



# Clackamas County Proposed Budget

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**Fiscal Year 2022-2023**



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



## BUDGET MESSAGE FISCAL YEAR 2022-2023

### The Honorable Board of County Commissioners (BCC) and Budget Committee Members for Clackamas County, Oregon

#### BUDGET COMMITTEE

The Budget Committee is comprised of the Board of County Commissioners and five public members assisted by County Administration and Finance Staff.

#### BOARD MEMBERS

Tootie Smith, Chair  
Sonya Fischer  
Paul Savas  
Martha Schrader  
Mark Shull

#### CITIZEN MEMBERS

James Karn  
Jan Lee  
Wilda Parks  
James Rhodes  
Kenneth Sernach

#### COUNTY STAFF

Gary Schmidt  
County Administrator  
& Budget Officer

Elizabeth Comfort  
Finance Director

Sandra Montoya  
Budget Manager

Blaze Riggins  
Sr. Budget Analyst

Priscila Montoya  
Budget Coordinator

Roxann Fisher  
Jian Zhang  
Budget Analysts

As the County’s Budget Officer, I am pleased to once again present a balanced and sustainable proposed budget for FY22-23 in the amount of \$1,164,620,439. This budget continues to provide structural stability and accountability for the expenditure of public funds.

### Performance Clackamas and Budget Alignment

In a departure from prior years, this budget is being presented through the lens of the Board’s Performance Clackamas Strategic Priority Areas as shown below.

Created in 2014, Performance Clackamas is a comprehensive system focused on achieving results for our customers. The graphic below articulates the Board’s Strategic Result areas, updated in March 2021, along with key metrics, and initiatives.

**Performance Clackamas County Plan**  
*March 2021 Update*

**Honor, Utilize, Promote and Invest in our Natural Resources**

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

**Ensure Safe, Healthy and Secure Communities**

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

**Build a Strong Infrastructure**

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

**Grow a Vibrant Economy**

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

**Build Public Trust through Good Government**

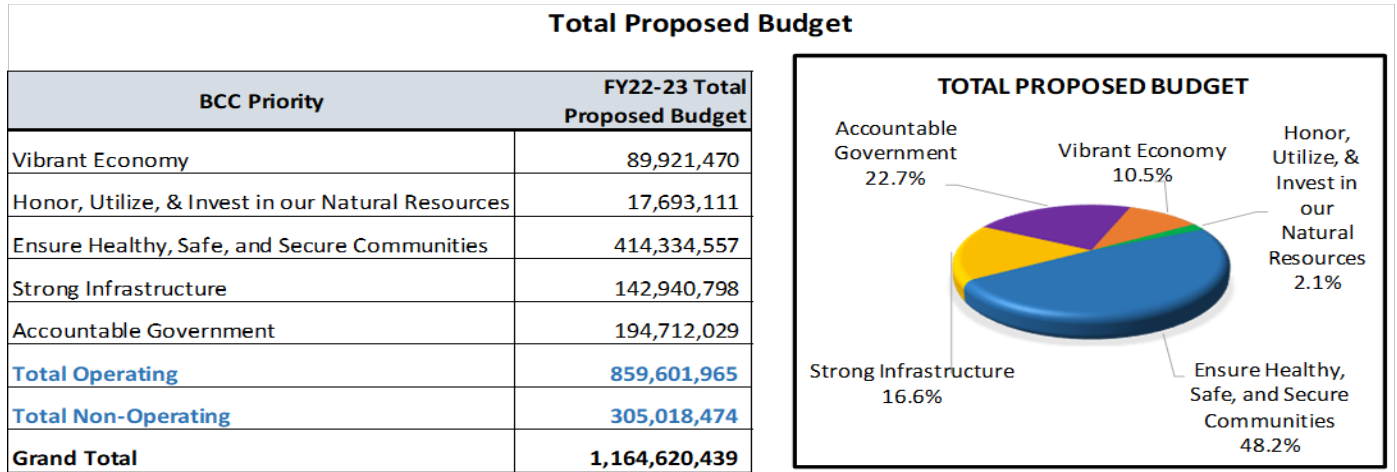
- By July 1, 2022, the County’s budget will be structurally sound, sustainable, and 100% tied to results.
- By 2024, County policies and decisions, service delivery, and Board deliberations will be equitable, inclusive and transparent.

*Board decisions will be informed by managing for results performance information for ongoing operations.*

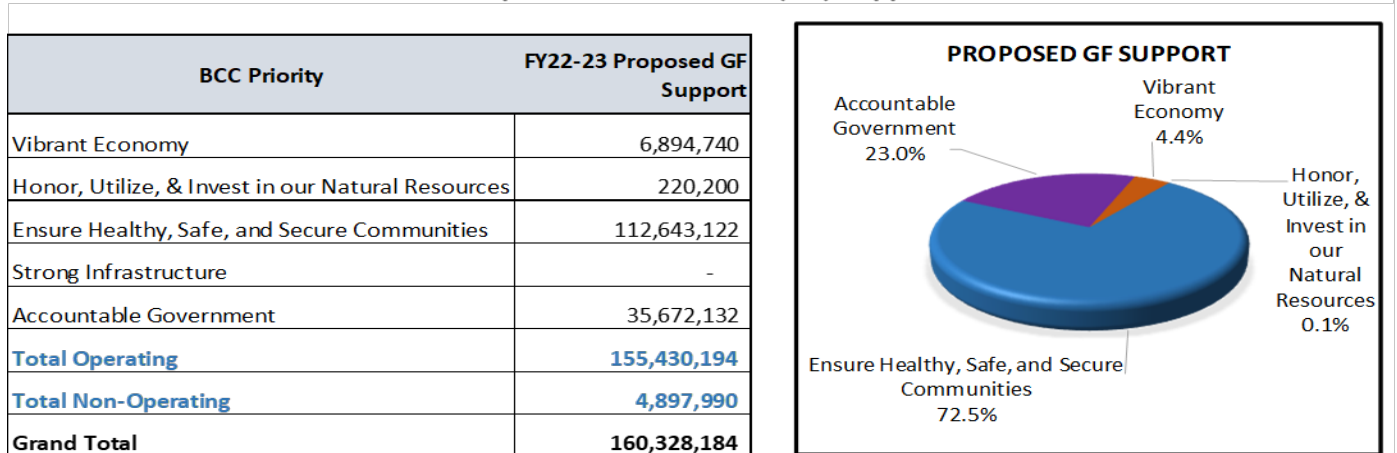
Additional information about Performance Clackamas, including Board initiatives and department metrics, can be found at <https://www.clackamas.us/performance>.

