



Business & Community Services

Gary Barth, Director

**150 Beaver Creek Road
Oregon City, Oregon 97045
503-742-4344**

Website Address: <http://www.clackamas.us/business/>



Business and Community Services

Department Mission

The mission of the Business and Community Services Department is to provide economic development, public spaces, and community enrichment services to residents, businesses, visitors, and partners so they can thrive and prosper in healthy and vibrant communities.

Business and Community Services

Gary Barth - Director
 Laura Zentner - Deputy Director
 FTE 36.00
 Total Request \$31,472,648
 General Fund Support \$2,394,578

BCS Administration Gary Barth Director Laura Zentner Deputy Director Total Request \$1,308,253 Gen Fund \$0	Fair & Event Center Gary Barth Director Laura Zentner Deputy Director Total Request \$2,292,879 Gen Fund \$0	Economic Development Gary Barth Director Laura Zentner Deputy Director Total Request \$3,927,970 Gen Fund \$0	Library Gary Barth Director Laura Zentner Deputy Director Total Request \$9,367,299 Gen Fund \$2,230,371	Parks, Golf & Recreation Gary Barth Director Laura Zentner Deputy Director Total Request \$6,936,112 Gen Fund \$164,207	Assets Gary Barth Director Laura Zentner Deputy Director Total Request \$7,640,135 Gen Fund \$0
Office of the Director Gary Barth Director FTE 1.65 Total Request \$625,604 Gen Fund \$0	County Fair & Rodeo Laurie Bothwell Manager FTE 0.00 Total Request \$1,576,022 Gen Fund \$0	Economic Development Catherine Grubowski-Johnson Manager FTE 5.00 Total Request \$1,670,992 Gen Fund \$0	Library Systems Greg Williams Manager FTE 5.50 Total Request \$6,109,375 Gen Fund \$1,235,720	Stone Creek Golf Course Gordon Tolbert Manager FTE 0.00 Total Request \$3,431,533 Gen Fund \$0	Forest & Timber Management Rick Gruen Manager FTE 2.76 Total Request \$5,511,734 Gen Fund \$0
Budgeting, Financial Mgmt. & Planning Laura Zentner Deputy Director FTE 2.35 Total Request \$682,649 Gen Fund \$0	County Event Center Laurie Bothwell Manager FTE 0.00 Total Request \$716,857 Gen Fund \$0	Economic Opportunity Laura Zentner Deputy Director FTE 0.00 Total Request \$1,682,858 Gen Fund \$0	Shared Library Services Greg Williams Manager FTE 5.50 Total Request \$1,968,562 Gen Fund \$994,651	County Parks Rick Gruen Manager FTE 5.64 Total Request \$3,504,579 Gen Fund \$164,207	Property Disposition Rick Gruen Manager FTE 1.20 Total Request \$1,760,613 Gen Fund \$0
		Ag. & Forest Econ. Development Rick Gruen Manager FTE 1.40 Total Request \$574,120 Gen Fund \$0	Oak Lodge Library Mitzi Olson Manager FTE 5.00 Total Request \$1,289,362 Gen Fund \$0		Tax Title Land Rick Gruen Manager FTE 0.00 Total Request \$367,788 Gen Fund \$0



BCS Administration

Line of Business Purpose Statement

The purpose of the BCS Administration Line of Business is to provide leadership, direction, communication, budgeting, and financial management support for BCS Lines of Business, consistent with Board policy and direction, and to provide decision support to County policymakers and Administration, so they can make informed policy decisions and provide effective, well-managed services to those who live, work, visit or do business in Clackamas County.

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 Laura Zentner - Deputy Director
 FTE 36.00
 Total Request \$31,472,648
 General Fund Support \$2,394,578

BCS Administration

Gary Barth
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 Laura Zentner
 Deputy Director

Total Request
 \$1,308,253

Gen Fund \$0

Office of the Director

Gary Barth
 Director
 FTE 1.65

Total Request
 \$625,604

Gen Fund \$0

Budgeting, Financial Mgmt. & Planning

Laura Zentner
 Deputy Director
 FTE 2.35

Total Request
 \$682,649

Gen Fund \$0



BCS Administration
Office of the Director

Performance Narrative Statement

The Office of the Director Program proposes an operating budget of \$526,315, a continuation of the current funding level. These resources will result in internal staff, other county departments and policymakers receiving leadership, direction, decision and communications support consistent with Board policy and direction so they can make informed policy decisions and provide effective, well-managed services to those who live, work, visit or do business in Clackamas County.

Key Performance Measures

		FY 15-16 Target	FY 15-16 Actual 12/31/15	FY 15-16 Year End Target	FY 16-17 Target
Result	Percentage of BCC Staff reports submitted by the deadline	95%	100%	100%	100%
Demand / Output	Number of BCC business meeting packets requested and processed / Number of study sessions requested and processed	45 board mtgs 27 study sessions	13 board mtgs 8 study sessions	43 board mtgs 24 study sessions	45 board mtgs 25 study sessions
Result	Percentage of performance measures achieved	90%			

Program includes:

Mandated Services

Shared Services

Grant Funding

Explain all "Yes" boxes below

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

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

Explanation: The services provided by Business and Community Services are **mandated** services. Thus, by default the *Office of Director Program* services are essential to provide the leadership, direction, decision and communications support for the BCS Lines of Business, consistent with Board policy and direction.



Budget Summary

	FY 13-14 Actual	FY 14-15 Actual	FY 15-16 Amended Budget	FY 15-16 Projected Year End	FY 16-17 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	-	-	190,173	156,918	108,158	(82,015)	-43.1%
Prior Year Revenue	-	-	-	-	-	-	0%
Taxes	-	-	-	-	-	-	0%
Licenses & Permits	-	-	-	-	-	-	0%
Federal Grants & Revenues	-	-	-	-	-	-	0%
State Grants & Revenues	-	-	-	-	-	-	0%
Local Grants & Revenues	-	-	-	-	-	-	0%
Charges for Service	-	-	458,000	404,121	517,446	59,446	13.0%
Fines & Penalties	-	-	-	-	-	-	0%
Other Revenues	-	-	-	-	-	-	0%
Interfund Transfers	-	-	-	-	-	-	0%
Operating Revenue	-	-	458,000	404,121	517,446	59,446	13.0%
Total Rev - Including Beginning Bal	-	-	648,173	561,039	625,604	(22,569)	-3.5%
Personnel Services	-	-	329,958	326,008	338,675	8,717	2.6%
Materials & Services	-	-	151,087	102,757	161,142	10,055	6.7%
Indirect Costs (Internal Dept Chgs)	-	-	-	-	-	-	0%
Cost Allocation Charges	-	-	24,116	24,116	26,498	2,382	9.9%
Operating Expenditure	-	-	505,161	452,881	526,315	21,154	4.2%
Debt Service	-	-	-	-	-	-	0%
Special Payments	-	-	-	-	-	-	0%
Interfund Transfers	-	-	-	-	-	-	0%
Capital Outlay	-	-	-	-	-	-	0%
Reserve for Future Expenditures	-	-	-	-	-	-	0%
Contingency	-	-	143,012	-	99,289	(43,723)	-30.6%
Total Exp - Including Special Categories	-	-	648,173	452,881	625,604	(22,569)	-3.5%
General Fund Support (if applicable)	0	0	0	0	0	0	0%
Full Time Equiv Pos (FTE) Budgeted	0.00	0.00	1.65	1.65	1.65	0.00	0%
Full Time Equiv Pos (FTE) Filled at Yr End	0.00	0.00	1.65	1.65	1.65	0.00	
Full Time Equiv Pos (FTE) Vacant at Yr End	0.00	0.00	0.00	0.00	0.00	0.00	

Significant Issues and Changes

No significant issues or changes at this time.



Budgeting, Financial Management & Planning

Performance Narrative Statement

The Budgeting, Financial Management and Planning Program proposes an operating budget of \$553,732, a continuation of the current funding level. These resources will result in internal staff, other county departments and policymakers receiving timely financial analysis, risk management, budgeting, forecasting and contract management in compliance with Oregon Budget Law and other federal and state regulations so they can focus on providing effective, well-managed services to those who live, work, visit or do business in Clackamas County.

Key Performance Measures

		FY 15-16 Target	FY 15-16 Actual 12/31/15	FY 15-16 Year End Target	FY 16-17 Target
Result	Percentage of contracts processed in accordance with Oregon purchasing rules and regulations	100%	100%	100%	100%
Demand / Output	Number of contracts requested / Number of contracts processed	150 requested / 150 processed	72 requested / 72 processed	157 requested / 157 processed	150 requested / 150 processed
Result	Percentage of budgets and supplemental budgets in compliance with Oregon Budget Law	100%	100%	100%	100%
Demand / Output	Number of budgets and supplemental budgets requested and processed	19 budgets / 15 supplemental	19 budgets / 18 supplemental	19 budgets / 21 supplemental	17 budgets / 15 supplemental

Program includes:

Mandated Services Y

Shared Services N

Grant Funding N

Explain all "Yes" boxes below

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

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

Explanation: The *Budgeting, Planning, and Financial Management Program* is a **mandated service** which provides coordination, financial analysis, risk management, budgeting, forecasting, contract management and administrative support to all BCS Lines of Business with no general fund support. The *Budgeting, Planning, and Financial Management Program* also ensures compliance with Oregon Budget Law, Governmental Accounting Standards Board (GASB), purchasing rules and regulations, and other federal and state rules and regulations.



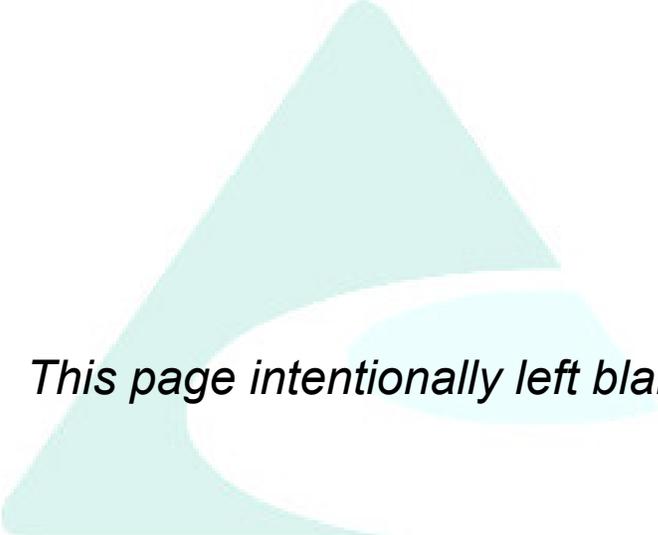
Budgeting, Financial Management & Planning

Budget Summary

	FY 13-14 Actual	FY 14-15 Actual	FY 15-16 Amended Budget	FY 15-16 Projected Year End	FY 16-17 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	-	-	273,664	306,918	165,203	(108,461)	-39.6%
Prior Year Revenue	-	-	-	-	-	-	0%
Taxes	-	-	-	-	-	-	0%
Licenses & Permits	-	-	-	-	-	-	0%
Federal Grants & Revenues	-	-	-	-	-	-	0%
State Grants & Revenues	-	-	-	-	-	-	0%
Local Grants & Revenues	-	-	-	-	-	-	0%
Charges for Service	-	-	982,532	606,181	517,446	(465,086)	-47.3%
Fines & Penalties	-	-	-	-	-	-	0%
Other Revenues	-	-	-	-	-	-	0%
Interfund Transfers	-	-	-	-	-	-	0%
Operating Revenue	-	-	982,532	606,181	517,446	(465,086)	-47.3%
Total Rev - Including Beginning Bal	-	-	1,256,196	913,099	682,649	(573,547)	-45.7%
Personnel Services	-	-	413,728	410,107	446,628	32,900	8.0%
Materials & Services	-	-	57,072	303,447	64,191	7,119	12.5%
Indirect Costs (Internal Dept Chgs)	-	-	-	-	-	-	0%
Cost Allocation Charges	-	-	34,342	34,342	42,913	8,571	25.0%
Operating Expenditure	-	-	505,142	747,896	553,732	48,590	9.6%
Debt Service	-	-	-	-	-	-	0%
Special Payments	-	-	-	-	-	-	0%
Interfund Transfers	-	-	-	-	-	-	0%
Capital Outlay	-	-	-	-	-	-	0%
Reserve for Future Expenditures	-	-	-	-	-	-	0%
Contingency	-	-	751,054	-	128,917	(622,137)	-82.8%
Total Exp - Including Special Categories	-	-	1,256,196	747,896	682,649	(573,547)	-45.7%
General Fund Support (if applicable)	0	0	0	0	0	0	0%
Full Time Equiv Pos (FTE) Budgeted	0.00	0.00	2.35	2.35	2.35	0.00	0%
Full Time Equiv Pos (FTE) Filled at Yr End	0.00	0.00	2.35	2.35	2.35	0.00	
Full Time Equiv Pos (FTE) Vacant at Yr End	0.00	0.00	0.00	0.00	0.00	0.00	

Significant Issues and Changes

No significant issues or changes at this time.



