



# **Transportation & Development**

**Dan Johnson, Director**

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



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**CLACKAMAS**  
C O U N T Y



# Department of Transportation and Development

## Department Budget Summary by Fund

COUNTY	FY 18/19	FY 18/19	FY 18/19	FY 18/19	FY 18/19	FY 18/19	FY 18/19	FY 18/19	FY 18/19	FY 18/19	FY 18/19	FY 18/19	FY 18/19
Line of Business						Code Enf / RC&SW / SOWP	County TSDC Fund	Public Land Corner	Happy Valley Joint TSDC	Dog Services	Capital Projects	Total Proposed Budget	General Fund Subsidy Included in Proposed Budget**
Program	FTE	General Fund	Building Codes	Planning	Road								
Administration													
Department Administration	13.10				2,206,735							2,206,735	-
												-	
Livable Communities												-	
Sustainability & Solid Waste	9.00					3,269,007						3,269,007	-
Code Enforcement	5.80					1,110,373						1,110,373	138,916
Dog Services	20.30									3,315,186		3,315,186	1,732,506
Transportation													
Transportation Engineering & Construction	21.20				15,067,294				1,882,768		3,436,491	20,386,553	-
Transportation Maintenance	107.70				41,164,803							41,164,803	-
Traffic Safety	10.10				2,203,767							2,203,767	268,686
Damascus Roads	0.00				4,725,229							4,725,229	-
Countywide TSDCs	0.00						8,906,892					8,906,892	-
HV Joint Subarea TSDCs	0.00						1,944,977		-			1,944,977	-
Land Use, Development & Permitting													
Land Use, Development Review & Permitting	76.00		12,634,615	4,446,749	2,283,710	1,437,322						20,802,396	2,324,514
Long-Range Planning	5.85			898,621	975,903							1,874,524	500,000
Public Land Corner	4.00							1,760,931				1,760,931	-
County Surveyor	9.00	1,303,805										1,303,805	617,942
TOTAL	282.05	1,303,805	12,634,615	5,345,370	68,627,441	5,816,702	10,851,869	1,760,931	1,882,768	3,315,186	3,436,491	114,975,178	5,582,564
FY 17/18 Budget	273.30	1,290,334	12,253,952	5,016,336	55,392,492	5,800,740	7,835,263	1,747,844	6,226,925	3,086,698	11,724,682	110,375,266	5,887,885
% Increase (Decrease)	8.75	13,471	380,663	329,034	13,234,949	15,962	3,016,606	13,087	(4,344,157)	228,488	(8,288,191)	4,599,912	(305,321)
% Increase (Decrease)	3.20%	1.04%	3.11%	6.56%	23.89%	0.28%	38.50%	0.75%	-69.76%	7.40%	-70.69%	4.17%	-5.19%

\*\* General Fund subsidy is support from unrestricted General Fund revenues, primarily property tax  
Subsidy does not include resources generated by operations such as charges for service (including costs allocated to users) and grants



## Department of Transportation & Development

### Department Mission

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.