## Budget Overview

NOTE: Total funds include all sources of funding – federal, state, fees, local, and property taxes.  
 General Fund Support includes property taxes (\$150.9 million) and shared revenue (\$4.2 million).



## Proposed General Fund (GF) Support



## Service Districts

In addition to the funding above, the BCC oversee seven service districts, each of whom prepare a budget to be adopted by the BCC. For more information on the districts visit <https://www.clackamas.us/budget>.

• Water Environment Services	\$ 272,831,514
• The Development Agency	\$ 36,433,692
• North Clackamas Parks & Rec. District	\$ 54,935,941
• Library Service District of Clack. County	\$ 22,113,650
• Extension and 4-H Service District	\$ 12,370,305
• Enhanced Law Enforcement District	\$ 8,248,041
• Street Lighting District	\$ 5,467,162
• Housing Authority of Clackamas County	<u>\$ 69,890,973</u>
	\$ 482,291,278
• Clackamas County	<u>\$1,164,620,439</u>
<b>All-Clackamas County Budget</b>	<b>\$1,646,911,717</b>

## Distribution of Funds

The chart below displays the department alignment for each Priority. Note that some department span more than one Priority Area.

Board Strategic Priorities	Department	Total Proposed Budget	GF Support in Proposed Budget
<b>1-Vibrant Economy</b>			
	Tourism	4,315,657	-
	Technology Services (TS)	4,320,220	
	Health, Housing & Human Services (H3S)	1,974,760	868,501
	Business & Community Services (BCS)	44,714,233	2,906,620
	Transportation & Development (DTD)	34,596,600	3,119,619
<b>1-Vibrant Economy Total</b>		<b>89,921,470</b>	<b>6,894,740</b>
<b>2-Natural Resources</b>			
	Business & Community Services (BCS)	13,196,568	220,200
	Transportation & Development (DTD)	4,496,543	
<b>2-Natural Resources Total</b>		<b>17,693,111</b>	<b>220,200</b>
<b>3-Safe Secure Communities</b>			
	Clackamas 911 (CCOM)	12,207,755	
	Community Corrections	18,653,922	5,144,247
	Disaster Management	4,520,680	3,657,814
	District Attorney (DA)	17,226,302	13,945,508
	Justice Court	4,653,000	
	Juvenile Department	11,868,877	9,789,438
	Law Library	482,223	
	Resolution Services	1,409,617	629,113
	Sheriff's Office (CCSO)	119,220,137	68,998,058
	Transportation & Development (DTD)	8,686,761	1,627,428
	Health, Housing & Human Services (H3S)	215,405,283	8,851,516
<b>3-Safe Secure Communities Total</b>		<b>414,334,557</b>	<b>112,643,122</b>
<b>4-Strong Infrastructure</b>			
	Transportation & Development (DTD)	142,940,798	
<b>4-Strong Infrastructure Total</b>		<b>142,940,798</b>	<b>-</b>
<b>5-Accountable Government</b>			
	Assessment & Taxation	9,884,989	8,335,660
	County Administration	18,957,980	4,820,429
	County Clerk	4,441,078	
	County Counsel	3,301,935	2,468,735
	Finance / Facilities	44,336,346	12,906,356
	Human Resources (HR)	82,913,221	1,329,072
	Public & Government Affairs (PGA)	6,208,962	934,030
	Technology Services (TS)	19,175,083	3,853,290
	Treasurer's Office	1,422,060	1,024,560
	Transportation & Development (DTD)	2,493,669	
	Business & Community Services (BCS)	1,576,706	
<b>5-Accountable Government Total</b>		<b>194,712,029</b>	<b>35,672,132</b>
<b>Total Operating</b>		<b>859,601,965</b>	<b>155,430,194</b>
<b>Total Non-Operating</b>		<b>305,018,474</b>	<b>4,897,990</b>
<b>Grand Total</b>		<b>1,164,620,439</b>	<b>160,328,184</b>

**County Staffing Comparison** (Regular and Limited Term Positions. Does not include temporary employees.)

Budget Year	FY19-20 Actual	FY20-21 Actual	FY21-22 Estimated	FY22-23 Proposed
FTE	2,207	2,272	2,367*	2,406*

\*FTE increase primarily due to staffing for COVID; these positions will be eliminated once funding is no longer available. The remaining FTE increase is in the Sheriff’s Office.

**Core Values**

The County’s Core Values – SPIRIT – provide the foundation for the way employees work together and serve the public. These Values serve as a constant reminder of what we expect of ourselves and each other as we face the challenges ahead.





