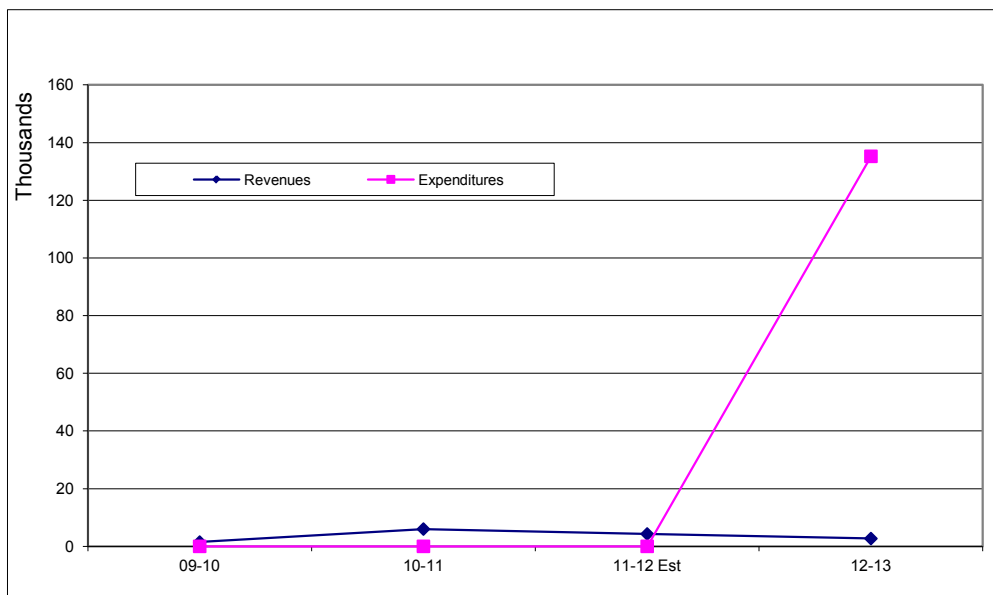
The most significant expenditures are for personnel services. The very nature of the work is labor intensive and requires significant personnel time in research, field operations, re-monumentation and the preparation of reports. This activity is staffed at 4.5 FTE for the coming year (a reduction of 4 FTE).

Significant Issues & Changes

We continue to rely heavily on modern technology, including electronic instruments and Global Positioning System (GPS) equipment. This activity needs to be self-sustaining, but unfortunately, revenues have not been keeping pace with expenditures in recent years requiring reliance on accumulated reserves to continue financing the program. Since the significant effort to gain approval to update of the maximum fee was not successful during the previous legislative session, we do not plan to replace staff that has transferred, retired, or left County employment. We believe that our efforts to contain cost (including reduced reliance upon the reserve, and a reasonable small uptick in revenue collections) will have the program at a sustainable revenue level before the end of the coming budget year.

	2009-10 Actual	2010-11 Actual	2011-12 Budget	2011-12 Est Actual	2012-13 Adopted
<u>Resources by Category</u>					
Beginning Fund Balance	120,764	122,245	124,322	128,234	132,534
Current Revenues					
Licenses	-	5,385	-	4,000	2,400
Other Revenue	1,481	604	1,000	300	300
Subtotal Current Revenues	1,481	5,989	1,000	4,300	2,700
Total Resources	122,245	128,234	125,322	132,534	135,234
<u>Requirements by Category</u>					
Current Expenditures					
Materials & Services	-	-	-	-	135,234
Capital Outlay	-	-	125,322	-	-
Subtotal Current Expenditures	-	-	125,322	-	135,234
Ending Fund Balance	122,245	128,234	-	132,534	
Total Requirements	122,245	128,234	125,322	132,534	135,234

Budgeted Full-Time Equivalents	-	-	-	-	-
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Current Operating Revenues vs. Expenditures

Sunnyside Village Park Road Frontage Construction Fund

Description of Fund

The Sunnyside Village Community Plan, adopted by the Clackamas County Board of Commissioners in 1993, includes six parks. Specific formulas for payment for construction of streets surrounding the parks have been adopted and are found in Section 1602 of the Zoning and Development Ordinance.

The purpose of this fund is to account for fees assessed to build roads (half-street improvements) adjacent to parks developed within the Sunnyside Village.

Revenue Summary

Park Road Frontage fees will continue to be collected until full build-out of the Village and will continue to be used to make road frontage improvements adjacent to parks.

Expenditure Summary

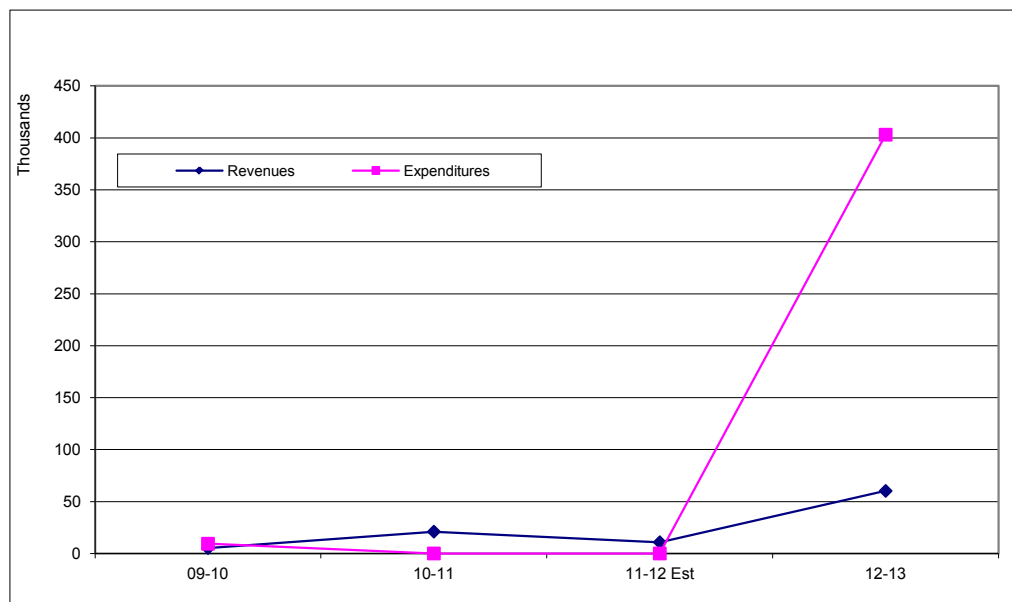
To date, five of the six parks planned for acquisition have been purchased. The frontage roads adjacent to all of these parks have been completed and the remaining park site road frontage improvements are budgeted in this budget cycle.

Significant Issues & Changes

The amount of vacant land within the Village is limited.

	2009-10 Actual	2010-11 Actual	2011-12 Budget	2011-12 Est Actual	2012-13 Adopted
<u>Resources by Category</u>					
Beginning Fund Balance	315,271	311,044	317,932	332,038	342,863
Current Revenues					
Licenses (Permits)	1,296	19,440	-	10,000	60,000
Other Revenue	3,852	1,554	3,000	825	200
Subtotal Current Revenues	5,148	20,994	3,000	10,825	60,200
Total Resources	320,419	332,038	320,932	342,863	403,063
<u>Requirements by Category</u>					
Current Expenditures					
Materials & Services	9,376	-	320,932	-	403,063
Subtotal Current Expenditures	9,376	-	320,932	-	403,063
Ending Fund Balance	311,043	332,038	-	342,863	-
Total Requirements	320,419	332,038	320,932	342,863	403,063

Budgeted Full-Time Equivalents	-	-	-	-	-
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Current Operating Revenues vs. Expenditures

Description of Fund

The Sunnyside Village Community Plan was adopted by the Clackamas County Board of Commissioners in 1993. Six parks are included in this plan. Specific methods for acquiring park sites have been adopted.

The Sunnyside Village Park Acquisition Fund was established to account for development fees to be used to acquire parkland within Sunnyside Village.

Revenue Summary

The park acquisition fee will continue to be collected on new construction until build-out of the Village is complete. Five sites have been purchased to date, with one parcel remaining.

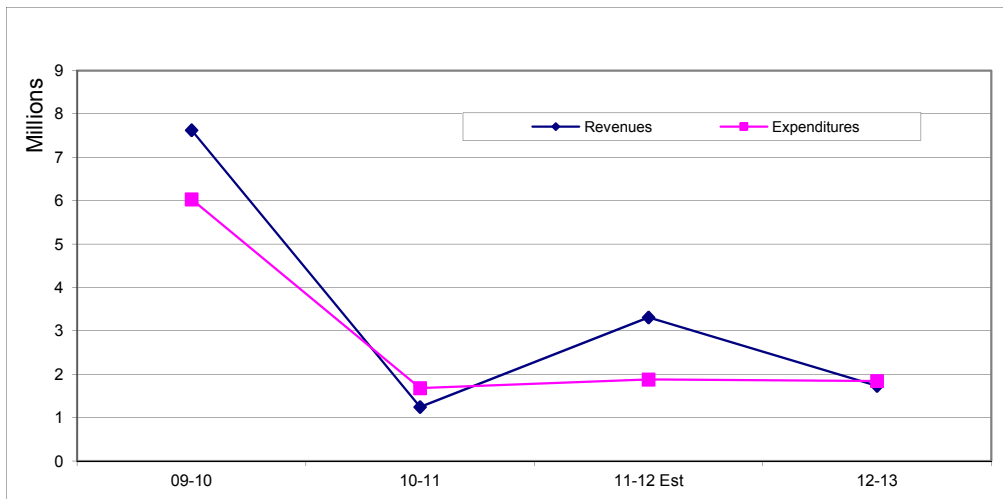
Expenditure Summary

All available funds are budgeted for payment to the North Clackamas Parks and Recreation District (NCPRD) for purchase of the remaining park site. To date, five of the six parks planned for acquisition have been purchased and NCPRD is currently working to acquire and develop the last park in FY 2012-13.

Significant Issues & Changes

The amount of vacant land within the Village is limited.

	2009-10 Actual	2010-11 Actual	2011-12 Budget	2011-12 Est Actual	2012-13 Adopted
<u>Resources by Category</u>					
Beginning Fund Balance	(2,472,280)	(881,796)	-	(1,316,252)	115,086
Current Revenues					
Licenses (Permits)	1,545,469	1,181,857	1,127,700	2,636,848	613,240
State Revenues	-	-	613,014	613,014	600,000
Fees & Fines	352	-	-	-	21,000
Other Revenue					
Land Sale Proceeds	-	-	600,000	-	75,000
Miscellaneous 79,397		65,594	41,543	62,068	319,524
Interfund Transfers	6,000,000	-	2,009,843	-	103,830
Subtotal Current Revenues	7,625,218	1,247,451	4,392,100	3,311,930	1,732,594
Total Resources	5,152,938	365,655	4,392,100	1,995,678	1,847,680
<u>Requirements by Category</u>					
Current Expenditures					
Materials & Services	115,630	56,827	93,805	68,711	68,500
Allocated Costs	38,601	59,176	28,231	28,231	38,544
Debt Service	1,140,636	1,140,636	1,140,636	1,140,636	1,140,636
Interfund Transfers	4,739,866	425,268	780,984	643,014	600,000
Subtotal Current Expenditures	6,034,733	1,681,907	2,043,656	1,880,592	1,847,680
Reserves	-	-	-	-	-
Contingency	-	-	2,348,444	-	-
Ending Fund Balance	(881,795)	(1,316,252)		115,086	-
Total Requirements	5,152,938	365,655	4,392,100	1,995,678	1,847,680
<u>Budgeted Full-Time Equivalents</u>					
	-	-	-	-	-



Current Operating Revenues vs. Expenditures

Description of Fund

In 2000, the City of Happy Valley and the county estimated that the joint area would require more than \$199 million in roadway development over 20 years to make growth in Happy Valley possible. The Joint Transportation SDC program adopted a joint transportation capital improvement plan to construct and increase the capacity in arterial, boulevard, connector and collector roads resulting from new development throughout the joint area. The two jurisdictions prioritized the projects by identifying the major roads that would facilitate development in the area, such as Sunnyside Road, SE 147th, and SE 172nd. These three roads accounted for over \$100 million of roadway improvement needs. New and expanded development in the Joint Area will use this existing excess road capacity and contribute to the need for increased capacity roads. The SDC is the mechanism that seeks developer contribution for funding the increased capacity of these facilities. The TSDC equitably spreads the cost of these increased capacity road projects to new and expanded development within the Joint District that increases the vehicle trips to surrounding roadways.

All joint area transportation system development charges collected by Clackamas County and the City of Happy Valley are receipted into this fund to track the expense of this revenue, the use of which is restricted by Oregon Revised Statutes.

Revenue Summary

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

Land sale proceeds of \$600,000 will come from the sale of parcels of property not required for development of the roadway infrastructure. Currently the Countywide area has just under \$1,000,000 worth of credit vouchers that are being sold privately between developers at a reduced rate. The use of these credits reduces outstanding liability because the county receives an asset in the form of new road infrastructure. In turn, the future cost for the county to construct the remaining projects in the transportation system plan is reduced.

Expenditure Summary

Funds are transferred as needed as eligible projects are brought from the preliminary planning and design stage through to the construction phase. In order to complete the construction of SE 172nd Avenue, the County secured an Oregon Transportation Infrastructure Bank (OTIB) loan, secured by Transportation System Development Charge assessments. In the absence of the loan, 172nd Avenue would not have been constructed. The annual increases in the cost of construction and right of way needed for the project exceeded the cost of the loan, so this was a prudent use of borrowed funds.

- SE 172nd Avenue | \$12.25 million OTIB Loan | Happy Valley Joint TSDC (\$1.14 million annual debt service programmed through FY 2019/20)

Aside from the debt service on SE 172nd Avenue, the interfund transfers to the Countywide Transportation SDC Fund (\$600,000) are the most significant expenditures in this fund.

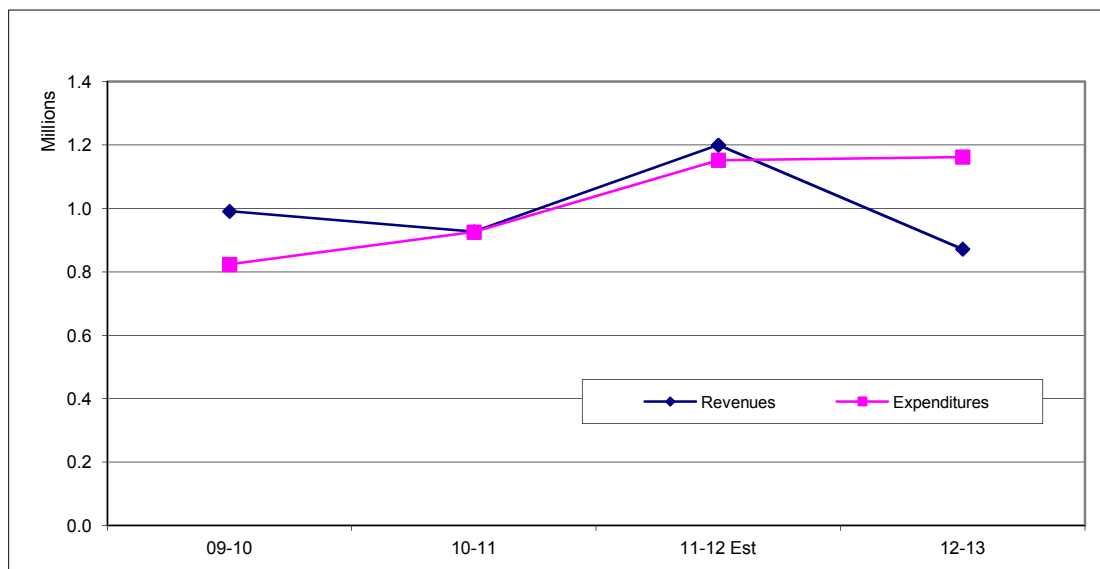
Significant Issues & Changes

The SDC revenue requires a matching revenue source. Only a percentage of each project in the area can be funded with system development charges. The amount eligible for SDC funding is based on the additional transportation capacity needed to serve new development that will use existing excess road capacity. Before the collected TSDC revenue can be applied to an active project the county must identify the additional revenue source(s). Clackamas County staff has strived to use this revenue on eligible projects in conjunction with secured federal, state, and local funding sources as funding becomes available. Pairing these limited funding sources is the most efficient method of using SDC funding to construct needed capacity improvements in the county.

Summary of Resources and Requirements by Fund **Health, Housing & Human Svcs Admin Fund**

	2009-10 Actual	2010-11 Actual	2011-12 Budget	2011-12 Est Actual	2012-13 Adopted
Resources by Category					
Beginning Fund Balance	74,309	241,890	320,359	242,989	290,760
Current Revenues					
Local Revenue	-	-	-	-	-
Fees & Fines	230,206	425,599	769,011	694,189	375,797
Other Revenue	(5,038)	(4,635)	-	-	-
Interfund Transfers	765,857	505,856	505,857	505,857	495,857
Subtotal Current Revenues	991,025	926,820	1,274,868	1,200,046	871,654
Total Resources	1,065,334	1,168,710	1,595,227	1,443,035	1,162,414
Requirements by Category					
Current Expenditures					
Personnel Services	506,601	633,271	714,406	689,057	751,993
Materials & Services	277,440	241,759	736,128	385,428	329,455
Allocated Costs	39,403	50,691	67,790	67,790	70,966
Interfund Transfers	-	-	10,000	10,000	10,000
Subtotal Current Expenditures	823,444	925,721	1,528,324	1,152,275	1,162,414
Contingency	-	-	66,903	-	-
Ending Fund Balance	241,890	242,989	-	290,760	-
Total Requirements	1,065,334	1,168,710	1,595,227	1,443,035	1,162,414

Budgeted Full-Time Equivalents	4.00	5.75	6.00	6.00	6.00
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Current Operating Revenues vs. Expenditures

Description of Fund

Health, Housing & Human Services (H3S) Administration provides leadership, coordination and oversight of a wide array of health and human services for individuals, families and communities in Clackamas County. The following divisions are included in the department: Behavioral Health, Children, Youth & Families, Community Development, Community Solutions for Clackamas County, Community Health, The Housing Authority of Clackamas County, and Social Services.

Revenue Summary

The central administrative functions of the Department of Health, Housing & Human Services for 2012-13 are funded by the County General Fund and division indirect costs.

Expenditure Summary

The Administrative office consists of the Department Director, Senior Administrative Services Manager, Performance Improvement Officer, Lean Program Coordinator, an Executive Assistant to the Director, and an Administrative Assistant to the Department. In addition, H3S contracts with Public & Governmental Affairs (PGA) for the services of an embedded Communications Officer (Community Relations Specialist) to assist with communications needs; and with Technology Services for an embedded Software Specialist to assist with web and technology development.

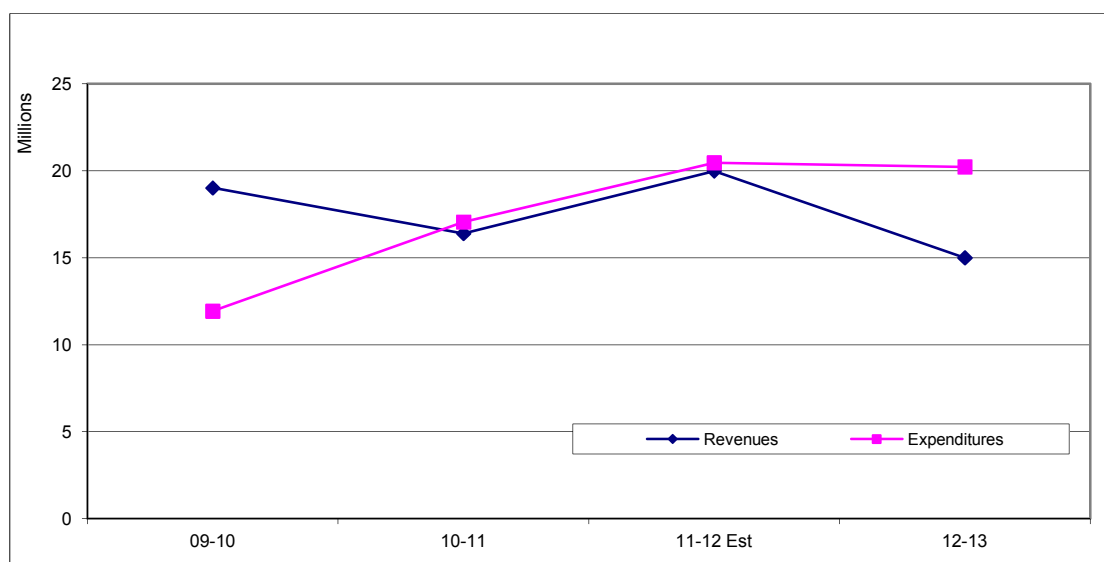
Personnel service expenditures of \$751,993 account for 64% of the 2012-13 budget. Materials and services at 28% of the budget is the next most significant expenditure category at \$329,455. Fund balance is used to provide support to divisions for one-time programs as well as H3S initiatives. The Administrative office continues to control costs while maintaining the highest level of effectiveness.

Significant Issues & Changes

The Department continues to experience an ongoing threat to funding and the need to monitor revenue sources at all levels. Decisions made at state and federal levels continue to have a critical impact on many divisional budgets. The Department Administration coordinates and manages all of H3S divisions to utilize funds efficiently, to assure the greatest delivery of services with current resources, and to aggressively seek new funding opportunities that are not dependent on the County General Fund.

	2009-10 Actual	2010-11 Actual	2011-12 Budget	2011-12 Est Actual	2012-13 Adopted
Resources by Category					
Beginning Fund Balance	1,783,391	8,864,250	9,822,526	8,203,998	7,730,150
Current Revenues					
Prior Year Revenue	3,981,378	-	-	-	-
State Revenue	14,936,333	16,346,152	18,352,076	19,739,410	14,719,275
Local Revenue	-	-	-	251,298	-
Other Revenue	105,420	52,867	-	-	-
Interfund Transfers	-	-	-	-	281,852
Subtotal Current Revenues	19,023,131	16,399,019	18,352,076	19,990,708	15,001,127
Total Resources	20,806,522	25,263,269	28,174,602	28,194,706	22,731,277
Requirements by Category					
Current Expenditures					
Personnel Services	-	-	-	-	2,344,048
Materials & Services	11,761,613	17,013,378	18,448,820	17,321,891	16,666,597
Allocated Costs	30,659	45,893	38,826	38,826	542,597
Interfund Transfers	150,000	-	3,721,774	3,103,839	674,979
Subtotal Current Expenditures	11,942,272	17,059,271	22,209,420	20,464,556	20,228,221
Reserves	-	-	-	-	-
Contingency	-	-	5,965,182	-	2,503,056
Ending Fund Balance	8,864,250	8,203,998	-	7,730,150	-
Total Requirements	20,806,522	25,263,269	28,174,602	28,194,706	22,731,277

Budgeted Full-Time Equivalents	-	-	-	-	-
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Current Operating Revenues vs. Expenditures

Description of Fund

The Clackamas County Behavioral Health Division contracts with the State of Oregon Health Authority, Addictions and Mental Health Division as a Mental Health Organization (MHO). Behavioral Health, through its Clackamas Mental Health Organization manages mental health benefits for Oregon Health Plan enrollees in Clackamas County. The Mental Health Organization is responsible for developing and managing a delivery system of providers through sub-contractual relationships; authorization of services; oversight of the Third Party Administrator responsible for claims processing; quality assurance and performance improvement; utilization management; fiscal management; and contract compliance functions including the development of a wide variety of reports and data submissions to the state. The Clackamas MHO provides care management for at-risk, high-utilizing, and high-cost children and adults. The MHO is responsible for monitoring delegated activities and sub-contractor performance through a contract and compliance management process.

The Mental Health Organization also administers and manages part of the state general funds received by the Behavioral Health Division for provision of mental health and addiction treatment services to indigent, uninsured residents of Clackamas County.

Revenue Summary

The Clackamas MHO is funded solely through its contract with the State of Oregon, and is paid on a per-member, per-month basis (capitation). Capitation rates are an actuarially developed set of adjusted per capita costs to reimburse managed care plans for providing covered services. Capitation rates include 8% for administrative functions.

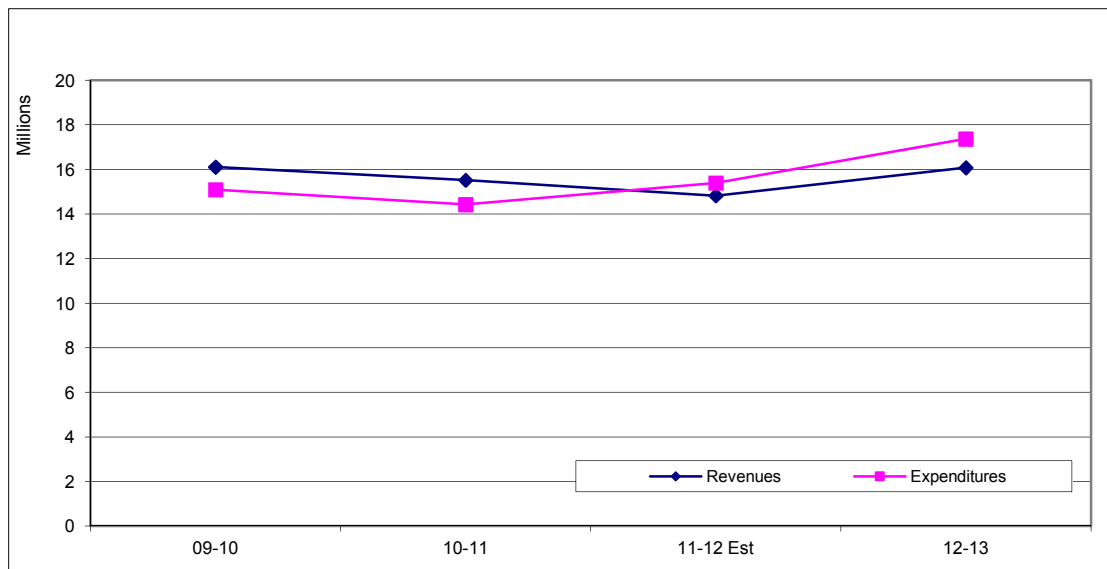
Expenditure Summary

Administrative services and the managed care provider tax account for 14.1% of total expenditures. The remaining 74.9% is budgeted for professional services, including inpatient hospital, outpatient services, medical management, and other services provided to enrolled members either by Clackamas County Behavioral Health Services or through sub-contracted providers, as well as a 11.0% contingency.

Significant Issues & Changes

Significant uncertainty exists for the MHO due to the Health Transformation legislation passed this year in Oregon. As a result of this legislation, Coordinated Care Organization (CCOs) that combine physical, oral, and behavioral health is now being formed. Currently Clackamas County is engaged in a process to form a CCO for the entire region. The role of the MHO in this organization has not yet been determined. Management will be highly engaged in the CCO formation process, and closely watching potential impacts on the MHO. The MHO also continues to expand its provider panel to include a number of community non-profit providers to facilitate increased access and consumer choice of service provider across the County.

	2009-10 Actual	2010-11 Actual	2011-12 Budget	2011-12 Est Actual	2012-13 Adopted
Resources by Category					
Beginning Fund Balance	234,389	1,329,502	2,025,419	2,420,285	1,846,325
Current Revenues					
Prior Year Revenue (Dedicated)	960,278	913,854	394,404	-	-
Federal Revenue	4,282,575	4,665,423	3,833,257	2,958,628	3,782,953
State Revenue	6,224,720	5,781,634	7,846,427	7,002,577	7,172,144
Local Revenue	787,902	856,008	1,148,764	1,207,168	1,072,840
Licenses	1,650	-	-	-	-
Fees & Fines	2,084,517	1,562,930	1,887,189	1,447,934	1,636,359
Other Revenue	80,587	73,895	15,000	33,736	15,000
Interfund Transfers	1,688,050	1,662,855	2,193,469	2,170,940	2,398,335
Subtotal Current Revenues	16,110,279	15,516,599	17,318,510	14,820,983	16,077,631
Total Resources	16,344,668	16,846,101	19,343,929	17,241,268	17,923,956
Requirements by Category					
Current Expenditures					
Personnel Services	5,081,741	5,617,372	6,985,540	5,942,285	7,129,298
Materials & Services	7,529,176	7,053,216	10,041,225	7,397,922	7,947,236
Allocated Costs	2,260,848	1,755,228	2,190,268	2,054,736	2,242,009
Capital Outlay	221,651	-	-	-	55,500
Subtotal Current Expenditures	15,093,416	14,425,816	19,217,033	15,394,943	17,374,043
Reserves	-	-	113,652	-	536,669
Contingency	-	-	13,244	-	13,244
Ending Fund Balance	1,251,252	2,420,285		1,846,325	-
Total Requirements	16,344,668	16,846,101	19,343,929	17,241,268	17,923,956
Budgeted Full-Time Equivalents	67.10	70.30	74.55	74.55	81.35



Current Operating Revenues vs. Expenditures

Description of Fund

The purpose of Clackamas County Social Services (CCSS) is: "To provide quality services and meaningful opportunities for Veterans, the elderly, people with disabilities, and low-income residents of Clackamas County. With citizen participation and the efforts of the boards, staff, and volunteers, we strive toward the goal of creating a comprehensive system that meets immediate service needs while encouraging as much self-help and independence as possible. We recognize the importance of planning and coordinating with other agencies and organizations and of developing new program approaches to meet identified needs. Finally, we recognize the vital role of advocacy. System wide advocacy, on the local, state, and federal levels, helps to ensure a broad focus on the important issues affecting the populations we are committed to serve."

To achieve this purpose, CCSS joins four programs in partnership: the *Community Action Agency (CAA)*, working on alleviating the causes and conditions of poverty, the *Area Agency on Aging, (AAA)*, working with older persons, the *County Veterans Services Office (CVS)*, working with Veterans and their families to access benefits; and the *Developmental Disabilities Program (DD)*, working with individuals of all ages who have a developmental disability. Our partnerships reach out into the community as well, where the Division has contracts, vendor agreements, and letters of agreement with 115 organizations.

Revenue Summary

The 2012-13 budget contains 60 funding sources. The primary sources of revenue are federal, state and local grants, comprising 72.86% of the total resources for the Division. General Fund contributions constitute 14.35% of the total resources for the Division and are used primarily to cover the indirect costs of some of our smaller programs. The remaining 12.79% comes from foundations and fund balance.

Expenditure Summary

Administration, Advocacy Program Coordination and Development Services (24.63% of total budget) contains resources for staffing and citizen advocacy aimed at fulfilling the Division's overall mission. This includes the work of the Area Agency on Aging Advisory Council, the Community Action Board, and the Developmental Disability Council. This is also the program responsible for partnerships, grant writing, and the development of new services.

Community Contracts (14.07% of budget) represents community partnerships where CCSS contracts with public, private sector, and non-profit agencies in order to provide services such as transportation, nutrition, and emergency services.

Basic Services (17.09% of budget) is the program where CAA funds administered directly on behalf of agency clients, including utility assistance, bulk food purchases, rent assistance, and other emergency services reside.

Special Projects (8.10% of budget) includes temporary, short term or multi-year projects for CAA and AAA respectively.

Information and Assistance (11.42% of budget) includes the County Veterans Service Office, Information and Referral Program, the Respite/Caregiver Program, Housing and Self Sufficiency Case Management, the Energy Assistance Program, the Fair Housing Program, Rent Well and 211, a regional information and referral network. Services are provided directly and through referrals to more than 500 local and regional agencies and services.

Volunteer Connection (4.45% of budget) includes three major programs: the Retired Senior Volunteer Program (RSVP), the Senior Companion Program, the Transportation Reaching People Program, plus other smaller volunteer programs, working in collaboration with more than 103 organizations.

Elderly and Disability Services (20.24% of budget) provides case management and In Home care through the Oregon Project Independence Program. Also provides case management, protective services, and other related programs for eligible individuals with developmental disabilities through the DD program.

Significant Issues & Changes

Overall, the 2012-13 budget totals \$17,394,943 and provides for 80.35 regular FTE. This compares to last year's projected budget of \$15,394,943 and 69.30 FTE. Staffing was increased during the 2011-12 fiscal year with the addition of a third County Veterans Service Officer and five additional DD staff. New positions proposed for 2012-13 include a .80 FTE Office Specialist to increase reception coverage, an additional staff person for energy assistance, 2 Case Managers for the Developmental Disability Program and a Coordinator to manage homeless initiative projects.

Other significant issues include:

Changing Demographics

The percentage of residents aged 60+ continues to increase, as does the number of households living with low incomes. We continue to advocate for community involvement in creating age friendly communities via "engAGE in Community". With the adoption of 12 ambitious goals for 2012, the Homeless Policy Council has set an aggressive agenda for addressing the needs of very low income county residents.

Protecting Vulnerable Residents

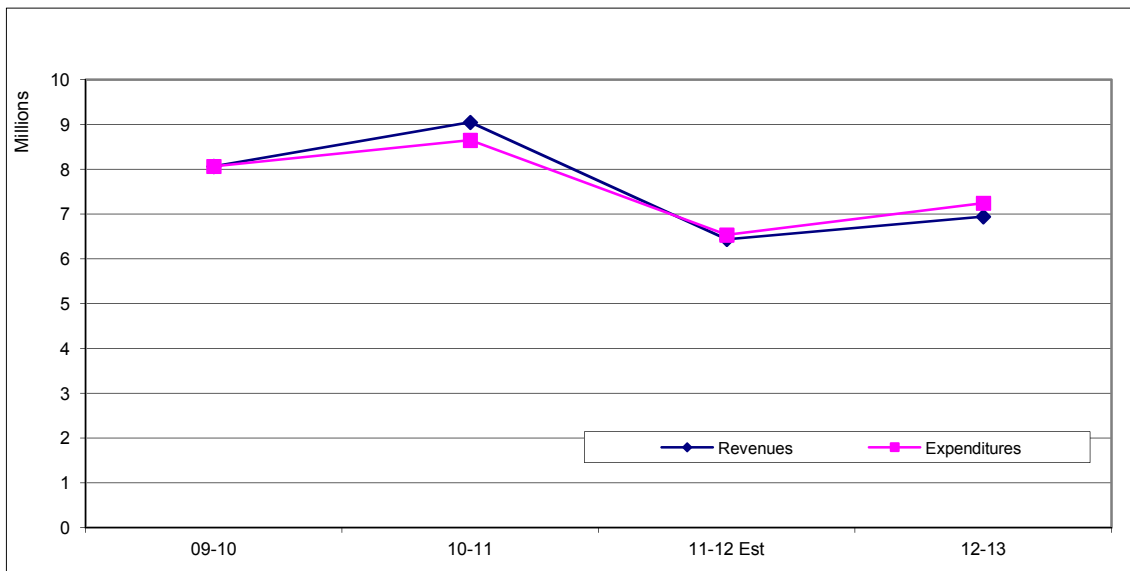
Social Services will continue to fund an expanded Guardianship program to provide protection for seniors who are unable to meet their own needs, as well as a contract with a forensic accountant to help prosecute those who financially exploit vulnerable county residents. The Gatekeeper program will continue to train county residents on the signs of abuse or neglect so appropriate follow up can occur.

Serving our Veterans

FY 2012-13 will be the first full fiscal year with three County Veterans Service Officers helping Clackamas County Veterans access federal benefits and connecting them with community resources. The Clackamas County Veterans Committee convened in April of 2012 and will work in FY 2012-13 to expand outreach and advocate for more services for veterans.

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	2009-10 Actual	2010-11 Actual	2011-12 Budget	2011-12 Est Actual	2012-13 Adopted
<u>Resources by Category</u>					
Beginning Fund Balance	-	-	330,000	397,991	300,003
Current Revenues					
Prior Year Revenue (Dedicated)	-	365,488	-	-	-
Federal Revenue	5,605,109	5,966,411	5,892,754	4,666,696	5,154,878
Local Revenue	1,567,718	1,786,284	1,000,000	1,108,852	1,200,000
Fees & Fines	81,437	190,267	85,000	116,677	79,909
Other Revenue					
Loan Proceeds, Inter & Penalties	655,541	690,708	435,000	494,914	440,000
Miscellaneous Revenue	106,798	800	20,000	370	20,000
Interfund Transfers	47,661	47,661	47,661	47,661	47,661
Subtotal Current Revenues	8,064,264	9,047,619	7,480,415	6,435,170	6,942,448
Total Resources	8,064,264	9,047,619	7,810,415	6,833,161	7,242,451
<u>Requirements by Category</u>					
Current Expenditures					
Personnel Services	789,068	833,216	860,190	846,594	948,751
Materials & Services	7,089,913	7,610,016	6,738,259	5,474,882	6,090,118
Allocated Costs	185,283	206,396	211,966	211,682	203,582
Interfund Transfers	-	-	-	-	-
Subtotal Current Expenditures	8,064,264	8,649,628	7,810,415	6,533,158	7,242,451
Ending Fund Balance	-	397,991		300,003	
Total Requirements	8,064,264	9,047,619	7,810,415	6,833,161	7,242,451
Budgeted Full-Time Equivalents	8.00	8.00	8.00	8.00	9.00



Description of Fund

The purpose of the Community Development Division is to provide decent affordable housing to low and moderate-income people, and to improve the living environment of communities throughout Clackamas County. Utilizing funds primarily from the U.S. Department of Housing and Urban Development (HUD), the Community Development Division undertakes a variety of affordable housing, housing rehabilitation, neighborhood improvement, community facility, public works, public services and historic preservation projects. The Community Development Division has three general functions: Grant Planning and Administration, Housing Development and Rehabilitation, and Community Development Projects.

Administration provides overall planning and administration of the Community Development Block Grant (CDBG), Emergency Solutions Grant (ESG), HOME Partnership Act (HOME), Continuum of Care (CoC) programs and the Homeless Management and Information System (HMIS).

The *Housing Development and Rehabilitation* program offers a variety of deferred payment loans to low and moderate-income homeowners and home-buyers. It provides housing resources for the development of low and moderate-income affordable rental housing, and special needs housing. It also provides Tenant Based Rental Assistance to homeless families participating in the Home Base Program.

The *Community Development Projects* function is responsible for planning, implementing, and managing all CDBG funded public improvement projects and public service programs. It is also responsible for administering the Neighborhood Stabilization Program (NSP).

Revenue Summary

Fund Balance is budgeted at \$300,003 for 2012-13. These are internally dedicated funds which come from a variety of local, non-federal sources. The division's two main sources of revenue are the federal CDBG and HOME programs. The U.S. Department of Housing and Urban Development allocates these funds directly to Clackamas County. CDBG funds can be used for a variety of home repair activities, neighborhood improvement, public facility and historic preservation activities. HOME funds are used for housing rehabilitation, assisting first-time homebuyers, developing new affordable housing projects for low and moderate-income people, and providing Tenant Based Rental Assistance to homeless families.

The Continuum of Care is a HUD required community planning process that involves the submittal of a detailed application. This is a competitive grant and is primarily used to renew funding that is dedicated to providing housing and services to homeless families and individuals. Through this application Clackamas County will receive \$1,424,390. These funds are used to operate homeless programs in the Housing Authority of Clackamas County, the Social Services Division and various local non-profit organizations. CDBG funds are used to prepare the application and administer the program.

Expenditure Summary

The largest expenditure within this fund is for contracted services at \$3,682,897. This primarily represents payments to construction contractors for various capital improvement projects throughout the County. Grant-funded loan programs for housing rehabilitation and Homebuyer Assistance at \$648,226 and the construction of affordable housing at \$800,000 also represent sizeable expenditures. The most significant changes occurred in the HOME Affordable Housing Program and the ESG Program. The HOME program was reduced by 24%. These funds are used for the preservation and new construction of affordable housing projects throughout the County. The other change was a 25% increase in the newly renamed Emergency Solutions Grant program. While the dollar amount is only \$30,000 it does demonstrate HUD's commitment to increasing funding to activities that seek to address homeless issues.

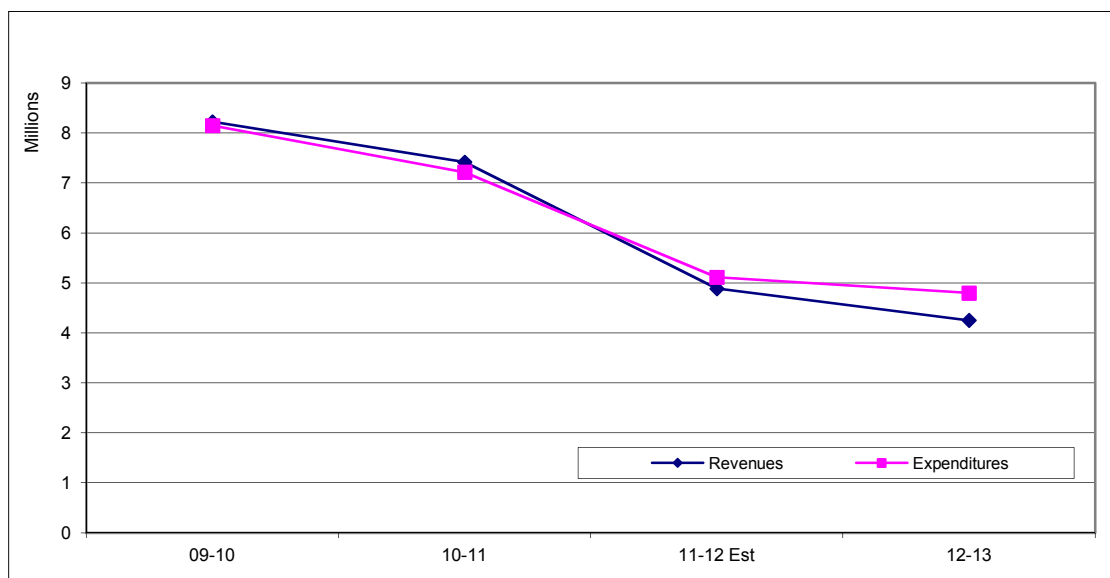
Significant Issues & Changes

The most significant issue continues to be the national debate and uncertainty surrounding CDBG and HOME funding levels. Nationally, the CDBG program was reduced by 11% and the HOME program was reduced by 38%. In Clackamas County the changes from the previous year were quite a bit less. The HOME Program was "only" reduced by 24% while

the CDBG saw a 1% increase. The reason for the discrepancy between the national and local numbers was an increase in the number of people living in poverty in Clackamas County. This is consistent with a national trend that has seen a movement of homeless families out of the central cities into the surrounding suburban communities.

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	2009-10 Actual	2010-11 Actual	2011-12 Budget	2011-12 Est Actual	2012-13 Adopted
Resources by Category					
Beginning Fund Balance	495,695	569,842	754,780	772,992	547,006
Current Revenues					
Prior Year Revenue (Dedicated)	371,844	338,474	-	-	-
Federal Revenue	2,362,653	2,748,743	2,617,206	2,249,335	1,288,207
State Revenue	1,237,744	1,331,514	577,512	572,494	745,558
Local Revenue	2,311,635	1,677,733	994,526	1,061,998	1,435,256
Fees & Fines	1,088,086	618,193	113,631	204,846	72,648
Other Revenue	123,479	88,125	50,000	89,138	-
Interfund Transfers	727,923	614,925	709,924	709,924	709,924
Subtotal Current Revenues	8,223,364	7,417,707	5,062,799	4,887,735	4,251,593
Total Resources	8,719,059	7,987,549	5,817,579	5,660,727	4,798,599
Requirements by Category					
Current Expenditures					
Personnel Services	3,744,224	3,561,776	2,839,324	2,698,387	2,907,245
Materials & Services	3,792,569	2,992,864	2,306,054	1,756,477	1,336,201
Allocated Costs	604,325	659,918	672,201	658,857	555,153
Capital Outlay	8,100	-	-	-	-
Subtotal Current Expenditures	8,149,218	7,214,558	5,817,579	5,113,721	4,798,599
Ending Fund Balance	569,841	772,991		547,006	
Total Requirements	8,719,059	7,987,549	5,817,579	5,660,727	4,798,599
Budgeted Full-Time Equivalents	58.11	58.48	36.73	36.73	35.00



Current Operating Revenues vs. Expenditures

Description of Fund

Community Solutions for Clackamas County (CSCC), is the County's publicly funded employment, training, and home weatherization organization. The division operates customized employment projects for Clackamas County Community Corrections, the Oregon State Department of Human Services, the U. S. Department of Labor/Veterans Workforce and Investment, and the Workforce Investment Council of Clackamas County (WICCO). These projects are targeted at increasing the employability and wage potential of individuals with significant barriers to employment. Clients are referred by State Departments of Human Services, Vocational Rehabilitation, Clackamas Community College, Clackamas County Community Corrections, Worksource Clackamas, Veterans programs, Clackamas County specialized courts and the WICCO.

As the long-time sub-contractor for the State Department of Human Services JOBS/Self-Sufficiency/Food Stamp programs in the County, CSCC works with low-income families to help them turn their lives around by building skills, changing attitudes, finding jobs and becoming economically self-sufficient. Through a contract with Clackamas County Community Corrections, CSCC also provides employment and training services to clients who are on parole or probation. Our contract with WICCO concentrates on serving the long term unemployed and individuals with significant barriers to employment who require intensive case management and job development services. Designated Clackamas County general funds serve veterans.

Through a grant directly from the U. S. Department of Labor, CSCC operates a regional workforce program under the national Veterans Workforce and Investment Program (VWIP). CSCC is the grant administrator for the Hire Oregon Veterans (HOV) program which covers Clackamas, Multnomah, Washington, Marion, Polk, and Yamhill counties. The goal of the grant is to assist job seeking veterans with training and job placement and to link employers to this untapped labor pool.

The CSCC Weatherization program provides services to low-income renters and homeowners living in Clackamas County. These services enable low-income residents to permanently reduce their energy bills by making their homes more efficient. The program performs services on site built homes, multi-family units, and mobile homes. Priority is given to citizens 60 years of age or older, disabled persons, and families with children under the age of six. The most common services provided are ceiling and floor insulation. The weatherization program also provides energy education and conservation information to income eligible residents in the County through workshops and home visits.

Revenue Summary

Workforce services are provided through contracts with the Oregon State Department of Human Services- Children, Adults, and Families Division; Community Corrections; Clackamas County, Workforce Investment Council of Clackamas County; and the U. S. Department of Labor.

Weatherization receives funding from sources such as: The US Department of Energy, Low Income Energy Assistance Weatherization, Energy Conservation Helping Oregonians, Bonneville Power Administration Petroleum Violation Escrow program, CSCC also receives rebates from Northwest Natural and State Home Oil Weatherization.

Expenditure Summary

Over 35% of this fund's resources are workforce funds spent serving Clackamas County residents with significant barriers to employment. Almost 46% of the fund's resources are spent weatherizing dwellings and providing energy education to Clackamas County citizens.

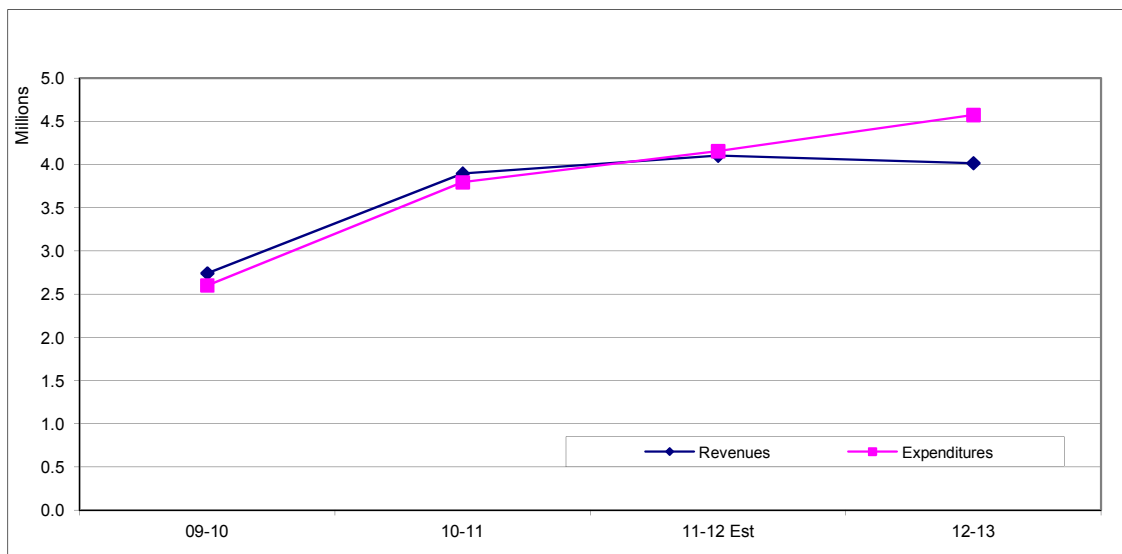
Significant Issues & Changes

The Weatherization program has experienced a \$179,159 drop in revenue from last year.

The Workforce program has experienced a \$377,160 drop in revenue from last year.

Until the State & Federal budgets are finalized, it is uncertain how much our workforce contract will change with the State Department of Human Services and WICCO.

	2009-10 Actual	2010-11 Actual	2011-12 Budget	2011-12 Est Actual	2012-13 Adopted
Resources by Category					
Beginning Fund Balance	364,444	504,906	842,745	606,916	556,303
Current Revenues					
Prior Year Revenue (Dedicated)	59,654	259,088	-	-	-
Federal Revenue	555,505	353,273	446,257	449,880	460,519
State Revenue	1,636,066	1,845,063	1,797,890	1,710,637	1,282,065
Local Revenue	-	-	-	-	-
Fees & Fines	269,276	161,889	222,371	63,260	116,000
Other Revenue	12,458	17,516	4,500	4,450	2,700
Interfund Transfers	208,969	1,258,690	1,875,469	1,874,898	2,154,094
Subtotal Current Revenues	2,741,928	3,895,519	4,346,487	4,103,125	4,015,378
Total Resources	3,106,372	4,400,425	5,189,232	4,710,041	4,571,681
Requirements by Category					
Current Expenditures					
Personnel Services	668,758	821,984	1,075,444	886,134	931,353
Materials & Services	1,806,132	2,825,339	3,923,195	3,124,540	3,489,030
Allocated Costs	126,577	146,186	146,064	143,064	151,298
Subtotal Current Expenditures	2,601,467	3,793,509	5,144,703	4,153,738	4,571,681
Contingency	-	-	44,529	-	-
Ending Fund Balance	504,905	606,916		556,303	
Total Requirements	3,106,372	4,400,425	5,189,232	4,710,041	4,571,681
Budgeted Full-Time Equivalents	7.00	10.00	10.50	10.50	9.75



Current Operating Revenues vs. Expenditures

Description of Fund

The Children, Youth, and Families Division (CYF) promotes prevention efforts and community wellness for children of all ages and their families. Funds are used to perform work in the following five functions: Comprehensive Community Planning and Implementation (strategic planning), Policy Development (shaping policy and law), Community Mobilization (organizing community level change), System Development (bringing services together), and Service Delivery Improvements (ensuring quality and accountability). The majority of this fund is passed through to local nonprofits and schools to implement the prioritized services. CYF meets its goals by supporting the work of the Commission on Children and Families, Youth Advisory Board, Diversity Leadership Council, Public Safety Coordinating Council, and the Family Violence Coordinating Council.

Revenue Summary

33% of revenues come from County General Fund and are used to fund staff and overall operations cost for support of the Children, Youth, and Families Division, Youth Advisory Board, Diversity Leadership Council and Local Public Safety Coordinating Council. Funds are also budgeted for a coordinator to provide support for the Family Violence Coordinating Council and fund Domestic Violence Prevention services, provide Parenting Inside Out to justice involved parents, and enhance PreventNet services with the addition of a site at Kraxberger Middle School and substance abuse assessment services to youth. In addition support for the Children's Center has been transferred to Children, Youth, and Families.

38% of revenues come from the Oregon State Commission on Children and Families. 2012-13 grants allocated to the Clackamas County Commission on Children & Families include Healthy Start, Great Start, Children, Youth and Family, Juvenile Crime Prevention, Youth Investment, Family Support, Medicaid Reimbursement and Fees, Relief Nursery and Basic Capacity.

The remaining 29% of the 2012-13 budget comes from a variety of other sources. These include Prior Year Revenue, the Federal Drug Free Communities Continuation Grant, Federal Drug Free Communities Mentoring grant, internal transfer funds for Drug and Alcohol Prevention services and a federal grant from the Office of Violence Against Women to provide training and services to prevent abuse later in life.

Expenditure Summary

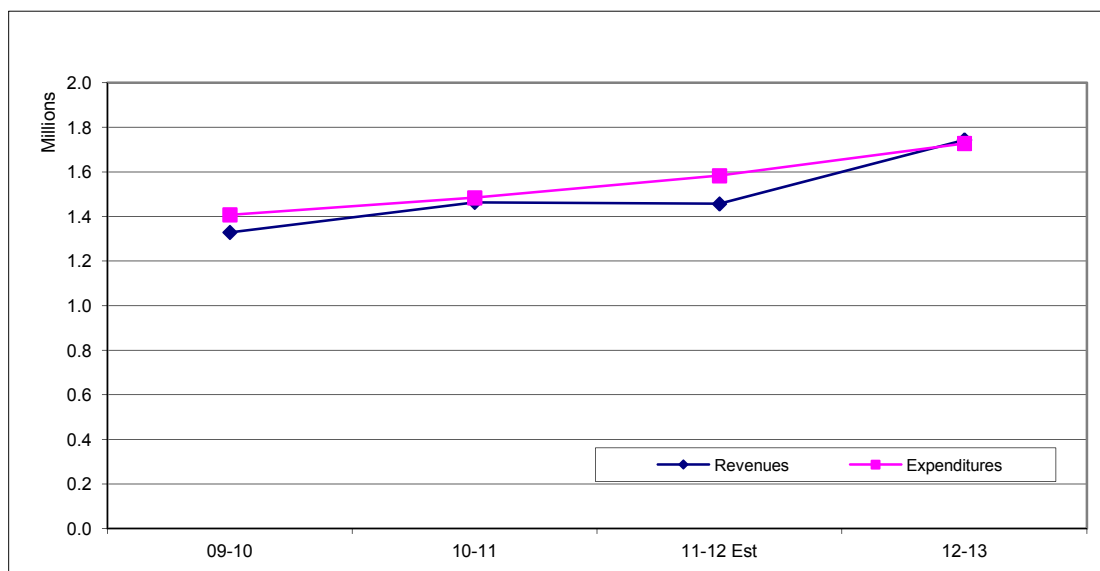
88.5% of the budget is directed towards community service contracts and citizen involvement initiatives. These funds are invested strategically to engage the participation of local agencies, businesses, community groups and schools to serve the needs of the community and create an integrated prevention system.

11.5% of the budget is directed towards the basic capacity function of the division. This function supports the main work of the office in implementing the mandates of Senate Bill 555 including roles and functions that emphasize technical assistance and systems development, program evaluation, fiscal and budget management, facilitating and coordinating meetings, local coordinated comprehensive planning, general office support and staff development.

Significant Issues & Changes

This budget reflects a 10% reduction in State Commission funding for fiscal year 2012-13. With the passage of HB4165, all state funding for commission system-related services will end June, 2013. HB4165 creates a new system of Community-based Coordinators of Early Learning services (known as "Hubs") which has the potential to replace the loss in State Commission funding.

	2009-10 Actual	2010-11 Actual	2011-12 Budget	2011-12 Est Actual	2012-13 Adopted
<u>Resources by Category</u>					
Beginning Fund Balance	226,743	148,151	217,393	127,444	572
Current Revenues					
Licenses	409,113	397,215	461,071	397,000	424,500
Fees & Fines	37,864	44,526	36,000	52,000	53,500
Other Revenue	62,208	46,343	68,250	38,150	146,150
Interfund Transfers	819,788	975,718	994,789	969,789	1,119,789
Subtotal Current Revenues	1,328,973	1,463,802	1,560,110	1,456,939	1,743,939
Total Resources	1,555,716	1,611,953	1,777,503	1,584,383	1,744,511
<u>Requirements by Category</u>					
Current Expenditures					
Personnel Services	918,177	944,063	1,134,571	1,023,282	1,067,896
Materials & Services	239,400	290,442	366,638	317,235	385,582
Allocated Costs	249,988	250,004	243,294	243,294	274,142
Subtotal Current Expenditures	1,407,565	1,484,509	1,744,503	1,583,811	1,727,620
Contingency	-	-	33,000	-	16,891
Ending Fund Balance	148,151	127,444	-	572	-
Total Requirements	1,555,716	1,611,953	1,777,503	1,584,383	1,744,511
Budgeted Full-Time Equivalents	13.00	13.00	15.60	15.60	13.60

**Current Operating Revenues vs. Expenditures**

Description of Fund

The Board of County Commissioners established a Dog Services program for the purpose of enforcing applicable state statutes and County ordinances dealing with the licensing, control and shelter of dogs.

Revenue Summary

The fund's largest source of revenue is the sale of dog licenses. The County currently licenses approximately 25 - 30% of its dog population according to national statistics. A campaign to educate pet owners about the value of dog licensing continues through the development of rental property partnerships and expanded use of government channel access television.

Expenditure Summary

The rising cost of fuel, postage, vehicle maintenance, utility costs, building maintenance and repair costs, animal care costs and allocated costs have made a significant impact in total expenditures.

Significant Issues & Changes

Clackamas County Dog Services continues to provide protection to our community from dangerous dogs and the dogs in our community protection from dangerous people. Dog Services provides care for approximately 1400-1600 dogs annually, and respond to approximately 1800 requests for assistance in the community. These services are provided by six animal care team members, three field response team members, three administrative/call taking/dispatching team members and 2 Management team members.

Dependence on the County General Fund is a critical concern as funding levels have not kept pace with needs and the ability to operate the shelter for more hours per week. If funding levels do not keep pace with increased costs annually, it may not be possible to have both shelter operations and field enforcement sustained.

Volunteers continue to be a very important part of the program. We currently have approximately 100 volunteers donating just under 4,000 hours of service in calendar year 2011.

Dog Services anticipates launching a new program in conjunction with Veterinarians in Clackamas County that will provide timely and up-to-date rabies vaccination information to Dog Services. This information will enable Dog Services staff to make timely and efficient contact with dog owners about licensing. It is anticipated this program will increase licensing by as much as 50% over the next three years.

Dog Services has entered into a contract for services for a Development Officer to assist the organization with maximizing non-government, community based gifts and contributions to help offset rising costs and ever-tightening financial resources.

Dog Services anticipates continuing an education program that assists County citizens with animal disaster preparedness. A Regional Animals in Emergency Plan is nearing completion. This planning process has clarified and coordinated the response from the UASI region (Clackamas County, Multnomah County, Washington County, Columbia County, City of Portland and Clark County, Washington).

Dog Services has expanded the education and outreach programs in our communities by offering additional dog obedience training classes and seminar opportunities with dog trainers and the in-house contract veterinarian. Dog Services continues to focus on opportunities that permit a dog to remain in its home.

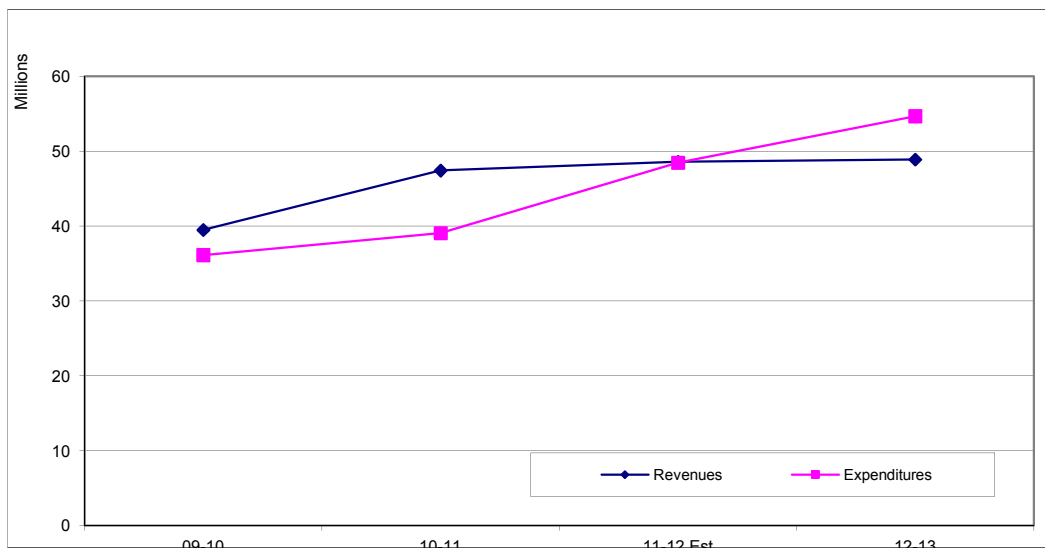
Dog Services initiated a once-monthly sterilization clinic for members of our community on public assistance or under special circumstances. This program is yet another necessary avenue in the overall plan to end pet overpopulation. We continue to offer 3 – 4 low cost vaccination clinics in various locations within the county to assist all of our community with ensuring the vaccination health of their dogs and cats.

