



Transportation & Development

2021-2022 BUDGET PRESENTATION



2020 Major Accomplishments

AREA	DESCRIPTION
Emergency Operations Center (EOC) Support	<ol style="list-style-type: none"> 1. DTD Administration staff logged 400+ hours working the COVID and Wildfire Emergency Operations Center (EOC). 2. Significant operational support, including leadership regarding building reopening and initial development for county wide plans. 3. Sustainability & Solid Waste staff spent 1,654 staff hours in the EOC during FY 2020-2021. 4. Operations Section Chief duty, debris management, bilingual services, business community liaison, emergency food and food pantry coordination consultation regarding food waste. 5. The manager in Sustainability & Solid Waste acts as the Debris Manager for Clackamas County. 6. Dog Services provided more than 180 staff hours operating in the ESF-17 Animal Services role at the EOC during/after the fires, providing evacuation and resource coordination for thousands of domestic and livestock animals.
Emergency Response	<ol style="list-style-type: none"> 1. The county is working with FEMA on cost reimbursements for the 2020 wildfire response efforts; seeking almost \$700k in federal funds to cover: (1) public debris removal, (2) traffic control, signage, barricades, etc., and (3) culvert damage. 2. As of this time, FEMA has denied our request for \$4M in reimbursement for road restoration to repair damage to county roads caused by salvage logging. 3. To help people living in unincorporated areas dispose of debris from the 2021 Ice Storm, the county offered \$30 e-gift cards for use at participating yard debris disposal locations, plus landscape and arborist companies. 4. As of April 1, 2021, more than 955 people had received vouchers; and 239 have already been redeemed at participating vendors. 5. Costs are not yet finalized on the 2021 ice storm response. Contractor and road maintenance crews are currently working to clear county right of way of debris, and revised estimates indicate crews will collect more than 20,000 cubic yards of public debris at the Barton stockpile site as part of these efforts.

2020 Major Accomplishments

AREA	DESCRIPTION
Transportation Line of Business	<ul style="list-style-type: none"> The resources in this program funded work on 65 transportation projects in various stages of design, right of way acquisition and construction.
Transportation Maintenance	<ul style="list-style-type: none"> Performed paving and other surface treatments, including contract paving on 18.96 miles of county roads.
Fleet	<ul style="list-style-type: none"> Cross trained our mechanic staff to combine heavy and light shops into a more unified operation to provide a higher level of service during normal operations and significantly increase effectiveness during 24-hour emergency operations. Partnered with Sustainability to actively increase electric vehicles in the county fleet by purchasing 5 EV's.
Dog Services	<ul style="list-style-type: none"> To stabilize the active dog licenses, program staff began hand entry of rabies certificate data. "Tag You're It!" reminder postcards are now being mailed to owners who vaccinated and have not previously licensed. We have begun direct issuance of citations for dog owners who vaccinated but did not renew their dog license. This had been postponed during COVID.
Development Services	<ul style="list-style-type: none"> After COVID hit in March 2020, the development review groups worked to create and launch a 100% digital or remote permitting and plan review process in less than 3-weeks! Staff responded to 584,000 development inquiries, which was 60% more than last fiscal year.
Long Range Planning	<ul style="list-style-type: none"> Staff in this program worked on 11 active long range land use and transportation projects, and completed seven.
Code Enforcement	<ul style="list-style-type: none"> Two years at full staffing levels, and adoption of streamlined procedures, reduced staff caseloads from an average of 300 cases per staff member in FY19/20, down to the current average of 190 cases per staff member.
Sustainability & Solid Waste	<ul style="list-style-type: none"> Continue leading the effort to meet the Board's goal to complete a plan for the County to eliminate our net carbon emissions by 2050 (Goals include completing a Climate Action Plan by 2023, and supporting projects that reduce our operations' carbon footprint).

Line of Business/Program	Results Measure	FY 19-20 Actual	FY 20-21 Target	FY 20-21 Projected Performance	FY 21-22 Target
DTD Admin	DTD Administration FTE : Department FTE	9.0 FTE : 301.54 FTE	4.5 FTE : 300.34 FTE	5.5 FTE : 297.54 FTE	6:37 FTE : 302.25 FTE
	DTD Administration Budget : Department Budget	\$2 M : \$210.5 M	\$1.79 M : \$213.9 M	\$2.07 M: \$225.5 M	\$2 M : \$173.9 M
Code Enforcement	% code violations resolved within 150 days of initial complaint	63%	75%	75%	75%
	# Neighborhood Livability Project cases	New Measure	22	20	15
Dog Services	By 2023, there will be 30,000 active dog licenses	23,100	27,000	23,600	27,000
	% dogs saved (return to owner, adopted or rescued)	86%	85%	85%	85%
Sustainability & Solid Waste	% curbside collection recovery rate (# tons recycled / # tons disposed)	30%	35%	31.5%	35%
	% county-owned light passenger vehicles will be hybrids, electric or plug-in hybrids (excluding vehicles owned by the CCSO)	New Measure	7%	6.6%	10%

Line of Business/Program	Results Measure		FY 19-20 Actual	FY 20-21 Target	FY 20-21 Projected Performance	FY 21-22 Target
Transportation Engineering & Construction	% completed CIP contracts coming in within 110% of original contract value		87%	90%	87.5%	90%
	% completed CIP contracts completed within original contract completion date		63%	90%	87.5%	90%
Transportation Maintenance	# miles resurfaced		35	18.96	18.96	6.94
	Maintain the average condition of inspected bridges scored as fair condition at 69% or higher		New Measure	69%	69%	70%
Traffic Safety	By 2035, reduce the number of fatalities resulting from crashes on roads in Clackamas County to zero		26	17	28	31
	Upgrade # signals each year to improve safety and efficient travel on roads countywide by 2024		8	10	8	10
Community Road Fund	\$ Community Road Fund leveraged by \$ other funding for capital projects		New Measure	\$3,741,091 : \$290,379	\$2,909,170 : \$620,889	\$5,890,585 : \$1,348,419
	\$ value of capital projects constructed		New Measure	\$2,400,345	\$3,530,059	\$7,239,398

Line of Business/Program	Results Measure		FY 19-20 Actual	FY 20-21 Target	FY 20-21 Projected Performance	FY 21-22 Target
Fleet Services	Average turn-around time for routine maintenance: Light vehicles: # calendar days [oil change, fluids and safety inspection]		New Measure	1 day	1 day	1 day
	Average turn-around time for routine maintenance: Heavy vehicles: # calendar days [oil change, fluids and safety inspection]		New Measure	1 day	1.57 days	1.5 days
Land Use, Development Review & Permitting	\$ value of constructed improvements permitted		\$628,037,660	\$675,000,000	\$404,989,644	\$410,000,000
	# square feet constructed		5,979,495	6,700,000	6,388,012	6,458,102
	% of new, single-family dwelling building permits ready to be issued within 60 calendar days of application submittal		90%	80%	81%	80%
	# development related interactions (inspections/inquiries) provided		363,844	375,000	584,088	425,000
Long Range Planning	% of projects in the annual Long-Range Planning Work Program completed annually		New Measure	13%	55%	62%
County Surveyor	# lots or parcels created through recording of subdivision or partition plat		1,187	1,408	1,180	1,408

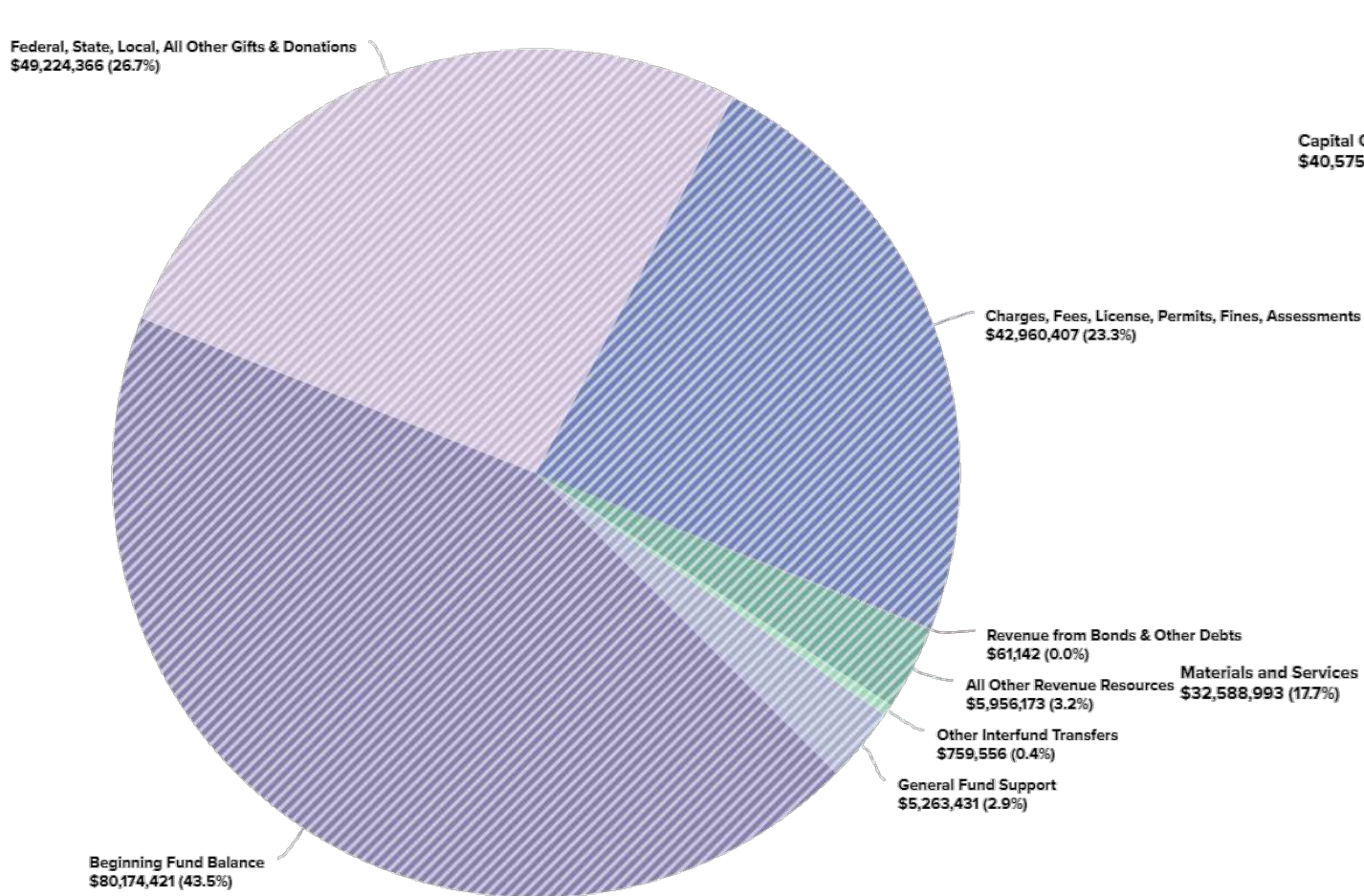
Line of Business	Program	Total Funds (\$ millions)	% County General Funds	% Restricted Funds	Mandate: Fed/State/Cty /IGA/None	% Program Operated by County	Metrics: % Target Meet/Exceed or Improve
DTD Administration	Office of the Director	\$2,007,550	0.00%	100.00%	County: Title 2.13.	98.38%	33%
Fleet Services	Fleet Management	\$2,391,818	0.00%	100.00%	N/A	27.31%; Contracted services included fuel & vehicles.	25%
	Vehicle Maintenance & Repair	\$4,191,849	0.00%	100.00%	N/A	69.16%; Contracted services included parts & shop supplies.	40%
Livable Communities	Dog Services	\$3,010,256	53.00%	21.56%	State: ORS 609.030, 609.090(2), 609.100, 401.977, 433.345, 433.365; OAR 333-019-0017; County: Title 5; IGA: Cities - Enforcement / Licensing Services.	95.77%	50%
	Code Enforcement	\$1,398,760	20.01%	71.61%	State: OAR 74, 73, 660, 918; ORS 92, 94, 183, 192, 195, 197, 197A, 203, 215, 268, 368, 446-447, 454-455, 460, 479-480, 693, 701, 758; County: Title 2, 6, 9-10, 12; Road Standards.	98.90%	33%
	Sustainability & Solid Waste	\$3,881,856	0.00%	99.68%	State: ORS 459; Oregon's Opportunity to Recycle Act; County: Title 10.03-10.05; IGA: Cities; Regional Solid Waste Management Plan; Franchise Garbage/Recycling Hauler Agreements.	88.90%	50%

Line of Business	Program	Total Funds (\$ millions)	% County General Funds	% Restricted Funds	Mandate: Fed/State/Cty /IGA/None	% Program Operated by County	Metrics: % Target Meet/Exceed or Improve
Transportation	Traffic Safety	\$5,165,877	4.82%	95.18%	Federal: FHWA requires TSAP and ITS Plans; State: Oregon Constitution (Article IX, Section 3a); ORS Title 31, 366-384, 810; County: Title 7.03; IGA: Cities - Signal Timing + Construction Management Services.	47.62%; Contracted services included capital.	0%
	Transportation Engineering & Construction	\$18,483,285	0.00%	100.00%	State: Oregon Constitution (Article IX, Section 3a); ORS Title 31, 366-384; County: Title 7.03, 11.03; IGA: Cities - Construction Management services.	18.92%; Contracted services included capital.	50%
	Transportation Maintenance	\$60,60,985,841	0.00%	100.00%	State: Oregon Constitution (Article IX, Section 3a); ORS Title 31, 366-384; County: Title 7.03; IGA: Cities - Striping/Signage; Cities/ODOT - Signal Work.	37.80%; Contracted services included materials, contract paving, capital and debt.	50%
	Community Road Fund	\$18,356,392	0.00%	100.00%	State: Oregon Constitution (Article IX, Section 3a); ORS Title 31, 366-384; County: Title 7.03, 7.07.	1.50%; Contracted services included contract paving and capital.	60%
	Damascus Roads	\$5,175,141	0.00%	100.00%	State: Oregon Constitution (Article IX, Section 3a); ORS Title 31, 366-384; County: Title 7.03.	7.69%%; Contracted services included maintenance, paving and capital.	67%

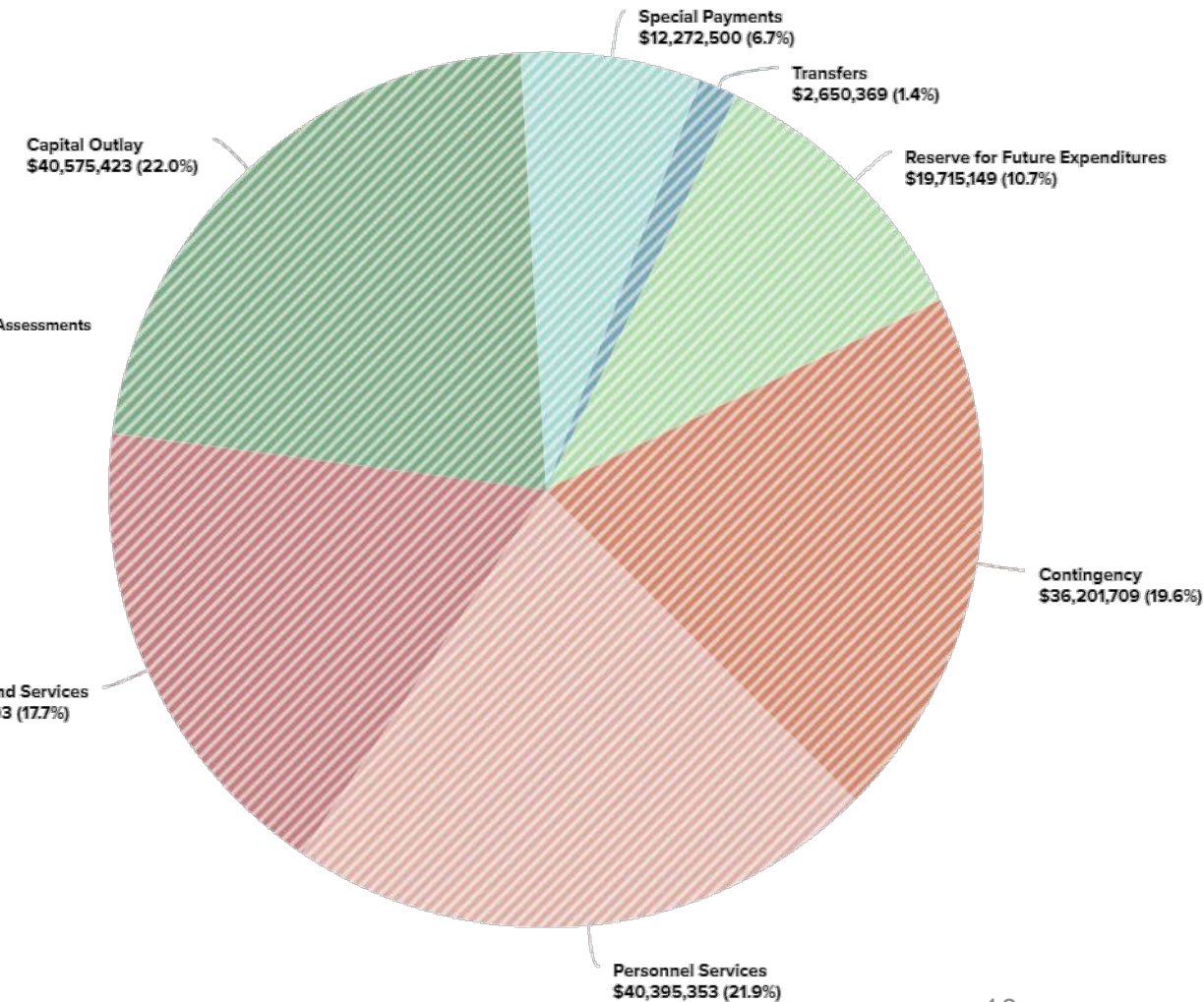
Line of Business	Program	Total Funds (\$ millions)	% County General Funds	% Restricted Funds	Mandate: Fed/State/Cty /IGA/None	% Program Operated by County	Metrics: % Target Meet/Exceed or Improve
Land Use & Development	County Surveyor	\$1,199,903	48.91%	51.09%	State: ORS 92, 97, 100, 192, 209, 368; County: Title 2.14, 11.01-11.02.	99.79%	100%
	Land Use, Development Review & Permitting	\$27,532,737	8.52%	91.45%	State: Zoning: OAR 660; ORS 92, 94, 192, 195, 197, 197A, 203, 215, 268; Building: OAR 918; ORS 183, 192, 446, 447, 455, 460, 479, 480, 693, 701 Development Engineering: ORS 192, 368.016, 368.036, 758.010; Septic: OAR 71, 73; ORS 454; County: Title 2.07, 7.03, 7.05, 9, 11, 12, 13; County Roadway Standards; IGA: Planning / Building Codes Services for cities; Building Codes - IGA with City of Beaverton for use of temporary staff; Septic – IGA with DEQ.	91.74%; Contracted services included capital.	85%
	Long-Range Planning	\$2,623,482	7.90%	92.10%	State: OAR 660; ORS 192, 195, 197, 197A, 203, 215; County: Title 12, 13; IGA: Long Range Planning Services for cities.	80.70%	0%
	Public Land Corner	\$2,570,609	0.00%	100.00%	State: ORS 192, 203, 209.	99.84%	83%