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C O U N T Y



Fair & Event Center

Line of Business Purpose Statement

The purpose of the Fair and Event Center Line of Business is to provide the annual County Fair and Rodeo production services and other event production services to event attendees and participants so they can create and benefit from community experiences that offer entertainment, youth development, and fundraising opportunities for local organizations and County Fair operations.

Business and Community Services

Gary Barth - Director
 Laura Zentner - Deputy Director
 FTE 36.00
 Total Request \$31,472,648
 General Fund Support \$2,394,578

Fair & Event Center
 Gary Barth
 Director
 Laura Zentner
 Deputy Director
 Total Request
 \$2,292,879
 Gen Fund \$0

County Fair & Rodeo
 Laurie Bothwell
 Manager
 FTE 0.00
 Total Request
 \$1,576,022
 Gen Fund \$0

County Event Center
 Laurie Bothwell
 Manager
 FTE 0.00
 Total Request
 \$716,857
 Gen Fund \$0



Fair & Event Center

County Fair & Rodeo

Performance Narrative Statement

The County Fair & Rodeo Program proposes an operating budget of \$1,211,603, a continuation of the current funding level. These resources will provide the 110th County Fair in August for 150,000 County Fair attendees and 18,500 Rodeo attendees. These resources will also provide the opportunity for year after year involvement for 4H, FFA and other participants. Reaching the attendance and participation targets will enhance the community experience, youth development and fundraising opportunities for local organizations.

Key Performance Measures

		FY 15-16 Target	FY 15-16 Actual 12/31/15	FY 15-16 Year End Target	FY 16-17 Target
Result	Percentage of capacity of County Fair attendance	At 80% capacity	At 84% capacity	At 84% capacity	At 86% capacity
Demand / Output	Fair Attendance / Maximum Fair Attendees Allowed	140,000 attendees 175,000 max	146,705 attendees 175,000 max	146,705 attendees 175,000 max	150,000 attendees 175,000 max
Result	Percentage of capacity of County Rodeo attendance	At 77% capacity	At 81% capacity	At 81% capacity	At 79% capacity
Demand / Output	Rodeo Attendance / Maximum Rodeo Attendees Allowed	18,000 attendees 23,460 max	18,893 attendees 23,460 max	18,893 attendees 23,460 max	18,500 attendees 23,460 max

Program includes:

Mandated Services

Shared Services

Grant Funding

Explain all "Yes" boxes below

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

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

Explanation: The *County Fair and Rodeo Program* is responsible for the general operation, facility maintenance and capital outlay needs of the annual County Fair and Rodeo held in August as **mandated** under ORS Chapter 565.

The County Fair is listed on the Association of Counties' list as a **shared state-county service**.

Under County Ordinance 05-2000, Chapter 8.02.160, the County Fair receives a portion of the County's transient room tax revenues. In FY 16-17 The County Fair Fund is budgeted to receive \$449,390; \$157,287 is budgeted for the *County Fair and Rodeo Program*. The amount is adjusted annually for inflation, and the funds shall be used by the Fair for construction, operations and maintenance.



Fair & Event Center

County Fair & Rodeo

Budget Summary

	FY 13-14 Actual	FY 14-15 Actual	FY 15-16 Amended Budget	FY 15-16 Projected Year End	FY 16-17 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	-	-	431,641	370,251	429,038	(2,603)	-0.6%
Prior Year Revenue	-	-	-	-	-	-	0%
Taxes	-	-	-	-	-	-	0%
Licenses & Permits	-	-	-	-	-	-	0%
Federal Grants & Revenues	-	-	-	-	-	-	0%
State Grants & Revenues	-	-	50,000	53,667	53,667	3,667	7.3%
Local Grants & Revenues	-	-	-	-	-	-	0%
Charges for Service	-	-	499,000	515,486	503,300	4,300	0.9%
Fines & Penalties	-	-	-	-	-	-	0%
Other Revenues	-	-	440,400	480,523	432,730	(7,670)	-1.7%
Interfund Transfers	-	-	444,060	155,421	157,287	(286,773)	-64.6%
Operating Revenue	-	-	1,433,460	1,205,097	1,146,984	(286,476)	-20.0%
Total Rev - Including Beginning Bal	-	-	1,865,101	1,575,348	1,576,022	(289,079)	-15.5%
Personnel Services	-	-	275,736	196,528	204,395	(71,341)	-25.9%
Materials & Services	-	-	911,064	943,432	1,007,208	96,144	10.6%
Indirect Costs (Internal Dept Chgs)	-	-	-	-	-	-	0%
Cost Allocation Charges	-	-	-	-	-	-	0%
Operating Expenditure	-	-	1,186,800	1,139,960	1,211,603	24,803	2.1%
Debt Service	-	-	-	-	-	-	0%
Special Payments	-	-	20,000	-	5,000	(15,000)	-75.0%
Interfund Transfers	-	-	-	-	-	-	0%
Capital Outlay	-	-	214,010	6,350	238,259	24,249	11.3%
Reserve for Future Expenditures	-	-	-	-	-	-	0%
Contingency *	-	-	444,291	-	121,160	(323,131)	-72.7%
Total Exp - Including Special Categories	-	-	1,865,101	1,146,310	1,576,022	(289,079)	-15.5%
General Fund Support (if applicable)	0	0	0	0	0	0	0%
Full Time Equiv Pos (FTE) Budgeted	0.00	0.00	0.00	0.00	0.00	0.00	0%
Full Time Equiv Pos (FTE) Filled at Yr End	0.00	0.00	0.00	0.00	0.00	0.00	
Full Time Equiv Pos (FTE) Vacant at Yr End	0.00	0.00	0.00	0.00	0.00	0.00	

Significant Issues and Changes

The Rodeo Arena Tower is in disrepair and presents safety issues to rodeo attendees, volunteers, rodeo participants and livestock. A local business partner is willing to donate a portion of the materials needed to replace the tower, and local experienced construction contractors are volunteering their time. A One-Time Policy Level Proposal in the amount of \$20,000 has been submitted for design, plans, permits and non-donated materials to replace the Rodeo Tower Arena.

In 2014 the Livestock Barn on the Clackamas County Fairgrounds was demolished due to being deemed unsafe. The 39,000 square foot barn was utilized year-round for a multitude of events. For the past two years, T-Structure tents have been rented to fulfill the needs of the County Fair and other events. A One-Time Policy Level Proposal has been submitted in the amount of \$150,000 to assist with the purchase of a T-Structure to serve the needs of the Clackamas County Fair and Event Center while a plan is developed for a new multi-purpose building and funds are secured for this longer term project.

Finally, County Administration is working with the Fair Board to propose a new relationship which will have a positive impact on the funding of all County Fair and Event Center facilities.



Fair & Event Center County Event Center

Performance Narrative Statement

The County Event Center Program proposes an operating budget of \$539,562, a continuation of the current funding level. These resources will provide 140 events with access to a public facility at a price that covers the cost of access and allows them to fulfill their mission. These resources will also provide 540 non-fair hosted events for indirect or direct community benefit. Reaching these rental targets will help community organizations fulfill their missions, while adding financial support to the Fair and Event Center.

Key Performance Measures

		FY 15-16 Target	FY 15-16 Actual 12/31/15	FY 15-16 Year End Target	FY 16-17 Target
Result	Number of events where organizations will benefit from access to a public facility at a price that covers the cost of access and allows them to fulfill their mission	200 events	140 events	280 events	140 events
Result	Number of events where organizations will benefit from rental access to a public facility at a price that covers the cost of access and provides additional revenue to support the Fair and Event Center	180 events	90 events	200 events	340 events
Demand / Output	Non-fair events requested / Non-fair events booked <i>NEW Events booked (included in totals)</i>	600 requested 470 booked 90 new events	393 requested 264 booked 34 new events	680 requested 520 booked 40 new events	730 requested 540 booked 60 new events

Program includes:

Mandated Services

Shared Services

Grant Funding

Explain all "Yes" boxes below

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

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

Explanation: The *County Event Center Program* is responsible for the general operation, facility maintenance and capital outlay needs of the County Event Center as **mandated** under ORS Chapter 565. During the remainder of the year outside of the County Fair and Rodeo, over 500 other activities are held on the 49- acre premises including meetings, parties, weddings and fundraisers.

Under County Ordinance 05-2000, Chapter 8.02.160, the County Fair receives a portion of the County's transient room tax revenues. In FY 16-17 The County Fair Fund is budgeted to receive \$449,390; \$292,103 is budgeted for the *County Event Center Program*. The amount is adjusted annually for inflation, and the funds shall be used by the Fair for construction, operations and maintenance.



Fair & Event Center

County Event Center

Budget Summary

	FY 13-14 Actual	FY 14-15 Actual	FY 15-16 Amended Budget	FY 15-16 Projected Year End	FY 16-17 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	-	-	97,289	158,679	167,384	70,095	72.0%
Prior Year Revenue	-	-	-	-	-	-	0%
Taxes	-	-	-	-	-	-	0%
Licenses & Permits	-	-	-	-	-	-	0%
Federal Grants & Revenues	-	-	-	-	-	-	0%
State Grants & Revenues	-	-	-	-	-	-	0%
Local Grants & Revenues	-	-	2,000	1,500	1,500	(500)	-25.0%
Charges for Service	-	-	-	-	-	-	0%
Fines & Penalties	-	-	-	-	-	-	0%
Other Revenues	-	-	225,300	242,446	255,870	30,570	13.6%
Interfund Transfers	-	-	-	288,639	292,103	292,103	
Operating Revenue	-	-	227,300	532,585	549,473	322,173	141.7%
Total Rev - Including Beginning Bal	-	-	324,589	691,264	716,857	392,268	120.9%
Personnel Services	-	-	207,864	285,545	305,305	97,441	46.9%
Materials & Services	-	-	236,340	231,685	234,257	(2,083)	-0.9%
Indirect Costs (Internal Dept Chgs)	-	-	-	-	-	-	0%
Cost Allocation Charges	-	-	-	-	-	-	0%
Operating Expenditure	-	-	444,204	517,230	539,562	95,358	21.5%
Debt Service	-	-	-	-	-	-	0%
Special Payments	-	-	-	-	-	-	0%
Interfund Transfers	-	-	-	-	-	-	0%
Capital Outlay	-	-	43,990	6,650	123,339	79,349	180.4%
Reserve for Future Expenditures	-	-	-	-	-	-	0%
Contingency *	-	-	(163,605)	-	53,956	217,561	-133.0%
Total Exp - Including Special Categories	-	-	324,589	523,880	716,857	392,268	120.9%
General Fund Support (if applicable)	0	0	0	0	0	0	0%
Full Time Equiv Pos (FTE) Budgeted	0.00	0.00	0.00	0.00	0.00	0.00	0%
Full Time Equiv Pos (FTE) Filled at Yr End	0.00	0.00	0.00	0.00	0.00	0.00	
Full Time Equiv Pos (FTE) Vacant at Yr End	0.00	0.00	0.00	0.00	0.00	0.00	

Significant Issues and Changes

The Rodeo Arena Tower is in disrepair and presents safety issues to rodeo attendees, volunteers, rodeo participants and livestock. A local business partner is willing to donate a portion of the materials needed to replace the tower, and local experienced construction contractors are volunteering their time. A One-Time Policy Level Proposal in the amount of \$20,000 has been submitted for design, plans, permits and non-donated materials to replace the Rodeo Tower Arena.