We will continue to seek opportunities to expand community relations programming including school presentations and other partnering opportunities that may arise. Dog Services is participating in a wide variety of events and venues for community-based education and adoption purposes. These events include various pet adoption days and participating in and hosting low cost rabies and micro-chipping events to provide incentive programs for licensing.

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	2009-10 Actual	2010-11 Actual	2011-12 Budget	2011-12 Est Actual	2012-13 Adopted
<u>Resources by Category</u>					
Beginning Fund Balance	1,576,492	4,921,517	16,362,669	13,271,652	13,388,630
Current Revenues					
Prior Year Revenue (Dedicated)	8,867,264	19,329	1,833,612	5,595,526	-
Federal Revenue	4,575,160	4,178,608	4,256,492	3,850,966	3,992,423
State Revenue	10,822,137	24,259,139	21,156,845	18,953,627	25,162,297
Local Revenue	1,838,320	2,693,175	3,644,565	2,152,259	2,194,213
Licenses	789,758	824,669	810,528	815,348	815,000
Fees & Fines	7,921,330	9,547,952	9,493,770	8,590,895	9,458,625
Other Revenue	1,622,291	3,006,536	3,138,732	3,051,779	3,712,840
Interfund Transfers	3,049,260	2,899,260	7,173,200	5,571,303	3,569,240
Subtotal Current Revenues	39,485,520	47,428,668	51,507,744	48,581,703	48,904,638
Total Resources	41,062,012	52,350,185	67,870,413	61,853,355	62,293,268
<u>Requirements by Category</u>					
Current Expenditures					
Personnel Services	19,787,009	20,969,907	27,034,537	24,397,992	29,200,418
Materials & Services	11,264,635	12,756,385	26,046,294	15,506,148	17,334,388
Allocated Costs	4,430,277	4,911,345	6,296,581	6,089,433	6,025,647
Capital Outlay	-	95,674	2,232,453	2,011,152	1,118,000
Interfund Transfers	658,574	345,222	332,000	460,000	1,012,477
Subtotal Current Expenditures	36,140,495	39,078,533	61,941,865	48,464,725	54,690,930
Reserves	-	-	538,339	-	-
Contingency	-	-	5,390,209	-	7,602,338
Ending Fund Balance	4,921,517	13,271,652	-	13,388,630	-
Total Requirements	41,062,012	52,350,185	67,870,413	61,853,355	62,293,268

Budgeted Full-Time Equivalents	247.77	253.81	302.50	302.50	327.87
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Current Operating Revenues vs. Expenditures

The Community Health Fund integrates physical and mental health services and strives to prevent disease, injury and disability by integrating primary/preventive health care, behavioral health, and addiction services into a cohesive, patient-centered delivery system. These functions are managed under the two divisions: Community Health, and Behavioral Health.

The Community Health Division includes Public Health, and Primary Care Services. Public Health, which serves as the Local Public Health Authority, and provides a range of services including investigation of communicable diseases, public health and prevention education, and restaurant inspections. Clackamas Primary Care provides comprehensive general medical health care and dental care to Oregon Health Plan members, uninsured, and underinsured families in Clackamas County. Community Health operates a Federally Qualified Health Center (FQHC) across five sites in Clackamas. These sites provide Primary Care and Behavioral Health services.

The Behavioral Health Division provides a wide range of mental health and addictions services, including crisis services and management of the Mental Health Organization. Behavioral Health also operates two clinics within the FQHC. These provide a variety of mental health and addiction treatment services to children, adolescents, and their families. Services include case management, individual and group therapy, and short-term stabilization outside a hospital setting.

Both the Community Health Division and the Behavioral Health Division share back office functions via an Office of Business Services (OBS). This office provides centralized administrative services management across all Community Health areas. It provides budgeting, planning, advocacy, interaction and negotiation with all governmental organizations on behalf of the Community Health and Behavioral Health Divisions and consumers.

Description of the Community Health Division

The Community Health Division provides enhanced community safety through investigation and treatment of communicable disease, environmental health services (such as restaurant and food inspection), disaster response, and emergency ambulance services oversight. In addition, Community Health provides a variety of prevention, education, and health-related services to people who live in Clackamas County. Services include home visits to families of infants and children with health risks; communicable disease investigation and treatment; bioterrorism surveillance; and administration of the WIC (Women, Infants and Children) nutritional program.

Community Health also offers primary care medical services via three medical clinics as an FQHC designated under Section 330 of the Public Health Service Act. As such, it provides comprehensive general medical health care and dental care to Oregon Health Plan members, uninsured, and underinsured families in Clackamas County. Currently, primary medical care services are offered at three different health care clinic facilities, as well as several School Based Health Centers.

Description of the Behavioral Health Division

The Behavioral Health Division promotes the mental health of its community members. It integrates mental health, and addiction services into a cohesive, patient-centered delivery system. The division offers 24 hour crisis response service to residents experiencing mental health crises as well as ongoing mental health care and addictions treatment services.

Behavioral Health provides psychiatric emergency services such as hospital liaison consultations, after-hours telephone emergency response to the County Juvenile Reception Center and Jail, mental health and addictions court service programs, and emergency services for suicidal/homicidal residents and crisis intervention. Behavioral Health also provides comprehensive mental health services to persons currently incarcerated or judged by the court to be “guilty except for insanity.”

The Behavioral Health Division includes a Federally Qualified Health Center (FQHC). It is designated as part of the FQHC under Section 330 of the Federal Public Health Service Act. It provides a variety of mental health and addiction treatment services to children, adolescents and their families. Services include case management, individual and group therapy, and short-term stabilization outside a hospital setting.

The Behavioral Health Division also contracts with the State of Oregon Health Authority, Addictions and Mental Health Division as a Mental Health Organization (MHO). Behavioral Health, through its Clackamas Mental Health Organization manages mental health benefits for Oregon Health Plan enrollees in Clackamas County. The Mental Health Organization is responsible for developing and managing a delivery system of providers through sub-contractual relationships; authorization of services; oversight of the Third Party Administrator responsible for claims processing; quality assurance and performance improvement; utilization management; fiscal management; and contract compliance functions including the development of a wide variety of reports and data submissions to the state. The Clackamas MHO provides care management for at-risk, high-utilizing, and high-cost children and adults. The MHO is responsible for monitoring delegated activities and sub-contractor performance through a contract and compliance management process.

Revenue Summary (Community Health and Behavioral Health)

The Community Health Division receives the majority of its funding from federal, state and local grant sources. Additional revenue comes from a combination of general beginning fund balance and carryover of dedicated prior year (grant) revenues. Patient fees, inspection and licensing fees, contracts for services and an interfund transfer from the County General Fund complete the revenue picture.

Addictions services are funded through subcontracts with fully captivated health plans, Federal Block Grant Funds, Local and State HB2145 funds, insurance, and contracts with community partners.

The Clackamas MHO is funded solely through its contract with the State of Oregon, and is paid on a per-member, per-month basis (capitation). Capitation rates are an actuarially developed set of adjusted per capita costs to reimburse managed care plans for providing covered services. Capitation rates include 8% for administrative functions.

Please Note: The MHO is listed under a separate fund number, but is managed by the Behavioral Health Division

Expenditure Summary (Community Health and Behavioral Health)

Personnel services costs account for about 46.8% of total expenditures and support 327.67 FTE. Materials and services expenditures amount to 27.8% of total requirements and pay for patient care services which are subcontracted to nonprofit organizations as well as costs associated with administering programs. Capital outlay in 2011-12 is 1.8% of total expenditures.

For the MHO, administrative services and the managed care provider tax account for 14.1% of total expenditures. The remaining 74.9% is budgeted for professional services, including inpatient hospital, outpatient services, medical management, and other services provided to enrolled members either by Clackamas County Behavioral Health Services or through sub-contracted providers, as well as a 11.0% contingency.

Please Note: The MHO is listed under a separate fund number, but is managed by the Behavioral Health Division

Significant Issues & Changes (Community Health and Behavioral Health)

Community Health and Behavioral Health are dependent upon revenue streams that have either remained flat or decreased. The inclusion of behavioral health services under the scope of the FQHC has brought in additional Medicaid revenue. The rate received for behavioral health services helps to support both behavioral health and primary care services provided by County staff. The County must continue to evaluate how to best meet needs of disadvantaged residents.

In the first quarter of 2012, both Primary Care and Behavioral Health opened new facilities. The Sunnyside Health and Wellness Center will provide medical, dental, and behavioral health services to more than 8,000 residents of Clackamas County in a new clinic located near Clackamas Town Center. In addition, Behavioral Health opened the Centerstone Behavioral Health Center. This center offers a wide range of behavioral health services in one accessible location on 82nd avenue, including crisis services, treatment court services, and peer services. Both of these facilities significantly expand access to services in Clackamas County and will greatly improve our ability to improve the health and well being of our community.

Significant uncertainty exists for both Community Health and Behavioral Health due to the Health Transformation legislation passed this year in Oregon. Primary Care and the MHO are particularly affected by this issue. As a result of this legislation, Coordinated Care Organizations (CCOs) that combine physical, oral, and behavioral health are now being formed. Currently Clackamas County is engaged in a process to form a CCO for the entire region. The role of the Community Health and Behavioral Health Divisions in this organization has not yet been determined. Management is highly engaged in the CCO formation process, and closely watching potential impacts on the county's services.

Employer Contribution Reserve Fund

	2009-10 Actual	2010-11 Actual	2011-12 Budget	2011-12 Est Actual	2012-13 Adopted
<u>Resources by Category</u>					
Beginning Fund Balance	-	-	2,266,150	2,268,953	2,272,953
Current Revenues					
Other Revenue	-	3,953	-	4,000	-
Interfund Transfers	-	2,265,000	-	-	-
Subtotal Current Revenues	-	2,268,953	-	4,000	-
Total Resources	-	2,268,953	2,266,150	2,272,953	2,272,953
<u>Requirements by Category</u>					
Current Expenditures					
Materials & Services	-	-	-	-	-
Interfund Transfers	-	-	-	-	-
Subtotal Current Expenditures	-	-	-	-	-
Reserves	-	-	2,266,150	-	2,272,953
Ending Fund Balance	-	2,268,953		2,272,953	
Total Requirements	-	2,268,953	2,266,150	2,272,953	2,272,953
Budgeted Full-Time Equivalents	-	-	-	-	-

Description of Fund

This fund was established to hold monies to be used to help offset increases in County contributions to the Public Employees Retirement System.

Revenue Summary

Initial funding was provided by proceeds from the demutualization of two insurance providers, a refund of reserves held by Blue Cross and interest earnings. Interfund transfers from the General Fund of \$0.8 million in 2005-06 and \$2.3 million in 2010-11 complete the revenue history.

Expenditure Summary

Fund balance was transferred back to the General Fund in 2007-08 as the County's contribution to the Public Employees Retirement System had stabilized and the fund was closed. In anticipation of another period of rising required contributions necessitated by significant declines in the retirement system's investment portfolio, the fund was reactivated in 2010-11 with the \$2.3 million interfund transfer discussed in the Revenue Summary. All funds are being held in reserve.

Significant Issues & Changes

None.

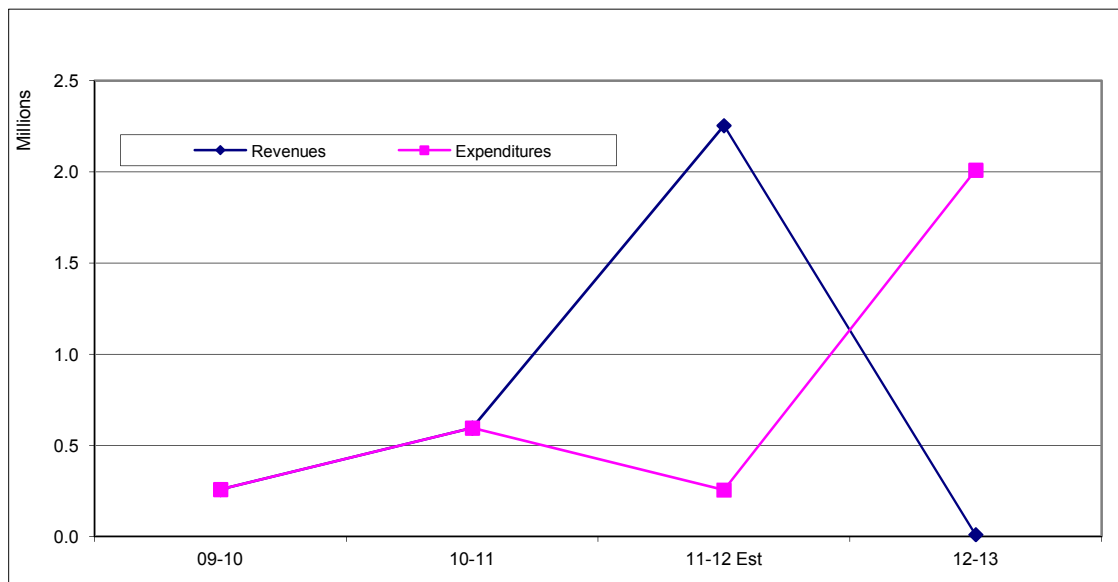
	2009-10 Actual	2010-11 Actual	2011-12 Budget	2011-12 Est Actual	2012-13 Adopted
Resources by Category					
Beginning Fund Balance	-	-	2,366,195	-	1,999,123
Current Revenues					
Prior Year Revenue (Dedicated)	301,829	590,362	-	2,046,581	-
Federal Revenue	-	-	-	198,792	-
Other Revenue	(43,463)	5,020	10,000	9,000	10,000
Subtotal Current Revenues	258,366	595,382	10,000	2,254,373	10,000
Total Resources	258,366	595,382	2,376,195	2,254,373	2,009,123

Requirements by Category

Current Expenditures					
Materials & Services	249,020	590,362	2,370,945	250,000	2,003,260
Allocated Costs	9,346	5,020	5,250	5,250	5,863
Subtotal Current Expenditures	258,366	595,382	2,376,195	255,250	2,009,123
Ending Fund Balance	-	-	-	1,999,123	-
Total Requirements	258,366	595,382	2,376,195	2,254,373	2,009,123

Budgeted Full-Time Equivalents

-	-	-	-	-
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**Current Operating Revenues vs. Expenditures**

Description of Fund

Congress passed the “Secure Rural Schools and Community Self-Determination Act of 2000” commonly referred to as the County Safety-Net legislation. Pursuant to this legislation, the Clackamas County Board of Commissioners allocates a portion of the funds for allowable local projects each year. This fund was created to account for those local projects and activities. Permissible uses of project funds include the following:

1. Search, rescue and emergency services on federal lands.
2. Staffing of community service work performed on federal lands.
3. Easement purchases (access or conservation).
4. Forest related after-school educational opportunities.
5. Fire prevention and county wildlife planning.
6. Funds matching for Urban/Community Forestry programs under the Cooperative Forestry Assistance Act of 1978.

Revenue Summary

The revenue for this fund consists of fund balance carried forward from the prior year plus any new receipts and a small amount of interest earning.

Expenditure Summary

Project proposals are evaluated and awarded through a competitive bidding process. This budget provides for approximately \$2 million in new and continuing grant awards.

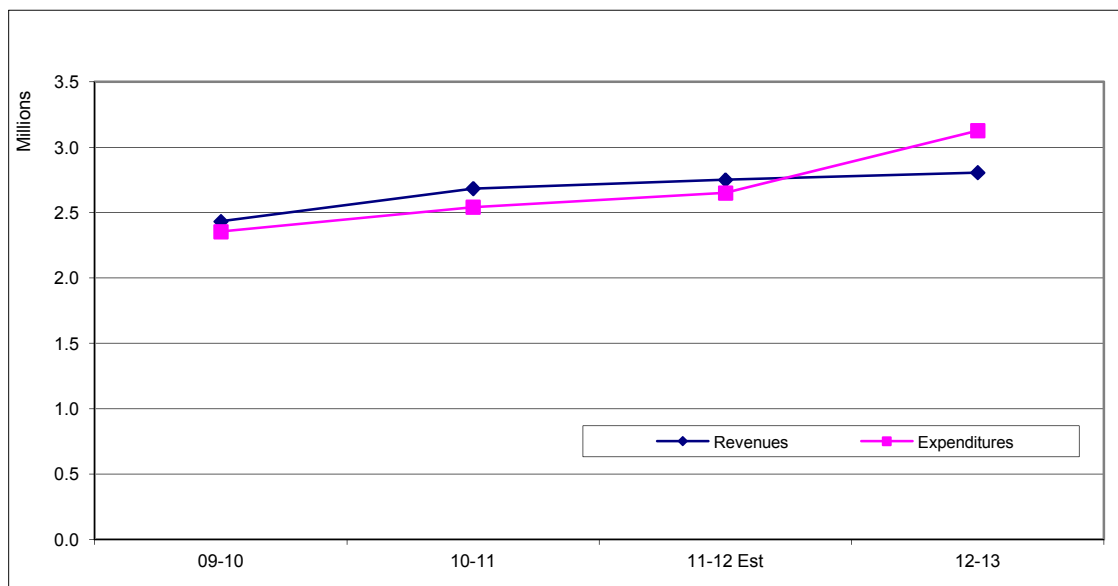
Significant Issues & Changes

The final payment from Secure Rural Schools and Community Self-Determination Act will be received in 2012-13.

	2009-10 Actual	2010-11 Actual	2011-12 Budget	2011-12 Est Actual	2012-13 Adopted
<u>Resources by Category</u>					
Beginning Fund Balance	(208)	77,927	-	220,620	320,672
Current Revenues					
Local Revenue	2,429,884	2,683,197	2,649,948	2,750,000	2,805,000
Other Revenue	2,651	1,126	1,000	1,000	1,000
Subtotal Current Revenues	2,432,535	2,684,323	2,650,948	2,751,000	2,806,000
Total Resources	2,432,327	2,762,250	2,650,948	2,971,620	3,126,672
<u>Requirements by Category</u>					
Current Expenditures					
Materials & Services	47,100	50,725	50,175	50,175	56,100
Interfund Transfers	2,307,300	2,490,905	2,600,773	2,600,773	3,070,572
Subtotal Current Expenditures	2,354,400	2,541,630	2,650,948	2,650,948	3,126,672
Ending Fund Balance	77,927	220,620	-	320,672	-
Total Requirements	2,432,327	2,762,250	2,650,948	2,971,620	3,126,672

Budgeted Full-Time Equivalents

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**Current Operating Revenues vs. Expenditures**

Description of Fund

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

Revenue Summary

New transient room tax receipts of \$2.8 million provide virtually all the revenue for this fund. Receipts had declined due to a weak economy and associated reduction in consumer discretionary spending but began gaining strength again in 2011-12 and are expected to begin to continue to rise in 2012-13.

Expenditure Summary

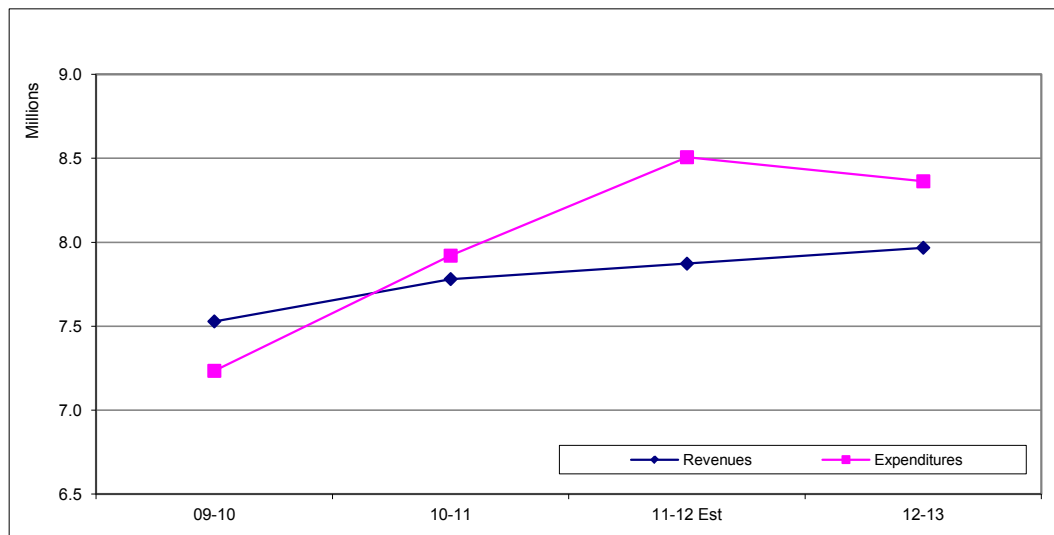
The Clackamas County Fair is guaranteed an annual income indexed for inflation, under the amended Transient Room Tax Ordinance. The balance of all revenues collected, less a 2% administrative service charge (shown in materials and services), is distributed to the Tourism Development Council Fund. This fiscal year the interfund transfer reflects an expenditure of approximately \$414,000 for the County Fair and \$2,657,000 for the Tourism Development Council.

Significant Issues & Changes

None

	2009-10 Actual	2010-11 Actual	2011-12 Budget	2011-12 Est Actual	2012-13 Adopted
Resources by Category					
Beginning Fund Balance	874,977	1,169,338	1,029,905	1,029,905	395,813
Current Revenues					
Prior Year Revenue (Dedicated)	-	46,290	-	-	-
Federal Revenue	202,262	600,926	837,597	533,350	405,709
State Revenue	896,554	879,980	1,107,424	825,564	1,049,474
Local Revenue	-	18,300	79,600	80,100	26,700
Fees & Fines	181,396	146,904	243,928	213,302	269,484
Other Revenue					
Miscellaneous Revenue	6,163	3,843	2,000	2,000	2,000
Services Reimbursement	299,040	-	-	-	-
Interfund Transfers	5,943,222	6,084,553	6,224,340	6,218,248	6,213,970
Subtotal Current Revenues	7,528,637	7,780,796	8,494,889	7,872,564	7,967,337
Total Resources	8,403,614	8,950,134	9,524,794	8,902,469	8,363,150
Requirements by Category					
Current Expenditures					
Personnel Services	3,994,558	4,354,177	4,886,548	4,754,325	4,798,544
Materials & Services	2,822,749	3,141,368	4,134,908	3,268,396	3,058,384
Allocated Costs	416,969	424,683	473,935	473,935	501,222
Capital Outlay	-	-	29,403	10,000	5,000
Interfund Transfers	-	-	-	-	-
Subtotal Current Expenditures	7,234,276	7,920,228	9,524,794	8,506,656	8,363,150
Ending Fund Balance	1,169,338	1,029,906	-	395,813	-
Total Requirements	8,403,614	8,950,134	9,524,794	8,902,469	8,363,150

Budgeted Full-Time Equivalents	47.97	48.97	49.45	49.45	49.45
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Current Operating Revenues vs. Expenditures

Description of Fund

The Juvenile Fund is a consolidation of multiple organizational funding streams which support the Department. Juvenile Department Services provide a continuum of services for low, medium and high risk youth who have been charged with legal violations and referred to the Department for intervention. Services that support interventions include diversion alternatives, risk assessment, case management, intensive supervision, victim restoration and administrative support for youth in the jurisdiction of the Juvenile Court.

Revenue Summary

Juvenile Department services receive 74% of their total budget from the General Fund. State and federal grant streams, contributions from public and private sources for youth service learning projects and miscellaneous revenue provide additional resources to operate programs.

State and federal grant streams, along with County General Fund dollars, allow the purchase for a continuum of services and interventions. Grant revenues purchase services for gang intervention, alcohol and drug treatment and prevention, detention, shelter care, personnel, victim offender services, diversion services, sex offender treatment and services for minorities. The Juvenile Department receives two State revenue streams through the Juvenile Crime Plan (JCP) which include Basic and Diversion dollars. JCP funding has been reduced 4.63%, \$79,610, over the last biennium. Funding for the current biennium, after two legislative sessions, has been preserved at the current reduced rate. This next fiscal year that provides \$581,021 in Basic services, \$426,261 for Diversion services and \$42,192 for Individualized Services. JCP Prevention funding administered through Children Youth and Families program has been reduced 3.5% this biennium, \$15,661. As a result respite care services have been reduced 50%.

In an effort to sustain a minimum level of service the Department has concentrated on creating partnerships with private and public entities. These consist of low-cost meaningful projects in communities throughout Clackamas County. In the current fiscal year over \$100,000 have been contributed through these community partnerships towards service learning projects for youth which allow them the ability to earn stipends and repay victims.

Expenditure Summary

Detention services are statutorily mandated services. The Juvenile Department contracts with Multnomah County for 14 secure custody beds. This contract was re-negotiated for the 2011-12 fiscal year. The daily bed rate increased from \$277.15/day to \$282.69/day, an increase of just over \$28,000. The contract expires June 30, 2013. The amendment allows for a 2 year renewal with a range of 0-3% increase based upon the Consumer Price Index (CPI-W). **For fiscal year 2012-13 the daily bed rate will not increase.** Due to the instability of JCP funding, detention is now funded 90% through General Fund which provides the most stable funding source for this mandatory service.

A majority of the Juvenile Department services are contractual many of which have been reduced to balance the 2012-13 budget. The Department has contracts with a variety of service providers including: community based shelter care services \$340,321, (39% reduction, includes loss of 2 shelter care beds and a \$47,000 reduction of Medicaid reimbursement); crisis respite care \$24,839, (50% reduction); drug court treatment \$40,700; day treatment services \$20,155; sex offender treatment \$80,900; gang prevention and intervention, \$26,441 (reduction of \$47,921); victim resolution services, \$30,000; community diversion \$241,761 and various wraparound services for youth. Funding for professional and contracted services, excluding detention and shelter care contracts, are 35% General Fund dollars; 54% state grant funding; and 11% federal grant funding.

The Department will be contracting for shelter care services with two providers. The Department contracts with Parrott Creek Family Services for six shelter care beds. This has been a resource for the Department for the last two years and is the only shelter care service in Clackamas County. One additional provider will provide 6 shelter care beds. Negotiations are currently under way given the shelter care reductions to secure a second provider. The total expenditure for shelter care is \$340,321. This service is 73% state and federal grant funded with the remaining 27% coming from the county General Fund. This is a critical service that prevents youth from being placed in expensive residential programs. The ability to sustain this service is vulnerable given the significant reliance on grant funding.

Personnel expenditures account for 57% of the department's budget. Funding for personnel is 85% General Fund with remaining funding supported through grants.

Significant Issues & Changes

Budgetary

- The Department, for the 4th consecutive year, has seen a reduction in recidivism. This last year recidivism went from 19.6% to 19%. Cost avoidance studies for County Juvenile Departments have evaluated chronic offender populations. Research show us that 8% of the juvenile referrals are chronic offenders and commit as much as 80% of all crimes. Reducing the percent of juveniles who become chronic offenders even by a small amount significantly reduces crime and yields substantial cost avoidance. In 2010 the Department's chronic offender rate was reduced 1.9%. This equates to \$2,143,020 cost avoidance as a result of the decline in recidivism.
- Compression in General Fund revenue for the last 4 years has brought service levels to a minimum. During this time the Department has seen a 26% increase in personnel expenses and 22.5% increase in allocated costs. Significant reductions have been made in order to meet this budget shortfall which include: \$50,000 for family therapy; \$36,000 for community service projects, \$60,000 for alternative educational programming, elimination of parent education services, \$47,921 reduction in gang intervention services, \$10,000 reduction in services for Latinos and reduction in shelter care resulting in elimination of 2 shelter care beds.
- State Juvenile Crime Prevention (JCP) funding for Basic and Diversion funding continues to be a struggle to sustain. After much advocacy and lobbying this revenue was preserved through two legislative sessions. It is still a 4.63% reduction (\$79,610) over the last biennium. The JCP Prevention dollars administrated through the Children Youth and Families has again been reduced 3.5%. This will result in a reduction of \$15,661 and impacts a 50% reduction in crisis respite services.
- State government has dramatically changed the priorities for funding youth services. With the passage of HB 4165, the State Commission for Children and Families will be dissolved effective June 30, 2012. In its place is the Early Childhood Learning Council serving infant to 6 year olds and the creation of the Youth Development Council serving 6 to 20 year olds. Resolution of how funding will be dedicated remains to be seen. There is significant concern that funding will be reduced for prevention and intervention services for adolescents. The Department currently receives prevention funding for Diversion Panels, cognitive skill groups, PreventNet sites in middle schools and personnel. Although the funding will exist at a 3.5% reduction this next fiscal year it remains in jeopardy beyond that time.
- Behavior Rehabilitation Reimbursement (BRS) –BRS is received for shelter care services and equates to a 60% reimbursement of the service level cost. This reimbursement is anticipated to be reduced at least \$47,000.
- Detention funding – The Department contracts for 14 detention beds with Multnomah County. Detention bed rates were renegotiated in 2011-12. The daily bed rate is \$282.69. **A recommendation from the Department for a 0% increase in 2012-13 was accepted by Multnomah County.** Detention funding is now 90% General Fund with 10% being funded with State revenue. This is a mandatory service that requires stable funding to sustain 14 detention beds. One complicating factor is the utilization of juvenile detention for youth charged with Ballot Measure II (BM11) crimes. In 2011 a total of 424 detention days were utilized by BM11 youth. This significantly impacts the ability to have enough juvenile detention beds to ensure community safety.
- Shelter care funding – Currently only 27% of funding for shelter care comes from the General Fund, with the remaining funding dependent upon grants. This is a critical resource that provides community based services preventing youth from being placed in more expensive, long term care. The Department has had to reduce shelter care resources to balance the budget. This has resulted in reducing 2 shelter care beds and eliminating one service provider. The Department will contract for a total of 12 shelter care beds.

Programs/Services

- The Respite Care Pilot Program developed two years ago was a collaboration involving the State Department of Human Services, Parrott Creek Child and Family Services and the Juvenile Department. This program is designed to provide emergency respite care for youth in certified foster homes. Unfortunately recruiting homes to be certified for this program proved to be difficult for the contract provider thus leading to inconsistency in being able to rely on this as a resource. Consequently utilization has been low. The contract for 2012-2013 will be on a utilization basis which is cost efficient but also jeopardizes the ability of the program to sustain homes.

- The Department was awarded, for a third and final year, a Disproportionate Minority Contact (DMC) grant. Although funding was reduced 50%, services have been sustained with positive outcomes in reducing disproportionate minority contact. The Department has eliminated the disproportionate variable for Latino youth enabling all Latino youth to receive Diversion services. In an effort to sustain this service, Latino Diversion Panels have been incorporated into existing city Diversion Panels with bi-lingual/bi-cultural coordinators and panel members. The second disproportionate variable was for African American youth being held more frequently in detention. The Department worked with Portland State University research intern to assess and provide recommendations. In response, the Department has implemented a detention eligibility screening process and conducted staff training. Additionally, mentoring services have expanded in Clackamas County as a result of this grant. Big Brothers Big Sisters has established a presence in the county and recently received additional funding to match the services offered through the DMC grant.
- The Department implemented a pilot project with the County's Resolution Services and contracted for Victim Offender Dialogues. Sixteen dialogues were held this last year with efforts underway to increase this opportunity for more victims. This also is billed based upon utilization and contract renewal will be made not to exceed \$30,000.
- The Department has continued to focus on victim restoration as well. The Victim Impact Program, in operation for one year, has improved services to victims and assisted in the statutory obligations for victim notifications of critical stages in juvenile proceedings. Services to accomplish this include personal contact to all victims, an increase in community partnerships allowing for youth to earn stipends to pay victim losses and initiation of payment plans for all youth owing restitution. This last year 86.4% of restitution ordered was collected to repay victims. This amounted to \$59,266 paid towards victim restoration.
- The Department continues to utilize grant funds that increase intensive supervision of high risk youth, offer family counseling services, gang intervention, drug treatment and services for Latino youth and families. A majority of existing grant funding continues through 2013. The Department is actively engaged in planning to sustain these services and research additional grant opportunities.
- The Department has been expanding capacity for youth opportunities in service learning, community service and vocational training. This has resulted in an increase of volunteers within the Department. A vacant .5 FTE Juvenile Counselor position has been reclassified to a Volunteer Coordinator. This position has been left vacant to absorb budget shortfall but is anticipated to be filled July 1st.
- The Department was successful in increasing the physical facility space for staff through the acquisition of the old Facilities Management building located across the street from the Juvenile Department. This space is now occupied by program staff and provides a much needed staff break area. An additional module unit in close proximity is also under renovations in order to increase capacity to conduct skills groups for youth.

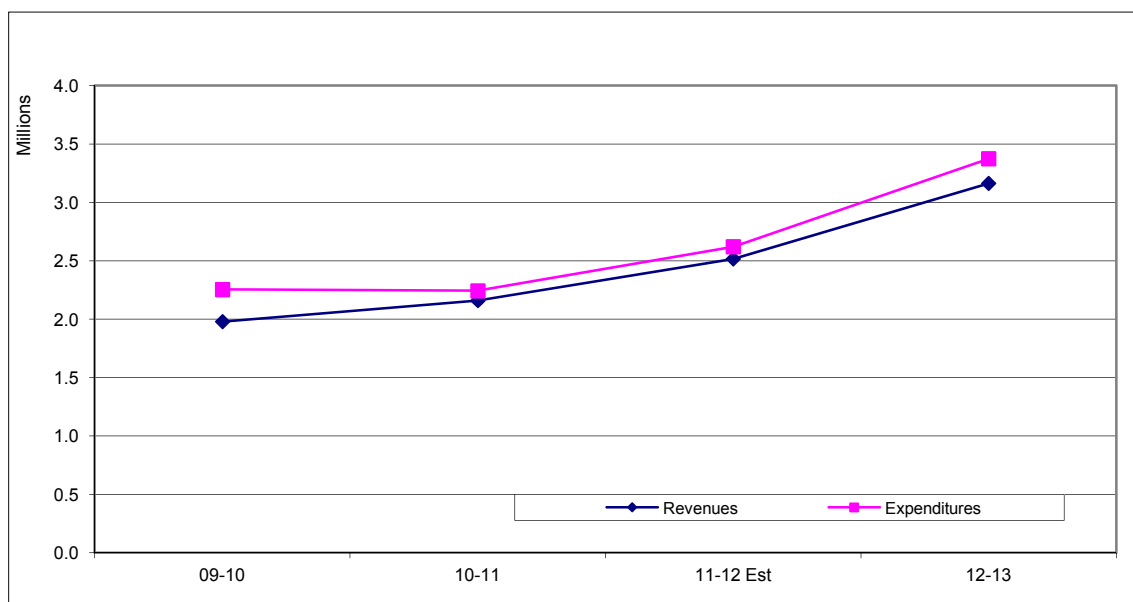
Efficiencies/Sustainability

- The Department applied for and was awarded an Energy Efficiency grant to replace an old, inefficient kitchen appliance. The Department was awarded \$1200 and will be purchasing a new energy efficient refrigerator for the staff kitchen.
- Facility improvements this year have included double paned windows in the Department and an additional HVAC system. These improvements were a result of following through with recommendations made from an Energy Assessment of the facility that occurred in 2010.
- The Department has continued succession planning as well. The Lead Juvenile Counselor positions implemented last year have been extremely successfully providing leadership and professional growth opportunities for staff. Additional Lead opportunities will be introduced in the 24 hour Juvenile Intake and Assessment Center beginning July. This will allow for increased staff mentoring, training and leadership.
- The Department has also committed to training staff to implement LEAN in the administrative office. The Department currently has two LEAN coordinators. LEAN systems have been applied to the following areas:
 - Office supply organization and ordering systems have been streamlined. It is estimated the Department is ordering 30% less as duplication of supplies is minimized. It is also estimated that staff save 30 minutes per week searching for supplies.
 - Front desk coverage has been organized to have an assigned daily backup staff to the receptionist. Including better customer service, it is estimated 45 minutes a week is saved in delays attending to clients at the front window and on the phone.
 - Mail notifications to clients are now streamlined estimating clients receive correspondence 3 days sooner.
 - Translation of documents was organized in terms of stages of production saving 20 minutes a week in time trying to figure out where previous staff stopped a project.

- The Green Corp Garden project, a collaborative partnership with OSU Extension Service, Master Gardeners, Woape (private non-profit provider), and the Juvenile Department proved very successful last year harvesting 1,000 lbs. of fruits and vegetables which supported vulnerable citizens through donating to local food banks, OSU's Oregon Family Nutrition Program and allowed youth the opportunity to market their produce at the Oregon City Farmer's Market.
- The Department collaborated with Master Gardeners and OSU Extension service, applied for and received an \$8000 Healthy Eating Active Living grant that expands the Green Corp garden project. This will expand community access to healthy foods and active lifestyles through a "Fresh Start Cart" at the Oregon City Farmers Market. This project will engage youth in the production and distribution of fresh juice, cider and smoothies while using a creative, interactive and physical activity demonstration using a "people powered" bicycle smoothie blender!

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	2009-10 Actual	2010-11 Actual	2011-12 Budget	2011-12 Est Actual	2012-13 Adopted
Resources by Category					
Beginning Fund Balance	969,752	694,606	610,041	610,041	505,863
Current Revenues					
State Revenue	-	-	-	-	-
Local Revenue	53,967	51,547	-	51,206	258,438
Other Revenue	15,479	14,297	11,000	21,500	22,500
Interfund Transfers	1,910,950	2,094,155	2,444,148	2,444,148	2,882,292
Subtotal Current Revenues	1,980,396	2,159,999	2,455,148	2,516,854	3,163,230
Total Resources	2,950,148	2,854,605	3,065,189	3,126,895	3,669,093
Requirements by Category					
Current Expenditures					
Personnel Services	390,552	502,849	795,104	675,216	850,989
Materials & Services	1,864,989	1,741,716	2,104,186	1,945,816	2,523,104
Interfund Transfer	-	-	-	-	-
Subtotal Current Expenditures	2,255,541	2,244,565	2,899,290	2,621,032	3,374,093
Contingency	-	-	165,899	-	295,000
Ending Fund Balance	694,607	610,040	-	505,863	-
Total Requirements	2,950,148	2,854,605	3,065,189	3,126,895	3,669,093
Budgeted Full-Time Equivalents					
	4.00	5.00	8.00	8.00	8.00



Current Operating Revenues vs. Expenditures

Description of Fund

This fund is the main operating fund for all tourism programs, acting in cooperation with the Clackamas County Tourism Development Council (TDC).

Revenue Summary

The Tourism Development Council Fund was established in accordance with the Transient Room Tax Ordinance. The ordinance specifies that, after an allotment to the Clackamas County Fair and an administrative fee taken by the Finance Department are transferred out, "The balance shall be placed with the County Treasurer for deposit until transferred to the TDC monthly to pay expenditures authorized." This fund has become the repository for those transfers from the Transient Room Tax Fund. The remaining revenue is interest, miscellaneous fees and sales, reimbursements, and monies carried forward from the prior fiscal year.

Expenditure Summary

Personnel Services accounts for \$850,989 of the Department's overall budget. This provides for eight full-time equivalent positions. In addition, the team is supported by one dedicated software specialist under an arrangement with Technology Services. Costs for this position are captured in Materials and Services as internal contracted county services. The Materials and Services expenditure category constitutes \$2,523,104 of the Department's requested 2012-13 budget. The largest outlays are for the marketing program, which includes advertising agency services, ad buys, market research, publicity, trade shows and cooperative marketing efforts. The budget for the marketing program is \$875,938.

The recently formed development program, in addition to being responsible for identifying and growing new tourism assets and tapping in to new markets, is responsible for managing and dispersing over \$381,000 in competitive grants and community partnership program funds that are shared with fourteen communities within the Mt. Hood Territory. Also under the Materials and Services category, the Department supports a robust visitors' information network in coordination with service providing partners that are dispersed around and outside the County. The cost of the Visitor Information Program is \$235,700.

With \$225,285 in General Fund support, the Department supports arts and cultural by partnering with the Clackamas County Arts Alliance and the Regional Arts and Cultural Council to ensure that residents and visitors have exposure and access to arts and cultural opportunities and resources throughout the County. So that the Department can positively respond to new and/or unforeseen opportunities, it maintains a contingency of \$295,000.

Significant Issues & Changes

The Tourism and Cultural Affairs Department continues to implement the branding identity for Clackamas County as Oregon's Mt. Hood Territory as a coordinated message for marketing the area as a visitor destination. However, the Department is required to go out for a request for proposal for its advertizing agency because no more renewals exist on the current contract. If a new agency is selected it could lead to a rebranding in 2012-13.

In 2011, filming of a Mt. Hood Territory episode of Public Broadcasting System's (PBS) "Getting Away Together" was completed. It features a group of friends from Seattle who come to Mt. Hood for long weekend of fun, food, and adventure. Getting Away Together is a nationally broadcast travel show that is shown on PBS stations. The episode aired in the Portland market in spring of 2012. Broadcast of this edition of "Getting Away Together" is expected to increase interest in the area from across the county.

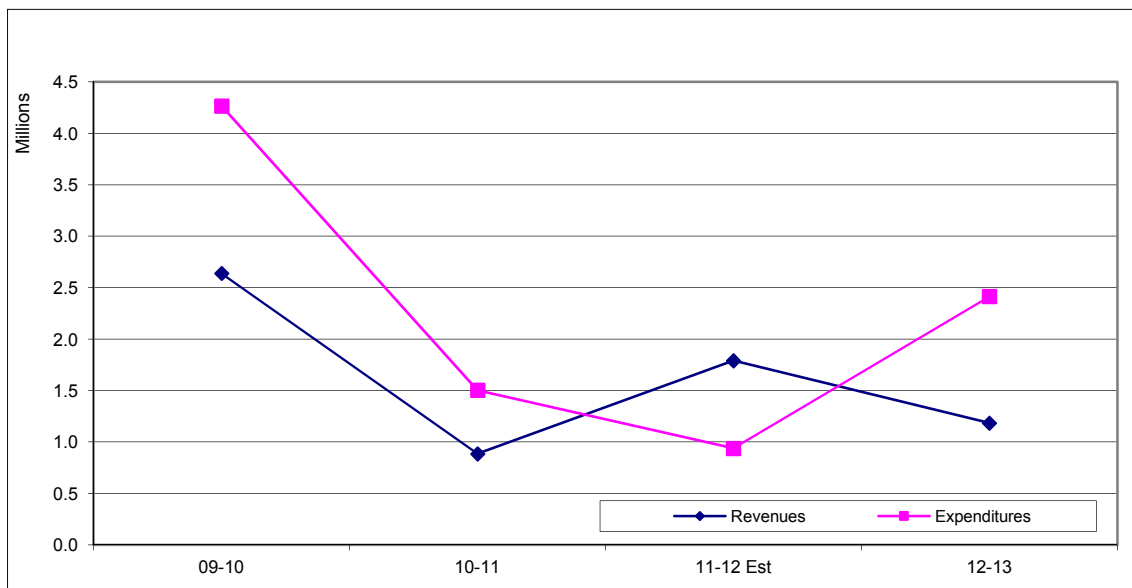
The Mt. Hood Territory website was redesigned and relaunched April 2012. A newer, user-friendly layout and enhanced features are expected to increase site traffic. The addition of an online booking engine and itinerary planner are expected to increase overnight stays and direct more visitors to attractions, heritage sites, recreational activities, and other points of interest.

Interest in travel to the area remains high from Asian and European markets. The Department will continue working with the Port of Portland, Travel Portland, and the Oregon Tourism Commission to market Clackamas County as an international travel destination. In 2012-13, the Department will continue making connections with foreign tour operators, tourism promoters, and travel writers by sending a representative to the 2013 ITB Tourism Conference in Berlin. The ITB is the largest tourism conference in the world. This representative will join our partners from Travel Portland in staffing a regional booth and will also be meeting directly with travel writers, tour operators and other travel industry representatives.

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	2009-10 Actual	2010-11 Actual	2011-12 Budget	2011-12 Est Actual	2012-13 Adopted
Resources by Category					
Beginning Fund Balance	3,624,450	1,995,890	1,598,320	1,378,861	2,231,038
Current Revenues					
Other Revenue					
Land and Timber Sales	2,522,925	804,737	1,500,000	1,687,346	1,175,760
Miscellaneous	114,830	79,868	122,000	102,352	7,500
Subtotal Current Revenues	2,637,755	884,605	1,622,000	1,789,698	1,183,260
Total Resources	6,262,205	2,880,495	3,220,320	3,168,559	3,414,298
Requirements by Category					
Current Expenditures					
Materials & Services					307,010
Capital Outlay	-	-	350,000	100,000	1,192,500
Interfund Transfers	4,266,315	1,501,634	1,379,608	837,521	914,725
Subtotal Current Expenditures	4,266,315	1,501,634	1,729,608	937,521	2,414,235
Reserves	-	-	1,490,712	-	230,010
Contingency	-	-	-	-	770,053
Ending Fund Balance	1,995,890	1,378,861	-	2,231,038	
Total Requirements	6,262,205	2,880,495	3,220,320	3,168,559	3,414,298

Budgeted Full-Time Equivalents	-	-	-	-	-
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Current Operating Revenues vs. Expenditures

Description of Fund

The Parks Trust Fund was established with proceeds from the sale of Deep Creek Park in 1983. In 1991, a portion of the fund was used to acquire the Boones Ferry Marina. Timber harvest activity on County owned forest land is currently receipted into this fund along with proceeds from land sales.

Revenue Summary

The beginning fund balance for FY 2012-13 is expected to be \$2,231,038. Budgeted revenue includes \$1,011,760 from the approved Thunder & Lightning timber sale – which reflects the portion of the sale proceeds we expect to receive in the coming FY 2012-13 budget year. Land sale proceeds are budgeted at \$164,000 which will come from the Hunchback land exchange with the United States Forest Service (USFS) – the proceeds are shown to reflect the added Alsea property land value, which will be added to the USFS land value to equalize the transaction. The remaining portion of revenue comes from interest earnings budgeted at \$7,500.

Expenditure Summary

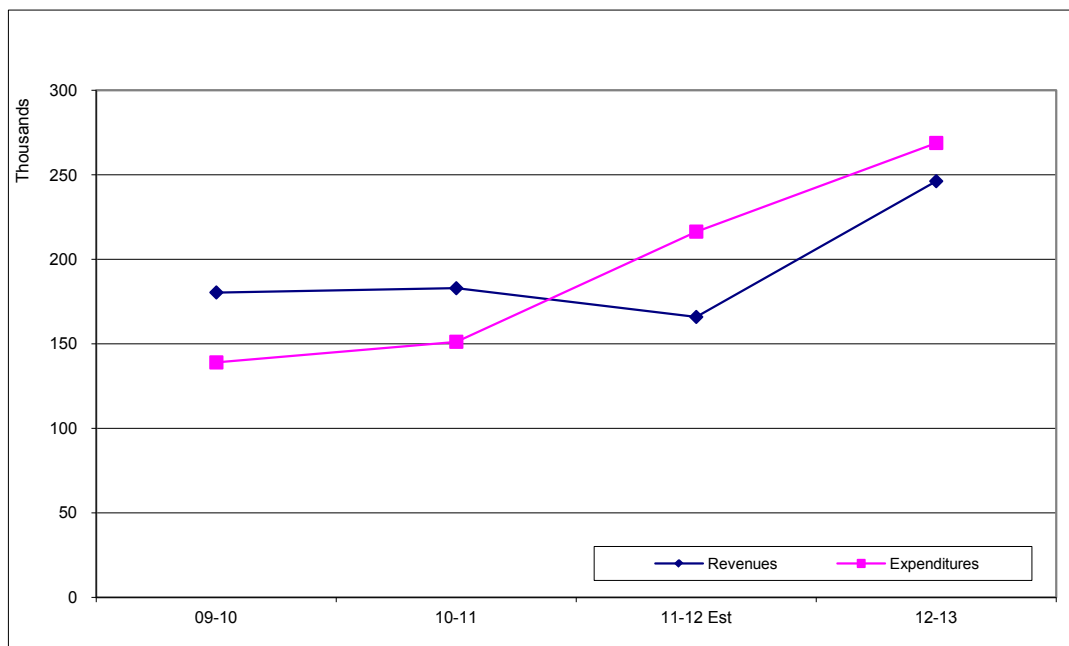
Current expenditures include \$30,000 in contracted services to complete necessary survey work in preparation for a timber sale on the County's Boulder Creek property, \$47,000 in reforestation costs to re-plant our newly harvested Thunder & Lightning units, and an interfund transfer of \$914,725 to the County Parks and County Forest budgets for operations, maintenance and capital improvements. Land acquisition expenditures are budgeted at \$1,182,500 for the Hunchback Land Exchange, and for a previously planned purchase of a 50 percent interest in the Metro property adjacent to Barton Park (planned as a trailhead for the Cazadero Trail). Additional expenditures include \$230,010 budgeted under *Payments to Other Governments/Organizations* for the proposed new Hoodland Community Center (in partnership with the Hoodland Women's Club) and \$10,000 for road and bridge construction work in the County's Wildcat Mountain forest unit.

Significant Issues & Changes

The annual lease payment from the Boones Ferry Marina and the transfer from the Stone Creek Golf Course are no longer receipted into this fund. These ongoing revenues have been moved to the County Parks Fund. The Trust fund will be utilized to account for annual timber and land sale receipts and expenditures related to timber harvests and land sales.

	2009-10 Actual	2010-11 Actual	2011-12 Budget	2011-12 Est Actual	2012-13 Adopted
<u>Resources by Category</u>					
Beginning Fund Balance	-	41,402	19,681	73,102	22,617
Current Revenues					
Other Revenue					
Land Sales	124,771	165,910	180,393	165,768	246,137
Contributions & Donations	40,000	-	-	-	-
Miscellaneous Revenue	-	9,303	-	-	-
Interest	15,619	7,689	16,309	130	100
Subtotal Current Revenues	180,390	182,902	196,702	165,898	246,237
Total Resources	180,390	224,304	216,383	239,000	268,854
<u>Requirements by Category</u>					
Current Expenditures					
Materials & Services	138,988	151,202	216,383	216,383	268,854
Subtotal Current Expenditures	138,988	151,202	216,383	216,383	268,854
Ending Fund Balance	41,402	73,102	-	22,617	-
Total Requirements	180,390	224,304	216,383	239,000	268,854

Budgeted Full-Time Equivalents	-	-	-	-	-
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Current Operating Revenues vs. Expenditures

Description of Fund

Clackamas County annually forecloses upon tax-delinquent properties following a six-year notification process. After the sixth year of delinquency, the property is deeded to the County in lieu of the uncollected taxes. The properties are then typically sold at public auction or transferred to other government agencies for public use. The Tax Title Land Fund receives the proceeds from the sale of those properties. In return, it reimburses the Property Resources Fund for all costs associated with the management and disposal of the foreclosed properties. Any funds remaining are distributed to the taxing districts of the County.

Revenue Summary

It is anticipated that revenues from the disposition of foreclosed properties will reflect the quality of inventory available in each year.

Expenditure Summary

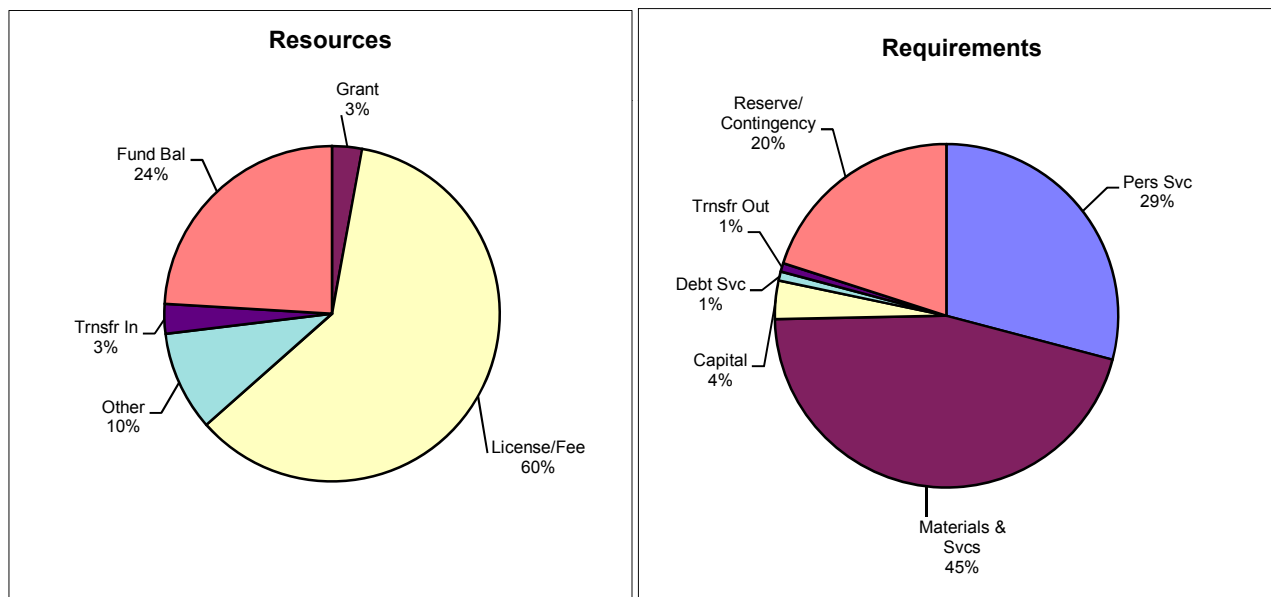
This fund pays administration fees to the Property Resources Fund for costs that include personnel, surveys, title reports, advertising and property clean-up.

Significant Issues & Changes

The downturns in the economy and real estate market have significantly impacted the sale of foreclosed properties and auction proceeds. Staff will be reviewing the long-term funding strategy for Property Resources.

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Internal Service and Enterprise Funds



An Internal Service fund is used to account for goods or services furnished by one department to other departments within the County.

An Enterprise fund is used to account for a business activity operated by the County for which a customer pays a fee or charge for a service or product.

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Funds Included In This Section:

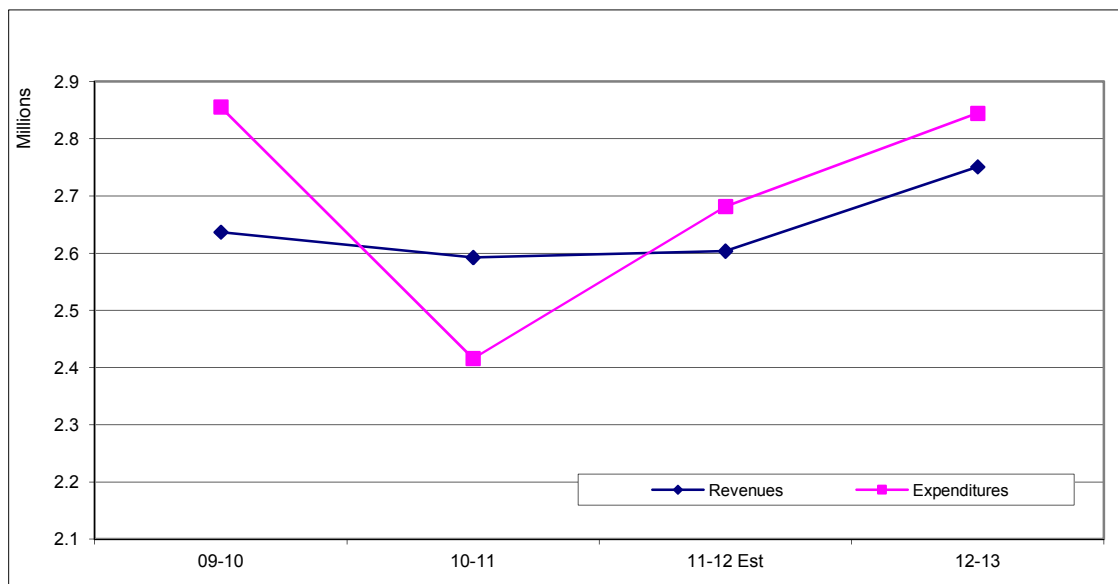
Stone Creek Golf Course Fund
Cable Administration Fund
Records Management Fund
Facilities Management Fund
Telecommunication Service Fund
Technology Services Fund
Central Dispatch Fund
Self-Insurance Fund
Risk Management Claims Fund
Fleet Services Fund

Department:

Business and Community Services
Public and Government Affairs
Clerk
Finance
Technology Services
Technology Services
Emergency Communications
Employee Services
Employee Services
Finance

	2009-10 Actual	2010-11 Actual	2011-12 Budget	2011-12 Est Actual	2012-13 Adopted
<u>Resources by Category</u>					
Beginning Fund Balance	300,069	81,207	-	257,725	179,860
Current Revenues					
Fees & Fines	2,671,283	2,592,245	2,810,200	2,600,000	2,750,000
Other Revenue	(34,502)	252	1,500	3,655	800
Subtotal Current Revenues	2,636,781	2,592,497	2,811,700	2,603,655	2,750,800
Total Resources	2,936,850	2,673,704	2,811,700	2,861,380	2,930,660
<u>Requirements by Category</u>					
Current Expenditures					
Materials & Services	2,145,463	1,942,973	2,227,030	2,104,350	2,193,165
Capital Outlay	-	-	77,500	17,000	77,500
Debt Service	471,138	473,006	473,888	473,888	473,831
Interfund Transfers	239,042	-	33,282	86,282	100,000
Subtotal Current Expenditures	2,855,643	2,415,979	2,811,700	2,681,520	2,844,496
Contingency					86,164
Ending Fund Balance	81,207	257,725	-	179,860	-
Total Requirements	2,936,850	2,673,704	2,811,700	2,861,380	2,930,660

Budgeted Full-Time Equivalents	-	-	-	-	-
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Current Operating Revenues vs. Expenditures

Description of Fund

The Stone Creek Golf Course Fund was established to deposit and disburse funds from the daily operations of the golf course. Land was purchased and developed by County Parks with the intent that proceeds from operations would go directly to County Parks to support operations and maintenance needs, thereby freeing up County General Fund support previously used to sustain park operations and maintenance.

Revenue Summary

Revenue is composed primarily of golf course fees with a small addition from interest earnings.