## FY 22-23 Proposed Budget Summary

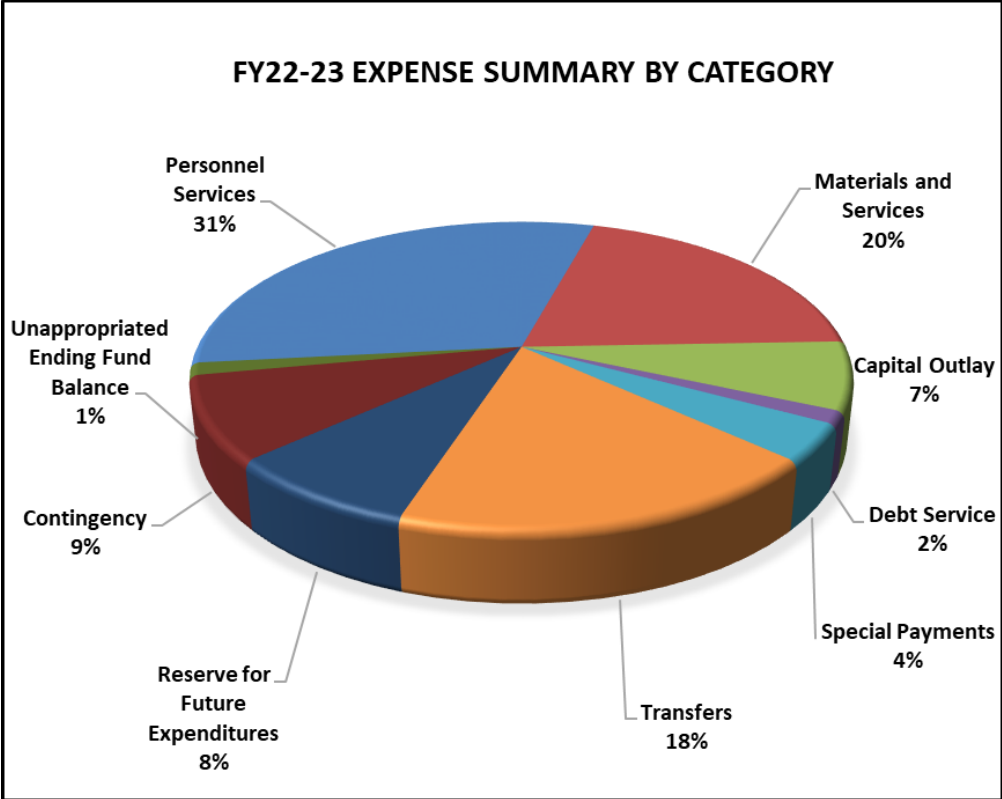
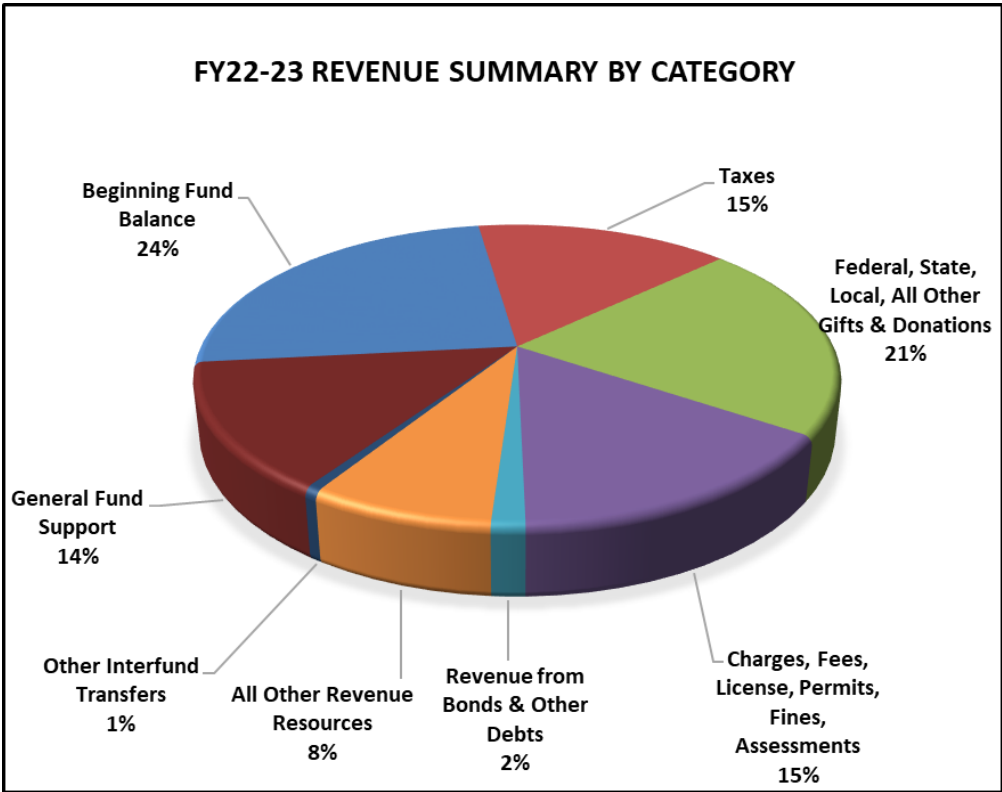
The table below represents summary data comparing the key resources and requirements of the FY21-22 Amended Budget and the FY22-23 Proposed Budget for Clackamas County. The revenues and requirements summarized in this table are derived from six county fund types: General, Special Revenue, Internal Service, Enterprise, Debt Service, and Capital Projects. All funds work together to support the county's operations and account for the intended use of the funding sources.