In 2014 the Livestock Barn on the Clackamas County Fairgrounds was demolished due to being deemed unsafe. The 39,000 square foot barn was utilized year-round for a multitude of events. For the past two years, T-Structure tents have been rented to fulfill the needs of the County Fair and other events. A One-Time Policy Level Proposal has been submitted in the amount of \$150,000 to assist with the purchase of a T-Structure to serve the needs of the Clackamas County Fair and Event Center while a plan is developed for a new multi-purpose building and funds are secured for this longer term project.

Finally, County Administration is working with the Fair Board to propose a new relationship which will have a positive impact on the funding of all County Fair and Event Center facilities.



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Economic Development

Line of Business Purpose Statement

The purpose of the Economic Development Line of Business is to provide leadership, consultation, and economic analysis services to policymakers, performance partners, businesses and property owners, and agriculture and forest land owners so they can make informed decisions and grow a vibrant, resilient economy.

Business and Community Services

Gary Barth - Director
 Laura Zentner - Deputy Director
 FTE 36.00
 Total Request \$31,472,648
 General Fund Support \$2,394,578

Economic Development
 Gary Barth
 Director
 Laura Zentner
 Deputy Director
 Total Request
 \$3,927,970
 Gen Fund \$0

Economic Development
 Catherine
 Grubowski-Johnson
 Manager
 FTE 5.00
 Total Request
 \$1,670,992
 Gen Fund \$0

Economic Opportunity
 Laura Zentner
 Deputy Director
 FTE 0.00
 Total Request
 \$1,682,858
 Gen Fund \$0

Ag. & Forest Econ. Development
 Rick Gruen
 Manager
 FTE 1.40
 Total Request
 \$574,120
 Gen Fund \$0



Economic Development

Economic Development

Performance Narrative Statement

The Economic Development Program proposes an operating budget of \$1,500,031, a continuation of the current funding level. The resources will provide policymakers and performance partners increased knowledge of redevelopment opportunities, programs and resources available in Clackamas County. Reaching these targets will help business and property owners, performance partners and policymakers grow a vibrant, resilient economy.

Key Performance Measures

		FY 15-16 Target	FY 15-16 Actual 12/31/15	FY 15-16 Year End Target	FY 16-17 Target
Result	Number of new jobs created and private dollars invested from Enterprise Zone applicants	50 jobs \$21,082,533	29 jobs \$9,826,000	60 jobs \$25,826,000	100 jobs \$30,000,000
Demand / Output	Number of Enterprise Zone applications requested / Number of Enterprise Zone applications processed	5 requested / 5 processed	3 requested / 3 processed	5 requested / 5 processed	5 requested / 5 processed
Result	Number of direct business visits and lead responses	50 visits / lead responses	34 visits / lead responses	50 visits / lead responses	50 visits / lead responses
Result	Number of meetings convened for economic development practitioners	3 meetings	2 meetings	3 meetings	4 meetings

Program includes:

Mandated Services Y

Shared Services Y

Grant Funding N

Explain all "Yes" boxes below

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

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

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

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



Budget Summary

	FY 13-14 Actual	FY 14-15 Actual	FY 15-16 Amended Budget	FY 15-16 Projected Year End	FY 16-17 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	-	-	554,499	554,499	565,992	11,493	2.1%
Prior Year Revenue	-	-	-	-	-	-	0%
Taxes	-	-	-	-	-	-	0%
Licenses & Permits	-	-	21,063	11,568	15,000	(6,063)	-28.8%
Federal Grants & Revenues	-	-	-	-	-	-	0%
State Grants & Revenues	-	-	-	1,090,000	1,090,000	1,090,000	
Local Grants & Revenues	-	-	-	-	-	-	0%
Charges for Service	-	-	-	-	-	-	0%
Fines & Penalties	-	-	-	-	-	-	0%
Other Revenues	-	-	-	-	-	-	0%
Interfund Transfers	-	-	1,090,000	-	-	(1,090,000)	-100.0%
Operating Revenue	-	-	1,111,063	1,101,568	1,105,000	(6,063)	-0.5%
Total Rev - Including Beginning Bal	-	-	1,665,562	1,656,067	1,670,992	5,430	0.3%
Personnel Services	-	-	667,105	496,140	707,492	40,387	6.1%
Materials & Services	-	-	719,711	522,911	726,686	6,975	1.0%
Indirect Costs (Internal Dept Chgs)	-	-	-	-	-	-	0%
Cost Allocation Charges	-	-	67,604	67,604	65,853	(1,751)	-2.6%
Operating Expenditure	-	-	1,454,420	1,086,655	1,500,031	45,611	3.1%
Debt Service	-	-	-	-	-	-	0%
Special Payments	-	-	-	3,420	20,000	20,000	
Interfund Transfers	-	-	-	-	-	-	0%
Capital Outlay	-	-	-	-	-	-	0%
Reserve for Future Expenditures	-	-	-	-	-	-	0%
Contingency	-	-	211,142	-	150,961	(60,181)	-28.5%
Total Exp - Including Special Categories	-	-	1,665,562	1,090,075	1,670,992	5,430	0.3%
General Fund Support (if applicable)	0	0	0	0	0	0	0%
Full Time Equiv Pos (FTE) Budgeted	0.00	0.00	5.00	5.00	5.00	0.00	0%
Full Time Equiv Pos (FTE) Filled at Yr End	0.00	0.00	4.00	4.00	5.00	1.00	
Full Time Equiv Pos (FTE) Vacant at Yr End	0.00	0.00	1.00	1.00	0.00	-1.00	

Significant Issues and Changes

There are no significant changes proposed within the Economic Development Program.



Economic Development

Economic Opportunity

Performance Narrative Statement

The Economic Opportunity Program proposes an operating budget of \$1,569,858, a continuation of the current funding level. These resources will provide funding to project sponsors to explore or introduce a project with the potential for positive impact on economic vitality in Clackamas County. Reaching these targets will help with the goal of enhancing high wage job and GDP growth in the County.

Key Performance Measures

		FY 15-16 Target	FY 15-16 Actual 12/31/15	FY 15-16 Year End Target	FY 16-17 Target
 Result	Amount of funding provided to project sponsors	\$500,000	\$219,774	\$333,903	\$500,000
Demand / Output	Number of projects identified as candidates for funding / Number of projects funded	7 identified / 7 funded	7 identified / 7 funded	8 identified / 8 funded	6 identified / 6 funded

Program includes:

Mandated Services

Shared Services

Grant Funding

Explain all "Yes" boxes below

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

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

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

Economic Opportunity is budgeted to receive **grant funding** from Metro for the North Milwaukie Industrial Area project, with match funding coming from the video lottery revenues.



Budget Summary

	FY 13-14 Actual	FY 14-15 Actual	FY 15-16 Amended Budget	FY 15-16 Projected Year End	FY 16-17 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	-	-	995,067	995,067	812,858	(182,209)	-18.3%
Prior Year Revenue	-	-	-	-	-	-	0%
Taxes	-	-	-	-	-	-	0%
Licenses & Permits	-	-	-	-	-	-	0%
Federal Grants & Revenues	-	-	-	-	-	-	0%
State Grants & Revenues	-	-	1,603,632	413,632	610,000	(993,632)	-62.0%
Local Grants & Revenues	-	-	250,000	110,000	250,000	-	0%
Charges for Service	-	-	-	-	-	-	0%
Fines & Penalties	-	-	-	-	-	-	0%
Other Revenues	-	-	6,500	12,159	10,000	3,500	53.8%
Interfund Transfers	-	-	-	-	-	-	0%
Operating Revenue	-	-	1,860,132	535,791	870,000	(990,132)	-53.2%
Total Rev - Including Beginning Bal	-	-	2,855,199	1,530,858	1,682,858	(1,172,341)	-41.1%
Personnel Services	-	-	-	-	-	-	0%
Materials & Services	-	-	1,552,199	605,000	1,569,858	17,659	1.1%
Indirect Costs (Internal Dept Chgs)	-	-	-	-	-	-	0%
Cost Allocation Charges	-	-	-	-	-	-	0%
Operating Expenditure	-	-	1,552,199	605,000	1,569,858	17,659	1.1%
Debt Service	-	-	-	-	-	-	0%
Special Payments	-	-	50,000	50,000	50,000	-	0%
Interfund Transfers	-	-	1,253,000	63,000	63,000	(1,190,000)	-95.0%
Capital Outlay	-	-	-	-	-	-	0%
Reserve for Future Expenditures	-	-	-	-	-	-	0%
Contingency	-	-	-	-	-	-	0%
Total Exp - Including Special Categories	-	-	2,855,199	718,000	1,682,858	(1,172,341)	-41.1%
General Fund Support (if applicable)	0	0	0	0	0	0	0%
Full Time Equiv Pos (FTE) Budgeted	0.00	0.00	0.00	0.00	0.00	0.00	0%
Full Time Equiv Pos (FTE) Filled at Yr End	0.00	0.00	0.00	0.00	0.00	0.00	0%
Full Time Equiv Pos (FTE) Vacant at Yr End	0.00	0.00	0.00	0.00	0.00	0.00	0%

Significant Issues and Changes

The North Milwaukie Industrial Area Redevelopment Strategy project, funding in part by a grant from Metro, will develop and implement creative redevelopment-based strategies to enhance economic opportunities, increase job creation and investment, build a stronger, more competitive region, and ensure a dynamic framework for quality growth and development.



Economic Development

Agriculture & Forest Economic Development

Performance Narrative Statement

The Agriculture and Forest Economic Development Program proposes an operating budget of \$505,398, a continuation of the current funding level. These resources will provide growers and processors with approximately 5 logging and milling jobs from timber harvests on County owned timberlands and an estimated \$350 million in products sold in the agricultural industry in Clackamas County. Reaching these targets will help maintain and enhance the economic viability of the agriculture and forest industries in Clackamas County and the region.

Key Performance Measures

		FY 15-16 Target	FY 15-16 Actual 12/31/15	FY 15-16 Year End Target	FY 16-17 Target
Result	Number of logging and mill jobs supported from timber harvests on County owned timberlands	30 jobs	60 jobs	90 jobs	5 jobs
Demand / Output	Number of board feet produced / Number of jobs supported	2 million board feet / 30 jobs	4 million board feet / 60 jobs	6 million board feet / 90 jobs	0 board feet / 5 jobs
Result	Number of presentations to policymakers regarding issues and opportunities facing the agriculture and forest industries sector	4 presentations	2 presentations	4 presentations	4 presentations
Result	By 2020 legislation passed enabling sustainable timber harvests from Oregon & California (O&C) Lands in Clackamas County	2020	2020	2020	2020

Program includes:

Mandated Services Y

Shared Services Y

Grant Funding Y

Explain all "Yes" boxes below

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

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

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

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

Agriculture and Forest Economic Development is budgeted to receive **grant funding** from the Oregon Department of Agriculture for the One Stop project with matching funds provided by the lottery dollars. They are also budgeted to receive funds from the State of Oregon for the Urban Lumber Project, which does not require matching funds.