Expenditure Summary

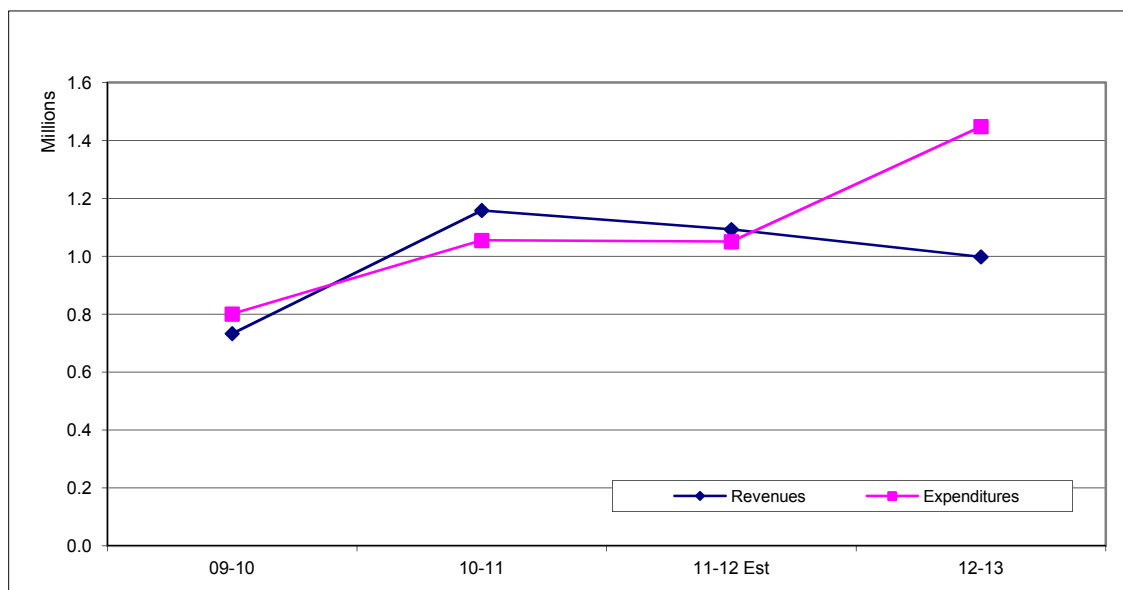
Expenditures for contracted services to operate and maintain the golf course and popular walking trail around the perimeter of the course make up the largest portion of the expenses, budgeted at \$2,118,665. Principal and interest payments on debt from the development of the golf course will amount to \$473,831. Operating equipment for course maintenance is budgeted at \$77,500, with an interfund transfer of \$100,000 to support County Parks operations and maintenance.

Significant Issues & Changes

The Stone Creek budget now incorporates a contingency line item to address unanticipated expenditures.

	2009-10 Actual	2010-11 Actual	2011-12 Budget	2011-12 Est Actual	2012-13 Adopted
Resources by Category					
Beginning Fund Balance	468,560	400,730	504,128	504,129	546,044
Current Revenues					
Local Revenue	97,475	306,415	294,950	331,000	331,000
Fees & Fines	9,785	13,396	4,090	2,100	1,100
Other Revenue	9,513	2,346	488	919	610
Interfund Transfers	616,525	836,374	758,882	758,882	665,628
Subtotal Current Revenues	733,298	1,158,531	1,058,410	1,092,901	998,338
Total Resources	1,201,858	1,559,261	1,562,538	1,597,030	1,544,382
Requirements by Category					
Current Expenditures					
Personnel Services	358,282	376,191	384,672	385,472	389,806
Materials & Services	350,500	299,212	585,025	335,838	453,682
Allocated Costs	71,396	126,156	83,316	83,316	114,602
Capital Outlay	20,950	53,573	253,645	46,360	290,000
Interfund Transfers	-	200,000	200,000	200,000	200,000
Subtotal Current Expenditures	801,128	1,055,132	1,506,658	1,050,986	1,448,090
Reserves	-	-	55,880	-	96,292
Contingency	-	-	-	-	-
Ending Fund Balance	400,730	504,129	-	546,044	-
Total Requirements	1,201,858	1,559,261	1,562,538	1,597,030	1,544,382

Budgeted Full-Time Equivalents	4.25	4.25	3.85	3.85	3.60
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Current Operating Revenues vs. Expenditures

Description of Fund

Established in 1995, the Cable Communications Division makes recommendations on all requests by cable companies for transfers of ownership and mergers, and negotiates cable franchise agreements and renewals on behalf of the Board of County Commissioners; monitors PEG (public, education and government) funding for access centers and the Institutional Network; provides consumer protection for citizens and subscribers in cable television matters as modified by the 1996 Telecommunications Act, including complaint resolution for cable operations in the unincorporated area of the County; enforces cable company compliance with the franchise agreements; reviews rate changes as established by the 1992 Cable Act; and provides for the production of programming for the government access cable channel.

Cable Communications is responsible for administering the government access program. In April 1996, the government access channel was available to approximately 20,000 AT&T subscribers. Today, through the use of PEG-funded, County government access equipment, the channel is broadcast to 99% (approximately 32,000) of the cable subscribers of thirteen (13) cable franchises with nine (9) cable companies operating in unincorporated Clackamas County. Additionally, another 32,000 cable subscribers within the cities of Clackamas County are able to view the Clackamas County Government Channel twenty-four hours per day, seven days per week and the weekly Board of County Commissioners' meetings as well as some special programs are carried to over 200,000 homes in the surrounding metropolitan area. The Cable Communications Division produces documentaries, meetings, workshops, public service announcements and original County-produced programming to broaden public knowledge and interest with County government and services. Many of these programs go to the libraries and public access centers and are used for trainings and individual requests. The majority of the thirteen (13) cable franchise agreements also include provisions for PEG access channels and institutional networks (I-Nets).

Revenue Summary

The Cable Communications Division is funded from the General Fund by a portion of the franchise fees that are collected from cable operators for use of County public rights-of-way within the franchise area and reinvested in the operations of the Cable Division. Cable operators pay the County 5% of their gross receipts generated through the operation of the cable system in their franchise area, as permitted by Federal law and the County Code. Expected revenue from franchise fees for FY 2011-12 is approximately \$1.5 million. Another funding source is from grants and fees for PEG access and may be held in reserve for use over the term of the franchise agreements. These fees support the county government channel, K-12 education through an agreement with the Sabin-Schellenberg Center, the Clackamas Community College channel and the Willamette Falls Media Center for a public access channel to enable all citizens in Clackamas County access to media technologies that provide our communities with a diverse, independent and local voice. These revenues are received from the cable companies who are allowed to pass through these costs to the cable subscriber. PEG revenue for FY 2012-13 is estimated to be \$331,000. These dedicated funds can only be used for PEG and I-Net capital support.

Expenditure Summary

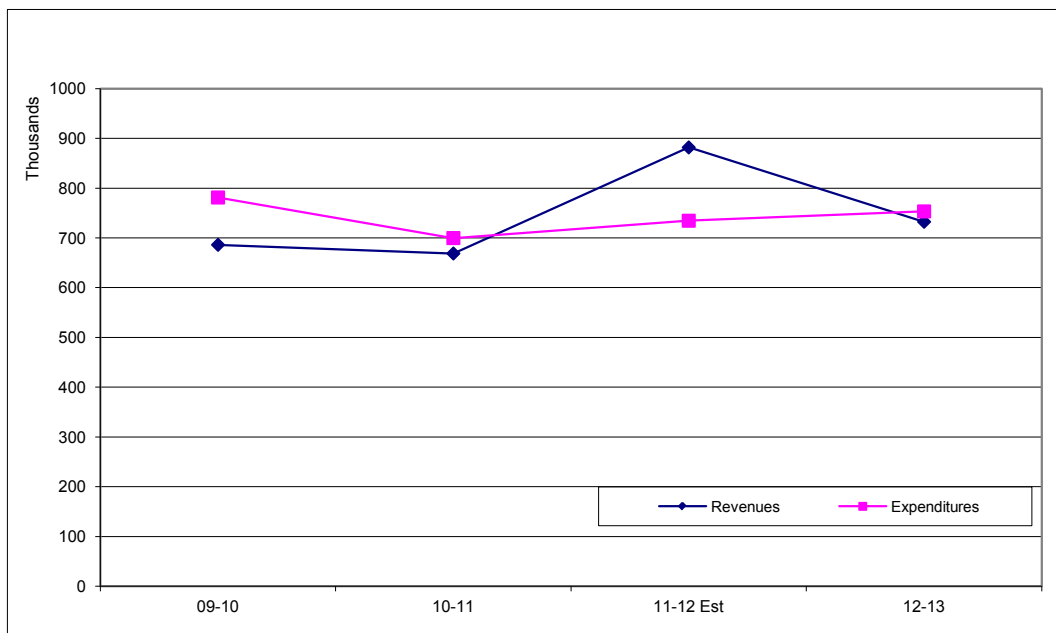
The largest materials and services expenditures are for payments to contractors who produce video programming for the government cable channel and who provide technical expertise, legal consultation and studies/surveys related to negotiations, transfers, mergers, territory changes, regulation and long-term planning issues. PEG funds will be used to replace/upgrade cameras in the hearing room, field production and post production equipment, editing and playback systems, audio systems, dubbing equipment, live hearing room upgrades, computer equipment and for equipment maintenance. Some franchise agreements allow PEG funding for infrastructure enhancements to the I-Net needs of public facilities in the County. \$200,000 has been dedicated toward the County's match for the Broadband Express (the Broadband Technology Opportunities Program) federal grant stimulus funding.

Significant Issues & Changes

PEG Access funding is currently provided to four (4) access centers. The County continues to contract with the City of Damascus to regulate the Clear Creek franchise for the city at no charge. The County will conclude negotiating a new cable franchise agreement with one cable company, is currently negotiating renewals of three (3) additional cable franchise agreements that expire this fiscal year and will begin renewals with three (3) more franchises. Additionally, Cable Communications updated the government access playback system and continues showcasing the high-definition (HD) videos on VIMEO for distribution and providing videos to technology services for web streaming and YouTube distribution to those citizens who have internet capabilities. These developments have required continued financial, technical, and legal professional services. Cable Communications video programming was increased to keep up with the demand for productions and twenty-four hour per day, seven day per week operations of the government channel.

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	2009-10 Actual	2010-11 Actual	2011-12 Budget	2011-12 Est Actual	2012-13 Adopted
Resources by Category					
Beginning Fund Balance	166,649	71,576	21,193	40,558	187,828
Current Revenues					
Fees & Fines	686,206	668,701	820,445	825,445	670,833
Other Revenue	(115)	(65)	56,334	56,331	61,488
Subtotal Current Revenues	686,091	668,636	876,779	881,776	732,321
Total Resources	852,740	740,212	897,972	922,334	920,149
Requirements by Category					
Current Expenditures					
Personnel Services	498,002	430,218	566,791	466,223	481,800
Materials & Services	167,721	155,759	169,275	164,515	175,481
Allocated Costs	115,440	113,678	103,768	103,768	95,912
Capital Outlay	-	-	7,000	-	-
Subtotal Current Expenditures	781,163	699,655	846,834	734,506	753,193
Contingency	-	-	51,138	-	166,956
Ending Fund Balance	71,577	40,557	-	187,828	-
Total Requirements	852,740	740,212	897,972	922,334	920,149
Budgeted Full-Time Equivalents	7.00	6.53	7.53	7.53	7.53



Current Operating Revenues vs. Expenditures

Department Mission and Purpose

The Records Management division is an internal support division tasked with the responsibility of providing comprehensive records and information management services to the County. In providing these services, the division strives to ensure complete compliance with all applicable public records laws and technical standards. Records Management also provides a direct service to the public as a designated passport application acceptance facility.

Records Management provides the following records services to County departments and agencies:

Document Conversion services include the conversion of large volumes of records from one medium to another, primarily for preservation or accessibility. This includes scanning documents and microfilm to digital files, and processing digital documents to the County's electronic document management system and/or to microfilm. Through intergovernmental agreements, Records Management also provides document conversion services to cities and other local governments.

Records Storage services include the support and maintenance of the County Records Center, where over 20,000 cubic feet of both active and inactive records are safely and efficiently stored and inventoried. The division provides on-line same-day records courier pickup and/or file delivery services, facilitated by special tracking software and barcode technology.

Records Destruction services provide for the timely disposal of records that have met retention requirements or have been properly converted to alternative media. These services are performed in compliance with all applicable public records laws and rules. The confidentiality of sensitive or limited-disclosure documents is preserved through the use of on-site shredding services.

Records and Information Management services provide direct support to County departments and their Records Coordinators through records management training and guidance, and assistance with records retention scheduling. The division is also instrumental in assisting in the development and implementation of countywide records and information policies and procedures. Records Management represents the County in public records management and policy concerns, and is the liaison between the County and Oregon State Archives.

Passport Services provides local passport application acceptance and passport photo services to the public.

Local State Court records are stored at the County Records Center. This storage supplements the courthouse file room, with daily retrieval and deposit of court records performed by state employees. State court records utilize approximately 45% of the County Records Center's physical storage space.

Revenue Summary

Records Management is funded through user fees. The cost allocation system generates annual charges to County departments using the services. The cost of records storage for the local State court is paid by the County through an interfund transfer from the General Fund.

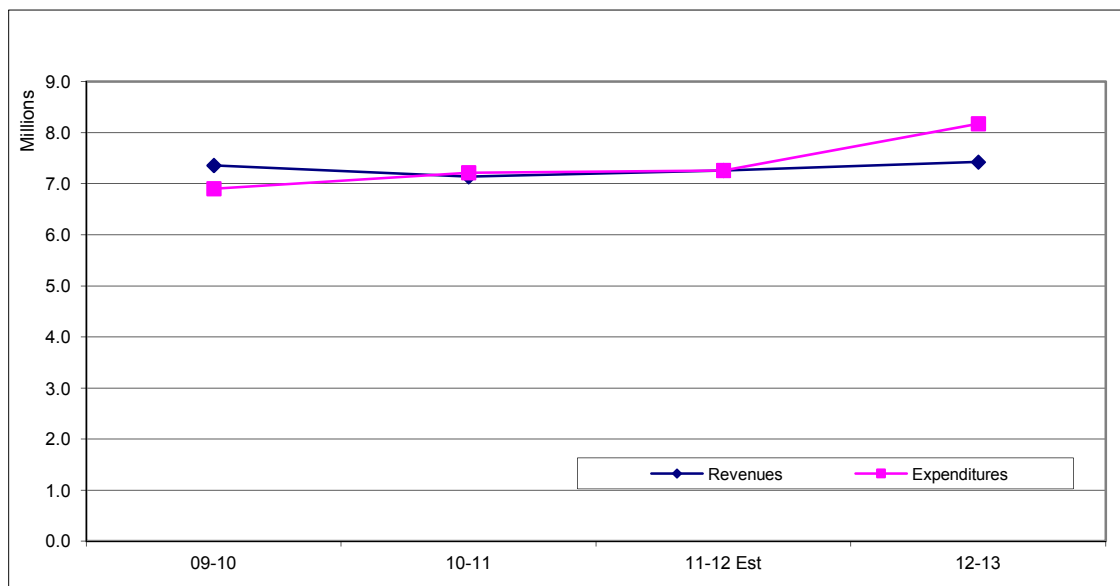
Additional sources of revenue are from charges billed directly to other government entities (includes city and service districts) for document capture and storage services. The fee structure is based upon rates determined by intergovernmental agreement. Projected revenue from passport application processing fees accounts for approximately 10% of total revenue budgeted in 2012-13.

Department Goal

Clackamas County Records Management will continue to provide comprehensive and compliant records management and imaging services to County and local government client agencies, as well as remain up-to-date on all new and revised laws, rules and technical directives that impact the management of public records in Oregon.

	2009-10 Actual	2010-11 Actual	2011-12 Budget	2011-12 Est Actual	2012-13 Adopted
Resources by Category					
Beginning Fund Balance	452,298	908,943	686,128	830,057	830,057
Current Revenues					
Prior Year Revenue (Dedicated)	-	-	-	-	-
Federal Revenue	-	-	-	-	-
Fees & Fines	7,337,491	7,133,601	7,487,010	7,255,126	5,167,990
Other Revenue	22,186	4,059	1,600	6,500	2,258,848
Subtotal Current Revenues	7,359,677	7,137,660	7,488,610	7,261,626	7,426,838
Total Resources	7,811,975	8,046,603	8,174,738	8,091,683	8,256,895
Requirements by Category					
Current Expenditures					
Personnel Services	2,216,142	2,502,149	2,808,457	2,481,367	2,881,676
Materials & Services	4,401,055	4,411,543	5,091,284	4,521,855	4,968,868
Allocated Costs	229,506	251,298	266,497	249,904	308,362
Capital Outlay	56,328	51,557	8,500	8,500	17,000
Subtotal Current Expenditures	6,903,031	7,216,547	8,174,738	7,261,626	8,175,906
Contingency	-	-	-	-	80,989
Ending Fund Balance	908,944	830,056	-	830,057	
Total Requirements	7,811,975	8,046,603	8,174,738	8,091,683	8,256,895

Budgeted Full-Time Equivalents	20.00	27.00	27.00	27.00	27.00
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Current Operating Revenues vs. Expenditures

Description of Fund

Facilities Management provides maintenance and management services to owned and leased facilities housing County departments. Services provided include (but are not limited to) the following:

- Contract management and negotiation for janitorial, groundskeeping and other needed facilities services
- A complete range of facilities maintenance services including heating, ventilating and air conditioning, plumbing and electrical repairs, building and grounds security, and various preventative maintenance programs
- Consulting, space planning and project management services on building retrofits and remodels
- Lease management for County-rented office and storage space
- Utilities services including electricity, natural gas, water, sewer, trash disposal, recycling collection and energy management
- Emergency after-hours repairs

Revenue Summary

Revenue for on-going operations comes from user fees charged through the County's cost allocation system, which covers projected costs for the coming year. Special projects are estimated and billed to departments as performed. Approximately 5.5% of revenue comes from sources outside the cost allocation system.

Expenditure Summary

Materials and Services, which account for 60% of total expenditures, consist of janitorial contracts, maintenance services, supplies and regulatory agency fees in addition to allocated costs. Personnel Services account for 35% of this year's expenditures. Utility bills are now separated out of the allocations from Facilities. The utilities have their own revenue and expense accounts. Utility bills account for 27% of the Facilities' budget.

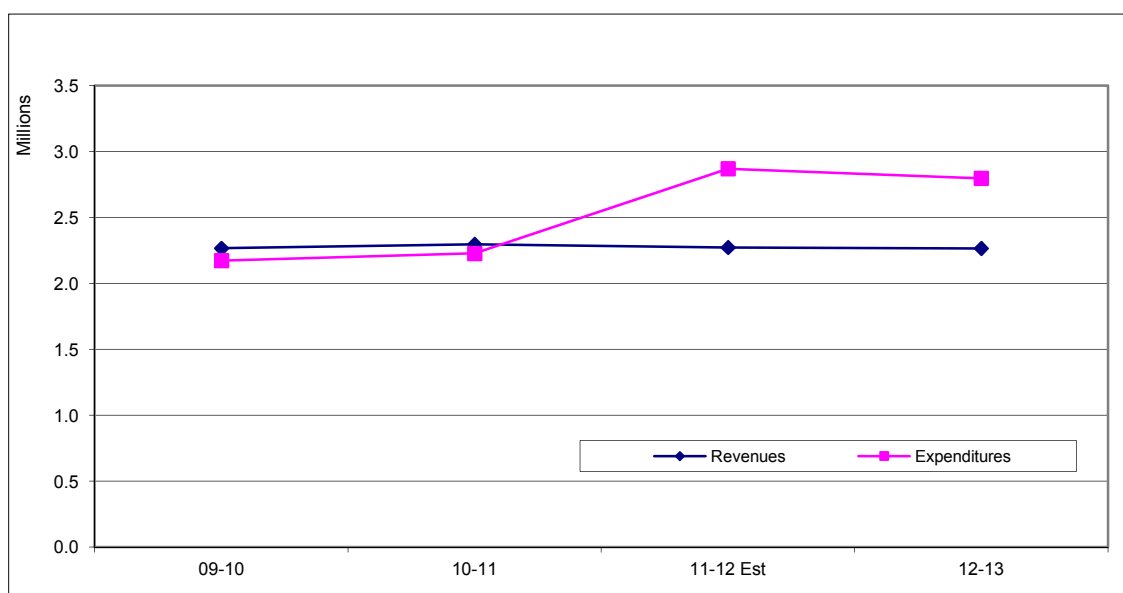
Significant Issues & Changes

The Sheriff's Department is creating a new building usage / occupancy plan that includes the Brooks Building, North Station, South Station, Property Room, Shaver and Silver Oak Building will be remodeled to requirements of that plan and to improve energy usage. Upcoming projects include plans to remodel the newly purchased Silver Oak building to house Sheriff evidence processing, South Station to create a combat training center, convert the current Property Room to the Jail Facility and Maintenance workshop, and do remodels in Brooks and Shaver for future occupancy.

Facilities Management will aid in the construction of a sallyport at the Courthouse for greater security in transporting prisoners. Facilities Management will remodel the Silver Oaks Building to support the Clerks Office, Records Management and State Courts Records. Facilities Management is continuing to support the creation of the new physical health facilities on Sunnyside Road. Facilities Management will create an improved site for Justice Court to better meet their needs.

	2009-10 Actual	2010-11 Actual	2011-12 Budget	2011-12 Est Actual	2012-13 Adopted
Resources by Category					
Beginning Fund Balance	1,021,743	1,115,239	1,184,665	1,184,677	587,599
Current Revenues					
Federal Revenue	-	-	-	-	-
Fees & Fines	2,257,044	2,290,924	2,093,500	2,270,500	2,263,036
Other Revenue	10,273	6,460	3,000	2,200	3,000
Subtotal Current Revenues	2,267,317	2,297,384	2,096,500	2,272,700	2,266,036
Total Resources	3,289,060	3,412,623	3,281,165	3,457,377	2,853,635
Requirements by Category					
Current Expenditures					
Personnel Services	712,112	758,840	815,504	809,524	806,426
Materials & Services	1,234,291	1,264,280	1,536,976	1,487,694	1,491,093
Allocated Costs	186,774	187,610	210,659	210,659	278,330
Capital Outlay	40,644	17,216	718,026	361,901	221,906
Subtotal Current Expenditures	2,173,821	2,227,946	3,281,165	2,869,778	2,797,755
Reserves	-	-	-	-	55,880
Ending Fund Balance	1,115,239	1,184,677	-	587,599	-
Total Requirements	3,289,060	3,412,623	3,281,165	3,457,377	2,853,635

Budgeted Full-Time Equivalents	6.80	6.80	6.80	6.80	6.80
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Current Operating Revenues vs. Expenditures

Description of Fund

The Telecommunication Services Fund is an internal service fund within the Technology Services Department providing electronic and telecommunications support to all county departments and some outside agencies, including fire / police departments, city public works departments and school districts. Primary responsibilities include:

- Management of the enterprise telecommunications network, voice servers, voicemail, long distance and business services
- Security systems such as access controls, CCTV, alarms and intercom
- Audio conferencing solutions
- Wireless devices such as pagers, cell phones and support for many smart phones / pads utilizing county systems (Droid & iPhone)
- Technical support for radio communication systems and antennas
- Closed circuit video security including cameras, video storage and management
- Private network E911
- Majority of the low-voltage wiring related to data/phone/security/cable TV services for County facilities
- Installation and support for a large portion of the audio/visual equipment such as large TV displays, speakers

Revenue Summary

Telecommunication Services receives its revenue from charges to County departments and outside agencies for services rendered. We recover expenditures for local telephone, long distance, cellular and paging services by billing each department for their usage. We also charge for adding and moving telephone and data cabling. The current labor rate of \$60 /hour is based on the cost of providing those services and compares with industry rates of \$70 to \$120 /hour.

Expenditure Summary

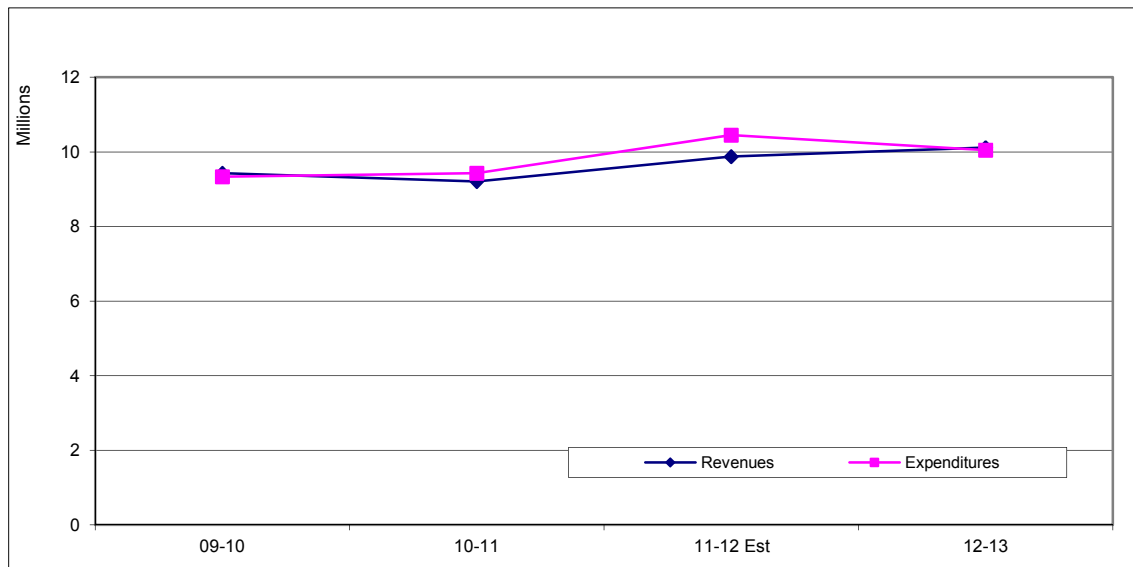
Telephone, cellular phone and pager expenses amount to \$1,120,000 or about 40% of total expenditures and are found in the materials and services category. Electrical supplies and equipment repairs and maintenance amount to \$275,000 or 10% of total costs. Personnel services account for about 28% and are budgeted at \$806,426.

Significant Issues & Changes

- Installation of new wireless device management service to support new smart phones such as Droids & iPhones so users can securely access County systems. Continue to enhance services to provide additional access and support for devices such as iPads.
- Enhanced and expanded security systems including video, alarms, access controls and other related services.
- Enhancement and expansion of video conferencing services and options.
- Plan replacement of the Central Dispatch phone switch with new more capable and enhanced system.
- Upgrade the Development Services Building (DSB) Redsoils Switch to include new service enhancements and capabilities.
- Expansion of RedSoils Utilidor fiber system to connect SilverOaks and Kaen Road to County network.
- Design and Installation of voice and data services, security, video visitation, audio/visual and video surveillance for any new County sites such as North Station, Silver Oaks, South Station, Court's Sally Port etc.

	2009-10 Actual	2010-11 Actual	2011-12 Budget	2011-12 Est Actual	2012-13 Adopted
Resources by Category					
Beginning Fund Balance	864,500	957,567	735,889	735,908	158,944
Current Revenues					
Prior Year Revenue (Dedicated)	-	-	-	-	-
State Revenue	14,699	30,630	35,000	35,000	35,000
Fees & Fines	9,289,702	9,002,701	9,649,097	9,620,350	9,790,582
Other Revenue	88,028	142,011	185,964	182,177	257,166
Interfund Transfers	35,000	34,999	35,000	35,000	35,000
Subtotal Current Revenues	9,427,429	9,210,341	9,905,061	9,872,527	10,117,748
Total Resources	10,291,929	10,167,908	10,640,950	10,608,435	10,276,692
Requirements by Category					
Current Expenditures					
Personnel Services	5,052,932	5,383,461	5,888,233	5,851,457	5,818,867
Materials & Services	2,357,023	2,406,769	2,578,416	2,580,074	2,433,942
Allocated Costs	1,563,494	1,268,095	1,483,060	1,483,060	1,297,883
Capital Outlay	360,914	370,255	503,500	534,900	350,000
Interfund Transfer	-	-	-	-	150,000
Subtotal Current Expenditures	9,334,363	9,428,580	10,453,209	10,449,491	10,050,692
Reserves	-	3,420	86,000	-	76,000
Contingency	-	-	101,741	-	150,000
Ending Fund Balance	957,566	735,908	-	158,944	-
Total Requirements	10,291,929	10,167,908	10,640,950	10,608,435	10,276,692

Budgeted Full-Time Equivalents	43.50	43.75	44.50	44.50	43.50
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Current Operating Revenues vs. Expenditures

Description of Fund

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

- Overall management and direction of technology, standards, policies and services for the County
- Infrastructure services such as storage, backups, user management, servers, operations, email, server support, virtualization, and other critical systems
- Security including anti-virus, anti-malware, firewalls, monitoring, user permissions, SPAM etc
- Network including all data communications, wireless and Internet access / monitoring
- Applications support and development, business analysis, vendor management, data integration, application hosting, database design and maintenance, etc
- PeopleSoft Enterprise Management System including Finance, Human Resources, Budgeting and Workforce
- Geographic Information Systems including all data, mapping, aerial photography, applications and lidar
- Technology procurement to including ordering, assets tracking, licensing, requests for proposal assistance and vendor management
- Technical support for PCs, laptops and peripherals including call center, technical bench and parts inventory
- Web development and support including Internet / Intranet / Mobile support of content, security and applications, content management system support
- Disaster recovery (COOP) design, development & coordination related to technical support & services
- Document management including applications and overall document retention (Application Extender, Alfresco)
- Management of the Clackamas Broadband Express Fiber Project
- Oversight of the Technology 4 Teaching nonprofit
- Technology consulting, project management, planning, budgeting and design
- Enhanced use of Open Source Technology to promote cost savings

Revenue Summary

To support two data centers, 2,600+ personal computers, 200+ network devices, 800+ peripherals, over 250 servers and hundreds of applications throughout the County, Technology Services (TS) receives revenue from charges to County departments and outside agencies via an allocation system and direct billings. It also receives General Fund support for some operations. Costs are also recovered for providing application/web support and development, internet access, e-mail administration, and software licensing/maintenance as well as the sale of Geographic Information System (GIS) products and services. The GIS Technology Fee also provides funding from land use document recordings.

Expenditure Summary

Maintenance, support and communication contracts including licensing for hardware and software products account for approximately 17% (\$1,722,117) of our budget while staffing requirements account for 54% (\$5,644,140) and hardware purchases are 7% (754,000).

Significant Issues & Changes

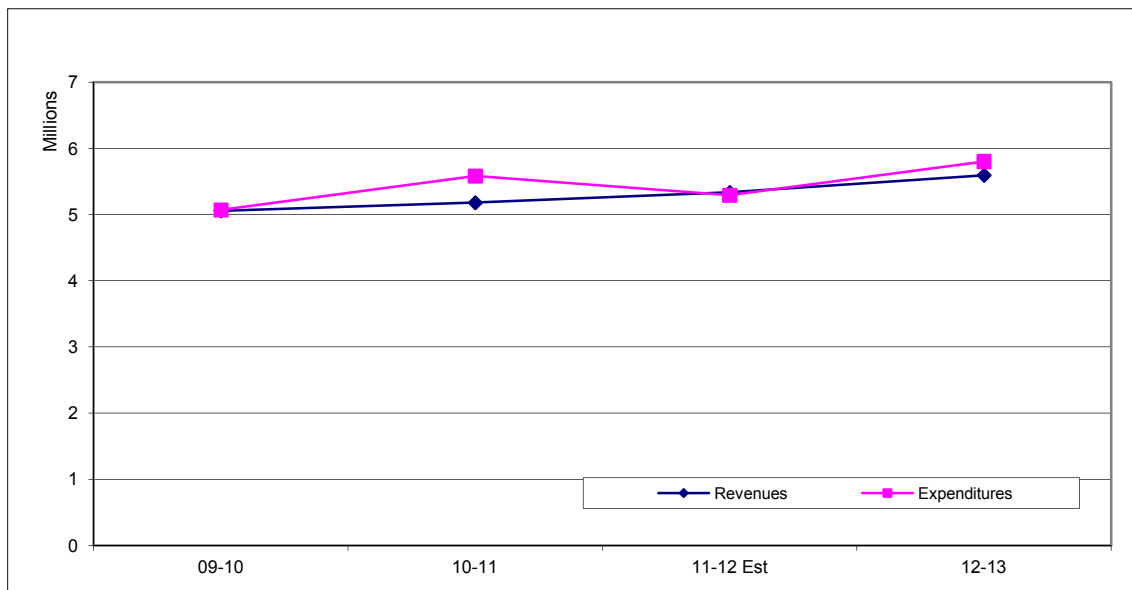
- Complete the construction of the Federal Stimulus Fiber grant to build a 180 mile fiber ring and connect over 160 County and local agencies throughout Clackamas County. Includes County funded extensions into Wilsonville. Expect grant based construction to be completed and site connected by June 2013.
- Complete the network equipment replacement and upgrade (10x bandwidth) from much of the County's older Nortel equipment to Cisco. Upgrade will replace majority of County network with high performance, resilient systems
- Design and implement technology enhancements and support (including network, wireless, video security, audio visual, radio, video visitation at the Jail, etc) for the new County facilities as required – such as North Station, South Station, Silver Oaks and Court's Sally Port.

- In coordination with Records Management, develop Enterprise Document Management System for the retention, collaboration and management of County documents. Includes development of workflow and business integration systems. Includes implementation and training for utilization of Alfresco Content Management System for County.
- Continue to design and implement resilient systems (utilizing many services such as redundancy, load balancing, virtualization) to enhance the performance and availability of key services, especially in emergency situations.
- Coordination of updated County technology disaster recovery plan in concert with Emergency Operations Center departments and regional partners.
- Implementation of new technology services catalogue and department service level agreements to tune services
- Continue the further development of new TS Allocation System to enable County departments to management technology utilization and assist TS in the development of new services and overall cost containment.
- Implement new 3-year technology business plan integrated with departmental business plans.
- Beginning rollout of Office 2010 to all County desktops in phased rollout over next year includes development of training plan.
- Expand available technical training curriculum including more online video options.
- Expand capabilities and availability of online GIS applications including enhanced CMap and PlanMap online services and availability to other local agencies.
- Complete the initial development of new County Internet design and services as primary portal for delivery of web services. Continue further development including enhanced mobile applications for the public.
- Development of new County Intranet portal for departments with enhanced services and collaboration. Includes enhanced workflow and documents management.
- Enhanced call center for faster service response and active monitoring of key systems. Includes additional functionality such as online technology procurement, asset management and emergency paging.
- Design and rollout of new mobile device support to allow greater access to County services for County staff, increased security and additional supported devices such as iPads and Smart phones.
- Upgrade of People Soft HRIS system to 9.1
- Implementation on enhanced phone services such as video conferencing, voice mail management and single number forwarding.
- Complete migration of County storage to a new redundant high-performance tier storage system from EMC to increase overall performance and reduce maintenance costs.
- Continued review of technology utilization and strategic planning in the County to ensure alignment with business requirements, enhance services and further investigate cost reduction options such as cloud or hosted services.
- Implement new security policy for County to ensure secure services in face of increasing threats to include installation of new County Firewalls, Intrusion Detection System and Mobile Device Management.

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	2009-10 Actual	2010-11 Actual	2011-12 Budget	2011-12 Est Actual	2012-13 Adopted
Resources by Category					
Beginning Fund Balance	1,458,431	1,446,531	1,183,315	1,044,074	1,086,065
Current Revenues					
Federal Revenue	1,820	52,103	120,000	-	-
State Revenue	1,053,732	1,016,389	1,009,338	992,926	1,231,855
Local Revenue	13,997	14,417	16,158	14,775	16,560
Fees & Fines	3,952,979	4,075,535	4,309,402	4,309,402	4,328,658
Other Revenue	35,223	22,773	24,800	18,067	18,000
Subtotal Current Revenues	5,057,751	5,181,217	5,479,698	5,335,170	5,595,073
Total Resources	6,516,182	6,627,748	6,663,013	6,379,244	6,681,138
Requirements by Category					
Current Expenditures					
Personnel Services	4,268,223	4,614,760	4,792,633	4,441,079	4,893,796
Materials & Services	516,427	591,879	672,339	571,922	582,133
Allocated Costs	265,244	265,358	280,178	280,178	307,346
Capital Outlay	19,758	111,678	40,000	-	20,000
Interfund Transfers	-	-	-	-	-
Subtotal Current Expenditures	5,069,652	5,583,675	5,785,150	5,293,179	5,803,275
Reserves	-	-	777,863	-	777,863
Contingency	-	-	100,000	-	100,000
Ending Fund Balance	1,446,530	1,044,073	-	1,086,065	-
Total Requirements	6,516,182	6,627,748	6,663,013	6,379,244	6,681,138

Budgeted Full-Time Equivalents	44.00	45.00	45.00	45.00	43.00
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Current Operating Revenues vs. Expenditures

Description of Fund

The Central Dispatch Fund accounts for the operation of the Emergency Communications Department (CCOM). CCOM is self-supporting and not dependent upon the County General Fund. Six law enforcement agencies and nine fire districts/departments contract with CCOM for dispatching services.

Revenue Summary

The major source of funding for the Department is from fire and law enforcement member agency dispatch fees accounting for 64.3% of revenue. Additional revenue includes State 9-1-1 funds, a contract with the U.S. Forest Service, dispatching charges paid by Clackamas County Community Corrections, Clackamas County Code Enforcement, Clackamas County District Attorney's Office, Clackamas County Medical Examiner, Clackamas County Department of Transportation and Development, and audio reproduction fees and interest income. No funds are requested for the 2012-13 fiscal year from the County General Fund.

Expenditure Summary

Personnel Services account for 73.2% of total expenditures, and support 43 FTEs including dispatch, technical, training, and administrative support personnel.

Materials and Services account for 8.7% of expenditures. This category includes professional services contracts with a background investigator and psychiatrist who provide consulting services regarding new dispatch candidates. With this aim, \$6,700 is set aside for pre-hire screening, to include background investigations, psychological evaluations, and drug/physical testing.

Travel expenses are budgeted at \$24,500 and pay for the following: attendance at quarterly Oregon State 9-1-1 meetings, regional and national training conferences, mileage for off-site training and meetings, and the use of a 4-wheel drive vehicle to access remote radio sites in the County.

Capital Outlay expenditures have been held to less than 1% of the budget. Upgrades to most technical systems in the dispatch center within the last few years have helped us maintain pace with the demands of changing technology, although the computer aided dispatch and all of its components must be replaced in the next 3 years.

Significant Issues & Changes

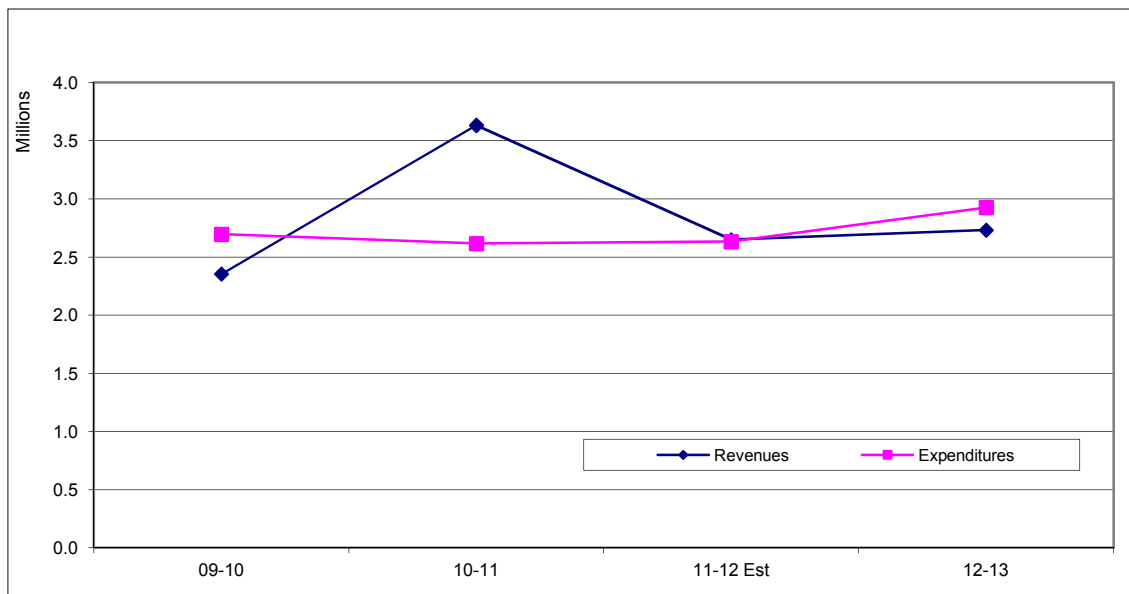
The budget for CCOM has increased by 2.11% over the previous fiscal year request. CCOM member agencies agreed to transition their funding formula over the next two fiscal years, which has resulted in an overall decrease in fees for law users (-3.17%) and a higher-than-normal increase in fees for fire users (+8.79%). The budget was adopted and approved by the CCOM Member Board in February, 2012.

On-going department projects include trainee certifications and quality assurance program development.

Regional projects include multi-agency computer aided dispatch replacement, regional radio planning and development, and a grant-funded feasibility study for 9-1-1 center consolidation.

	2009-10 Actual	2010-11 Actual	2011-12 Budget	2011-12 Est Actual	2012-13 Adopted
<u>Resources by Category</u>					
Beginning Fund Balance	3,030,703	2,688,799	3,782,781	3,705,215	3,721,930
Current Revenues					
Other Revenue					
Insurance Premiums	2,299,739	2,477,429	2,574,123	2,535,153	2,658,343
Interest	35,756	10,376	26,325	10,427	5,827
Refunds & Reimbursements	18,242	1,144,325	565,500	103,781	67,500
Subtotal Current Revenues	2,353,737	3,632,130	3,165,948	2,649,361	2,731,670
Total Resources	5,384,440	6,320,929	6,948,729	6,354,576	6,453,600
<u>Requirements by Category</u>					
Current Expenditures					
Materials & Services	2,691,241	2,601,801	2,848,246	2,626,659	2,920,080
Allocated Costs	4,401	5,057	5,988	5,988	5,445
Capital Outlay	-	9,596	-	-	-
Interfund Transfers	-	-	-	-	-
Subtotal Current Expenditures	2,695,642	2,616,454	2,854,234	2,632,647	2,925,525
Reserves	-	-	250,903	-	258,496
Contingency	-	-	3,843,592	-	3,269,579
Ending Fund Balance	2,688,798	3,704,475		3,721,929	
Total Requirements	5,384,440	6,320,929	6,948,729	6,354,576	6,453,600

<u>Budgeted Full-Time Equivalents</u>	-	-	-	-	-
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Current Operating Revenues vs. Expenditures

Description of Fund

The purpose of the Self-Insurance Fund is to maintain adequate operating and reserve funds to pay current and future claims and administrative costs incurred by County employees and their dependents for dental, short-term disability, employee assistance and wellness activities, the deferred compensation program, health reimbursement accounts and flexible spending accounts for health care and dependent care expenses.

Revenue Summary

Primary revenues are paid by employees and/or County departments and by other agencies contracting with the County for benefits administration. Premiums for dental, wellness and employee assistance programs are based on tiered rates rather than composite rates. This helps employees better understand the true cost of their employer-provided benefits.

Monthly dental premiums per employee range from \$33.00 to \$180.43. Short-term disability premiums are 0.16% per \$100 of covered salary. The premium for employee assistance and wellness ranges from \$2.20 to \$6.60 per employee per month. Additional revenues are generated by reimbursements, refunds and by interest on reserve funds.

Clackamas County has a refunding arrangement with Providence Health Plans, the medical plan carrier with the highest enrollment. This provides the opportunity for a refund of premiums paid in excess of actual claims and administrative costs. The County also has a revenue sharing arrangement with ING, the deferred compensation plan record keeper.

Expenditure Summary

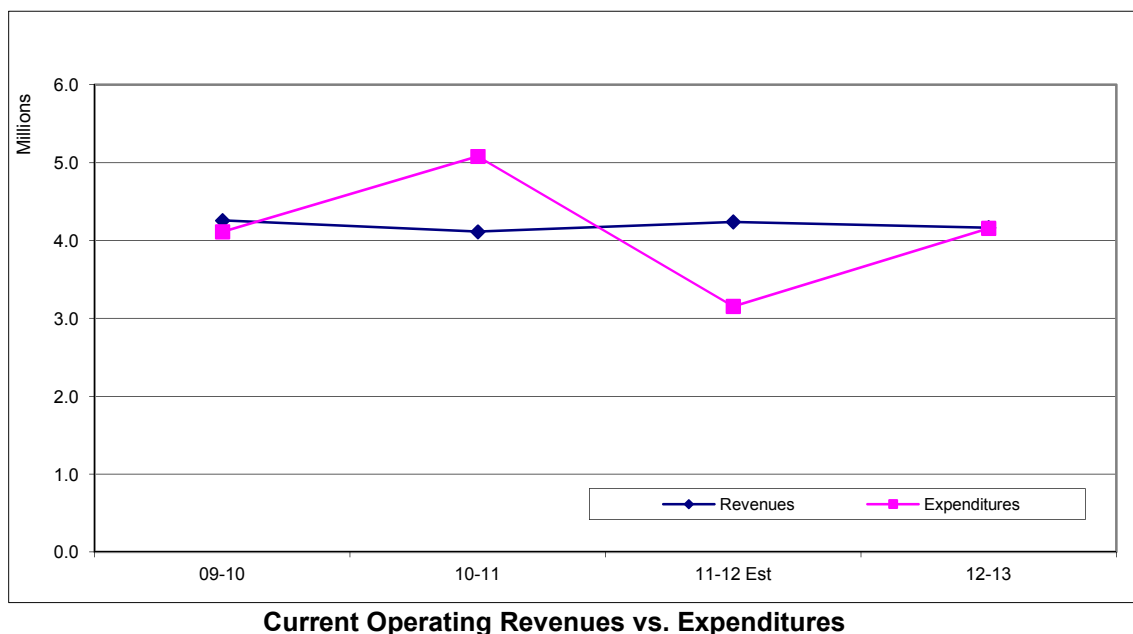
Primary expenditures include actual claims incurred by employees and their dependents, administrative costs, consulting services, reserve funding held in contingency and unpaid claims reserve and allocated administrative overhead to reimburse actual expenditures exceeding revenues for employee benefits programs and services provided for in the Risk and Benefits operating budget.

Significant Issues & Changes

None.

	2009-10 Actual	2010-11 Actual	2011-12 Budget	2011-12 Est Actual	2012-13 Adopted
<u>Resources by Category</u>					
Beginning Fund Balance	5,789,640	5,935,069	5,412,717	4,968,302	6,053,464
Current Revenues					
Fees & Fines	4,185,212	4,078,687	3,996,717	4,226,226	4,149,127
Other Revenue	72,033	35,146	11,889	13,786	15,891
Subtotal Current Revenues	4,257,245	4,113,833	4,008,606	4,240,012	4,165,018
Total Resources	10,046,885	10,048,902	9,421,323	9,208,314	10,218,482
<u>Requirements by Category</u>					
Current Expenditures					
Materials & Services	4,100,219	5,069,621	4,236,514	3,140,265	4,143,433
Allocated Costs	11,598	10,979	14,585	14,585	13,152
Capital Outlay	-	-	-	-	-
Subtotal Current Expenditures	4,111,817	5,080,600	4,251,099	3,154,850	4,156,585
Reserves	-	-	1,867,694	-	1,773,414
Contingency	-	-	3,302,530	-	4,288,483
Ending Fund Balance	5,935,068	4,968,302	-	6,053,464	-
Total Requirements	10,046,885	10,048,902	9,421,323	9,208,314	10,218,482

Budgeted Full-Time Equivalents	-	-	-	-	-
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Description of Fund

The Risk Management Claims Fund accounts for the administration of casualty and liability claims, workers' compensation claims and unemployment claims brought against the County. The fund carries a self-insured reserve balance for each of these functional areas based on an actuarially recommended level and holds the excess in contingency.

The operating budget for the Risk/Benefits Division is partially supported by this fund.

Revenue Summary

The Risk Management Claims Fund receives revenue from County department contributions through separate cost allocation systems for casualty and workers' compensation. These systems allocate the cost of casualty/liability and workers' compensation claims to individual departments relative to each department's size, risk level and claims history. Unemployment costs are covered by County department assessments, along with revenues collected to pay actual claims. Other sources of revenue include interest income, refunds from insurance policies, refunds from state programs, reimbursements for insurance purchased for specific departments or programs and third party recoveries.

Expenditure Summary

The fund is expended through claims payments on casualty and liability claims (i.e., legal services, property loss and bodily injury, etc.), workers' compensation claims (payment of temporary and permanent disability, medical treatment and legal services), and unemployment claims, insurance premiums, public official's and Department of Environmental Quality bonds, excess insurance (reinsurance), State of Oregon Workers' Compensation assessments and administrative fees and support services.

Significant Issues & Changes

Allocations into the Risk Management Claims Fund for 2012-13 increased slightly overall when compared to 2011-12, due partly to increase insurance projections and an increase in recent workers' compensation claims activity. This activity relates, primarily, to claims where surgery is required. Loss control efforts include increasing our collaboration with the County's wellness efforts to address strain/sprain type injuries. Specifically, we are putting efforts into the area of stretching and warming up during sedentary duties and prior to engaging in physical work.

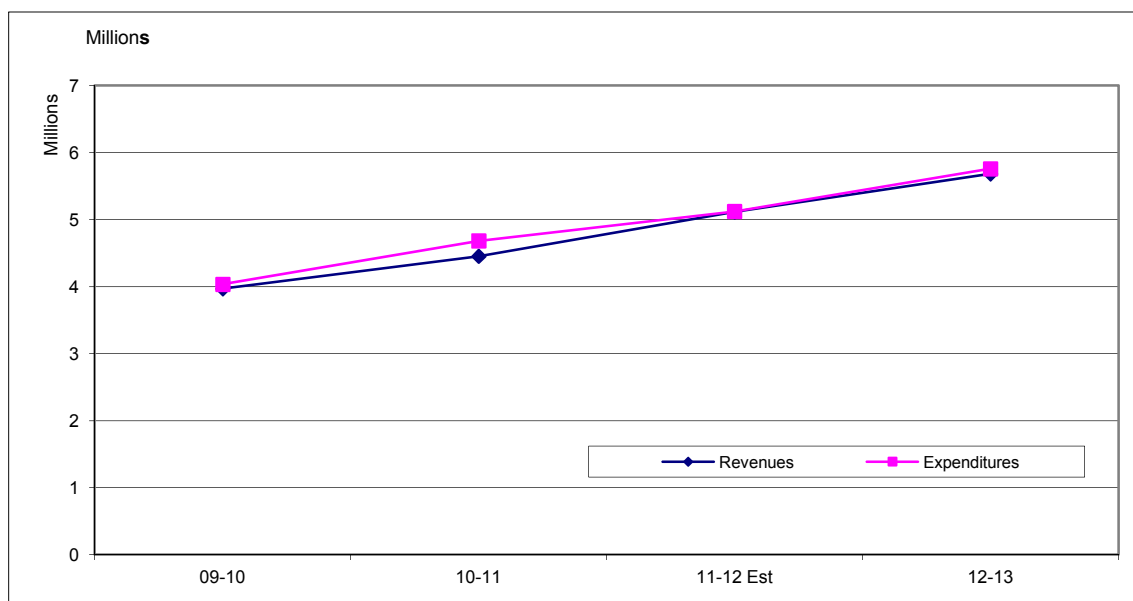
We are creating physical task parameters for job classifications to make sure we are screening appropriately for physically demanding jobs.

Vehicle accident reduction continues to be an area of emphasis. Analysis shows that distracted driving is still the largest cause for this. We continue to address this through driver training and an emphasis on driving as the first responsibility.

For a more detailed review of the County's risk management program, please see the annual Risk Management Report. <http://www.clackamas.us/des/risk2011.html>

	2009-10 Actual	2010-11 Actual	2011-12 Budget	2011-12 Est Actual	2012-13 Adopted
Resources by Category					
Beginning Fund Balance	404,147	338,003	95,526	109,307	100,159
Current Revenues					
Federal Revenue	-	-	-	-	-
Fees & Fines	2,989,779	3,434,188	4,252,025	4,185,191	4,760,449
Other Revenue	9,453	39,456	23,252	20,730	23,000
Interfund Transfers	969,060	979,038	907,308	907,308	900,000
Subtotal Current Revenues	3,968,292	4,452,682	5,182,585	5,113,229	5,683,449
Total Resources	4,372,439	4,790,685	5,278,111	5,222,536	5,783,608
Requirements by Category					
Current Expenditures					
Personnel Services	833,983	916,748	978,873	871,539	1,007,455
Materials & Services	2,185,034	2,732,053	3,039,688	3,222,750	3,541,366
Allocated Costs	171,708	169,217	143,242	143,242	154,287
Capital Outlay	783,710	743,361	1,066,308	884,846	1,055,500
Interfund Transfers	60,000	120,000	-	-	-
Subtotal Current Expenditures	4,034,435	4,681,379	5,228,111	5,122,377	5,758,608
Contingency	-	-	50,000	-	25,000
Ending Fund Balance	338,004	109,306	-	100,159	-
Total Requirements	4,372,439	4,790,685	5,278,111	5,222,536	5,783,608

Budgeted Full-Time Equivalents	11.00	11.00	11.00	11.00	11.00
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Current Operating Revenues vs. Expenditures

Description of Fund

The Fleet Services Division maintains 653 vehicles for use by various County departments on either a per-mile basis or as a permanent assignment. Operational and overhead costs are recovered through user fees. Fleet Services is a division of the Department of Finance.

Revenue Summary

Vehicle rental and maintenance fees generate operating revenue. Since 2003-04, the fund has received significant additional revenue in the form of interfund transfers from the General Fund, Sheriff's Fund and the Public Safety Local Option Levy Fund for the purchase of new vehicles for the Sheriff's Department. A beginning fund balance which provides cash flow and income from auction proceeds when vehicles are sold also adds a modest contribution to resources.

Expenditure Summary

Personnel services costs to support 11 full-time employees and accounts for \$1,077,455 or 17% of this fund's expenditures. Materials and services and Cost Allocation are \$3,695,653 or 64% are for fuel, vehicle maintenance expenditures, temporary employees and allocated costs. Capital outlay is budgeted at \$1,055,500 for 2012-13 and will be used to purchase new vehicles.

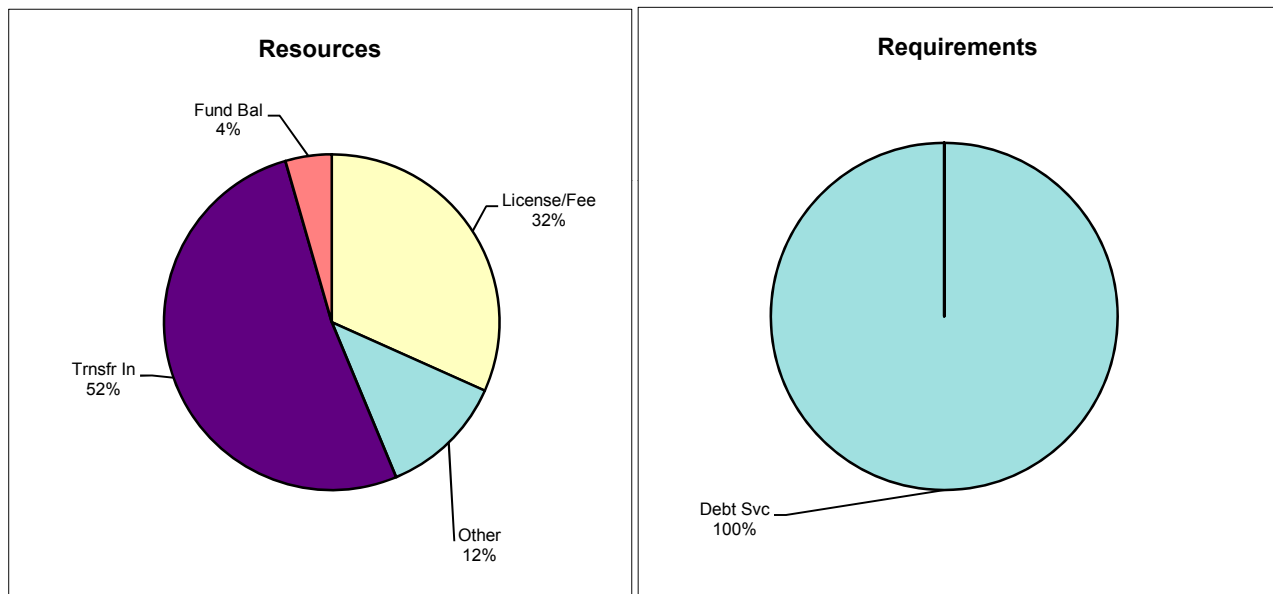
Significant Issues & Changes

The instability of fuel prices and periodic variations in fuel costs beyond seasonal variability continue to create budgeting challenges. The fuel budget for FY 2012-13 is \$2, 940,000 or 51% of the total Fleet Services budget.

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Debt Service

Funds



Debt Service funds account for the accumulation of resources and payment of general long-term debt principal and interest. Resources cannot be diverted or used for any other purpose.

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Funds Included In This Section:

Public Services Building Debt Service Fund
Public Safety Training Center Debt Service Fund
Development Services Building Debt Service Fund
Sheriff Facilities Debt Service Fund
LID 2000 Fund

Department:

Miscellaneous and Pass Through
Miscellaneous and Pass Through
Miscellaneous and Pass Through
Miscellaneous and Pass Through
Miscellaneous and Pass Through

	2009-10 Actual	2010-11 Actual	2011-12 Budget	2011-12 Est Actual	2012-13 Adopted
<u>Resources by Category</u>					
Beginning Fund Balance	2,215	3,211	3,711	3,837	4,037
Current Revenues					
Fees & Fines	899,114	916,939	938,890	938,890	959,790
Other Revenue	997	627	500	200	200
Interfund Transfers	-	-	-	-	-
Subtotal Current Revenues	900,111	917,566	939,390	939,090	959,990
Total Resources	902,326	920,777	943,101	942,927	964,027
<u>Requirements by Category</u>					
Current Expenditures					
Debt Service	899,115	916,940	943,101	938,890	964,027
Subtotal Current Expenditures	899,115	916,940	943,101	938,890	964,027
Contingency	-	-	-	-	-
Ending Fund Balance	3,211	3,837	-	4,037	-
Total Requirements	902,326	920,777	943,101	942,927	964,027
Budgeted Full-Time Equivalents	-	-	-	-	-

Description of Fund

The Public Services Building Debt Service Fund was created in 2003-04 to account for the principal and interest payments to retire the debt associated with constructing the new Public Services Building. This building consolidates many County services in one convenient location for residents and also eliminates rental costs formerly paid for office space in various locations.

Revenue Summary

Debt service is provided by savings in office rent previously paid for facilities leased for County operations which relocated to the new building.

Expenditure Summary

Principal and interest payments required to meet debt service obligations for the current year are budgeted in this fund.

Significant Issues & Changes

This office building is the first county facility constructed to meet standards for a silver rating per the Leadership in Energy and Environmental Design (LEED) program for high performance green buildings. The rating system recognizes performance in five key areas of human and environmental health: sustainable site development, water savings, energy efficiency, materials selection and indoor environmental quality.

	2009-10 Actual	2010-11 Actual	2011-12 Budget	2011-12 Est Actual	2012-13 Adopted
<u>Resources by Category</u>					
Beginning Fund Balance	191	2,808	4,010	4,078	-
Current Revenues					
Other Revenue	2,617	1,270	1,000	932	-
Interfund Transfers	376,740	374,740	372,350	372,350	379,298
Subtotal Current Revenues	379,357	376,010	373,350	373,282	379,298
Total Resources	379,548	378,818	377,360	377,360	379,298
<u>Requirements by Category</u>					
Current Expenditures					
Debt Service	376,740	374,740	377,360	377,360	379,298
Subtotal Current Expenditures	376,740	374,740	377,360	377,360	379,298
Contingency	-	-	-	-	-
Ending Fund Balance	2,808	4,078	-	-	-
Total Requirements	379,548	378,818	377,360	377,360	379,298
Budgeted Full-Time Equivalents	-	-	-	-	-

Description of Fund

The Public Safety Training Center Debt Service Fund was created in 2003-04 to account for the principal and interest payments to retire the debt acquired to purchase the facility from Clackamas Community College. The Training Center houses a shooting range, meeting and classroom space and is used by County staff and other law enforcement agencies in the area.

Revenue Summary

It is anticipated that debt service will be provided by fees charged to the general public and other law enforcement agencies that use the facility and by savings in overtime costs for County personnel who will be able to shoot during regular shifts rather than going to an offsite facility.

Expenditure Summary

Principal and interest payments required to meet debt service obligations for the current year are budgeted in this fund.

Significant Issues & Changes

None.