2021/22 Revenue and Expenses

Revenue



Expenditures



Summary of Revenue & Expenses

Department of Transportation and Development (30&60)

	FY 18-19 Actual	FY 19-20 Actual	FY 20-21 Amended Budget	FY 20-21 Projected Year End	FY 21-22 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	51,562,910	59,347,852	63,198,641	65,867,678	80,174,421	16,975,780	26.9%
Federal, State, Local, All Other Gifts & Donations	35,795,784	38,881,220	43,001,525	37,368,670	49,224,366	6,222,841	14.5%
Charges, Fees, License, Permits, Fines, Assessments	23,955,448	30,055,254	35,401,608	37,450,428	42,960,407	7,558,799	21.4%
Revenue from Bonds & Other Debts	13,980	103,806	20,006,375	20,079,500	61,142	(19,945,233)	-99.7%
All Other Revenue Resources	7,246,681	2,827,036	2,685,929	2,970,306	5,956,173	3,270,244	121.8%
Other Interfund Transfers	7,574,826	128,239	8,993,008	883,142	759,556	(8,233,452)	-91.6%
General Fund Support	5,173,676	5,080,495	4,241,528	4,102,181	5,263,431	1,021,903	24.1%
Operating Revenue	79,760,395	77,076,050	114,329,973	102,854,227	104,225,075	(10,104,898)	-8.8%
Total Revenue	131,323,305	136,423,902	177,528,614	168,721,905	184,399,496	6,870,882	3.9%
Personnel Services	31,547,028	34,220,615	38,687,571	35,015,427	40,395,353	1,707,782	4.4%
Materials and Services	23,584,802	28,609,241	39,534,314	31,861,923	32,588,993	(6,945,321)	-17.6%
Capital Outlay	10,811,869	6,416,810	42,582,412	16,376,782	40,575,423	(2,006,989)	-4.7%
Operating Expenditure	65,943,699	69,246,666	120,804,297	83,254,132	113,559,769	(7,244,528)	-6.0%
Special Payments	225,275	1,492,061	5,646,101	3,498,552	12,272,500	6,626,399	117.4%
Transfers	6,331,397	257,365	10,728,008	2,381,330	2,650,369	(8,077,639)	-75.3%
Reserve for Future Expenditures	-	-	26,320,177	-	20,792,019	(5,528,158)	-21.0%
Contingency	-	-	14,617,060	-	34,824,610	20,207,550	138.2%
Total Expense	72,500,371	70,996,092	178,115,643	89,134,014	184,099,267	5,983,624	3.4%
Revenue Less Expense *	58,822,934	65,427,810	-587,029	79,587,891	300,229		
Full Time Equiv Positions (FTE) Budgeted	284.3	295.6	297.7	297.7	301.7	4.0	1.3%

Department Summary by Fund

<i>Line of Business</i>	FY 21/22	FY 21/22	FY 21/22	FY 21/22	FY 21/22	FY 21/22	FY 21/22	FY 21/22	FY 21/22 General Fund Support Included in Proposed Budget**
<i>Program</i>	FTE	General Fund*	Development Services ***	Road	County TSDC Fund	Public Land Corner	Fleet Services	Total Proposed Budget	
DTD Administration									
Office of the Director	9.5			2,007,550				2,007,550	-
Livable Communities									
Sustainability & Solid Waste	11.9	3,881,856						3,881,856	-
Code Enforcement	7.1	1,398,760						1,398,760	279,844
Dog Services	18.0	3,010,256						3,010,256	1,595,517
Transportation									
Transportation Engineering & Construction	21.2			18,483,285				18,483,285	-
Transportation Maintenance	103.2			60,985,841				60,985,841	-
Traffic Safety	11.1			5,165,877				5,165,877	249,235
Damascus Roads	-			5,175,141				5,175,141	-
Community Road Fund	-			18,356,392				18,356,392	-
Countywide TSDCs	-				18,873,785			18,873,785	-
HV Joint Subarea TSDCs	-				1,932,855			1,932,855	-
Fleet Services									
Vehicle & Equipment Maintenance & Repair	18.0						4,191,849	4,191,849	-
Fleet Management	4.0						2,391,818	2,391,818	-
Land Use & Development									
Land Use, Development Review & Permitting	77.2	3,651,282	21,038,736	2,842,719				27,532,737	2,344,737
Long-Range Planning	8.7	917,535		1,705,947				2,623,482	207,196
Public Land Corner	4.6					2,570,609		2,570,609	-
County Surveyor	7.4	1,199,903						1,199,903	586,903
Revenue Collected on Behalf of Other Agencies	-	4,617,500						4,617,500	-
TOTAL	301.7	18,677,092	21,038,736	114,722,752	20,806,640	2,570,609	6,583,667	184,399,496	5,263,432
FY 20/21 Budget	297.7	15,591,340	17,852,703	116,474,988	20,602,143	1,618,855	5,975,614	178,115,643	5,263,557
\$ Increase (Decrease)	4.0	3,085,752	3,186,033	(1,752,236)	204,497	951,754	608,053	6,283,853	(125)
% Increase (Decrease)	0.0	19.79%	17.85%	-1.50%	0.99%	58.79%	10.18%	3.53%	(0)

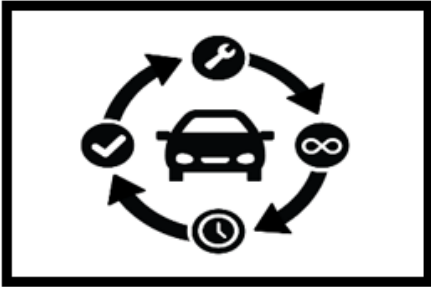
* Beginning in FY21-22 Planning, Sustainability, Code Enforcement, and Dog Services Funds were merged into the General Fund.

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

*** Beginning in FY21-22 Building Codes and Septic now share the Development Services Fund.

Significant Policy and/or Financial Issues

DESCRIPTION	IMPACT
<p>Since FY 2018/2019 many funds across the county have received reduced levels of General Fund support. In addition to these rolling cuts, formulas have been put in place to further reduce support levels.</p> <ul style="list-style-type: none"> • FY2020-21 DTD programs took an agreed upon General Fund maintenance level cut of 14.22%. • Combined with the newly implemented GF distribution formula, this will result in an estimated total cut of 17.38%. • Depleted the \$375,000 contingency in the Lang Use Planning program, which has compounded the GF cuts outlined above. <p>Planning, Dog Services, Traffic Safety, Code Enforcement and the County Surveyor receive General Fund support for program operations.</p>	<ul style="list-style-type: none"> • DTD programs receiving general fund support are forecasted to reduce services, or seek additional General Fund support between FY 2022-2023 and FY 2023-2024. • Future funding levels will guide the scope of services the county is able to provide in these General Funded programs.
<p>Relocate the Transportation Maintenance (primary emergency responders) out of the floodplain. The proposed budget reflects the bond sale for the Transportation Maintenance facility relocation, and includes the remaining facility payments and anticipated relocation costs, as well as the required debt service payments and reserve.</p>	<ul style="list-style-type: none"> • This will allow staff to focus on emergency response, rather than relocating equipment and materials to a safe location. • The purchase of the new facility will be partially offset by \$5.25M in land sale proceeds from the CIAO site, and \$3.2M from the sale of the Abernethy site.





Department Mission

The mission of the Department of Transportation and Development is to provide transportation maintenance and construction, neighborhood enhancement, land use, planning, permitting and dog services to residents, property owners, businesses and the traveling public so they and future generations can experience and invest in a healthy, safe and livable community.

Transportation & Development (30/60)

Dan Johnson - Director

FTE 308.74

(301.74 DTD + 4 Urban Renewal + 2.0 PGA Embedded + 1.0 TS Embedded)

Total Proposed \$ 184,399,496

General Fund Support \$ 5,263,432

DTD Administration Dan Johnson - Dir. Total Proposed \$2,007,550 Gen Fund \$ -	Livable Communities Cheryl Bell - Asst. Dir. Mike Bezner - Asst. Dir. Total Proposed \$8,290,872 Gen Fund \$ 1,875,361	Transportation Mike Bezner - Asst. Dir. Total Proposed \$128,973,176 Gen Fund \$ 249,235	Fleet Services Mike Bezner - Asst. Dir. Total Proposed \$6,583,667 Gen Fund \$ -	Land Use & Development Cheryl Bell - Asst. Dir. Total Proposed \$38,544,231 Gen Fund \$ 3,138,836
Office of the Director Dan Johnson - Dir. FTE 9.5 + 2.0 PGA + 1.0 TS Total Proposed \$2,007,550 Gen Fund \$ -	Sustainability & Solid Waste Eben Polk - Mgr. FTE 11.89 Total Proposed \$3,881,856 Gen Fund \$ -	Transportation Engineering & Construction Joel Howie - Mgr. FTE 21.2 Total Proposed \$18,483,285 Gen Fund \$ -	Vehicle & Equipment Maintenance & Repair Warren Gadberry - Mgr. FTE 18 Total Proposed \$4,191,849 Gen Fund \$ -	Land Use, Development Review & Permitting Cheryl Bell - Asst. Dir. FTE 77.15 Total Proposed \$27,532,737 Gen Fund \$ 2,344,737
	Code Enforcement Matt Rozzell - Mgr. FTE 7.05 Total Proposed \$1,398,760 Gen Fund \$ 279,844	Transportation Maintenance Shane Abbott - Mgr. FTE 103.2 Total Proposed \$60,985,841 Gen Fund \$ -	Fleet Management Warren Gadberry - Mgr. FTE 4 Total Proposed \$2,391,818 Gen Fund \$ -	Long-Range Planning Jennifer Hughes - Mgr. FTE 8.65 Total Proposed \$2,623,482 Gen Fund \$ 207,196
	Dog Services Kristine Wallace - Mgr. FTE 18 Total Proposed \$3,010,256 Gen Fund \$ 1,595,517	Traffic Safety Joe Marek - Mgr. FTE 11.1 Total Proposed \$5,165,877 Gen Fund \$ 249,235		Public Land Corner Ray Griffin - Mgr. FTE 4.6 Total Proposed \$2,570,609 Gen Fund \$ -
		Community Road Fund Mike Bezner - Asst. Dir. FTE 0 Total Proposed \$18,356,392 Gen Fund \$ -		County Surveyor Ray Griffin - Mgr. FTE 7.4 Total Proposed \$1,199,903 Gen Fund \$ 586,903
		Damascus Roads Total Proposed \$5,175,141		Revenue Collected on Behalf of Other Agencies Total Proposed \$4,617,500
		Countywide TSDCs Total Proposed \$18,873,785		
		HV Joint Subarea TSDCs Total Proposed \$1,932,855		



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CLACKAMAS
COUNTY



Department of Transportation and Development (30/60)

Department Budget Summary by Fund

<i>Line of Business</i>		FY 21/22	FY 21/22	FY 21/22	FY 21/22	FY 21/22	FY 21/22	FY 21/22	FY 21/22	FY 21/22 General Fund Support Included in Proposed Budget**
<i>Program</i>	<i>Prog #</i>	<i>FTE</i>	<i>General Fund*</i>	<i>Building Codes</i>	<i>Road</i>	<i>County TSDC Fund</i>	<i>Public Land Corner</i>	<i>Fleet Services</i>	<i>Total Proposed Budget</i>	
DTD Administration										
Office of the Director	300101	9.5			2,007,550				2,007,550	-
Livable Communities										
Sustainability & Solid Waste	600304	11.9	3,881,856						3,881,856	-
Code Enforcement	600302	7.1	1,398,760						1,398,760	279,844
Dog Services	600303	18.0	3,010,256						3,010,256	1,595,517
Transportation										
Transportation Engineering & Construction	300303	21.2			18,483,285				18,483,285	-
Transportation Maintenance	300304	103.2			60,985,841				60,985,841	-
Traffic Safety	300302	11.1			5,165,877				5,165,877	249,235
Damascus Roads	300306	-			5,175,141				5,175,141	-
Community Road Fund	300305	-			18,356,392				18,356,392	-
Countywide TSDCs	300307	-				18,873,785			18,873,785	-
HV Joint Subarea TSDCs	300308	-				1,932,855			1,932,855	-
Fleet Services										
Vehicle & Equipment Maintenance & Repair	300203	18.0						4,191,849	4,191,849	-
Fleet Management	300202	4.0						2,391,818	2,391,818	-
Land Use & Development										
Land Use, Development Review & Permitting	600203	77.2	3,651,282	21,038,736	2,842,719				27,532,737	2,344,737
Long-Range Planning	600204	8.7	917,535		1,705,947				2,623,482	207,196
Public Land Corner	600205	4.6					2,570,609		2,570,609	-
County Surveyor	600202	7.4	1,199,903						1,199,903	586,903
Revenue Collected on Behalf of Other Agencies	600209	-	4,617,500						4,617,500	-
TOTAL		301.7	18,677,092	21,038,736	114,722,752	20,806,640	2,570,609	6,583,667	184,399,496	5,263,432
FY 20/21 Budget		297.7	17,245,275	16,198,768	116,474,988	20,602,143	1,618,855	5,975,614	178,115,643	5,263,557
\$ Increase (Decrease)		4.0	1,431,817	4,839,968	(1,752,236)	204,497	951,754	608,053	6,283,853	(125)
% Increase (Decrease)		0.0	8.30%	29.88%	-1.50%	0.99%	58.79%	10.18%	3.53%	(0)

* Beginning in FY21-22 Planning, Code Enforcement, and Dog Services Funds were merged into the General Fund.

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



DTD Administration Line of Business

Office of the Director

Purpose Statement

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

Performance Narrative Statement

DTD Administration adopted an operating budget of \$2,007,550 which is an increase of previous funding levels. This workgroup coordinates the budget process for each of the 20 Performance Clackamas programs within the department; this includes each of the programs within this budget, plus our Urban Renewal and Street Lighting programs. Staff in this work group provide managerial oversight, financial monitoring and support services, coordinate the annual review of our strategic plan update, and offer policy coordination and development services at a local and regional level in support of local goals.

- In the fall of 2020, DTD Administration staff hosted meetings with 60 staff from DTD, across all lines of business, to begin development of our first round of strategies for the DTD workforce Plan. After partnering with Human Resources and the Equity and Inclusion Office, a department-wide survey was sent out in March 2021. These partnerships will continue as we refine and finalize the plan strategies.

- Staff from DTD Administration put more than 400 hours working in the COVID and Wildfire Emergency Operations Center (EOC), and other resources were provided in the form of significant auxiliary support, including leadership regarding building reopening and the initial plan development that was rolled out county wide.

- In response to COVID shut-downs, DTD Administration supported department programs by ensuring 97.8% of our staff (286.5 employees out of 296 including the Urban Renewal contract employees), department-wide, had the necessary technology to successfully work remotely 40-hours per week, and we partnered with managers countywide and internally throughout the department to stand up processes and systems to continue serving our customers while safely distancing.

- Following the feedback from the Employee Engagement survey; DTD Administration has increased employee engagement efforts and is sending regular emails out to keep staff informed on both countywide and department initiatives, including our Performance Clackamas goals.

- DTD worked to update COOP plans, department-wide in March 2020. Staff is also partnering with Disaster Management and the EOC on the After Action Assessment.

Key Performance Measures

		FY 18-19 Actual	FY 19-20 Actual	FY 20-21 Target	FY 20-21 Actuals as of 12/31/20	FY 21-22 Target
Result	% of employees participating in safety training sessions each year ¹	27%	55%	25%	Annual Measure	25%
Result	% performance evaluations completed within the last 12 months (using Clarify, Converse, Capture (C3)) ²	55%	58%	90%	Annual Measure	90%
Result	% DTD MFR programs with a 2-5 year work plan in place ³	New measure -- added FY 2020/2021.		90%	Annual Measure	75%
Efficiency	DTD Administration FTE : Department FTE ⁵	7.35 FTE : 297.84 FTE	9.0 FTE : 301.54 FTE	4.5 FTE : 300.34 FTE	Annual Measure	6:37 FTE : 302.25 FTE
Efficiency	DTD Administration Budget : Department Budget ⁶	\$1.85 M : \$187.4 M	2M : 210.5M	\$1.79 M : \$213.9 M	Annual Measure	2M : 173.9M

¹ Modified the language beginning FY 2020 to encompass all safety training, versus focusing solely on "Violence in the Workplace" training.