	<h3>Transportation &amp; Development</h3> <p>Dan Johnson - Director  FTE 284.05  (282.05 + 2.0 PGA Embedded Employees)  Total Request \$ 114,975,178  General Fund Support \$ 5,582,564</p>	
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<b>Administration</b>  Dan Johnson - Dir.  Total Request \$2,206,735 <b>Gen Fund \$ -</b>	<b>Livable Communities</b>  Dan Johnson - Dir. Mike Bezner - Asst. Dir.  Total Request \$7,694,566 <b>Gen Fund \$ 1,871,422</b>	<b>Transportation</b>  Mike Bezner - Asst. Dir.  Total Request \$79,332,221 <b>Gen Fund \$ 268,686</b>	<b>Land Use &amp; Permitting</b>  Dan Johnson - Dir.  Total Request \$25,741,656 <b>Gen Fund \$ 3,442,456</b>
<b>Department Administration</b>  Dan Johnson - Dir. FTE 13.1 + 2.0 PGA Total Request \$2,206,735 <b>Gen Fund \$ -</b>	<b>Sustainability &amp; Solid Waste</b>  Eben Polk - Mgr. FTE 9 Total Request \$3,269,007 <b>Gen Fund \$ -</b>	<b>Transportation Engineering &amp; Construction</b>  Joel Howie - Mgr. FTE 21.2 Total Request \$20,386,553 <b>Gen Fund \$ -</b>	<b>Land Use, Development Review &amp; Permitting</b>  Dan Johnson - Dir. FTE 76 Total Request \$20,802,396 <b>Gen Fund \$ 2,324,514</b>
	<b>Code Enforcement</b>  Scott Caufield - Mgr. FTE 5.8 Total Request \$1,110,373 <b>Gen Fund \$ 138,916</b>	<b>Transportation Maintenance</b>  Randy Harmon - Mgr. FTE 107.7 Total Request \$41,164,803 <b>Gen Fund \$ -</b>	<b>Long-Range Planning</b>  Karen Buehrig - Mgr. FTE 5.85 Total Request \$1,874,524 <b>Gen Fund \$ 500,000</b>
	<b>Dog Services</b>  Kristine Wallace - Mgr. FTE 20.3 Total Request \$3,315,186 <b>Gen Fund \$ 1,732,506</b>	<b>Traffic Safety</b>  Joe Marek - Mgr. FTE 10.1 Total Request \$2,203,767 <b>Gen Fund \$ 268,686</b>	<b>Public Land Corner</b>  Ray Griffin - Mgr. FTE 4 Total Request \$1,760,931 <b>Gen Fund \$ -</b>
		<b>Damascus Roads</b>  Randy Harmon - Mgr. FTE 0 Total Request \$4,725,229 <b>Gen Fund \$ -</b>	<b>County Surveyor</b>  Ray Griffin - Mgr. FTE 9 Total Request \$1,303,805 <b>Gen Fund \$ 617,942</b>
		<b>Countywide TSDCs</b>  Total Request \$8,906,892	
		<b>HV Joint Subarea TSDCs</b>  Total Request \$1,944,977	



## Administration



### Line of Business Purpose Statement

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 services to people so they can live, work, play and do business in Clackamas County safely and successfully.

## Transportation & Development

Dan Johnson - Director

FTE 284.05

(282.05 + 2.0 PGA Embedded Employees)

Total Request \$ 114,975,178

General Fund Support \$ 5,582,564

### Administration

Dan Johnson - Dir.

Total Request

\$2,206,735

Gen Fund \$ -

### Department Administration

Dan Johnson - Dir.

FTE 13.1 + 2.0 PGA

Total Request

\$2,206,735

Gen Fund \$ -



## DTD Administration Line of Business








### DTD Administration

#### Performance Narrative Statement

DTD Administration proposes an operating budget of \$2,206,735, which is an increase of our current funding levels. This workgroup continues to focus on providing leadership and supervision, financial analysis and management, emergency operations, and communication support services to our customers. We coordinate the budget process for our work programs, provide financial monitoring and support services, and coordinate policy at a local and regional level in support of local goals.

- Disaster debris planning is ongoing. While the plan is substantially complete, work remains on temporary debris site selection and contracting. These are the most complicated components of the plan. We remain dedicated to completing the plan and will continue working with Emergency Management and other regional partners to finalize these final plan components.
- Last year we scheduled our first annual Violence in the Workplace training sessions for lobby and field staff. More than 54% of our staff were able to attend a session. Moving forward, we will target new employees and offer a refresher for existing staff, and hope to reach 25% of our employees each year.
- Ensuring timely and consistent employee reviews for staff throughout the department remains a focus for our management team. We are targeting a minimum 90% compliance from department supervisors and managers next fiscal year.

#### Key Performance Measures

		FY 16-17 Actual	FY 17-18 Target	FY 17-18 Projected Performance	FY 18-19 Target	
	Result	% of employees participating in Violence in the Workplace training sessions each year <sup>1</sup>	NEW	NEW	54%	25%
	Result	% of performance evaluations completed <sup>1</sup>	NEW	NEW	75%	90%
	Result	The Disaster Debris Management Plan will be developed by 2018 and will meet FEMA requirements for reimbursement by 2020. <sup>2</sup>	80%	90%	90%	95%
	Output	# DTD website inquiry responses coordinated	590	550	425	500
	Result	% of DTD MFR programs with a completed Title VI plan by 2017 <sup>3</sup>	95%	100%	100%	Discontinue
	Result	% of roads and bridges with a fully developed response plan and inspection team assigned by 2017 <sup>3</sup>	72%	90%	95%	Discontinue
	Output	# response drills coordinated <sup>3</sup>	2	2	2	Discontinue

<sup>1</sup> DTD Completed a Periodic Plan Review in FY 2018. These measures were added to the plan.