	2009-10 Actual	2010-11 Actual	2011-12 Budget	2011-12 Est Actual	2012-13 Adopted
<u>Resources by Category</u>					
Beginning Fund Balance	177,079	7,200	6,000	18,962	13,362
Current Revenues					
Fees & Fines	1,480,759	1,535,718	1,598,270	1,598,270	1,642,075
Other Revenue	10,048	3,486	800	1,200	1,200
Interfund Transfers	2,107,995	2,243,639	2,160,411	2,160,411	2,110,444
Subtotal Current Revenues	3,598,802	3,782,843	3,759,481	3,759,881	3,753,719
Total Resources	3,775,881	3,790,043	3,765,481	3,778,843	3,767,081
<u>Requirements by Category</u>					
Current Expenditures					
Debt Service	3,768,681	3,771,081	3,765,481	3,765,481	3,767,081
Subtotal Current Expenditures	3,768,681	3,771,081	3,765,481	3,765,481	3,767,081
Contingency	-	-	-	-	-
Ending Fund Balance	7,200	18,962	-	13,362	-
Total Requirements	3,775,881	3,790,043	3,765,481	3,778,843	3,767,081
Budgeted Full-Time Equivalents	-	-	-	-	-

Description of Fund

The Development Services Building Debt Service Fund was created in 2007-08 to account for the principal and interest payments to retire the debt associated with constructing a second new office building on the Red Soils campus in Oregon City. In addition to the building, the project includes a public plaza, central utility plant and underground utility corridor and road improvements to accommodate increased traffic flow.

Revenue Summary

Rent from departments occupying space in the building and interfund transfers from the General Fund provide required revenue.

Expenditure Summary

Principal and interest payments required to meet debt service obligations for the current year are budgeted in this fund.

Significant Issues & Changes

The office building is the second county facility constructed to meet standards for a silver rating per the Leadership in Energy and Environmental Design (LEED) program for high performance green buildings. The rating system recognizes performance in five key areas of human and environmental health: sustainable site development, water savings, energy efficiency, materials selection and indoor environmental quality.

	2009-10 Actual	2010-11 Actual	2011-12 Budget	2011-12 Est Actual	2012-13 Adopted
<u>Resources by Category</u>					
Beginning Fund Balance	-	36,311	8,636	11,038	2,490
Current Revenues					
Other Revenue	4,436	2,602	200	288	861,659
Interfund Transfers	1,350,000	2,610,675	2,631,164	2,631,164	1,762,851
Subtotal Current Revenues	1,354,436	2,613,277	2,631,364	2,631,452	2,624,510
Total Resources	1,354,436	2,649,588	2,640,000	2,642,490	2,627,000
<u>Requirements by Category</u>					
Current Expenditures					
Debt Service	1,318,125	2,638,550	2,640,000	2,640,000	2,627,000
Subtotal Current Expenditures	1,318,125	2,638,550	2,640,000	2,640,000	2,627,000
Contingency	-	-	-	-	-
Ending Fund Balance	36,311	11,038	-	2,490	-
Total Requirements	1,354,436	2,649,588	2,640,000	2,642,490	2,627,000
Budgeted Full-Time Equivalents	-	-	-	-	-

Description of Fund

The Sheriff Facilities Debt Service Fund was created in 2009-10 to account for the principal and interest payments to retire Full Faith and Credit Obligation debt issued to re-purpose, remodel and update facilities for use by the Sheriff's Department. The County-owned Sunnybrook Building is located in the Clackamas area and situated within one quarter mile of the existing North Station and the Public Safety Training Center, thus making it a prime location for housing law enforcement operations. This facility has been extensively remodeled and is currently occupied by the Sheriff's Department. Substantial work is also underway to upgrade and expand the jail and create an evidence processing facility.

Revenue Summary

Funding for the semi-annual debt service payments is provided from the County General Fund.

Expenditure Summary

Principal and interest payments required to meet debt service obligations for the current year are budgeted in this fund.

Significant Issues & Changes

None.

Summary of Resources and Requirements by Fund

LID 2000 Fund

	2009-10 Actual	2010-11 Actual	2011-12 Budget	2011-12 Est Actual	2012-13 Adopted
<u>Resources by Category</u>					
Beginning Fund Balance	223,232	270,730	312,716	310,708	345,308
Current Revenues					
Other Revenue					
Assessments - Principal & Interest	135,238	129,636	131,500	125,000	125,000
Interest	3,260	1,342	1,500	600	600
Subtotal Current Revenues	138,498	130,978	133,000	125,600	125,600
Total Resources	361,730	401,708	445,716	436,308	470,908
<u>Requirements by Category</u>					
Current Expenditures					
Debt Service	91,000	91,000	445,716	91,000	470,908
Subtotal Current Expenditures	91,000	91,000	445,716	91,000	470,908
Ending Fund Balance	270,730	310,708	-	345,308	-
Total Requirements	361,730	401,708	445,716	436,308	470,908
Budgeted Full-Time Equivalents	-	-	-	-	-

Description of Fund

When residents in a particular area of the County wish to make an improvement, such as construction of a street that will benefit a limited area; the landowners may petition the County to provide the needed improvements. If a majority of the landowners vote to have the County construct the improvement, a Local Improvement District (LID) is formed. Improvements are completed and bonds are issued to finance them. Bond repayment is provided by the benefited landowners in a lump sum or through an installment repayment plan.

Revenue Summary

Assessment principal and interest payments from benefited landowners are receipted to the appropriate bond issue fund. Additional revenue is provided by accumulated Fund Balance and interest earned on that balance.

Expenditure Summary

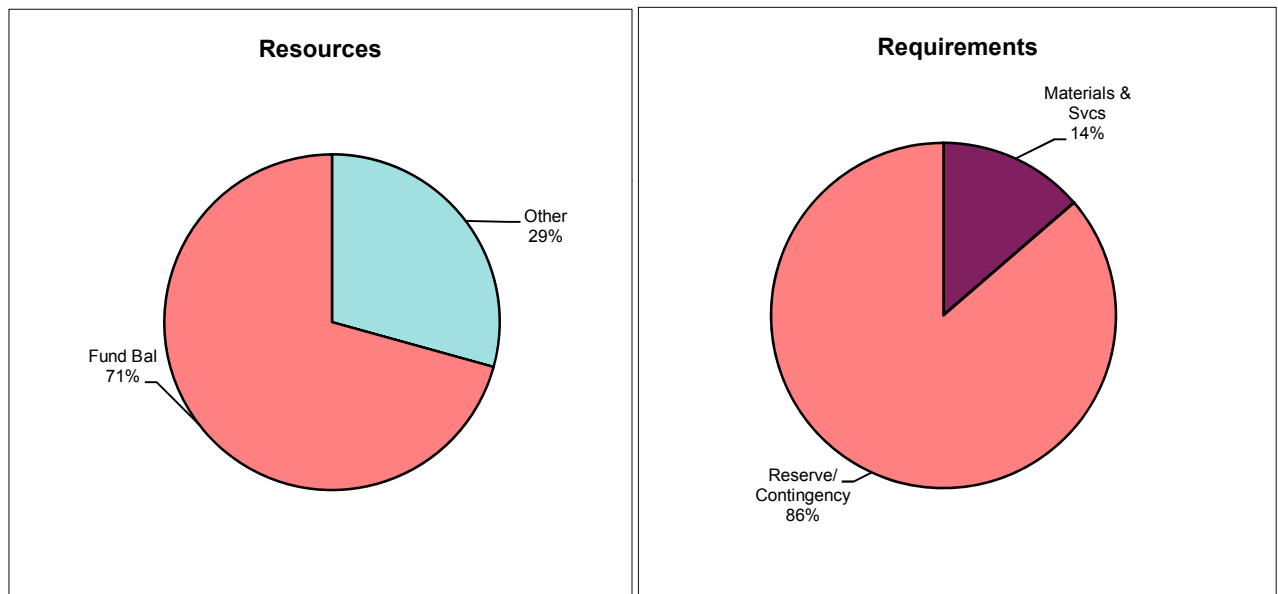
Debt Service is budgeted in the appropriate fund to meet the current year's obligations. Funds accumulated but not required for current year debt service are budgeted as Ending Fund Balance to be carried forward for use in subsequent years.

Significant Issues & Changes

There is currently only one active LID fund.

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Trust and Agency Funds



When the County holds assets as a trustee or agent for individuals, private organizations or other units of government, they are reported in Trust & Agency Funds.

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Funds Included In This Section:

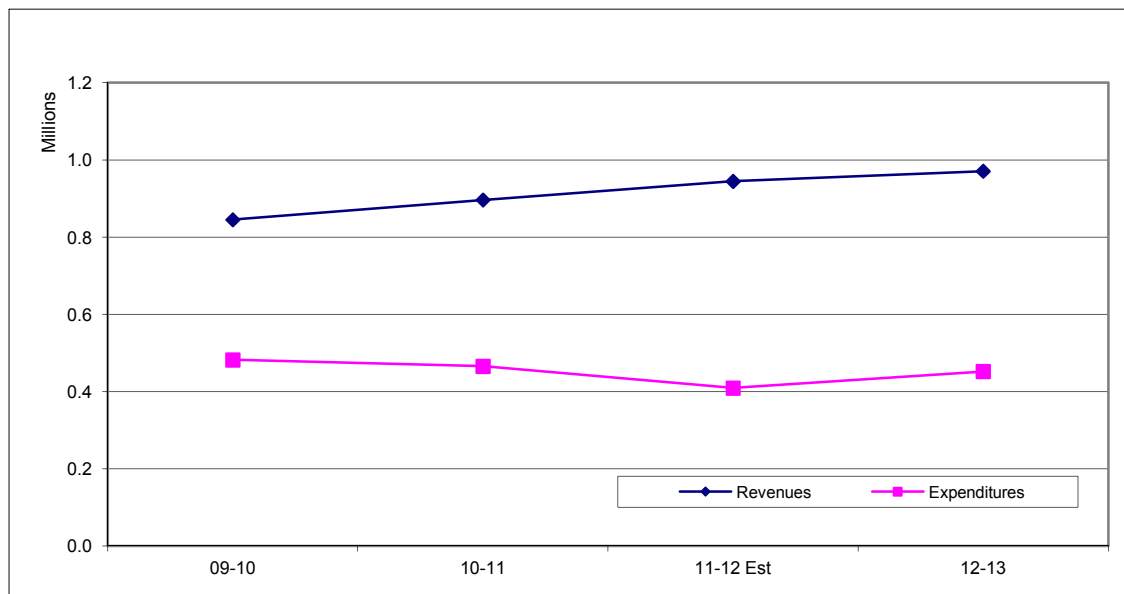
Department:

Sheriff's Office Retiree Medical Fund

Employee Services

	2009-10 Actual	2010-11 Actual	2011-12 Budget	2011-12 Est Actual	2012-13 Adopted
<u>Resources by Category</u>					
Beginning Fund Balance	1,013,447	1,376,296	1,903,202	1,806,770	2,342,103
Current Revenues					
Other Revenue					
Employer Contributions	831,070	888,698	1,020,097	935,636	959,027
Interest	14,108	7,791	9,516	9,034	11,711
Interfund Transfers	-	-	-	-	-
Subtotal Current Revenues	845,178	896,489	1,029,613	944,670	970,738
Total Resources	1,858,625	2,272,785	2,932,815	2,751,440	3,312,841
<u>Requirements by Category</u>					
Current Expenditures					
Materials & Services	482,328	466,015	563,718	409,337	452,318
Subtotal Current Expenditures	482,328	466,015	563,718	409,337	452,318
Contingency	-	-	2,369,097	-	2,860,523
Ending Fund Balance	1,376,297	1,806,770	-	2,342,103	-
Total Requirements	1,858,625	2,272,785	2,932,815	2,751,440	3,312,841

Budgeted Full-Time Equivalents	-	-	-	-	-
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Current Operating Revenues vs. Expenditures

Description of Fund

The Sheriff's Office Retiree Medical Fund provides payment of medical premiums for eligible retired department members and their spouses from date of retirement until eligibility for Medicare (generally age 65).

Revenue Summary

Primary revenues are paid by the Sheriff's Office equivalent to 3.25% of base salaries of both active Peace Officers' Association members and active Command Officers and other nonrepresented staff. Additional revenues are generated by interest on the reserve funds invested by the County Treasurer's Office.

Expenditure Summary

Primary expenditures are actual premium payments made to medical insurance carriers. Additional expenditure line items include contingency funds for unexpected premium costs during a current or future budget year. The budgeted contingency for 2012-13 is \$2,860,523.

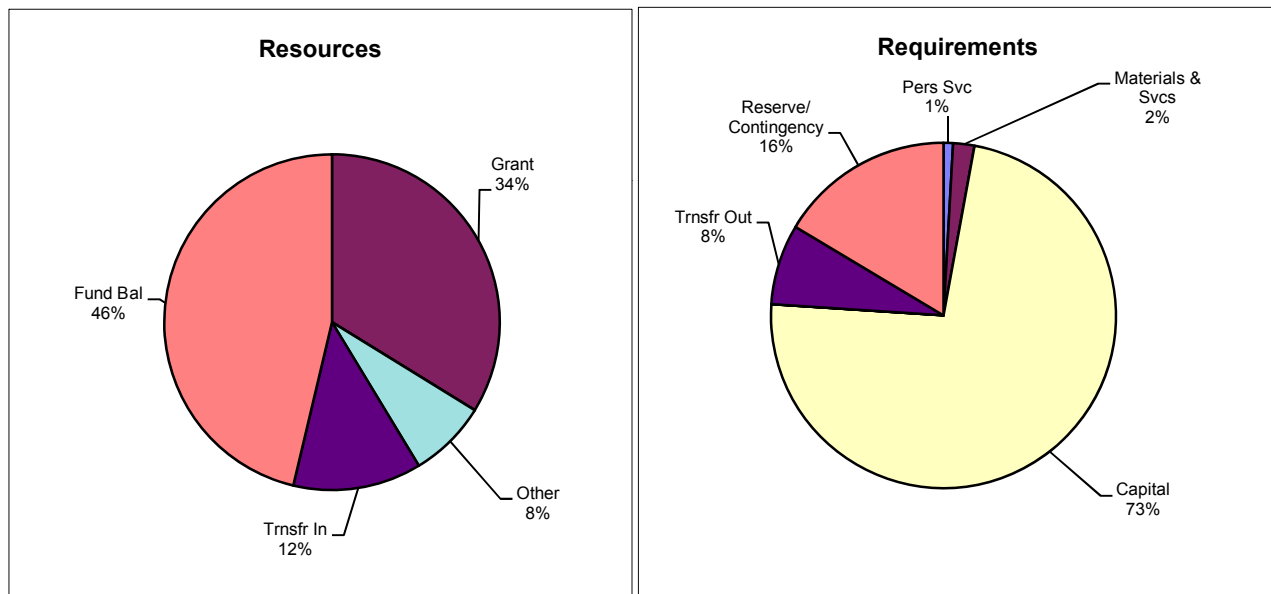
Significant Issues & Changes

None

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Capital

Project Funds



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

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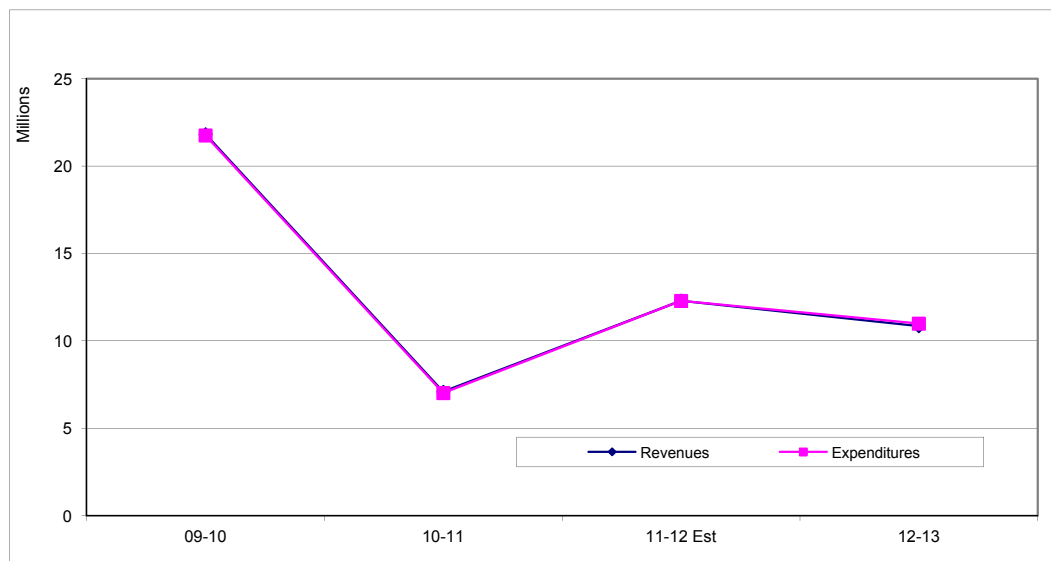
Funds Included In This Section:

Department:

DTD Capital Projects Fund
Fleet Replacement Reserve Fund
Capital Projects Reserve Fund
Broadband Innovation Initiative Fund
LID Construction Fund

Transportation & Development
Finance
Finance
Technology Services
Finance

	2009-10 Actual	2010-11 Actual	2011-12 Budget	2011-12 Est Actual	2012-13 Adopted
Resources by Category					
Beginning Fund Balance	6,844	74,813	132,238	142,412	158,108
Current Revenues					
Prior Year Revenue (Dedicated)	8,408,870	1,154,855	-	5,123,042	-
Federal Revenue	1,628,345	1,757,277	3,309,206	2,233,889	2,555,881
State Revenue	532,366	613,511	6,338,052	515,066	5,599,663
Local Revenue	-	208,765	-	-	-
Licenses	15,978	205,000	-	14,425	-
Fees & Fines	128,352	-	-	-	-
Other Revenue					
Interest Earned	-	-	2,165,903	-	55,704
Land Sale Proceeds	-	422,258	-	133,610	-
Miscellaneous	24,796	153,844	-	95,870	-
Interfund Transfers	11,080,315	2,584,040	6,308,180	4,187,795	2,643,808
Subtotal Current Revenues	21,819,022	7,099,550	18,121,341	12,303,697	10,855,056
Total Resources	21,825,866	7,174,363	18,253,579	12,446,109	11,013,164
Requirements by Category					
Current Expenditures					
Capital Outlay	21,696,632	7,031,950	18,142,341	12,288,001	10,991,249
Interfund Transfers	54,420	-	-	-	-
Subtotal Current Expenditures	21,751,052	7,031,950	18,142,341	12,288,001	10,991,249
Contingency	-	-	111,238	-	21,915
Ending Fund Balance	74,814	142,413	-	158,108	-
Total Requirements	21,825,866	7,174,363	18,253,579	12,446,109	11,013,164
Budgeted Full-Time Equivalents	-	-	-	-	-



Current Operating Revenues vs. Expenditures

Description of Fund

The DTD (Department of Transportation and Development) Capital Projects Fund was established to more effectively track the revenues and expenditures of projects within the department. In the past, capital projects were budgeted in the funds that paid for the work. This often meant that a project was accounted for in two or more funds and the split made it difficult to track total project costs. Consolidating the projects in one fund makes it easier to verify that outside revenues, such as grants specific to the project, have been received.

Revenue Summary

Historically, the major sources of fund revenue are interfund transfers from:

- Joint Transportation System Development Charge (SDC)
- Countywide System Development Charge (SDC)
- Tax Increment Financing Districts (Urban Renewal)
- Federal and State Grants
- State Highway Fund (Road Fund)

This year, many of these historical sources have begun to reduce revenue contributions toward new capital projects. The reductions come as a result of a combination of factors including the sun setting of existing urban renewal taxing districts, debt service obligations, and reliance on state revenues without adjustment factors to remain consistent with construction costs.

The major sources of fund revenue are interfund transfers from the Road Fund, State grants, Federal grants, and the current portion of \$35 million in total Oregon Transportation Investment Act (OTIA I-III) revenues earmarked for nine bridges. Bridge scour repair projects and other federal and state grant matches are funded by the Road Fund in the amount of \$2.5 million.

Expenditure Summary

The fund expenditures include planning, design, construction, and right-of-way purchase for 5 road projects, 4 bike/pedestrian projects, 2 safety projects, 8 bridge projects, and 4 storm drainage projects. These projects are presented in detail in the Capital Projects section of this book.

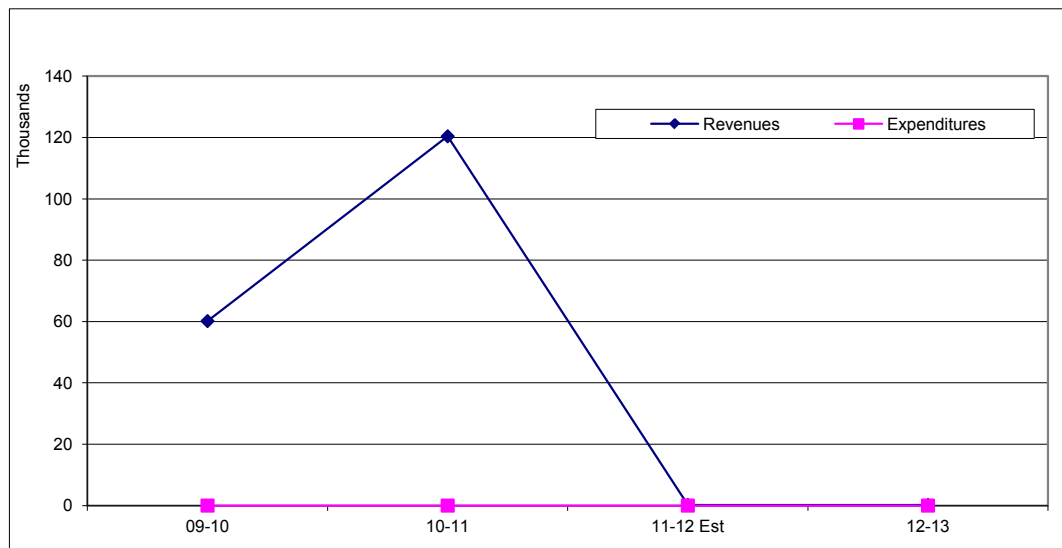
Significant Issues & Changes

The capital projects fund does not have a sustainable funding source and programming projects for construction is constrained by the lack of a funding source that is line with needs. This is due to funding being largely dependent on state and federal funds and programs that may or may not exist in the future.

Fleet Replacement Reserve Fund

	2009-10 Actual	2010-11 Actual	2011-12 Budget	2011-12 Est Actual	2012-13 Adopted
<u>Resources by Category</u>					
Beginning Fund Balance	-	60,149	180,264	180,524	180,724
Current Revenues					
Other Revenue	149	376	120	200	200
Interfund Transfers	60,000	119,999	-	-	-
Subtotal Current Revenues	60,149	120,375	120	200	200
Total Resources	60,149	180,524	180,384	180,724	180,924
<u>Requirements by Category</u>					
Current Expenditures					
Materials & Services	-	-	-	-	-
Subtotal Current Expenditures	-	-	-	-	-
Reserves	-	-	180,384	-	180,924
Ending Fund Balance	60,149	180,524	-	180,724	-
Total Requirements	60,149	180,524	180,384	180,724	180,924

Budgeted Full-Time Equivalents	-	-	-	-	-
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Resources by Category

Requirements by Category

Description of Fund

The Fleet Replacement Reserve Fund was established to account for funds collected for the replacement of vehicles once they reach the end of their useful lives.

Revenue Summary

A recovery rate sufficient to provide for the eventual replacement of all vehicles purchased through Fleet Services will be calculated and collected monthly from each user Department or Division. To date, \$180,000 has been transferred to this fund from the Fleet Services Fund. No transfers are scheduled for 2012-13.

Expenditure Summary

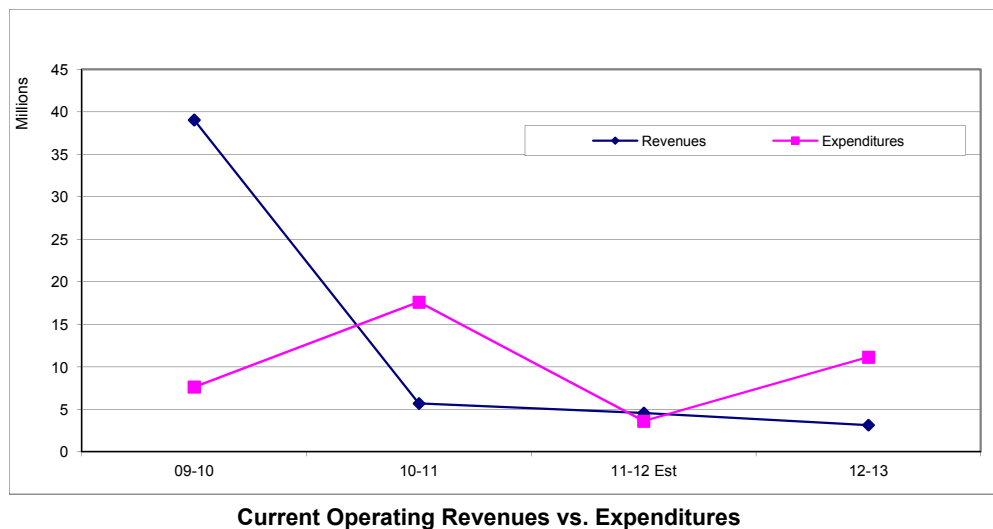
Accumulated funds are held in reserve for future vehicle replacement.

Significant Issues & Changes

Replacing vehicles when it is most economical implies the development of a planned, well administered turnover that will be relatively consistent from year to year. An adequate equipment replacement fund guarantees the availability of funds to carry out such a program.

Capital Projects Reserve Fund

	2009-10 Actual	2010-11 Actual	2011-12 Budget	2011-12 Est Actual	2012-13 Adopted
Resources by Category					
Beginning Fund Balance	(8,061,341)	23,354,337	10,799,048	11,424,569	12,362,875
Current Revenues					
Prior Year Revenue (Dedicated)	5,225	848,694	-	-	-
Federal Revenue	2,049,796	327,086	1,190,948	148,588	-
Local Revenue	-	9,781	-	-	-
Fees & Fines	-	-	-	-	-
Other Revenue					
Bond Sale/Interest	36,043,673	28,973	75,000	4,500	4,500
Reimbursements	27,129	1,768	1,974,506	40,800	2,043,530
Interest	77,051	106,232	25,000	40,000	40,000
Miscellaneous	6,337	-	875,000	75,004	150,000
Interfund Transfers	832,294	4,366,967	4,252,048	4,252,048	919,000
Subtotal Current Revenues	39,041,505	5,689,501	8,392,502	4,560,940	3,157,030
Total Resources	30,980,164	29,043,838	19,191,550	15,985,509	15,519,905
Requirements by Category					
Current Expenditures					
Materials & Services	1,977,821	1,441,722	905,000	442,047	264,000
Allocated Costs	39,039	34,925	13,798	13,798	42,835
Capital Outlay	5,226,673	15,760,328	11,131,157	2,975,643	8,547,093
Debt Service	382,294	382,294	191,147	191,146	-
Interfund Transfer	-	-	-	-	2,294,430
Subtotal Current Expenditures	7,625,827	17,619,269	12,241,102	3,622,634	11,148,358
Reserves	-	-	6,450,448	-	4,121,018
Contingency	-	-	500,000	-	250,529
Ending Fund Balance	23,354,337	11,424,569		12,362,875	
Total Requirements	30,980,164	29,043,838	19,191,550	15,985,509	15,519,905
Budgeted Full-Time Equivalents	-	-	-	-	-



Description of Fund

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

Revenue Summary

Changes in Beginning Fund Balance reflect bond proceeds not yet spent on the projects for which they were issued. The balance is negative at the beginning of 2009-10 because debt to finance improvements for the Sheriff had not been finalized before the preceding year ended although project costs had been incurred.

Other Revenue includes new debt in the year issued, reimbursements from a courthouse security trust fund, interest earnings and other contributions toward projects. This is where the debt proceeds for the Sheriff's facilities were recorded once bonds were issued in early 2009-10. From this latest debt issue, the Brooks Building has been adapted for use by the Sheriff, capacity at the Jail increased, and an evidence processing facility created.

An Interfund Transfer from the General Fund in 2011-12 totaled \$4.3 million. Of this, \$2.5 million was set aside for future public safety facility projects to be determined. The Interfund Transfer from the General Fund in 2012-13 totals \$769,000 and pays for a pared down list of current year projects discussed below. In addition, this fund will receive an Interfund Transfer of \$150,000 from Technology Services to reimburse it for funds advanced to update routers.

Expenditure Summary

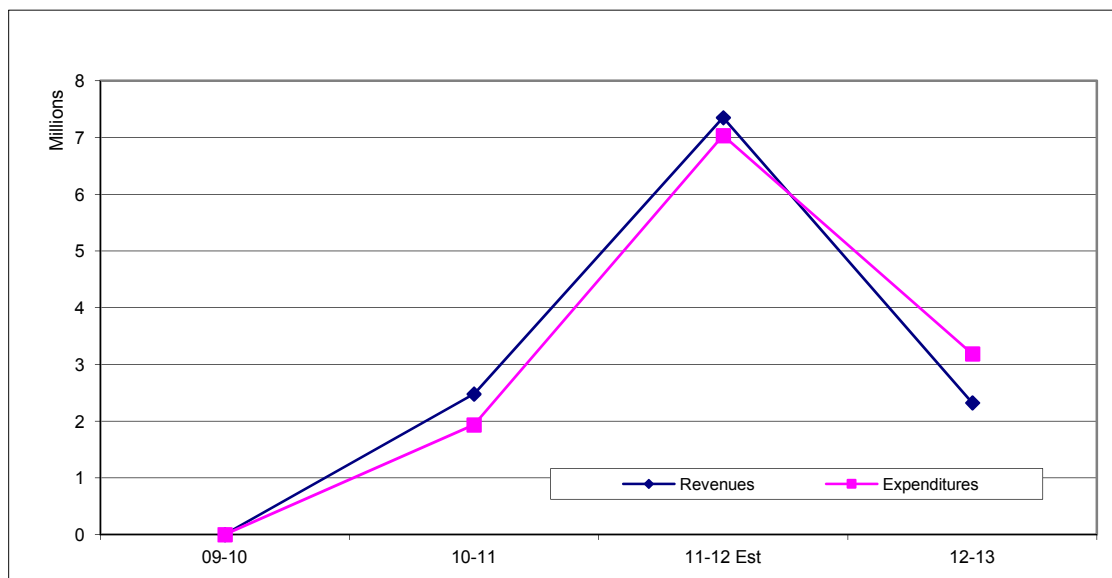
Most expenditures in this fund are for Capital Outlay. The Materials and Services items consist of professional and program services associated with the capital projects. In recent years, facility improvements for the Sheriff's Department were primary. Also budgeted were energy-saving retrofits to county buildings and improvements at the County Courthouse. For 2012-13, completing these previous projects, creating suitable permanent facilities for the Justice Court and remodeling the Silver Oaks Building to accommodate the needs of the County Clerk, Records Management and state court records will be paramount.

Also significant in 2012-13 is a budgeted transfer of \$2.3 million back to the General Fund. This is a return of funds provided by the General Fund in 2011-12 to be set aside for future public safety facility projects.

Significant Issues & Changes

Summary of Resources and Requirements by Fund **Clackamas Broadband Innovation Initiative Fund**

	2009-10 Actual	2010-11 Actual	2011-12 Budget	2011-12 Est Actual	2012-13 Adopted
Resources by Category					
Beginning Fund Balance	-	-	9,410	544,360	861,466
Current Revenues					
Prior Year Revenues	-	-	-	37,049	-
Federal Revenue	-	1,748,593	9,943,876	6,844,127	2,123,461
Local Revenue	-	-	-	-	-
Fees & Fines	-	95,395	-	-	-
Other Revenue	-	482	150,000	151,485	500
Sub Interfund Transfers	-	634,713	319,584	319,584	200,000
	-	2,479,183	10,413,460	7,352,245	2,323,961
Total Resources					
	-	2,479,183	10,422,870	7,896,605	3,185,427
Requirements by Category					
Current Expenditures					
Personnel Services	-	86,974	163,584	145,000	268,626
Materials & Services	-	3,861	120,000	115,963	123,052
Allocated Cost	-	-	-	-	79,413
Sub Capital Outlay	-	1,843,988	10,139,286	6,774,176	2,714,336
	-	1,934,823	10,422,870	7,035,139	3,185,427
Reserves	-	-	-	-	-
Ending Fund Balance	-	544,360	-	861,466	-
Total Requirements					
	-	2,479,183	10,422,870	7,896,605	3,185,427
Budgeted Full-Time Equivalents					
	-	1.00	1.00	1.00	2.00



Current Operating Revenues vs. Expenditures

Description of Fund

The Clackamas Broadband Express (CBX) Fund is a capital fund managed by the Technology Services Department in coordination with the Finance Department. This fund is designed for the management, tracking and reporting of funds in support of the activities required for the construction of the CBX fiber infrastructure. This primarily includes federal and matching funds for the American Recovery and Reinvestment Act (ARRA) grant under the Broadband Technology Opportunities Program (BTOP) grant project. Primary activities include

- Management of the Clackamas Broadband Express capital, engineering and construction funds for installation of fiber infrastructure through out the County.
- Tracking and reporting of all grant and matching funds for the ARRA BTOP Grant.
- Tracking and reporting all required regulatory and statistical information for ARRA reporting.
- Project management personnel and activities.
- Coordination of all project contractors including engineering, environmental and construction.
- Coordination with all required agencies, partners, companies and clients.
- Development and coordination of policies, procedures, outreach and required documentation related to the management, construction and operation of the CBX Project.
- Maintenance and monitoring of services as clients are connected.

Revenue Summary

Clackamas Broadband Express currently receives its revenue from several sources but primarily from ARRA grant funds from the Clackamas Broadband Innovative Initiative (CBII) grant for the construction of the initial fiber infrastructure. This grant provides approximately 70% of the required funds estimated for the project (\$7.8 million). The remaining 30% is from a variety of matching sources. FY 2012-13 is the last year of the grant which is estimated to fund \$2.1M with the remaining budget coming from the Fund Balance (\$861,466), Cable Fund (\$200,000) and partnering agencies (Portland General Electric fee wavier, city rights of way). Several non-grant funded CBX related projects may also be undertaken with funding from specific project resources such as independently funded Anchor Institutions.

Expenditure Summary

Expenditures planned for the fiscal year include staffing for the project manager and project analyst (\$178,000), and engineering / construction costs (estimated at \$2.5M) for the remaining portion of the fiber infrastructure to be completed this year. Several non-grant funded CBX related activities may be undertaken such as fiber extensions to Wilsonville or independently funded Anchor Institutions.

Significant Issues & Changes

- Continued engineering and construction of the grant funded portion of CBX. Grant portion of the project is expected by June 2013 including the 2 main fiber rings and HWY 26 Spur.
- Continued construction of grant funded portion of last mile connections to anchor institutions with completion by June 2013 of approximately 160 sites.
- Construction of the Wilsonville spur and coordination of Wilsonville anchor site connections.
- Completion of required engineering and environmental adjustments for overall project including approval from required federal and state agencies.
- Completion and publication of required project documentation such as site service level agreements, price sheets, business plan, project web site, etc
- Enhanced public and business section outreach including project web site and coordination with Public and Government Affairs.
- Creation and implementation of client billing system.
- Implementation of CBX Call Center including on-call contractor for fiber repair.
- Implementation of sustainable budget model for the ongoing management and expansion of CBX.

Summary of Resources and Requirements by Fund

LID Construction Fund

	2009-10 Actual	2010-11 Actual	2011-12 Budget	2011-12 Est Actual	2012-13 Adopted
<u>Resources by Category</u>					
Beginning Fund Balance	507,058	514,172	519,672	519,706	520,786
Current Revenues					
Other Revenue					
Assessments - Principal & Interest	1,586	3,074	3,500	330	330
Interest	6,228	2,683	3,000	1,000	1,000
Subtotal Current Revenues	7,814	5,757	6,500	1,330	1,330
Total Resources	514,872	519,929	526,172	521,036	522,116
<u>Requirements by Category</u>					
Current Expenditures					
Materials & Services	700	222	225,000	250	100,250
Subtotal Current Expenditures	700	222	225,000	250	100,250
Contingency	-	-	301,172	-	421,866
Ending Fund Balance	514,172	519,707	-	520,786	-
Total Requirements	514,872	519,929	526,172	521,036	522,116
Budgeted Full-Time Equivalents	-	-	-	-	-

Description of Fund

The Local Improvement District (LID) Construction Fund provides interim financing for LID projects during construction. Bonding may take place upon completion of the project.

Revenue Summary

Revenues come from fund balance carried forward from previous years, interest and short-term borrowing.

Expenditure Summary

Expenditures are generally comprised of professional services and contracted service payments to outside providers.

Significant Issues & Changes

None.

OVERVIEW

Capital improvement planning is a financial management technique that looks beyond year-to-year budgeting to determine what future capital improvements and major acquisitions should be undertaken. Although a capital project may encompass multiple budget years, Oregon Budget Law requires that the anticipated requirements for each fiscal year of the project be budgeted during that year.

Capital planning is the responsibility of each department within the County. While many departments have minimal capital expenditure, a few routinely purchase or build major assets for the County and its citizens. Departments requiring capital assets must establish a program to identify need for the expenditure. This in turn provides guidance in future capital budgeting efforts. Equally important, it helps staff gauge the adequacy of current funding sources and whether new and additional sources must be found, or standards lowered. The Road Department has the most progressive plan, with a 20-year projection of infrastructure needs within the County including cost estimates.

In the 1992-93 fiscal year, the Board of County Commissioners created a Transportation System Development Charge to work in conjunction with building permits. Fees are assessed on new construction and the proceeds used to fund projects whose purpose is to alleviate traffic problems created by growth. Oregon statutes outline the steps, including the requirement for a comprehensive Capital Improvement Plan (CIP), which must be in place in order to implement this type of fee structure. The Board of County Commissioners adopted the necessary long-range Capital Improvement Plan in early 1993 to comply with state requirements. This plan is contained in a separate document available upon request from the Department of Transportation and Development.

Clackamas County's budget classifies operating costs into major spending categories including Personnel Services and Materials & Services, as well as a separate Capital Outlay category. The operating budget contains those expenses required for day-to-day service to the citizens. These are appropriated for one year only and are generally expected to recur on a regular basis. Thus the year-to-year fluctuations in the operating budget are expected to be fairly minor. The budget will reflect changes in the cost of doing business, the size of County operations and population, and the types and levels of service being provided. Resources for the operating budget generally come from taxes, user fees, service grants and intergovernmental payments. Capital Outlay expenses that are recurring operating expenses total \$5.2 million for 2012-13. Costs for vehicles and other operating equipment are included in this category.

Capital improvements, on the other hand, are one-time outlays that may encompass several years to the end of a project. Such projects result in the addition of major physical assets to the County. Wide fluctuations from year-to-year are expected in capital improvements budgets depending on the phasing of projects and the availability of construction grants and funds. Resources for the capital project budget generally come from bond sales, grants and other one-time sources or the accumulation, over time, of sufficient Fund Balance. Once capital projects or purchases are completed, the operating budget becomes responsible for the daily management and maintenance of the asset. Capital improvement project expenses for 2012-13 total \$25.7 million and the more significant are detailed in the pages that follow.

Departments planning to begin a capital improvement project prepare a presentation for the Board of County Commissioners. This presentation contains justifications as well as funding sources and future costs of the project. The projects are then approved or rejected by the Board on a case by case basis. The current year funding requirement for approved projects is included in the department's annual budget.

Historically, the County has undertaken most capital projects only after funds have been accumulated to pay for them. There are currently five debt issues associated with capital improvements. Local Improvement District (LID) bonds are issued to fund improvements requested by County property owners for the benefit of their particular properties. Assessments to those benefited property owners are used to pay off the LID bonds. As of July 1, 2012, there is a 2000 LID issue with a balance of \$1,400,000. In 2003 new debt was incurred to finance the construction of a Public Services Building and make improvements to the existing Emergency Operations Center. Both facilities are on County owned land in the Red Soils area of Oregon City. The new building brings together services previously located throughout the County in one convenient location for the public. Funds previously spent on office space leases are now being used for debt service. Currently \$16,440,000 is still outstanding for these facilities. Also in 2003, bonds were sold to finance the purchase of the Stone Creek Golf Course from its investment partners. The County still owes \$4,355,000 on the golf course. In 2004 the County issued debt to purchase the Public Safety Training Center from Clackamas Community

College. The remaining principal balance on this issue is \$3,510,000. In 2007, bonds were issued to finance the construction of a second office building on the Red Soils campus to continue consolidation of County facilities at a convenient location for residents along with other improvements including a public plaza, central utility plant and underground conduits and road improvements to accommodate increased traffic flow. The principal balance for this project is \$41,360,000. Finally, bonds were issued in 2009-10 to finance remodeling and other updates to facilities for use by the Sheriff's Department. The County-owned Brooks Building which is located in the Clackamas area within one quarter mile of the existing Sheriff's North Station and the Public Safety Training Center, making it a prime location for law enforcement operations has been extensively remodeled to accommodate the Sheriff's operations. The balance outstanding on this latest issue is \$31,550,000

The cost of needed transportation capital improvements in particular always exceeds resources available to pay for them. This situation dictates that a method be determined for selecting the projects to be undertaken in a given budget year. All of the transportation improvement projects identified as necessary and listed in the Capital Improvement Plan and all of the projects subsequently identified are analyzed and prioritized according to existing and projected conditions.

Projects are first categorized according to type:

- Safety improvements
- Capacity improvements
- Reconstruction improvements
- Drainage improvements
- Bridge construction improvements
- Railroad crossing safety improvements

A scoring system for each project category has been developed. Criteria such as existing condition, functional classification, existing and projected traffic volumes, and historical accident data are used to set priorities for projects within each category.

All projects are then analyzed for opportunities to combine high scoring projects from more than one category. For example, a project that would improve both the safety and capacity of a roadway, solve existing drainage problems, and provide a bikeway and sidewalks is given a higher score. High scoring projects are undertaken as resources are available to fund them.

FUNDING SOURCES

After projects are identified based on need, and evaluated and ranked to establish their priorities, they are reviewed for the types of funding for which they may be eligible. Since most funding sources are competitive, the County determines which projects would most likely succeed in that competitive environment. Certainly, a project that is on the Region's Transportation Plan is more likely to receive funding through Metro than one that is not. It is important to know the eligibility requirements of each funding source and the local match requirements to strategically maximize the funding allocation. Sometimes a project fairly well down on the list is advanced to construction because it is the highest-ranking project qualified for the use of available funds.

Capital improvement projects are funded through multiple programs at the federal, state and local levels. Most federal and state funds are channeled through Metro, where the Joint Policy Advisory Committee for Transportation (JPACT), a committee made up of local government representatives, determines which projects will be funded based on regional needs.

The County strategically packages funding for high priority projects from eligible funding sources. Some funding sources have "match" requirements, meaning that funds from that source must be matched with funds from another qualifying source. The rules are subject to change and the amount of funding from each source can fluctuate from year to year. For most funding sources it is the project that qualifies. From most sources, the County does not get funds that it can direct to projects based on County priorities alone.

The following review of funding sources will provide basic information, but cannot hope to clarify all the complex conditions placed on funding, annual fluctuations in funding levels, or the political strategy needed to obtain funding for a project. The state and cities have their funding, too. Sometimes joint funding can be brought to a project that benefits two or more jurisdictions, or the jurisdictions can support each other's projects when competing for limited resources.

Federal Funding Sources

The majority of federal funds for transportation is derived from the federal gas tax and is distributed by the Federal Highway Administration (FHWA) to qualified projects.

Community Development Block Grants (CDBG) - These funds can be used to construct a wide range of projects that enhance designated low and moderate-income communities. They can be used for transportation projects in an area where at least 51% of the residents have low or moderate income. Funds are available in 3-year cycles. Because the funds are to help the local residents, transportation projects funded from this source are usually sidewalks or reconstruction of local streets. Project selection takes place at the Department of Housing and Urban Development (HUD).

Congestion Mitigation and Air Quality Fund (CMAQ) - This fund is for projects that contribute to meeting national air quality standards. Projects must reduce Vehicle Miles Traveled (VMT) or take Single Occupancy Vehicles (SOVs) off the road. Projects can qualify if they make better use of the existing system and increase the use of alternative transportation modes. Types of projects include new transit service, bike lanes, pedestrian ways, Transportation Demand Management (TDM) or Intelligent Transportation Systems (ITS). In order to qualify, projects must be within areas of non-attainment or areas that have an Air Quality Maintenance Plan. Competitive selection for projects takes place at Metro, usually every two years.

Hazard Elimination Program (HEP) - The Oregon Department of Transportation (ODOT) administers this program to encourage engineering improvements that address identified safety needs. Amounts brought to the County vary because projects are funded on a competitive basis. This federally funded program requires each state to identify hazardous locations on all public roads, assign priorities for necessary corrections at these locations, and establish a schedule of improvement projects.

Highway Bridge Rehabilitation and Replacement (HBRR) - This fund is for bridge projects on public roads where the bridge falls below a specific rating standard. Projects are selected every 2 years based on a standard bridge inspection rating. ODOT selects the projects on a competitive basis. Funds are highly variable because they are based on project approval. The County is required to contribute 20% as matching funds on any selected project and uses Road Fund resources for this purpose.

Surface Transportation Program (STP) - Funds can be used for all transportation projects, but the local match is 10%. The urban part of these funds is distributed to projects within the Metro Region, using a competitive process, usually every 2 years. Project awards for the urban part of the County vary widely. The STP funding for the rural part of the County is not competitive by project.

Transportation Enhancement (TE) - These funds are generally available for a wide range of projects that enhance the transportation system. States are required to set aside 10% of their STP funds for enhancement projects. These are projects that are normally not funded by other sources. These projects are to "enhance" or "preserve" the system to include ferry improvements, renovating historic transportation facilities, and constructing multi-modal pathways. The Oregon Department of Transportation (ODOT) controls this fund. They may allocate funds to local jurisdictions based on a competitive project selection process.

State Funding Sources

County Road Fund - The sources of this fund are the state gas tax, vehicle registration fees and weight-mile taxes paid by trucks 80,000 pounds or greater. Portions of the state's funds are distributed to counties each year based on the number of vehicle registrations. Clackamas County's expected portion for 2012-13 is \$21.6 million from the Highway Trust Fund. Money from the County Road Fund can be used only for projects within road rights-of-way. The County has determined that these funds are to be used for road maintenance. There are two exceptions. The first is an average of \$270,000 annually to be used for the required County contribution (local match) for bridge and safety projects. The second is that the County is required to spend 1% of the state gas tax money for pedestrian or bike projects annually.

State Bicycle Fund - This consists of 1% of the state's gas tax revenue. Projects are selected statewide on a competitive basis, usually every two years. Because projects are funded statewide, this is not a smooth flow of funds to the County. The County cannot expect a funded project every year.

Oregon Transportation Investment Act (OTIA) - State funds approved by the Oregon Legislature for road and bridge improvements. These funds will improve Sunnyside Road and eight County bridges.

Local Funding Sources

Local Improvement District (LID) - If property owners want a capital improvement on their street (anything that exceeds normal maintenance), they have the option of agreeing to form a local improvement district to pay for it. When this is done, it is generally to construct unimproved roadway, reconstruct an existing road surface, add a sidewalk or drainage improvement, or install traffic calming devices, most commonly speed bumps. Landowners within a specific geographic area pay for the cost. Local improvement districts are not shown as a revenue source, because they are "revenue neutral" to the County, and they are seldom on roads of a collector or arterial classification. Because we cannot anticipate where these requests will come from, they are not scheduled in the Capital Improvement Plan.

Transportation System Development Charge (TSDC) - New developments are charged for transportation improvements attributable to growth through the Transportation System Development Charge Program (TSDC). The funds from TSDC fees can be used only for capital improvements that add capacity on roads that are needed to support new development. The charge is levied based on the number of trips forecasted to be generated by the development. The amount collected each year depends upon the number of building permits issued.

Some geographic sub-areas in the County can experience far greater impacts from new development and have greater infrastructure needs than other sub-areas. The County and City of Happy Valley identified the "Happy Valley/Clackamas County Joint Area" as one of these sub-areas. The two jurisdictions collaborated on the "Joint Area" TSDC program that coordinates with the "Countywide" TSDC program, but has its own fee structure.

County staff worked with a transportation consultant to refine the TSDC methodology to ensure that only the cost of that portion of a project that would be used by trips from new development could be covered by system development fees. The impacts of trips from existing development and residents, trips from incorporated cities (except for Happy Valley) within the County, and trips from outside the County were not included in the TSDC calculations. Separate TSDC fee structures were developed for the Joint Area and for the "Countywide" area.¹

Tax Increment Financing (TIF) - Eligible projects must be capital projects within an Urban Renewal District, and be included in the adopted urban renewal plan and the Capital Improvement Program (CIP). Clackamas County has four urban renewal districts (Clackamas Town Center Area, Clackamas Industrial Area, Government Camp, and North Clackamas Revitalization Area), and transportation projects are just one type of capital improvement project that can be funded. Other examples of eligible capital improvements are water supply, fire protection and storm drainage. The amount of revenue is highly variable and the transportation projects compete against other capital construction needs.

Funding for Pedestrian and Bikeway Facilities

The following four primary methods are used to fund planning and construction of pedestrian and bikeway facilities:

1. Fund construction as part of development requirements from private sector projects. The bicycle and pedestrian networks will be developed incrementally through construction and redevelopment of individual properties, and through subdivision/minor partition development.
2. Construct pedestrian/bikeway projects as part of the needed safety and capacity roadway projects that are identified in the Clackamas County CIP.
3. Acquire funding from state, regional or other programs that are specifically for the construction of pedestrian and bikeway facilities.
4. Expend the 1% pedestrian/bikeway set-aside money. This portion of the County Road Fund is used as the local match to leverage State and regional grant money and to pay for pedestrian and bikeway facilities on roadway construction and reconstruction projects.

¹ The TSDC methodology is documented in two reports: "The Countywide Transportation System Development Charges Methodology Update Report" (January 7, 2002R) and the "Happy Valley/Clackamas County Joint Capital Improvement Plan Area, Transportation System Development Charges Methodology Report" (December 4, 2001R).

OPERATING IMPACTS

Although there are often operating impacts associated with capital improvements, these do not usually play an important part in the selection of projects to be undertaken. It can be expected that new roads, intersections or buildings will require less maintenance than older facilities but this is not the reason for constructing those additions or improvements. Transportation projects are done to increase safety or capacity or alleviate congestion. Facilities

projects are done to repair damage, retrofit existing space for more optimal use or meet certain grant or legal requirements or citizen mandates such as ADA compliance or the construction of visitor information centers with transient room tax revenues. As with transportation projects, debt service is not an important consideration. Facilities are constructed as funds are available to pay for them. To the extent that operating impact information is available, it is included in the specific project summaries that follow.

Even though forecasted operating impacts are not critical in determining if a project should be undertaken, it is possible to forecast those impacts in general terms for transportation improvements. It can be expected that operating costs will amount to 0.5% per year of the total cost of construction over the life of the project. Thus, over the life of a \$10,000,000 road improvement, about \$50,000 will be required annually (on average) to maintain the improvement. For the first three to five years, upkeep may not be required at all. As the road begins to age, striping and culvert cleaning might be called for. After five to ten years, a chip seal might be required and this expense can be expected every five years thereafter. At 20 years, the road might need to be repaved. At 30 years, the road is scheduled for reconstruction.

Bridge Projects

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Clackamas County Prospectus
Fiscal Year 2011/12 to 2016/17

Project Number: 22189
Project Name: Rock Creek (Wilhoit Road) Bridge Replacement
Project Location: Wilhoit Road
Map No:

Program: 02105-Bridge Projects
Project Manager(s): JAMES REESE
Budgeted in Dept: 2433 - DTD Capital Projects
Current Status: ACTIVE
Job Cost #: CI-0002-22189 Design
CI-0003-22189 Construction
CI-0004-22189 Right of Way

Date of Last Revision: Nov-11

Project Description/Scope:

The existing bridge on Wilhoit Road over Rock Creek is experiencing erosion at the south wing walls and abutment. Continued erosion at the abutment could cause undermining of the spread footing of the bridge.

Project Justification:

Continued scour at the south abutment could cause a catastrophic failure of the bridge. This project will replace the existing bridge with a larger precast, pre-stressed bridge.

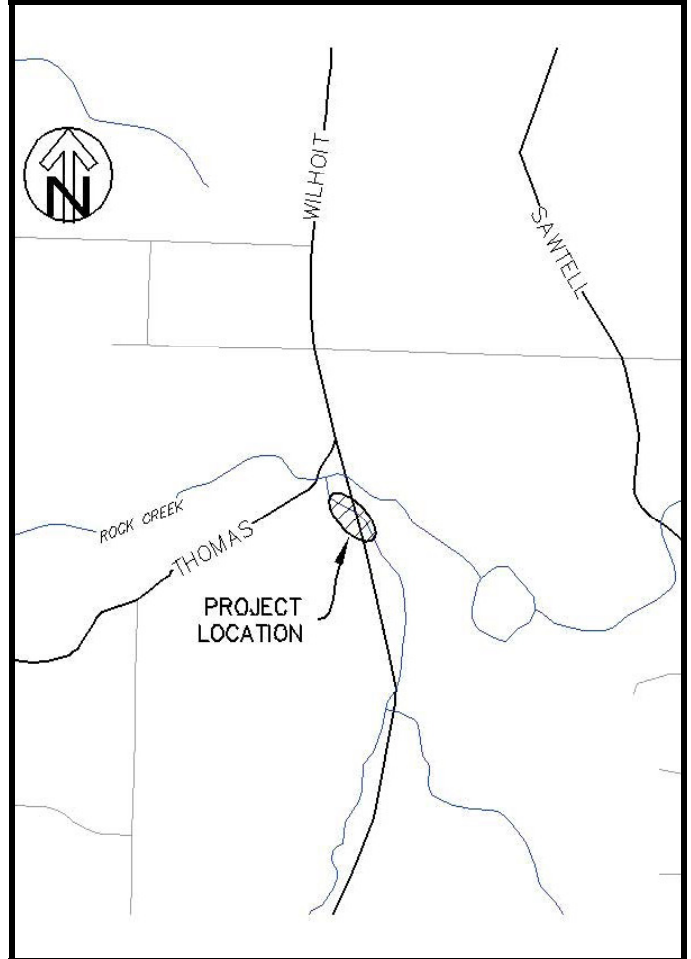
Impact on Operating Budget:

Environmental Impacts:

A Corps/DSL permit will be required for this project. The project will be designed to meet SLOPES IV Guidelines.

Changes Since Last Plan:

Revised budget to reflect construction schedule, adjustments were made to accommodate the in-water work period.



Project Schedule:

	Planning	Design	Right of Way	Construction
StartDate		Mar-11	Jul-11	Jul-12
EndDate		Apr-12	Jun-12	Nov-12

Project Budget:		Actuals Thru 6/30/11	FY11-12 YTD Actuals	FY11-12 Recd/Exp Remaining	Estimated Project Revenues/Costs					Total Project Estimate
Actuals as of 02/29/12					2012/13	2013/14	2014/15	2015/16	2016/17+	
Revenues:										
	Road Funds	\$52,407	\$103,161	\$45,476	\$598,956	\$0	\$0	\$0	\$0	\$800,000
Total Project Revenues		\$52,407	\$103,161	\$45,476	\$598,956	\$0	\$0	\$0	\$0	\$800,000
Expenditures:										
	2-Road Design	\$50,676	\$127,282	\$12,042	\$0	\$0	\$0	\$0	\$0	\$190,000
	3-Right of Way Purchase	\$687	\$2,926	\$6,386	\$0	\$0	\$0	\$0	\$0	\$10,000
	4-Road Construction	\$1,044	\$0	\$0	\$598,956	\$0	\$0	\$0	\$0	\$600,000
Total Project Expenditures		\$52,407	\$130,208	\$18,429	\$598,956	\$0	\$0	\$0	\$0	\$800,000

Clackamas County Prospectus
Fiscal Year 2011/12 to 2016/17

Project Number: 22190
Project Name: Rock Creek (Barlow Road) Bank Stabilization
Project Location: Wilhoit Road
Map No:

Program: 02105-Bridge Projects
Project Manager(s): JOEL HOWIE
Budgeted in Dept: 2433 - DTD Capital Projects
Current Status: ACTIVE
Job Cost #: CI-0002-22190 Design
 CI-0003-22190 Construction
 CI-0004-22190 Right of Way

Date of Last Revision: Nov-11

Project Description/Scope:

The existing approach roadway on the northeast quadrant of the bridge is failing due to Rock Creek's channel migrating towards the approach roadway. The embankment has eroded and part of the roadway approach guard rail is not fully functional due to the embankment loss.

Project Justification:

This project will provide scour counter-measures in the stream channel and repair the approach roadway and guardrail.

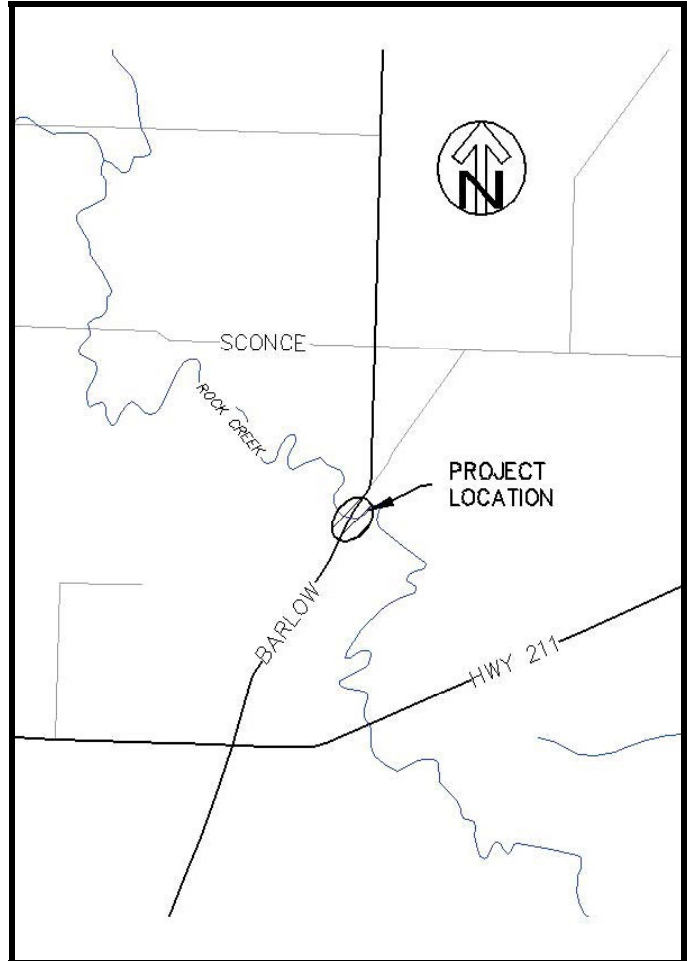
Impact on Operating Budget:

Environmental Impacts:

A Corps/DSL permit will be required for this project.

Changes Since Last Plan:

Update of schedule and budget.