### Clackamas County (Excluding Agencies) Resources and Requirements

	FY21-22 Amended	FY22-23 Proposed	\$ Change	% Change
<b>Resources by Category</b>				
Beginning Fund Balance	257,926,565	283,336,935	25,410,370	9.9%
<b>Current Revenues</b>				
Taxes	158,524,783	178,535,982	20,011,199	12.6%
Federal, State, Local, All Other Gifts & Donations	223,685,375	249,010,361	25,324,986	11.3%
Charges/Fees/License/Permits/Fines/Assessments	181,058,258	177,965,903	(3,092,355)	-1.7%
Revenue from Bonds & Other Debts	1,710,005	16,765,133	15,055,128	880.4%
All Other Revenue Resources	88,898,691	91,943,593	3,044,902	3.4%
Interfund Transfers	11,431,834	6,734,348	(4,697,486)	-41.1%
General Fund Support *	146,492,325	160,328,184	13,835,859	-
<b>Subtotal Current Revenues</b>	<b>811,801,270</b>	<b>881,283,504</b>	<b>69,482,233</b>	<b>8.6%</b>
<b>Total Resources</b>	<b>1,069,727,835</b>	<b>1,164,620,439</b>	<b>94,892,603</b>	<b>8.9%</b>
<b>Requirements by Category</b>				
Personnel Services	343,886,149	360,146,504	16,260,355	4.7%
Materials & Services	243,887,464	234,672,478	(9,214,986)	-3.8%
Capital Outlay	65,200,299	83,347,056	18,146,757	27.8%
<b>Subtotal Current Expenditures</b>	<b>652,973,912</b>	<b>678,166,038</b>	<b>25,192,126</b>	<b>3.9%</b>
Debt Service	14,702,720	15,167,511	464,791	3.2%
Special Payments	65,970,321	45,368,668	(20,601,653)	-31.2%
Interfund Transfers	11,894,681	52,659,741	40,765,060	342.7%
General Fund Support *	146,492,325	160,328,184	13,835,859	9.4%
Reserve for Future Expenditures	61,248,462	95,953,008	34,704,546	56.7%
Contingency	104,235,121	101,920,432	(2,314,689)	-2.2%
Unappropriated Ending Fund Balance	12,210,293	15,056,857	2,846,564	23.3%
<b>Total Requirements</b>	<b>1,069,727,836</b>	<b>1,164,620,438</b>	<b>94,892,604</b>	<b>8.9%</b>

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

# Revenue and Expenditures Summary



## Budget Development Summary

The County continues to propose a sustainable, ongoing budget based on strategic, conservative and deliberative decision-making.

### **Budget Structure Changes**

In FY20-21 the County created a new Chart of Accounts (COA) in the budgeting system and consolidated its eight business units into a single COA. In FY21-22 the County's financial system implemented the new COA in its general ledger module. Work continues on the conversion of payroll, human resources, procurement, and accounts receivable.

Consistent with the values of accountability and transparency, cost allocations are being reviewed with the goals of simplification, cost recovery, and reporting compliance. For FY22-23, a consultant has been hired to assist in meeting these goals and updating the cost allocation process.

In the FY22-23 budget, \$6.0 million in internal service cost allocation charges to General Fund – Non-Departmental - have been restated as a Transfer expense, with a corresponding revenue increase in General Fund Support to the affected departments.

### **Key Revenues**

Countywide, tax revenue is expected to increase by 12.6% or \$20.0 million. A large increase is primarily driven by \$9.1 million in a May 2021 voter-approved Public Safety Levy (Measure 3-566) which replaced and increased an expiring levy to \$0.368 per \$1,000 of assessed property value. The remaining increase of 7.8% or \$11.0 million is from property tax.

### **Expenditures**

*Personnel Services:* Total County personnel services costs are increasing by 4.7% or \$16.3 million, composed of an increase for COLA of 4.5%, longevity wages, medical, and dental. The PERS rate remains flat as this is the second year of biennial rates. However, PERS contribution rates range from 21.26% to 26.81% of payroll depending on employee hire date and classification.

*Materials & Services:* Expenses for proposed FY22-23 decreased by -3.8% or (\$9.2) million. This decrease is driven by reductions in Health, Housing & Human Services' Social Services programs as federal funding for COVID-19 is expended.

*Capital Outlay:* Capital outlay increased by 27.8% or \$18.2 million. All projects that comprise this number are subject to Board approval. What is included for FY22-23 is the planning and design of the new county courthouse in professional services for \$12.4 million, of which \$3.7 million is reimbursed by the state.

### **Contingency**

Board policy requires Contingency to be budgeted at a minimum of 5% of General Fund expenditures. For FY22-23, General Fund Contingency is budgeted at \$27.6 million which includes 7% of the operating budget (personnel, materials and services, capital outlay, and transfers) totaling \$398.2 million.



### **Reserves**

Reserves for Future Expenditures are budgeted, per Board policy, at 10-15% of unrestricted General Fund revenue which is \$155.2 million (property taxes and state shared revenue). In FY22-23 Reserves are budgeted at \$26.1 million, which is 15% of the unrestricted revenue, and meets the Board policy.

### **Cost Allocation**

The County complies with the federal Office of Management & Budget guidelines and regulations to cover most internal service (administrative) costs. This allows County departments to recover indirect administrative costs, or overhead, related to federal grant projects.

### **Self-Insurance and Benefits Administration**

Clackamas County is self-insured for employee health benefits. In the event the County ends its self-insurance plan and has to pay out claims, State statute requires that a reserve be maintained. Additionally there is a claims margin in the event that claims exceed predicted rates. For FY22-23 the Benefits Administration Fee charged to departments is flat. The model considers cost increases and decreases as needed.