² Modified the language to incorporate the Clarify, Converse & Capture (C3) initiative beginning FY 2020.

³ DTD Completed a Periodic Plan Review in FY 2020. This measure was added to the plan.

⁴ DTD Completed a Periodic Plan Review in FY 2020. This measure was removed from the plan.

⁵ Count of budgeted positions. Does not include the Customer Information Specialists in DTD Admin for the purpose of the FTE count, as these staff are charged directly to the Development Services line of business. Includes CCDAG and embedded employees for the overall employee count.

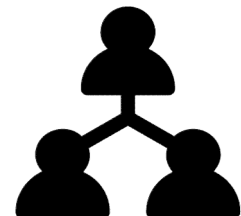
⁶ Total DTD budget is a combination of DTD and special districts for Urban Renewal and Street Lighting (CCDAG and CCSD5).

Program includes:

Mandated Services

Shared Services

Grant Funding



Explanation

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



Budget Summary

	FY 18-19 Actual	FY 19-20 Actual	FY 20-21 Amended Budget	FY 20-21 Projected Year End	FY 21-22 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts & Donations	260,376	100,596	(43,751)	(200,105)	233,993	277,744	-634.8%
Charges, Fees, License, Permits, Fines, Assessments	1,597,103	1,662,656	1,840,217	1,890,217	1,773,557	(66,660)	-3.6%
Operating Revenue	1,857,479	1,763,252	1,796,466	1,690,112	2,007,550	211,084	11.7%
Total Revenue	1,857,479	1,763,252	1,796,466	1,690,112	2,007,550	211,084	11.7%
<i>* DTD Administration, which is housed in Fund 215, allocates actual costs the following year.</i>							
Personnel Services	1,274,899	1,129,401	1,189,137	1,113,208	1,397,246	208,109	17.5%
Materials and Services	582,580	633,851	607,329	576,904	610,304	2,975	0.5%
Operating Expenditure	1,857,479	1,763,252	1,796,466	1,690,112	2,007,550	211,084	11.7%
Total Expense	1,857,479	1,763,252	1,796,466	1,690,112	2,007,550	211,084	11.7%
Revenue Less Expenses	-	-	-	-	-	-	-

Significant Issues and Changes

FY 21-22-Presentation changes are the result of the new county-wide chart of accounts implementation

DTD Administration supports 308 FTE in five unique lines of business: Livable Communities, Fleet Services, Land Use & Permitting, Transportation and Targeted Improvement Areas. (The Targeted Improvement Areas line of business is comprised of two special districts who adopt separate operating budgets: Urban Renewal and Street Lighting. The Urban Renewal employees are not included in the DTD budget.)

Staff within DTD Administration provide a variety of support services to the Board of County Commissioners, County Administration, our staff and other agencies. This group coordinates the release of new policy initiatives from County Administration, from budget process changes to new policy directives. We monitor and assist Public and Government Affairs through the legislative process.

- DTD administration allocates these charges out to programs within the department.
 - o The Public Information Specialists (PICS) provide direct support for DTD programs in the Development Services Building, with enhanced support to permitting programs. A majority of these costs are distributed based on annual permit counts.
 - o The DTD Director oversees Street Lighting and Urban Renewal, and these groups receive a direct allocation for 20% of the Director's salary.
 - o The remaining program cost is distributed based on the number of FTE in the program; but adjustments are made to include non-FTE programs that require support from DTD Admin.
- This year, we added one new position to the DTD Administration budget, a Management Analyst 1 who will provide direct support for the Assistant Director of Development Services, as well as support other department wide initiatives.
- The Development Services reception team has been housed in the Office of the Director for years, and their costs are allocated to the Development Services work groups who benefit from these services; however, over the next year, we will be restructuring this team, and will relocate these three FTE to the Land Use, Development Review & Permitting program for the FY 2022-2023 budget.



Livable Communities Line of Business

Sustainability & Solid Waste Program

Purpose Statement

The purpose of the Sustainability & Solid Waste program is to provide education, technical assistance, program management, planning, and franchise oversight services to residents, businesses, schools and public agencies so they can reduce waste, recover resources, adopt sustainable practices, and receive timely garbage and recycling collection at a reasonable cost.

Performance Narrative Statement

The Sustainability & Solid Waste Program has an operating budget of \$2,807,027, a minor decrease of current resources. This includes the continuation of \$45,000 in support for the Dump Stoppers program. As a result of these resources:

- Almost every staff person in this program has provided ongoing disaster response or staffing in the EOC in various capacities, beginning with COVID-19, again after the 2020 Wildfires and continuing through the 2021 Ice Storm. In total, staff from this program have spent 1,654 staff hours in the EOC during FY 2020-2021; offering Operations Section Chief duty, debris management, bilingual services, business community liaison, emergency food and food pantry coordination consultation regarding food waste. Additionally, the manager in this program acts as the Debris Manager for Clackamas County.
- To help people living in unincorporated areas dispose of debris from the 2021 Ice Storm, the county offered \$30 e-gift cards for use at participating yard debris disposal locations, plus landscape and arborist companies. As of April 1, 2021, more than 955 people had received vouchers; and 239 have already been redeemed at participating vendors.
- More than 59,000 residential and business customers will receive an estimated 8.2 million pickups of garbage, recycling, and yard debris in unincorporated County.
- Approximately 150,000 households and 11,000 businesses will receive information and education on garbage, recycling and waste reduction topics.
- An estimated 850 businesses, 100 schools, 300 multifamily communities and 40 events will receive technical assistance and support. During FY 2021-2022 the program will be focused on re-establishing in-person technical assistance, outreach and education for businesses, multifamily communities, schools, and events after a significant downturn in these activities during the COVID-19 pandemic.

Sustainability and Solid Waste will continue leading the effort to meet the Board's goal to complete a plan for the County to eliminate our net carbon emissions by 2050 (Goals include completing a Climate Action Plan by 2023, and supporting projects that reduce our operations' carbon footprint).

Key Performance Measures

		FY 18-19 Actual	FY 19-20 Actual	FY 20-21 Target	FY 20-21 Actuals as of 12/31/20	FY 21-22 Target
Results	% curbside collection recovery rate (# tons recycled / # tons disposed)	31%	30%	35%	31%	35%
Results	% schools certified as Oregon Green Schools	29%	32%	25%	32%	25%
Results	% county-owned light passenger vehicles will be hybrids, electric or plug-in hybrids (excluding vehicles owned by the CCSO) ¹	New measure -- added FY 2020/2021.		7%	Annual Measure	10%
Output	# customer consultations provided ²	1,655	1,963	1,750	364	1,250
Output	# hours of community education provided by # volunteer Master Recyclers ¹	1,296 : 60	631 : 60	1,300 : 60	Annual Measure	900 : 60
Output	# tons of disposal from # customers at Sandy Transfer Station	6,154 : 29,592	6,728 : 32,130	6,400 : 30,000	4,110 : 21,250	6,400 : 30,000
Output	# garbage and recycling pick-ups provided.	7,848,868	7,135,824	8,200,000	Annual Measure	8,200,000

¹ DTD Completed a Periodic Plan Review in FY 2020. This measure was added to the plan.

² Consultations differ from interactions, as they are scheduled on-site consultations with customers. Business consultations are now being counted more comprehensively and can take place in person, over the phone, or via email. For FY 18-19 this measure now counts all consultations (business, multi-family, schools, etc.).

³ DTD Completed a Periodic Plan Review in FY 2020. This measure was removed from the plan.

Program includes:

Mandated Services	<input checked="" type="checkbox"/>
Shared Services	<input checked="" type="checkbox"/>
Grant Funding	<input type="checkbox"/>



Explanation

Mandated Services:

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

Shared Services:

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



Livable Communities Line of Business

Sustainability & Solid Waste Program

Budget Summary

	FY 18-19 Actual	FY 19-20 Actual	FY 20-21 Amended Budget	FY 20-21 Projected Year End	FY 21-22 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	1,426,853	1,741,888	1,622,230	1,918,968	1,386,484	(235,746)	-14.5%
Federal, State, Local, All Other Gifts & Donations	484,492	684,610	710,717	620,987	538,000	(172,717)	-24.3%
Charges, Fees, License, Permits, Fines, Assessments	2,868	10,357	6,000	11,163	10,096	4,096	68.3%
Revenue from Bonds & Other Debts	-	3,623	-	-	-	-	-
All Other Revenue Resources	1,838,022	1,895,340	1,704,000	1,883,335	1,947,276	243,276	14.3%
Operating Revenue	2,325,382	2,593,930	2,420,717	2,515,485	2,495,372	74,655	3.1%
Total Revenue	3,752,235	4,335,818	4,042,947	4,434,453	3,881,856	(161,091)	-4.0%
Personnel Services	1,030,689	1,346,830	1,471,328	1,441,821	1,585,828	114,500	7.8%
Materials and Services	855,460	868,441	1,210,241	1,086,148	1,221,199	10,958	0.9%
Capital Outlay	49,198	156,618	175,000	175,000	-	(175,000)	-100.0%
Operating Expenditure	1,935,347	2,371,889	2,856,569	2,702,969	2,807,027	(49,542)	-1.7%
Transfers	75,000	45,000	345,000	345,000	45,000	(300,000)	-87.0%
Reserve for Future Expenditures	-	-	541,378	-	679,829	138,451	25.6%
Contingency	-	-	300,000	-	350,000	50,000	16.7%
Total Expense	2,010,347	2,416,889	4,042,947	3,047,969	3,881,856	(161,091)	-4.0%

* Dump Stoppers program support is reflected in the Transfers category.

Revenues Less Expenses	1,741,888	1,918,929	-	1,386,484	-	-
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Significant Issues and Changes

FY 21-22-Presentation changes are the result of the new county-wide chart of accounts implementation

Priorities in FY 2021-2022 include:

- Beginning implementation of at least four new projects under the 2030 Regional Waste Plan including multifamily service improvements, identifying options for a more inclusive Solid Waste Commission, and exploring feasibility and options for a low-income rate for garbage and recycling.
- Continue to represent Clackamas County values during METRO regional conversations and policy making.
- Advancing disaster debris cleanup work on several fronts: supporting wildfire and ice storm disaster debris cleanup activities; evaluating lessons learned; seeking improvements in the way that Oregon supports local governments for disaster cleanup; developing a 5-year on-call disaster debris removal contract which EOC executed.
- Using the climate action plan process to establish a more thorough understanding of the opportunities to improve the County's economy and environment by shifting to carbon-neutral approaches to energy use, farming, forestry, and transportation.
- Following a 2-year extension due to the COVID-19 pandemic, staff will revise the implementation plan and begin to implement Phases 1 and 2 commercial food scrap collection requirements in March 2022. This effort will divert thousands of tons of valuable food waste away from landfills and into compost and renewable energy. Continued collaboration with food pantries and a feasibility study may yield a new proposal to support and strengthen food donation systems in the County.
- Improving county operations: Continuing the Strategic Energy Management framework that saved the County \$3.9 million dollars in reduced energy costs between 2007 and 2016. Partnering with Fleet Services to identify implementation options following the recently completed concept report for EV transitions in Fleet, and with Facilities on expanding charging options.



Livable Communities Line of Business

Code Enforcement Program

Purpose Statement

The purpose of the Code Enforcement program is to provide code education, resolution and enforcement services to those who live in, work in and visit Clackamas County so they can experience a healthy, safe and livable community.

Performance Narrative Statement

The Code Enforcement Program is proposing an operating budget of \$1,311,655, a slight increase from the current year. Code Enforcement is estimated to process more than 2,750 enforcement cases in FY 2021/2022, which is a continuation of service levels. With these resources, Code Enforcement provides enforcement of building codes to ensure safe buildings and structures, land use rules to ensure compliance with state and local laws regarding land use and zoning, and the solid waste ordinance to ensure a sanitary and healthy environment.

- Code Enforcement continues to be an active partner in the Neighborhood Livability Project (NLP) task force where representatives from Code Enforcement, the Sheriff's Office, County Counsel, the District Attorney's Office, and other County and State partners work collaboratively to solve complex problems related to nuisance properties. This work has resulted in 176 cases being abated since the NLP team's inception, and Code Enforcement is projecting closure of 15 NLP cases in FY 2021/2022.

- Two years at full staffing levels, and adoption of streamlined procedures, reduced staff caseloads from an average of 300 cases per staff member in FY19/20, down to the current average of 180-200 cases per staff member. Building on this success, for FY 2021/2022 we have set a goal of 130 cases per staff member.

Key Performance Measures

		FY 18-19 Actual	FY 19-20 Actual	FY 20-21 Target	FY 20-21 Actuals as of 12/31/20	FY 21-22 Target
Result	% code violations resolved within 150 days of initial complaint ¹	19.87%	63.00%	75%	Annual Measure	75%
Result	% violations investigated within twenty (20) business days ²	4%	4%	85%	43%	70%
Output	# cases that go to hearing	New measure -- added FY 2020/2021.		13	Annual Measure	13
Output	# closed Neighborhood Livability Project cases	New measure -- added FY 2020/2021.		15	Annual Measure	15
Demand	# of verified enforceable code violations by type (building/solid waste/zoning/marijuana-related)	2,890	2,907	2,750	1,436	2,750
Demand	# Neighborhood Livability Project cases	New measure -- added FY 2020/2021.		22	Annual Measure	15

¹ Modified this measure to reflect the % of violations resolved within 150 business days beginning FY 2020. Previously we were measuring 120-days and were including all active files in the analysis, not the files opened in the past 365-day window.

² Beginning FY 2020/2021 we began measuring the % of violations investigated within 20-business days; previously we were measuring the % confirmed within 7-days.

Program includes:

Mandated Services ☒ Yes

Shared Services ☐ No

Grant Funding ☐ No



Explanation Mandated Services:

This program has no direct state mandate; however, some of the codes enforced through this program (building, plumbing, electrical, mechanical and other specialty codes, zoning rules and laws, for example) are mandated by state law.

- The County has assumed statutory responsibility to administer building code and solid waste management programs at the local level and is therefore responsible for any enforcement action related to those codes and ordinances.

- Local regulation of land use is mandated by state law.



Code Enforcement Program

Budget Summary

	FY 18-19 Actual	FY 19-20 Actual	FY 20-21 Amended Budget	FY 20-21 Projected Year End	FY 21-22 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	108,190	225,618	285,666	253,024	247,606	(38,060)	-13.3%
Federal, State, Local, All Other Gifts & Donations	-	24,726	-	4,284	-	-	-
Charges, Fees, License, Permits, Fines, Assessments	792,359	992,490	956,280	966,990	866,990	(89,290)	-9.3%
Revenue from Bonds & Other Debts	-	2,262	-	-	-	-	-
All Other Revenue Resources	6,323	4,820	6,850	4,320	4,320	(2,530)	-36.9%
General Fund Support	322,970	271,136	279,844	276,373	279,844	-	-
Operating Revenue	1,121,652	1,295,434	1,242,974	1,251,967	1,151,154	(91,820)	-7.4%
Total Revenue	1,229,842	1,521,052	1,528,640	1,504,991	1,398,760	(129,880)	-8.5%
Personnel Services	749,447	972,114	986,781	981,083	1,025,314	38,533	3.9%
Materials and Services	254,454	271,188	301,912	276,302	286,341	(15,571)	-5.2%
Operating Expenditure	1,003,901	1,243,302	1,288,693	1,257,385	1,311,655	22,962	1.8%
Transfers	-	24,726	-	-	-	-	-
Reserve for Future Expenditures	-	-	138,221	-	-	(138,221)	-100.0%
Contingency	-	-	101,726	-	87,105	(14,621)	-14.4%
Total Expense	1,003,901	1,268,028	1,528,640	1,257,385	1,398,760	(129,880)	-8.5%
Revenues Less Expenses	225,941	253,024	-	247,606	-	-	

Significant Issues and Changes

FY 21-22-Presentation changes are the result of the new county-wide chart of accounts implementation

Since the Code Enforcement program began tracking marijuana related violations in June 2016, they have initiated more than 119 files related to marijuana facilities. More than 58 of those files were opened after the Policy Level Proposal began in July 2018. Over the last year, we have added 29 new files. These files are generally combination files that span multiple disciplines -- building codes, zoning and sustainability, making them more complex and staff intensive to resolve.

Marijuana cases are just one part of the work managed by Code Enforcement. In FY 2020/2021 with stay at home orders related to the COVID-19 pandemic, we experienced an increase in the cases reported. While not all cases were found to be confirmed violations, in FY 2020/2021 numbers indicate Code Enforcement taking action on 189 building code violations, 232 land use related cases, and 168 violations regarding solid waste. In the cases that were not confirmed violations, we received 1,487 unregulated complaints (complaints outside Code Enforcement's authority). These unregulated complaints contributed to the high number of customer service interactions this fiscal year, as staff connected with these customers and assisted them in finding other avenues to advance their complaints.

In looking at coordination, it is common for Code Enforcement staff to engage with the State of Oregon or local law enforcement during investigations. Beginning in February 2020, CCSO has been coordinating with Code Enforcement regarding their pending marijuana cases and in pursuing our Code Enforcement cases. CCSO is working with multi-agency teams to execute warrants with federal charges pending. In FY 2021/2022 Code Enforcement will continue this coordination with the Sheriff's Office.