Project Schedule:

	Planning	Design	Right of Way	Construction
StartDate		Jun-10	Mar-11	Jun-12
EndDate		Feb-12	Jun-11	Oct-12

Project Budget:		Actuals Thru 6/30/11	FY11-12 YTD Actuals	FY11-12 Recd/Exp Remaining	Estimated Project Revenues/Costs					Total Project Estimate
Actuals as of 02/29/12					2012/13	2013/14	2014/15	2015/16	2016/17+	
Revenues:										
Road Funds	\$24,077	\$1,933	\$148,990	\$650,000	\$0	\$0	\$0	\$0	\$0	\$825,000
Total Project Revenues	\$24,077	\$1,933	\$148,990	\$650,000	\$0	\$0	\$0	\$0	\$0	\$825,000
Expenditures:										
2-Road Design	\$16,037	\$5,956	(\$1,992)	\$0	\$0	\$0	\$0	\$0	\$0	\$20,000
3-Right of Way Purchase	\$7,416	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$7,416
4-Road Construction	\$624	\$0	\$146,960	\$650,000	\$0	\$0	\$0	\$0	\$0	\$797,584
Total Project Expenditures	\$24,077	\$5,956	\$144,968	\$650,000	\$0	\$0	\$0	\$0	\$0	\$825,000

Clackamas County Prospectus
Fiscal Year 2011/12 to 2016/17

Project Number: 22196
Project Name: Tolbert Street: SE 82nd Drive – Industrial Way
Project Location: Tolbert Street, SE 82nd Drive to Industrial Way
Map No:

Program: 02105-Bridge Projects
Project Manager(s): TERRENCE MUNGENAST
Budgeted in Dept: 2433 - DTD Capital Projects
Current Status: ACTIVE
Job Cost #: CI-0002-22196 Design

Date of Last Revision: Feb-12

Project Description/Scope:

This project will connect 82nd Drive directly to Industrial Way and the Camp Withycombe main entrance by extending Tolbert Street east over the Union Pacific Railroad mainline tracks and terminating at a new intersection at Industrial Way. Improvements will include adding a traffic signal to the existing intersection of Tolbert Street and 82nd Drive, a new bridge over the UPRR mainline tracks, new roadway, a new intersection at Industrial Way, street lighting, bikelanes, and sidewalks.

Project Justification:

Camp Withycombe and the Department of Defense are pursuing improvements to access for Camp Withycombe traffic to and from the OR State Highway 212/224 and Interstate 205 systems. The existing access is generally congested and often experiences long queues at the major intersections. This condition causes delays in routine operations and can cause serious delays in response to critical regional emergencies as well.

The Tolbert Street overpass project will provide an additional access option for Camp Withycombe by connecting 82nd Drive directly to Industrial Way at the main gate entrance to Camp Withycombe. This additional access will allow for shorter queues at all major intersections in the area and the ability to avoid a highly congested intersection. This project will improve vehicle and pedestrian safety and improve the ability for Camp Withycombe personnel to respond to regional emergencies. This project is a part of the Sunrise Project FEIS.

Impact on Operating Budget:

None.

Environmental Impacts:

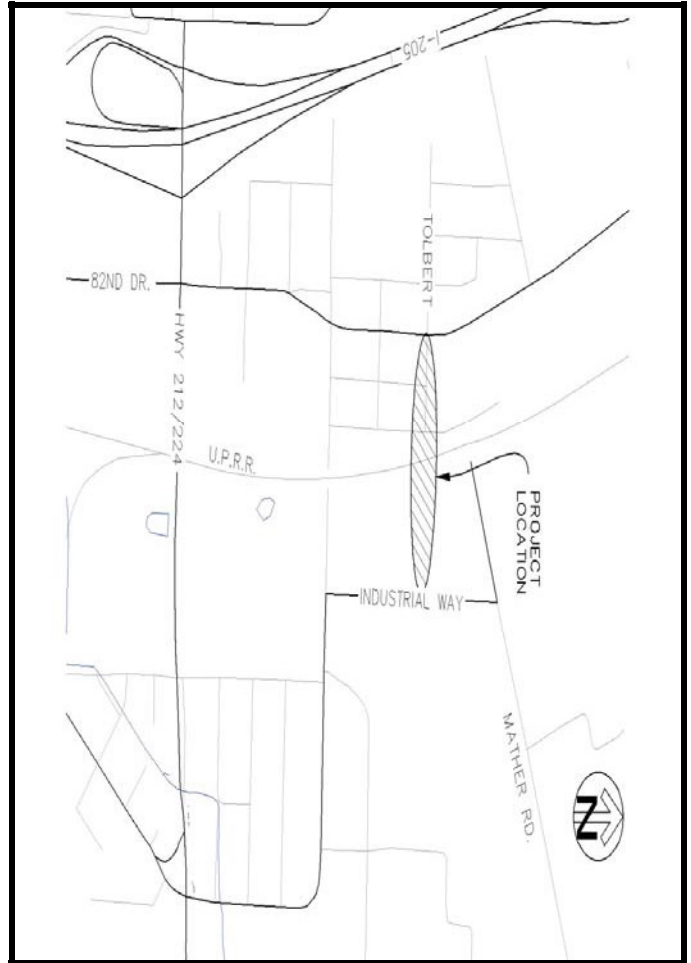
None anticipated.

Changes Since Last Plan:

General updates and schedule modifications to reflect latest information.

Project Schedule:

	Planning	Design	Right of Way	Construction
StartDate		Feb-12		
EndDate		Jun-14		



Project Budget:	Actuals Thru 6/30/11	FY11-12 YTD Actuals	FY11-12 Recd/Exp Remaining	Estimated Project Revenues/Costs					Total Project Estimate
<i>Actuals as of 02/29/12</i>									
Revenues:									
STP State Grant	\$0	\$0	\$50,000	\$1,000,000	\$500,000	\$450,000	\$0	\$0	\$2,000,000
Total Project Revenues	\$0	\$0	\$50,000	\$1,000,000	\$500,000	\$450,000	\$0	\$0	\$2,000,000
Expenditures:									
2-Road Design	\$0	\$0	\$50,000	\$1,000,000	\$500,000	\$450,000	\$0	\$0	\$2,000,000
Total Project Expenditures	\$0	\$0	\$50,000	\$1,000,000	\$500,000	\$450,000	\$0	\$0	\$2,000,000

**Clackamas County Prospectus
Fiscal Year 2011/12 to 2016/17**

Project Number: 22209
Project Name: Deep Creek (Amisigger Road) Bridge, Phase 2
Project Location: Bridge 06299 MP 0.43 Amisigger Road 0.12 miles north of Judd
Map No: B-47 Sec 13 SW

Program: 02105-Bridge Projects
Project Manager(s): JOEL HOWIE
Budgeted in Dept: 2433 - DTD Capital Projects
Current Status: ACTIVE
Job Cost #: CI-0002-22209 Design
 CI-0003-22209 Construction
 CI-0004-22209 Right of Way

Date of Last Revision: Mar-12

Project Description/Scope:

On December 8, 2009 an emergency authorization was requested from the Department of State Lands (DSL) to allow a repair to the Deep Creek/Amisigger Road Bridge. The temporary repair was implement and included placement of several tons of large rock under and surrounding the bridge abutment on the south end of the bridge. A second phase of work is required that includes the required mitigation form DSL for the emergency repair and constructing 2 engineered log jams to move Deep Creek back into it's original channel away from the bridge abutment.

Project Justification:

Phase 2 is required for the emergency repair work that was previously performed.

Impact on Operating Budget:

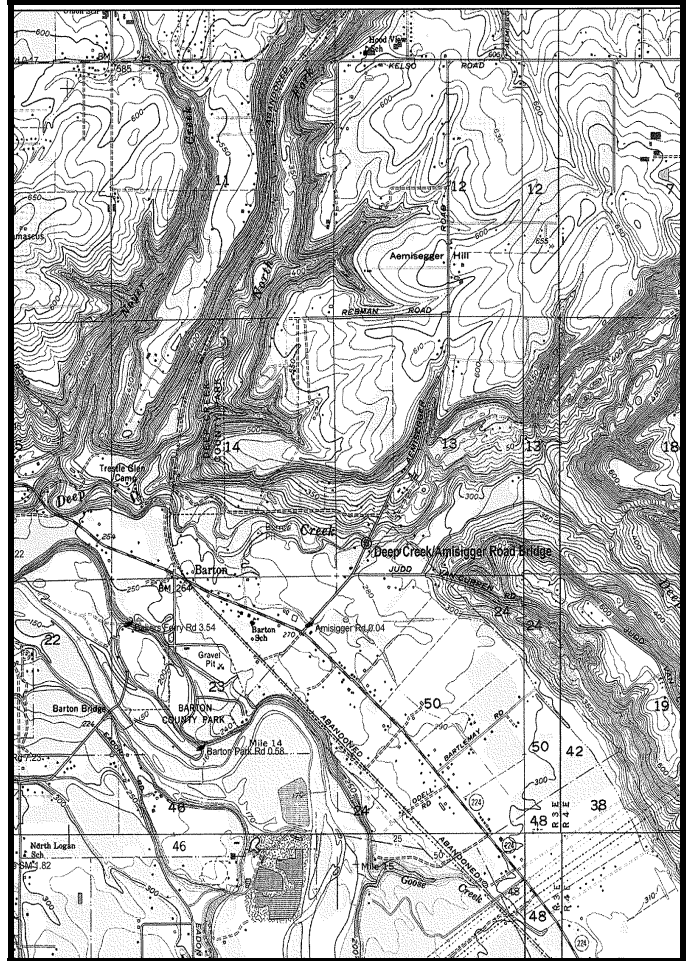
Road fund is required to close-out the remaining work on this project.

Environmental Impacts:

Phase 2 will mitigate for the emergency work performed in 2009. DSL and Army CORPS permits will be require

Changes Since Last Plan:

New project prospectus.



Project Schedule:

	Planning	Design	Right of Way	Construction
StartDate		Jul-12	Oct-12	Jul-13
EndDate		Oct-12	Jun-13	Aug-14

Project Budget:	Actuals Thru	FY11-12 YTD	FY11-12 Recd/Exp	Estimated Project Revenues/Costs					Total Project
<i>Actuals as of 02/29/12</i>	6/30/11	Actuals	Remaining	2012/13	2013/14	2014/15	2015/16	2016/17+	Estimate
Revenues:									
Road Funds	\$0	\$0	\$0	\$100,000	\$300,000	\$0	\$0	\$0	\$400,000
Total Project Revenues	\$0	\$0	\$0	\$100,000	\$300,000	\$0	\$0	\$0	\$400,000
Expenditures:									
2-Road Design	\$0	\$0	\$0	\$100,000	\$0	\$0	\$0	\$0	\$100,000
4-Road Construction	\$0	\$0	\$0	\$0	\$300,000	\$0	\$0	\$0	\$300,000
Total Project Expenditures	\$0	\$0	\$0	\$100,000	\$300,000	\$0	\$0	\$0	\$400,000

Clackamas County Prospectus
Fiscal Year 2011/12 to 2016/17

Project Number: 22184
Project Name: Pudding River (Whiskey Hill Rd) Bridge
Project Location: Whiskey Hill Road
Map No:

Program: 02105-Bridge Projects
Project Manager(s): JOEL HOWIE
Budgeted in Dept: 2433 - DTD Capital Projects
Current Status: ACTIVE
Job Cost #: CI-0002-22184 Design

Date of Last Revision: Mar-12

Project Description/Scope:

The existing bridge on Whiskey Hill Road over the Pudding River is a narrow 20-foot, two-lane concrete girder bridge that is showing signs of decay. It is considered functionally obsolete and is labeled as structurally deficient, with a sufficiency rating of 11.5. The project will include construction of a new bridge, 32 feet wide, spanning the river inside of the current curve. Federal Highway Bridge Program (HBP) funds were obtained for design only. Once the design is complete, it is anticipated HBP funds will be available for construction of the project.

Project Justification:

The existing bridge is narrow and aligned along a horizontal curve with poor sight distance. As a result, trucks have a difficult time travelling over the bridge without crossing over the centerline. Oftentimes, vehicles will stop at one end of the bridge to allow oncoming traffic to cross (thus functioning as a one-lane bridge). Additionally, it has a perpetual scour problem. The last inspection report noted that the scour countermeasures installed in the past on each abutment have failed and are not observed on either abutment. The report also recommends that the bridge be replaced with one capable of withstanding the conditions at the bridge site.

Impact on Operating Budget:

Certified project. County will manage the design. PE NTP 6-7-11. Total HBP PE to County is \$897,300 with the County provides a 10.27% local match of \$102,700 for a total project of \$1,000,000.

Environmental Impacts:

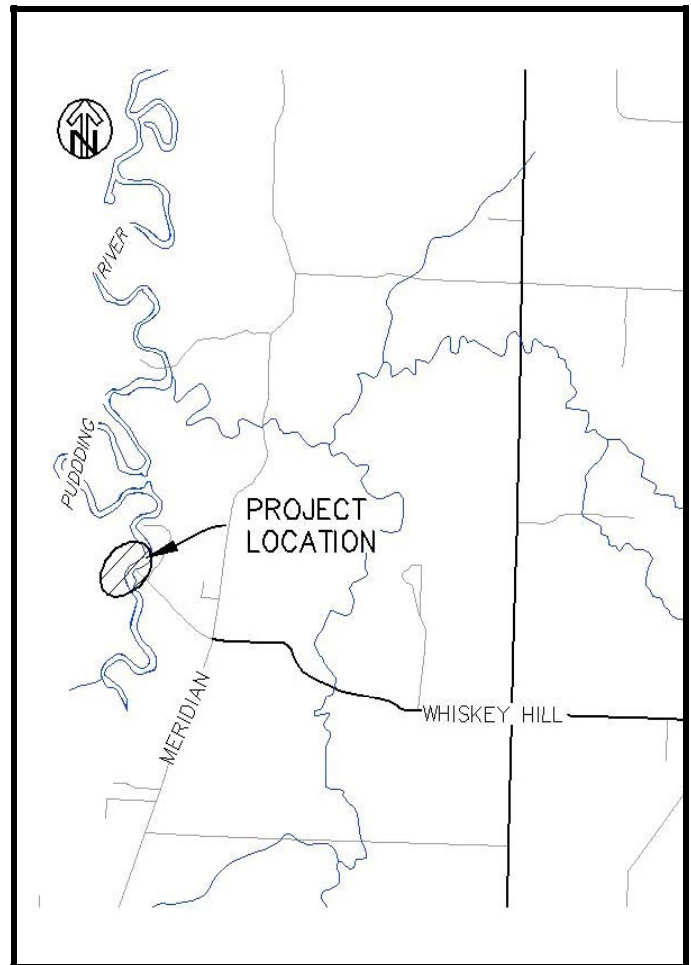
The project has federal money and will require environmental concurrence from FHWA.

Changes Since Last Plan:

Budget update.

Project Schedule:

	Planning	Design	Right of Way	Construction
StartDate		Jun-11		
EndDate		Jun-14		



Project Budget:	Actuals Thru	FY11-12 YTD	FY11-12 Recd/Exp	Estimated Project Revenues/Costs					Total Project
<i>Actuals as of 02/29/12</i>	6/30/11	Actuals	Remaining	2012/13	2013/14	2014/15	2015/16	2016/17+	Estimate
Revenues:									
Hwy Bridge Replacement & Rehab	\$0	\$11,065	\$239,711	\$421,601	\$219,838	\$0	\$0	\$0	\$892,215
Road Funds	\$5,700	\$15,996	\$12,673	\$48,254	\$25,162	\$0	\$0	\$0	\$107,785
Total Project Revenues	\$5,700	\$27,062	\$252,383	\$469,855	\$245,000	\$0	\$0	\$0	\$1,000,000
Expenditures:									
2-Road Design	\$5,700	\$10,831	\$268,614	\$469,855	\$245,000	\$0	\$0	\$0	\$1,000,000
Total Project Expenditures	\$5,700	\$10,831	\$268,614	\$469,855	\$245,000	\$0	\$0	\$0	\$1,000,000

Clackamas County Prospectus
Fiscal Year 2011/12 to 2016/17

Project Number: 22052
Project Name: North Fork Molalla (Dickey Prairie Road) Bridge
Project Location: Dickey Prairie (Road #6554)
Map No: 323

Program: 02105-Bridge Projects
Project Manager(s): KERRI WHITLOW
Budgeted in Dept: 2433 - DTD Capital Projects
Current Status: ACTIVE
Job Cost #: CI-0001-22052 Planning
CI-0002-22052 Design
CI-0003-22052 Construction
CI-0004-22052 Right of Way

Date of Last Revision: Dec-11

Project Description/Scope:

This project will replace the existing bridge with a new bridge with two travel lanes and two shoulders.

No detour bridge will be constructed. Traffic will be routed to the Weyerhaeuser private road.

OBEC has been selected as the design consultant.

Project Justification:

The bridge was selected due to structural deficiencies.

Impact on Operating Budget:

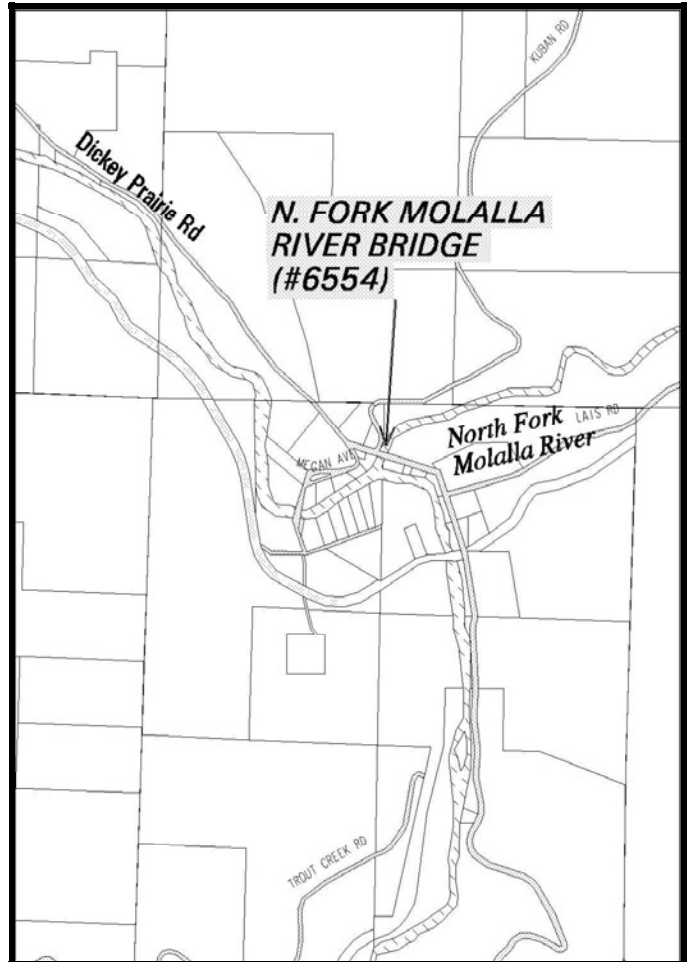
- The OTC has accepted this project into OTIA III.
- During FY 2011/12 about \$20k was requested from the County R/W Agent to mitigate private property negotiations.

Environmental Impacts:

A DSL/Corp 404 permit is required for the project.

Changes Since Last Plan:

Project bid was less than forecasted. Revenue and expenditures were adjusted down to reflect the bid price.



Project Schedule:

	Planning	Design	Right of Way	Construction
StartDate		Feb-09	Jun-10	Mar-11
EndDate		Mar-11	Jun-12	Nov-12

Project Budget:		Actuals Thru 6/30/11	FY11-12 YTD Actuals	FY11-12 Recd/Exp Remaining	Estimated Project Revenues/Costs					Total Project Estimate
Actuals as of 02/29/12					2012/13	2013/14	2014/15	2015/16	2016/17+	
Revenues:										
	OTIA	\$435,898	\$0	\$2,409,236	\$50,000	\$0	\$0	\$0	\$0	\$2,895,134
	Road Funds	\$5,176	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$5,176
Total Project Revenues		\$441,073	\$2,459,236	(\$50,000)	\$50,000	\$0	\$0	\$0	\$0	\$2,900,310
Expenditures:										
	1-Road Planning	\$188	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$188
	2-Road Design	\$365,671	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$365,671
	3-Right of Way Purchase	\$17,449	\$3,889	\$14,853	\$0	\$0	\$0	\$0	\$0	\$36,190
	4-Road Construction	\$57,765	\$1,399,682	\$990,813	\$50,000	\$0	\$0	\$0	\$0	\$2,498,260
Total Project Expenditures		\$441,073	\$1,403,571	\$1,005,665	\$50,000	\$0	\$0	\$0	\$0	\$2,900,310

Clackamas County Prospectus
Fiscal Year 2011/12 to 2016/17

Project Number: 22083
Project Name: Salmon River (Arrah Wanna Road) Bridge
Project Location: Arrah Wanna (Road #6572)
Map No: 225

Program: 02105-Bridge Projects
Project Manager(s): JOEL HOWIE/KERRI WHITLOW
Budgeted in Dept: 2433 - DTD Capital Projects
Current Status: ACTIVE
Job Cost #: CI-0002-22083 Design
 CI-0003-22083 Construction
 CI-0004-22083 Right of Way

Date of Last Revision: Jan-12

Project Description/Scope:

This project will replace the existing one-lane bridge with a new two-lane bridge. OBEC has been selected to be the design consultant.

Project Justification:

The bridge was selected for replacement under the Highway Bridge Replacement and Rehabilitation (HBRR) program due to structural deficiencies.

Impact on Operating Budget:

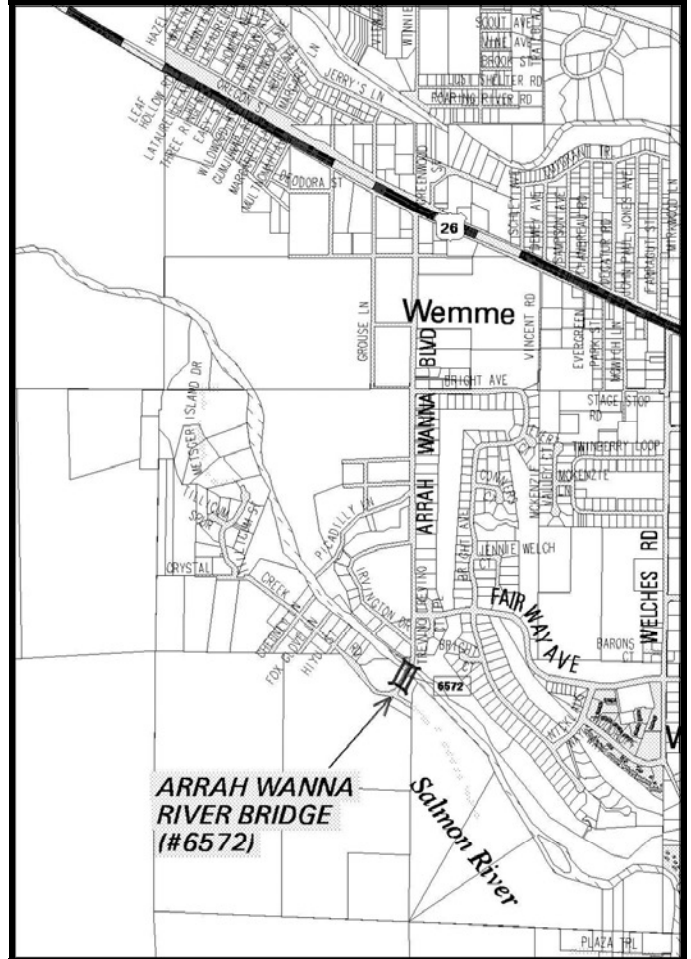
County Road Funds are committed to this project and serve as match for a Highway Bridge Replacement & Rehabilitation Grant. Under this program, the project is 89.73% federally funded.

Environmental Impacts:

A DSL/Corp 404 permit was acquired for the project.

Changes Since Last Plan:

Update budget and schedule for NTP for construction



Project Schedule:

	Planning	Design	Right of Way	Construction
StartDate		Feb-06	Dec-10	Jan-12
EndDate		Mar-12	Jun-12	Mar-13

Project Budget:	Actuals Thru	FY11-12 YTD	FY11-12 Recd/Exp	Estimated Project Revenues/Costs					Total Project
<i>Actuals as of 02/29/12</i>	6/30/11	Actuals	Remaining	2012/13	2013/14	2014/15	2015/16	2016/17+	Estimate
Revenues:									
Hwy Brg Rplcmnt & Rehab Grant	\$388,790	\$50,005	\$2,398	\$0	\$0	\$0	\$0	\$0	\$441,192
Hwy Bridge Replacement & Rehab	\$8,000	\$0	\$465,467	\$915,478	\$0	\$0	\$0	\$0	\$1,388,945
Road Funds	\$171,540	\$10,135	\$52,918	\$384,522	\$0	\$0	\$0	\$0	\$619,114
Total Project Revenues	\$568,330	\$60,140	\$520,782	\$1,300,000	\$0	\$0	\$0	\$0	\$2,449,251
Expenditures:									
1-Road Planning	\$1,220	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,220
2-Road Design	\$500,287	\$57,011	\$11,693	\$0	\$0	\$0	\$0	\$0	\$568,991
3-Right of Way Purchase	\$62,368	\$3,992	\$12,681	\$0	\$0	\$0	\$0	\$0	\$79,041
4-Road Construction	\$4,455	\$686	\$494,859	\$1,300,000	\$0	\$0	\$0	\$0	\$1,800,000
Total Project Expenditures	\$568,330	\$61,688	\$519,233	\$1,300,000	\$0	\$0	\$0	\$0	\$2,449,251

Clackamas County Prospectus
Fiscal Year 2011/12 to 2016/17

Project Number: 22144
Project Name: Salmon River (Elk Park Road) Bridge
Project Location: Elk Park Road
Map No:

Program: 02105-Bridge Projects
Project Manager(s): M. VINCE HALL
Budgeted in Dept: 2433 - DTD Capital Projects
Current Status: ACTIVE
Job Cost #: CI-0001-22144 Planning
CI-0002-22144 Design
CI-0003-22144 Construction
CI-0004-22144 Right of Way

Date of Last Revision: Mar-12

Project Description/Scope:

This HBRR project will replace the existing one-lane bridge with a new two-lane bridge. An IGA will be required with ODOT.

Project Justification:

The bridge was selected for replacement under the Highway Bridge Replacement and Rehabilitation (HBRR) program due to structural deficiencies. Under this program, the project is 89.73% federally funded.

Impact on Operating Budget:

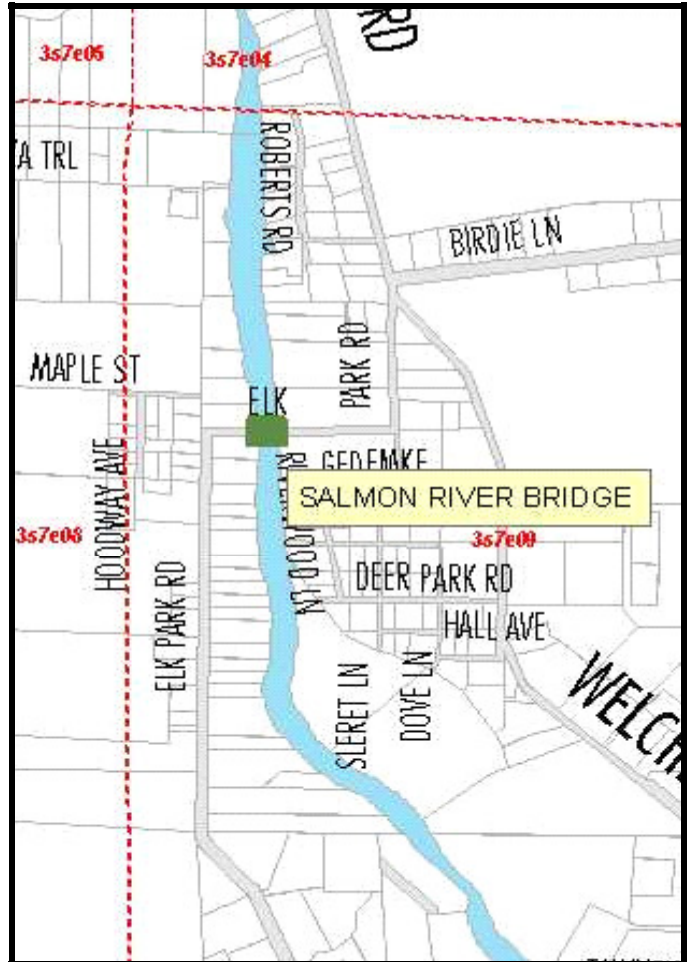
County Road Funds are committed to this project to serve as match for a Highway Bridge Replacement & Rehabilitation (HBRR) Grant. Working with ODOT to secure additional HBRR grant money.

Environmental Impacts:

A DSL/Corp 404 permit may be needed for the project.

Changes Since Last Plan:

Modified schedule and budget – anticipating award of additional HBRR revenue from ODOT.



Project Schedule:

	Planning	Design	Right of Way	Construction
StartDate		Mar-10	Jul-11	Jul-15
EndDate		Sep-14	Dec-15	Aug-16

Project Budget:	Actuals Thru	FY11-12 YTD	FY11-12 Recd/Exp	Estimated Project Revenues/Costs					Total Project
<i>Actuals as of 02/29/12</i>	6/30/11	Actuals	Remaining	2012/13	2013/14	2014/15	2015/16	2016/17+	Estimate
Revenues:									
Hwy Bridge Replacement & Rehab	\$0	\$0	\$148,055	\$432,220	\$140,619	\$795,543	\$0	\$0	\$1,516,437
Road Funds	\$33,215	\$11,201	\$5,744	\$49,470	\$16,094	\$615,457	\$505,000	\$100,000	\$1,336,181
Total Project Revenues	\$33,215	\$11,201	\$153,799	\$481,690	\$156,713	\$1,411,000	\$505,000	\$100,000	\$2,852,618
Expenditures:									
1-Road Planning	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
2-Road Design	\$33,215	\$14,658	\$135,342	\$340,690	\$151,713	\$0	\$0	\$0	\$675,618
3-Right of Way Purchase	\$0	\$0	\$15,000	\$141,000	\$5,000	\$5,000	\$5,000	\$0	\$171,000
4-Road Construction	\$0	\$0	\$0	\$0	\$0	\$1,406,000	\$500,000	\$100,000	\$2,006,000
Total Project Expenditures	\$33,215	\$14,658	\$150,342	\$481,690	\$156,713	\$1,411,000	\$505,000	\$100,000	\$2,852,618

Clackamas County Prospectus
Fiscal Year 2011/12 to 2016/17

Project Number: 22085
Project Name: Clackamas River (Springwater Road) Bridge
Project Location: Springwater Road #1446
Map No: 135

Program: 02105-Bridge Projects
Project Manager(s): STANLEY MONTE
Budgeted in Dept: 2433 - DTD Capital Projects
Current Status: ACTIVE
Job Cost #: CI-0001-22085 Planning
 CI-0002-22085 Design
 CI-0003-22085 Construction
 CI-0004-22085 Right of Way

Date of Last Revision: Mar-12

Project Description/Scope:

The project will replace the bridge carrying Springwater Road over the Clackamas River. The new structure will likely accommodate two travel lanes. The existing traffic counts do not warrant more than two travel lanes at this time. This project is largely funded by the state through the OTIA III.

Project Justification:

The bridge will be replaced due to functional deficiencies.

Impact on Operating Budget:

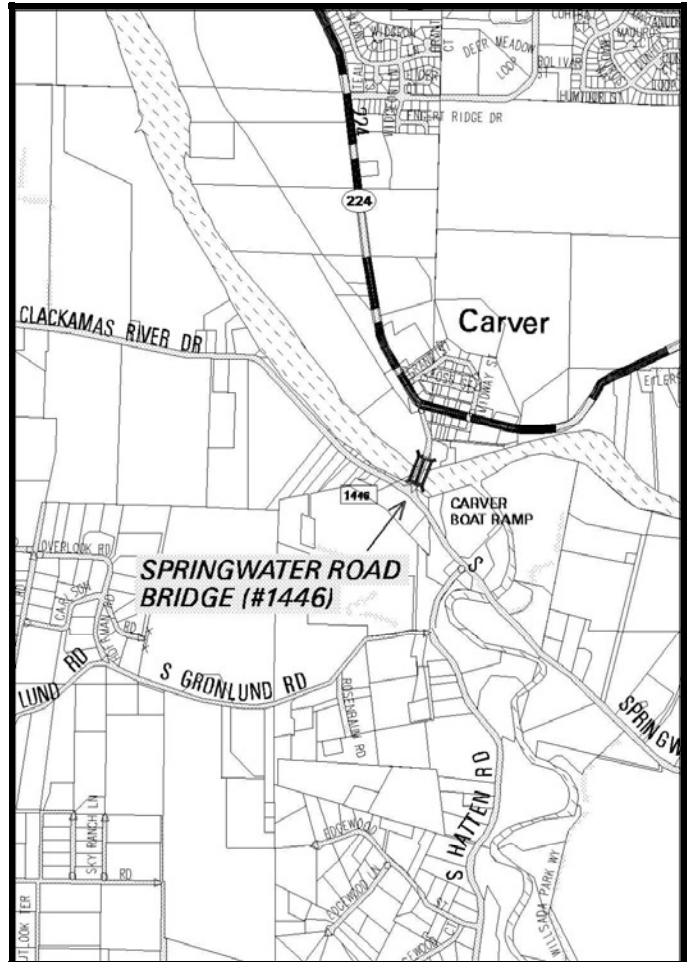
None. System Development Charges and OTIA funds are restricted for capital improvement purposes.

Environmental Impacts:

A 404 permit will likely be needed due to impacts to the Clackamas River.

Changes Since Last Plan:

Increased OTIA Interest to equal actuals received to date and reduced SDCs by same in 14/15.



Project Schedule:

	Planning	Design	Right of Way	Construction
StartDate	Jan-04	Aug-05	Feb-09	Jan-11
EndDate	Dec-04	Feb-11	Dec-14	Dec-14

Project Budget:		Actuals Thru 6/30/11	FY11-12 YTD Actuals	FY11-12 Recd/Exp Remaining	Estimated Project Revenues/Costs					Total Project Estimate
<i>Actuals as of 02/29/12</i>					2012/13	2013/14	2014/15	2015/16	2016/17+	
Revenues:										
Condition of Approval Permit	\$342,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$342,000
Countywide SDCs	\$0	\$0	\$0	\$0	\$0	\$0	\$2,820,281	\$0	\$0	\$2,820,281
Local Gov't & Other Agencies	\$50,543	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$50,543
OTIA	\$1,734,972	\$4,388,142	(\$3,912,560)	\$4,348,516	\$0	\$35,796	\$0	\$0	\$0	\$6,594,866
OTIA Interest	\$92,380	\$0	\$1,640,273	\$16,913	\$2,247,668	\$121,819	\$0	\$0	\$0	\$4,119,053
Rents & Royalties	\$333	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$333
Total Project Revenues	\$2,220,229	\$9,228,413	(\$7,112,558)	\$4,365,429	\$2,247,668	\$2,977,896	\$0	\$0	\$0	\$13,927,077
Expenditures:										
1-Road Planning	\$1,143	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,143
2-Road Design	\$1,754,789	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,754,789
3-Right of Way Purchase	\$323,784	\$107,104	\$67,252	\$1,000	\$1,000	\$1,000	\$0	\$0	\$0	\$501,140
4-Road Construction	\$140,512	\$33,509	\$1,907,990	\$4,364,429	\$2,246,668	\$2,976,896	\$0	\$0	\$0	\$11,670,004
Total Project Expenditures	\$2,220,229	\$140,614	\$1,975,241	\$4,365,429	\$2,247,668	\$2,977,896	\$0	\$0	\$0	\$13,927,077

Clackamas County Prospectus
Fiscal Year 2011/12 to 2016/17

Project Number: 22091
Project Name: Tualatin River (Stafford Rd) Bridge
Project Location: Stafford Road #2567
Map No: 119

Program: 02105-Bridge Projects
Project Manager(s): STANLEY MONTE
Budgeted in Dept: 2433 - DTD Capital Projects
Current Status: ACTIVE
Job Cost #: CI-0001-22091 Planning
CI-0002-22091 Design
CI-0003-22091 Construction
CI-0004-22091 Right of Way

Date of Last Revision: Feb-12

Project Description/Scope:

The project will replace the existing bridge carrying Stafford Road over the Tualatin River. The new structure will accommodate two travel lanes, bike lanes and sidewalks. This project is largely funded by the state through the OTIA III program. Staff is studying the realignment of Stafford Road as part of this project to accommodate the future Stafford Road widening that is on the County's 20 year CIP. The Board has approved the project including the expansion in scope.

Project Justification:

The bridge will be replaced due to structural and functional deficiencies.

Impact on Operating Budget:

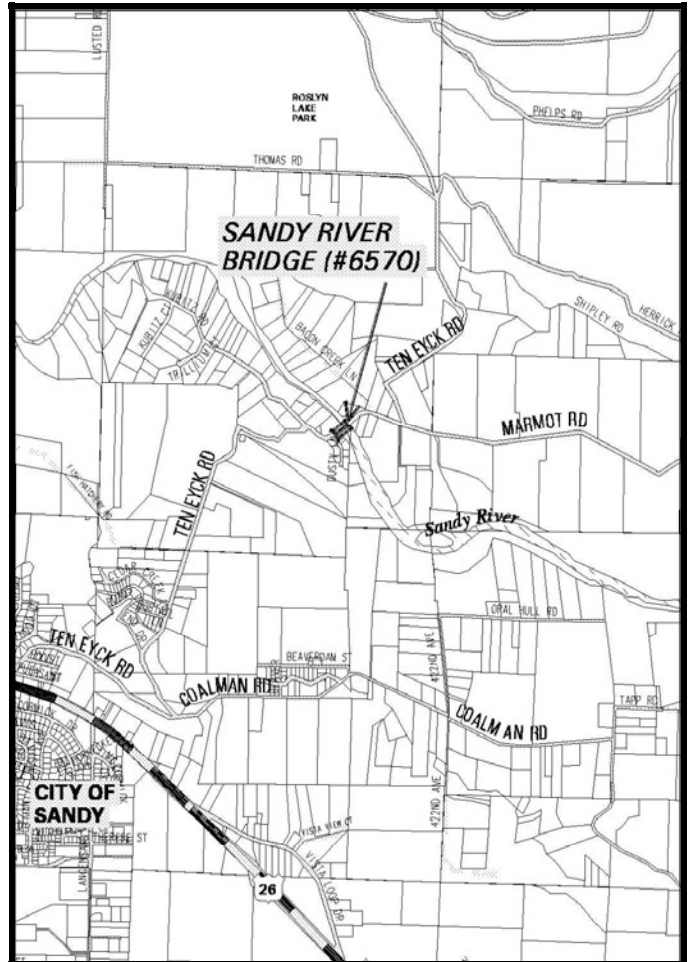
None. System Development Charges and OTIA funds are restricted for capital improvement purposes.

Environmental Impacts:

A 404 permit will be needed due to impacts to the Tualatin River.

Changes Since Last Plan:

Due to reclamation/erosion issues the contract will be extended through November 2012. Revised budget to reflect remaining cost estimates.



Project Schedule:

	Planning	Design	Right of Way	Construction
StartDate	Jan-04	Feb-05	Sep-06	Nov-08
EndDate	Jun-04	Nov-08	Nov-12	Nov-12

Project Budget:		Actuals Thru 6/30/11	FY11-12 YTD Actuals	FY11-12 Recd/Exp Remaining	Estimated Project Revenues/Costs					Total Project Estimate
Actuals as of 02/29/12					2012/13	2013/14	2014/15	2015/16	2016/17+	
Revenues:										
	Countywide SDCs	\$2,669,038	\$19,665	\$51,960	\$130,000	\$0	\$0	\$0	\$0	\$2,870,663
	OTIA	\$7,179,138	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$7,179,138
	Rents & Royalties	\$3,717	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$3,717
	Road Funds	\$41,749	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$41,749
Total Project Revenues		\$9,893,642	\$19,665	\$51,960	\$130,000	\$0	\$0	\$0	\$0	\$10,095,267
Expenditures:										
	1-Road Planning	\$1,367	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,367
	2-Road Design	\$1,007,519	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,007,519
	3-Right of Way Purchase	\$2,738,123	\$4,864	\$1,261	\$5,000	\$0	\$0	\$0	\$0	\$2,749,248
	4-Road Construction	\$6,146,632	\$15,797	\$49,703	\$125,000	\$0	\$0	\$0	\$0	\$6,337,132
Total Project Expenditures		\$9,893,642	\$20,661	\$50,964	\$130,000	\$0	\$0	\$0	\$0	\$10,095,267

Clackamas County Prospectus
Fiscal Year 2011/12 to 2016/17

Project Number: 22092
Project Name: Tualatin River (Borland Road) Bridge
Project Location: Borland Road #6507
Map No: 186

Program: 02105-Bridge Projects
Project Manager(s): STANLEY MONTE
Budgeted in Dept: 2433 - DTD Capital Projects
Current Status: ACTIVE
Job Cost #: CI-0001-22092 Planning
CI-0002-22092 Design
CI-0003-22092 Construction
CI-0004-22092 Right of Way

Date of Last Revision: Mar-12

Project Description/Scope:

The project will replace the existing bridge carrying Borland Road over the Tualatin River. The new structure will accommodate two travel lanes, bike lanes and sidewalks. This project is 100% funded by the state through the OTIA III program.

This project is being coordinated with the City of West Linn and the adjacent park. The County will complete the City's path under the bridge.

Project Justification:

The bridge will be replaced due to structural and functional deficiencies.

Impact on Operating Budget:

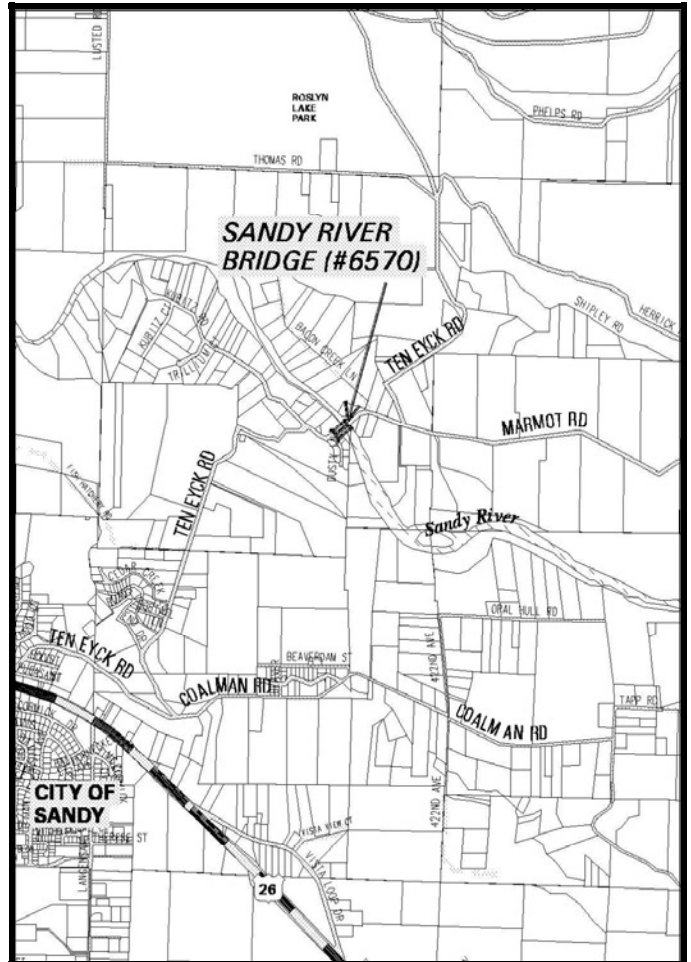
None. OTIA funds are restricted for capital improvement purposes and require no match.

Environmental Impacts:

A 404 permit is needed due to impacts to the Tualatin River. Special care must be taken to coordinate with West Linn regarding the proposed Fields Bridge Park.

Changes Since Last Plan:

Due to reclamation/erosion issues the contract will be extended through November 2012. Updated project budget.



Project Schedule:

	Planning	Design	Right of Way	Construction
StartDate	Jan-04	Feb-05	Jul-06	Nov-08
EndDate	Jun-04	Jun-07	Nov-12	Nov-12

Project Budget:		Actuals Thru 6/30/11	FY11-12 YTD Actuals	FY11-12 Recd/Exp Remaining	Estimated Project Revenues/Costs					Total Project Estimate
Actuals as of 02/29/12					2012/13	2013/14	2014/15	2015/16	2016/17+	
Revenues:										
	OTIA	\$6,160,613	\$0	\$35,185	\$49,000	\$0	\$0	\$0	\$0	\$6,244,798
Total Project Revenues		\$6,160,613	\$119,981	(\$84,796)	\$49,000	\$0	\$0	\$0	\$0	\$6,244,798
Expenditures:										
	2-Road Design	\$623,100	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$623,100
	3-Right of Way Purchase	\$11,899	\$0	\$5,000	\$5,000	\$0	\$0	\$0	\$0	\$21,899
	4-Road Construction	\$5,525,614	\$5,185	\$25,000	\$44,000	\$0	\$0	\$0	\$0	\$5,599,799
Total Project Expenditures		\$6,160,613	\$5,185	\$30,000	\$49,000	\$0	\$0	\$0	\$0	\$6,244,798

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Road Projects

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Clackamas County Prospectus
Fiscal Year 2011/12 to 2016/17

Project Number: 22116
Project Name: Evelyn / Jennifer Intersection
Project Location: Evelyn and Jennifer intersection
Map No:

Program: 02101-Road Projects
Project Manager(s): M. VINCE HALL/RICHARD HARMO
Budgeted in Dept: 2433 - DTD Capital Projects
Current Status: ACTIVE
Job Cost #: CI-0001-22116 Planning
 CI-0002-22116 Design
 CI-0003-22116 Construction
 CI-0004-22116 Right of Way

Date of Last Revision: Mar-12

Project Description/Scope:

This project will install a traffic signal. The traffic signal will significantly change the operating conditions of the intersection. As a result, the intersection will need to be realigned to bring the intersection to current standards. This project will also add sidewalk and pedestrian ramps to upgrade the intersection to current ADA standards. Approximately 80 feet to the south there is a Union Pacific Railroad spur track crossing Evelyn St. This project will require coordinating with Union Pacific and ODOT to interconnect the railroad crossing with the signal. Work remaining is limited to the RR sidewalk crossing.

Project Justification:

The Jennifer/Evelyn intersection has been experiencing increasing traffic congestion. During the PM peak hour the intersection is experiencing extensive delays with an all way stop sign controlled intersection. Traffic counts warrant a signal per the Manual on Uniform Traffic Control Devices. The S/W4 is required by ODOT Rail crossing permit to install signal at Jennifer and Evelyn.

Impact on Operating Budget:

None. The System Development Charges are restricted for capital improvement purposes while matching funds are coming from private developers.

Environmental Impacts:

None.

Changes Since Last Plan:

Working with ODOT Rail to eliminate remaining improvements from the project. Updated project budget and schedule.



Project Schedule:

	Planning	Design	Right of Way	Construction
StartDate		Nov-09	Jan-10	Jan-13
EndDate		Aug-14	Jun-14	Jun-14

Project Budget:		Actuals Thru 6/30/11	FY11-12 YTD Actuals	FY11-12 Recd/Exp Remaining	Estimated Project Revenues/Costs					Total Project Estimate
Actuals as of 02/29/12					2012/13	2013/14	2014/15	2015/16	2016/17+	
Revenues:										
	Countywide SDCs	\$797,787	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$797,787
	Road Funds	\$0	\$234	\$4,766	\$5,000	\$130,246	\$0	\$0	\$0	\$140,246
	Total Project Revenues	\$797,787	\$234	\$4,766	\$5,000	\$130,246	\$0	\$0	\$0	\$938,033
Expenditures:										
	1-Road Planning	\$998	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$998
	2-Road Design	\$127,538	\$234	\$4,766	\$5,000	\$42,103	\$0	\$0	\$0	\$179,641
	3-Right of Way Purchase	\$5,946	\$0	\$0	\$0	\$28,143	\$0	\$0	\$0	\$34,089
	4-Road Construction	\$663,305	\$0	\$0	\$0	\$60,000	\$0	\$0	\$0	\$723,305
	Total Project Expenditures	\$797,787	\$234	\$4,766	\$5,000	\$130,246	\$0	\$0	\$0	\$938,033

Clackamas County Prospectus
Fiscal Year 2011/12 to 2016/17

Project Number: 22187
Project Name: Industrial Way Extension
Project Location: Industrial Way to Lawnfield Rd
Map No:

Program: 02101-Road Projects
Project Manager(s): TERRENCE MUGENAST
Budgeted in Dept: 2433 - DTD Capital Projects
Current Status: ACTIVE
Job Cost #: CI-0002-22187 Design
 CI-0003-22187 Construction
 CI-0004-22187 Right of Way

Date of Last Revision: Mar-12

Project Description/Scope:

This project will provide a connection along the east side of the railroad right-of-way between the existing Industrial Way and Lawnfield Road, for vehicular, bicycle, and pedestrian traffic. The improvements include new roadway construction, bike and pedestrian facilities, curve alignments, turn lanes, street lighting, the construction of new intersections, the potential reconfiguration of existing intersections, and the closure of Lawnfield Road at the Union Pacific railroad crossing.

Project Justification:

This connection is required to accommodate future traffic patterns and impacts to local circulation due to the Sunrise JTA project.

Impact on Operating Budget:

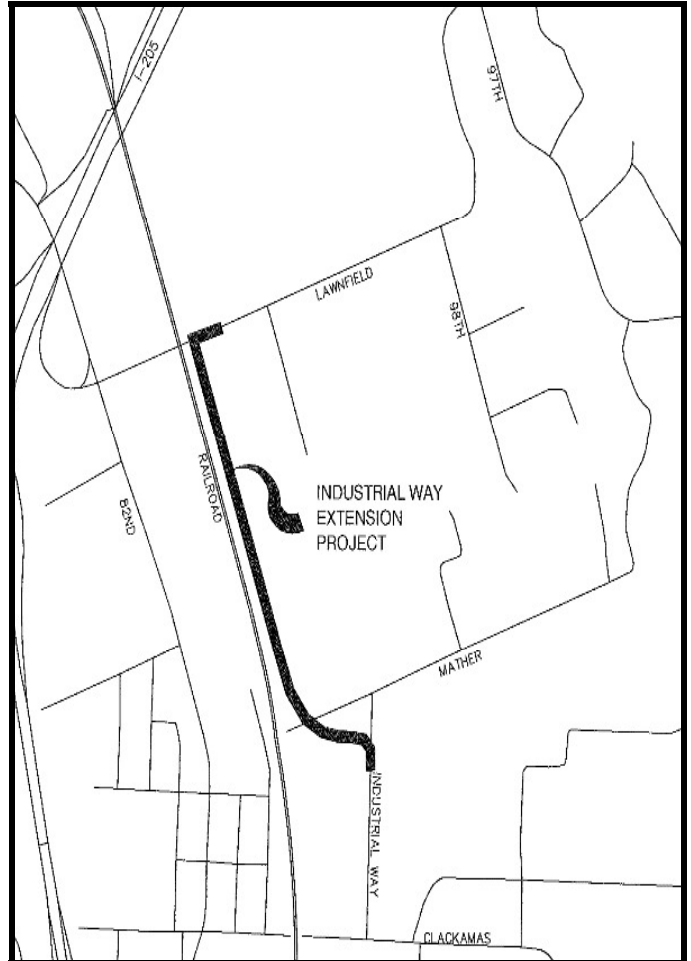
Secured \$480,000 OTIA (no match) NTP 8/11/11. \$380,000 for PE and \$100,000 for ROW. ODOT is purchasing right-of-way for this project, schedule reflects anticipated ODOT purchasing timeframe.

Environmental Impacts:

Potential for wetland permits.

Changes Since Last Plan:

Construction to be completed by ODOT as part of the Sunrise JTA construction contract.



Project Schedule:		Planning	Design	Right of Way	Construction
StartDate			Feb-11	Sep-11	Jun-13
EndDate			Apr-12	Jul-12	Oct-13

Project Budget:		Actuals Thru 6/30/11	FY11-12 YTD Actuals	FY11-12 Recd/Exp Remaining	Estimated Project Revenues/Costs					Total Project Estimate
<i>Actuals as of 02/29/12</i>					2012/13	2013/14	2014/15	2015/16	2016/17+	
Revenues:										
Oregon Transportation Inv Act	\$0	\$0	\$327,160	\$42,840	\$0	\$0	\$0	\$0	\$0	\$370,000
Road Funds	\$12,992	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$12,992
Total Project Revenues	\$12,992	\$81,587	\$245,573	\$42,840	\$0	\$0	\$0	\$0	\$0	\$382,992
Expenditures:										
2-Road Design	\$12,992	\$182,406	\$144,754	\$42,840	\$0	\$0	\$0	\$0	\$0	\$382,992
4-Road Construction	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Project Expenditures	\$12,992	\$182,406	\$144,754	\$42,840	\$0	\$0	\$0	\$0	\$0	\$382,992

Clackamas County Prospectus
Fiscal Year 2011/12 to 2016/17

Project Number: 22193
Project Name: King / Bell - Signal Repair
Project Location: Intersection of King & Bell
Map No:

Program: 02101-Road Projects
Project Manager(s): BIKRAM RAGHUBANSH
Budgeted in Dept: 2433 - DTD Capital Projects
Current Status: ACTIVE
Job Cost #: CI-0002-22193 Design
CI-0003-22193 Construction
CI-0004-22193 Right of Way

Date of Last Revision: Mar-12

Project Description/Scope:

This work will repair damage done by an uninsured driver. The signal has been mounted on a wooden PGE pole until repairs can be made.

Project Justification:

Repair signal bringing it back up to specifications.

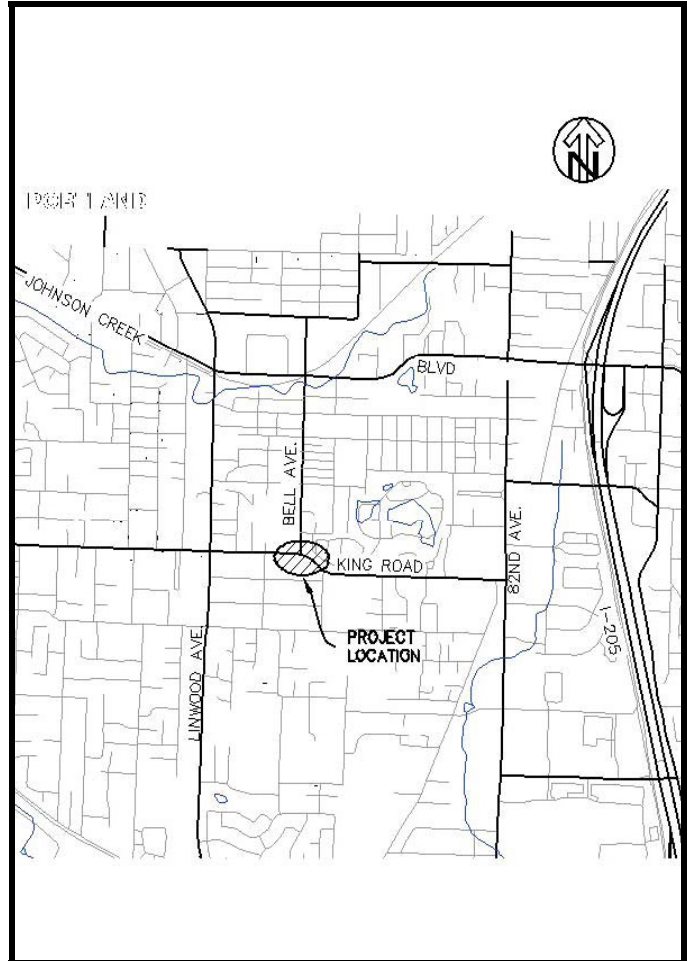
Impact on Operating Budget:

Road fund will cover the cost of the project since there was no insurance to bill for the repairs.

Environmental Impacts:

Changes Since Last Plan:

Changes to project schedule and budget.



Project Schedule:

	Planning	Design	Right of Way	Construction
StartDate		Mar-11	Nov-11	Aug-12
EndDate		Jul-12	Aug-12	Jun-13

Project Budget:		Actuals Thru 6/30/11	FY11-12 YTD Actuals	FY11-12 Recd/Exp Remaining	Estimated Project Revenues/Costs					Total Project Estimate
Actuals as of 02/29/12					2012/13	2013/14	2014/15	2015/16	2016/17+	
Revenues:										
Road Funds	\$2,178	\$5,741	\$17,887	\$130,000	\$0	\$0	\$0	\$0	\$0	\$155,806
Total Project Revenues	\$2,178	\$5,741	\$17,887	\$130,000	\$0	\$0	\$0	\$0	\$0	\$155,806
Expenditures:										
2-Road Design	\$2,178	\$5,096	\$12,727	\$0	\$0	\$0	\$0	\$0	\$0	\$20,001
3-Right of Way Purchase	\$0	\$644	\$5,161	\$695	\$0	\$0	\$0	\$0	\$0	\$6,500
4-Road Construction	\$0	\$0	\$0	\$129,305	\$0	\$0	\$0	\$0	\$0	\$129,305
Total Project Expenditures	\$2,178	\$5,741	\$17,887	\$130,000	\$0	\$0	\$0	\$0	\$0	\$155,806

Clackamas County Prospectus
Fiscal Year 2011/12 to 2016/17

Project Number: 22194
Project Name: HWY 224 @ Springwater - Temporary Signal
Project Location: Intersection of Highway 224 & Springwater Road
Map No:

Program: 02101-Road Projects
Project Manager(s): BIKRAM RAGHUBANSH
Budgeted in Dept: 2433 - DTD Capital Projects
Current Status: ACTIVE
Job Cost #: CI-0002-22194 Design
CI-0003-22194 Construction
CI-0004-22194 Right of Way

Date of Last Revision: Mar-12

Project Description/Scope:

The scope of this project is to install a temporary traffic signal at the intersection of Highway 224 and Springwater Road. This is an interim solution to improve operations and safety at the subject intersection.

Project Justification:

The installation of the temporary signal was part of the development conditions for Windswept Waters. The installation of the temporary signal is expected to improve traffic operations and safety.

Impact on Operating Budget:

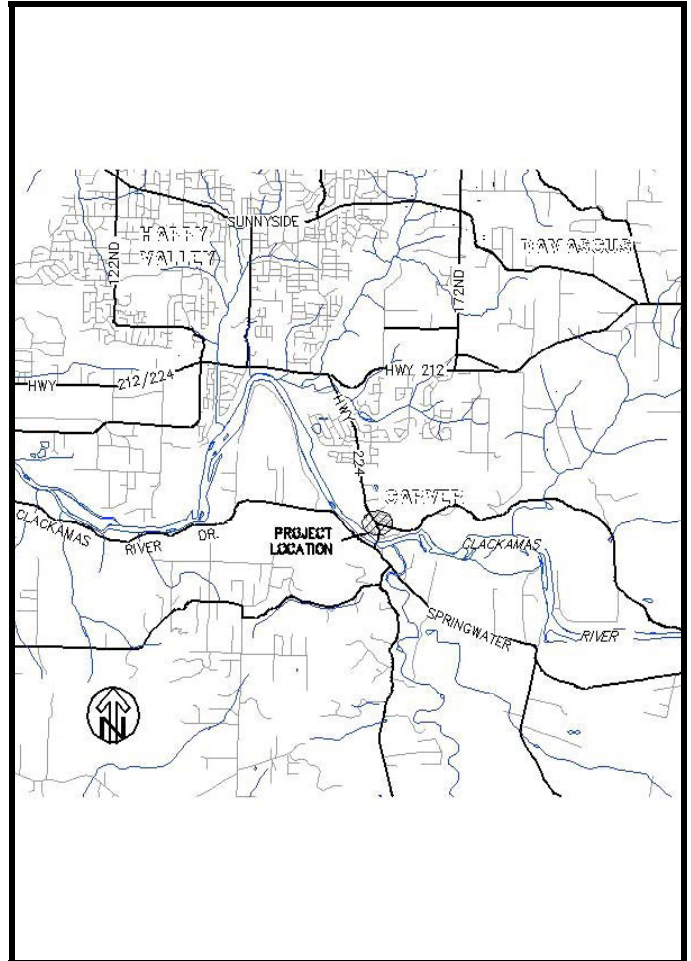
Road fund will be used to match the developer contribution on this project.

Environmental Impacts:

Unknown at this time.

Changes Since Last Plan:

Updates to project schedule and budget.