## **Overarching Issues/Changes**

### **Infrastructure Needs**

One of the Boards' strategic priorities is to *Build a Strong Infrastructure*. While infrastructure is typically associated with transportation, water, sewer, and power, the County also has a responsibility to ensure its buildings that house key services are adequate to meet the needs of the public. Unfortunately, such structures have not been addressed over the past years bringing a sense of urgency to the need for modern, efficient buildings. As such, planning is currently underway to build a new Courthouse, two libraries, a new Oregon State University extension building, a multipurpose building at the County Fairgrounds and a new Jail (Adult Detention Facility). This proposed budget has placeholders for most of the construction projects, pending final approval by the Board of County Commissioners.

### **Investments in Public Safety**

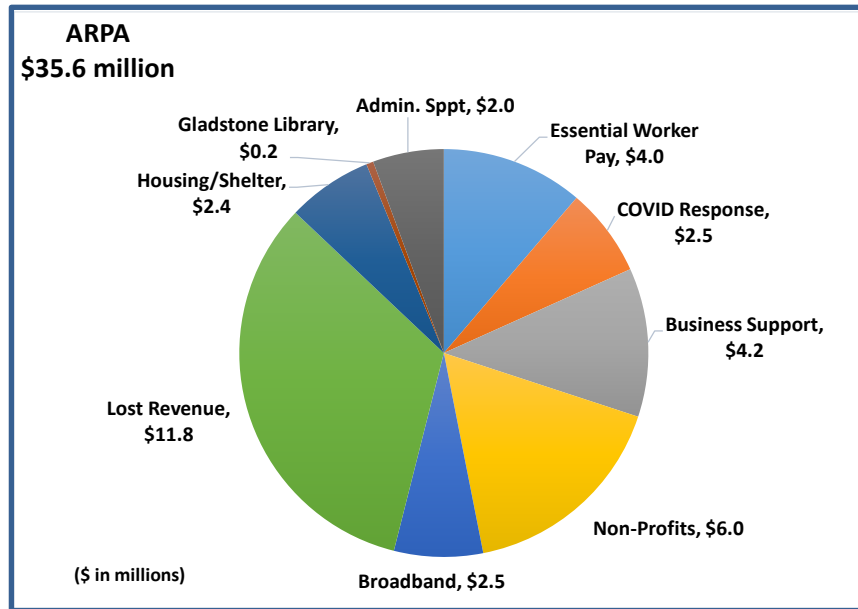
The County continues its financial commitment to Public Safety through the addition of positions in the Sheriff's Office, District Attorney's Office, and Clackamas 911 (CCOM). In addition, the voter-approved Public Safety Levy funded 29 new positions in the Sheriff's Office.

### **County Policies**

Further detail on county policies can be found in the policy subsection of this budget book. Several policies have been updated or created over the two last years with additional detail located in the policy subsection. The County's debt policy and contingency policy are currently in the process of being updated.

**American Rescue Plan Act (ARPA)**

In May 2021, Clackamas County received approximately \$40.6 million of ARPA funds, and we will receive the same amount after May 2022. ARPA funds must be committed by December 2024 and spent by December 2026. Below are the Board allocations from the first infusion of funds to date. The uncommitted funds of approximately \$5 million will carry over.



Residents are encouraged to go to the county’s ARPA webpage, which is kept up-to-date by county staff as the Board makes allocations. [www.clackamas.us/recovery](http://www.clackamas.us/recovery).

**Labor Shortages**

“The Great Resignation” saw 47 million people voluntarily leaving their jobs in 2021 nationwide and 4.3 million workers voluntarily leaving their jobs in February 2022 alone. Clackamas County has not been immune from this trend and has experienced higher than normal resignations resulting in difficulty filling positions across the County. Labor shortages in both internal services and public-facing departments have had an impact on the delivery of services to the public.

**COVID 19**

For the past two years and counting, the County’s response to COVID 19 prioritized placing resources to meet community needs for community members, high-risk settings and populations, workplaces, businesses, schools, health care providers, first responders, community-based organizations, and more.

- Since spring 2020, Clackamas County Public Health has worked with over 30 Community-based organizations (CBOs) in coordinating rental, food, and utility assistance for thousands of families and individuals impacted by COVID-19, as well as planning specialized clinics and distributing COVID-19 vaccines to these important communities.

- Public Health Funding: The County’s public health response is funded by FEMA aid, federal and state funding, and ARPA funds. Clackamas County Public Health continues to shift its resources and approach based on community needs. This includes assuring adequate supplies of vaccines, testing, personal protective equipment, public health workers to respond, and timely communication.
- The County has implemented a new Telework Policy which has allowed employees to work in the office - and/or in their homes - as long as the provision of services and availability of staff continue to meet the public’s needs.

### **Investing in Employees**

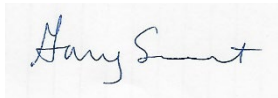
The County values its employees and has made several investments to ensure wages are fair and competitive. As previously stated, the budget includes a 4.5% increase in COLA – compared to 1.8% last year – to adjust for inflation increases. The County also invested \$4.0 million from its ARPA funds to provide additional compensation to essential workers who provided services during COVID-19 and the natural disasters. Additionally, the County has developed a compensation model to comply with the Oregon Equal Pay Act.

### **Closing Remarks**

This past fiscal year continued to be a challenge for the public, elected officials and County employees. The County faced three emergency declarations over an 11 month period (COVID-19, wildfires and ice storm). While the County continues to recover from those events, elected officials and employees never once wavered in serving the public or keeping county operations running as smoothly as possible. While this proposed budget is balanced and sustainable, there are deeper service and resource reductions that will be made in FY 23-24 to ensure an ongoing sustainable budget.

Thanks to all of the elected officials and employees involved in preparing this proposed budget. Thank you to Elizabeth Comfort, Finance Director, Sandra Montoya, Budget Manager and the entire budget team for their dedicated work. Thank you to the Budget Committee for your commitment and service to this important work.