Agriculture & Forest Economic Development

Budget Summary

	FY 13-14 Actual	FY 14-15 Actual	FY 15-16 Amended Budget	FY 15-16 Projected Year End	FY 16-17 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	-	-	261,865	261,865	169,725	(92,140)	-35.2%
Prior Year Revenue	-	-	-	-	-	-	0%
Taxes	-	-	-	-	-	-	0%
Licenses & Permits	-	-	-	-	-	-	0%
Federal Grants & Revenues	-	-	22,500	18,000	4,395	(18,105)	-80.5%
State Grants & Revenues	-	-	400,000	200,000	400,000	-	0%
Local Grants & Revenues	-	-	-	-	-	-	0%
Charges for Service	-	-	-	-	-	-	0%
Fines & Penalties	-	-	-	-	-	-	0%
Other Revenues	-	-	-	-	-	-	0%
Interfund Transfers	-	-	100,000	-	-	(100,000)	-100.0%
Operating Revenue	-	-	522,500	218,000	404,395	(118,105)	-22.6%
Total Rev - Including Beginning Bal	-	-	784,365	479,865	574,120	(210,245)	-26.8%
Personnel Services	-	-	180,648	114,778	179,490	(1,158)	-0.6%
Materials & Services	-	-	496,015	184,905	313,353	(182,662)	-36.8%
Indirect Costs (Internal Dept Chgs)	-	-	-	-	-	-	0%
Cost Allocation Charges	-	-	10,457	10,457	12,555	2,098	20.1%
Operating Expenditure	-	-	687,120	310,140	505,398	(181,722)	-26.4%
Debt Service	-	-	-	-	-	-	0%
Special Payments	-	-	-	-	-	-	0%
Interfund Transfers	-	-	-	-	-	-	0%
Capital Outlay	-	-	-	-	-	-	0%
Reserve for Future Expenditures	-	-	-	-	-	-	0%
Contingency	-	-	97,245	-	68,722	(28,523)	-29.3%
Total Exp - Including Special Categories	-	-	784,365	310,140	574,120	(210,245)	-26.8%
General Fund Support (if applicable)	0	0	0	0	0	0	0%
Full Time Equiv Pos (FTE) Budgeted	0.00	0.00	1.40	1.40	1.40	0.00	0%
Full Time Equiv Pos (FTE) Filled at Yr End	0.00	0.00	1.40	1.40	1.40	0.00	
Full Time Equiv Pos (FTE) Vacant at Yr End	0.00	0.00	0.00	0.00	0.00	0.00	

Significant Issues and Changes

House Bill 2984 passed during the 2015 Legislative Session providing \$400,000 to the Agriculture and Forest Economic Development Program for the Urban Lumber Project. This pilot project will determine the feasibility of creating a statewide model for counties to establish cooperatives that provide for the commercial production and marketing of specialty lumber products on nonforest lands in urban areas to promote economic development and generate new public revenues for communities across Oregon.

Agriculture and Forest Economic Development is supporting the new federal designation of Investing in Manufacturing Communities Partnership (IMCP). Cross Laminated Timber (CLT) technology development has been targeted as the top priority for IMCP. Lottery dollars are funding staff efforts in seeking opportunities for the development of a CLT manufacturing facility within Clackamas County.



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CLACKAMAS
C O U N T Y



Line of Business Purpose Statement

The purpose of the Library Line of Business is to provide informational, recreational, community, cultural and support services to libraries in Clackamas County and their customers so they can freely access diverse materials and services to achieve their unique goals.

Business and Community Services

Gary Barth - Director
 Laura Zentner - Deputy Director

FTE 36.00

Total Request \$31,472,648

General Fund Support \$2,394,578

Library

Gary Barth
 Director
 Laura Zentner
 Deputy Director
 Total Request
 \$9,367,299

Gen Fund \$2,230,371

Library Systems

Greg Williams
 Manager
 FTE 5.50
 Total Request
 \$6,109,375

Gen Fund \$1,235,720

Shared Library Services

Greg Williams
 Manager
 FTE 5.50
 Total Request
 \$1,968,562

Gen Fund \$994,651

Oak Lodge Library

Mitzi Olson
 Manager
 FTE 5.00
 Total Request
 \$1,289,362

Gen Fund \$0



Performance Narrative Statement

The Library Systems Program proposes an operating budget of \$1,235,720, a continuation of the current funding level. These resources will provide an online library system that is operational 99% of the time. In addition, these resources will provide a response within 2 business days on an estimated 700 technical support requests from the customer libraries 98% of the time. Reaching these targets will allow customer libraries to efficiently and effectively provide library collections and services to their patrons.

Key Performance Measures

		FY 15-16 Target	FY 15-16 Actual 12/31/15	FY 15-16 Year End Target	FY 16-17 Target
 Result	Percentage of technology support request responses provided within two business days	95%	99%	98%	98%
Demand / Output	Number of technical support requests received / Number of technical support request responses within two business days	600 requests / 570 responses	335 requests / 331 responses	660 requests / 646 responses	700 requests / 686 responses
 Result	Percentage of time the Integrated Library System (ILS) is operational	95%	99.9%	98%	99%
 Result	Percentage of materials sent to Library Systems for cataloging processed within two full business days	90%	91%	90%	90%

Program includes:

Mandated Services Y

Shared Services N

Grant Funding N

Explain all "Yes" boxes below

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

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

Explanation: *Library Systems* is a **mandated service** as indicated in Clackamas County's Master IGA for the Library Network to provide services to the eleven city libraries and one county library in Clackamas County. *Library Systems* provides hardware, software, cataloging and support services to the customer libraries under the IGA so they can efficiently and effectively provide library collections and services to their patrons.



	FY 13-14 Actual	FY 14-15 Actual	FY 15-16 Amended Budget	FY 15-16 Projected Year End	FY 16-17 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	-	-	6,422,422	6,422,422	4,852,655	(1,569,767)	-24.4%
Prior Year Revenue	-	-	-	-	-	-	0%
Taxes	-	-	-	-	-	-	0%
Licenses & Permits	-	-	-	-	-	-	0%
Federal Grants & Revenues	-	-	-	-	-	-	0%
State Grants & Revenues	-	-	-	-	-	-	0%
Local Grants & Revenues	-	-	-	-	-	-	0%
Charges for Service	-	-	-	-	-	-	0%
Fines & Penalties	-	-	-	-	-	-	0%
Other Revenues	-	-	16,000	16,063	21,000	5,000	31.3%
Interfund Transfers	-	-	1,472,089	1,472,089	1,235,720	(236,369)	-16.1%
Operating Revenue	-	-	1,488,089	1,488,152	1,256,720	(231,369)	-15.5%
Total Rev - Including Beginning Bal	-	-	7,910,511	7,910,574	6,109,375	(1,801,136)	-22.8%
Personnel Services	-	-	677,293	600,702	654,720	(22,573)	-3.3%
Materials & Services	-	-	428,915	554,124	538,737	109,822	25.6%
Indirect Costs (Internal Dept Chgs)	-	-	-	-	-	-	0%
Cost Allocation Charges	-	-	49,536	49,536	42,263	(7,273)	-14.7%
Operating Expenditure	-	-	1,155,744	1,204,362	1,235,720	79,976	6.9%
Debt Service	-	-	-	-	-	-	0%
Special Payments	-	-	5,100,000	1,500,000	3,600,000	(1,500,000)	-29.4%
Interfund Transfers	-	-	-	-	-	-	0%
Capital Outlay	-	-	1,421,267	353,557	800,000	(621,267)	-43.7%
Reserve for Future Expenditures	-	-	233,500	-	473,655	240,155	102.9%
Contingency	-	-	-	-	-	-	0%
Total Exp - Including Special Categories	-	-	7,910,511	3,057,919	6,109,375	(1,801,136)	-22.8%
General Fund Support (if applicable)	0	0	1,472,089	1,472,089	1,235,720	-236,369	-16.1%
Full Time Equiv Pos (FTE) Budgeted	0.00	0.00	5.50	5.50	5.50	0.00	0%
Full Time Equiv Pos (FTE) Filled at Yr End	0.00	0.00	5.50	5.50	5.50	0.00	
Full Time Equiv Pos (FTE) Vacant at Yr End	0.00	0.00	0.00	0.00	0.00	0.00	

Significant Issues and Changes

During FY16/17, District libraries are planning a County-wide implementation of Radio Frequency Identification (RFID) and Automated Materials Handling (AMH) technologies. These technologies (already implemented in Multnomah and Washington County libraries) will improve the customer experience and streamline back-of-the-house processes. *Library Systems* and *Shared Library Services* will be playing a significant role in coordinating the procurement, rollout, and management of these technologies, as well as utilizing them in our internal processes.

Library Systems has transitioned from a locally-hosted ILS (Integrated Library System) to a vendor-hosted model. This shift improves security, improves support, reduces capital expenditures, allows local IT staff to focus more on direct service to libraries, and reduces overall operational expenses over a 5-year period.

Library Systems and *Shared Library Services* completed their relocation to the County Campus (Silver Oak Building) in FY 14/15.



Shared Library Services

Performance Narrative Statement

The Shared Library Services Program proposes an operating budget of \$1,747,651, an increase of the current funding level. These resources will deliver 2,000,000 items via courier pick-ups and deliveries within established timeframes 95% of the time. Reaching these targets will allow customer libraries to share collections, offer a consistent baseline level of service to their patrons, and collaborate together as a Library District.

Key Performance Measures

		FY 15-16 Target	FY 15-16 Actual 12/31/15	FY 15-16 Year End Target	FY 16-17 Target
 Result	Percentage of courier pick-ups and deliveries provided within the established timeframes	95%	97%	96%	95%
Demand / Output	Number of items requested to be transited / Number of items transited within the established timeframes	2,000,000 requested / 1,900,000 transited	1,015,083 requested / 981,585 transited	2,000,000 requested / 1,920,000 transited	2,000,000 requested / 1,900,000 transited
 Result	Percentage of material holds that are not filled by the patron's "home" library	20%	38%	30%	30%

Program includes:

Mandated Services

Shared Services

Grant Funding

Explain all "Yes" boxes below

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

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

Explanation: *Library Services* is a **mandated service** as indicated in Clackamas County's Master IGA for the Library Network to provide services to the eleven city libraries and one county library in Clackamas County. *Library Services* provides administrative and operational support services to the customer libraries under the IGA so they can share collections, offer a consistent baseline level of service to their patrons, and collaborate together as a Library District.



Shared Library Services

Budget Summary

	FY 13-14 Actual	FY 14-15 Actual	FY 15-16 Amended Budget	FY 15-16 Projected Year End	FY 16-17 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	-	-	-	-	123,911	123,911	
Prior Year Revenue	-	-	-	-	-	-	0%
Taxes	-	-	-	-	-	-	0%
Licenses & Permits	-	-	-	-	-	-	0%
Federal Grants & Revenues	-	-	-	-	-	-	0%
State Grants & Revenues	-	-	-	-	-	-	0%
Local Grants & Revenues	-	-	-	-	-	-	0%
Charges for Service	-	-	-	-	-	-	0%
Fines & Penalties	-	-	100	100	-	(100)	-100.0%
Other Revenues	-	-	250,000	254,201	850,000	600,000	240.0%
Interfund Transfers	-	-	806,964	806,964	994,651	187,687	23.3%
Operating Revenue	-	-	1,057,064	1,061,265	1,844,651	787,587	74.5%
Total Rev - Including Beginning Bal	-	-	1,057,064	1,061,265	1,968,562	911,498	86.2%
Personnel Services	-	-	437,639	411,815	554,131	116,492	26.6%
Materials & Services	-	-	537,902	494,016	1,151,265	613,363	114.0%
Indirect Costs (Internal Dept Chgs)	-	-	-	-	-	-	0%
Cost Allocation Charges	-	-	31,523	31,523	42,255	10,732	34.0%
Operating Expenditure	-	-	1,007,064	937,354	1,747,651	740,587	73.5%
Debt Service	-	-	-	-	-	-	0%
Special Payments	-	-	-	-	-	-	0%
Interfund Transfers	-	-	-	-	-	-	0%
Capital Outlay	-	-	50,000	-	-	(50,000)	-100.0%
Reserve for Future Expenditures	-	-	-	-	220,911	220,911	
Contingency	-	-	-	-	-	-	0%
Total Exp - Including Special Categories	-	-	1,057,064	937,354	1,968,562	911,498	86.2%
General Fund Support (if applicable)	0	0	806,964	806,964	994,651	187,687	23.3%
Full Time Equiv Pos (FTE) Budgeted	0.00	0.00	3.50	3.50	5.50	2.00	57.1%
Full Time Equiv Pos (FTE) Filled at Yr End	0.00	0.00	3.50	3.50	5.50	2.00	
Full Time Equiv Pos (FTE) Vacant at Yr End	0.00	0.00	0.00	0.00	0.00	0.00	

Significant Issues and Changes

During FY16/17, District libraries are planning a County-wide implementation of Radio Frequency Identification (RFID) and Automated Materials Handling (AMH) technologies. *Library Systems* and *Shared Library Services* will be playing a significant role in coordinating the procurement, rollout, and management of these technologies, as well as utilizing them in our internal processes.