For FY21/22 the priorities for Code Enforcement include:

- Continuation of a major initiative to streamline processes and procedures, which will result in moving cases to citation and hearing more efficiently,
- Drafting revisions to the violation priority matrix to clearly communicate potential violations to customers and the public, and
- Assessing the advancement of proposed Code amendments to allow increased opportunity to use nuisance property rules to address problem properties.



Livable Communities Line of Business

Dog Services Program

Purpose Statement

The purpose of the Dog Services program is to provide dog sheltering, education, complaint resolution, licensing, protection and enforcement services to the public so they can reunite with lost dogs, benefit from the companionship of a well-matched adoption or placement and experience a healthy, safe and livable community.

Performance Narrative Statement

The Dog Services Program operating budget is \$2,710,026. These resources support staff and the operation and maintenance of a dog shelter which on average will temporarily house 700 dogs over the course of the year, of which 85% will be saved (395 returned to the owner, 120 selected for rescue placement, and 80 adopted). The 15% that are not saved reflect the dogs that are too ill or not safe for placement, which is a needed and sometimes overlooked service for our community.

Fiscal year 2020/2021 met the Pacific NW with a variety of challenges as we maneuvered providing services in the new reality of a pandemic, while responding to wildfires. While the impacts of COVID have temporarily reduced the population of dogs entering shelters in our region, it has not reduced the demand for services in our community, or the need to focus on the revenue gain from increasing licensing compliance.

- Dog Services provided more than 180 staff hours operating in the ESF-17 Animal Services role at the EOC during/after the fires, providing evacuation and resource coordination for thousands of domestic and livestock animals.
- Dog Services is above the reported national average for licensing compliance; however, gaining additional compliance is a heavy resource investment.
 - o In 2020, to stabilize the active dog licenses, program staff began the more labor intensive hand entry of rabies certificate data. The hand entry of the certificates was accomplished by redirecting staff to this task during COVID, and will need to continue.
 - o Reminder postcards continued to be mailed to owners who vaccinated and have not previously licensed. The next phase of the increased compliance plan will include the issuance of citations to dog owners who fail to license after receiving the postcard reminder. Our initial plan was to increase direct issuance of citations for dog owners who vaccinated but did not renew their dog license, but this was postponed to offer financial relief for customers during COVID.

The staff and facility serve both the dog owning and non-dog owning population of incorporated and unincorporated Clackamas County by resolving 1,500 cases investigated by dog services officers to help ensure safe, livable communities and the licensing of 27,000 dogs, which prevents disease and helps financially support the dog services program. Phone and lobby services are available 6 days per week, providing over 40 service hours per week to process the 24,000 - 34,000 customers' phone calls, emails and lost/found correspondence each year. The shelter is also available 24/7 for intake from law enforcement and staff are onsite 7 days per week to provide daily animal care. Achieving the program targets will reunite the public with lost dogs, provide people with the companionship of a well-matched adoption resulting in a 6% or less adoption return rate, protect the public from unsafe dogs and dogs running loose, and maintain preparedness for disaster response related to animals as required by the federal PETS act.

Key Performance Measures

		FY 18-19 Actual	FY 19-20 Actual	FY 20-21 Target	FY 20-21 Actuals as of 12/31/20	FY 21-22 Target
Result	By 2023, there will be 30,000 active dog licenses ¹	23,100	23,100	27,000	23,124	27,000
Result	% dogs saved (return to owner, adopted or rescued) ²	81%	86%	85%	90%	85%
Result	Fewer than 6% of adopted dogs returned to Dog Services within 90-days.	10%	3%	6%	0%	6%
Output	# adopted dogs ³	88	72	80	0	80
Output	# of dogs returned to owners	481	384	500	106	230
Demand	# dog complaint cases ³	1,551	1,337	2,500	490	1,500
Demand	# citations issued	New measure.		1,000	57	1,000
Demand	# dogs taken in to the shelter	761	419	770	163	700

¹ Beginning FY 2020/2021 this was modified to achieve 30,000 licenses by 2023; previously we were hoping to reach 29,000 licenses by 2020.

² This number is affected by the increase in the number of dogs that are not medically and behaviorally sound. The implementation of a dog foster program will positively influence this number. Dog Services will also be seeking funding from the Clackamas Dogs Foundation for a board and train program for dogs that require additional resources that cannot be provided within the shelter.

³ Proposed increase in FY 2019-20 includes an increase in failure to license complaints to drive up the number of licensed dogs, based on rabies information received for dogs without a license. New software migration has improved the timeliness of the rabies certificate entry and a dedicated licensing officer can follow-up on unlicensed dogs.

Program includes:

Mandated Services ☒

Shared Services ☐

Grant Funding ☒



Explanation Mandated Services:

As delegated by the health authority, the Dog Services Program is mandated by the State of Oregon to verify rabies vaccination for all dogs in the County (ORS 433.365), respond to incidents of dog bites (ORS 433.345) and when the county establishes a dog control district per ORS 609.030 the governing body may enforce dog control laws within the county and provide for the appointment of dog control officers. In a county with a dog control program the governing body shall determine a dog license fee and issue licenses as per ORS 609.100. ORS 401.977 establishes the requirement to develop animal emergency plans and the federal PETS act of 2006 requires state and local emergency preparedness plans for household pets following major disasters and emergencies.

Grant Funding:

The Dog Sheltering Program anticipates receiving \$20,000 in grant funding from the Clackamas Dogs Foundation. This grant opportunity does not have a length or deadline and does not require any match.



Dog Services Program

Budget Summary

	FY 18-19 Actual	FY 19-20 Actual	FY 20-21 Amended Budget	FY 20-21 Projected Year End	FY 21-22 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	994,352	1,312,422	1,091,431	1,281,828	755,381	(336,050)	-30.8%
Federal, State, Local, All Other Gifts & Donations	-	48,211	-	22,153	2,000	2,000	-
Charges, Fees, License, Permits, Fines, Assessments	673,610	660,433	660,000	590,613	635,210	(24,790)	-3.8%
Revenue from Bonds & Other Debts	-	-	3,000	-	3,000	-	-
All Other Revenue Resources	90,381	34,541	24,750	35,898	19,148	(5,602)	-22.6%
General Fund Support	1,732,506	1,752,611	1,595,517	1,534,437	1,595,517	-	-
Operating Revenue	2,496,497	2,495,796	2,283,267	2,183,101	2,254,875	(28,392)	-1.2%
Total Revenue	3,490,849	3,808,218	3,374,698	3,464,929	3,010,256	(364,442)	-10.8%
Personnel Services	1,481,308	1,710,537	1,817,884	1,739,675	1,835,643	17,759	1.0%
Materials and Services	697,119	771,963	978,908	902,873	869,383	(109,525)	-11.2%
Capital Outlay	-	-	85,000	67,000	5,000	(80,000)	-94.1%
Operating Expenditure	2,178,427	2,482,500	2,881,792	2,709,548	2,710,026	(171,766)	-6.0%
Transfers	-	43,890	-	-	-	-	-
Reserve for Future Expenditures	-	-	342,906	-	-	(342,906)	-100.0%
Contingency	-	-	150,000	-	300,230	150,230	100.2%
Total Expense	2,178,427	2,526,390	3,374,698	2,709,548	3,010,256	(364,442)	-10.8%
Revenues Less Expenses	1,312,422	1,281,828	-	755,381	-	-	

Significant Issues and Changes

FY 21-22-Presentation changes are the result of the new county-wide chart of accounts implementation

Changes to the vet licensing program that were necessitated by the need to improve cash handling practices, resulted in some vets leaving the vet licensing program. However, updates to the program have encouraged a few vets to continue participating. In 2020 veterinary practices have become overwhelmed with changing the way they do business because of COVID and many are not offering license sales during the pandemic.

The implementation of online licensing with the dog services database has increased the efficiency of dog licensing; however, over the next year, the licensing officer will be working with the vendor to (1) Implement the postmaster system that sends email notifications to customers for renewals and licenses which will reduce contract printing and postage costs; and (2) develop a report that will print citations and letters based on Dog Services staff data entry which will reduce staff time physically producing citations.

Dog Services obtained approval to spend donated funds from the Clackamas Dogs Foundation (CDF) for FY 2020/2021; however, due to COVID, many of the programs were unable to come to fruition. We are looking forward to serving the community by using these donated funds in FY 2021/2022 to:

- Fund the free microchip program; which was previously run with county funding.
- Continue the spay and neuter assistance program which utilizes veterinary partners in the county to provide spay and neuter services. This program will be funded by the CDF, and facilitated by dog services staff.
- Implement a new pilot program that would offer in-house dog dental services by referral and would reimburse dog services up to \$12,000.
- CDF will pay for emergency medical treatment and diagnostics beyond the basics that could be afforded otherwise, which saves dogs from euthanasia.
- Fund a specialized training program which will increase adoptability and save some dogs that would otherwise face euthanasia.

Historical Budget Reorganization Notes:

- Since FY 2018/2019 many funds across the county have received reduced levels of General Fund support. In addition to these rolling cuts, formulas have been put in place to further reduce support levels. These distribution changes are anticipated to result in an estimated 11.43% reduction in the general fund maintenance level support for Dog Services between FY 2018/2019 and this adopted budget.
- o Prior to the FY 2019/2020 general fund reduction, dog services planned to fill an officer vacancy, an animal health technician vacancy and to restructure the Office Specialist 2 position to target licensing enforcement.
- o In 2020 those vacancies were removed from the Dog Services budget. The loss of these positions will negatively impact the response to dog complaint cases and staff ability to implement programs designed to increase the placement of dogs and the timeliness of services post-COVID.
- o As a result of these general fund reductions, future funding levels will guide the future of the Dog Services program.



Transportation Line of Business

Transportation Engineering & Construction Program

Purpose Statement

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

Performance Narrative Statement

The Transportation Engineering & Construction Program operating budget is \$18,483,285. Revenues for the transportation engineering and construction program fluctuate based on available funding. The resources in this program will fund 21 transportation projects in various stages of design, right of way acquisition and construction, including:

- 5 Bike/Pedestrian Projects
- 4 Bridge/Bridge Scour/Culvert Projects
- 2 ADA Projects – Title VI
- 5 Road Projects
- 2 Safety Projects

In addition to managing the projects above, staff in this program are also assigned to manage 16 of the projects funded through the Traffic Safety, Damascus Roads and Community Road Fund budgets.

- 3 Damascus Road Projects
- 5 CRF Strategic Investment Fund Projects
- 8 CRF Congestion Projects

These projects are a portion of more than 300 needed transportation projects identified in the Board adopted Transportation System Plan. In the development of the plan, community members agreed that the transportation system in Clackamas County should be well-designed and maintained and provide safety, flexibility, mobility, accessibility and connectivity for people, goods and services; is tailored to our diverse geographies; and supports future needs and land use plans. The resources from this program will help to achieve this for communities in Clackamas County.

These investments in our transportation infrastructure will generate commercial enterprise and jobs, and ensure services are accessible to all residents of Clackamas County, as highlighted in the Board's strategic plan. The work performed in this program also directly influences the Board of County Commissioners ability to achieve the strategic goal of "Building Strong Infrastructure."

Key Performance Measures

		FY 18-19 Actual	FY 19-20 Actual	FY 20-21 Target	FY 20-21 Actuals as of 12/31/20	FY 21-22 Target
Result	% completed CIP contracts coming in within 110% of original contract value	78%	87%	90%	87%	90%
Result	% completed CIP contracts completed within original contract completion date	88%	63%	90%	73%	90%
Output	# projects managed	60	81	35	34	40
Output	# road miles transferred	13	1.02	0.15	1	2

Program includes:

- Mandated Services ☒
- Shared Services ☒
- Grant Funding ☒



Explanation

Mandated Services:

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

Shared Services:

Infrastructure development is a state/county shared service.

Grant Funding:

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



Transportation Engineering & Construction Program

Budget Summary

	FY 18-19 Actual	FY 19-20 Actual	FY 20-21 Amended Budget	FY 20-21 Projected Year End	FY 21-22 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance **	4,723,558	462,073	-	-	-	-	-
Federal, State, Local, All Other Gifts & Donations * . ***	7,654,378	6,444,422	13,242,765	9,225,575	17,876,543	4,633,778	35.0%
Charges, Fees, License, Permits, Fines, Assessments ***	527,375	700,340	478,750	785,220	585,200	106,450	22.2%
Revenue from Bonds & Other Debts	-	-	3,500	-	-	(3,500)	-100.0%
All Other Revenue Resources	1,647	-	-	-	-	-	-
Other Interfund Transfers	1,111,894	33,454	190,576	217,167	21,542	(169,034)	-88.7%
Operating Revenue	9,295,294	7,178,216	13,915,591	10,227,962	18,483,285	4,567,694	32.8%
Total Revenue	14,018,852	7,640,289	13,915,591	10,227,962	18,483,285	4,567,694	32.8%
<i>* Includes Road Fund support; fund balance includes a Fee-In-Lieu of Road Improvement Pedestrian Fee Carryforward.</i>							
Personnel Services	2,328,717	2,808,584	3,123,999	2,967,758	3,297,144	173,145	5.5%
Materials and Services	669,803	714,697	768,993	2,772,864	1,844,196	1,075,203	139.8%
Capital Outlay	6,195,408	4,117,008	10,022,599	4,487,340	13,341,945	3,319,346	33.1%
Operating Expenditure	9,193,928	7,640,289	13,915,591	10,227,962	18,483,285	4,567,694	32.8%
Transfers ***	4,122,400	-	-	-	-	-	-
Total Expense	13,316,328	7,640,289	13,915,591	10,227,962	18,483,285	4,567,694	32.8%
Revenues Less Expenses	702,524	-	-	-	-	-	-

Significant Issues and Changes

FY 21-22-Presentation changes are the result of the new county-wide chart of accounts implementation

The requested budget will provide the necessary resources for:

- \$14.8 M in contracted capital outlay (project planning, design, right of way acquisition and construction); this does not include county staff time.
- Our Survey/CADD group preserves and sets monuments for county and local roads in conjunction with contract and in-house paving projects.
- Emergency events resulting in additional projects can impact the schedules of ongoing projects. Staff is currently executing two federal Emergency Relief projects from a 2017 emergency event and two non-federal projects from December/January 2021 floods in the Damascus area.
- Based on known funding sources, we anticipate we will only have the resources to fund 15% of our 20-year TSP (Tier 1).

Historical Budget Reorganization Notes:

- Transportation System Development Charge funds support the construction of transportation infrastructure; however, housing them in this program inflates the appearance of available funds for current capital projects because the funding is restricted to projects on the eligible list. Due to the project specificity of this funding, we moved the funds out of the Transportation Engineering & Construction program in FY 2018-2019. This program will only include the TSDC funding that is assigned to cover eligible capital project expenses each budget year.
- Fund 416 (Capital Projects) was discontinued in FY 2018-2019; these construction activities were moved in to the Road Fund.



Transportation Line of Business

Transportation Maintenance Program

Purpose Statement

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

Performance Narrative Statement

The Transportation Maintenance Program operating budget is \$43,932,236, an increase from last year due to the bond revenues and related capital expenses for the relocation of the Transportation Maintenance facility. The majority of the funding for this program comes from the Oregon State Highway Fund (includes money from state gas tax, truck weight mile fees, and vehicle registration fees).

Fiscal year 2020/2021 met the Pacific NW with a variety of challenges as we provided services in the new reality of a pandemic, while responding to wildfires and ice storms.

- The county is working with FEMA on cost reimbursements for the 2020 wildfire response efforts; seeking almost \$700k in federal funds to cover: (1) public debris removal, (2) traffic control, signage, barricades, etc., and (3) culvert damage. As of this time, FEMA has denied our request for \$4M in reimbursement for road restoration to repair damage to county roads caused by salvage logging.
- Costs are not yet finalized on the 2021 ice storm response. Contractor and road maintenance crews are currently working to clear county right of way of debris, and revised estimates indicate crews will collect more than 20,000 cubic yards of public debris at the Barton stockpile site as part of these efforts.

Over the next year, the revenue for this program will provide the resources needed to perform paving and other surface treatments, including contract paving on 6.94 miles of county roads during. The reduction from miles paved historically is due to mandated ADA accommodations associated with urban paving projects, which is reflected in the Transportation Engineering & Construction program budget. While some roads will be improved above a PCI of 70, other roads are also deteriorating. Resources will also provide for drainage, vegetation, surface repair, signing, striping, signal, and bridge maintenance on our 1,400 mile road network. County crews will maintain 24-hour emergency response to inclement weather, natural disasters and will respond to more than 2,000 service requests, which will provide the travelling public increased driver safety, a reduction in insurance claims and reduced wear and tear on their vehicles. The work performed in this program directly influences the Board of County Commissioners ability to achieve the strategic goal of "Building Strong Infrastructure."