<sup>2</sup> Modified the anticipated completion date of this measure to reflect work underway at the regional and state level.

<sup>3</sup> DTD Completed a Periodic Plan Review in FY 2018. These measures were removed from the plan.

#### Program includes:

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

#### Explanation





Budget Summary

	FY 15-16 Actual	FY 16-17 Actual	FY 17-18 Amended Budget	FY 17-18 Projected Year End	FY 18-19 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
<b>Beginning Balance</b>						-	0%
State Revenues *	-	-	408,347	52,725	613,028	204,681	50.12%
Local Government & Other Agencies	6,705	-	-	-	-	-	0%
Charges for Services	2,052,012	1,444,190	1,533,076	1,634,560	1,593,707	60,631	3.95%
Miscellaneous Revenue	491	460	-	-	-	-	0%
Interfund Transfers	-	-	100,000	100,000	-	-	0%
<b>Operating Revenue</b>	<b>2,059,208</b>	<b>1,444,650</b>	<b>2,041,423</b>	<b>1,787,285</b>	<b>2,206,735</b>	<b>165,312</b>	<b>8.10%</b>
<b>Total Rev - Including Beginning Bal</b>	<b>2,059,208</b>	<b>1,444,650</b>	<b>2,041,423</b>	<b>1,787,285</b>	<b>2,206,735</b>	<b>165,312</b>	<b>8.10%</b>
<i>* DTD Administration, which is housed in Fund 215, allocates actual costs the following year.</i>							
Personnel Services	1,056,608	1,135,598	1,435,409	1,185,011	1,670,599	235,190	16.38%
Materials & Services	320,018	374,199	514,000	510,260	432,527	(81,473)	-15.85%
Indirect Costs (Internal Dept Chgs)	3,239	-	-	-	-	-	0%
Cost Allocation Charges	183,664	80,200	92,014	92,014	103,609	11,595	12.60%
<b>Operating Expenditure</b>	<b>1,563,529</b>	<b>1,589,997</b>	<b>2,041,423</b>	<b>1,787,285</b>	<b>2,206,735</b>	<b>165,312</b>	<b>8.10%</b>
<b>Total Exp - Including Special Categories</b>	<b>1,563,529</b>	<b>1,589,997</b>	<b>2,041,423</b>	<b>1,787,285</b>	<b>2,206,735</b>	<b>165,312</b>	<b>8.10%</b>
General Fund Support (if applicable)	-	-	-	-	-	-	0%
Road Fund Support - Fund 215 *	495,678	(145,344)	408,347	52,725	613,028	-	0%
Full Time Equiv Pos (FTE) Budgeted	10.05	10.45	11.45	11.45	13.10	1.65	14%
Full Time Equiv Pos (FTE) Filled at Yr End	9.05	9.45	11.45	10.45			
Full Time Equiv Pos (FTE) Vacant at Yr End	1.00	1.00	-	1.00			

Significant Issues and Changes

The department Director retired in January 2018. We have a new director and we are beginning the recruitment process to hire a new Assistant Director for Development. The previous Assistant Director for Development was able to split time between time managing the Urban Renewal District, Street Lighting District and the Development Services workgroups; however, we have not assumed the replacement will cover oversight of the Urban Renewal and Street Lighting program.

A new program supervisor will help oversee the implementation of the Transportation Asset Management program. This will be an ongoing position that will be allocated to the Road Funded programs each year. These changes, combined with a true up of our Assistant Director for Transportation oversight has increased the personnel services in DTD Administration.

DTD will be looking at their indirect cost distribution model this next year to identify ways to better distribute the costs between the three lines of business, based on services received. With three unique lines of business: Livable Communities, Land Use & Permitting and Transportation we need to realign the distribution model with the services to reflect the staffing changes within the Administration workgroup.



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**CLACKAMAS**  
C O U N T Y





## Livable Communities



### Line of Business Purpose Statement

Provide safety, compliance, resource conservation, solid waste and dog sheltering services to residents, property owners and businesses so they can experience a clean, safe, healthy and attractive community.

## Transportation & Development

Dan Johnson - Director

FTE 284.05

(282.05 + 2.0 PGA Embedded Employees)

Total Request \$ 114,975,178

General Fund Support \$ 5,582,564

### Livable Communities

Dan Johnson - Dir.