Project Schedule:		Planning	Design	Right of Way	Construction
StartDate			Mar-11	Oct-11	Dec-13
EndDate			Jun-13	Jun-13	Jun-14

Project Budget:		Actuals Thru 6/30/11	FY11-12 YTD Actuals	FY11-12 Recd/Exp Remaining	Estimated Project Revenues/Costs					Total Project Estimate
<i>Actuals as of 02/29/12</i>					2012/13	2013/14	2014/15	2015/16	2016/17+	
Revenues:										
	OTIA Interest	\$0	\$0	\$7,655	\$38,791	\$350,022	\$0	\$0	\$0	\$396,468
	Total Project Revenues	\$0	\$0	\$7,655	\$38,791	\$350,022	\$0	\$0	\$0	\$396,468
Expenditures:										
	2-Road Design	\$0	\$2,655	\$2,000	\$17,041	\$0	\$0	\$0	\$0	\$21,696
	3-Right of Way Purchase	\$0	\$0	\$3,000	\$21,750	\$0	\$0	\$0	\$0	\$24,750
	4-Road Construction	\$0	\$0	\$0	\$0	\$350,022	\$0	\$0	\$0	\$350,022
	Total Project Expenditures	\$0	\$2,655	\$5,000	\$38,791	\$350,022	\$0	\$0	\$0	\$396,468

Clackamas County Prospectus
Fiscal Year 2011/12 to 2016/17

Project Number: 77096
Project Name: 172nd from Sunnyside to Hwy 212
Project Location: Sunnyside Road to Hwy 212
Map No: 180

Program: 02101-Road Projects
Project Manager(s): TERRENCE MUNGENAST
Budgeted in Dept: 2433 - DTD Capital Projects
Current Status: ACTIVE
Job Cost #: CI-0001-77096 Planning
 CI-0002-77096 Design
 CI-0003-77096 Construction
 CI-0004-77096 Right of Way

Date of Last Revision: Feb-12

Project Description/Scope:

172nd Avenue was a two lane rural arterial. 172nd Avenue was widened to 5 lanes with bike lanes and sidewalks. The new road will include 2 signalized intersections and a roundabout. Modifications to the existing signal on State Highway 212 are also part of this project. This project will include "Green Street" applications to pretreat the storm water prior to discharge.

Project Justification:

Approximately five years ago Metro added the Damascus area that included the 172nd Avenue corridor into the Urban Growth Boundary. It is expected that this area will change from rural to urban uses within 5 to 10 years and is also targeted to be an industrial area. This project is needed to handle the expected growth within the 172nd Avenue corridor. The 172nd Avenue project is within the Regional Transportation Plan financially constrained system and is in the County's 5 year CIP. It is considered a critical link in the Sunrise System, a network of highways, roads and rail from I-205 to Damascus and Highway 212 to the Multnomah County line.

Impact on Operating Budget:

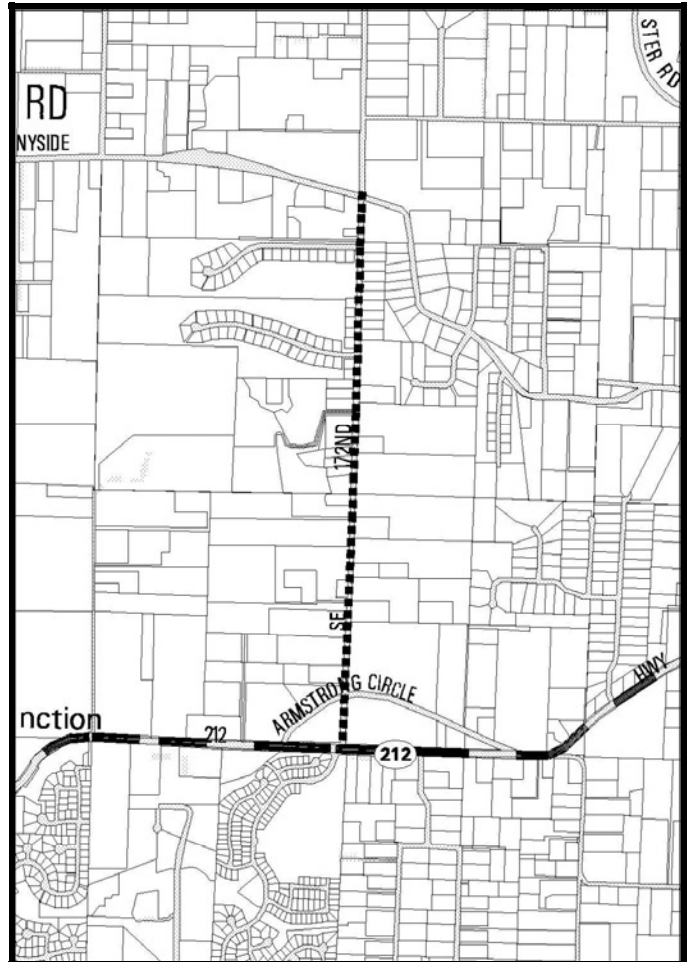
The System Development Charges and the Clackamas Industrial Area Tax Increment Financing are both restricted for capital improvement purposes.

Environmental Impacts:

The major impact is expected to be on the adjacent land uses that are currently agricultural or rural residential. At least one church is adjacent to the road.

Changes Since Last Plan:

Modified FY2011-12 revenues to reflect property sales. Made adjustments to right-of-way budget.



Project Schedule:	Planning	Design	Right of Way	Construction
StartDate	Apr-05	Aug-06	Jan-07	Jan-09
EndDate	Aug-06	Dec-08	Jun-13	Feb-16

Project Budget:	Actuals Thru	FY11-12 YTD	FY11-12 Recd/Exp	Estimated Project Revenues/Costs					Total Project
Actuals as of 02/29/12	6/30/11	Actuals	Remaining	2012/13	2013/14	2014/15	2015/16	2016/17+	Estimate
Revenues:									
CIA TIF FUNDS	\$6,376,017	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$6,376,017
Condition of Approval Permit	\$205,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$205,000
Countywide SDCs	\$9,608,752	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$9,608,752
Hazard Elimination Program	\$9,063	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$9,063
Joint SDCs	\$8,044,994	\$0	\$0	\$0	\$37,040	\$58,955	\$58,955	\$0	\$8,199,944
Land Sale Proceeds	\$422,258	\$133,610	\$0	\$0	\$0	\$0	\$0	\$0	\$555,868
Miscellaneous Revenue	\$25,316	\$44	\$95,826	\$0	\$0	\$0	\$0	\$0	\$121,185
Rents & Royalties	\$2,510	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$2,510
Revenue from WES	\$430,961	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$430,961
STP State Grant	\$3,089,684	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$3,089,684
Total Project Revenues	\$28,214,554	\$133,654	\$95,826	\$95,870	\$58,955	\$58,955	\$58,955	\$0	\$28,598,984

Clackamas County Prospectus
Fiscal Year 2011/12 to 2016/17

Project Number: 77096
Project Name: 172nd from Sunnyside to Hwy 212
Project Location: Sunnyside Road to Hwy 212
Map No: 180

Program: 02101-Road Projects
Project Manager(s): TERRENCE MUNGENAST
Budgeted in Dept: 2433 - DTD Capital Projects
Current Status: ACTIVE
Job Cost #: CI-0001-77096 Planning
CI-0002-77096 Design
CI-0003-77096 Construction
CI-0004-77096 Right of Way

Project Budget:		Actuals Thru 6/30/11	FY11-12 YTD Actuals	FY11-12 Recd/Exp Remaining	Estimated Project Revenues/Costs					Total Project Estimate
<i>Actuals as of 02/29/12</i>					2012/13	2013/14	2014/15	2015/16	2016/17+	
Expenditures:										
1-Road Planning	\$15,692	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$15,692
2-Road Design	\$2,336,953	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$2,336,953
3-Right of Way Purchase	\$11,234,815	\$20,788	\$7,785	\$15,000	\$0	\$0	\$0	\$0	\$0	\$11,278,388
4-Road Construction	\$14,627,095	\$54,203	\$50,834	\$58,955	\$58,955	\$58,955	\$58,955	\$58,955	\$0	\$14,967,952
Total Project Expenditures	\$28,214,554	\$74,990	\$58,620	\$73,955	\$58,955	\$58,955	\$58,955	\$58,955	\$0	\$28,598,984

Storm Drainage Projects

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Clackamas County Prospectus
Fiscal Year 2011/12 to 2016/17

Project Number: 22160
Project Name: Elisha Road Culvert Replacement
Project Location: Elisha Road (Mile Post 2.74)
Map No:

Program: 02106-Storm Drainage Projects
Project Manager(s): JOEL HOWIE
Budgeted in Dept: 2433 - DTD Capital Projects
Current Status: ACTIVE
Job Cost #: CI-0001-22160 Planning
 CI-0002-22160 Design
 CI-0003-22160 Construction
 CI-0004-22160 Right of Way

Date of Last Revision: Nov-11

Project Description/Scope:

Two 48-inch by 44-foot metal culverts carrying Elisha Road over Dove Creek at Mile Post 2.74 are in very poor condition and are blocked by a concrete dam on the upstream (east) side. This project will replace the existing culvert and provide streambed simulation.

Project Justification:

The two corrugated metal pipes carrying Elisha Road over Dove Creek at mile post 2.74 are in very poor condition.

Impact on Operating Budget:

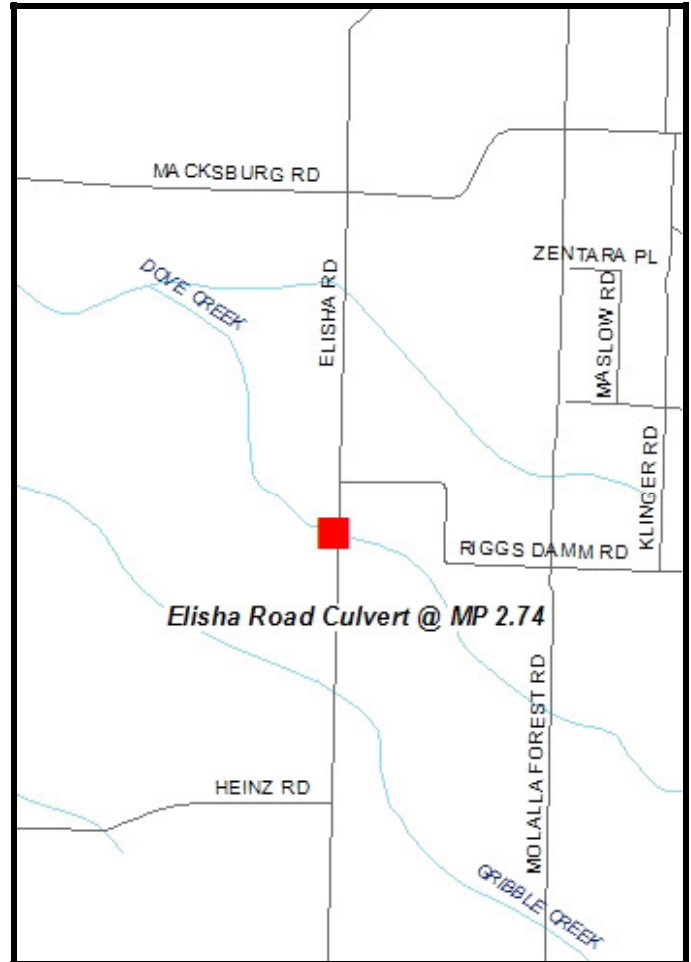
County Road Funds are committed to this project.

Environmental Impacts:

Federal 404 and State removal/fill permits will be required. A biological assessment and/or NEPA documentation may be required.

Changes Since Last Plan:

No changes since last update.



Project Schedule:

	Planning	Design	Right of Way	Construction
StartDate		Nov-07	Nov-09	Aug-12
EndDate		Jul-12	Apr-10	Oct-12

Project Budget:		Actuals Thru 6/30/11	FY11-12 YTD Actuals	FY11-12 Recd/Exp Remaining	Estimated Project Revenues/Costs					Total Project Estimate
<i>Actuals as of 02/29/12</i>					2012/13	2013/14	2014/15	2015/16	2016/17+	
Revenues:										
	Road Funds	\$48,331	\$419	\$25,663	\$229,610	\$0	\$0	\$0	\$0	\$304,024
	Total Project Revenues	\$48,331	\$419	\$25,663	\$229,610	\$0	\$0	\$0	\$0	\$304,024
Expenditures:										
	2-Road Design	\$41,985	\$609	\$25,473	\$0	\$0	\$0	\$0	\$0	\$68,068
	3-Right of Way Purchase	\$5,646	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$5,646
	4-Road Construction	\$700	\$0	\$0	\$229,610	\$0	\$0	\$0	\$0	\$230,310
	Total Project Expenditures	\$48,331	\$609	\$25,473	\$229,610	\$0	\$0	\$0	\$0	\$304,024

**Clackamas County Prospectus
Fiscal Year 2011/12 to 2016/17**

Project Number: 22185
Project Name: Henrici Road at Athens Drive
Project Location: 500 ft. West of Athens Drive
Map No:

Program: 02106-Storm Drainage Projects
Project Manager(s): JOEL HOWIE
Budgeted in Dept: 2433 - DTD Capital Projects
Current Status: ACTIVE
Job Cost #: CI-0002-22185 Design
 CI-0003-22185 Construction
 CI-0004-22185 Right of Way

Date of Last Revision: Mar-12

Project Description/Scope:

After a severe winter storm event in 2009, a small landslide occurred adjacent to Henrici Road approximately 3 miles east of Beavercreek Road and 100 feet west of Athens Court. The landslide damaged a small section of roadway, which the county subsequently repaired utilizing emergency funds. Stormwater runoff from the adjacent hillsides will be collected in stormwater infrastructure placed upstream(north) of Henrici Road and the runoff will be conveyed to a ditch along Athens Drive or conveyed through stormwater pipes (within new stormwater drainage easements acquired from adjacent land owners) to a stormwater outlet near the creek leading to Beaver Lake.

Project Justification:

The cause of the landslide was determined to be a result of hydrostatic pressure caused by stormwater accumulation uphill of the roadway as a result of the lack of conveyence on Henrici Road in this location.

Impact on Operating Budget:

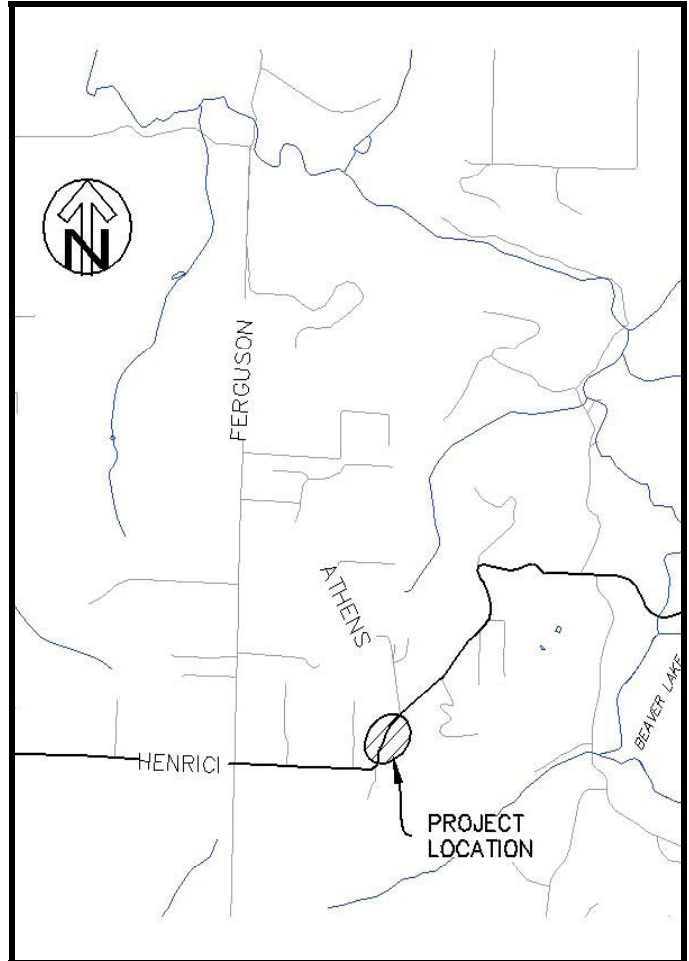
Federal revenue source requires local funding match of 10.27%.

Environmental Impacts:

Federal money is included in the budget, which will require environmental clearance before bidding the contract. The clearance will include cultural resources study, wetland reconnaissance and potential corps/DSL Joint Permit Applications.

Changes Since Last Plan:

Update budget and schedule.



Project Schedule:

	Planning	Design	Right of Way	Construction
StartDate		Feb-11		Jul-12
EndDate		Dec-12		Dec-12

Project Budget:	Actuals Thru	FY11-12 YTD	FY11-12 Recd/Exp	Estimated Project Revenues/Costs					Total Project
<i>Actuals as of 02/29/12</i>	6/30/11	Actuals	Remaining	2012/13	2013/14	2014/15	2015/16	2016/17+	Estimate
Revenues:									
Federal Emergency Relief Prog	\$19,932	(\$8,644)	\$8,644	\$0	\$0	\$0	\$0	\$0	\$19,932
Federal Revenue	\$7,883	\$13,932	\$126,773	\$233,818	\$0	\$0	\$0	\$0	\$382,405
Road Funds	\$3,183	\$40,053	(\$31,404)	\$26,761	\$0	\$0	\$0	\$0	\$38,594
Total Project Revenues	\$30,998	\$45,341	\$104,013	\$260,579	\$0	\$0	\$0	\$0	\$440,931
Expenditures:									
2-Road Design	\$30,998	\$75,405	\$73,949	\$80,579	\$0	\$0	\$0	\$0	\$260,931
3-Right of Way Purchase	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
4-Road Construction	\$0	\$0	\$0	\$180,000	\$0	\$0	\$0	\$0	\$180,000
Total Project Expenditures	\$30,998	\$75,405	\$73,949	\$260,579	\$0	\$0	\$0	\$0	\$440,931

Clackamas County Prospectus
Fiscal Year 2011/12 to 2016/17

Project Number: 22166
Project Name: Delph Creek (Porter Road) Culvert Replacement
Project Location: Porter Road (Mile Post 4.20)
Map No: 128(36)

Program: 02106-Storm Drainage Projects
Project Manager(s): JOEL HOWIE
Budgeted in Dept: 2433 - DTD Capital Projects
Current Status: ACTIVE
Job Cost #: CI-0002-22166 Design
 CI-0003-22166 Construction
 CI-0004-22166 Right of Way

Date of Last Revision: Nov-11

Project Description/Scope:

Delph Creek over tops Porter Road at this location during storm events. Fish passage is restricted by the two 54-inch diameter culverts. Project will replace these culverts with a bridge.

Project Justification:

Delph Creek over tops Porter Road at this location during storm events. Fish passage is restricted by the two 54-inch diameter culverts. Project will replace these culverts with a bridge. This will alleviate the flooding and improve fish passage at this location. The Clackamas River Basin Council received grants from OWEB, FishAmerica Foundation, and the US Forest Service.

Impact on Operating Budget:

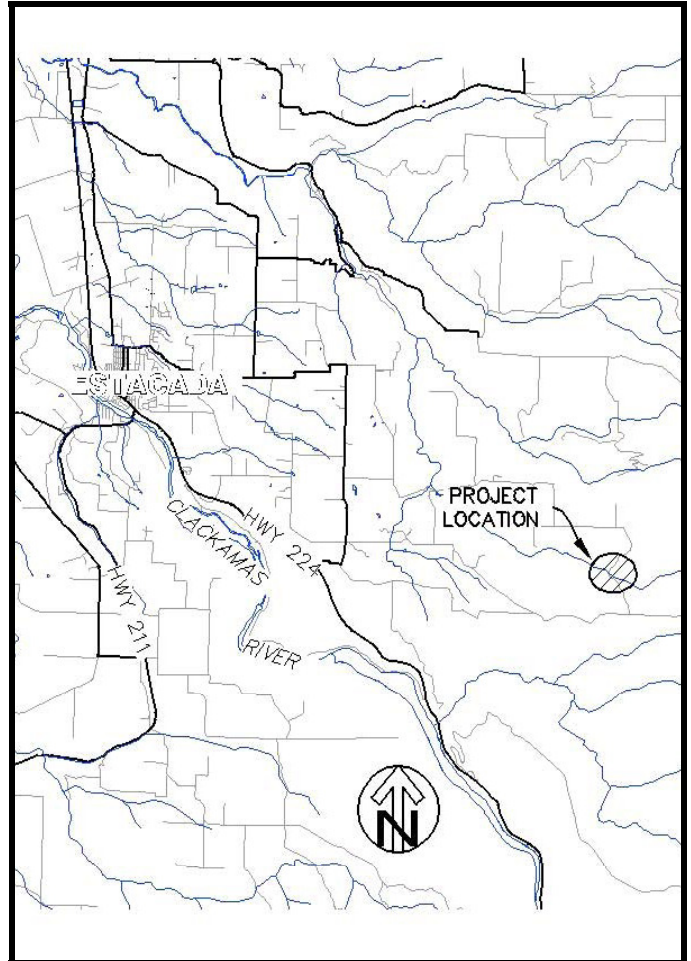
County road funds will be used as a match for the grant funding received.

Environmental Impacts:

Federal 404 and State removal/fill permits will be required. A biological assessment and/or NEPA documentation may be required (included in the cost estimate).

Changes Since Last Plan:

Update of budget to reflect contract pricing.



Project Schedule:	Planning	Design	Right of Way	Construction
StartDate		Jan-11	Jan-11	Sep-11
EndDate		Sep-11	Jun-11	Sep-12

Project Budget:		Actuals Thru 6/30/11	FY11-12 YTD Actuals	FY11-12 Recd/Exp Remaining	Estimated Project Revenues/Costs					Total Project Estimate
Actuals as of 02/29/12					2012/13	2013/14	2014/15	2015/16	2016/17+	
Revenues:										
Fishamerica Foundation	\$0	\$52,156	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$52,156
OR Watershed Enhancement Board	\$0	\$61,860	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$61,860
Road Funds	\$113,714	\$132,543	\$14,170	\$1,200	\$0	\$0	\$0	\$0	\$0	\$261,627
US Forest Svc - Little Sandy	\$0	\$90,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$90,000
Total Project Revenues	\$113,714	\$336,559	\$14,170	\$1,200	\$0	\$0	\$0	\$0	\$0	\$465,643
Expenditures:										
2-Road Design	\$107,523	\$69,405	\$4,072	\$0	\$0	\$0	\$0	\$0	\$0	\$181,001
3-Right of Way Purchase	\$4,919	\$883	(\$883)	\$0	\$0	\$0	\$0	\$0	\$0	\$4,919
4-Road Construction	\$1,272	\$268,524	\$8,727	\$1,200	\$0	\$0	\$0	\$0	\$0	\$279,723
Total Project Expenditures	\$113,714	\$338,813	\$11,916	\$1,200	\$0	\$0	\$0	\$0	\$0	\$465,643

Clackamas County Prospectus
Fiscal Year 2011/12 to 2016/17

Project Number: 22203
Project Name: Boardman Creek Fish Habitat Restoration
Project Location: SE River Rd & SE Walta Vista Ln (Mile Post 1.66)
Map No:

Program: 02106-Storm Drainage Projects
Project Manager(s): M. VINCE HALL
Budgeted in Dept: 2433 - DTD Capital Projects
Current Status: ACTIVE
Job Cost #: CI-0002-22203 Design

Date of Last Revision: Feb-12

Project Description/Scope:

A culvert underneath River Road and another culvert underneath Walta Vista Lane are failing structurally and hydraulically. The existing culverts are undersized creating a chokepoint that results in chronic flooding and erosion upstream of the culvert. The upstream erosion creates downstream sediment issues that severely degrade the water quality of the stream and habitat. These two culverts form a depth and velocity barrier to juvenile and adult salmonids. Clackamas County will be partnering with Oak Lodge Sanitary District to deliver this project.

Project Justification:

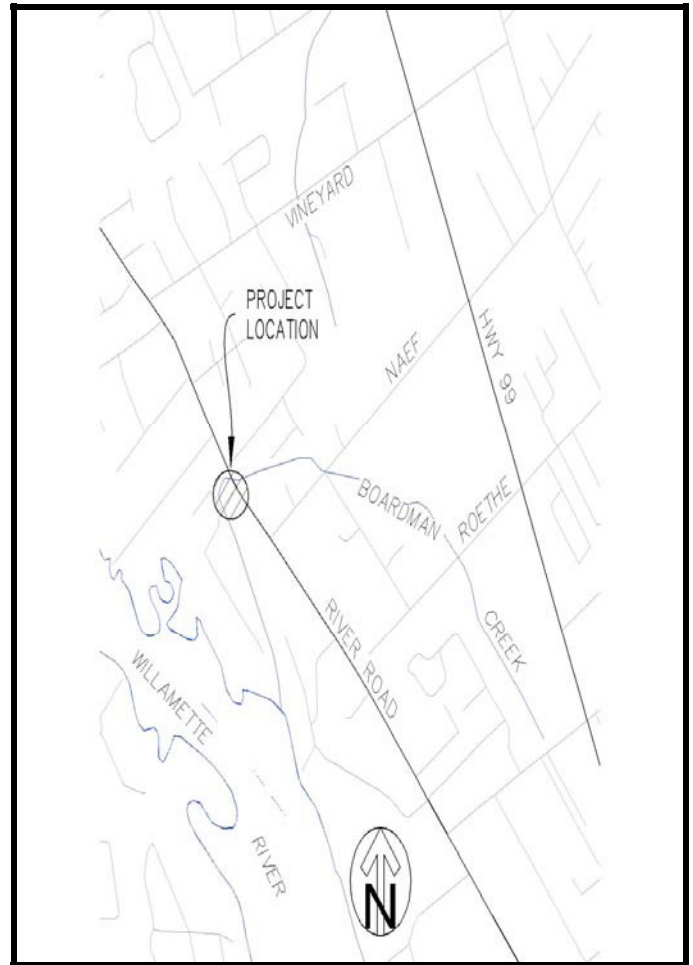
This project will remove failing culverts; relieve chronic flooding; restore native aquatic habitat, wildlife habitat, 300 feet of creek and adjacent riparian zone, and native plants; and provide a critical link that will connect fish to 3,000 lineal feet of healthy habitat corridor, and re-connecting the community to nature by allowing fish to swim through Stringfield Family Park.

Impact on Operating Budget:

\$25,000 is needed for staff to invest time to secure the DTD funding match from other sources. North Clackamas Urban Watershed Council will assist with research for additional grant funding opportunities and technical assistance for this project. Both Clackamas County Department of Transportation and Development and OLSD will seek additional funding sources after the 10% design is complete.

Environmental Impacts:

This project will be a major step in realizing the possibility of restoring a degraded creek and providing quality habitat for native fish and wildlife. This project is critical to reducing pollution from urban storm water runoff, improving water quality, and the overall health of the basins ecosystem. The project involves removing two deteriorating culverts at River Road and Walta Vista Court that will restore 300 feet of riparian zone. Fish passage from the Willamette River to Stringfield Family Park in Boardman Creek will be possible the day the culverts are removed.



Changes Since Last Plan:

Updated project budget and schedule.

Project Schedule:

	Planning	Design	Right of Way	Construction
StartDate		Nov-11		
EndDate		Jun-13		

Project Budget:	Actuals Thru	FY11-12 YTD	FY11-12 Recd/Exp	Estimated Project Revenues/Costs					Total Project
<i>Actuals as of 02/29/12</i>	6/30/11	Actuals	Remaining	2012/13	2013/14	2014/15	2015/16	2016/17+	Estimate
Revenues:									
Oak Lodge Sanitary District	\$0	\$0	\$0	\$150,000	\$0	\$0	\$0	\$0	\$150,000
Road Funds	\$0	\$4,988	\$20,012	\$40,000	\$0	\$0	\$0	\$0	\$65,000
Total Project Revenues	\$0	\$4,988	\$20,012	\$190,000	\$0	\$0	\$0	\$0	\$215,000
Expenditures:									
2-Road Design	\$0	\$10,149	\$14,851	\$190,000	\$0	\$0	\$0	\$0	\$215,000
Total Project Expenditures	\$0	\$10,149	\$14,851	\$190,000	\$0	\$0	\$0	\$0	\$215,000

Transportation Safety Projects

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Clackamas County Prospectus
Fiscal Year 2011/12 to 2016/17

Project Number: 22171
Project Name: Barlow / Zimmerman Intersection Improvements
Project Location: Barlow / Zimmerman Intersection
Map No:

Program: 02103-Safety Projects
Project Manager(s): JAMES REESE
Budgeted in Dept: 2433 - DTD Capital Projects
Current Status: ACTIVE
Job Cost #: CI-0002-22171 Design
CI-0003-22171 Construction
CI-0004-22171 Right of Way

Date of Last Revision: Nov-11

Project Description/Scope:

This project will reconstruct Barlow road for 600' south of the Zimmerman intersection with a vertical curve to meeting ASHTO standards for the designed speed, widening the shoulders to 8', laying back the cut slopes of the roadway and clearing obstacles to sight distance.

Project Justification:

This project will eliminate the existing poor sight distance that exists to the south of this intersection due to a substandard vertical curve and narrow cut banks that have contributed to a history of fatal or serious injuries at the intersection. This project is ranked in the top four of safety projects since 2006.

Impact on Operating Budget:

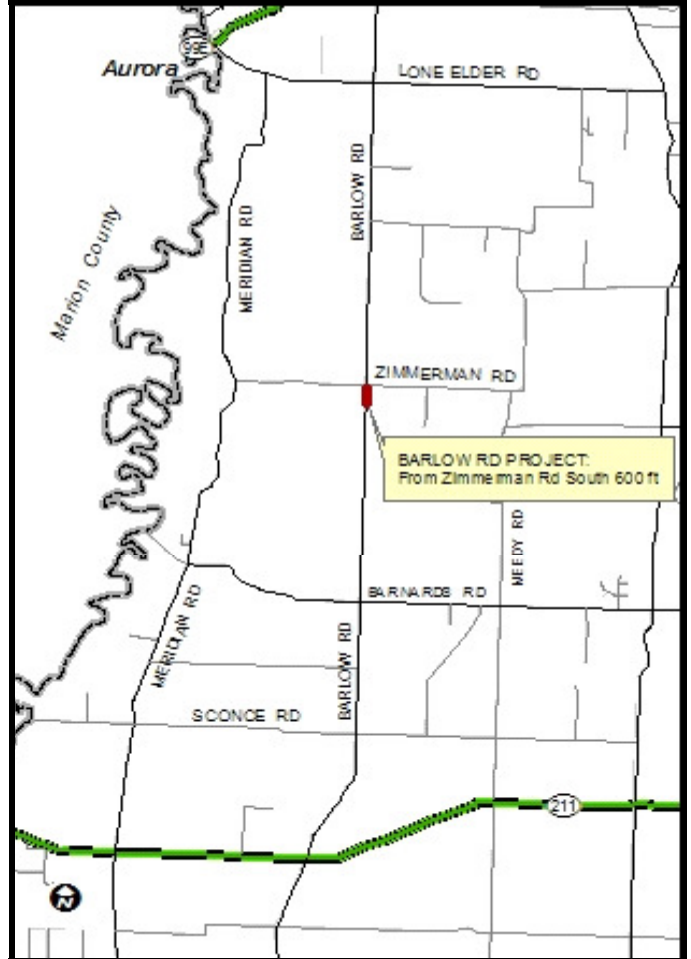
County Road Funds are committed to this project as a 10% match for a ODOT- High Risk Rural Road Program.

Environmental Impacts:

None.

Changes Since Last Plan:

Updated project budget.



Project Schedule:

	Planning	Design	Right of Way	Construction
StartDate		Feb-10	Mar-12	Mar-13
EndDate		Jun-12	Sep-12	Aug-13

Project Budget:		Actuals Thru 6/30/11	FY11-12 YTD Actuals	FY11-12 Recd/Exp Remaining	Estimated Project Revenues/Costs					Total Project Estimate
<i>Actuals as of 02/29/12</i>					2012/13	2013/14	2014/15	2015/16	2016/17+	
Revenues:										
Federal Revenue	\$67,616	\$34,151	\$33,021	\$239,002	\$600,000	\$0	\$0	\$0	\$0	\$973,790
High Risk Rual Roads Program	\$2,736	\$16,922	\$107,272	\$213,611	\$15,471	\$0	\$0	\$0	\$0	\$356,012
Road Funds	\$13,738	\$3,556	\$37,874	\$55,120	\$30,000	\$0	\$0	\$0	\$0	\$140,288
Total Project Revenues	\$84,090	\$54,629	\$178,167	\$507,733	\$645,471	\$0	\$0	\$0	\$0	\$1,470,090
Expenditures:										
2-Road Design	\$81,767	\$62,246	\$170,550	\$243,204	\$0	\$0	\$0	\$0	\$0	\$557,767
3-Right of Way Purchase	\$2,323	\$0	\$0	\$119,886	\$0	\$0	\$0	\$0	\$0	\$122,209
4-Road Construction	\$0	\$0	\$0	\$144,643	\$645,471	\$0	\$0	\$0	\$0	\$790,114
Total Project Expenditures	\$84,090	\$62,246	\$170,550	\$507,733	\$645,471	\$0	\$0	\$0	\$0	\$1,470,090

**Clackamas County Prospectus
Fiscal Year 2011/12 to 2016/17**

Project Number: 22208
Project Name: Kellogg Ave & Risley Rd Safety Improvements
Project Location: Kellogg (between Oak Grove Blvd & Risley) and Risley (between
Map No:

Program: 02103-Safety Projects
Project Manager(s): JOEL HOWIE/DEANA MULDER
Budgeted in Dept: 2433 - DTD Capital Projects
Current Status: ACTIVE
Job Cost #: CI-0002-22208 Design
 CI-0003-22208 Construction

Date of Last Revision: Mar-12

Project Description/Scope:

Enclose +/- 400 lineal feet of open ditches, install drainage facilities and construct pedestrian improvements on Kellogg Road in order to connect them to the crosswalk on Risley Avenue. This would allow the project to include enclosing the +/- 100 lineal feet of open ditch on the northerly side of Risley Avenue between Kellogg Avenue and crosswalk at Olive Avenue and Risley Avenue. The project will also widen the existing road to the standard 28-foot local road width.

Project Justification:

The project will provide pedestrian facilities where currently they are forced to share the narrow +/- 17-foot wide paved road because of the open ditches and only inches of shoulder between the pavement and the slope of the ditch.

Impact on Operating Budget:

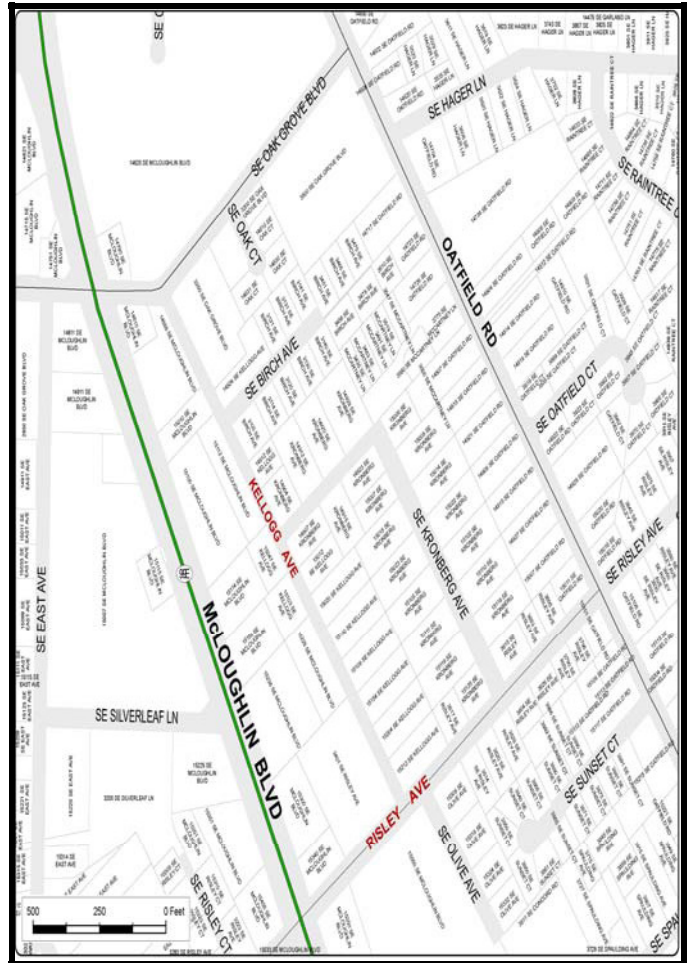
Road fund (215) is required as a matching funding source for the CDBG revenue source.

Environmental Impacts:

No wetland concerns. We will be removing one tree in the right of way on Risley Avenue. We are minimizing the increase in impervious surface by constructing in pervious sidewalk to encourage infiltration. No other environmental impacts are anticipated.

Changes Since Last Plan:

New project prospectus.



Project Schedule:		Planning	Design	Right of Way	Construction
Start Date			Jul-12		Jul-13
End Date			Sep-12		Aug-13

Project Budget:	Actuals Thru 6/30/11	FY11-12 YTD Actuals	FY11-12 Recd/Exp Remaining	Estimated Project Revenues/Costs					Total Project Estimate
Actuals as of 02/29/12				2012/13	2013/14	2014/15	2015/16	2016/17+	
Revenues:									
Community Devel Block Grant	\$0	\$0	\$0	\$0	\$125,000	\$0	\$0	\$0	\$125,000
Road Funds	\$0	\$0	\$0	\$33,222	\$67,425	\$0	\$0	\$0	\$100,647
Total Project Revenues	\$0	\$0	\$0	\$33,222	\$192,425	\$0	\$0	\$0	\$225,647
Expenditures:									
2-Road Design	\$0	\$0	\$0	\$33,222	\$0	\$0	\$0	\$0	\$33,222
4-Road Construction	\$0	\$0	\$0	\$0	\$192,425	\$0	\$0	\$0	\$192,425
Total Project Expenditures	\$0	\$0	\$0	\$33,222	\$192,425	\$0	\$0	\$0	\$225,647

Bike and Pedestrian Projects

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**Clackamas County Prospectus
Fiscal Year 2011/12 to 2016/17**

Project Number: 22172
Project Name: Ped/Bike Priorities Program
Project Location: Roads in unincorporated area
Map No:

Program: 02102-Bike/Ped Projects
Project Manager(s): JOSEPH MAREK
Budgeted in Dept: 2433 - DTD Capital Projects
Current Status: ACTIVE
Job Cost #: CI-0001-22172 Planning
 CI-0002-22172 Design

Date of Last Revision: Jun-11

Project Description/Scope:

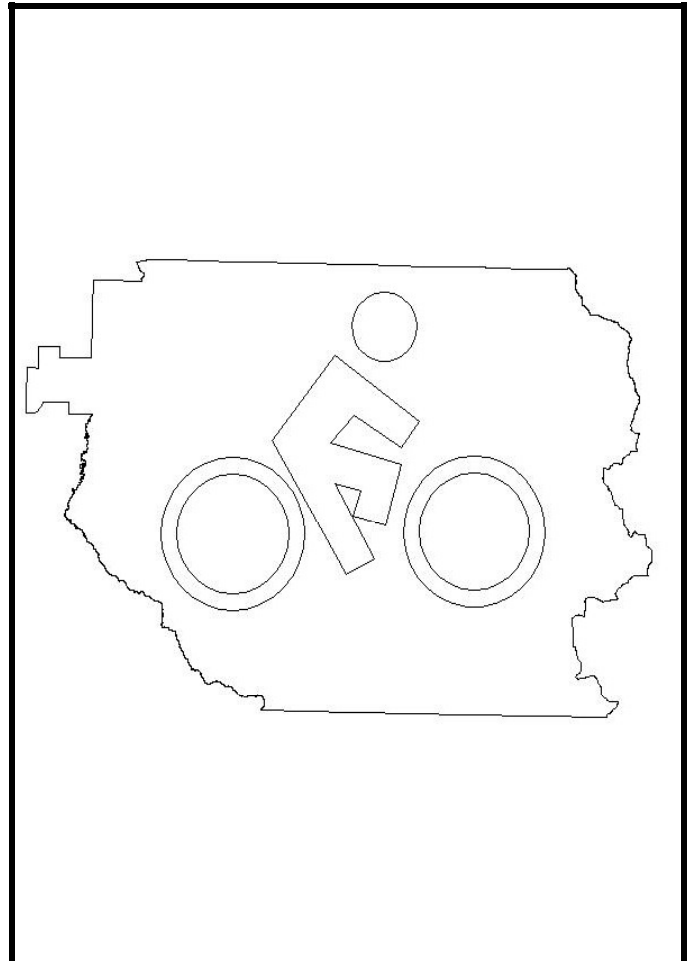
The project goal is to complete the Essential Pedestrian Network by 2020 and provide pedestrian and bicycle transportation facilities in areas that will most benefit from them. To do this, planning and engineering staff will prioritize projects from the EPN plan, the Bicycle Master Plan 2003 and the Pedestrian Master Plan 2003. Staff will perform project scoping, community outreach and preliminary design and budgets. Prioritized projects will be spun off into individual CIP projects for design and construction. To facilitate our ability to fulfill the requirement that 1% of gas tax receipts be used annually for ped/bike projects, projects with a budget range of \$50,000 to \$100,000 will be prioritized. Prioritized projects that are in design or are ready for design should have adequate prospectuses that could easily be adapted to grant opportunities as they arise; this should include projects with larger budgets that lend themselves more readily to federal funding requirements. Projects should make full use of leverage funds where applicable (such as in the CRC, where DA funds might be used on projects that are also in the TMA).

Project Justification:

A more complete and enhanced ped/bike system enables healthy transportation options in a time of rising transportation costs and addresses the County's sustainability goals. In the past, gas tax dollars have been used to fund ped/bike improvements in excess of the 1% statutory requirement. As road funds become limiting, gas tax funding of capital projects has been reduced. We need a ready supply of planned and scoped ped/bike projects to meet the statutory requirement and enable us to be more competitive for grant money.

Impact on Operating Budget:

County Road Funds are committed to this project. These funds will help fulfill the requirement that 1% of gas tax revenues be committed to ped/bike projects annually. The first year commitment is \$50,000. As priority projects are identified in the planning, they will be spun off as individual ped/bike projects and their budgets may reduce the amount devoted to this planning project. Additional funds may be used to leverage this work if they become available.



Environmental Impacts:

Changes Since Last Plan:

No Changes

Project Schedule:

	Planning	Design	Right of Way	Construction
StartDate	Jul-09	Jul-09		
EndDate	Jun-13	Jun-13		

Project Budget:		Actuals Thru 6/30/11	FY11-12 YTD Actuals	FY11-12 Recd/Exp Remaining	Estimated Project Revenues/Costs					Total Project Estimate
Actuals as of 02/29/12					2012/13	2013/14	2014/15	2015/16	2016/17+	
Revenues:										
	Road Funds	\$37,251	\$534	\$50,817	\$50,000	\$0	\$0	\$0	\$0	\$138,602
Total Project Revenues		\$37,251	\$534	\$50,817	\$50,000	\$0	\$0	\$0	\$0	\$138,602
Expenditures:										
	1-Road Planning	\$14,716	\$534	\$37,385	\$35,000	\$0	\$0	\$0	\$0	\$87,635
	2-Road Design	\$22,535	\$0	\$13,432	\$15,000	\$0	\$0	\$0	\$0	\$50,968
Total Project Expenditures		\$37,251	\$534	\$50,817	\$50,000	\$0	\$0	\$0	\$0	\$138,602

Clackamas County Prospectus
Fiscal Year 2011/12 to 2016/17

Project Number: 22173
Project Name: Ped/Bike Signage Update Project
Project Location: Roads in the unincorporated area
Map No:

Program: 02102-Bike/Ped Projects
Project Manager(s): JOSEPH MAREK
Budgeted in Dept: 2433 - DTD Capital Projects
Current Status: ACTIVE
Job Cost #: CI-0001-22173 Planning
CI-0002-22173 Design
CI-0003-22173 Construction

Date of Last Revision: Nov-11

Project Description/Scope:

Clackamas County has 115 miles of urban and 15 miles of rural bikelanes. Most of these facilities are undersigned and do not comply with the MUTCD for both signing and markings. Compliance dates for signs was January 2006 and markings January 2007. In addition, with more cyclists on the road, the County does not have bicycle wayfinding signs (ODOT sign OBD1-3c) showing destinations with riding distance and time. This makes riding in the County more challenging, especially problematic because of the longer trips. The lack of bike lane signing and markings leads to challenges with regards to enforcement of motorists who park in the bike lane and block it forcing cyclists to use the travel lane. This is anticipated to be a multi-year project, with phased installation.

Project Justification:

The solution involves upgrading all bicycle signing and bicycle pavement marking legends on County roads and adding bicycle destination signing to aid both commuter and recreational cyclists about distances, destinations and ride times. The destination signing will help create some continuity with work the City of Portland has already undertaken. Increased bike lane signing will also help with enforcement. No right of way, rights of entries or other permits are required. It includes installation/ removal of traffic signs and installation/removal of pavement marking legends on existing roadways. Some coordination with the cities is also necessary.

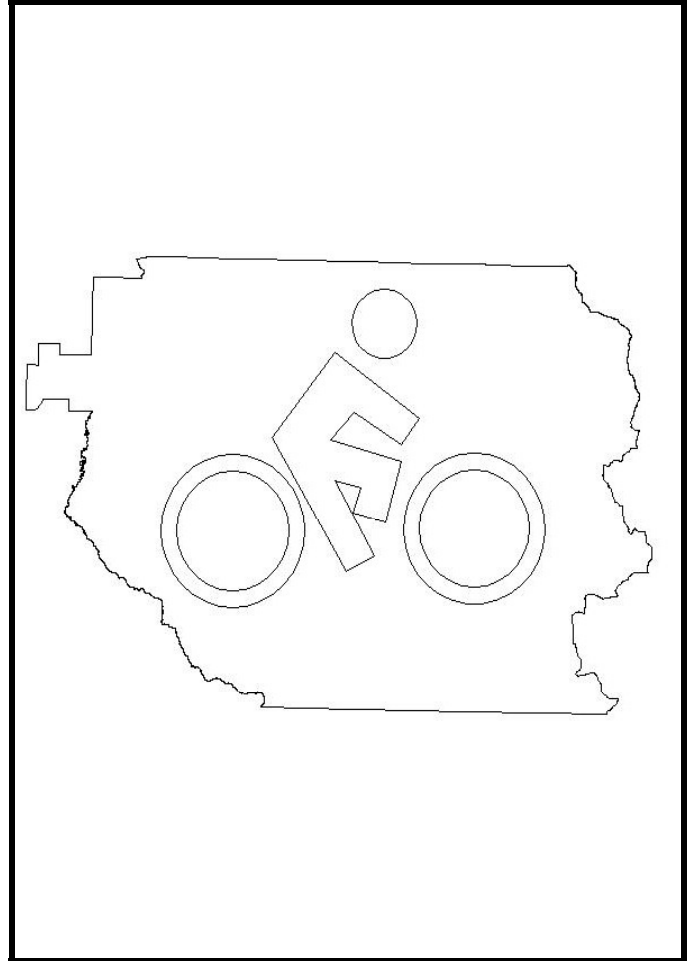
Impact on Operating Budget:

County Road Funds are committed to this project. These funds will help fulfill the requirement that 1% of gas tax revenues be committed to ped/bike projects. Although the entire project will require in excess of \$200,000, the first year commitment is \$50,000. Additional funds may be used to leverage this work if they become available.

Environmental Impacts:

Changes Since Last Plan:

Much of the urban area is completed, including the portion of the County east of the Willamette River, west of I-205 and north of the Clackamas River.



Project Schedule:	Planning	Design	Right of Way	Construction
StartDate	Jul-09	Jul-09		Aug-09
EndDate	Oct-09	Jan-10		Jun-13

Project Budget:		Actuals Thru 6/30/11	FY11-12 YTD Actuals	FY11-12 Recd/Exp Remaining	Estimated Project Revenues/Costs					Total Project Estimate
Actuals as of 02/29/12					2012/13	2013/14	2014/15	2015/16	2016/17+	
Revenues:										
	Road Funds	\$51,118	\$2,665	\$85,199	\$50,000	\$0	\$0	\$0	\$0	\$188,982
	Total Project Revenues	\$51,118	\$2,665	\$85,199	\$50,000	\$0	\$0	\$0	\$0	\$188,982
Expenditures:										
	1-Road Planning	\$7,236	\$1,932	(\$1,932)	\$0	\$0	\$0	\$0	\$0	\$7,236
	2-Road Design	\$14,778	\$732	(\$732)	\$0	\$0	\$0	\$0	\$0	\$14,778
	4-Road Construction	\$29,104	\$0	\$87,864	\$50,000	\$0	\$0	\$0	\$0	\$166,968
	Total Project Expenditures	\$51,118	\$2,665	\$85,199	\$50,000	\$0	\$0	\$0	\$0	\$188,982

Clackamas County Prospectus
Fiscal Year 2011/12 to 2016/17

Project Number: 22179
Project Name: Harmony Road ITS & Pedestrian Improvements
Project Location: Harmony Road - Linwood to 82nd
Map No:

Program: 02102-Bike/Ped Projects
Project Manager(s): RICK NYS
Budgeted in Dept: 2433 - DTD Capital Projects
Current Status: ACTIVE
Job Cost #: CI-0001-22179 Planning
 CI-0002-22179 Design
 CI-0003-22179 Construction
 CI-0004-22179 Right of Way

Date of Last Revision: Mar-12

Project Description/Scope:

Construct various signal improvements at 82nd Avenue/Harmony Road/Sunnyside Road, Harmony Road/ Fuller Road, Harmony Road/ NCPRD Access, and Harmony Road/ Linwood Avenue/ Railroad Avenue. Install sidewalk on the west side of 82nd Avenue from Harmony Road to Sunnybrook Boulevard on Sunnyside Road from Clackamas Town Center to 82nd Avenue, on Harmony Road from 82nd Avenue to Clackamas Community College and connect multiuse path from Clackamas Town Center to 82nd Avenue. Install fiberoptic communication from 82nd Avenue to Linwood Avenue. Install ADA improvements at various locations.

Project Justification:

Remaining STP EIS funds will be utilized to provide important pedestrian improvements and complete an important communications gap. Traffic operations and pedestrian improvements are being emphasized as the previously planned Harmony Road widening project has been abandoned.

Impact on Operating Budget:

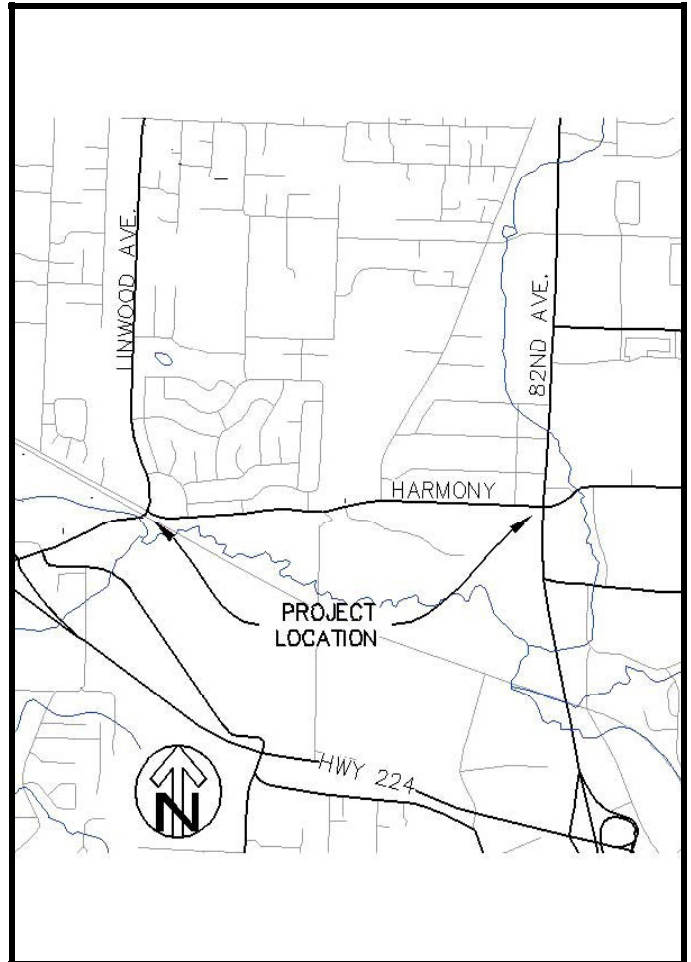
Development Agency funds are committed to this project for the 10.27% match.

Environmental Impacts:

None known.

Changes Since Last Plan:

Changed BFB in 12/13 to balance the project.



Project Schedule:

	Planning	Design	Right of Way	Construction
StartDate	Jan-10	Mar-11	Dec-12	Dec-13
EndDate	Apr-11	May-13	Dec-13	Jul-14

Project Budget:		Actuals Thru 6/30/11	FY11-12 YTD Actuals	FY11-12 Recd/Exp Remaining	Estimated Project Revenues/Costs					Total Project Estimate
Actuals as of 02/29/12					2012/13	2013/14	2014/15	2015/16	2016/17+	
Revenues:										
	CTC TIF FUNDS	\$152,742	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$152,742
	Federal Revenue	\$0	\$0	\$0	\$313,762	\$1,186,238	\$0	\$0	\$0	\$1,500,000
	Road Funds	\$9,666	\$203	\$0	\$0	\$22,762	\$0	\$0	\$0	\$32,631
	Total Project Revenues	\$162,408	\$146,329	\$0	\$376,000	\$1,209,000	\$0	\$0	\$0	\$1,685,373
Expenditures:										
	1-Road Planning	\$15,793	\$203	\$0	\$0	\$0	\$0	\$0	\$0	\$15,996
	2-Road Design	\$0	\$0	\$83,888	\$196,000	\$0	\$0	\$0	\$0	\$279,888
	3-Right of Way Purchase	\$488	\$0	\$0	\$180,000	\$0	\$0	\$0	\$0	\$180,488
	4-Road Construction	\$0	\$0	\$0	\$0	\$1,209,000	\$0	\$0	\$0	\$1,209,000
	Total Project Expenditures	\$16,282	\$203	\$83,888	\$376,000	\$1,209,000	\$0	\$0	\$0	\$1,685,373

Clackamas County Prospectus
Fiscal Year 2011/12 to 2016/17

Project Number: 22200
Project Name: SE 122nd & 132nd Sidewalks
Project Location: SE 122nd & 132nd between Sunnyside and Hubbard
Map No:

Program: 02102-Bike/Ped Projects
Project Manager(s): JAMES REESE
Budgeted in Dept: 2433 - DTD Capital Projects
Current Status: ACTIVE
Job Cost #: CI-0001-22200 Planning
CI-0002-22200 Design
CI-0003-22200 Construction
CI-0004-22200 Right of Way

Date of Last Revision: Mar-12

Project Description/Scope:

122nd and 132nd are located in an area with heavy pedestrian traffic and near by several schools. There are many segments on 122nd and 132nd that lack sidewalk thus making for an unsafe environment for pedestrians.

Project Justification:

The North Clackamas School District evaluated and analyzed safe walk zones for all schools and found certain areas, including the project area, to be unsafe resulting in students being bused to the schools at a cost of \$700/student. By completing this network of sidewalks the district will be able to provide students with safe routes to schools, determine location(s) or crosswalks, and eliminate one or more bus routes.

Currently, many students and community members do not have a safe means of getting to and from the schools, the commercial center (northwest and adjacent to the project - Sunnyside Marketplace at SE 122nd/Sunnyside Road), the neighborhood park (Pfeifer) and the 183-acre Mt. Talbert Nature Park within their neighborhood. This stand-alone project will benefit thousands of students and community members.

Impact on Operating Budget:

Road fund (215) will be used as a match for this project, the amount of the match will range from between a 10.27-50% match for the TE revenue source.

Clackamas County is required to spend a minimum of 1% of the annual State Highway Fund allocation on bicycle/pedestrian improvements.

Environmental Impacts:

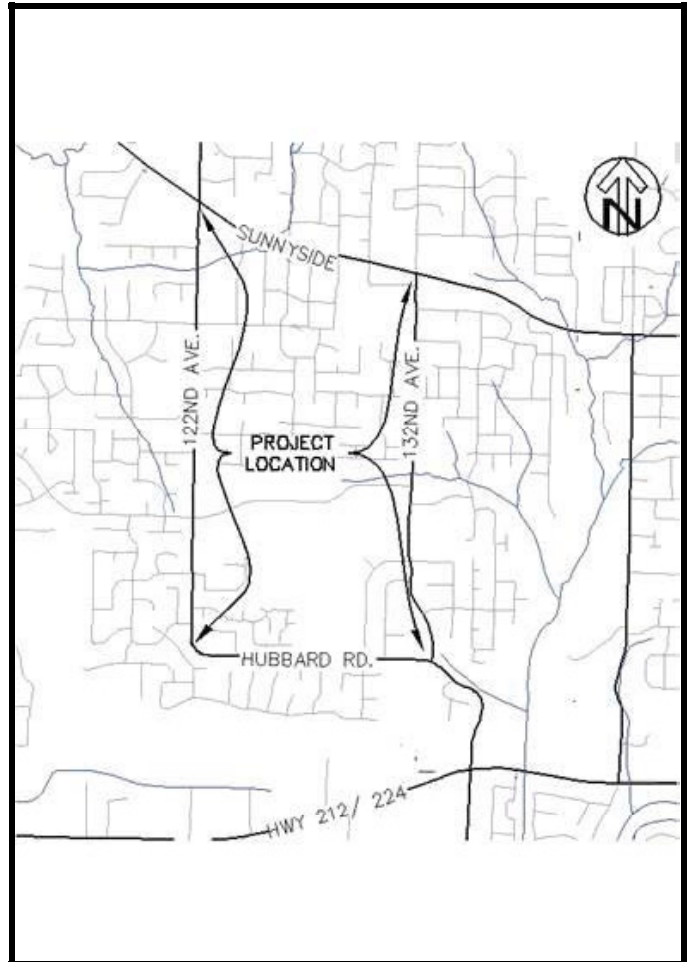
None known at this time.

Changes Since Last Plan:

Modified project budget and schedule to reflect construction schedule.