Key Performance Measures

		FY 18-19 Actual	FY 19-20 Actual	FY 20-21 Target	FY 20-21 Actuals as of 12/31/20	FY 21-22 Target
Result	Maintain the average condition of inspected bridges scored as good condition at 26% or higher ¹	New measure -- added FY 2020/2021.		26%	Annual Measure	23%
Result	Maintain the average condition of inspected bridges scored as fair condition at 69% or higher ¹	New measure -- added FY 2020/2021.		69%	Annual Measure	70%
Output	Annual Cost of Illegal Dumping in the Right-of-Way ¹	New measure -- added FY 2020/2021.		\$ 54,000	Annual Measure	\$ 54,000
Output	# miles resurfaced ²	19.11	35	18.96	Annual Measure	6.94
Output	# lineal feet striped ¹	New measure -- added FY 2020/2021.		8,439,233	Annual Measure	8,439,230
Output	# miles plowed/sanded ¹	New measure -- added FY 2020/2021.		18,938	Annual Measure	18,938
Output	# miles treated with de-icer ¹	New measure -- added FY 2020/2021.		2,200	Annual Measure	2,200
Output	# labor hours in emergency response mode ¹	New measure -- added FY 2020/2021.		8,082	Annual Measure	8,082
Demand	# county road miles with a PCI (Pavement Condition Index) below 70 ¹	382	413	302	246	393
Demand	# service request responses (e.g., high water, downed trees, potholes, dead deer)	2,229	2,107	2,300	1,195	2,300

¹ DTD Completed a Periodic Plan Review in FY 2020. This measure was added to the plan. In most cases a 3-year average was used to develop the targets for FY 2020/2021.

² Beginning FY 2020/2021 we began measuring the # miles resurfaced; including in-house paving, contract paving, slurry seal and chip seal. Previously we were reporting the # road miles paved (contract and in-house paving only).

Program includes:

Mandated Services ☒ Yes

Shared Services ☐ No

Grant Funding ☒ Yes



Explanation

Mandated Services:

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

Grant Funding:

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



Transportation Line of Business

Transportation Maintenance Program

Budget Summary

	FY 18-19 Actual	FY 19-20 Actual	FY 20-21 Amended Budget	FY 20-21 Projected Year End	FY 21-22 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	19,329,487	25,251,578	25,636,310	26,990,210	35,283,358	9,647,048	37.6%
Federal, State, Local, All Other Gifts & Donations	23,454,030	25,775,597	20,665,339	21,183,287	21,643,700	978,361	4.7%
Charges, Fees, License, Permits, Fines, Assessments	1,035,915	1,163,590	851,500	839,155	862,769	11,269	1.3%
Revenue from Bonds & Other Debts	-	53,927	19,954,875	20,050,000	29,642	(19,925,233)	-99.9%
All Other Revenue Resources **	4,774,174	399,647	427,280	369,255	3,166,372	2,739,092	641.1%
Other Interfund Transfers ***	2,948,396	-	5,810,000	300,000	-	(5,810,000)	-100.0%
Operating Revenue	32,212,515	27,392,761	47,708,994	42,741,697	25,702,483	(22,006,511)	-46.1%
Total Revenue	51,542,002	52,644,339	73,345,304	69,731,907	60,985,841	(12,359,463)	-16.9%
<i>* Includes Road Fund support.</i>							
Personnel Services	10,648,072	10,004,247	12,376,032	10,155,774	12,551,568	175,536	1.4%
Materials and Services	12,273,390	14,275,390	23,686,781	12,995,012	10,220,668	(13,466,113)	-56.9%
Capital Outlay	3,189,346	984,229	25,348,192	9,162,577	21,160,000	(4,188,192)	-16.5%
Operating Expenditure	26,110,808	25,263,866	61,411,005	32,313,363	43,932,236	(17,478,769)	-28.5%
Special Payments	179,600	378,258	300,000	300,000	100,000	(200,000)	-66.7%
Transfers	-	-	4,260,000	1,453,186	1,845,813	(2,414,187)	-56.7%
Reserve for Future Expenditures	-	-	-	-	1,827,913	1,827,913	-
Contingency	-	-	7,374,299	-	13,279,879	5,905,580	80.1%
Total Expense	26,290,408	25,642,124	73,345,304	34,066,549	60,985,841	(12,359,463)	-16.9%
Revenues Less Expenses	25,251,594	27,002,215	-	35,665,358	-	-	

Significant Issues and Changes

FY 21-22-Presentation changes are the result of the new county-wide chart of accounts implementation

The current PCI for the county after 4 years of inspections is a PCI of 69. The Pavement Condition Index (PCI) rates the visual condition of the road surface by measuring the quantity and severity of the surface distresses.

The contingency in this program is higher than most, but provides coverage for inclement weather and emergency response. When events like the wildfires and the ice storm impact our network, the County covers the cost of response, while negotiating the federal/state reimbursement.

The proposed budget reflects the bond sale for the Transportation Maintenance facility relocation, and includes the remaining facility payments and anticipated relocation costs, as well as the required debt service payments and reserve. The purchase of the new facility will be partially offset by \$5.25M in land sale proceeds from the CIAO site, and \$3.2M from the sale of the Abernethy site.

The budget also includes an earmark of \$1 million for the I205/Abernethy Bridge project.

Historical Budget Reorganization Notes:

- Other financing sources include the land sale proceeds from the CIAO site.
- The I/F transfer in FY 2018/2019 was a one-time transfer due to the closure of Fund 416. Fiscal year 2019/2020 - FY 2020/2021 I/F included strategic planning to cover any needed facilities costs due to the unknowns of COVID bond market. FY 2020/2021 forward will include and I/F transfer for debt service following a Fund 215 bond sale in 2021.



Transportation Line of Business

Traffic Safety Program

Purpose Statement

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

Performance Narrative Statement

The Traffic Safety Program operating budget is \$5,165,876. These resources support the primary effort in Traffic Safety including work in safety, advanced transportation technology and management, motor carrier education/enforcement and support of public health, safety culture and safe systems.

The resources in this program will fund 10 transportation projects in various stages of design, right of way acquisition and construction, including:

- 5 HB2017 Safety Projects
- 5 Safety Projects

In addition to managing the projects above, staff in this program are also assigned to manage 5 of the projects funded through the Damascus Roads and Community Road Fund budgets.

- 4 CRF Safety Projects
- 1 Damascus Road Project

These services all contribute to providing a safe transportation system and work toward our Department Strategic Goal of eliminating fatal and serious injury crashes in Clackamas County by 2035. Achieving these targets will also promote the Board's strategic priorities of building a strong infrastructure and ensuring safe, healthy and secure communities.

Key Performance Measures

		FY 18-19 Actual	FY 19-20 Actual	FY 20-21 Target	FY 20-21 Actuals as of 12/31/20	FY 21-22 Target
Result	By 2035, reduce the number of fatalities resulting from crashes on roads in Clackamas County to zero	31	31	26	17	25
Result	Upgrade # signals each year to improve safety and efficient travel on roads countywide by 2024	11	8	10	Annual Measure	10
Output	# of temporary radar speed feedback sign placements	15	5	20	2	12
Output	# requests for placement of a temporary radar speed feedback sign ¹	New measure -- added FY 2020/2021.		8	2	8
Output	# community engagement interactions related to traffic safety ²	10,674	35,197	Discontinue		
Output	# commercial vehicles inspected: of which, # inspections were voluntary ²	156 : 0	142 : 2	Discontinue		
Output	# citizen safety concerns addressed (i.e., clear vision areas) ²	193	193	Discontinue		

¹ DTD Completed a Periodic Plan Review in FY 2020. This measure was added to the plan.

² DTD Completed a Periodic Plan Review in FY 2020. This measure was removed from the plan.

Program includes:

Mandated Services ☒ Yes

Shared Services ☒ Yes

Grant Funding ☒ Yes



Explanation

Mandated Services:

The Traffic Safety Program is mandated by the Federal Highway Administration (FHWA) to have a Traffic Safety Action Plan (TSAP) and an Intelligent Transportation System (ITS) Plan.

Shared Services:

Infrastructure development is a state/county shared service.

Grant Funding:

Safe Communities grant is on a 12 month cycle ending with the Federal Fiscal Year (September 30) and requires a 20% match, funded by County Road Fund.



Transportation Line of Business

Traffic Safety Program

Budget Summary

	FY 18-19 Actual	FY 19-20 Actual	FY 20-21 Amended Budget	FY 20-21 Projected Year End	FY 21-22 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	264,447	(24,212)	211,049	120,544	-	(211,049)	-100.0%
Federal, State, Local, All Other Gifts & Donations	1,196,371	2,560,201	4,629,017	3,352,614	4,631,795	2,778	0.1%
Charges, Fees, License, Permits, Fines, Assessments	212,819	232,530	205,550	245,974	274,847	69,297	33.7%
All Other Revenue Resources	-	9,750	10,000	10,000	10,000	-	-
General Fund Support	293,686	301,747	249,235	215,808	249,235	-	-
Operating Revenue	1,702,876	3,104,228	5,093,802	3,824,396	5,165,877	72,075	1.4%
Total Revenue	1,967,323	3,080,016	5,304,851	3,944,940	5,165,877	(138,974)	-2.6%
<i>* Includes Road Fund support.</i>							
Personnel Services	1,376,221	1,499,024	1,669,126	1,607,321	1,733,422	64,296	3.9%
Materials and Services	533,082	661,764	931,617	1,005,302	1,448,192	516,575	55.4%
Capital Outlay	82,233	798,863	2,552,894	1,332,317	1,984,262	(568,632)	-22.3%
Operating Expenditure	1,991,536	2,959,651	5,153,637	3,944,940	5,165,876	12,239	0.2%
Reserve for Future Expenditures	-	-	48,569	-	-	(48,569)	-100.0%
Contingency	-	-	102,645	-	-	(102,645)	-100.0%
Total Expense	1,991,536	2,959,651	5,304,851	3,944,940	5,165,877	(138,975)	-2.6%
Revenues Less Expenses	(24,213)	120,364	-	0	-	-	

Significant Issues and Changes

FY 21-22-Presentation changes are the result of the new county-wide chart of accounts implementation

The Traffic Safety program will receive \$224,235 in General Fund to support County Strategic Priorities of eliminating fatal and serious injury crashes by 2035 including the resources for a Human Services Coordinator 2 position. By the direction of the previous County Administrator, this money is pass-through funding from Justice Court through the General Fund.

- Continue outreach to youth and young drivers related to safety and increase social media messaging and micro-targeting to our core audience.
- Complete teen outreach at area high schools by providing interactive safety education and recruiting motivational speakers focused on driving safety and other key teen messaging such as suicide and drug use.
- Continue more general traffic safety messaging and education for transportation system users of all ages.

The program also receives \$25,000 in local marijuana taxes which has been used to build an educational crash trailer highlighting a severe or fatal vehicle crash involving cannabis intoxication and is currently being used to complete outreach and micro-targeted messaging related to traffic safety and marijuana use.

The Capital Outlay in FY 2021-22 represents 15 safety projects funded by the Road Fund, Damascus Roads and the Community Road Fund.

Additional outcomes from the traffic safety program include:

- Implementing the Traffic Safety Action Plan including infrastructure, outreach and policies to achieve a goal of Zero Fatal and Serious Injury Crashes by 2035.
- Continuing the innovative partnership between H3S and DTD to jointly fund a Transportation and Health Planner to incorporate better health outcomes into County transportation projects.
- Continue the innovative work on Traffic Signal Management and Operations (TSMO) through new adaptive traffic signal control on Sunnyside Road.
- Prepare for the evolution of connected and autonomous vehicles supporting a robust County-wide fiber optic communications network and roadside infrastructure to support new technology.
- Continue the Motor Carrier Safety Program focusing on inspection of commercial vehicles to ensure safety for all users and commercial vehicle weighing to minimize road damage.



Transportation Line of Business

Damascus Roads Program

Purpose Statement

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

Performance Narrative Statement

The Damascus Roads Program operating budget is \$1,714,535. This program tracks the use of State Highway Fund and Local Vehicle Registration Fee revenues received by Clackamas County to maintain, operate and improve roads in the City of Damascus prior to disincorporation. The County will receive both revenues for this area through 2026, based on PSU Population Forecasts. The revenue must be spent in accordance with the State Highway Fund regulations, on roads that were once in the incorporated city limits.

The FY 2021-2022 budget proposal includes funding for six active projects. These projects will be managed by staff in the Transportation Maintenance, Traffic Safety, Transportation Engineering & Construction and the Long Range Planning programs.

- Contract Paving: Foster Rd (MP 0.00 - 0.20)
- 242nd / Borges Realignment
- Damascus Roads Tier 1 Safety: Damascus RSA Tier 1 Projects
- Johnson Creek Tributary (Hideaway Ct) Culvert Replacement
- Rugg Road Landslide Repair
- Damascus Mobility Plan

The work performed in this program directly influences the Board of County Commissioners ability to achieve the strategic goal of "Building Strong Infrastructure."

Key Performance Measures

		FY 18-19 Actual	FY 19-20 Actual	FY 20-21 Target	FY 20-21 Actuals as of 12/31/20	FY 21-22 Target
Result	Maintain the average condition of paved county roads within the boundaries of the former city of Damascus at 70 PCI (Pavement Condition Index) or higher	72	72	70	69	70
Output	# safety projects completed ¹	New measure -- added FY 2020/2021.		2	Annual Measure	2
Output	# service request responses (e.g., high water, downed trees, potholes, dead deer)	17	27	10	7	15
Output	# road miles paved (contract paving) ²	3.16	0	Discontinue		
Result	By 2020, complete the Transportation System Plan for the area to identify needed capital projects ²	Discontinued - due to legal challenge.				

¹ DTD Completed a Periodic Plan Review in FY 2020. This measure was added to the plan.

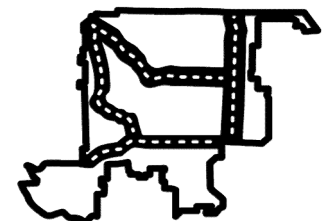
² DTD Completed a Periodic Plan Review in FY 2020. This measure was removed from the plan.

Program includes:

Mandated Services ☒ Yes

Shared Services ☒ Yes

Grant Funding ☐ No



Explanation

Mandated Services:

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

Shared Services:

Infrastructure development is a state/county shared service.



Transportation Line of Business

Damascus Roads Program

Budget Summary

	FY 18-19 Actual	FY 19-20 Actual	FY 20-21 Amended Budget	FY 20-21 Projected Year End	FY 21-22 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	3,998,551	4,646,489	3,555,204	3,799,480	4,028,371	473,167	13.3%
Federal, State, Local, All Other Gifts & Donations	753,513	789,285	748,464	748,464	750,000	1,536	0.2%
Charges, Fees, License, Permits, Fines, Assessments	-	54,359	198,385	198,385	396,770	198,385	100.0%
Operating Revenue	753,513	843,644	946,849	946,849	1,146,770	199,921	21.1%
Total Revenue	4,752,064	5,490,133	4,502,053	4,746,329	5,175,141	673,088	15.0%
Materials and Services	73,802	1,626,564	65,000	707,958	435,000	370,000	569.2%
Capital Outlay	31,774	64,088	1,135,000	10,000	1,279,535	144,535	12.7%
Operating Expenditure	105,576	1,690,652	1,200,000	717,958	1,714,535	514,535	42.9%
Reserve for Future Expenditures	-	-	2,802,053	-	34,485	(2,767,568)	-98.8%
Contingency	-	-	500,000	-	3,426,121	2,926,121	585.2%
Total Expense	105,576	1,690,652	4,502,053	717,958	5,175,141	673,088	15.0%
Revenues Less Expenses	4,646,488	3,799,480	-	4,028,371	-	-	

Significant Issues and Changes

FY 21-22-Presentation changes are the result of the new county-wide chart of accounts implementation

During the disincorporation of the City of Damascus, state law included a provision that Clackamas County would continue to receive the city allotment of State Highway Fund receipts, based on population, for ten years following disincorporation (through 2026). Revenues from the Oregon State Highway Fund (which includes money from state gas tax, truck weight mile fees, and vehicle registration fees) may begin to decline as areas are incorporated into the City of Happy Valley or the City of Gresham over the next 10-years.

When the County adopted a local Vehicle Registration Fee, the state distribution model was adopted, meaning that Damascus Roads will receive the local VRF revenues until the motor vehicle fund formula changes. So, the Community Road Fund allotment for Damascus was added to the Charges for Services revenue.

- The Clackamas County TSP was last updated in 2013, but this plan did not include incorporated cities. We can't adopt the Damascus TSPs because they were based on a draft city land use plan and the future development will be rural; the economy is expanding more rapidly than was anticipated 5-years ago and growth in surrounding areas will affect Damascus. The Damascus Mobility Plan will identify the needed transportation infrastructure in this area.

- The Rugg Road Landslide Repair and Johnson Creek Tributary (Hideaway Ct) Culvert Replacement projects are both emergency repairs.



Transportation Line of Business

Community Road Fund Program

Purpose Statement

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

Performance Narrative Statement

The Community Road Fund operating budget is \$7,981,691. This program tracks the collection, distribution and expense of the countywide Vehicle Registration Fee, which went into effect on registrations renewing in January 2020. The county has committed to spending the approximately \$5.5 million per year of Community Road Fund revenue on three major community priorities: congestion relief, local road maintenance and safety improvements.

On Nov. 12, 2019, the Board of Commissioners approved recommendations from the Community Road Fund Advisory Committee, the Traffic Safety Commission and staff regarding the projects that will receive Community Road Fund revenues over the next 5–8 years. The resources in this program will fund 23 transportation projects in various stages of design, right of way acquisition and construction, including:

- Local Road Paving Projects – 7 approved. All 7 local road paving packages were scheduled. 2 were completed in 2020, 2 are being prepared for construction bids for 2021, 1 project is planned for 2022, and 2 are planned for 2023.
- Congestion Relief Projects – 7 approved. 3 projects are in the design phase (consultants hired), 2 are in the request-for-proposal development stage to prepare to bid for and hire consultants, and 2 more will begin design later this year or next.
- Safety Projects – 7 approved. 4 projects are currently under construction.
- Strategic Investment Fund Projects (Partnerships with other local agencies) – 12 approved. 7 jurisdictional transfers and 5 congestion relief projects have been approved by C4 on the multi-year plan.