Sincerely,



Gary Schmidt  
County Administrator



# Performance Clackamas

*Clackamas County Strategic Plan*

*March 2021 Update*



Commissioner  
Sonya Fischer

Commissioner  
Paul Savas

**Chair**  
**Tootie Smith**

Commissioner  
Martha Schrader

Commissioner  
Mark Shull

# Honor, Utilize, Promote and Invest in our Natural Resources



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

## Goals

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

## Grow a Vibrant Economy



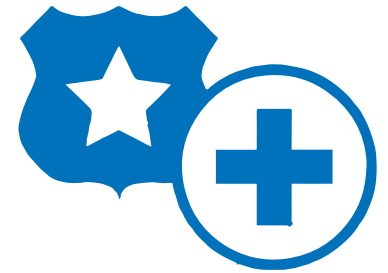
The future prosperity of County residents will be built on good paying jobs that support families, housing affordability, a growing diverse qualified workforce, capital investments that grow current businesses, and on the availability of lands where new businesses can easily locate and expand within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

### Goals

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



## Ensure Safe, Healthy and Secure Communities



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

### Goals

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

## Build a Strong Infrastructure



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

### Goals

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

# Build Public Trust through Good Government



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

## Goals

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

## **Long Term Planning Efforts and Major Initiatives**

Performance Clackamas: A strategic plan and process modeled after a process known as Managing for Results (MFR), which emphasizes the relationship between providing budget resources and measurable progress toward declared goals of the governing body. This program has changed the approach to budget development and tracking of outcomes so that measurable progress toward Board goals will be provided to County residents. Clackamas County adopted Performance Clackamas in 2014, and it is regularly updated. The current plan was adopted by the Board of County Commissioners in March 2021 and includes the following five strategic priorities:

- 1. BUILD PUBLIC TRUST THROUGH GOOD GOVERNMENT**
- 2. GROW A VIBRANT ECONOMY**
- 3. BUILD A STRONG INFRASTRUCTURE**
- 4. ENSURE SAFE, HEALTHY, AND SECURE COMMUNITIES**
- 5. HONOR, UTILIZE, PROMOTE AND INVEST IN OUR NATURAL RESOURCES**

As of FY22-23, nearly all departments had developed strategic plans and measurements to support performance-based budgets. Departments provide quarterly reports on strategic results to County Administration and annual reports to the Board through the budget process. (*Strategic Priority-Build Public Trust through Good Government*)

### **1. BUILD PUBLIC TRUST THROUGH GOOD GOVERNMENT**

- A. Equity, Diversity, and Inclusion: Clackamas County has a long history of championing and promoting the principles of equity, diversity, and inclusion (EDI). This includes resolutions valuing EDI (2012, 2015, and 2017), affirming equal pay for women (2015), and condemning violence and racism directed at Black, African Americans, and all People of Color (2020).

Office of Equity and Inclusion: In 2020, Clackamas County created a three-person Office of Equity and Inclusion, to guide, support, and collaborate with employees and residents to foster welcoming communities, and create greater connections where all people thrive and belong.

- B. County Budget: In addition to the customary budget presentation by department and/or fund, the FY22-23 budget also includes tables and graphs, along with this Long-Term Planning and Initiatives section showing information by the Board's Strategic Priorities.
- C. New Chart of Accounts (COA): In FY20-21 the County created a new Chart of Accounts (COA) in the budgeting system and consolidated its eight business units into a single COA. In FY21-22 the County's financial system implemented the new COA in its general ledger module. Work continues on the conversion of payroll, human resources, procurement, and accounts receivable.

- D. Transparent Reporting: Consistent with the values of accountability and transparency, cost allocations are being reviewed with the goals of simplification, cost recovery, and reporting compliance. For FY22-23, a consultant has been hired to assist in meeting the goals and updating the cost allocation process.

In the FY22-23 budget, \$6.0 million in internal service cost allocation charges to General Fund –Non Departmental have been restated as a Transfer expense, with a corresponding revenue increase in General Fund Support to the department.

## 2. GROW A VIBRANT ECONOMY

- A. Economic Development: Clackamas County received a 2021 Achievement Award from the National Association of Counties (NACo) for its program, **COVID 19 Business Support Program: No Small Business Left Behind**, in recognition of the following four efforts:

- i. Business Recovery Centers: One-stop shops to provide pandemic recovery assistance and resources. Services in multiple languages, connecting small businesses to financial, technical, and educational resources.
- ii. Grants / Partnership with MESO (*Micro Enterprise Services of Oregon*): Distributed more than \$8 million in grants, as well as technical assistance, to local small businesses and childcare providers.
- iii. Lewis & Clark Small Business Legal Clinic (SBLC): Both COVID-19 impacted businesses, as well as a low-income small business with non-COVID-related matters, and any returning businesses with new legal issues are eligible to receive services.
- iv. Clackamas Community College Scholarships: Clackamas County provided \$100,000 in scholarships to help students finish their degrees.

- B. Economic Development Commission: The mission of our EDC is to create prosperity by fostering balanced economic development in Clackamas County through a partnership with the government and the private sector. The EDC has revamped the bylaws around business representation to reflect the current economic landscape.

- i. Business Development: Economic Development staff assists businesses looking to locate or expand in Clackamas County.
- ii. Land Bank Authority (LBA): This project is on pause. Staff is working with Business Oregon to determine if there is flexibility to utilize existing grant funding while project is on pause.

- iii. DTD's Development Direct: Clackamas County's new online development services permitting system, Development Direct, went live in September 2021 after more than a year of a temporary online system created to meet the needs of customers when the pandemic began.
- iv. Development Direct allows community members and developers to apply for and receive permits entirely online.