In order to more efficiently, effectively, and sustainably provide the core services mandated by the IGA with District cities, *Shared Library Services* is requesting the conversion of two part-time, temporary positions to full-time positions. The budget for part-time labor was reduced by an equivalent amount resulting in a net zero impact to the overall budget.

Library Systems and *Shared Library Services* completed their relocation to the County Campus (Silver Oak Building) in FY 14/15.



Oak Lodge Library

Performance Narrative Statement

The Oak Lodge Library Program proposes an operating budget of \$1,185,652, a continuation of the current funding level. These resources will serve approximately 310,000 material checkouts and provide a collection of 60,000 items at the Oak Lodge Library. Reaching these targets will provide informational, recreational, community and cultural services to the public so they can access publically funded diverse materials and services to achieve their individual goals.

Key Performance Measures

		FY 15-16 Target	FY 15-16 Actual 12/31/15	FY 15-16 Year End Target	FY 16-17 Target
 Result	Percentage of items checked out versus items in collection (turnover rate)	75%	59%	76%	80%
Demand / Output	Number of non-duplicated items checked out / Number of items in the collection	45,000 checked out / 60,000 in collection	35,851 checked out / 60,652 in collection	45,489 checked out / 60,000 in collection	48,000 checked out / 60,000 in collection

Program includes:

- Mandated Services
- Shared Services
- Grant Funding

Explain all "Yes" boxes below

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

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

Explanation: *Oak Lodge Library* is a **mandated service** under the Clackamas County Library District. In 2008 voters approved a countywide Library District for Clackamas County with a permanent rate of 0.3974 dollars per thousand of assessed value. The District functions as a fiscal agent by distributing property tax revenues raised by the District's permanent rate to participating local governments who operate libraries within Clackamas County. The District supports eleven city libraries, and one county library - *Oak Loge Library*.

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



Budget Summary

	FY 13-14 Actual	FY 14-15 Actual	FY 15-16 Amended Budget	FY 15-16 Projected Year End	FY 16-17 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	-	-	82,251	82,251	-	(82,251)	-100.0%
Prior Year Revenue	-	-	-	-	-	-	0%
Taxes	-	-	-	-	-	-	0%
Licenses & Permits	-	-	-	-	-	-	0%
Federal Grants & Revenues	-	-	-	-	-	-	0%
State Grants & Revenues	-	-	6,000	5,486	5,700	(300)	-5.0%
Local Grants & Revenues	-	-	-	882,776	1,267,662	1,267,662	
Charges for Service	-	-	1,600	1,600	1,600	-	0%
Fines & Penalties	-	-	17,000	14,000	14,000	(3,000)	-17.6%
Other Revenues	-	-	1,219,666	250	400	(1,219,266)	-100.0%
Interfund Transfers	-	-	-	-	-	-	0%
Operating Revenue	-	-	1,244,266	904,112	1,289,362	45,096	3.6%
Total Rev - Including Beginning Bal	-	-	1,326,517	986,363	1,289,362	(37,155)	-2.8%
Personnel Services	-	-	680,830	514,240	675,011	(5,819)	-0.9%
Materials & Services	-	-	375,306	386,248	410,119	34,813	9.3%
Indirect Costs (Internal Dept Chgs)	-	-	-	-	-	-	0%
Cost Allocation Charges	-	-	85,875	85,875	100,522	14,647	17.1%
Operating Expenditure	-	-	1,142,011	986,363	1,185,652	43,641	3.8%
Debt Service	-	-	-	-	-	-	0%
Special Payments	-	-	-	-	-	-	0%
Interfund Transfers	-	-	-	-	-	-	0%
Capital Outlay	-	-	-	-	-	-	0%
Reserve for Future Expenditures	-	-	-	-	-	-	0%
Contingency	-	-	184,506	-	103,710	(80,796)	-43.8%
Total Exp - Including Special Categories	-	-	1,326,517	986,363	1,289,362	(37,155)	-2.8%
General Fund Support (if applicable)	0	0	0	0	0	0	0%
Full Time Equiv Pos (FTE) Budgeted	0.00	0.00	5.00	5.00	5.00	0.00	0%
Full Time Equiv Pos (FTE) Filled at Yr End	0.00	0.00	5.00	4.00	5.00	0.00	
Full Time Equiv Pos (FTE) Vacant at Yr End	0.00	0.00	0.00	1.00	0.00	0.00	

Significant Issues and Changes

Business & Community Services will continue to work with the Gladstone Public Library to investigate options for the construction of a new library facility to serve the residents of the Gladstone/Oak Lodge service areas which will ensure quality library services to its patrons.



Sunnyside Library (History)

Budget Summary

	FY 13-14 Actual	FY 14-15 Actual	FY 15-16 Amended Budget	FY 15-16 Projected Year End	FY 16-17 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	-	-	2,927,422	2,927,422	-	(2,927,422)	-100.0%
Prior Year Revenue	-	-	-	-	-	-	0%
Taxes	-	-	-	-	-	-	0%
Licenses & Permits	-	-	-	-	-	-	0%
Federal Grants & Revenues	-	-	-	-	-	-	0%
State Grants & Revenues	-	-	-	-	-	-	0%
Local Grants & Revenues	-	-	-	-	-	-	0%
Charges for Service	-	-	-	-	-	-	0%
Fines & Penalties	-	-	-	-	-	-	0%
Other Revenues	-	-	-	-	-	-	0%
Interfund Transfers	-	-	-	-	-	-	0%
Operating Revenue	-	-	-	-	-	-	0%
Total Rev - Including Beginning Bal	-	-	2,927,422	2,927,422	-	(2,927,422)	-100.0%
Personnel Services	-	-	50,000	-	-	(50,000)	-100.0%
Materials & Services	-	-	-	2,319	-	-	0%
Indirect Costs (Internal Dept Chgs)	-	-	-	-	-	-	0%
Cost Allocation Charges	-	-	-	-	-	-	0%
Operating Expenditure	-	-	50,000	2,319	-	(50,000)	-100.0%
Debt Service	-	-	-	-	-	-	0%
Special Payments	-	-	2,877,422	2,925,103	-	(2,877,422)	-100.0%
Interfund Transfers	-	-	-	-	-	-	0%
Capital Outlay	-	-	-	-	-	-	0%
Reserve for Future Expenditures	-	-	-	-	-	-	0%
Contingency	-	-	-	-	-	-	0%
Total Exp - Including Special Categories	-	-	2,927,422	2,927,422	-	(2,927,422)	-100.0%
General Fund Support (if applicable)	0	0	0	0	0	0	0%
Full Time Equiv Pos (FTE) Budgeted	0.00	0.00	0.00	0.00	0.00	0.00	0%
Full Time Equiv Pos (FTE) Filled at Yr End	0.00	0.00	0.00	0.00	0.00	0.00	
Full Time Equiv Pos (FTE) Vacant at Yr End	0.00	0.00	0.00	0.00	0.00	0.00	

Significant Issues and Changes

The *Sunnyside Library* transferred to the City of Happy Valley on July 1, 2015, and thus has no budget for FY 2016-17.



Parks, Golf & Recreation

Line of Business Purpose Statement

The purpose of the Parks, Recreation and Golf Line of Business is to provide parks, recreation, facilities, and services to residents and visitors so they have access to the health and wellness benefits of exercise, organized activities, and time outdoors, and the economic and community vitality benefits of living in an area with such offerings nearby.

Business and Community Services

Gary Barth - Director
 Laura Zentner - Deputy Director

FTE 36.00

Total Request \$31,472,648

General Fund Support \$2,394,578

Parks, Golf & Recreation

Gary Barth
 Director
 Laura Zentner
 Deputy Director
 Total Request

\$6,936,112

Gen Fund \$164,207

Stone Creek Golf Course

Gordon Tolbert
 Manager
 FTE 0.00

Total Request
 \$3,431,533

Gen Fund \$0

County Parks

Rick Gruen
 Manager
 FTE 5.64

Total Request
 \$3,504,579

Gen Fund \$164,207



Parks, Golf & Recreation

Stone Creek Golf Course

Performance Narrative Statement

The Stone Creek Golf Course Program proposes an operating budget of \$2,219,589, a continuation of the current funding level. These resources will provide golf patrons the opportunity to book events and golf during the available tee times on "playable days". The resources will also provide a transfer of funds of approximately \$400,000 to the County Parks program to support operations. Reaching these targets will help clients and the golfing community to have an enjoyable and reasonably priced golfing experience while providing a supplemental source of funding for County Parks.

Key Performance Measures

		FY 15-16 Target	FY 15-16 Actual 12/31/15	FY 15-16 Year End Target	FY 16-17 Target
Result	Percentage of available tee times being filled during "playable golf days"	80%	61%	83%	83%
Demand / Output	Number of golf rounds available / Number of tee times filled	68,750 rounds available 55,000 tee times filled	44,905 rounds available 27,500 tee times filled	68,400 rounds available 57,000 tee times filled	70,200 rounds available 58,500 tee times filled
Result	Percentage of tournament clients who book events a second time or more	95%	96%	95%	95%

Program includes:

Mandated Services Y

Shared Services N

Grant Funding N

Explain all "Yes" boxes below

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

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

Explanation: *Stone Creek Golf Course* is part of the County Parks system, and is a **mandated service** under ORS 390.134 in which State Parks allocates funds to the counties based on annual recreation vehicle registrations, and may not use the State moneys received to supplant moneys otherwise made available for the acquisition, development, maintenance, care and use of county park and recreation sites.

Land was purchased and developed by County Parks with the intent to generate a long-term sustainable revenue stream from Golf Course operations that would go directly to County Parks to support operations and maintenance needs. Stone Creek Golf Course is a Peter Jacobsen/Jim Hardy scenically designed course with spectacular views of Mt. Hood and is an International Audubon Sanctuary. The golf course is laid out over 120 acres of land with old-growth Douglas Firs, lakes, four wetlands, and forty-three bunkers. The County contracts with Gordon Tolbert, owner of Total Golf Management Services, LLC (TGM), who manages, operates and maintains the golf course. Stone Creek has received several awards and recognitions over the years including Golf Digest's Best Places to Play in 2006-2007, and #6 on the list of most Eco-Friendly Golf Courses in America by Links Golf Magazine in January 2013.