Project Schedule:

	Planning	Design	Right of Way	Construction
StartDate	Jul-11	Sep-11	Jul-12	May-14
EndDate	Jun-12	Jun-13	Dec-13	Oct-14



Project Budget:		Actuals	FY11-12	FY11-12	Estimated Project Revenues/Costs					Total
<i>Actuals as of 02/29/12</i>		Thru	YTD	Recd/Exp	2012/13	2013/14	2014/15	2015/16	2016/17+	Project
		6/30/11	Actuals	Remaining						Estimate
Revenues:										
	ODOT Grants	\$0	\$0	\$76,046	\$109,307	\$269,190	\$130,108	\$0	\$0	\$584,651
	Road Funds	\$0	\$1,842	\$10,362	\$61,693	\$30,810	\$142,392	\$0	\$0	\$247,099
	Total Project Revenues	\$0	\$1,842	\$86,408	\$171,000	\$300,000	\$272,500	\$0	\$0	\$831,750
Expenditures:										
	1-Road Planning	\$0	\$1,563	\$1,937	\$0	\$0	\$0	\$0	\$0	\$3,500
	2-Road Design	\$0	\$651	\$84,099	\$100,000	\$0	\$0	\$0	\$0	\$184,750
	3-Right of Way Purchase	\$0	\$0	\$0	\$71,000	\$100,000	\$0	\$0	\$0	\$171,000
	4-Road Construction	\$0	\$0	\$0	\$0	\$200,000	\$272,500	\$0	\$0	\$472,500
	Total Project Expenditures	\$0	\$2,214	\$86,036	\$171,000	\$300,000	\$272,500	\$0	\$0	\$831,750

Facilities Improvement Projects

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**Clackamas County Prospectus
Fiscal Year 2012/13 to 2016/17**

Project Number: 76058, 76100
Project Name: County Courthouse Improvements
Project Location: County Courthouse
 807 Main Street, Oregon City

Program: 0221 Capital Projects Reserve
Project Manager(s): Marc Gonzales
Budgeted in Dept: Finance

Date of Last Revision:

Project Description/Scope:

Construct sally port, holding cells and courtroom on east side of courthouse; construct solution to slow or stop erosion on west side of building

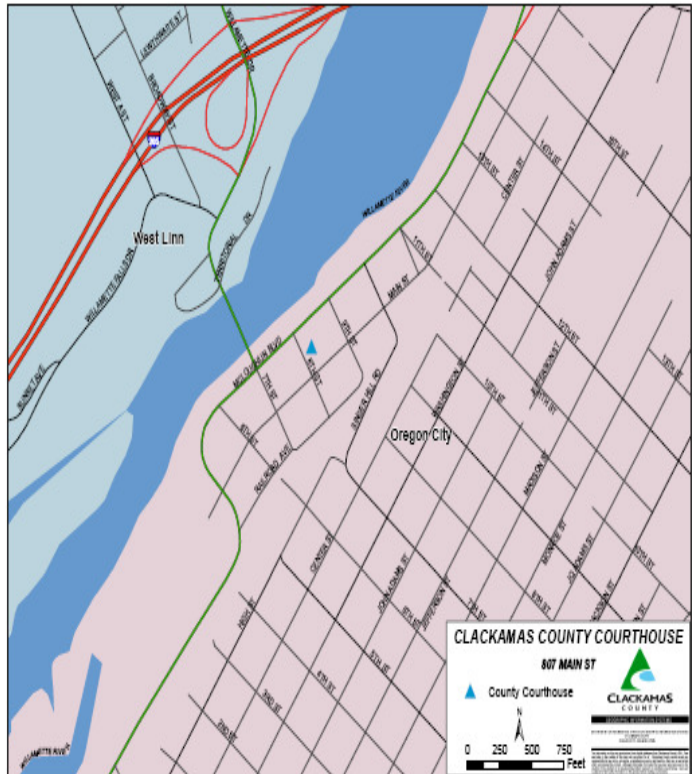
Project Justification/Benefits:

Improve safety and efficiency for staff, prisoners and the general public in a crowded and outdated courthouse building. Address erosion threatening the west side of the facility.

Impact on Operating Budget:

Environmental Impacts:

Slow or stop erosion on west side of building



Changes Since Last Plan:

Project Schedule:		Construction
Start Date		FY 2011
End Date		FY 2013

Project Budget:	Actuals Thru 6/30/11	FY11/12 Est Actuals	Estimated Project Revenues/Costs					Total
			2012/13	2013/14	2014/15	2015/16	2016/17+	
Revenues:								
Courthouse Trust Fund			2,043,530					2,043,530
County General Fund			250,000					250,000
Total Project Revenues		0	2,293,530	0	0	0	0	2,293,530
Expenditures:								
Construction		69,024	157,997	2,066,509				2,293,530
Total Project Expenditures		69,024	157,997	2,066,509	0	0	0	2,293,530

Clackamas County Prospectus
Fiscal Year 2012/13 to 2016/17

Project Number: 76076, 76077, 76078, 76079
Project Name: Sheriff Facilities Improvements
Project Location: Brooks Building, Jail
Evidence Processing Facility
South Station

Program: 0221 Capital Projects Reserve
Project Manager(s): Marc Gonzales
Budgeted in Dept: Finance

Date of Last Revision:

Project Description/Scope:

Re-purpose, remodel and update County-owned facilities for use by the Sheriff's Department.

Project Justification/Benefits:

Significant work is planned at the County-owned Brooks Building (formerly Sunnybrook Service Center) located in the Clackamas area which is situated within one quarter mile of the existing Sheriff's North Station and the Public Safety Training Center, making it a prime location for housing law enforcement operations. Improvements will also be made at the jail, south station and evidence lab.

Impact on Operating Budget:

Annual debt service of \$2.7 million provided by the County General Fund.



Environmental Impacts:

Improvements to existing facilities should result in increased energy efficiency.

Changes Since Last Plan:

Project Schedule:		Construction
Start Date		FY 2009
End Date		FY 2013

Project Budget:	Actuals	FY11/12	Estimated Project Revenues/Costs					Total
	Thru	Est						
	6/30/11	Actuals	2012/13	2013/14	2014/15	2015/16	2016/17+	
Revenues:								
2009 Debt Issue		25,580,281						25,580,281
Total Project Revenues		25,580,281	0	0	0	0	0	25,580,281
Expenditures:								
Construction	20,777,747	1,602,534	3,200,000					25,580,281
Total Project Expenditures	20,777,747	1,602,534	3,200,000	0	0	0	0	25,580,281

Parks Projects

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CAPITAL PROJECT SHEET

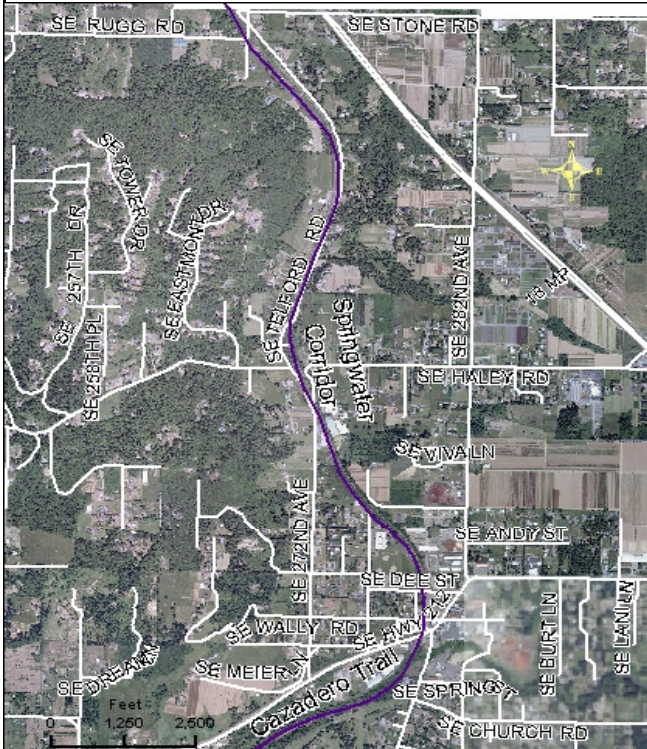
Springwater Corridor Trail

FY 2012 - 2013

PROGRAM SUMMARY

Project Number: 64034
 Project Title: Springwater Corridor Trail Paving
 Project Location: Rugg Rd to Dee Street - Boring, OR
 Scheduled Completion: 5/2014

DESCRIPTION AND LOCATION



PURPOSE AND JUSTIFICATION

Currently, the paved section of the Springwater Trail ends at Rugg Road in Boring, OR. The 2.25 mile section of trail from the Clackamas County line, south to Boring is in a rough gravel surface. Clackamas County Parks was successful in its application for ODOT Transportation Enhancement grant funds to pave this trail section. Paving the trail will provide for additional use from a wider range of user groups and will provide connectivity from downtown Portland to Boring.

IMPACT ON OPERATING BUDGET

For FY 2012/13 there will be no impact on the operating budget for County Parks. All funds for the project will come from County Parks' Metro Local Share bond allocation and ODOT Transportation Enhancement grant funds. There will be a future increase in Parks maintenance expenses when the trail is completed.

NON-FINANCIAL IMPACT

In kind labor will be donated to manage the project through the end of construction.

PROJECT COSTS

Planning & Design	\$48,238
Land (ROW)	\$19,000
Construction (Estimated)	\$1,405,442
Other: Design Build contract - MSA/ODOT	\$493,000
Equipment is included in Planning & Design	
TOTAL	\$1,965,680

Fiscal Year	General Fund	Shared Revenue	Grants (1)	Other Gov't	Debt	Other (specify) (2)	Total
Previous Yrs				\$16,249		\$86,606	\$102,855
2008-09				\$31,989		\$3,532	\$35,521
2009-10						\$365	\$365
2010-11				\$11,006		\$3,269	\$14,274
2011-12				\$436,051			\$436,051
2012-13			\$600,000	\$107,041			\$707,041
2013-14			\$600,000	\$69,573			\$669,573
Total	\$0	\$0	\$1,200,000	\$671,909	\$0	\$93,771	\$1,965,680

(1) ODOT TE grant - funds do not run through County Parks budget but are a part of the funding of this Capital Improvement Project

(2) County Parks & Forest Trust Fund

CAPITAL PROJECT SHEET

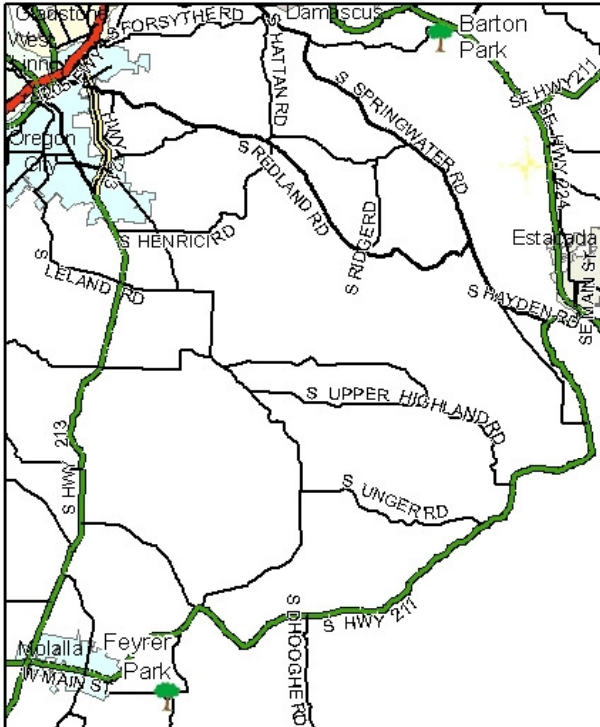
Barton Park Well Replacement

FY 2012 - 2013

PROGRAM SUMMARY

Project Number:
Project Title: Barton Park Well Replacement
Project Location: 19009 S. Barton Park Road
Boring, Oregon
Scheduled Completion: 5/2013

DESCRIPTION AND LOCATION



PURPOSE AND JUSTIFICATION

Barton Park Well Replacement – The existing well system at Barton Park has reached its production capacity during the peak use season. As a result, water use within the park must be curtailed to avoid damaging the well and distribution system. Parks will be replacing the well in order to better serve growing water demand and provide a more reliable source for potable water.

IMPACT ON OPERATING BUDGET

For FY 2012/13 County Parks staff will seek Oregon State Parks Local Government Grant funds for 50% of the costs and will match those dollars with County Parks & Forest trust funds transferred from Fund 850 to complete the project.

NON-FINANCIAL IMPACT

In kind labor will be donated to manage the project.

PROJECT COSTS

Planning & Design	
Land	
Construction (Estimated)	\$60,000
Other:	
TOTAL	\$60,000

Fiscal Year	General Fund	Shared Revenue	Grants (1)	Other Gov't	Debt	Other (specify) (2)	Total
Previous Yrs							\$0
2008-09							\$0
2009-10							\$0
2010-11							\$0
2011-12							\$0
2012-13			\$30,000			\$30,000	\$60,000
Total	\$0	\$0	\$30,000	\$0	\$0	\$30,000	\$60,000

(1) OR State Parks Local Government Grant program funding

(2) County Parks & Forest Trust Fund

Supplemental Information



MARC GONZALES
DIRECTOR

DEPARTMENT OF FINANCE

PUBLIC SERVICES BUILDING
2051 KAEN ROAD | OREGON CITY, OR 97045

June 28, 2012

Board of County Commissioners
Clackamas County

Members of the Board:

**Resolution Adopting the Clackamas County
2012-13 Fiscal Year Budget, making Appropriations and Imposing and
Categorizing Taxes for the Period of July 1, 2012 through June 30, 2013**

Attached are the Resolution and exhibits to adopt the budget as published and approved by the Budget Committee and amended by the Clackamas County Board of Commissioners in accordance with state budget law, and impose taxes.

This Resolution establishes a budget for Clackamas County July 1, 2012 through June 30, 2013 inclusive of \$576,224,665.

RECOMMENDATION

Staff respectfully recommends that the Board adopt the attached Resolution and exhibits.

Sincerely,

Diane D. Padilla
Budget Manager

For information on this issue or copies of attachments
please contact Diane Padilla at (503) 742-5425

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

In the Matter of Adopting a Budget, Making
Appropriations and Imposing and
Categorizing Taxes for the Period of July 1,
2012 through June 30, 2013, for
Clackamas County

ORDER NO. 2012- 5 4

BE IT RESOLVED that the Board of Commissioners of Clackamas County hereby amends the budget approved by the Clackamas County Budget Committee in compliance with Oregon Local Budget Law and as detailed in the attached Exhibit A which by this reference is made a part of this order.

BE IT RESOLVED that the Board of Commissioners of Clackamas County hereby adopts this amended budget in the total of \$576,224,665 and establishes appropriations as detailed in the attached Exhibit B, which by this reference is made a part of this order. This budget is now on file at 2051 Kaen Road, in Oregon City, Oregon.

BE IT RESOLVED that the following ad valorem property taxes are hereby imposed for tax year 2012-2013 upon the assessed value of all taxable property within the district and categorized for purposes of Article XI section 11b as subject to General Government Limitation:

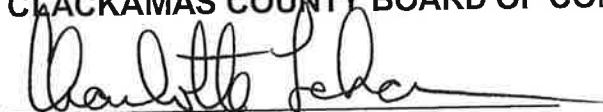
(1) At the rate of \$2.4042 per \$1,000 of assessed value for permanent rate tax in cities which provide their own police patrol service; and

(2) At the rate of \$2.9766 per \$1,000 of assessed value for permanent rate tax in remaining cities and unincorporated areas; and

(3) At the rate of \$0.2480 per \$1,000 of assessed value for local option tax

The above resolution statements were approved and declared adopted on this 28th day of June, 2012.

CLACKAMAS COUNTY BOARD OF COMMISSIONERS


Chair

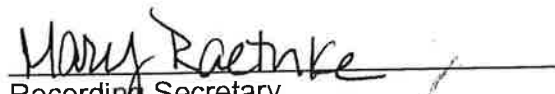

Recording Secretary

Exhibit A

CHANGES TO 2012-2013 APPROVED BUDGET

Expenditures	Approved by Budget Committee	Change	Revised Budget
General Fund			
Board of County Commissioners Materials and Services	140,678	(5,000)	135,678
County Counsel Materials and Services	116,950	(2,000)	114,950
Finance Administration Personnel Services	2,596,187	(36,488)	2,559,699
Public and Government Affairs Materials and Services	467,665	(50,000)	417,665
Nondepartmental Interfund Transfers	84,280,874	(129,000)	84,151,874
Nondepartmental Contingency	4,136,939	222,488	4,359,427
Records Management			
Personnel Services	558,600	(76,800)	481,800
Cable Administration			
Materials and Services	618,284	(50,000)	568,284
Emergency Management			
Personnel Services	1,439,365	(50,000)	1,389,365
Tourism Development			
Materials and Services	2,543,104	(20,000)	2,523,104
Health Housing and Human Services Administration			
Materials and Services	405,421	(5,000)	400,421
County Parks			
Materials and Services	907,597	(3,000)	904,597
Resolution Services			
Personnel Services	972,278	(1,000)	971,278
District Attorney			
Personnel Services	8,258,728	67,640	8,326,368
Materials and Services	2,334,055	(67,640)	2,266,415
Budget as approved by Budget Committee			576,430,465
Changes made by Board of County Commissioners			(205,800)
Adopted Budget			576,224,665

SUMMARY OF BUDGETED APPROPRIATIONS
CLACKAMAS COUNTY, OREGON
 FISCAL YEAR 2012-2013

		<u>BUDGETED</u>
<u>GENERAL FUND (by organizational unit)</u>		
100	Board of County Commissioners	1,318,132
100	County Administration	1,633,562
100	County Counsel	1,901,616
100	Employee Services Administration	2,679,823
100	Risk & Benefits Administration	2,127,392
100	County Assessor	6,805,140
100	County Clerk	3,140,465
100	County Surveyor	908,507
100	Finance Administration	3,461,687
100	County Treasurer	621,804
100	Water Environment Services Payroll	10,707,680
100	Public & Government Affairs	1,988,245
100	Purchasing	817,338
100	County Courier	90,895
100	Mail Operations	601,929
100	North Clackamas Parks & Recreation District Payroll	4,450,969
100	Development Agency Payroll	648,108
100	Non-Departmental	106,517,660
	FUND TOTAL	<u><u>150,420,952</u></u>
<u>GENERAL FUND (by budgetary category)</u>		
100	Personnel Services	35,976,066
100	Materials & Services	13,378,401
100	Debt Service	244,303
100	Capital Outlay	5,000
100	Interfund Transfers	84,151,874
100	Reserve for Future Expenditures	12,305,881
100	Contingency	4,359,427
	FUND TOTAL	<u><u>150,420,952</u></u>
<u>COUNTY FAIR FUND</u>		
201	Personnel Services	539,000
201	Materials & Services	997,750
201	Capital Outlay	71,900
201	Contingency	141,763
	FUND TOTAL	<u><u>1,750,413</u></u>
<u>COUNTY SCHOOL FUND</u>		
204	Materials & Services	1,300
	FUND TOTAL	<u><u>1,300</u></u>
<u>BUILDING CODES FUND (formerly Development Services Fund)</u>		
205	Personnel Services	2,703,660
205	Materials & Services	1,327,900
205	Contingency	302,439
	FUND TOTAL	<u><u>4,333,999</u></u>

BUDGETED

<u>PUBLIC SAFETY LOCAL OPTION LEVY FUND</u>		
206	Personnel Services	8,024,282
206	Materials & Services	1,733,081
206	Contingency	864,738
206	Reserve for Future Expenditures	1,605,891
	FUND TOTAL	12,227,992
<u>CLACKAMAS COUNTY RESOLUTION SVCS FUND (formerly Family Court Svcs Fund)</u>		
207	Personnel Services	971,728
207	Materials & Services	303,185
	FUND TOTAL	1,274,913
<u>BUSINESS & ECONOMIC DEVELOPMENT FUND</u>		
208	Personnel Services	1,319,715
208	Materials & Services	1,114,064
208	Interfund Transfers	1,580,655
208	Contingency	433,186
		4,447,620
<u>EMERGENCY MANAGEMENT FUND</u>		
209	Personnel Services	1,389,365
209	Materials & Services	1,151,083
209	Capital Outlay	366,216
209	Reserve for Future Expenditures	443,872
		3,350,536
<u>LAW LIBRARY FUND</u>		
211	Personnel Services	188,992
211	Materials & Services	313,774
211	Contingency	220,000
211	Reserve for Future Expenditures	172,508
	FUND TOTAL	895,274
<u>LIBRARY SERVICES FUND (formerly Library Network Fund)</u>		
212	Personnel Services	2,614,978
212	Materials & Services	7,373,105
212	Contingency	24,134
	FUND TOTAL	10,012,217
<u>PARKS FUND</u>		
213	Personnel Services	1,179,543
213	Materials & Services	904,597
213	Capital Outlay	207,459
213	Contingency	150,000
	FUND TOTAL	2,441,599
<u>PLANNING FUND</u>		
214	Personnel Services	2,027,251
214	Materials & Services	906,432
214	Interfund Transfers	150,000
214	Contingency	5,990
	FUND TOTAL	3,089,673
<u>ROAD FUND</u>		
215	Personnel Services	15,722,531
215	Materials & Services	13,454,095
215	Capital Outlay	2,737,000
215	Interfund Transfers	2,513,808
215	Contingency	1,773,956
215	Reserve for Future Expenditures	1,000,000
	FUND TOTAL	37,201,390

<u>SHERIFF FUND</u>		
216	Personnel Services	47,666,777
216	Materials & Services	13,715,836
216	Capital Outlay	660,109
216	Interfund Transfers	1,279,298
	FUND TOTAL	63,322,020
<u>CODE ENFORCEMENT & SUSTAINABILITY FUND</u> (Formerly Community Environment Fund)		
217	Personnel Services	1,582,839
217	Materials & Services	1,251,910
217	Capital Outlay	181,000
217	Interfund Transfers	100,000
217	Contingency	760,515
	FUND TOTAL	3,876,264
<u>PROPERTY MANAGEMENT FUND</u>		
218	Personnel Services	101,637
218	Materials & Services	236,130
218	Contingency	33,941
	FUND TOTAL	371,708
<u>COMMUNITY CORRECTIONS FUND</u>		
219	Personnel Services	8,352,831
219	Materials & Services	2,772,912
219	Capital Outlay	9,000
	FUND TOTAL	11,134,743
<u>DISTRICT ATTORNEY FUND</u>		
220	Personnel Services	8,326,368
220	Materials & Services	2,266,415
	FUND TOTAL	10,592,783
<u>JUSTICE COURT FUND</u>		
221	Personnel Services	867,207
221	Materials & Services	1,888,298
221	Interfund Transfers	907,479
221	Contingency	1,144,495
	FUND TOTAL	4,807,479
<u>TRANSPORTATION SDC FUND</u>		
223	Materials & Services	133,741
223	Debt Service	791,200
223	Interfund Transfers	233,830
223	Contingency	2,747,710
	FUND TOTAL	3,906,481
<u>PUBLIC LAND CORNER PRESERVATION FUND</u>		
224	Personnel Services	535,632
224	Materials & Services	173,384
224	Contingency	216,084
	FUND TOTAL	925,100
<u>SUNNYSIDE VILLAGE PARK ROAD FRONTAGE CONSTRUCTION FUND</u>		
225	Materials & Services	135,234
	FUND TOTAL	135,234
<u>SUNNYSIDE VILLAGE PARK ACQUISITION FUND</u>		
226	Materials & Services	403,063
	FUND TOTAL	403,063

<u>HAPPY VALLEY/CLACKAMAS JOINT TRANSPORTATION FUND</u>		
227	Materials & Services	107,044
227	Debt Service	1,140,636
227	Interfund Transfers	600,000
	FUND TOTAL	1,847,680

<u>HEALTH, HOUSING & HUMAN SERVICES ADMINISTRATION FUND</u> (formerly Human Services Administration Fund)		
240	Personnel Services	751,993
240	Materials & Services	400,421
240	Interfund Transfers	10,000
	FUND TOTAL	1,162,414

<u>CLACKAMAS MENTAL HEALTH ORGANIZATION MHO FUND</u>		
241	Personnel Services	2,344,048
241	Materials & Services	17,209,194
241	Interfund Transfers	674,979
241	Contingency	2,503,056
	FUND TOTAL	22,731,277

<u>SOCIAL SERVICES FUND</u>		
242	Personnel Services	7,129,298
242	Materials & Services	10,189,245
242	Capital Outlay	55,500
242	Reserve for Future Expenditures	536,669
242	Contingency	13,244
	FUND TOTAL	17,923,956

<u>COMMUNITY DEVELOPMENT FUND</u>		
244	Personnel Services	948,751
244	Materials & Services	6,293,700
	FUND TOTAL	7,242,451

<u>COMMUNITY SOLUTIONS FOR CLACKAMAS COUNTY FUND</u>		
245	Personnel Services	2,907,245
245	Materials & Services	1,891,354
	FUND TOTAL	4,798,599

<u>CHILDREN YOUTH & FAMILIES FUND (formerly Office for Children & Families Fund)</u>		
246	Personnel Services	931,353
246	Materials & Services	3,640,328
	FUND TOTAL	4,571,681

<u>DOG SERVICES FUND</u>		
247	Personnel Services	1,067,896
247	Materials & Services	659,724
247	Contingency	16,891
	FUND TOTAL	1,744,511

BUDGETED

<u>COMMUNITY HEALTH FUND</u>		
249	Personnel Services	29,200,418
249	Materials & Services	23,360,035
249	Capital Outlay	1,118,000
249	Interfund Transfers	1,012,477
249	Contingency	7,602,338
	FUND TOTAL	62,293,268
<u>EMPLOYER CONTRIBUTION RESERVE FUND</u>		
250	Reserve for Future Expenditures	2,272,953
	FUND TOTAL	2,272,953
<u>COUNTY SAFETY NET LEGISLATION LOCAL PROJECTS FUND</u>		
251	Materials & Services	2,009,123
	FUND TOTAL	2,009,123
<u>TRANSIENT ROOM TAX FUND</u>		
255	Materials & Services	56,100
255	Interfund Transfers	3,070,572
	FUND TOTAL	3,126,672
<u>JUVENILE FUND</u>		
260	Personnel Services	4,798,544
260	Materials & Services	3,559,606
260	Capital Outlay	5,000
	FUND TOTAL	8,363,150
<u>PUBLIC SERVICES BUILDING DEBT SERVICE FUND</u>		
314	Debt Service	964,027
	FUND TOTAL	964,027
<u>PUBLIC SAFETY TRAINING CENTER DEBT SERVICE FUND</u>		
315	Debt Service	379,298
	FUND TOTAL	379,298
<u>DEVELOPMENT SERVICES BUILDING DEBT SERVICE FUND</u>		
317	Debt Service	3,767,081
	FUND TOTAL	3,767,081
<u>SHERIFF FACILITIES DEBT SERVICE FUND</u>		
318	Debt Service	2,627,000
	FUND TOTAL	2,627,000
<u>DTD CAPITAL PROJECTS FUND</u>		
416	Capital Outlay	10,991,249
416	Contingency	21,915
	FUND TOTAL	11,013,164
<u>FLEET REPLACEMENT RESERVE FUND</u>		
418	Reserve for Future Expenditures	180,924
	FUND TOTAL	180,924

BUDGETED

<u>CAPITAL PROJECTS RESERVE FUND</u>		
420	Materials & Services	306,835
420	Interfund Transfers	2,294,430
420	Capital Outlay	8,547,093
420	Reserve for Future Expenditures	4,121,018
420	Contingency	250,529
	FUND TOTAL	15,519,905
<u>CLACKAMAS BROADBAND INNOVATION INITIATIVE FUND</u>		
422	Personnel Services	268,626
422	Materials & Services	202,465
422	Capital Outlay	2,714,336
	FUND TOTAL	3,185,427
<u>LID CONSTRUCTION FUND</u>		
510	Materials & Services	100,250
510	Contingency	421,866
	FUND TOTAL	522,116
<u>LID - 2000 FUND</u>		
514	Debt Service	470,908
	FUND TOTAL	470,908
<u>STONECREEK GOLF COURSE FUND</u>		
601	Materials & Services	2,193,165
601	Debt Service	473,831
601	Interfund Transfers	100,000
601	Capital Outlay	77,500
601	Contingency	86,164
	FUND TOTAL	2,930,660
<u>CABLE ADMINISTRATION FUND</u>		
740	Personnel Services	389,806
740	Materials & Services	568,284
740	Interfund Transfers	200,000
740	Capital Outlay	290,000
740	Reserve for Future Expenditures	96,292
	FUND TOTAL	1,544,382
<u>RECORDS MANAGEMENT FUND</u>		
742	Personnel Services	481,800
742	Materials & Services	271,393
742	Contingency	166,956
	FUND TOTAL	920,149
<u>FACILITIES MANAGEMENT FUND</u>		
744	Personnel Services	2,881,676
744	Materials & Services	5,277,230
744	Capital Outlay	17,000
744	Contingency	80,989
	FUND TOTAL	8,256,895
<u>TELECOMMUNICATIONS SERVICES FUND (formerly Electronic Services Fund)</u>		
746	Personnel Services	806,426
746	Materials & Services	1,769,423
746	Capital Outlay	221,906
746	Reserve for Future Expenditures	55,880
	FUND TOTAL	2,853,635

BUDGETEDTECHNOLOGY SERVICES FUND (formerly Information Services Fund)

747	Personnel Services	5,818,867
747	Materials & Services	3,731,825
747	Interfund Transfers	150,000
747	Capital Outlay	350,000
747	Reserve for Future Expenditures	76,000
747	Contingency	150,000
	FUND TOTAL	10,276,692

CENTRAL DISPATCH FUND

748	Personnel Services	4,893,796
748	Materials & Services	889,479
748	Capital Outlay	20,000
748	Reserve for Future Expenditures	777,863
748	Contingency	100,000
	FUND TOTAL	6,681,138

SELF-INSURANCE FUND

760	Materials & Services	2,925,525
760	Reserve for Future Expenditures	258,496
760	Contingency	3,269,579
	FUND TOTAL	6,453,600

RISK MANAGEMENT CLAIMS FUND

761	Materials & Services	4,156,585
761	Reserve for Future Expenditures	1,773,414
761	Contingency	4,288,483
	FUND TOTAL	10,218,482

FLEET SERVICES FUND (formerly Motor Pool)

770	Personnel Services	1,007,455
770	Materials & Services	3,695,653
770	Capital Outlay	1,055,500
770	Contingency	25,000
	FUND TOTAL	5,783,608

SHERIFF'S OFFICE RETIREE MEDICAL FUND (formerly Comm Ofcrs Med)

819	Materials & Services	452,318
819	Contingency	2,860,523
	FUND TOTAL	3,312,841

TOURISM DEVELOPMENT COUNCIL FUND

840	Personnel Services	850,989
840	Materials & Services	2,523,104
840	Contingency	295,000
	FUND TOTAL	3,669,093

PARKS TRUST FUND

850	Materials & Services	307,010
850	Interfund Transfers	914,725
850	Capital Outlay	1,192,500
850	Reserve for Future Expenditures	230,010
850	Contingency	770,053
	FUND TOTAL	3,414,298

TAX TITLE LAND FUND

853	Materials & Services	268,854
	FUND TOTAL	268,854

BUDGETED

GRAND TOTAL

576,224,665

TOTAL APPROPRIATED

550,316,994

TOTAL UNAPPROPRIATED (Reserve for Future Expenditures)

25,907,671

GRAND TOTAL

576,224,665

Category Summary

Personnel Services

207,569,389

Materials & Services

164,950,962

Capital Outlay

30,893,268

Debt Service

10,858,284

Interfund Transfers

99,944,127

Contingency

36,100,964

Reserve for Future Expenditures

25,907,671

576,224,665

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**SUMMARY OF INTERFUND TRANSFERS
INCLUDED IN 2012-13 BUDGET SORTED BY PAYING FUND**

FUND #	TRANSFERRED FROM	FUND #	TRANSFERRED TO	AMOUNT
100	General Fund	207	Resolution Services Fund	254,000
100	General Fund	209	Emergency Management Fund	1,505,184
100	General Fund	212	Library Services Fund	3,459,961
100	General Fund	213	Parks Fund	157,588
100	General Fund	214	Planning Fund	2,306,514
100	General Fund	215	Road Fund	114,370
100	General Fund	216	Sheriff's Fund	44,318,749
100	General Fund	217	Code Enforcement & Sustainability Fund	220,000
100	General Fund	219	Community Corrections Fund	3,189,112
100	General Fund	220	District Attorney Fund	8,077,922
100	General Fund	240	Health Housing & Human Svcs Admin Fund	495,857
100	General Fund	242	Social Services Fund	2,278,335
100	General Fund	244	Community Development Fund	47,661
100	General Fund	245	Community Solutions for Clack Cty Fund	636,924
100	General Fund	246	Office For Children & Families Fund	1,543,469
100	General Fund	247	Dog Services Fund	869,789
100	General Fund	249	Community Health Fund	2,894,261
100	General Fund	260	Juvenile Fund	6,213,970
100	General Fund	317	Development Svcs Bldg Debt Svc	2,110,444
100	General Fund	318	Sheriff Facilities Debt Service Fund	1,762,851
100	General Fund	420	Capital Projects Reserve Fund	769,000
100	General Fund	740	Cable Administration Fund	665,628
100	General Fund	747	Technology Services Fund	35,000
100	General Fund	840	Tourism Development Council Fund	225,285
208	Business & Economic Development Fund	208	Business & Economic Development Fund	1,517,655
208	Business & Economic Development Fund	245	Community Solutions for Clack Cty Fund	63,000
214	Planning Fund	247	Dog Services Fund	150,000
215	Road Fund	416	DTD Capital Projects Fund	2,513,808
216	Sheriff's Fund	315	Public Safety Training Center Debt Svc Func	379,298
216	Sheriff's Fund	770	Fleet Services Fund	900,000
217	Code Enforcement & Sustainability Fund	247	Dog Services Fund	100,000
221	Justice Court Fund	100	General Fund	907,479
223	Countywide Transportation SDC Fund	227	Joint Transportation SDC Fund	103,830
223	Countywide Transportation SDC Fund	416	DTD Capital Projects Fund	130,000
227	Joint Transportation SDC Fund	223	Countywide Transportation SDC Fund	600,000
240	Health Housing & Human Svc Admin Fund	245	Community Solutions for Clack Cty Fund	10,000
241	Clackamas Mental Health Organization Func	249	Community Health Fund	674,979
249	Community Health Fund	241	Clackamas Mental Health Org Fund	281,852
249	Community Health Fund	242	Social Services Fund	120,000
249	Community Health Fund	246	Office For Children & Families Fund	610,625
255	Transient Room Tax Fund	201	County Fair Fund	413,565
255	Transient Room Tax Fund	840	Tourism Development Council Fund	2,657,007
420	Capital Projects Reserve Fund	100	General Fund	2,294,430
601	Stone Creek Golf Course Fund	213	Parks Fund	100,000
740	Cable Administration Fund	422	Clack Broadband Innovation Initiative Fund	200,000
747	Technology Services Fund	420	Capital Projects Reserve Fund	150,000
850	Parks Trust Fund	213	Parks Fund	914,725
				<hr/> 99,944,127

**SUMMARY OF INTERFUND TRANSFERS
INCLUDED IN 2012-13 BUDGET SORTED BY RECEIVING FUND**

FUND #	TRANSFERRED TO	FUND #	TRANSFERRED FROM	AMOUNT
100	General Fund	221	Justice Court Fund	907,479
100	General Fund	420	Capital Projects Reserve Fund	2,294,430
201	County Fair Fund	255	Transient Room Tax Fund	413,565
207	Resolution Services Fund	100	General Fund	254,000
208	Business & Economic Development Fund	208	Business & Economic Development Fund	1,517,655
209	Emergency Management Fund	100	General Fund	1,505,184
212	Library Services Fund	100	General Fund	3,459,961
213	Parks Fund	100	General Fund	157,588
213	Parks Fund	601	Stone Creek Golf Course Fund	100,000
213	Parks Fund	850	Parks Trust Fund	914,725
214	Planning Fund	100	General Fund	2,306,514
215	Road Fund	100	General Fund	114,370
216	Sheriff's Fund	100	General Fund	44,318,749
217	Code Enforcement & Sustainability Fund	100	General Fund	220,000
219	Community Corrections Fund	100	General Fund	3,189,112
220	District Attorney Fund	100	General Fund	8,077,922
223	Countywide Transportation SDC Fund	227	Joint Transportation SDC Fund	600,000
227	Joint Transportation SDC Fund	223	Countywide Transportation SDC Fund	103,830
240	Health Housing & Human Svcs Admin Fund	100	General Fund	495,857
241	Clackamas Mental Health Org Fund	249	Community Health Fund	281,852
242	Social Services Fund	100	General Fund	2,278,335
242	Social Services Fund	249	Community Health Fund	120,000
244	Community Development Fund	100	General Fund	47,661
245	Community Solutions for Clack Cty Fund	100	General Fund	636,924
245	Community Solutions for Clack Cty Fund	208	Business & Economic Development Fund	63,000
245	Community Solutions for Clack Cty Fund	240	Health Housing & Human Svc Admin Fund	10,000
246	Office For Children & Families Fund	100	General Fund	1,543,469
246	Office For Children & Families Fund	249	Community Health Fund	610,625
247	Dog Services Fund	100	General Fund	869,789
247	Dog Services Fund	214	Planning Fund	150,000
247	Dog Services Fund	217	Code Enforcement & Sustainability Fund	100,000
249	Community Health Fund	100	General Fund	2,894,261
249	Community Health Fund	241	Clackamas Mental Health Organization Func	674,979
260	Juvenile Fund	100	General Fund	6,213,970
315	Public Safety Training Center Debt Svc Func	216	Sheriff's Fund	379,298
317	Development Svcs Bldg Debt Svc	100	General Fund	2,110,444
318	Sheriff Facilities Debt Service Fund	100	General Fund	1,762,851
416	DTD Capital Projects Fund	215	Road Fund	2,513,808
416	DTD Capital Projects Fund	223	Countywide Transportation SDC Fund	130,000
420	Capital Projects Reserve Fund	100	General Fund	769,000
420	Capital Projects Reserve Fund	747	Technology Services Fund	150,000
422	Clack Broadband Innovation Initiative Fund	740	Cable Administration Fund	200,000
740	Cable Administration Fund	100	General Fund	665,628
747	Technology Services Fund	100	General Fund	35,000
770	Fleet Services Fund	216	Sheriff's Fund	900,000
840	Tourism Development Council Fund	100	General Fund	225,285
840	Tourism Development Council Fund	255	Transient Room Tax Fund	2,657,007
				<hr/> 99,944,127



NP01

Population and Housing Narrative Profile: 2008-2010

2008-2010 American Community Survey 3-Year Estimates

Although the American Community Survey (ACS) produces population, demographic and housing unit estimates, for 2010, the 2010 Census provides the official counts of the population and housing units for the nation, states, counties, cities and towns. For 2008 to 2009, the Population Estimates Program provides intercensal estimates of the population for the nation, states, and counties.

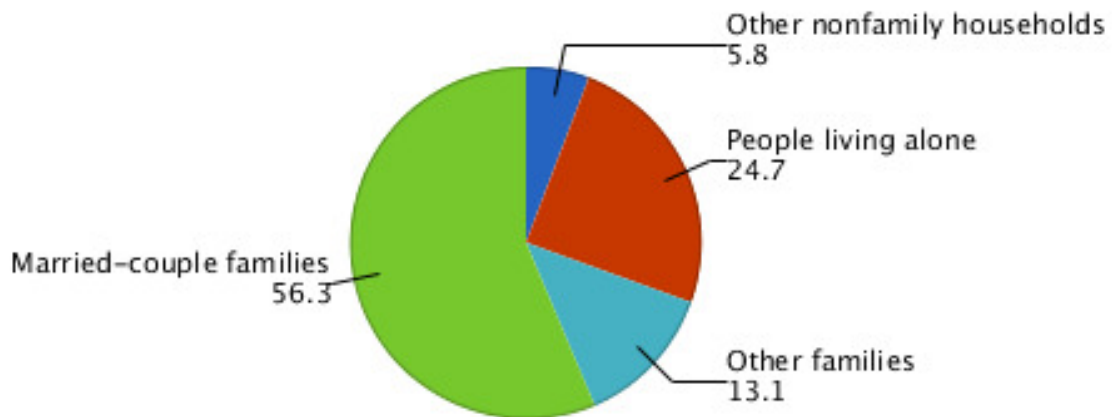
Households and Families

In 2008-2010 there were 144,000 households in Clackamas County, Oregon. The average household size was 2.6 people.

Families made up 69 percent of the households in Clackamas County, Oregon. This figure includes both married-couple families (56 percent) and other families (13 percent). Of other families, 6 percent are female householder families with no husband present and own children under 18 years. Nonfamily households made up 31 percent of all households in Clackamas County, Oregon. Most of the nonfamily households were people living alone, but some were composed of people living in households in which no one was related to the householder.

In Clackamas County, Oregon, 33 percent of all households have one or more people under the age of 18; 24 percent of all households have one or more people 65 years and over.

The Types of Households in Clackamas County,
Oregon in 2008-2010



Among persons 15 and older, 58 percent of males and 56 percent of females are currently married.

Population 15 years and over	Males	Females
Never married	28.4	21.5
Now married, except separated	58.3	55.5
Separated	0.9	1.6
Widowed	2.1	8.4
Divorced	10.3	13.0

In Clackamas County, Oregon, 8,300 grandparents lived with their grandchildren under 18 years old. Of those grandparents, 38 percent of them had financial responsibility for their grandchildren.

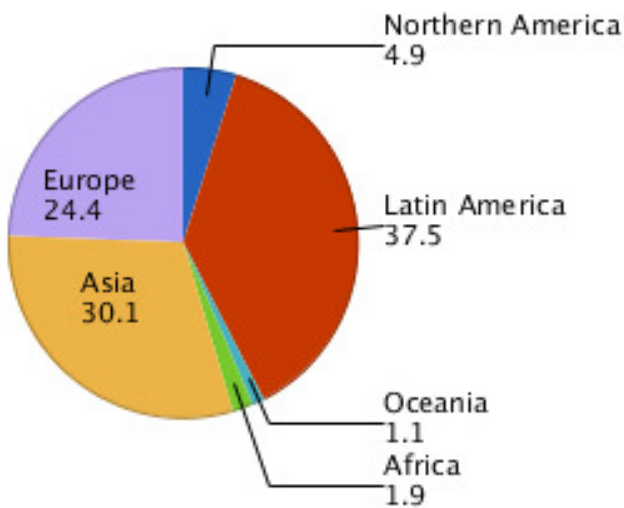
Nativity and Foreign Born

Ninety-one percent of the people living in Clackamas County, Oregon in 2008-2010 were native residents of the United States. Fifty-two percent of these residents were living in the state in which they were born.

Nine percent of the people living in Clackamas County, Oregon in 2008-2010 were foreign born. Of the foreign born population, 47 percent were naturalized U.S. citizens, and 72 percent entered the country before the year 2000. Twenty-eight percent of the foreign born entered the country in 2000 or later.

Foreign born residents of Clackamas County, Oregon come from different parts of the world.

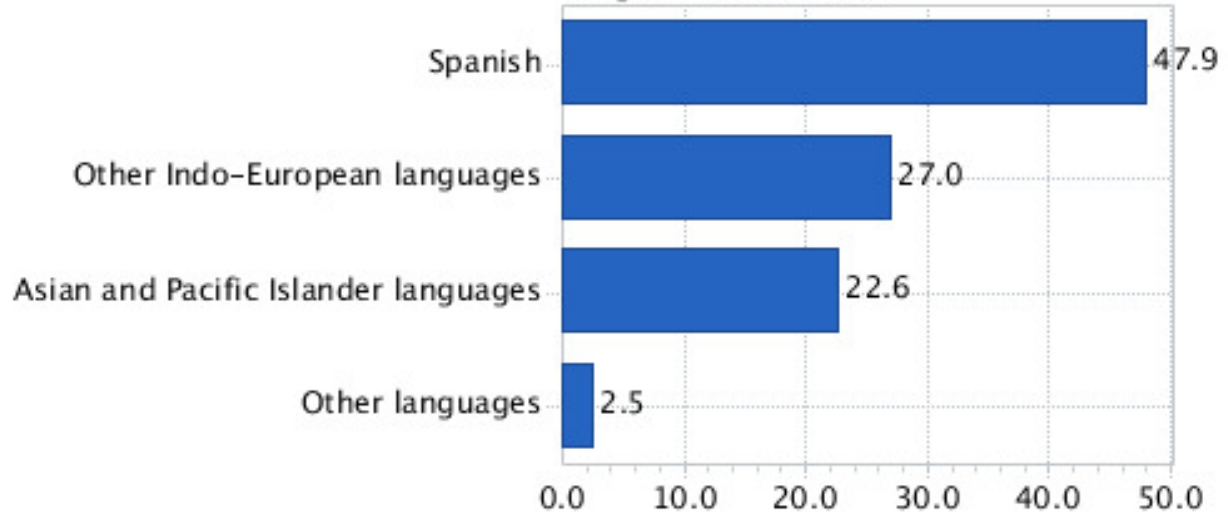
Regions of the World



Language

Among people at least five years old living in Clackamas County, Oregon in 2008-2010, 12 percent spoke a language other than English at home. Of those speaking a language other than English at home, 48 percent spoke Spanish and 52 percent spoke some other language; 38 percent reported that they did not speak English "very well."

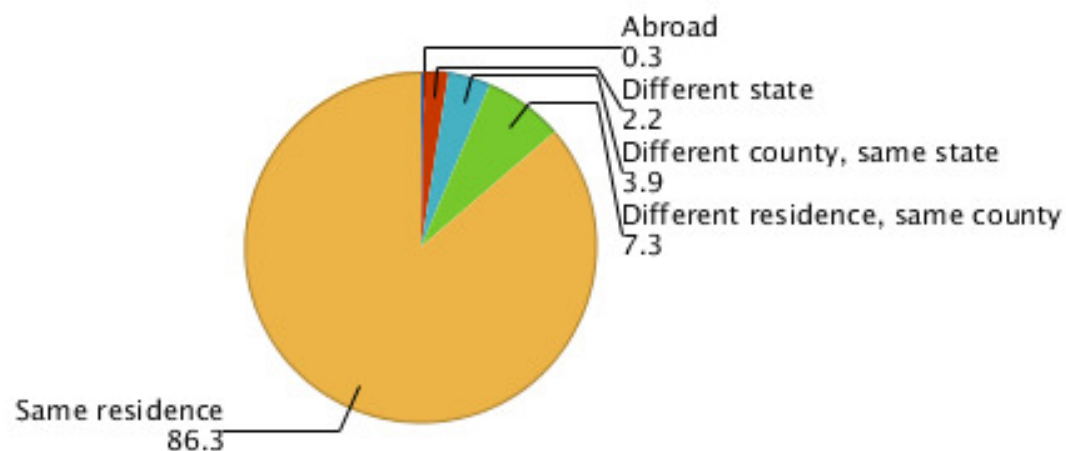
Percent of the Population 5 years and over who Speak a Language Other than English in Clackamas County, Oregon in 2008-2010



Geographic Mobility

In 2008-2010, 86 percent of the people at least one year old living in Clackamas County, Oregon were living in the same residence one year earlier.

Geographic Mobility of Residents of Clackamas County, Oregon in 2008-2010

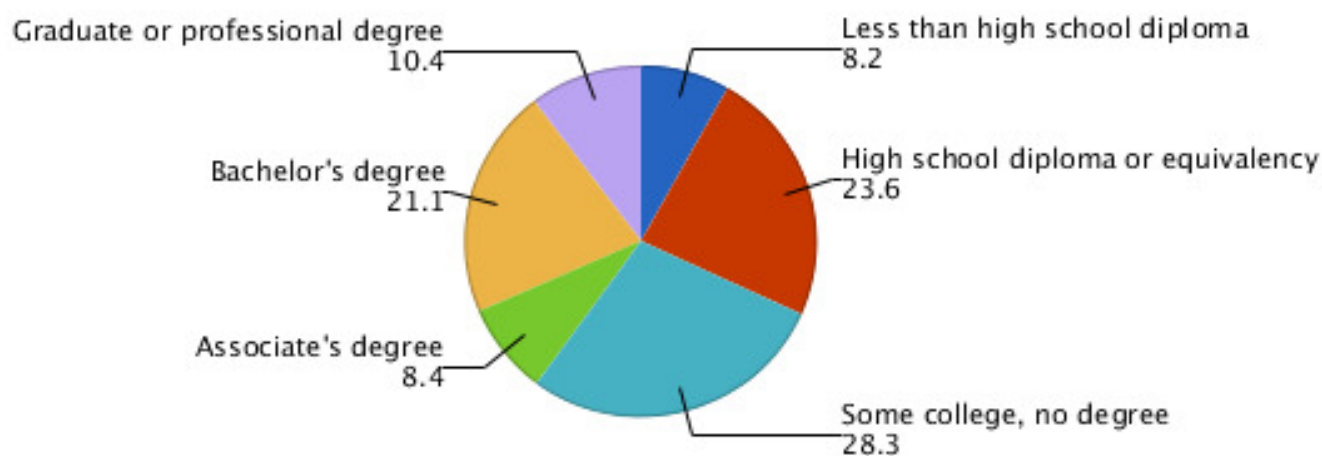


Education

In 2008-2010, 24 percent of people 25 years and over had at least graduated from high school and 32 percent had a bachelor's degree or higher. Eight percent were dropouts; they were not enrolled in school and had not graduated from high school.

The total school enrollment in Clackamas County, Oregon was 92,000 in 2008-2010. Nursery school and kindergarten enrollment was 10,000 and elementary or high school enrollment was 63,000 children. College or graduate school enrollment was 19,000.

The Educational Attainment of People in Clackamas County, Oregon in 2008-2010



Disability

In Clackamas County, Oregon, among the civilian noninstitutionalized population in 2008-2010, 11 percent reported a disability. The likelihood of having a disability varied by age - from 4 percent of people under 18 years old, to 9 percent of people 18 to 64 years old, and to 35 percent of those 65 and over.

Employment Status and Type of Employer

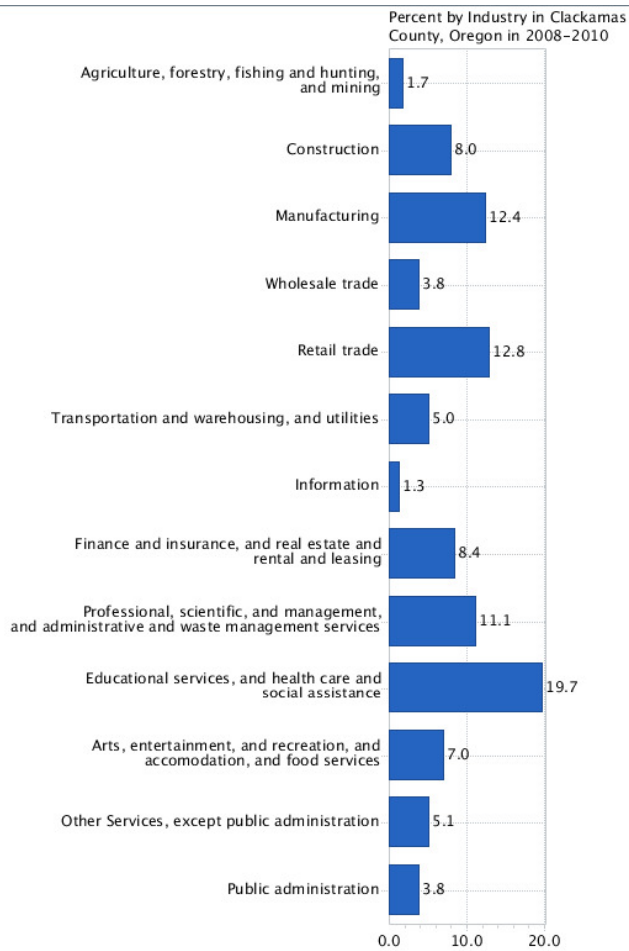
In Clackamas County, Oregon, 61 percent of the population 16 and over were employed; 33 percent were not currently in the labor force.

Eighty- percent of the people employed were private wage and salary workers; 12 percent were federal, state, or local government workers; and 8 percent were self-employed in their own (not incorporated) business.

Class of worker	Number	Percent
Private wage and salary workers	143,701	79.6
Federal, state, or local government workers	21,578	12.0
Self-employed workers in own not incorporated business	14,919	8.3

Industries

In 2008-2010, the civilian employed population 16 years and older in Clackamas County, Oregon worked in the following industries:



Occupations

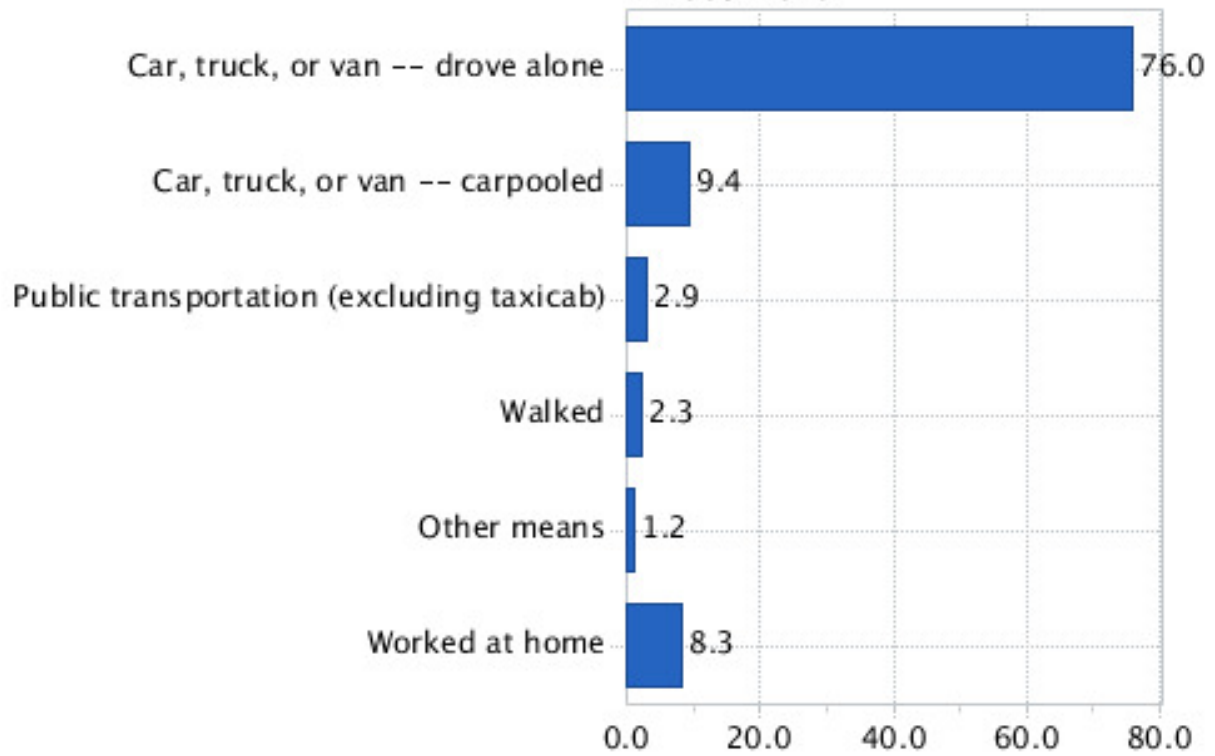
Occupations for the civilian employed population 16 years and over in Clackamas County, Oregon in 2008-2010:

Civilian employed population 16 years and over	Number	Percent
Management, business, science, and arts occupations	67,211	37.2
Service occupations	26,766	14.8
Sales and office occupations	48,760	27.0
Natural resources, construction, and maintenance occupations	17,532	9.7
Production, transportation, and material moving occupations	20,194	11.2

Commuting to Work

Seventy-six percent of Clackamas County, Oregon workers drove to work alone in 2008-2010, and 9 percent carpoolled. Among those who commuted to work, it took them on average 26 minutes to get to work.

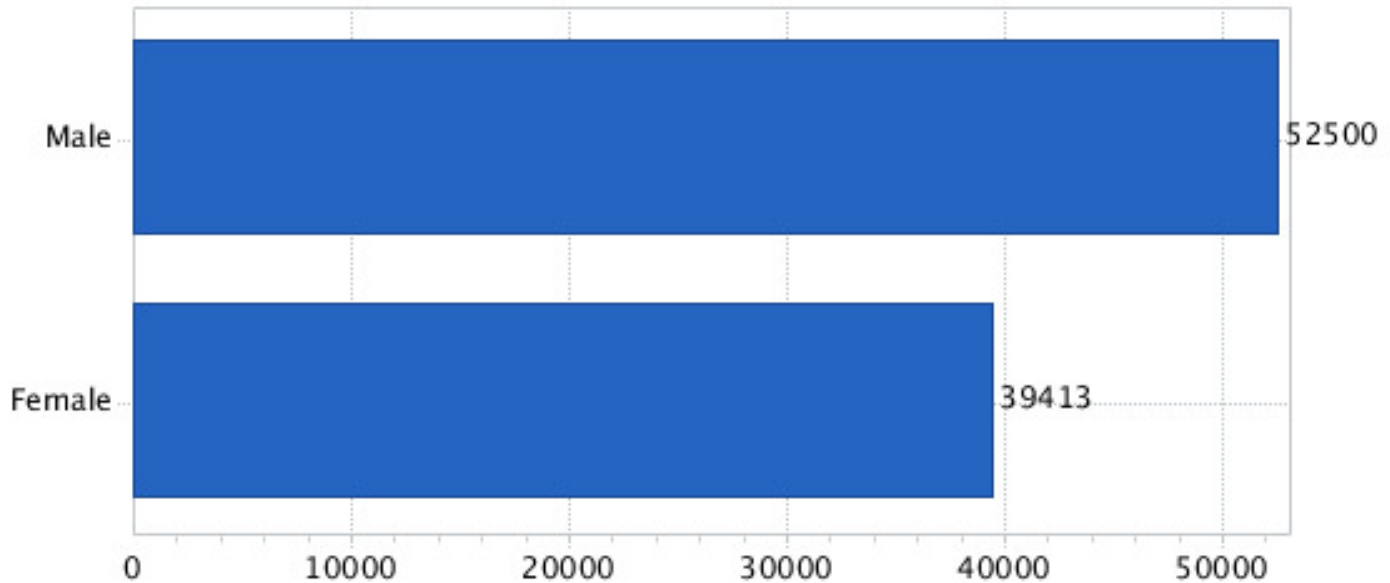
Percent of Workers 16 and over Commuting by Mode in Clackamas County, Oregon in 2008-2010



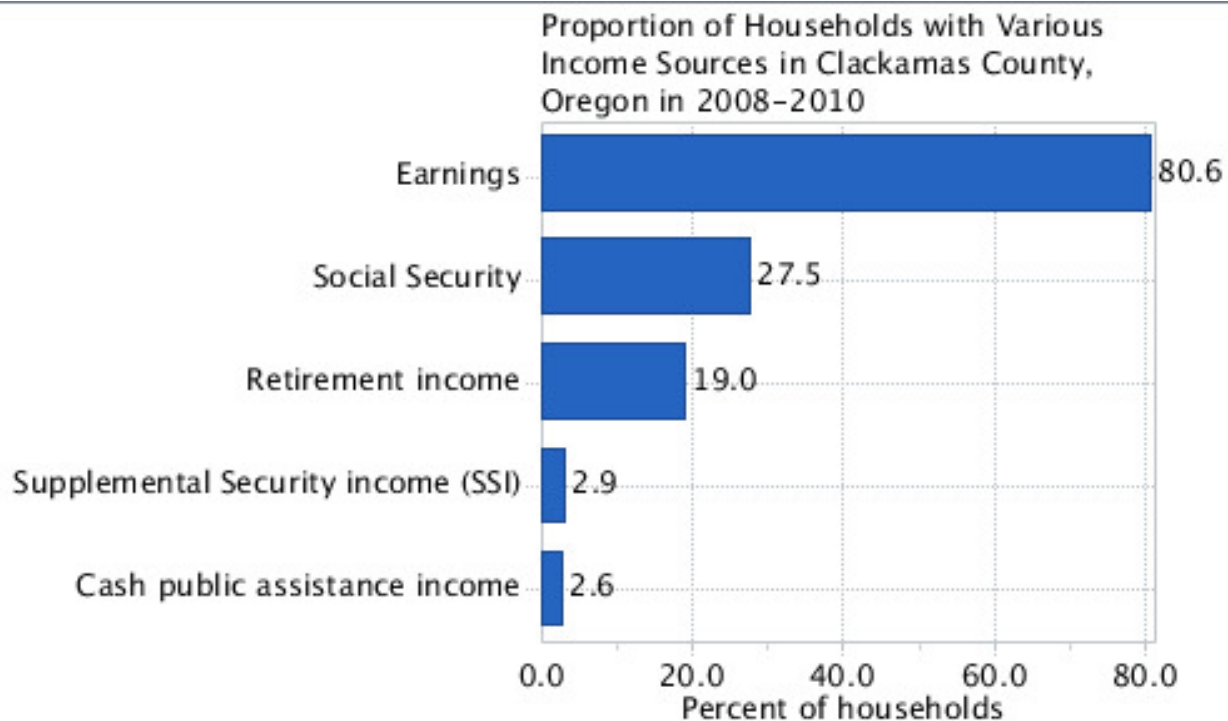
Income

The median income of households in Clackamas County, Oregon was \$61,714. Nine percent of households had income below \$15,000 a year and 10 percent had income over \$150,000 or more.