### **3. BUILD A STRONG INFRASTRUCTURE**

- A. Housing: Clackamas County keenly focuses on the well-being of all our families and communities. Continual investments made in affordable housing development, transitional shelter, rental assistance, and supportive services to those in need, are key to making our communities safe, healthy, and prosperous.

Clackamas Supportive Housing Services Program: In May 2020, Metro voters passed the Supportive Housing Services (SHS) measure, raising money to provide permanent supportive housing for people experiencing homelessness or at risk of experiencing homelessness. Clackamas County will receive 21.33% of the total revenue generated to provide services.

Specific services components in the SHS Program continuum of care include:

- i. Supportive housing case management
- ii. Regional long-term rent assistance
- iii. Short-term rent assistance
- iv. Eviction prevention
- v. Housing placement/navigation
- vi. Emergency/transitional shelter
- vii. Outreach

- B. Planning and Land Use - Land Use Housing Strategies: The Planning & Zoning Division is amid a three-phase strategy to help ensure that the county's Comprehensive Plan and zoning codes support meeting the growing need for more housing options.

- C. Tolling: The state has proposed tolling as a way to fund capital projects and manage congestion. In 2017, the State Legislature identified I-205 as a major bottleneck of statewide significance while also directing ODOT to pursue tolling of the I-5 and I-205 corridors within the region.

Tolling is coming in some form to Oregon, so we have to be at the table. Our mission is to engage in these conversations to ensure the best possible outcome for our residents, and to make sure that traffic diversion caused by highway tolling does not harm our local communities.



As it stands right now, tolling is likely to begin on I-205 in late 2024, and tolling in the rest of the region is expected to begin in 2025. The Board is working hard for the best possible outcome for Clackamas County, and we are continuing to push ODOT to find alternative funding to reduce the need for tolling.

- D. Transportation Funding: The Community Road Fund (CRF), supported by revenue from the countywide vehicle registration fee, has been in place since January 2020. This consistent source of local revenue for county roads has already resulted in several completed road safety and paving projects, with many more to come.
- E. Clackamas Regional Center Mobility Improvements Project: After almost two years of construction, the Clackamas Regional Center Mobility Improvements Project is finished with more than 30 separate projects that increase safety and improve traffic flow and access for motorists, bicyclists, pedestrians, and transit riders in the Clackamas Regional Center.

The array of improvements was recommended by an advisory group made up of area stakeholders and evaluated by technical representatives with input from the public and community groups. The \$26 million investment was funded by tax increment revenue raised by the Clackamas Town Center Urban Renewal District Project.

- F. Five-Year Transportation Capital Improvement Projects Program: The 64 major transportation projects included in this recently approved program, estimated to cost a total of \$122 million, are needed to improve safety and enhance capacity by upgrading existing roads, improving bridges and culverts, installing Intelligent Transportation System (ITS) projects – such as signal systems – and completing major capital repairs.
- G. Other Transportation Projects
  - i. Damascus Mobility Plan: This project to develop a transportation system plan for the area that was formerly the city of Damascus has been underway since early 2021 and is expected to be completed later this year. The plan identifies roadway improvements to enhance safety, equity, and mobility for the traveling public in the Damascus area over the next 20 years, focusing on passenger and freight vehicle travel.
  - ii. Five-year pavement management program: In 2021, our Transportation Maintenance division hired a consultant to develop a pavement management plan to help reduce the number of roads that reach the level of reconstruction, which means we can improve the quality of more roads each year. This program is new to Clackamas County and will be a huge benefit to our team and the traveling public.

#### 4. ENSURE SAFE, HEALTHY, AND SECURE COMMUNITIES

- A. Emergency Preparedness Council: In response to the disasters the county has already experienced, the County has formed a community-based Emergency Preparedness Council. This advisory council will provide community input around specific aspects of disaster planning and response for all types of hazards while strengthening community engagement around emergency preparedness. The council will also review after-action reports following response to disasters and address any identified gaps or areas of improvement that would benefit from additional community involvement.
  
- B. County's ongoing response to COVID-19: For the past two years and counting, Clackamas County's response to COVID-19 prioritized placing resources to meet community needs for community members, high-risk settings and populations, workplaces, businesses, schools, health care providers, first responders, community-based organizations, and more.
  - i. Cases and Deaths: Oregon had the lowest case rate in the nation, with a tally of 17,980 cases per 100,000 residents. Oregon was also the eighth lowest in the nation as far as deaths.
  - ii. Vaccinations: In Clackamas County, over 311,000 community members received the vaccine – this represents over 73% of the entire population in the county.
  - iii. Partnerships: Since spring 2020, Clackamas County Public Health has worked with over 30 Community-based organizations (CBOs) in coordinating rental, food, and utility assistance for families and individuals impacted by COVID-19, as well as distributing COVID-19 vaccine to these important communities.
  - iv. Public Health Funding: The County's public health response is funded by FEMA aid, federal and state funding, and ARPA funds. Clackamas County Public Health continues to shift its resources and approach based on community needs.
  
- C. American Rescue Plan Act (ARPA): Provides emergency relief funding to local governments. In May 2021, Clackamas County received approximately \$40.6 million of these funds to be used per Federal regulations allow, and we will receive nearly the same amount after this coming May (2022). These funds must be committed by December 2024 and spent by December 2026.