The work performed in this program directly influences the Board of County Commissioners ability to achieve the strategic goal of "Building Strong Infrastructure."

Key Performance Measures

		FY 18-19 Actual	FY 19-20 Actual	FY 20-21 Target	FY 20-21 Actuals as of 12/31/20	FY 21-22 Target
Output	\$ value of capital projects constructed ¹	New measure -- added FY 2020/2021.		\$ 2,400,345	Annual Measure	\$ 7,239,398
Output	\$ Community Road Fund leveraged by \$ other funding for capital projects ¹	New measure -- added FY 2020/2021.		\$3,741,091 : \$290,379	Annual Measure	\$5,890,585 : \$1,348,419
Output	\$ transferred to cities for investment on city road systems ¹	New measure -- added FY 2020/2021.		\$ 4,387,101	Annual Measure	\$ 4,368,000
Output	Strategic Investment Fund: \$ leveraged by \$ other funding for projects of mutual interest ¹	New measure -- added FY 2020/2021.		\$125,000 : \$52,053	Annual Measure	\$493,521 : \$220,272
Output	Strategic Investment Fund: \$ to transfer # miles of roads to cities ¹	New measure -- added FY 2020/2021.		\$950,000 : 2.65 miles	Annual Measure	\$937,000 : 1.95 miles
Output	# local road miles paved with CRF funding ¹	New measure -- added FY 2020/2021.		4.04	Annual Measure	4.04
Output	# safety projects completed with CRF funding ¹	New measure -- added FY 2020/2021.		7	Annual Measure	2

¹ DTD Completed a Periodic Plan Review in FY 2020. This measure was added to the plan.

Program includes:

- Mandated Services ☒
- Shared Services ☒
- Grant Funding ☐



Explanation

Mandated Services:

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

Shared Services:

Infrastructure development is a state/county shared service.



Transportation Line of Business

Community Road Fund

Budget Summary

	FY 18-19 Actual	FY 19-20 Actual	FY 20-21 Amended Budget	FY 20-21 Projected Year End	FY 21-22 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	-	(10,770)	2,375,312	1,315,584	5,867,307	3,491,995	147.0%
Federal, State, Local, All Other Gifts & Donations	-	-	-	265,910	793,416	793,416	-
Charges, Fees, License, Permits, Fines, Assessments	-	2,866,046	10,522,521	10,534,111	10,920,000	397,479	3.8%
All Other Revenue Resources	-	-	-	-	37,655	37,655	-
Other Interfund Transfers	-	19,785	342,432	365,976	738,014	395,582	115.5%
Operating Revenue	-	2,885,831	10,864,953	11,165,997	12,489,085	1,624,132	14.9%
Total Revenue	-	2,875,061	13,240,265	12,481,581	18,356,392	5,116,127	38.6%
Materials and Services	10,770	183,934	1,834,428	3,100,263	6,026,610	4,192,182	228.5%
Capital Outlay	-	261,740	2,400,345	324,291	1,955,081	(445,264)	-18.6%
Operating Expenditure	10,770	445,674	4,234,773	3,424,554	7,981,691	3,746,918	88.5%
Special Payments	-	1,113,803	5,337,101	3,189,720	5,305,000	(32,101)	-0.6%
Reserve for Future Expenditures	-	-	2,900,817	-	2,069,701	(831,116)	-28.7%
Contingency	-	-	767,574	-	3,000,000	2,232,426	290.8%
Total Expense	10,770	1,559,477	13,240,265	6,614,274	18,356,392	5,116,127	38.6%
Revenues Less Expenses	(10,770)	1,315,584	-	5,867,307	-	-	

Significant Issues and Changes

FY 21-22-Presentation changes are the result of the new county-wide chart of accounts implementation

On February 21, 2019, the Board of County Commissioners approved the first-ever county-wide vehicle registration fee (VRF). The \$30/vehicle/year fee became effective in January 2020. The fee was anticipated to generate a total of approximately \$11.3 million per year.

Actual revenues for 2020 came in lower than projected because of the deferral of registrations due to the COVID-19 pandemic. Much of the deferred revenue will eventually be received once all registrations are brought up-to-date.

This budget reflects 100% of the receipts from the DMV. Clackamas County is responsible for distributing these funds to the cities. The VRF revenue is divided between the county and cities in the county, as follows:

- 50% for the county to use on its roads for congestion relief, safety improvements and local road paving projects. For FY 2020-2021, we had projected receipts of \$5.6 million/year; actual for calendar year 2020 was about \$4 million because of the pandemic
- 40% for cities to use on their roads as they determine, distributed based on population. For FY 2020-2021, we had projected receipts of \$4.6 million/year; actual for calendar year 2020 was about \$3.2 million because of the pandemic. Though the amount of distribution for each city varies based on population, three of the largest cities in the county are receiving revenues ranging from \$500,000 to \$700,000 a year.
- 10% for a Strategic Investment Fund, set aside by the county, to be used jointly as agreed to by the county and cities (through C4) on road transfers and transportation projects of mutual interest. For FY 2020-2021, we had projected receipts of \$1.1 million/year; actual for calendar year 2020 was about \$800,000 because of the pandemic. The first road transfer from this program is in process with the city of Canby, for almost 1.5 miles of roads.

Many of the congestion relief and SIF projects are eligible to leverage against other funding sources, such as Countywide Transportation System Development Charge (TSDC), urban renewal, state, city and private contributions. This support will be reflected in the budget each year, based on the projects currently under construction.



Transportation Line of Business

Countywide TSDCs

Budget Summary

	FY 18-19 Actual	FY 19-20 Actual	FY 20-21 Amended Budget	FY 20-21 Projected Year End	FY 21-22 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	8,195,129	10,667,809	13,940,337	13,970,289	16,076,285	2,135,948	15%
Charges, Fees, License, Permits, Fines, Assessments	2,333,242	3,284,523	2,036,000	2,532,000	2,532,500	496,500	24%
All Other Revenue Resources	178,614	177,940	180,000	265,000	265,000	85,000	47%
Other Interfund Transfers	297,705	-	2,510,000	-	-	(2,510,000)	-100%
Operating Revenue	2,809,561	3,462,463	4,726,000	2,797,000	2,797,500	(1,928,500)	-41%
Total Revenue	11,004,690	14,130,272	18,666,337	16,767,289	18,873,785	207,448	1%
Materials and Services	101,285	106,745	156,620	107,860	181,612	24,992	16%
Operating Expenditure	101,285	106,745	156,620	107,860	181,612	24,992	16%
Special Payments	-	-	-	-	2,250,000	2,250,000	-
Transfers	235,595	53,239	6,123,008	583,144	759,556	(5,363,452)	-88%
Reserve for Future Expenditures	-	-	12,785,744	-	10,000,000	(2,785,744)	-22%
Contingency	-	-	(399,035)	-	5,682,617	6,081,652	-1524%
Unappropriated Ending Fund Balance	-	-	-	16,076,285	-	-	-
Total Expense	336,880	159,984	18,666,337	16,767,289	18,873,785	207,448	1.1%
Revenues Less Expenses	10,667,810	13,970,288	-	-	-	-	

Significant Issues and Changes

FY 21-22-Presentation changes are the result of the new county-wide chart of accounts implementation

The Countywide TSDC program budget holds the dedicated funding collected from developers to help add capacity to the County road system in the unincorporated area. Money is transferred out of this program to the Development Agency, Community Road Fund, Transportation Engineering & Construction and the Long Range Planning programs to support eligible capital projects. The final TSDC eligible project list is made up of 76 projects with a total cost of \$476 million; of which \$210 million was attributable to growth and therefore eligible for Countywide TSDC funding.

More than \$9.85M in TSDC investments are already programmed between FY 2020/2021 – 2026/2027 between our capital projects and the new Community Road Fund projects.

- 362 Paved Shoulders & Safety Improvements
- Bear Creek Bridge & Molalla Ave Shoulders
- Borland - Bike/Ped to Rolling Hills
- Canby-Marquam Hwy at Lone Elder Rd Intersection Improvements
- Duus Rd / Eagle Creek Rd Intersection, Relocation & Turn Lanes
- Stafford Rd (Pattulo Wy to Rosemont Rd) Improvements
- Welches Road
- Evelyn / Jennifer Intersection
- ADA Ramps Project #1: Oak Grove Blvd.
- Stafford/Mountain Intersection
- Webster Road Sidewalks

Stafford Road has been identified as a corridor in need of additional safety and congestion improvements. Conversations have begun with Washington County regarding construction of a Stafford @ 65th and Elligsen roundabout. We will be seeking a federal earmark of \$10M; which would be matched with \$2.3M of countywide TSDC funds.

We have programmed an update of the existing methodology in FY 2020/2021, but this was postponed due to COVID. We will review the new tiered residential rates as part of the analysis, which we are reprogramming in FY 2021/2022.



Transportation Line of Business

HV Joint Subarea TSDCs

Budget Summary

	FY 18-19 Actual	FY 19-20 Actual	FY 20-21 Amended Budget	FY 20-21 Projected Year End	FY 21-22 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	1,888,401	1,928,941	1,932,306	1,934,022	1,928,955	(3,351)	-0.2%
Charges, Fees, License, Permits, Fines, Assessments	89,040	5,215	3,500	3,900	3,900	400	11.4%
Other Interfund Transfers	1,888,401	-	-	-	-	-	-
Operating Revenue	1,977,441	5,215	3,500	3,900	3,900	400	11.4%
Total Revenue	3,865,842	1,934,156	1,935,806	1,937,922	1,932,855	(2,951)	-0.2%
Materials and Services	2,825	135	135	135	250,135	250,000	185185.2%
Operating Expenditure	2,825	135	135	135	250,135	250,000	185185.2%
Special Payments	45,675	-	9,000	8,832	-	(9,000)	-100.0%
Reserve for Future Expenditures	-	-	1,426,671	-	-	(1,426,671)	-100.0%
Contingency	-	-	500,000	-	1,682,720	1,182,720	236.5%
Total Expense	1,936,901	135	1,935,806	8,967	1,932,855	(2,951)	-0.2%
Revenues Less Expenses	1,928,941	1,934,021	-	1,928,955	-		

Significant Issues and Changes

FY 21-22-Presentation changes are the result of the new county-wide chart of accounts implementation

In 2000, the City of Happy Valley and the county estimated that the joint area would require more than \$199 million in roadway development over 20 years to make growth in Happy Valley possible. The Joint Transportation SDC program adopted a joint transportation capital improvement plan to construct and increase the capacity in arterial, boulevard, connector and collector roads resulting from new development throughout the joint area (in the boundaries of I-205 / Highway 212 / SE 172nd / Multnomah County line).

All joint area transportation system development charges collected by Clackamas County and the City of Happy Valley were receipted into this fund to track the expense of this revenue, the use of which is restricted by Oregon Revised Statutes. The County and City of Happy Valley finalized the adoption of a new System Development Charge methodology in January 2018, which resulted in the dissolution of the City and County Joint District area.

The Happy Valley Subarea TSDC program holds the dedicated funding collected in the prior boundary of the Happy Valley Joint TSDC district. The balance in the Happy Valley Subarea TSDC program is being held for capacity adding transportation projects in the prior boundary of the Joint area.

The City of Happy Valley recently reached out to Clackamas County to explore a partnership on the build out of SE 172nd Avenue from Misty north. The city was seeking both construction management services, and an investment of the balance of this fund.

- The vast majority of the funding for the project will be secured by City urban renewal funds.
- The county hopes to partner with the balance of this program, and a \$200,000 FILO/developer contribution for frontage improvements along SE Troge Road.
- We have programmed some funding for the design phase of this project in FY 2021/2022.



Fleet Services Line of Business

Vehicle & Equipment Maintenance & Repair Program

Purpose Statement

The purpose of the Vehicle & Equipment Maintenance & Repair program is to provide preventative maintenance, repair, equipment setup, field and body shop services to public agencies so they can operate safe vehicles and equipment provided to them in a timely and cost effective manner.

Performance Narrative Statement

The Vehicle Maintenance and Repair Program operating budget is \$3,963,923. These resources will allow us to provide comprehensive vehicle and equipment maintenance and repair services to nearly 100 customer departments, programs and outside agencies who operate more than 1,300 vehicles and pieces of equipment. To ensure downtime of vehicles and equipment is kept as low as possible, our maintenance shops are open 20 hours per day, four days per week to provide a full range of maintenance and repair services. During emergency events our operating hours expand to provide 24 hour coverage 7 days per week to support our customer's emergency operation needs.

A primary focus of this program is to provide safe and efficient vehicles and equipment to our customers. We have enhanced the comprehensive preventive maintenance and inspection program to help us achieve this goal. We are using our performance measures to help us monitor and improve our ability to maintain desired levels of safety and efficiency while maximizing vehicle availability.

Key Performance Measures

		FY 18-19 Actual	FY 19-20 Actual	FY 20-21 Target	FY 20-21 Actuals as of 12/31/20	FY 21-22 Target
Result	% customers happy with the service they received ¹	New measure -- added FY 2020/2021.		90%	100%	90%
Result	% preventative maintenance visits performed on-schedule ¹	New measure -- added FY 2020/2021.		80%	50%	60%
Result	Average turn-around time for routine maintenance: Light vehicles: # calendar days [oil change, fluids and safety inspection] ¹	New measure -- added FY 2020/2021.		1 day	1 day	1 day
Result	Average turn-around time for routine maintenance: Heavy vehicles: # calendar days [oil change, fluids and safety inspection] ¹	New measure -- added FY 2020/2021.		1 day	1.73 days	1.5 days
Result	# annual safety inspections performed ¹	New measure -- added FY 2020/2021.		173	85	170
Result	# roadside repairs ¹	New measure -- added FY 2020/2021.		368	199	380
Result	% vehicle preventative maintenance completed and returned to service within one work day. ²	59%	51%	Discontinue		

¹ DTD Completed a Periodic Plan Review in FY 2020. This measure was added to the plan.

² DTD Completed a Periodic Plan Review in FY 2020. This measure was removed from the plan.

Program includes:

Mandated Services

Shared Services

Grant Funding

Explanation





Fleet Services Line of Business

Vehicle & Equipment Maintenance & Repair Program

Budget Summary

	FY 18-19 Actual	FY 19-20 Actual	FY 20-21 Amended Budget	FY 20-21 Projected Year End	FY 21-22 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	-	243,155	(18,391)	214,202	173,119	191,510	-1041.3%
Federal, State, Local, All Other Gifts & Donations	-	73,140	-	2,929	-	-	-
Charges, Fees, License, Permits, Fines, Assessments	1,932,476	3,872,467	3,369,812	3,600,000	4,018,730	648,918	19.3%
Revenue from Bonds & Other Debts	5,920	2,093	-	-	-	-	-
All Other Revenue Resources	-	19,843	30,000	-	-	(30,000)	-100.0%
Operating Revenue	1,938,396	3,967,543	3,399,812	3,602,929	4,018,730	618,918	18.2%
Total Revenue	1,938,396	4,210,698	3,381,421	3,817,131	4,191,849	810,428	24.0%
Personnel Services	766,829	1,969,953	2,085,984	2,065,508	2,216,997	131,013	6.3%
Materials and Services	778,010	1,427,487	1,245,437	1,528,504	1,596,926	351,489	28.2%
Capital Outlay	178,286	-	50,000	50,000	150,000	100,000	200.0%
Operating Expenditure	1,723,125	3,397,440	3,381,421	3,644,012	3,963,923	582,502	17.2%
Contingency	-	-	-	-	227,926	227,926	-
Total Expense	1,723,125	3,397,440	3,381,421	3,644,012	4,191,849	810,428	24.0%
Revenues Less Expenses	215,271	813,258	-	173,119	-	-	

Significant Issues and Changes

FY 21-22-Presentation changes are the result of the new county-wide chart of accounts implementation

We continue our work to cross train our mechanic staff to combine our heavy and light shops into a more unified operation. This allows us to provide a higher level of service during normal operations and significantly increases our effectiveness during 24-hour emergency operations.

For FY 2021/2022 we are recommending a shop rate increase from \$115/hour to \$120/hour to keep up with inflation and to ensure the long-term viability of this program. Even with this increase, we are still well below the market average of local dealership rates for our area. We will be seeking to fill a vacant FTE position to bring our shop staff up to full capacity and help meet our demand for services.



Fleet Services Line of Business

Fleet Management Program

Purpose Statement

The purpose of the Fleet Management program is to provide reporting, analysis, procurement, disposition, vehicle rental, and fuel program services to public agencies so they can have access to safe, reliable and cost effective vehicles and 24/7 access to fuel.

Performance Narrative Statement

The Fleet Management Program operating budget is \$2,267,070, which is a slight reduction from last year. These resources will allow us to serve the drivers of County vehicles by ensuring they are operating a safe, efficient and reliable fleet of vehicles. We will continue to update the fleet by retiring older, underutilized vehicles and replacing them with newer vehicles. This budget includes the resources necessary to replace \$200,000 in rental program vehicles in FY 2021/2022.

We have adopted a result that we can influence, but that we do not have direct control over. Specifically, the % department lease and non-CCSO department owned vehicles driven more than 10,000 miles per year. Our goal is to partner with our customers to provide the necessary data to help them make business decisions to manage and use their fleet efficiently.

While the instability of fuel prices and the increased use of electric and hybrid vehicles continue to create budget challenges because this workgroup charges a fuel markup of 10% to help cover the administrative costs for vehicle specifications, vehicle acquisition, fuel cards and DEQ tracking and administration. The level of funding requested should adequately meet the needs of the drivers and allow us the ability to provide services to County employees so they can conduct business in safe, reliable and cost effective vehicles.