Budget Summary

	FY 13-14 Actual	FY 14-15 Actual	FY 15-16 Amended Budget	FY 15-16 Projected Year End	FY 16-17 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	0	0	683,367	683,367	712,448	29,081	4.3%
Prior Year Revenue	0	0	0	0	0	0	0%
Taxes	0	0	0	0	0	0	0%
Licenses & Permits	0	0	0	0	0	0	0%
Federal Grants & Revenues	0	0	0	0	0	0	0%
State Grants & Revenues	0	0	0	0	0	0	0%
Local Grants & Revenues	0	0	0	0	0	0	0%
Charges for Service	0	0	2,908,180	2,634,700	2,716,585	-191,595	-6.6%
Fines & Penalties	0	0	0	0	0	0	0%
Other Revenues	0	0	800	2,500	2,500	1,700	212.5%
Interfund Transfers	0	0	0	0	0	0	0%
Operating Revenue	0	0	2,908,980	2,637,200	2,719,085	-189,895	-6.5%
Total Rev - Including Beginning Bal	0	0	3,592,347	3,320,567	3,431,533	-160,814	-4.5%
Personnel Services	0	0	0	0	0	0	0%
Materials & Services	0	0	2,283,887	2,221,754	2,213,434	-70,453	-3.1%
Indirect Costs (Internal Dept Chgs)	0	0	0	0	0	0	0%
Cost Allocation Charges	0	0	0	0	6,155	6,155	
Operating Expenditure	0	0	2,283,887	2,221,754	2,219,589	-64,298	-2.8%
Debt Service	0	0	0	0	0	0	0%
Special Payments	0	0	0	0	5,000	5,000	
Interfund Transfers	0	0	500,000	300,000	400,000	-100,000	-20.0%
Capital Outlay	0	0	100,000	86,365	97,000	-3,000	-3.0%
Reserve for Future Expenditures	0	0	0	0	400,000	400,000	
Contingency	0	0	708,460	0	309,944	-398,516	-56.3%
Total Exp - Including Special Categories	0	0	3,592,347	2,608,119	3,431,533	-160,814	-4.5%
General Fund Support (if applicable)	0	0	0	0	0	0	0%
Full Time Equiv Pos (FTE) Budgeted	0.00	0.00	0.00	0.00	0.00	0.00	0%
Full Time Equiv Pos (FTE) Filled at Yr End	0.00	0.00	0.00	0.00	0.00	0.00	
Full Time Equiv Pos (FTE) Vacant at Yr End	0.00	0.00	0.00	0.00	0.00	0.00	

Significant Issues and Changes

BCS Finance has been working with Total Golf Management Services, LLC (TGM) to set up a capital asset repair and replacement schedule. The goal is to determine the funds that need to be set aside annually to pay for the future repair and replacement of Stone Creek Golf Course's capital assets.

With the approval of the Board of County Commissioners in July 2012, Business & Community Service's Forest Division began an accelerated timber harvest program with the goal of defeasing \$3,775,000 in debt at Stone Creek Golf Course. The debt was paid off in November 2013 and saved the County approximately \$1 million in interest expense. The additional net proceeds generated by defeasing the debt will help provide County Park operations with a long-term sustainable revenue stream.



Parks, Golf & Recreation

County Parks

Performance Narrative Statement

The County Parks Program proposes an operating budget of \$1,906,574, a continuation of the current funding level. These resources will provide 13,000 campsite reservations at 210 campsites and a projected 42% occupancy rate in County Parks. Reaching these targets will provide residents and visitors with clean, safe and healthy recreation opportunities in Clackamas County.

Key Performance Measures

		FY 15-16 Target	FY 15-16 Actual 12/31/15	FY 15-16 Year End Target	FY 16-17 Target
Result	Rate of occupancy in campsites	80% occupancy	67% occupancy	40% occupancy	42% occupancy
Demand / Output	Number of campsite reservations filled / Number of campsite reservations available	24,725 filled 30,906 available	8,222 filled 12,332 available	12,500 filled 30,906 available	13,000 filled 30,906 available
Result	Percentage of visitors who score their park experience as clean or very clean, and safe or very safe	70%	91%	90%	90%

Program includes:

Mandated Services Y

Shared Services N

Grant Funding Y

Explain all "Yes" boxes below

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

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

Explanation: *County Parks* is a **mandated service** under ORS 390.134 in which State Parks allocates funds to the counties based on annual recreation vehicle registrations, and may not use the State moneys received to supplant moneys otherwise made available for the acquisition, development, maintenance, care and use of county park and recreation sites.

County Parks has budgeted to apply for **grant funding** from the Oregon State Marine Board to replace the dock at Hebb Park, and make significant improvements to the lighting at the Barton Park boat ramp. *County Parks* has also budgeted to apply for grant funding from the Oregon Parks and Recreation Department Grant Program for projects including the Barton Park playground replacement and the new Feyrer Park restroom. Matching funds for all grant funding will be provided via an interfund transfer from the Forest and Timber Management Program where dollars have been set aside for capital asset repair and replacement in the County Parks system.

County Parks received the Clackamas County Tourism Development Grant in FY 15/16 for the Madrone Wall project. These dollars are budgeted to be expensed in FY 16/17, with matching funds coming from private donations and from the Forest and Timber Management Fund.



Budget Summary

	FY 13-14 Actual	FY 14-15 Actual	FY 15-16 Amended Budget	FY 15-16 Projected Year End	FY 16-17 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	0	0	357,239	357,239	305,469	-51,770	-14.5%
Prior Year Revenue	0	0	0	0	0	0	0%
Taxes	0	0	0	0	0	0	0%
Licenses & Permits	0	0	0	0	0	0	0%
Federal Grants & Revenues	0	0	1,350	1,350	1,350	0	0%
State Grants & Revenues	0	0	909,200	564,892	995,600	86,400	9.5%
Local Grants & Revenues	0	0	0	0	0	0	0%
Charges for Service	0	0	726,207	920,688	856,353	130,146	17.9%
Fines & Penalties	0	0	0	0	0	0	0%
Other Revenues	0	0	23,500	99,861	111,600	88,100	374.9%
Interfund Transfers	0	0	882,632	502,632	1,234,207	351,575	39.8%
Operating Revenue	0	0	2,542,889	2,089,423	3,199,110	656,221	25.8%
Total Rev - Including Beginning Bal	0	0	2,900,128	2,446,662	3,504,579	604,451	20.8%
Personnel Services	0	0	955,220	950,949	1,047,606	92,386	9.7%
Materials & Services	0	0	708,826	672,635	660,541	-48,285	-6.8%
Indirect Costs (Internal Dept Chgs)	0	0	0	0	0	0	0%
Cost Allocation Charges	0	0	179,089	179,089	198,427	19,338	10.8%
Operating Expenditure	0	0	1,843,135	1,802,673	1,906,574	63,439	3.4%
Debt Service	0	0	0	0	0	0	0%
Special Payments	0	0	19,000	19,000	10,000	-9,000	-47.4%
Interfund Transfers	0	0	0	0	0	0	0%
Capital Outlay	0	0	675,000	319,520	1,383,700	708,700	105.0%
Reserve for Future Expenditures	0	0	0	0	0	0	0%
Contingency	0	0	362,993	0	204,305	-158,688	-43.7%
Total Exp - Including Special Categories	0	0	2,900,128	2,141,193	3,504,579	604,451	20.8%
General Fund Support (if applicable)	0	0	202,632	202,632	164,207	-38,425	-19.0%
Full Time Equiv Pos (FTE) Budgeted	0.00	0.00	5.64	5.64	5.64	0.00	0%
Full Time Equiv Pos (FTE) Filled at Yr End	0.00	0.00	5.64	5.64	5.64	0.00	
Full Time Equiv Pos (FTE) Vacant at Yr End	0.00	0.00	0.00	0.00	0.00	0.00	

Significant Issues and Changes

Aging infrastructure will require significant capital investment over the next several years as funds become available. The current estimated backlog of repair and replacement needs in our County Parks system is \$6 million. Business and Community Services Management Staff has set aside \$1 million to begin repairing and replacing these assets and will continue to work on a longer term strategy to address this significant need.



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Line of Business Purpose Statement

The purpose of the Assets Line of Business Program is to provide property disposition, forest and timberland, and park and recreation facility planning and development services to residents, appointed and elected officials and staff so they can make informed decisions to sustainably fund, plan, and build park facilities and acquire or dispose of surplus properties.

Business and Community Services

Gary Barth - Director
 Laura Zentner - Deputy Director
 FTE 36.00
 Total Request \$31,472,648
 General Fund Support \$2,394,578

<p>Assets Gary Barth Director Laura Zentner Deputy Director Total Request \$7,640,135 Gen Fund \$0</p>
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<p>Forest & Timber Management Rick Gruen Manager FTE 2.76 Total Request \$5,511,734 Gen Fund \$0</p>

<p>Property Disposition Rick Gruen Manager FTE 1.20 Total Request \$1,760,613 Gen Fund \$0</p>

<p>Tax Title Land Rick Gruen Manager FTE 0.00 Total Request \$367,788 Gen Fund \$0</p>



Forest & Timber Management

Performance Narrative Statement

The Forest and Timber Management Program proposes an operating budget of \$835,212, a continuation of the current funding level. These resources will provide County Parks with a projected \$670,000 in support for capital projects. These resources will also provide removal of 20 tons of debris from 40 dumpsites. Reaching these targets will provide revenue to the County Parks Program and enhance park and forest health now and for future generations.

Key Performance Measures

		FY 15-16 Target	FY 15-16 Actual 12/31/15	FY 15-16 Year End Target	FY 16-17 Target
Result	Funds transferred to County Parks Program for Capital Projects	\$180,000	\$0	\$0	\$670,000
Output	Funds realized from timber sales	\$630,000	\$602,854	\$1,537,670	\$0
Result	Number of logging and mill jobs supported from timber harvests on County owned timberlands	30 jobs	60 jobs	90 jobs	5 jobs
Demand / Output	Number of board feet produced / Number of jobs supported	2 million board feet / 30 jobs	4 million board feet / 60 jobs	6 million board feet / 90 jobs	0 board feet / 5 jobs
Result	Percentage of reported dumpsites cleaned via Dump Stoppers program	80%	100%	100%	100%
Demand / Output	Number of dumpsites reported / number of dumpsites cleaned	50 reported / 40 cleaned	25 reported / 25 cleaned	40 reported / 40 cleaned	40 reported / 40 cleaned

Program includes:

Mandated Services Y

Shared Services Y

Grant Funding Y

Explain all "Yes" boxes below

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

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

Explanation: *Forest and Timber Management* is **mandated** by the Oregon Department of Forestry to comply with the Oregon Forest Practices Act (OFPA). The OFPA sets standards for all commercial activities involving the establishment, management, or harvesting of trees on Oregon's forestlands. Requirements include an approved pre-operation plan, oversight of timber operations including fire protection and slash pile burning, ensuring reforestation is conducted following harvest, meeting clean water act rules for protecting water quality, and enforcing corrective actions when violations occur.

The management of County Forest Trust Lands is listed on the Association of Counties' list as a **shared state-county service**.

Forest and Timber Management receives **grant funding** from the United States Forest Service and Bureau of Land Management for the Dump Stoppers program to remove 20 tons of debris from approximately 40 dumpsites on an annual basis. The grants all require a match which is funded from the proceeds of timber sales.