Median Earnings for Full-Time Year-Round Workers by Sex in Clackamas County, Oregon in 2008-2010



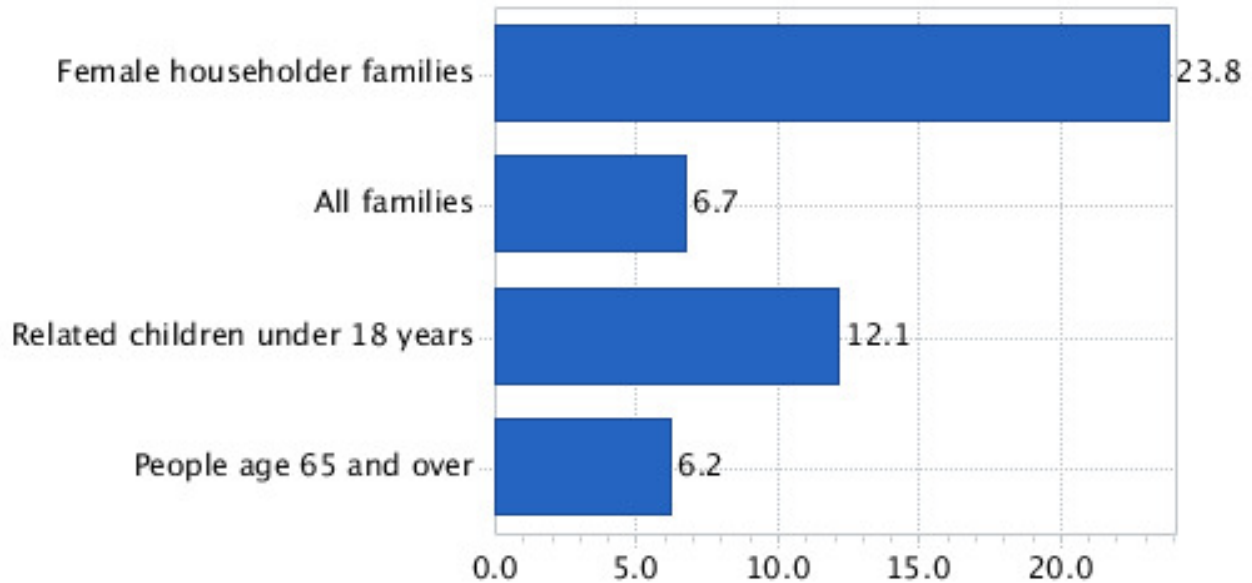
Eighty-one percent of the households received earnings and 19 percent received retirement income other than Social Security. Twenty-eight percent of the households received Social Security. The average income from Social Security was \$16,798. These income sources are not mutually exclusive; that is, some households received income from more than one source.



Poverty and Participation in Government Programs

In 2008-2010, 9 percent of people were in poverty. Twelve percent of related children under 18 were below the poverty level, compared with 6 percent of people 65 years old and over. Seven percent of all families and 24 percent of families with a female householder and no husband present had incomes below the poverty level.

Poverty Rates in Clackamas County, Oregon
in 2008-2010



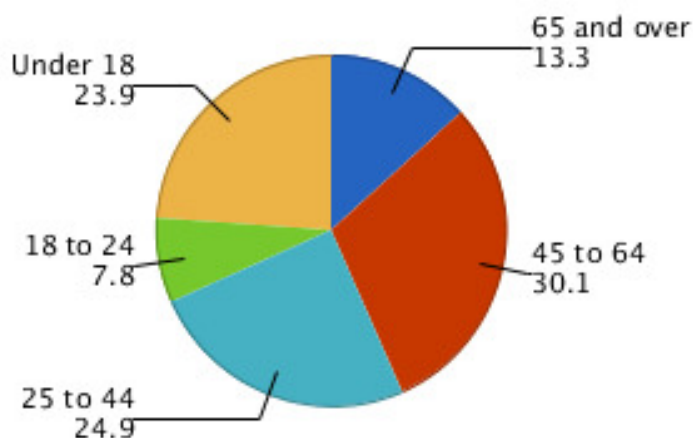
Health Insurance

Among the civilian noninstitutionalized population in Clackamas County, Oregon in 2008-2010, 88 percent had health insurance coverage and 12 percent did not have health insurance coverage. For those under 18 years of age, 9 percent had no health insurance coverage. The civilian noninstitutionalized population had both private and public health insurance, with 77 percent having private coverage and 23 percent having public coverage.

Population

In 2008-2010, Clackamas County, Oregon had a total population of 374,000 - 190,000 (51 percent) females and 184,000 (49 percent) males. The median age was 40.2 years. Twenty-four percent of the population was under 18 years and 13 percent was 65 years and older.

The Age Distribution of People in Clackamas County, Oregon in 2008-2010

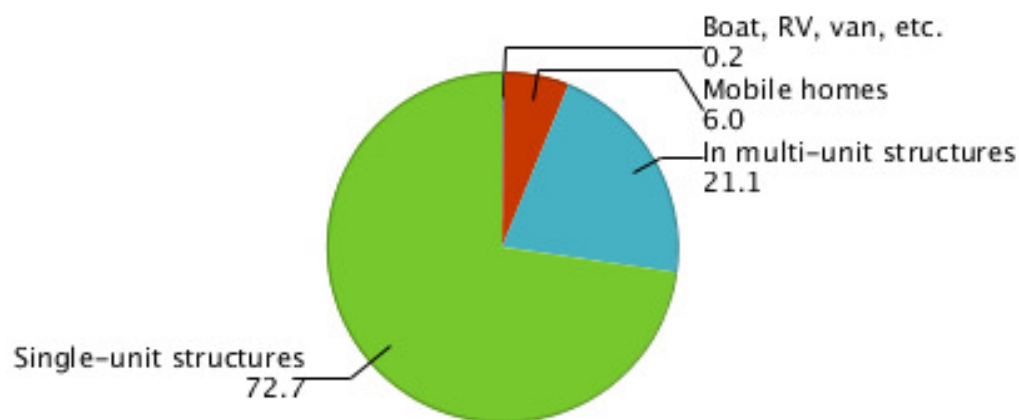


For people reporting one race alone, 93 percent were White; 1 percent were Black or African American; 1 percent were American Indian and Alaska Native; 4 percent were Asian; less than 0.5 percent were Native Hawaiian and Other Pacific Islander, and 1 percent were Some other race. Three percent reported Two or more races. Eight percent of the people in Clackamas County, Oregon were Hispanic. Eighty-five percent of the people in Clackamas County, Oregon were White non-Hispanic. People of Hispanic origin may be of any race.

Housing Characteristics

In 2008-2010, Clackamas County, Oregon had a total of 156,000 housing units, 8 percent of which were vacant. Of the total housing units, 73 percent were in single-unit structures, 21 percent were in multi-unit structures, and 6 percent were mobile homes. Thirty-four percent of the housing units were built since 1990.

The Types of Housing Units in Clackamas County, Oregon in 2008-2010



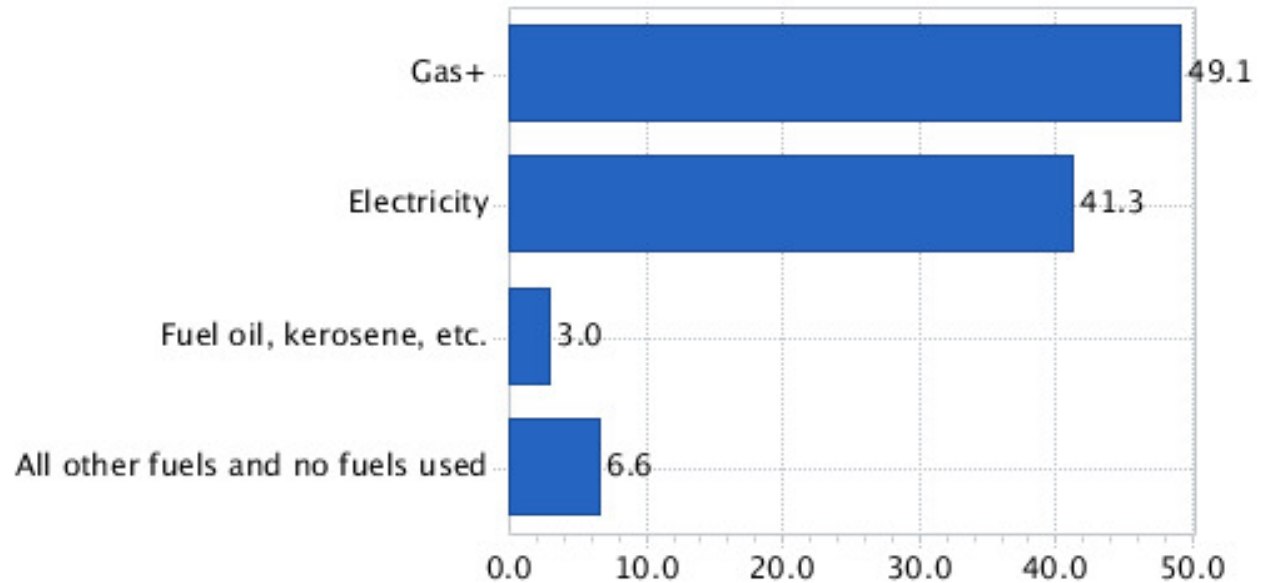
The median number of rooms in all housing units in Clackamas County, Oregon is 6. Of these housing units, 66 percent have three or more bedrooms.

Occupied Housing Unit Characteristics

In 2008-2010, Clackamas County, Oregon had 144,000 occupied housing units - 101,000 (71 percent) owner occupied and 42,000 (29 percent) renter occupied. Sixty-three percent of householders of these units had moved in since 2000. Seventy-six percent of the owner occupied units had a mortgage. Two percent of the households did not have telephone service. Six percent had no vehicles available and another 26 percent had three or more.

Homes in Clackamas County, Oregon were heated in the following ways:

House Heating Fuel Used in Clackamas County, Oregon in 2008–2010

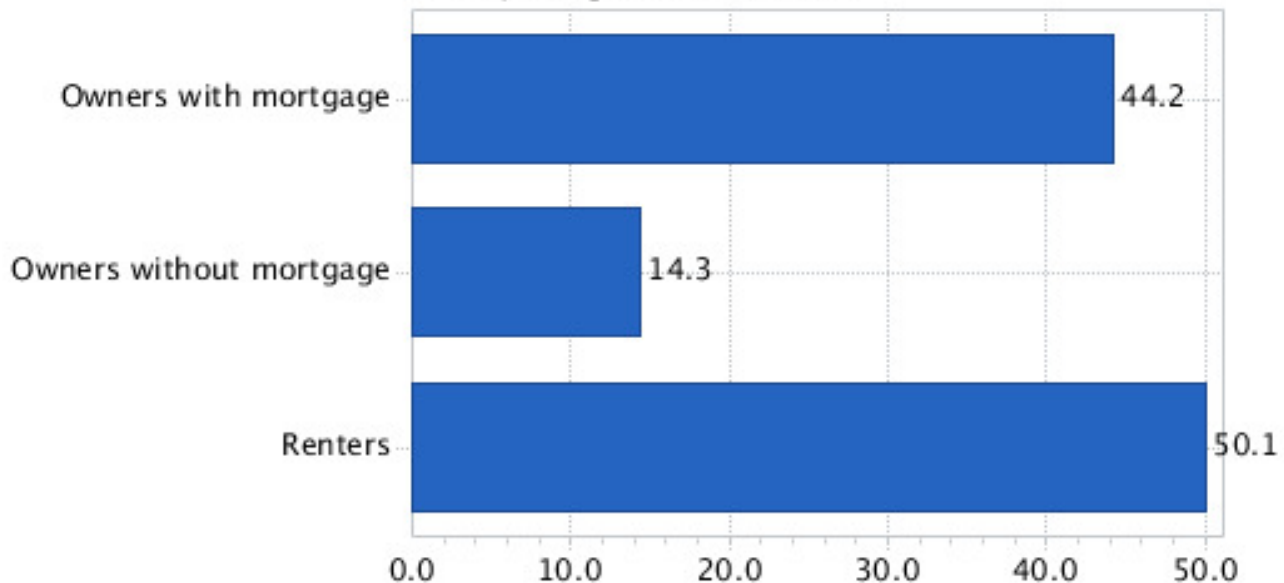


+this category includes utility, bottled, tank, or LP gas

Housing Costs

The median monthly housing costs for mortgaged owners was \$1,912, nonmortgaged owners \$514, and renters \$890. Forty-four percent of owners with mortgages, 14 percent of owners without mortgages, and 50 percent of renters in Clackamas County, Oregon spent 30 percent or more of household income on housing.

Occupants with a Housing Cost Burden in Clackamas County, Oregon in 2008–2010



Source: U.S. Census Bureau, 2008–2010 American Community Survey

Explanation of Symbols:

1. An '***' entry in the margin of error column indicates that either no sample observations or too few sample observations were available to compute a standard error and thus the margin of error. A statistical test is not appropriate.
2. An '-' entry in the estimate column indicates that either no sample observations or too few sample observations were available to compute an estimate, or a ratio of medians cannot be calculated because one or both of the median estimates falls in the lowest interval or upper interval of an open-ended distribution.
3. An '-' following a median estimate means the median falls in the lowest interval of an open-ended distribution.
4. An '+' following a median estimate means the median falls in the upper interval of an open-ended distribution.
5. An '***' entry in the margin of error column indicates that the median falls in the lowest interval or upper interval of an open-ended distribution. A statistical test is not appropriate.
6. An '*****' entry in the margin of error column indicates that the estimate is controlled. A statistical test for sampling variability is not appropriate.
7. An 'N' entry in the estimate and margin of error columns indicates that data for this geographic area cannot be displayed because the number of sample cases is too small.
8. An '(X)' means that the estimate is not applicable or not available.

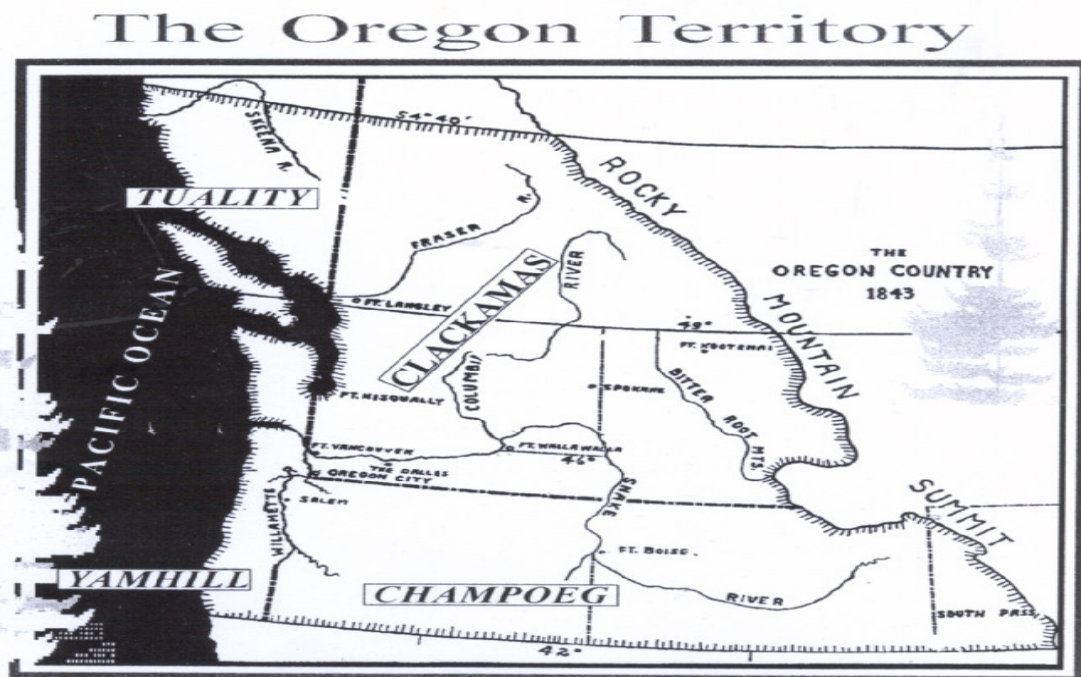
Clackamas County History

Clackamas County was the hub of the Oregon Country. With the falls of the Willamette River as its focus, everyone from prehistoric times to the modern age looked to Clackamas County, named for the local Chinookan Indians, the Klackamus. This was the destination for all. For over 3000 years, Indians from across the western half of the continent gathered here twice a year to fish for salmon from Willamette Falls (which the Indians called Tyee Hyas Tumwater - Great Chief Falling Waters) and Celilo Falls (which was in Clackamas County until 1854). Nor'Westers and Hudson's Bay Company men representing the great British fur companies and independent American fur trade capitalists roamed Clackamas County looking for beaver pelts to be made into fine hats.

In 1815, Alexander Ross and his fur trapping party made the first treaty with the Klackamus Indians permitting the Whites to pass Willamette Falls and enter the Willamette Valley. Dr. John McLoughlin built three cabins and a log storehouse at the village of Willamette Falls in 1829. He then laid claim to the site of Oregon City, which was named in 1842. It was shortly afterward that Sidney Moss surveyed Oregon City using a pocket compass and a rope that was longer on days when it was dry and shorter on rainy days.

To settle the "Oregon Question" of where the boundary between Canada and the United States would someday be, Americans started streaming into the Oregon Country, first by ship then by covered wagon, to populate Oregon and turn the decision to favor the United States. The first overland emigration arrived in Oregon City in 1842.

Since the Great Migration of 1843 (the wagon train that is generally considered to have opened the Oregon Trail), Clackamas County attracted many Oregon Trail emigrants. The Oregon Trail is the longest emigrant trail in the country and carried the largest voluntary human migration in history. Over 3,000 emigrants and wagons headed west over the Oregon Trail from 1845 to 1846. In 1847, 4,500 pioneers arrived in the Willamette Valley. In the 1840's and 1850's they came to Oregon City to file legal land claims at the only federal courthouse west of the Rockies. About 315,000 pioneers traveled the Oregon Trail from 1840 to 1860. Because Oregon City had reliable power for its mills and the first courthouse and land office west of the Rockies, it became the end of the Oregon Trail.



The Oregon Territory in 1843, was configured as above. It consisted of four districts - Champeog, Tuality, Yamhill, and the largest, which was Clackamas.

When there were enough Americans to start a provisional government, one was established at Champoege in May of 1843. The Oregon Country was divided into four districts - Clackamas, Champoege, Yamhill and Tuality. Clackamas was the largest of these districts with its original borders extending from the Willamette River to the Rocky Mountains and north to Alaska. Its boundaries covered portions of four present-day states and a Canadian province. When its borders were first drawn, forts Vancouver, Walla Walla, Okanogan, and Spokane were in Clackamas County. The Columbia River became the northern boundary of the county in 1844.

Oregon City was designated as the first capital of the Oregon provisional government in 1844. It remained the meeting place for legislatures throughout the seven years of the provisional government and for four years after Oregon became a territory in 1849. Here on the banks of the Willamette River was the first American city west of the Rockies. It would become the political, religious, industrial, business, and transportation center of Oregon. Powered by falling water, sawmills, flour and gristmills, a world famous woolen mill, and numerous paper mills grew around Willamette Falls. Oregon City and Clackamas County became a hub for steamboat, railroad and later highway transport.

Interesting Firsts in Clackamas County

1842

The first library in Oregon was established at Oregon City. The Multnomah Circulating Library started with 300 volumes and was incorporated in 1845.

1844

Oregon City became the first incorporated city west of the Rockies.

First elected legislature of the provisional government met in Oregon City and passed the first laws and granted the first divorce. The first jail in Oregon Country was commissioned by the legislature to be built in Oregon City on an island at Willamette Falls.

The first American taxes on the Pacific coast were collected by the sheriff of the provisional government.

The first Protestant Church in the west (Methodist) was located at Oregon City, along with the second Catholic Church.

1845

The city of Portland was named at a dinner party at the Ermatinger residence in Oregon City. Lawrence Lovejoy and Francis Pettygrove flipped a copper cent and Portland won over Boston to give "Stumptown" an official name.

The first printed newspaper in the Oregon Country made its debut in Oregon City.

George Abernethy was elected the first and only provisional governor of Oregon.

1846

The first American flag was flown in Oregon City. It was rescued from the shipwrecked "Shark," a United States Navy schooner that was lost crossing the Columbia River bar.

1847

The first books written in English and printed in Oregon were bound at Oregon City.

1849

The first Territorial Governor, Joseph Lane, gave his inaugural address at the Holmes house on the Rose farm in Oregon City. The first Territorial Legislature also met at the Holmes house.

The first mint in Oregon made gold coins with a beaver imprint, which were privately minted and circulated. These Oregon "Beavers" were made from unalloyed gold and contained more gold than their stated face value.

1850 and later

Oregon City had the only district and federal court west of the Rockies. When the city of San Francisco was first platted in 1850, the plat was filed in the first plat book of the first office of records on the west coast. Oregon City still holds the original plat of San Francisco.

The first Oregon State Fair was held in 1866 in what is now Gladstone. The first paper mill in the Pacific Northwest started in Oregon City in 1866. The first locks on the pacific coast were built in 1872 in West Linn.

In 1889, Willamette Falls Electric made the world's first long distance transmission of electricity, sending it from Oregon City/West Linn to Portland, a distance of 13 miles.

Marylhurst College, the Pacific Northwest's first liberal arts college for women, opened in 1898.

The largest meteorite in North America is the Willamette Meteorite, found in 1902 in Clackamas County on the property of the Oregon Iron and Steel Company. The meteorite is the sixth largest ever found on earth.

Oregon City built the only municipal elevator in the United States in 1914.

When it was built in 1978, Clackamas Town Center was the largest shopping center in the northwest.

While this summary highlights the historic significance and accomplishments of Clackamas County, the present and future of the County is just as inspired. The people of Clackamas County still have the determined spirit to forge ahead to overcome obstacles and find new solutions to make their home a better place.

Much credit and appreciation to the Clackamas County Library for compiling this historical summary and to Patrick Harris and Ron Petersen of the Museum of the Oregon Territory for their able assistance.

Sources:

Bradbury, Bill, comp. Oregon Blue Book 2001-2002. Salem. 2001

Clackamas County History 1968-1969: The "Firsts" of Clackamas County. Oregon City, Oregon.

Long, James Andrew. Oregon Firsts: Firsts for Oregon Past and Present. North Plains, OR: Oregon Firsts Media. 1994

Lynch, Vera Martin. Free Land for Free Men: A Story of Clackamas County. Oregon City. 1973

Clackamas County Advisory Boards and Commissions

A

Agricultural Review Board

To advise the Assessor with respect to income approach figures utilized in the calculation of special agricultural land values.

Meeting: Annually, Mar. or Apr., evening times TBD @ Assessor's Office, 150 Beaver Creek Road, Oregon City

Area Agency on Aging Advisory Council

The Area Agency on Aging Advisory Council advises the Clackamas County Area Agency on Aging on all matters relating to the development and administration of the Area Plan and to advise the Area Agency on Aging on plan operations; to review all requests for funding, seek the opinions of clients of services funded under the Area Plan and seek the opinions and advice of the general public on services needed and how to improve existing services; and to be a catalyst in the improvement and maintenance of existing services and in the generation of needed services for Clackamas County seniors.

Meeting: 1st Mon., 9:30-Noon @ Pioneer Community Center, 615 Fifth Street, Oregon City

B

Board of Property Tax Appeals

To hear petitions for reduction of the real market or assessed value of property and to hear petitions for late filing of real or personal property returns.

Meeting: 1st Monday Feb.- Apr., times TBD @ County Clerk's Office - Room 288, 2051 Kaen Road, Oregon City

C

CCSD#1 Budget Committee

Recommends fiscal year and supplemental budgets to the District's governing body, the Board of County Commissioners.

Meeting: Meetings in May, time TBD @ Development Services Building, 150 Beaver Creek Road, Oregon City

CCSD#1 Riverhealth Advisory Board

The CCSD#1 Riverhealth Advisory Board shall review and provide comment to Water Environment Services staff on programs to improve water quality in CCSD#1 and review and provide comment on goals, objectives and programs regarding sanitary sewer service within the District

CCSD#5 Budget Committee (Street Lights)

To recommend fiscal year and supplemental budgets to the Board of County Commissioners.

Meeting: Meetings in May, time TBD @ Development Services Building, 150 Beaver Creek Road, Oregon City

Citizen Noise Advisory Committee-PDX (CNAC)

To address community noise concerns related to airport operations at Portland International Airport.

Meeting: 2nd Thurs. at 6-8p.m. (or at least quarterly)

Clackamas County Arts Alliance

To support, develop and promote access to arts and culture in all our communities through information, resources, leadership and advocacy. We believe that: Clackamas County's creative artists contribute to our collective strength, vitality and community health; Arts and culture opportunities are essential and fundamental to the quality of life of every community in the County; The arts are crucial to a complete education for all children, and integrating arts into our schools transforms learning, strengthens communities and increases academic success; The unique cultural heritage and history of Clackamas County must be preserved and celebrated; The synergy that takes place when organizations and individuals share resources leads to a thriving arts and culture environment.

Meeting: 3rd Tues., 4:30-6:30 pm @ different cultural sites around the county.

Clackamas County Audit Committee

Meeting: TBD, Public Services Building, 2051 Kaen Road, Oregon City

Clackamas County Budget Committee

To review and approve the County's annual budget.

Meeting: Meetings in May, time TBD @ Development Services Building, 150 Beavercreek Road, Oregon City

Clackamas County Community Health Council

To develop policy and govern the operation of an advocate for the Federally Qualified Health Center programs of the Clackamas County Community Health Division. With special attention to; the promotion of health of individuals and of the community and at-risk populations such as Migrant and seasonal Farmworkers.

Meeting: 3rd Wed., 6:30-8:00 pm, @ Public Services Building - Room 374, 2051 Kaen Road, Oregon City

Clackamas County Extension & 4-H Service District Budget Committee

Meeting: Meetings in May, time TBD @ Development Services Building, 150 Beavercreek Road, Oregon City

Clackamas County Fair Board

The Fair Board is responsible for overseeing the management of the fairgrounds, annual county fair and interim events.

Meeting: 2nd Thur., 4:00 pm @ Fair Office Board Room, 694 NE 4th St., Canby

Clackamas County Parks Advisory Board

To advise the Board of County Commissioners on all matters pertaining to County Park policy, management, development, acquisition and disposition of park property.

Meeting: 3rd Tues., 6pm @ Development Services Building, 150 Beavercreek Road, Oregon City

Clackamas County Vector Control District Board of Trustees

To eradicate public health vectors within the district and control mosquito's and flies within the district boundaries.

Meeting: 1st Tues. 2:30 pm @ 1102 Abernethy Road, Oregon City

Commission on Children and Families

To provide a forum for advocating, planning and improving services to children, youth and families in Clackamas County; to recommend allocation of funding for services.

Meeting: 2nd Tues. every other month starting Sept., 6:30-8:30 pm @ Public Services Building, 2051 Kaen Road #255, Oregon City

Committee For Citizen Involvement

The Committee for Citizen Involvement (CCI) is a process oriented committee which advises and assists the Board of County Commissioners with the development, implementation and evaluation of a program, resources and opportunities that promote and enhance citizen involvement in land use planning and the decision making process.

Meeting: 3rd Tues., 7 p.m. @ Development Services Building, 150 Beavercreek Road, Oregon City

Community Action Board

To advocate and coordinate for community betterment and reduction of the problems of poverty and dependency; to operate under authority of the Board of County Commissioners; citizen board chair testifies and recommends on Clackamas County Social Service's budget.

Meeting: 1st Wed., 7:30-9 am, Public Services Building. Room 288, 2051 Kaen Road, Oregon City

Compensation Board for Elected Officials

To Perform yearly review of Clackamas County elected officials' salaries and submit the recommended compensation schedule to the Budget Committee.

Meeting: March through May and as needed @ Public Services Building, Dept. of Employee Services, 2051 Kaen Road, Oregon City

County Library District Budget Committee

Meeting: May, time TBD @ Development Services Building, 150 Beavercreek Road, Oregon City

D

Design Review Committee

To advise land use planning staff on design decisions for new construction and oversee the review process in all industrial, commercial and multi-family zones within the county.

Meeting: Tuesdays as needed, 8am @ Development Services Building, Room 115, 150 Beavercreek Road, Oregon City

Development Agency Budget Committee

To review, conduct hearings and recommend a proposed fiscal year budget.

Meeting: Meetings in May, time TBD @ Development Services Building, 150 Beavercreek Road, Oregon City

Developmental Disabilities Council

To advise the Social Service Division Director and Developmental Disabilities Program Manager in planning and reviewing programs and recommending policy for Developmental Disabilities program areas. To recommend program goals and objectives to the Division Director, Program Manager and the Board of County Commissioners.

Meeting: 4th Monday. (No meeting in Dec, Jul & Aug), 11:30-1:00pm @ Public Services Building, 2051 Kaen Road #374, Oregon City

Dispute Resolution Center Advisory Board

To train volunteer mediators to resolve disputes between neighbors, family members, businesses and consumers. Sets priorities for service and creates a comprehensive plan for the future development of the Dispute Resolution Center.

Meeting: Quarterly, times TBD @ Dispute Resolution Center, 112 11th Street, Suite 108, Oregon City

Diversity Leadership Council

The Diversity Leadership Council is to act as a liaison to the Board of County Commissioners on matters including: sounding board on the impact of policies and practices to diverse citizens, develop leadership from diverse communities to increase participation in County functions, establish a list of diverse citizens for committee vacancies, make available access to information and to help service providers on outreach efforts to diverse citizens.

Meeting: 4th Tues., 5:30-7:30pm @ Public Services Building, 2051 Kaen Road, Room 255, Oregon City

E

Economic Development Commission

To advise and make recommendations to the Board of County Commissioners on matters pertaining to the support and growth of a balanced sustainable economy within the county and the cities.

Meeting: 4th Wed., 7:30-9:30am @ Development Services Building, 150 Beavercreek Road, Oregon City

Emergency Medical Services Council

To advise the Board of County Commissioners and the Community Health Division on matters relating to the ambulance service plan and pre-hospital emergency medical services.

Meeting: 4th Tues. Jan, Apr, July and Oct., 9am-12pm @ Public Services Building, 2051 Kaen Road, Oregon City

Enhanced Law Enforcement District Budget Committee

To increase the level of sheriff's patrols to meet the increased demands of urban Clackamas County; to serve approximately 85,000 residents in the unincorporated areas of Clackamas County within the Urban Growth Boundary, as well as in the cities of Johnson City and Damascus.

Meeting: Annually, times TBD @ Public Safety Training Center, 12700 SE 82nd Avenue, Clackamas

Enhanced Law Enforcement District Citizen Advisory Committee

To represent the various geographic and demographic interests of the district; provide the sheriff with advice concerning the operational policies, service priorities and service levels within the district.

Meeting: Quarterly, times TBA @ Public Safety Training Center, 12700 SE 82nd Avenue, Clackamas

Estacada Library District Budget Committee

To review, conduct hearings and recommend a proposed fiscal year budget.

Meeting: Meetings in May, time TBD @ Development Services Building, 150 Beavercreek Road, Oregon City

F

Forestry Advisory Board

To advise the County on management of County-owned forest lands, to advise and update through the Parks Department.

Meeting: Quarterly, times TBD @ Development Services Building, 150 Beavercreek Road, Oregon City

G

Government Camp Revitalization District Advisory Committee

The Government Camp Revitalization District Advisory Committee was established in 1990. The Committee was formed to provide advice and made recommendations to the Clackamas County Development Agency Board on matters pertaining to the implementation of the Government Camp Revitalization Plan. This includes recommendations on items such as budget, project timing, final design and funding and sponsorship of public meetings and other forums of community input.

Meeting: 2nd Mon, time TBD @ Government Camp Museum and Cultural Center, 88900 E. Government Camp Loop, Government Camp

H

Historic Review Board

To advise the County on protection of historic buildings, sites and corridors; to review applications for alterations, demolition, conditional use and zoning of potential historic properties/landmarks for compliance with the criteria listed in the Zoning and Development Ordinance; to review applications for new construction within a historic district or corridor or on a property where a historic landmark is located. The board forwards all recommendations to the Board of County Commissioners for decisions on designations and advises the Board of County Commissioners on protection of historic buildings, sites and corridors.

Meeting: 2nd Thurs., 7-9pm @ Development Services Building, Room 118, 150 Beavercreek Road, Oregon City

Hospital Facility Authority

To advise on matters relating to the financing of hospital facilities and long term care facilities by the issuance of tax-exempt bonds, which are then repaid from the revenues of the hospital; increases bed capacity and adds or expands major new facility capacity.

Meeting: Annually, 2nd Tuesday in June or as needed, time TBD @ Public Services Building, 2051 Kaen Road, Oregon City

Housing Authority

To provide affordable, safe, decent and sanitary housing opportunities in a fiscally responsible manner to low-income people in Clackamas County. One Commissioner shall be a resident as defined by federal law.

Meeting: 3rd Thur., during the Board of County Commissioners Business Meeting @ Public Services Building, 2051 Kaen Road, Oregon City

L

Library Board of Trustees

To advise the Board of County Commissioners and help determine the policies that guide and direct the County Library; to assure citizen involvement in the delivery of high-quality library services and activities.

Meeting: 2nd Tues., 5:30 p.m., @ Oak Lodge Branch Library, 16201 SE McLoughlin Blvd., Oak Grove

Library District Advisory Committee of Clackamas County

According to the Library District and Library City Intergovernmental Agreement, the Library District Board shall organize and appoint a Library District Advisory committee consisting of one nominee from each Library City. The Library District Board shall appoint the individual nominated

by the Library City governing body to fill the service area's representative seat. The Library District Advisory committee shall be responsible for meeting at least annually to consider: (i) the evaluation reports of participating libraries as submitted, (ii) any proposed changes to this Agreement pursuant to the amendment process, and (iii) any impact of the annexation or withdrawal of territory from the District.

Meeting: Library Network Office, 16239 SE McLoughlin Blvd., Oak Grove

Local Public Safety Coordinating Council

To develop plans for state and local dollars for adult and juvenile offenders; consult with Office of Children and Families. Plans are recommended to the Board of County Commissioners.

Meeting: 4th Thurs of Oct., Jan., Mar. & Mar, 4:30-5:30pm @ Public Services Building #255, 2051 Kaen Road, Oregon City

M

Mental Health & Addictions Council

To advise the Board of County Commissioners and Behavioral Health Division Director on community needs, gaps in services, barriers and priorities related to providing mental health and addictions services in the County.

Meeting: 8-10 times per year, 4:30 pm, fourth Tuesday of the month @ Public Services Building, 2051 Kaen Road, Oregon City

Mt. Hood Economic Alliance Board

An economic development partnership between Clackamas, Hood River and Wasco counties that is responsible for developing, funding, implementing and monitoring the Regional and Rural Investment programs for our region.

Meeting: 3rd Friday, 8:30-10:30 am @ varying locations within the region

N

NCPRD-Budget Committee

To make recommendations to the Board of County Commissioners regarding the North Clackamas Parks and Recreation District's budget. Reviews the North Clackamas Parks and Recreation's budget for park-related programs and locations.

Meeting: Meetings in May, time TBD @ Development Services Building, 150 Beaver Creek Road, Oregon City

NCPRD-District Advisory Board

To advise the Commissioners on the design, planning, development and operation of parks in the district area; meets with the Board of County Commissioners twice yearly and publishes an annual report presented in August.

Meeting: 2nd Thurs., time TBD @ location TBD

NCPRD-Milwaukie Center Community Advisory Board

To be the primary policy advisor regarding the activities and operations of the Milwaukie Center and the needs of older adults and people with disabilities in the North Clackamas area.

Meeting: 2nd Fri, 9:30-11:00am @ Milwaukie Center, 5440 SE Kellogg Creek Drive, Milwaukie

P

Pedestrian/Bikeway Advisory Committee

To review and advise on applicable portions of the County's Comprehensive Plan, Capital Improvement Plan and other forums to provide for the development of a coordinated system of adequate, safe and convenient walkways and bikeways throughout Clackamas County.

Meeting: 1st Tues. of every other month, 6:15-8:15pm @ Development Services Building, 150 Beaver Creek Road #301, Oregon City

Planning Commission

The Planning Commission is appointed by the Board for purposes of reviewing and advising the Board on matters pertaining to land use.

Meeting: 2nd and 4th Mon., 6:30 pm @ Development Services Building, 150 Beaver Creek Road, Oregon City

S

Solid Waste Commission

To review the County's overall solid waste management plan for unincorporated areas and garbage collection rates.

Meeting: Quarterly or as needed, times TBD @, Development Services Building, 150 Beaver Creek Road, Oregon City

SWMACC - Budget Committee

Review and recommends annual and supplemental budgets to the district's governing body, the Board of County Commissioners.

Meeting: Meetings in May, time TBD @ Development Services Building, 150 Beaver Creek Road, Oregon City

SWMACC - Lower Tualatin Basin Citizen Advisory Committee

To advise the Surface Water Management Agency of Clackamas County on the Lower Tualatin River Service Area's storm water quality. The committee also reviews the District's budget for issues of construction and maintenance, with the goal being citizen involvement for the Tualatin River Cleanup.

Meeting: Quarterly starting in Oct., 7-8:45pm @ Abernathy Creek Middle School Room 2, 2901 SW Borland Road, West Linn

T

Timber Sale Advisory Committee (TSAC)

To review all timber sales proposed by the Forest Program, receives public input concerning the sales and makes recommendations to the Board of County Commissioners.

Meeting: Quarterly, times TBD @ Development Services Building, 150 Beaver Creek Road, Oregon City

Tourism Development Council

To oversee and promote tourism for Clackamas County; to develop, adopt and implement subject to the Board of County Commission's approval, a Tourism Development and Promotion Master Plan, which addresses tourism promotion, tourism development, conventions, visitor information services, special events and festivals.

Meeting: 2nd Tues., 2:30-4:30 pm @ Development Services Building, 150 Beaver Creek Road, Oregon City

Traffic Safety Commission

To promote traffic safety county wide and help develop, review and recommend policies, programs and projects addressing traffic safety. Examples include conducting DUII education at local area schools, supporting a Safe Communities program, reviewing and recommending projects and priorities of safety improvements and other safety expenditures as well as participation in area safety fairs to promote traffic safety.

Meeting: 1st Wed., 7:00 pm @ Development Services Building, 150 Beavercreek Road, Oregon City

Tri-City Service District Budget Committee

Reviews and recommends fiscal year and supplemental budgets to the district's governing body, the Board of County Commissioners. Nominations for positions are submitted by the cities of West Linn, Gladstone, and Oregon City

Meeting: Meetings in May, time TBD @ Development Services Building, 150 Beavercreek Road, Oregon City

W

Workforce Investment Council

To advise the Board of County Commissioners on the administration and implementation of the Workforce Investment Act programs and initiatives within Clackamas County. The Act funds adult, youth and dislocated worker training programs.

Meeting: 3rd Thurs. every other month starting in Feb., 7:30-9:00 am @ Clackamas Community College, 19600 Molalla Avenue, Oregon City

Glossary of Budget Terms

Accrual Basis Accounting - An accounting system in which revenue is recorded when it is earned rather than when it is paid, and expenses are recorded when an obligation is established rather than when the money is paid.

Activity - A set of services grouped by a common purpose or result. They are subsets of Programs. Examples of Activities are Sheriff Detectives, Building Permits and Mental Health Outpatient Services.

Actuarial Liability - An estimation based upon theories of probability and statistics of the present value of the pension benefits accrued in a pension plan.

Ad Valorem Tax - A tax based on the assessed value of taxable property.

Adopted Budget - Financial plan adopted by the governing body, forming the basis for appropriations.

American Recovery and Reinvestment Act (ARRA) - A legislative package passed by Congress in 2009 to stimulate the US economy during a protracted economic downturn. It provides for federal tax cuts, expanded unemployment benefits and other spending to promote job creation and retention and investment particularly in the areas of education, health care, infrastructure and energy. Clackamas County is actively pursuing a variety of competitive grants being awarded as part of the stimulus program.

Appropriation - Authorization for spending a specific amount of money for a specific purpose during a specific period of time. It is based on the adopted budget, including supplemental budgets, if any. It is presented in a resolution or ordinance adopted by the governing body (ORS 294.311(3)).

Approved Budget - The financial plan agreed upon by the Budget Committee.

Arbitrage - Interest earned from the proceeds of bond issues where the rate of interest earned is greater than the interest rate owed on the bonds.

Assessed Valuation - A value that is established for real or personal property for use as a basis for allocation of property tax levies.

Ballot Measure 5 - Amends the Oregon Constitution approved by voters in 1990, which limits property tax rates.

Ballot Measure 37 - A state law adopted by Oregon voters during the November 2004, General Election. Measure 37 requires governments to provide just compensation for land use regulations that reduce the fair market value of property, if the regulations were adopted after the owner acquired the property. The government that adopted the regulation may choose to remove, modify or not apply a regulation instead of paying compensation.

Ballot Measure 47 - A property tax limitation initiative passed by Oregon voters in November 1996. This measure was replaced by Measure 50.

Ballot Measure 50 - A legislative re-write of Measure 47 passed by a majority of voters in May 1997. This measure limits property taxes by rolling back the 1997-98 assessed value of each property to 90% of its 1995-96 value and limiting value and tax growth to 3% per year. Exceptions are made for new construction, subdivisions and rezoning. Bonded debt is also exempt. Statewide, property taxes imposed in 1997-98 were reduced 17% but actual reductions varied with the taxing district. This measure also established permanent tax rates to replace ad valorem tax levies. Serial levies were incorporated in the permanent tax rates as well.

Bonds - A written contract for payment of a sum of money at a future date, with interest paid at an agreed rate on a set schedule. Governments typically use bonds to finance long-term capital improvements.

Budget - The local government's financial plan for one fiscal year.

Budget Calendar - The schedule of key dates or milestones which the County follows in the preparation and adoption of the budget.

Budget Committee - Fiscal planning board of a local government, consisting of the governing body plus an equal number of legal voters appointed from the district (ORS 294.336).

Budget Message - Written explanation of the budget and the local government's financial priorities. It is prepared and presented by the executive officer or chairperson of the governing body (ORS 294.391).

Budget Officer - Person appointed by governing body to assemble budget material and information and to oversee preparation of the proposed budget (ORS 294.331).

Capital Improvement Plan - A plan for capital expenditures to provide long-lasting physical improvements, the cost of which is to be incurred over a fixed period of several years.

Capital Outlays - Expenditures that result in acquisition of or addition to fixed assets.

Capital Project Fund - A fund used to account for the receipt and disbursement of money used to finance the building or acquisition of capital facilities.

Certificate of Participation (COP) - A debt instrument used to finance improvements to county facilities. Revenue to pay off the debt comes from rent charged to the building occupant for the use of the renovated property.

Chart of Accounts - A numbering system that categorizes various financial information into a logical structure which is the basis and foundation for financial reporting.

Complete Communities - A project designed to outline the strategies and goals for the future of this rapidly growing County.

Concurrency - A policy initiative that has a goal of assuring that infrastructure needs, such as roads, sewer and water, are in place to serve the community before or at the time development occurs.

Contingency - A non-expendable appropriation category to cover unforeseen events which occur during the budget year. County Commissioners must approve all transfers from Contingency.

Contracted Services - Services rendered under contract by persons who are not on the payroll of the jurisdiction, including all related expenses covered by the contract.

Cost Accounting - A method of accounting, which provides for assembling and recording of all elements of cost incurred to accomplish a purpose, to carry on an activity or operation, or to complete a unit of work or a specific job.

Cost Allocation - A method of apportioning overhead costs accumulated by internal services such as accounting and personnel to user departments.

Debt Service - Payment of principal and interest on borrowed funds.

Debt Service Fund - A fund established to account for accumulation of resources and payment of general long-term debt principal and interest.

Deficit - The amount by which a sum of money falls short of the required amount.

Depreciation - An accounting procedure that spreads the cost of purchasing an asset over the useful lifetime of the asset.

Encumbrance - The commitment of appropriated funds to purchase an item or service and the process to set aside those funds for the future expenditure.

Endangered Species Act (ESA) - The National Marine Fisheries Service listed nine West Coast salmon populations as threatened under the Endangered Species Act list. The purpose of the ESA is to recover species and the ecosystems upon which they depend. County departments affected by the listings initiated significant changes in programs to incorporate salmon recovery into daily practices.

Enterprise Fund - A fund used to account for a business activity operated by the County for which a customer pays a fee or charge for a service or product. The Stone Creek Golf Course Fund is an example of an enterprise fund.

Expenditure - The incurring of a liability or the payment of cash for the acquisition of a good or service.

Fiscal Year - A 12-month period to which the annual operating budget applies. At the end of the period, a government determines its financial position and the results of its operations. It is July 1 through June 30 for Clackamas County.

Fringe Benefits - Non-salary compensation provided to employees in accordance with state and federal law, union contracts and/or County policy. Benefits include pension plans (including Social Security); medical, dental, vision, life, short and long term disability insurance; and vacation, holiday and sick leave.

Full-time Equivalent (FTE) - The ratio of time spent in any position to that of a full-time position. An employee working full-time for one year is 1.0 FTE; an employee working 6 months is .5 FTE.

Fund - A fiscal and accounting entity with self-balancing accounts to record cash and other financial resources, related liabilities, balances and changes, all segregated for specific, regulated activities and objectives.

Fund Balance - Resources remaining from prior years which are available to be budgeted in the current year.

General Fund - A fund used to account for activities for which specific types of funds are not required. It is the general operating fund for local governments.

General Fund Support Required to Balance - The difference between department-generated revenues and the corresponding expenditures funded within the General Fund. These moneys are not actually recorded in the County's accounting system. They are displayed for informational purposes only to indicate the level of discretionary General Fund support required to operate the program.

General Obligation Bonds - Voter-approved types of municipal bonds where principal and interest are secured by the full faith and credit of the issuer and usually supported by either the issuer's unlimited or limited taxing power.

Generally Accepted Accounting Principles (GAAP) - Uniform minimum standards and guidelines for financial accounting and reporting. These standards govern the form and content of the County's financial statements.

Goal - A broadly defined central aim of an organization. Goals state long-term objectives.

Governmental Accounting - The accounting system providing the basis for budgetary control. Formal budgetary integration combines budgetary accounts into the general ledger so that actual revenues and expenditures are always measured against the budget.

Grant - Contributions or gifts of cash or other assets from another government to be used or spent for a specified purpose, activity or facility.

Infrastructure - The system of public works of a country, state or region.

Interfund Transfers - Amounts moved from one fund to another. Transfers are not expenditures and must be appropriated for expenditures in the fund receiving the cash transfer.

Internal Control - A procedure to ensure that the assets of the County are protected from loss, theft or misuse and that adequate accounting data are compiled to allow for the preparation of financial statements in conformity with generally accepted accounting principles.

Internal Service Fund - A fund used to account for goods or services that are provided by one department to other departments within a particular government agency.

Key Performance Measures - Representative performance measures selected from the Strategic Plan for inclusion in The Executive Summary budget document because they are of particular importance or interest to readers.

Levy - Amount of tax imposed by a local government for the support of governmental activities.

Liabilities - Debt or other legal obligation arising from transactions in the past that must be liquidated, renewed or refunded at a future date; does not include encumbrances.

Line Item - The category in a budget, chart of accounts or financial statement which represents an account used to record transactions for a particular type of income, expense, asset or liability.

Local Revenue - The budgetary resource category that includes funding received from local government sources such as cities or other local governments.

Major Expenditure Category - One of eight classifications of spending including personal services, materials & services, debt service, capital outlay, interfund transfers, contingency, unappropriated ending fund balance and reserves.

Materials & Services - A major expenditure category that includes contractual expenditures, consumable materials, supplies, operating costs and other services.

Mission Statement - An explanation of a department's purpose expressed in terms of the service it provides to its customers and the benefit to be provided for those customers.

Modified Accrual Basis of Accounting - Under the modified accrual basis of accounting, revenues are recognized in the accounting period in which they become available and measurable; expenditures are recognized in the accounting period in which the fund liability is incurred, except for unmatured interest on general long-term debt, which is recognized when due.

Municipal Bonds - Debt obligations of a state or local government entity. The funds may support general government needs or fund special projects. The interest on these bonds is typically exempt from federal incomes taxes, and most state and local taxes.

Objective - Something to be accomplished. An objective should be stated in specific, well-defined, measurable terms and should be achievable within a specific timeframe.

Operating Budget - The budget used in the ongoing operation to account for Personal Services, Materials & Services and Capital expenditures.

Organizational unit - Any administrative subdivision of the local government, especially one charged with carrying on one or more specific functions (such as department, office or division).

Ordinance - A formal legislative enactment by the governing board of a municipality.

Overlay Packages - A group of roads combined into contract bid packages consisting of similar projects within a geographic area. Each road in the package receives an 'overlay,' an application of asphaltic concrete overlaying the current surface of a road, restoring it to a like-new condition.

Pass-through - Money given to a government or organization with a condition that it be given (passed-through to) another government or organization.

PeopleSoft - Clackamas County's management information software system that provides centralized accounting, budget, payroll and human resource information.

Performance Measures - Objective methods (quantitative and/or qualitative) for evaluating a department's progress toward its stated goals.

Personal Services - A budget category, which includes salaries and wages, overtime, part-time pay and fringe benefits.

Program - A group of activities with a common purpose that carries out a department's Mission and produces results for customers. A Program corresponds to an accounting organization (cost center) or group of closely related organizations. Budgets are presented and reviewed at the Program level to communicate to taxpayers what results

they expect from the department and to facilitate decision making based on results. Examples of Programs are Criminal Prosecution in the District Attorney's Department and Purchasing in the Finance Department.

Proposed Budget - Financial and operating plan prepared by the Budget Officer. It is submitted to the public and the Budget Committee for review.

Requested Budget - The initial budget received from departments or funds.

Requirements - The total of all expenditures within a fund, including operating expenditures, transfers to other funds, Contingencies and Unappropriated Fund Balance.

Reserve Fund - Established to accumulate money for a specific purpose, such as purchase of new equipment (ORS 280.100).

Resolution - A formal order of a governing body. A resolution has lower legal status than an ordinance.

Resources - Estimated beginning funds on hand plus anticipated receipts. See "Revenues" (ORS 294.361).

Revenue Bonds - A type of municipal bond where principal and interest are secured by revenues such as charges or rents paid by users of the facility built with the proceeds of the bond issue.

Revenues - Money received or anticipated by a local government from either tax or non-tax sources.

Special Revenue Fund - A fund used to account for specific revenue sources that are restricted to expenditures for designated purposes. For example revenues from mental health grants must be spent on the particular mental health programs for which they were granted.

Strategic Planning - A formal process through which departments analyze, align and explain what they do in terms of achieving results for their customers. Each department articulates its Mission and then organizes itself into Programs and Activities designed to carry out that mission, facilitate decision making and resource allocation, and report progress.

Supplemental Budget - A financial plan prepared to meet unexpected needs or to spend revenues not anticipated when the regular budget was adopted. It can not be used to authorize a tax levy (ORS 294.480). Requires public hearings, notices and adoption by governing body.

Surplus - The amount by which a sum of money exceeds what is required. In accounting, the excess of assets over liabilities accumulated.

Tax Base - In Oregon, a designated amount of property tax that can be levied for operating expenses without annual voter approval. The original base must be established by voters at a general or primary election. Beginning in 1997-98, the tax base system will be transformed into a partial tax rate system as required by Measure 50 which was approved by voters in May 1997.

Tax Levy - Total amount of taxes imposed by a local government unit.

Tax Rate - The amount of tax stated in terms of a unit of tax for each \$1,000 of assessed valuation of taxable property.

Tax Roll - The official list showing the amount of taxes levied against each property.

Tier 1 - Refers to a public service employee hired before January 1, 1996.

Transfers - Amounts moved from one fund to finance activities in another fund. They are shown as expenditures in the originating fund and revenues in the receiving fund (ORS 294.450).

Trust & Agency Fund - A fund used to account for assets held by a government in a trustee capacity or as an agent for individuals, private organizations, other government units and/or other funds.

Unappropriated Ending Fund Balance - Amount set aside in the budget to be used as a cash carry-over to the next year's budget. It provides the local government with cash until tax money is received from the County Treasurer in November. This amount cannot be transferred by resolution or through a supplemental budget (ORS 294.371).

Glossary of Acronyms

<u>AAA</u>	Area Agency on Aging
<u>ADA</u>	Americans with Disabilities Act
<u>ADF</u>	Adult Detention Facility
<u>ADS</u>	Aging and Disability Services
<u>AOC</u>	Association of Oregon Counties
<u>ARRA</u>	American Recovery and Reinvestment Act
<u>A&T</u>	Assessment and Taxation
<u>BAN</u>	Bond Anticipation Note
<u>BCC</u>	Board Of County Commissioners
<u>BCD</u>	Building Codes Division
<u>BCS</u>	Business and Community Services
<u>BOPTA</u>	Board of Property Tax Appeals
<u>BTOP</u>	Broadband Technology Opportunities Program
<u>BTU</u>	British Thermal Units
<u>B&ED</u>	Business & Economic Development Division
<u>C-COM</u>	Central Dispatch Department
<u>CAA</u>	Community Action Agency
<u>CAD</u>	Computer Aided Dispatch
<u>CAFR</u>	Comprehensive Annual Financial Report
<u>CARES</u>	Child Abuse Response and Evaluation Services
<u>CBX</u>	Clackamas Broadband Express
<u>CCEYC</u>	Clackamas County Environmental Youth Corps
<u>CCF</u>	Commission on Children and Families
<u>CCO</u>	Coordinated Care Organization
<u>CCMET</u>	Clackamas County Methamphetamine Team
<u>CCRS</u>	Clackamas County Resolution Services
<u>CCSD</u>	Clackamas County Service District
<u>CCSS</u>	Clackamas County Social Services
<u>CCTDC</u>	Clackamas County Tourism Development Council
<u>CDBG</u>	Community Development Block Grant
<u>CE</u>	Community Environment
<u>CGF</u>	County General Fund
<u>CIP</u>	Capital Improvement Program
<u>CLA</u>	Community and Legislative Affairs
<u>CMHO</u>	Clackamas Mental Health Organization
<u>COBRA</u>	Consolidated Omnibus Budget Reconciliation Act
<u>CoC</u>	Continuum of Care

<u>COOP</u>	Continuity of Operations Planning
<u>COP</u>	Certificate of Participation
<u>CORS</u>	Continuously Operating Reference Station
<u>CPI-W</u>	Consumer Price Index
<u>CPO</u>	Community Planning Organization
<u>CSAP</u>	Center for Substance Abuse Prevention
<u>CSCC</u>	Community Solutions for Clackamas County
<u>CSCI</u>	Children's System Change Initiative
<u>CVC</u>	County Veterans Services
<u>CYF</u>	Children, Youth and Families
<u>DA</u>	District Attorney
<u>DD</u>	Developmental Disabilities
<u>DEQ</u>	Department of Environmental Quality
<u>DES</u>	Department of Employee Services
<u>DHS</u>	Department of Human Services
<u>DMC</u>	Disproportionate Minority Contact
<u>DOR</u>	Daily Observation Report
<u>DTD</u>	Department of Transportation and Development
<u>DVERT</u>	Domestic Violence Enhanced Response Team
<u>EAP</u>	Employee Assistance Program
<u>EECBG</u>	Energy Efficiency Conservation Block Grant
<u>EMT</u>	Executive Management Team
<u>EOC</u>	Emergency Operations Center
<u>EOP</u>	Emergency Operations Plan
<u>EPA</u>	Environmental Protection Act
<u>ESG</u>	Emergency Shelter Grant
<u>FCC</u>	Federal Communications Commission
<u>FCS</u>	Family Court Services
<u>FEMA</u>	Federal Emergency Management Agency
<u>FIDO</u>	Friends Involved in Dog Outreach
<u>FTE</u>	Full-Time Equivalent Employee
<u>FQHC</u>	Federally Qualified Health Center
<u>GAAP</u>	Generally Accepted Accounting Principles
<u>GFOA</u>	Government Finance Officers Association
<u>GIS</u>	Geographic Information Services
<u>GPS</u>	Global Positioning System
<u>H3S</u>	Health, Housing & Human Services
<u>HERA</u>	Housing and Economic Recovery Act
<u>HIDTA</u>	High Intensity Drug Trafficking Area

<u>HOME</u>	HOME Partnership Act
<u>HRIS</u>	Human Resource Information System
<u>HRMS</u>	Human Resource Management System
<u>HUD</u>	Housing and Urban Development
<u>HVAC</u>	Heating, ventilation and air conditioning
<u>ILL</u>	Inter-Library-Loan
<u>ISO</u>	Insurance Services Office, Inc.
<u>ITF</u>	Interagency Task Force
<u>ITS</u>	Intelligent Transportation System
<u>JCAHO</u>	Joint Commission on Accreditation of Health Care Organizations
<u>JCP</u>	Juvenile Crime Plan
<u>JPACT</u>	Joint Policy Advisory Committee for Transportation
<u>LAN</u>	Local Area Network
<u>LCRB</u>	Local Contracting Review Board
<u>LEED</u>	Leadership in Energy and Environmental Design
<u>LINAS</u>	Library Information Network Automated System
<u>LID</u>	Local Improvement District
<u>LIEAP</u>	Low Income Energy Assistance Program
<u>LINCC</u>	Library Information Network of Clackamas County
<u>LNIB</u>	Library Network Intergovernmental Advisory Board
<u>LSDCC</u>	Library Service District for Clackamas County
<u>LUEP</u>	Land Use and Environmental Planning
<u>MDT</u>	Multi-Disciplinary Team
<u>MHO</u>	Mental Health Organization
<u>MIP</u>	Minor in Possession
<u>MIX</u>	Metropolitan Information Exchange
<u>NACo</u>	National Association of Counties
<u>NCPRD</u>	North Clackamas Parks & Recreation District
<u>NIC</u>	National Institute of Corrections
<u>NSP</u>	Neighborhood Stabilization Program
<u>OBOA</u>	Oregon Building Officials Association
<u>OCF</u>	Office for Children and Families
<u>ODOT</u>	Oregon Department of Transportation
<u>OHP</u>	Oregon Health Plan
<u>OPSRP</u>	Oregon Public Services Retirement Plan
<u>ORS</u>	Oregon Revised Statute
<u>OSHA</u>	Occupational Safety and Health Act
<u>OTIA</u>	Oregon Transportation Investment Act
<u>OTIB</u>	Oregon Transportation Infrastructure Bank

<u>PEG</u>	Public, Education and Government
<u>PERS</u>	Public Employees Retirement System
<u>PGA</u>	Public and Government Affairs
<u>PLCPF</u>	Public Land Corner Preservation Fund
<u>PLSS</u>	Public Land Survey System
<u>PSCC</u>	Public Safety Coordinating Council
<u>PTSD</u>	Post Traumatic Stress Disorder
<u>RFP</u>	Request for Proposal
<u>RMV</u>	Real Market Value
<u>ROCN</u>	Regional Organized Crime and Narcotics
<u>ROSS</u>	Resident Opportunity for Self-Sufficiency
<u>RSVP</u>	Retired Senior Volunteer Program
<u>SDC</u>	System Development Charge
<u>SEIS</u>	Supplemental Environmental Impact Statement
<u>SPD</u>	Seniors and Persons with Disabilities
<u>SWMACC</u>	Surface Water Management Agency of Clackamas County
<u>TAN</u>	Tax Anticipation Note
<u>TBI</u>	Post Traumatic Brain Injury
<u>TDC</u>	Tourism Development Council
<u>TDM</u>	Transportation Demand Management
<u>TGM</u>	Transportation Gross Management
<u>THCA</u>	Tourism Heritage and Cultural Affairs
<u>TSDC</u>	Transportation System Development Charge
<u>UGB</u>	Urban Growth Boundary
<u>VMT</u>	Vehicle Miles Traveled
<u>VOIP</u>	Voice Over Internet Protocol
<u>VWIP</u>	Veterans Workforce and Investment Program
<u>WES</u>	Water Environment Services
<u>WFI</u>	Working for Independence
<u>WIA</u>	Workforce Investment Act
<u>WIC</u>	Women, Infants and Children
<u>WICCO</u>	Workforce Investment Council of Clackamas County
<u>ZDO</u>	Zoning and Development Ordinance

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