Key Performance Measures

		FY 18-19 Actual	FY 19-20 Actual	FY 20-21 Target	FY 20-21 Actuals as of 12/31/20	FY 21-22 Target
Result	% new vehicles in customer possession within 30 calendar days of delivery ¹	New measure -- added FY 2020/2021.		75%	0%	50%
Result	% motor pool vehicles driven more than 8,000 miles per year ¹	New measure -- added FY 2020/2021.		50%	Annual Measure	50%
Result	% department lease and non-CCSO department owned vehicles driven more than 10,000 miles per year ¹	New measure -- added FY 2020/2021.		50%	Annual Measure	50%
Outputs	Average age of motor pool vehicles available ¹	New measure -- added FY 2020/2021.		14	Annual Measure	12
Outputs	# motor pool vehicles available for rental ¹	New measure -- added FY 2020/2021.		29	Annual Measure	30
Demands	# department lease vehicles ¹	New measure -- added FY 2020/2021.		110	Annual Measure	110
Demands	# department owned vehicles ¹	New measure -- added FY 2020/2021.		230	Annual Measure	220
Result	% fuel gallons purchased by customers at a 5 cents per gallon or greater savings compared to retail prices (less taxes). ²	99.96%	99.96%	Discontinue		

¹ DTD Completed a Periodic Plan Review in FY 2020. This measure was added to the plan.

² DTD Completed a Periodic Plan Review in FY 2020. This measure was removed from the plan.

Program includes:

Mandated Services

Shared Services

Grant Funding

Explanation





Fleet Services Line of Business

Fleet Management Program

Budget Summary

	FY 18-19 Actual	FY 19-20 Actual	FY 20-21 Amended Budget	FY 20-21 Projected Year End	FY 21-22 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	444,015	239,207	417,493	411,976	263,059	(154,434)	-37.0%
Federal, State, Local, All Other Gifts & Donations	-	9,528	-	-	-	-	-
Charges, Fees, License, Permits, Fines, Assessments	1,757,892	1,405,334	2,126,000	1,782,500	2,107,259	(18,741)	-0.9%
Revenue from Bonds & Other Debts	2,637	5,873	25,000	20,000	20,000	(5,000)	-20.0%
All Other Revenue Resources	31,231	16,918	25,700	1,500	1,500	(24,200)	-94.2%
Other Interfund Transfers	1,328,429	-	-	-	-	-	-
Operating Revenue	3,120,189	1,437,653	2,176,700	1,804,000	2,128,759	(47,941)	-2.2%
Total Revenue	3,564,204	1,676,860	2,594,193	2,215,976	2,391,818	(202,375)	-7.8%
Personnel Services	138,892	352,398	446,587	427,359	446,455	(132)	0.0%
Materials and Services	2,267,795	1,511,541	1,677,799	1,320,558	1,620,615	(57,184)	-3.4%
Capital Outlay	890,427	-	373,000	205,000	200,000	(173,000)	-46.4%
Operating Expenditure	3,297,114	1,863,939	2,497,386	1,952,917	2,267,070	(230,316)	-9.2%
Contingency	-	-	96,807	-	124,748	27,941	28.9%
Total Revenue	3,297,114	1,863,939	2,594,193	1,952,917	2,391,818	(202,375)	-7.8%
Revenues Less Expenses	267,090	(187,080)	-	263,059	-	-	

Significant Issues and Changes

FY 21-22-Presentation changes are the result of the new county-wide chart of accounts implementation

This year we will be combining the Motor Pool and the Permanent Rental program into a single Vehicle Rental Program. Vehicles will be available for short or long term rental and will draw from the existing fleet of rental vehicles. Our key initiatives for this new combined program are:

- Reduce the average age of vehicles in the fleet
- Increase vehicle utilization
- Increase the use of electric and hybrid vehicles to help meet our Climate Action Plan goals

We will be offering a new option for vehicle ownership with our vehicle lease program. This is a managed ownership program where a department or program will fund the initial acquisition of a vehicle and then Fleet Services will setup a fee structure to cover the maintenance and replacement cost for the vehicle's life. This will help normalize the cost of vehicle ownership and replacement for those wishing to participate in the program.

DTD worked with Finance to develop a new method for auctioning used vehicles and equipment using an online auction service, which is working well for individual sales, but does not provide relief for our backlog of nearly 100 vehicles. We will be seeking to contract with a local auction service to clear this backlog. Our intent is to continue to use the online auction service once the backlog has been addressed.

Historical Budget Notes:

- Permanent Rental and Motorpool programs were merged with Fleet Management in FY 2020-2021.
- The proposed \$10,000 General Fund Surveyor transfer in FY 2018-19 is to cover equipping two new vehicles with lights and other safety equipment; because we are unsure we will be able to complete the vehicle setup before the end of the fiscal year.



Land Use & Permitting Line of Business

Land Use, Development Review & Permitting Program

Purpose Statement

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

Performance Narrative Statement

The Land Use, Development Review and Permitting program operating budget is \$16,411,456. These resources will provide the ability to respond to over 584,000 development inquiries from the community, which is a 60% increase from FY 2019/2020. DTD estimates permitting 6.45 million square feet of constructed improvements, with an estimated value of more than \$410 million. This value is slightly lower than the previous two year average of \$570M of improvements each year - which we believe is due to the transition to tenant improvements and the focus on residential, rather than new large scale commercial/industrial.

Transportation & Development adopted a strategic plan goal, that "By 2021, electronic plan review (EPR) will be available for customers who submit commercial building permit applications, and a plan will be developed for EPR expansion to other permit application types." After COVID hit in March 2020, the development review groups worked to create and launch a 100% digital or remote permitting and plan review process. This system allowed development to continue in the County, while keeping employees safe, and supporting the construction community who were deemed essential workers.

- After launching the temporary system to maintain service levels during the pandemic, the goal was reimagined with the implementation of Project Dox permitting and plan review software (ePlans) for all Building and Development Engineering permits, both residential and commercial. Implementing ePlans provides a sustainable solution to continue our successful interim electronic process and digital permitting offerings.
- Land Use Planning and Septic programs have included the cost of implementation in their FY 2021/2022 budget requests.
- Training for the new ePlans system began in December of 2020 and the projected ePlans launch for our customers is June 2021. This new software, and process, will help customers be more self-sufficient when applying for permits, and will integrate internal coordination that is currently performed by our customers.

Building Codes, Land Use Planning, Septic & Onsite Wastewater and Development Engineering combine to make up this program, and staff in this program are on track to issue approximately 22,500 permits and will perform more than 57,500 inspections in the coming year. It should be recognized that throughout the pandemic we have continued to offer in-person inspections, with Building Codes continuing their next day inspection model. Achieving these targets will meet the development needs of the community, through the orderly development of property, an increase in housing alternatives, increased jobs from construction, and the resulting economic development.

Key Performance Measures

		FY 18-19 Actual	FY 19-20 Actual	FY 20-21 Target	FY 20-21 Actuals as of 12/31/20	FY 21-22 Target
Result	\$ value of constructed improvements permitted ¹	\$ 512,000,207	\$ 628,037,660	\$ 675,000,000	\$ 202,494,822	\$ 410,000,000
Result	# square feet constructed ²	6,918,387	5,979,495	6,700,000	3,978,932	6,458,102
Result	% of commercial, industrial, and multi-family land use decisions (design review) issued within 45 days of application submittal ⁵	31%	88.9%	90%	89%	90%
Result	% septic evaluations completed within 45 calendar days of application submittal ³	New measure -- added FY 2020/2021.		50%	82%	75%
Result	% of new, single-family dwelling building permits ready to be issued within 60 calendar days of application submittal	80%	90%	80%	83%	80%
Result	% new commercial, industrial and multi-family site development permits issued within 60 calendar days of application submittal ³	New measure -- added FY 2020/2021.		40%	40%	40%
Result	# development related interactions (inspections/inquiries) provided	329,997	363,844	375,000	292,044	425,000
Output	# utility permits issued, requiring # hours of coordination ³	1,428 : 4,080	1868 : 4398	1,400 : 4,000	959 : 1661	1800 : 3500

¹ Includes New Single Family Homes (Building Codes), Commercial & Multi-Family Design Reviews (Land Use Planning) and Site/Development Improvements (Engineering Development Review).

² Does not include Tenant Improvements; reduced by any existing square footage replaced (as input in the permitting system).

³ DTD Completed a Periodic Plan Review in FY 2020. This measure was added to the plan.

Program includes:

Mandated Services

Shared Services

Grant Funding



Explanation

Mandated Services:

State law requires counties to implement plans and ordinances to ensure development is consistent with local, regional, and state objectives to provide orderly development, planning and delivery of services, protection of the environment, and public safety. Building codes are mandatory state-wide. Clackamas County has assumed responsibility for the administration of building, electrical, plumbing, mechanical and other specialty codes within its jurisdiction. (ORS 215.197 & 455.020)

Shared Services:

Land Use permitting, building permits and inspections and land use planning and coordination are State/County shared services. The County administers building codes programs within many cities via intergovernmental agreements. Building codes programs are shared programs as defined by the Association of Oregon Counties. The State of Oregon is responsible for broader policy level administration and creates rules related to program administration, inspector certification and training, state-wide code development processes and other related topics.



Land Use & Permitting Line of Business

Land Use, Development Review & Permitting Program

Budget Summary

	FY 18-19 Actual	FY 19-20 Actual	FY 20-21 Amended Budget	FY 20-21 Projected Year End	FY 21-22 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	8,691,950	10,921,470	10,048,289	12,036,045	12,023,873	1,975,584	19.7%
Federal, State, Local, All Other Gifts & Donations	1,139,513	1,028,960	1,501,056	1,502,382	1,545,972	44,916	3.0%
Charges, Fees, License, Permits, Fines, Assessments	11,652,966	11,257,197	10,387,090	11,501,825	11,120,754	733,664	7.1%
Revenue from Bonds & Other Debts	5,423	33,892	20,000	7,500	8,500	(11,500)	-57.5%
All Other Revenue Resources	290,458	249,459	255,349	389,729	488,902	233,553	91.5%
General Fund Support ***	2,324,514	2,005,746	1,519,736	1,503,474	2,344,736	825,000	54.3%
Operating Revenue	15,412,874	14,575,254	13,683,231	14,904,910	15,508,864	1,825,633	13.3%
Total Revenue	24,104,824	25,496,724	23,731,520	26,940,955	27,532,737	3,801,217	16.0%
* Includes Road Fund support for the Engineering Development Review function.							
*** Fluctuations in FY 19-20 & FY 21-22 include a reallocation between the land use and long range planning.							
Personnel Services	9,420,758	9,673,344	10,586,860	9,908,543	11,160,591	573,731	5.4%
Materials and Services	3,480,551	4,346,720	4,461,606	4,454,386	4,765,965	304,359	6.8%
Capital Outlay	132,044	622	440,382	554,157	484,600	44,218	10.0%
Operating Expenditure	13,033,353	14,020,686	15,488,848	14,917,086	16,411,156	922,308	6.0%
Transfers	-	89,993	-	-	-	-	-
Reserve for Future Expenditures	-	-	3,444,628	-	4,828,221	1,383,593	40.2%
Contingency	-	-	4,798,044	-	6,293,360	1,495,316	31.2%
Total Expense	13,033,353	14,110,679	23,731,520	14,917,086	27,532,737	3,801,217	16.0%
Revenues Less Expenses	11,071,471	11,386,045	-	12,023,869	0	0	

Significant Issues and Changes

FY 21-22-Presentation changes are the result of the new county-wide chart of accounts implementation

- In 2020 the Building Codes Division, working with application developer CityGov, launched a new customer inspection scheduling app (IOS and Android), that provides new tools and improved access for customers to schedule and monitor inspections and permits.
- Land Use Planning implemented, reformatted and consistent permit decision templates to improve readability for applicants, community members, and partner agencies, as well as ensure legally defensible findings. With more than 50 decision types, this was a multi-year project. Temporary labor was budgeted to continue work to convert property information files from paper to digital, and the official zoning maps from mylar to GIS-based PDFs, which continues to add efficiency for staff and customers.
- The Development Engineering program completed a significant update of the Roadway Standards in June 2020 which provides new standards related to small cell wireless facilities and roadway restorations associated with utility work. This program also converted from paper to 100% electronic permitting, began automatic messaging to customers on permit statuses, and are completing roadway improvements associated with development sureties.
- This year, the Septic program transitioned all internal permitting and review from paper to electronic files. In addition, staff are on track to again review over 700 permits, 300 Authorization Notices and Existing System reports, and conduct well over 300 Site Evaluations during fiscal year 2020/2021, while meeting or exceeding review targets for each category.

Historical Budget Reorganization Notes:

- After being paused last year, in FY20/21 Building Codes and Engineering Development Review have embarked on the ePlan initiative, to implement electronic plan review. This new software, and process, will help customers be more self-sufficient when applying for permits, and will integrate into DTD coordination functions that are currently performed by our customers.
- Since FY 2018/2019 many funds across the county have received reduced levels of General Fund support. In addition to these rolling cuts, formulas have been put in place to further reduce support levels.
 - o These distribution changes are anticipated to result in an estimated 13.24% reduction in the general fund maintenance level support for the planning functions between FY 2018-2019 and this adopted budget.
 - o In addition to these adjustments, \$375,000 in reserve funding was taken back in to the General Fund in FY 2020/2021; which is estimated to result in a total 26.52% reduction in planning general fund support that year.
 - o As a result of these general fund reductions, future funding levels will need to maintain compliance with local planning mandates.



Land Use & Permitting Line of Business

Long-Range Planning Program

Purpose Statement

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

Performance Narrative Statement

The Long-Range Planning Program operating budget is \$2,228,351, a decrease of our current funding level. These resources provide residents, businesses, local, regional and state partners, as well as County decision-makers with the opportunity to participate, review, discuss, comment and guide recommendations on long range planning projects. In addition to support of regional coordination and analysis, the following projects will be underway between July 1, 2021 and June 30, 2022 (pending BCC acknowledgement of the FY 22-23 Long-Range Planning work program in late April / May):

Land Use Projects:

- Land Use Housing Strategies Project to address both statutory requirements and recommended ZDO amendments from the housing task force to encourage development of affordable housing.
- Phase 1: More housing in commercial areas; affordable housing density bonus; parking requirement reduction; regulations for transitional shelters.
- Phase 2: State mandated middle housing; clear and objective standards; comprehensive plan policies for low density residential zones.
- Economic Opportunity Activation. With Business and Community Services Division, identify funding for an Economic Opportunity Analysis. Complete Issue Paper to provide the foundation for updating the Economics chapter of the Comprehensive Plan. Take a "big look" at future economic development needs and related land use implications. Depending on the funding source (possibly grants), project may focus on a specific area, such as the Clackamas Regional Center or the Sunrise Visioning Project area.
- Minor and Time Sensitive ZDO Amendments will be presented for action to the Planning Commission and the Board of County Commissioners, as needed.
- ZDO Audit. The final phase is focusing on special districts and development standards.

Transportation Projects:

- Damascus Mobility Plan will identify projects to include in the Countywide Transportation System Plan.
- Arndt Rd Goal Exception and 99E/Barlow Road Intersection study.
- Bike-Walk Clackamas Plan, an update to the Pedestrian and Bikeway Plans.
- Willamette River Crossing, a Pedestrian and Bike crossing corridor identification and feasibility study.
- Transportation Disaster Response Plan, a plan to identify County approach for infrastructure inspection after an earthquake.

Key Performance Measures

		FY 18-19 Actual	FY 19-20 Actual	FY 20-21 Target	FY 20-21 Actuals as of 12/31/20	FY 21-22 Target
Result	% of projects in the annual Long-Range Planning Work Program completed annually ^{1,3}	25%	13%	75%	62%	45%
Result	By 2025, complete 1,005 of ADA ramp retrofits, as outlined in the adopted ADA Transition Plan ²	New measure -- added FY 2020/2021.		201	58	270
Output	\$ outside funding secured ⁴	\$453,544	\$5,854,270	Discontinue		
Demand	# projects on the annual Long-Range Planning Work Program ⁴	16	8	Discontinue		

¹ Beginning FY 2020/2021 we are measuring the % of projects completed within the planned year. Previously we were measuring the % of projects completed annually.

² DTD Completed a Periodic Plan Review in FY 2020. This measure was added to the plan.

³ FY17-18 performance is influenced by retirements and employment changes in the transportation planning team. Two multi-year projects are not expected to be completed until next year. The long-range planning work program has not yet been approved by the commissioners. Beginning FY 2019-20 multi-year projects will be broken down to better represent the work required to complete the project. The number of projects on the annual plan and the number of projects completed will likely increase as a result.

⁴ DTD Completed a Periodic Plan Review in FY 2020. This measure was removed from the plan.