Forest & Timber Management

Budget Summary

	FY 13-14 Actual	FY 14-15 Actual	FY 15-16 Amended Budget	FY 15-16 Projected Year End	FY 16-17 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	-	-	4,045,184	4,045,184	4,542,834	497,650	12.3%
Prior Year Revenue	-	-	-	-	-	-	0%
Taxes	-	-	-	-	-	-	0%
Licenses & Permits	-	-	-	-	-	-	0%
Federal Grants & Revenues	-	-	35,000	97,477	80,000	45,000	128.6%
State Grants & Revenues	-	-	-	-	-	-	0%
Local Grants & Revenues	-	-	-	-	-	-	0%
Charges for Service	-	-	2,100	900	1,400	(700)	-33.3%
Fines & Penalties	-	-	250	-	-	(250)	-100.0%
Other Revenues	-	-	680,835	1,556,370	887,500	206,665	30.4%
Interfund Transfers	-	-	90,000	90,000	-	(90,000)	-100.0%
Operating Revenue	-	-	808,185	1,744,747	968,900	160,715	19.9%
Total Rev - Including Beginning Bal	-	-	4,853,369	5,789,931	5,511,734	658,365	13.6%
Personnel Services	-	-	416,099	473,590	421,476	5,377	1.3%
Materials & Services	-	-	411,640	319,151	363,434	(48,206)	-11.7%
Indirect Costs (Internal Dept Chgs)	-	-	-	-	-	-	0%
Cost Allocation Charges	-	-	53,883	53,883	50,302	(3,581)	-6.6%
Operating Expenditure	-	-	881,622	846,624	835,212	(46,410)	-5.3%
Debt Service	-	-	-	-	-	-	0%
Special Payments	-	-	20,000	-	5,000	(15,000)	-75.0%
Interfund Transfers	-	-	180,000	-	670,000	490,000	272.2%
Capital Outlay	-	-	445,000	400,473	889,100	444,100	99.8%
Reserve for Future Expenditures	-	-	1,000,000	-	1,926,747	926,747	92.7%
Contingency	-	-	2,326,747	-	1,185,675	(1,141,072)	-49.0%
Total Exp - Including Special Categories	-	-	4,853,369	1,247,097	5,511,734	658,365	13.6%
General Fund Support (if applicable)	0	0	90,000	90,000	0	-90,000	-100.0%
Full Time Equiv Pos (FTE) Budgeted	0.00	0.00	2.76	2.76	2.76	0.00	0%
Full Time Equiv Pos (FTE) Filled at Yr End	0.00	0.00	2.76	2.76	2.76	0.00	
Full Time Equiv Pos (FTE) Vacant at Yr End	0.00	0.00	0.00	0.00	0.00	0.00	

Significant Issues and Changes

A forestlands inventory is underway to allow for the development of a new ten year Forest Management Plan to guide future timber production and harvesting strategies.

The Dump Stoppers program has been in operation since 2003. Funding for the program has primarily come from the United States Forest Service and Bureau of Land Management Title II grants as part of the Secure Rural Schools payments to counties. Continued uncertainty regarding this funding has prompted Forest and Timber Management to request a One-Time Policy Level Proposal for funds to continue the Dump Stoppers program which has helped transform the upper Clackamas, Molalla and Sandy watersheds for citizens to enjoy cleaner, healthier and safer forest recreation experiences.



Property Disposition

Performance Narrative Statement

The Property Disposition Program proposes an operating budget of \$317,283, a continuation of the current funding level. These resources will result in approximately 5% of tax foreclosed properties returned to the tax rolls or made available for public benefit purposes. Reaching this target will allow Clackamas County, Municipalities, Special Districts and the public to benefit from the properties being repurposed for public benefit or being sold to become a private, tax-producing asset.

Key Performance Measures

		FY 15-16 Target	FY 15-16 Actual 12/31/15	FY 15-16 Year End Target	FY 16-17 Target
 Result	Percentage of tax foreclosed properties returned to the tax rolls or made available for public benefit purposes	5%	8%	11%	5%
Demand	Number of tax foreclosed properties managed (in inventory)	200 properties	177 properties	172 properties	174 properties
Output	Number of tax foreclosed properties returned to the tax rolls via auction, transfer, or private sale	10 properties	14 properties	19 properties	8 properties

Program includes:

Mandated Services Y

Shared Services N

Grant Funding N

Explain all "Yes" boxes below

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

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

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

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



Property Disposition

Budget Summary

	FY 13-14 Actual	FY 14-15 Actual	FY 15-16 Amended Budget	FY 15-16 Projected Year End	FY 16-17 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	-	-	89,591	89,591	1,397,825	1,308,234	1460.2%
Prior Year Revenue	-	-	-	-	-	-	0%
Taxes	-	-	-	-	-	-	0%
Licenses & Permits	-	-	-	-	-	-	0%
Federal Grants & Revenues	-	-	-	-	-	-	0%
State Grants & Revenues	-	-	-	-	-	-	0%
Local Grants & Revenues	-	-	-	-	-	-	0%
Charges for Service	-	-	1,324,971	1,574,971	362,788	(962,183)	-72.6%
Fines & Penalties	-	-	-	-	-	-	0%
Other Revenues	-	-	11,082	11,082	-	(11,082)	-100.0%
Interfund Transfers	-	-	-	-	-	-	0%
Operating Revenue	-	-	1,336,053	1,586,053	362,788	(973,265)	-72.8%
Total Rev - Including Beginning Bal	-	-	1,425,644	1,675,644	1,760,613	334,969	23.5%
Personnel Services	-	-	140,503	135,443	143,047	2,544	1.8%
Materials & Services	-	-	1,174,329	84,046	155,550	(1,018,779)	-86.8%
Indirect Costs (Internal Dept Chgs)	-	-	-	-	-	-	0%
Cost Allocation Charges	-	-	13,330	13,330	18,686	5,356	40.2%
Operating Expenditure	-	-	1,328,162	232,819	317,283	(1,010,879)	-76.1%
Debt Service	-	-	-	-	-	-	0%
Special Payments	-	-	-	-	-	-	0%
Interfund Transfers	-	-	-	-	-	-	0%
Capital Outlay	-	-	30,000	45,000	45,000	15,000	50.0%
Reserve for Future Expenditures	-	-	-	-	980,000	980,000	
Contingency	-	-	67,482	-	418,330	350,848	519.9%
Total Exp - Including Special Categories	-	-	1,425,644	277,819	1,760,613	334,969	23.5%
General Fund Support (if applicable)	0	0	0	0	0	0	0%
Full Time Equiv Pos (FTE) Budgeted	0.00	0.00	1.20	1.20	1.20	0.00	0%
Full Time Equiv Pos (FTE) Filled at Yr End	0.00	0.00	1.20	1.20	1.20	0.00	
Full Time Equiv Pos (FTE) Vacant at Yr End	0.00	0.00	0.00	0.00	0.00	0.00	

Significant Issues and Changes

Exposure to unknown hazardous property conditions can create a significant risk and financial liability to Property Resources. As the division does not receive County general funds, resources must be set aside in reserve to mitigate for these unknown future hazardous tax foreclosed properties.



Performance Narrative Statement

The Tax Title Land Program proposes an operating budget of \$362,788, a reduction of the current funding level. These resources received from auction proceeds and other property sales provide an administration fee to the Property Disposition Program to reimburse costs related to the management of tax foreclosed properties in Clackamas County. Reimbursing the program management costs will allow Clackamas County, Municipalities, Special Districts and the public to benefit from the properties being repurposed for public benefit or being sold to become a private, tax-producing asset.

Key Performance Measures

		FY 15-16 Target	FY 15-16 Actual 12/31/15	FY 15-16 Year End Target	FY 16-17 Target
 Result	Percentage of tax foreclosed properties returned to the tax rolls or made available for public benefit purposes	5%	8%	11%	5%
Demand	Number of tax foreclosed properties managed (in inventory)	200 properties	177 properties	172 properties	174 properties
Output	Number of tax foreclosed properties returned to the tax rolls via auction, transfer, or private sale	10 properties	14 properties	19 properties	8 properties

Program includes:

Mandated Services Y

Shared Services N

Grant Funding N

Explain all "Yes" boxes below

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

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

Explanation: The *Tax Title Land Program* accounts for the tax foreclosed County real properties as **mandated** under ORS Chapter 275. The County annually forecloses upon tax-delinquent properties following a six-year notification process. After the sixth year of delinquency, the property is deeded to the County in lieu of uncollected taxes. The properties are then typically sold at public auction, transferred to other government agencies for public use, or sold via private sale. The *Tax Title Land Program* receives the proceeds from the sale of the properties, and reimburses the *Property Disposition Program* for all costs associated with the management and disposal of the foreclosed properties.



Assets

Tax Title Land

Budget Summary

	FY 13-14 Actual	FY 14-15 Actual	FY 15-16 Amended Budget	FY 15-16 Projected Year End	FY 16-17 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	-	-	330,230	330,422	-	(330,230)	-100.0%
Prior Year Revenue	-	-	-	-	-	-	0%
Taxes	-	-	-	-	-	-	0%
Licenses & Permits	-	-	-	-	-	-	0%
Federal Grants & Revenues	-	-	-	-	-	-	0%
State Grants & Revenues	-	-	-	-	-	-	0%
Local Grants & Revenues	-	-	-	-	-	-	0%
Charges for Service	-	-	-	-	-	-	0%
Fines & Penalties	-	-	-	-	-	-	0%
Miscellaneous Revenue	-	-	500	-	850	350	70.0%
Other Financing Sources	-	-	999,241	994,549	367,038	(632,203)	-63.3%
Interfund Transfers	-	-	-	-	-	-	0%
Operating Revenue	-	-	999,741	994,549	367,888	(631,853)	-63.2%
Total Rev - Including Beginning Bal	-	-	1,329,971	1,324,971	367,888	(962,083)	-72.3%
Personnel Services	-	-	-	-	-	-	0%
Materials & Services	-	-	1,324,971	1,324,971	362,788	(962,183)	-72.6%
Indirect Costs (Internal Dept Chgs)	-	-	-	-	-	-	0%
Cost Allocation Charges	-	-	-	-	-	-	0%
Operating Expenditure	-	-	1,324,971	1,324,971	362,788	(962,183)	-72.6%
Debt Service	-	-	-	-	-	-	0%
Special Payments	-	-	5,000	-	5,000	-	0%
Interfund Transfers	-	-	-	-	-	-	0%
Capital Outlay	-	-	-	-	-	-	0%
Reserve for Future Expenditures	-	-	-	-	-	-	0%
Contingency	-	-	-	-	-	-	0%
Total Exp - Including Special Categories	-	-	1,329,971	1,324,971	367,788	(962,183)	-72.3%
General Fund Support (if applicable)	0	0	0	0	0	0	0%
Full Time Equiv Pos (FTE) Budgeted	0.00	0.00	0.00	0.00	0.00	0.00	0%
Full Time Equiv Pos (FTE) Filled at Yr End	0.00	0.00	0.00	0.00	0.00	0.00	
Full Time Equiv Pos (FTE) Vacant at Yr End	0.00	0.00	0.00	0.00	0.00	0.00	

Significant Issues and Changes

Exposure to unknown hazardous property conditions can create a significant risk and financial liability to Property Resources. As the division does not receive County general funds, resources must be set aside in reserve to mitigate for these unknown future hazardous tax foreclosed properties.



Business and Community Services

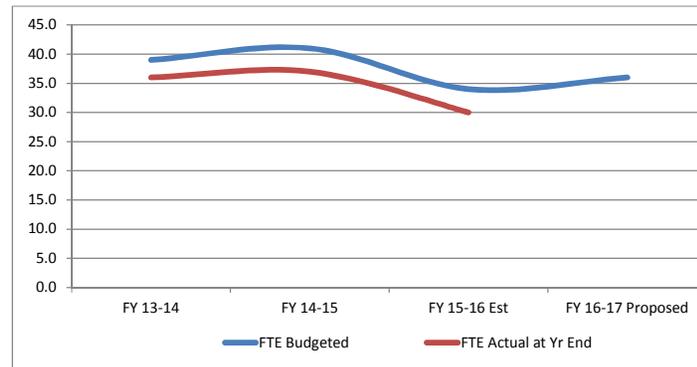
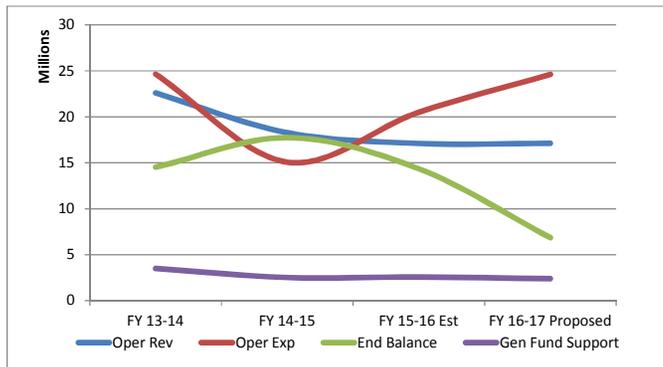
Department Budget Summary by Fund