Below are the current BCC allocations from the first infusion of funds (\$40.6 million), by these acceptable categories:

- i. Supporting Public Health Response
  - ❖ \$2.5 million for the continued COVID response by our Public Health Division, Behavioral Health Division, and Emergency Operations Center

- ❖ \$2.23 million has been allocated to cover the costs of a hotel/motel emergency sheltering program
  - ❖ \$156,000 was dedicated to temporary hotel shelter/other warming shelter activities
- ii. Address Negative Economic Impacts
    - ❖ \$4 million in business support
    - ❖ \$6 million in nonprofit support
    - ❖ \$4 million for programs assisting communities hardest hit by COVID,
    - ❖ \$2 million for nonprofits helping those communities with basic needs
    - ❖ \$150,000 for local business recovery centers
    - ❖ \$200,000 for the Gladstone Library
  - iii. Replace Public Sector Revenue Loss
    - ❖ \$11,797,970 total in this area. Most of these dollars are going back into public services that reinvest in our communities. For example, performing maintenance in public parks, which was previously deferred.
  - iv. Invest in Water, Sewer, and Broadband infrastructure
    - ❖ \$2.5 million in broadband infrastructure for underserved communities.
  - v. Premium Pay for Essential Workers
    - ❖ \$4,007,182 million in premium pay

\$2 million was also allocated for ARPA funding administration/software.

Some allocations from the future \$40.6 million have already been voted on, such as an additional \$7.6 million for further broadband expansion (for a total of \$10.1 million). Residents are encouraged to go to the county's ARPA webpage, which is kept up-to-date by county staff as the Board makes allocations. [www.clackamas.us/recovery](http://www.clackamas.us/recovery).

#### D. Public Health

- i. Public Health Modernization: Clackamas County Public Health is actively implementing Public Health Modernization in line with House Bill 3100, passed by the Oregon legislature in 2015.
- ii. Blueprint for a Healthy Clackamas County: The Blueprint is the county's community health improvement plan. This year \$600,000 in total grants was awarded to support community-led, health-based programs that advance health equity for priority populations, fill a service gap and address health disparities in the county.

iii. 2022-2024 Public Health Strategic Plan: In January 2022 Clackamas County Public Health rolled out a new strategic plan that provides a roadmap to expand and deepen its commitment to public health modernization. This plan is intended to provide guidance and direction, as well as three central priorities on how we will think about our work across program areas:

- Racial Health Equity and Cultural Responsiveness
- Communication and Outreach
- Accountability and Stewardship

E. Suicide Prevention: In 2021, the rate of suicide for 55 – 64-year-olds remained the highest of all age groups, with the majority of these deaths being men. Age groups 25-34, 35-44, and 45-54 have all declined since 2016. The county has taken steps to promote stigma reduction and suicide prevention.

F. Libraries: Since 2018, Clackamas County and the North Clackamas Parks & Recreation District (NCPRD), in partnership with the city of Gladstone, have been working to bring two libraries, a community center, and a park to the Oak Lodge and Gladstone communities. In 2021, updated calculations showed that funds available for the projects would be less than expected, and would not be enough to cover all project costs – especially for the Oak Lodge Library and the Concord Community Center and Park. This was largely caused by COVID-19 pandemic-related program and operation cuts in FY20-21, and a reduction in NCPRD’s tax base due to the withdrawal of Happy Valley from NCPRD. As a result, plans for the Concord Property were temporarily delayed to give staff, the task force, and the community more time to identify options that align community priorities, design, and funds.

G. Metro Affordable Housing Funds: Metro voters passed the Housing Bond funds in 2018, which will bring in over \$116 million to Clackamas County for purchasing land for buildings, constructing new homes, and purchasing and renovating existing housing to ensure long-term affordability.

## **5. HONOR, UTILIZE, PROMOTE AND INVEST IN OUR NATURAL RESOURCES**

A. Climate Action Plan Project: In its *Performance Clackamas* plan, the Board has codified the goal to develop a Climate Action Plan by 2023 to reach the goal of being carbon neutral by 2050. The cross-departmental Climate Exchange group hired a consultant team in late 2020 to develop the Climate Action Plan, while simultaneously pursuing climate actions that can proceed independently of the plan update. The plan will include a climate lens intended to apply to county programs, policy decisions, operations, and projects.

### **Key Legislative Priorities**

- In March, the Oregon State Legislature approved \$94.5 million in bond funding for Clackamas County to build a new county courthouse to replace the structurally-deficient Courthouse Building constructed in 1936. In 2021, County Commissioners approved a public-private partnership (P3) plan to build the new courthouse by 2025 at an estimated cost of \$189 million. The P3 approach was determined to be the most cost-effective, low-risk plan based on extensive analysis of alternatives.
- The Legislature previously prioritized the I-205 Widening & Seismic Improvements project. The project is out to bid and construction is on track to begin this summer.
- The legislature passed a \$400 million package to address the housing crisis and improve housing stability for low-income households. The legislation includes significant new funding for Clackamas County housing and homelessness efforts.

### **2022 Federal Legislative Priorities**

- Clackamas County is working with ODOT to prioritize federal funding to help pay for the I-205 Improvements Project. We are working closely with our congressional delegation in support of this effort.
- Willamette Falls Locks: Clackamas County, Metro, Oregon City, and the state of Oregon continue working closely to build a river walk on the old Blue Heron Paper Mill site in Oregon City. A world-class river walk will inspire redevelopment of the site, contribute to the extension of Main Street in downtown Oregon City, and increase regional tourism. Last month, President Biden signed the FY 22 federal budget into law, which included \$6.2 million for the Army Corps to complete essential seismic repairs to the Locks prior to transferring the facility to the Authority.
- Federal forestland comprises approximately 50% of our county land. The county is advocating for responsible and sustainable management of federal forest lands to create a predictable, long-term funding source while also reducing wildfire risk.
- Over 90% of funding for human service programs comes from either the federal or state government, so we are closely monitoring federal budgets to ensure that our programs are receiving adequate funding to meet the needs of our most vulnerable residents.