Program includes:

Mandated Services

Shared Services

Grant Funding

Explanation

Mandated Services:

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

Shared Services:

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

Grant Funding:

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





Land Use & Permitting Line of Business

Long-Range Planning Program

Budget Summary

	FY 18-19 Actual	FY 19-20 Actual	FY 20-21 Amended Budget	FY 20-21 Projected Year End	FY 21-22 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	460,740	797,571	1,193,550	571,833	682,339	(511,211)	-42.8%
Federal, State, Local, All Other Gifts & Donations	853,110	1,286,608	1,547,918	626,234	1,208,947	(338,971)	-21.9%
Charges, Fees, License, Permits, Fines, Assessments	41,047	433,615	429,000	486,000	525,000	96,000	22.4%
General Fund Support **	500,000	749,255	737,196	572,088	207,196	(530,000)	-71.9%
Operating Revenue	1,394,157	2,469,478	2,714,114	1,684,322	1,941,143	(772,971)	-28.5%
Total Revenue	1,854,897	3,267,049	3,907,664	2,256,155	2,623,482	(1,284,182)	-32.9%
<i>* Includes Road Fund support for the Long Range Transportation Planning function.</i>							
<i>** Increases in FY 19-20 & FY 21-22 reflect a reallocation between the land use and long range planning.</i>							
Personnel Services	877,505	1,281,086	1,359,854	1,380,362	1,457,328	97,474	7.2%
Materials and Services	570,273	775,619	1,150,433	575,453	771,023	(379,410)	-33.0%
Operating Expenditure	1,447,778	2,056,705	2,510,287	1,955,815	2,228,351	(281,936)	-11.2%
Transfers	-	518	-	-	-	-	-
Reserve for Future Expenditures	-	-	1,197,377	-	-	(1,197,377)	-100.0%
Contingency	-	-	200,000	-	395,131	195,131	97.6%
Total Expense	1,447,778	2,057,223	3,907,664	1,955,815	2,623,482	(1,284,182)	-32.9%
Revenues Less Expenses	407,119	1,209,826	-	300,340	-	-	

Significant Issues and Changes

FY 21-22-Presentation changes are the result of the new county-wide chart of accounts implementation

• For FY 2021/2122 the primary resources of the Long-Range Planning work program will be focused on the multi-phased Land Use Housing Strategies Project. With three phases, significant public outreach (including initiatives to reach historically marginalized communities), and incorporation of statutorily required rules, this work is anticipated to continue into summer of 2022.

• The Land Use Housing Strategies Project includes work to meet the Board's strategic plan, which identifies a 5-year goal for DTD to provide zoning/places for 700 new dwelling units affordable to households between 60% and 110% of Average Median Income.

• The DTD Regional Coordination position focuses on regional issues and coordinating with other jurisdictional partners, which strengthens the ability to engage on issues such as I-205 construction, identifying funding for Sunrise Phase 2, representation at regional discussions, and communication with the Board of County Commissioners.

Historical Budget Reorganization Notes:

- Since FY 2018/2019 many funds across the county have received reduced levels of General Fund support. In addition to these rolling cuts, formulas have been put in place to further reduce support levels.
- o These distribution changes are anticipated to result in an estimated 13.24% reduction in the general fund maintenance level support for the planning functions between FY 2018-2019 and this adopted budget.
- o In addition to these adjustments, \$375,000 in reserve funding was taken back in to the General Fund in FY 2020/2021; which is estimated to result in a total 26.52% reduction in planning general fund support that year.
- o As a result of these general fund reductions, future funding levels will guide long range planning activities.



Land Use & Permitting Line of Business

Public Land Corner Program

Purpose Statement

The purpose of the Public Land Corner program is to provide corner restoration and preservation services to landowners, other agencies, utilities and the development community so they can be assured all ownership and interest is based on an accurate, countywide monument system.

Performance Narrative Statement

The boundary of all lands privately or publicly owned within the state are affected by Public Land Corners, so it is imperative that they be maintained in the most prudent manner. Clackamas County is responsible for the maintenance of more than 6,400 public land corners. Clackamas County receives dedicated funding for this purpose and this program allows us to be accountable for this work.

The Public Land Corner (PLC) Program operating budget is \$943,738. The Public Land Corner Preservation Fund is funded entirely by a fee collected by the County Clerk when a document is recorded conveying an interest in real property. These documents include deeds, easements, mortgages and other documents related to real property.

We continue to see a steady increase in requests for Public Land Corners to be restored or reviewed. As the County continues growing, the amount of time spent preserving corners has increased due to development and the widening of roads and infrastructure improvements. This year, wildfires in the populated areas increased the demand on existing staff to check corners.

We did not meet the 60 corner goal, but 44 corners were updated and another 15 corners were visited that did not require the filing of a new updated map. With limited staffing levels and resources, some of the corners have not been visited in over 40 years; and in a jurisdiction as large and geographically diverse as Clackamas County, it is a challenge to visit each corners on a 10 year rotation.

The most significant expenditures are for personnel services because the work is labor intensive and requires significant staff time in research, field operations, re-monumentation and the preparation of reports.

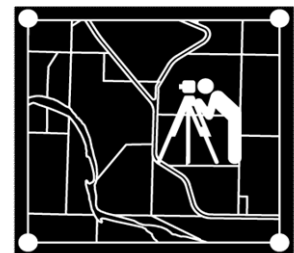
Key Performance Measures

		FY 18-19 Actual	FY 19-20 Actual	FY 20-21 Target	FY 20-21 Actuals as of 12/31/20	FY 21-22 Target
Result	# of the total 6,400 corners, identified as part of the annual work program, were restored	61	59	60	Annual Measure	60
Result	% of corners set within seven (7) business days of County Surveyor approval	94%	65%	90%	94%	90%
Output	# corner restorations completed	61	59	50	18	50
Output	# corner maps filed	61	59	50	18	50
Output	# site inspection hours (protecting corners / preservation) ¹	169	265	Discontinue		

¹ DTD Completed a Periodic Plan Review in FY 2020. This measure was removed from the plan.

Program includes:

Mandated Services	<input type="text" value="Yes"/>
Shared Services	<input type="text" value="No"/>
Grant Funding	<input type="text" value="No"/>



Explanation

Mandated Services:

Per Oregon Revised Statute 209.130, the county governing body may establish by ordinance a fund to be known as the Public Land Corner Preservation Fund. Moneys in the Public Land Corner Preservation Fund shall be used only to pay expenses incurred and authorized by the county surveyor in the establishment, reestablishment and maintenance of corners of government surveys.



Land Use & Permitting Line of Business

Public Land Corner Program

Budget Summary

	FY 18-19 Actual	FY 19-20 Actual	FY 20-21 Amended Budget	FY 20-21 Projected Year End	FY 21-22 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	1,037,238	944,614	907,855	1,049,673	1,458,284	550,429	60.6%
Federal, State, Local, All Other Gifts & Donations	-	14,104	-	7,655	-	-	-
Charges, Fees, License, Permits, Fines, Assessments	582,279	819,703	700,000	1,095,325	1,097,325	397,325	56.8%
Revenue from Bonds & Other Debts	-	2,138	-	2,000	-	-	-
All Other Revenue Resources	20,768	17,624	11,000	11,000	15,000	4,000	36.4%
Operating Revenue	603,047	853,569	711,000	1,115,980	1,112,325	401,325	56.4%
Total Revenue	1,640,285	1,798,183	1,618,855	2,165,653	2,570,609	951,754	58.8%
Personnel Services	530,660	591,478	621,421	534,990	754,774	133,353	21.5%
Materials and Services	165,011	157,031	180,621	172,379	173,964	(6,657)	-3.7%
Capital Outlay	-	-	-	-	15,000	15,000	-
Operating Expenditure	695,671	748,509	802,042	707,369	943,738	141,696	17.7%
Contingency	-	-	125,000	-	275,000	-	-
Reserve for Future Expenditures	-	-	691,813	-	1,351,871	-	-
Total Expense	695,671	748,509	1,618,855	707,369	2,570,609	141,696	58.8%
Revenues Less Expenses	944,614	1,049,673	-	1,458,284	(0)	-	

Significant Issues and Changes

FY 21-22-Presentation changes are the result of the new county-wide chart of accounts implementation

Our efforts to contain cost; including reliance upon the reserve and steady revenue collections will help maintain the fund balance of this program for future years.

We have reduced costs by changing a Surveyor position to an Engineering Tech 3 level; and recently adjusted the distribution of one FTE who works in both Development Review (Surveyor) and Public Land Corner programs.

A fully staffed PLC program would have the staff support of 6 FTE; however, we have had 4 FTE or less for more than a year as we work through a hiring process in the pandemic. 25% of the staffing resources in this program are dedicated to preserving corners; with 1 FTE entirely dedicated to preservation as utility companies, contractors, other public works agencies and the general public complete projects around the county that interact with our land corners.

Historical Budget Reorganization Notes:

- Capital Outlay in FY 2016-17 and FY 2018-19 reflects the replacement of old outdated survey equipment with modern GPS based survey equipment to improve efficiencies in this program.



Land Use & Permitting Line of Business

County Surveyor Program

Purpose Statement

The purpose of the County Surveyor program is to provide surveying resources, plat review and approval services to the public, developers, professional land surveyors, consultants and other agencies so they can complete survey projects for filing or recording to facilitate the pace of economic growth, while protecting current and future property rights.

Performance Narrative Statement

The County Surveyor provides services within incorporated cities and for unincorporated areas within Clackamas County. The County Surveyor operating budget is at the maintenance level of \$1,199,903.

Customer inquiries remain high, as clients continue to ask for more help in getting their plats and partitions filed in a timely matter, especially in cities where infill is occurring. Private property owners especially need additional assistance through emails, phone calls and specialized research services, and this requires more public service at our front counter and takes time away from reviews which allow cost recovery through fees. On average our staff facilitate 22 unpaid customer interactions for each single paid file that is taken in for review. The resources for this program support the creation and maintenance of permanent records as required by Oregon Revised Statutes, and this ratio reflects fulfillment of public service requests related to these library materials.

As part of DTD's migration to digital and remote services, over the last year the County Surveyor has transitioned to electronic submittals, which has reduced review time by eliminating the time required to mail submittals back to the customer.

Staff within this program support economic development through the review and approval of subdivisions and plats adding approximately 1,000 lots and tracts to the county tax rolls each fiscal year. With projected changes to the economy, we may begin to see a slight decrease in subdivision and partition plats; however, condominiums plat submittals have more than tripled over the last year.

Key Performance Measures

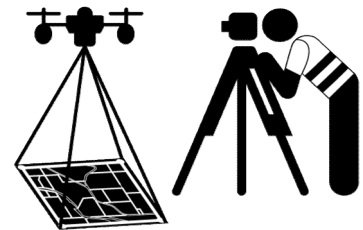
		FY 18-19 Actual	FY 19-20 Actual	FY 20-21 Target	FY 20-21 Actuals as of 12/31/20	FY 21-22 Target
Result	# lots or parcels created through recording of subdivision or partition plat	1,591	1,187	1,408	412	1,408
Result	% of first review comments issued to plat surveyor within 45 calendar days of submittal	97%	97%	75%	88%	85%
Output	# subdivision and partition plats approved	155	143	151	58	151
Output	# Record of survey reviews/filings	350	236	285	136	285
Output	# customer inquiries	3,261	2,843	3,250	1,305	3,250

Program includes:

Mandated Services

Shared Services

Grant Funding



Explanation Mandated Services:

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



Budget Summary

	FY 18-19 Actual	FY 19-20 Actual	FY 20-21 Amended Budget	FY 20-21 Projected Year End	FY 21-22 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts & Donations	-	41,231	-	6,301	-	-	-
Charges, Fees, License, Permits, Fines, Assessments	724,457	634,398	631,003	387,050	612,000	(19,003)	-3%
All Other Revenue Resources	15,062	1,155	11,000	269	1,000	(10,000)	-91%
Other Interfund Transfers	-	75,000	-	-	-	-	-
General Fund Support *	525,256	439,647	587,029	586,527	586,903	(126)	0%
Operating Revenue	1,264,775	1,191,431	1,229,032	980,147	1,199,903	(29,129)	-2%
Total Revenue	1,264,775	1,191,431	1,229,032	980,147	1,199,903	(29,129)	-2%
<i>* Increased General Fund support in FY 18-19 included a one-time carryover of general fund to facilitate the purchase of two new vehicles. The reduction in FY 19-20 reflects a General Fund support reduction of 2.5% reduction from the maintenance level calcs.</i>							
Personnel Services	923,030	881,619	952,578	692,025	933,044	(19,534)	-2%
Materials and Services	268,591	276,171	276,454	279,022	266,859	(9,595)	-3%
Capital Outlay **	63,154	33,641	-	9,100	-	-	-
Operating Expenditure	1,254,775	1,191,431	1,229,032	980,147	1,199,903	(29,129)	-2%
Transfers	10,000	-	-	-	-	-	-
Total Expense	1,264,775	1,191,431	1,229,032	980,147	1,199,903	(29,129)	-2%
Revenues Less Expenses	-	-	-	-	-	-	-

Significant Issues and Changes

FY 21-22-Presentation changes are the result of the new county-wide chart of accounts implementation

Since FY 2018/2019 many funds across the county have received reduced levels of General Fund support. In addition to these rolling cuts, formulas have been put in place to further reduce support levels. These distribution changes are anticipated to result in an estimated 13.75% reduction in the general fund maintenance level support for the County Surveyor between FY 2018-2019 and this adopted budget.

- In order to achieve the mandated General Fund cuts in FY 2019/2020, the Surveyor had to eliminate a vacant Office Manager position from the County Surveyor's budget and we swapped a more expensive employee out of the County Surveyor into the Public Land Corner program. These two reductions resulted in savings of more than \$180,000 annually.

- In FY 2020/2021, we reorganized our front counter staff to see if the program could sustain a cut to the administrative support. Over the next year we will assess the feasibility to adjust staffing in this area during post-pandemic activity levels.

- While working with HR to fill a vacant Land Surveyor position, the County Surveyor has been performing more plat reviews, making more of his time chargeable to projects which is increasing programmatic revenues.

Historical Budget Reorganization Notes:

- Capital Outlay in FY 2018/2019 reflects two vehicle replacements. In FY 2019/2020 there is one vehicle replacement and new GPS equipment with a controller.
- A \$75,000 transfer in FY 2017-18 reflects a pre-payment toward the department wide electronic plan review initiative that kicked off in FY 2018-19. This was returned in FY 2019-2020 to balance the Surveyor budget.
- The \$10,000 transfer in FY 2018-19 was a payment to equip two new vehicles with lights and other safety equipment; because we were not able to complete the vehicle setup before the end of the fiscal year.



Land Use & Permitting Line of Business

Revenue Collected on Behalf of Other Agencies

Budget Summary

	FY 18-19 Actual	FY 19-20 Actual	FY 20-21 Amended Budget	FY 20-21 Projected Year End	FY 21-22 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	-	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines, Assets	-	-	-	-	4,617,500	4,617,500	-
Operating Revenue	-	-	-	-	4,617,500	4,617,500	-
Total Revenue	-	-	-	-	4,617,500	4,617,500	-
Special Payments	-	-	-	-	4,617,500	4,617,500	-
Total Expense	-	-	-	-	4,617,500	4,617,500	-
Revenues Less Expenses	-	-	-	-	-	-	-

Significant Issues and Changes

FY 21-22-Presentation changes are the result of the new county-wide chart of accounts implementation

Oregon Budget Law defines Special Payments as the payment of taxes, fees or charges collected by one entity and then made to another organization on a pass-through basis. Many programs in Transportation & Development collect fees on behalf of another agency. The collection and payment of those fees will be budgeted in this program. These pass-through fees include:

BUILDING CODES

- Building Permit Surcharges/Fees. Permits are issued any time a construction activity under the state building code is authorized and will be inspected. Municipalities must collect and remit surcharges either monthly or quarterly depending jurisdiction population.
- Metro Surcharge. Metro assesses an excise tax on construction permits throughout the Portland region to fund land use planning to make land ready for development throughout the region. The tax is assessed at 12% of the value of the improvements for which a permit is sought, unless the project is exempted from the tax.
- School Construction Excise Tax. Since May 2007, the State of Oregon has allowed school districts to impose a construction excise tax on projects that result in a new structure or additional square footage to an existing structure. Clackamas County administers this tax for some cities and the unincorporated areas in the participating school districts in the County.
- City Permits. Clackamas County Building Codes program acts as the building codes administrator for permits issued in the City of Canby; and administers the electrical permitting program for the City of Happy Valley. Our agreement with these cities results in collecting permit fees during the issuance of the permits, and remitting a portion of that revenue back to the city.

SEPTIC

- DEQ Surcharge. Department of Environmental Quality (DEQ) assesses a \$100 surcharge on specific septic permits issued through the local agency. Our local septic program is acts as an agent for DEQ, issuing permits on their behalf which facilitates shorter permitting timelines.

PLANNING

- City Permits. Clackamas County Planning performs land use planning for the City of Gladstone. Our agreement with the city results in collecting land use application and permit fees during application submittal or permit issuance, and remitting that revenue back to the city. We then bill the city by the hour for services performed.

SUSTAINABILITY

- Franchise Fees. Clackamas County performs required recycling and waste reduction education and outreach, and franchise administration services, on behalf of the City of Happy Valley, which has also adopted the County's solid waste code. The County collects franchise fees on behalf of the City. Under the IGA, the county retains a portion of the franchise fees collected in that area for services rendered, and remits the remaining revenue back to the city.

TRANSPORTATION SYSTEM DEVELOPMENT CHARGES (TSDC)

- Installment Plans. Upon dissolving the Happy Valley Joint TSDC District on January 1, 2018, the fund balance was distributed to the County and City on the same percentage basis as the funds were collected during the term of the 2007 IGA. Installment plan proceeds collected on plans in place at the time of dissolution continue to be split between the City of Happy Valley and Clackamas County, based on this distribution formula.

TRAFFIC SAFETY

- Oregon Commerce and Compliance Division, Commercial Vehicle Trip Permits. Clackamas County serves as a third party agent for this division of Oregon Department of Transportation and issues five main types of commercial vehicle permits including Continuous Operating Variance Permits (COVP), Continuous Trip Permits, Single Trip Permits, County only permits and Extraordinary Move permits. The county collects permit fees during the issuance of the permits, and remits a portion back to the state.