Line of Business	FY 16-17	FY 16-17	FY 16-17	FY 16-17	FY 16-17	FY 16-17	FY 16-17	FY 16-17	FY 16-17	FY 16-17
Program	FTE	County Fair Fund 201	Econ. Develop. Fund 208	Library Fund Fund 212	County Parks Fund 213	Property Resources Fund 218	Forest Mgmt Fund 257	Stone Creek Golf Course Fund 601	Total Adopted Budget	General Fund Support
BCS Administration										
Office of the Director	1.65	-	625,604	-	-	-	-	-	625,604	-
Budgeting, Financial Mgmt. & Planning	2.35	-	682,649	-	-	-	-	-	682,649	-
Fair & Event Center										
County Fair & Rodeo	0.00	1,576,022	-	-	-	-	-	-	1,576,022	-
County Event Center	0.00	716,857	-	-	-	-	-	-	716,857	-
Economic Development										
Economic Development	5.00	-	1,670,992	-	-	-	-	-	1,670,992	-
Economic Opportunity	0.00	-	1,682,858	-	-	-	-	-	1,682,858	-
Agriculture & Forest Econ. Development	1.40	-	574,120	-	-	-	-	-	574,120	-
Library										
Library Systems	5.50	-	-	6,109,375	-	-	-	-	6,109,375	1,235,720
Shared Library Services	5.50	-	-	1,968,562	-	-	-	-	1,968,562	994,651
Oak Lodge Library	5.00	-	-	1,289,362	-	-	-	-	1,289,362	-
Sunnyside Library **	0.00	-	-	-	-	-	-	-	-	-
Parks, Golf & Recreation										
Stone Creek Golf Course	0.00	-	-	-	-	-	-	3,431,533	3,431,533	-
County Parks	5.64	-	-	-	3,504,579	-	-	-	3,504,579	164,207
Assets										
Forest & Timber Management	2.76	-	-	-	-	-	5,511,734	-	5,511,734	-
Property Disposition	1.20	-	-	-	-	1,760,613	-	-	1,760,613	-
Tax Title Land	0.00	-	-	-	-	367,788	-	-	367,788	-
FY 16-17 Budget	36.00	\$ 2,292,879	\$ 5,236,223	\$ 9,367,299	\$ 3,504,579	\$ 2,128,401	\$ 5,511,734	\$ 3,431,533	\$ 31,472,648	\$ 2,394,578
FY 15-16 Budget		\$ 2,189,690	\$ 7,209,495	\$ 13,221,514	\$ 2,900,128	\$ 2,755,615	\$ 4,853,369	\$ 3,592,347	\$ 36,722,158	\$ 2,571,685
\$ Increase (Decrease)		\$ 103,189	\$ (1,973,272)	\$ (3,854,215)	\$ 604,451	\$ (627,214)	\$ 658,365	\$ (160,814)	\$ (5,249,510)	\$ (177,107)
% Increase (Decrease)		4.71%	-27.37%	-29.15%	20.84%	-22.76%	13.57%	-4.48%	-14.30%	-6.89%
FY 15-16 FTE	34.0	0.00	10.40	14.00	5.64	1.20	2.76	0.00		

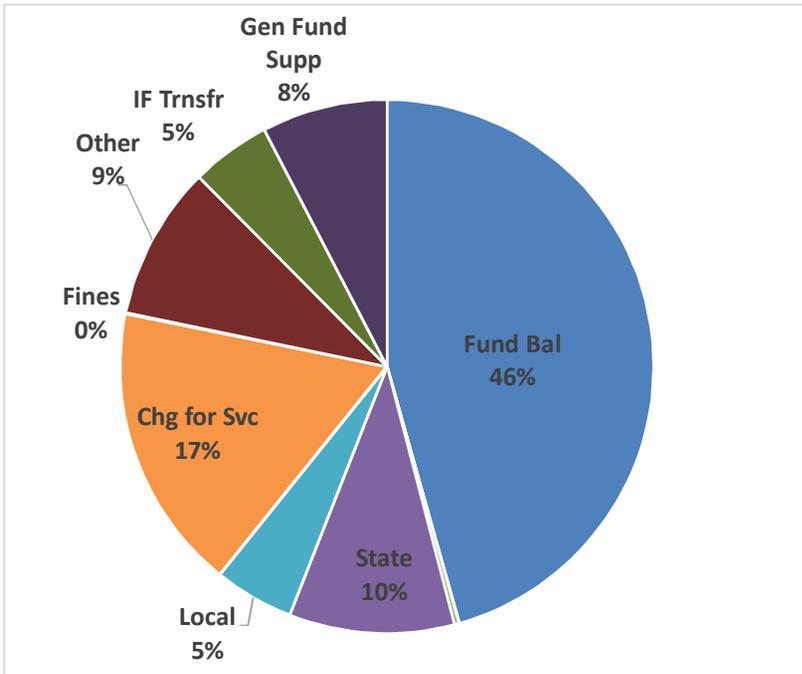
**Sunnyside Library transferred to the City of Happy Valley on July 1, 2015, thus has no budget for FY 16-17.

Business & Community Services Combined Funds
Summary of Revenue and Expense

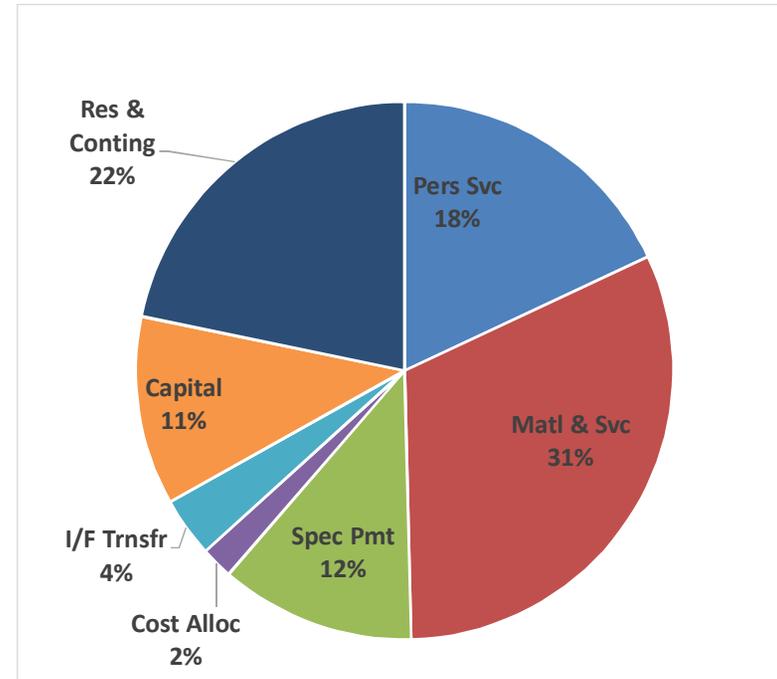
	FY 13-14	FY 14-15	FY 15-16 Amended Budget	FY 15-16 Projected Year End	FY 16-17 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	16,575,741	14,530,516	17,741,904	17,742,095	14,353,500	-3,388,404	-19.1%
Prior Year Revenue	1,750	0	0	0	0	0	0.0%
Taxes	0	0	0	0	0	0	0%
Licenses & Permits	31,240	6,340	21,063	11,568	15,000	-6,063	-28.8%
Federal Grants & Revenues	113,978	91,992	58,850	116,827	85,745	26,895	0.0%
State Grants & Revenues	1,986,357	2,120,724	2,968,832	2,327,677	3,154,967	186,135	6.3%
Local Grants & Revenues	267,921	22,350	252,000	994,276	1,519,162	1,267,162	502.8%
Charges for Service	5,125,449	5,360,530	6,902,590	6,658,647	5,476,918	-1,425,672	0.0%
Fines & Penalties	65,214	66,248	17,350	14,100	14,000	-3,350	-19.3%
Other Revenues	5,058,496	6,040,476	3,873,824	3,670,004	2,939,388	-934,436	-24.1%
Interfund Transfers	9,948,625	4,570,334	4,885,745	3,315,745	3,913,968	-971,777	-19.9%
Operating Revenue	22,599,030	18,278,994	18,980,254	17,108,844	17,119,148	-1,861,106	-9.8%
% Change	NA	-19.1%	3.8%	-6.4%	0.1%		
Personnel Services	5,161,091	5,371,425	5,384,941	4,915,845	5,677,976	293,035	5.4%
Materials & Services	8,185,533	6,852,868	11,369,264	8,953,401	9,932,563	-1,436,701	-12.6%
Special Payments	0	0	8,139,104	4,497,523	3,700,000	-4,439,104	-54.5%
Cost Allocation Charges	648,757	721,718	549,755	549,755	606,429	56,674	10.3%
Debt Service	4,201,731	0	0	0	0	0	0%
Special Payments	0	0	0	0	0	0	0%
Interfund Transfers	6,027,000	1,606,651	1,933,000	363,000	1,133,000	-800,000	-41.4%
Capital Outlay	420,377	514,750	2,979,267	1,217,915	3,576,398	597,131	20.0%
Operating Expenditure	24,644,489	15,067,412	30,355,331	20,497,439	24,626,366	-5,728,965	-18.9%
% Change	NA	-38.9%	101.5%	36.0%	20.1%		
Reserve for Future Expenditures	0	0	1,233,500	0	4,001,313	2,767,813	224.4%
Contingency	0	0	5,133,327	0	2,844,969	-2,288,358	-44.6%
Ending Balance (if applicable) (includes Reserve & Contingency)	14,530,282	17,742,098	6,366,827	14,353,500	6,846,282	479,455	7.5%
General Fund Support (if applicable)	3,490,599	2,513,930	2,571,685	2,571,685	2,394,578	-177,107	-6.9%
Full Time Equiv Positions (FTE) Budgeted	39.0	41.0	34.0		36.0	2.0	5.9%
Full Time Equiv Positions (FTE) Filled at Yr End	36.0	37.0		30.0			
Full Time Equiv Positions (FTE) Vacant at Yr End	3.0	4.0		4.0			



**Business & Community Services Combined Funds
FY 16-17 Proposed Budget**



Resources



Requirements

POLICY LEVEL PROPOSAL

Business and Community Services Dept

213-7641 County Parks



Ongoing Policy Level Proposal

Proposed Change in Funding: \$ 40,000

Summary of Policy Level Proposal:

Clackamas River Enforcement and Ecology Workgroup 2016 Clackamas "Our River" Action Plan

The Clackamas River Enforcement and Ecology Workgroup (CREEW), composed of multiple County departments and community groups, is working to ensure safe and litter free use of County parks and rivers in 2016 through the continuing efforts of greater enforcement and inspection, education, and public outreach with the goal of transforming attitudes toward river safety and river health. The 2014 Clackamas River "Our River" Action Plan was the first step moving forward following the County's 2013 decision to enforce the existing no alcohol policy in County parks and perform visual inspections of personal items. The multi-year CREEW initiative will decrease use of alcohol while rafting and floating and prevent littering in the river with bottles and cans.

In order to continue implementing the CREEW Action Plan, County Parks will need to secure an additional \$40,000 in funding to pay for increased deputy patrols from the Clackamas County Sheriff's Office. The CREEW Task Force proposes a \$40,000 policy level budget, a continuation of our current funding level. These resources will allow CREEW partners to serve more than 130,000 recreation enthusiasts and provide a safe and healthy river and park experience. At a cost of \$0.31 cents per visitor, the CREEW Task Force can make continued progress towards achieving the multi-year goals adopted in the 2014 CREEW Action Plan to transform attitudes in the parks and on the river for a cleaner, healthier and safer experience.

This program has proven to be very successful and has achieved the goals indicated in the 2014 plan. Therefore, we are requesting that this program be moved from a one-time Policy Level Proposal to an On-going Policy Level Proposal for the fiscal year 2016-2017 budget.

Department only

N

Multiple departments

Y

Will Increase allocated costs in ensuing years

Y

Frame request in terms of the expected results, even if department has not yet had MFR training. If department has moved to Performance Clackamas, definitely tie PLP to strategic business plan and a specific result measure.