Mike Bezner - Asst. Dir.

Total Request

\$7,694,566

Gen Fund \$ 1,871,422

### Sustainability & Solid Waste

Eben Polk - Mgr.

FTE 9

Total Request

\$3,269,007

Gen Fund \$ -

### Code Enforcement

Scott Caufield - Mgr.

FTE 5.8

Total Request

\$1,110,373

Gen Fund \$ 138,916

### Dog Services

Kristine Wallace - Mgr.

FTE 20.3

Total Request

\$3,315,186

Gen Fund \$ 1,732,506



## Livable Communities Line of Business





### Sustainability & Solid Waste Program

#### Performance Narrative Statement

The Sustainability & Solid Waste Program proposes an operating budget of \$2,176,967. As a result of these resources:

- More than 54,000 residential and business customers will receive continued administration, oversight, and customer service for garbage and recycling services, and an estimated 6.2 million pickups of garbage, recycling, and yard debris.
- An estimated 1000 businesses, 150 schools, 120 multifamily communities and 65 events will receive technical assistance and support.
- Approximately 150,000 households and 11,000 businesses throughout the County will receive information and education on garbage, recycling and waste reduction topics that meet requirements of Oregon's Opportunity to Recycle Act, the Regional Solid Waste Management Plan, and the County's Annual Waste Reduction Plan.
- Sustainability and Solid Waste will provide Dump Stoppers with \$75,000 of program support for Fiscal Year 2018-2019.
- We will prepare an updated Sustainability Action Plan, to help identify actionable items for Clackamas County to affect change.

#### Key Performance Measures

		FY 16-17 Actual	FY 17-18 Target	FY 17-18 Projected Performance	FY 18-19 Target
 Key Measure	# businesses initiating food scraps collection, donation or waste prevention <sup>1,2</sup>	NEW	12	20	25
 Output	# customer consultations provided <sup>2,3</sup>	578	800	2200	2380
 Output	# interactions at # activities <sup>3</sup>	NEW	NEW	5,500 at 60 events	5,500 at 60 events
 Output	# garbage and recycling pick-ups provided.	6,420,994	6,740,000	6,160,000	6,200,000

<sup>1</sup> New measure in budget for FY 2017-18; previously measuring a percentage. Converted to a count of businesses during Periodic Review.

<sup>2</sup> FY 17-18 target only included business consultations. 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.). Changes made during the Periodic Review.

<sup>3</sup> DTD Completed a Periodic Plan Review in FY 2018. These measures were added to the plan.

#### Program includes:

Mandated Services

Shared Services

Grant Funding



#### 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 15-16 Actual	FY 16-17 Actual	FY 17-18 Amended Budget	FY 17-18 Projected Year End	FY 18-19 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
<b>Beginning Balance</b>	<b>655,067</b>	<b>984,818</b>	<b>1,455,492</b>	<b>1,455,492</b>	<b>1,232,007</b>	<b>(223,485)</b>	<b>-15.35%</b>
Licenses & Permits	1,493,566	1,524,574	1,464,000	1,557,000	1,560,000	96,000	6.56%
Federal Grants & Revenues	1,036	-	-	-	-	-	0%
State Grants & Revenues	-	19,767	-	16,233	-	-	0%
Local Government & Other Agencies	305,042	418,847	428,500	420,981	423,500	(5,000)	-1.17%
Charges for Service	-	102,855	-	(1,320)	-	-	0%
Fines & Penalties	29,727	9,001	10,000	2,500	10,000	-	0%
Miscellaneous Revenue	47,814	80,592	32,000	44,544	43,500	11,500	35.94%
<b>Operating Revenue</b>	<b>1,877,185</b>	<b>2,155,636</b>	<b>1,934,500</b>	<b>2,039,938</b>	<b>2,037,000</b>	<b>102,500</b>	<b>5.30%</b>
<b>Total Rev - Including Beginning Bal</b>	<b>2,532,252</b>	<b>3,140,454</b>	<b>3,389,992</b>	<b>3,495,430</b>	<b>3,269,007</b>	<b>(120,985)</b>	<b>-3.57%</b>
Personnel Services	803,559	934,897	1,007,973	994,888	1,183,215	175,242	17.39%
Materials & Services	498,635	523,763	720,006	721,018	770,048	50,042	6.95%
Indirect Costs	76,519	37,376	44,519	44,519	41,309	(3,210)	-7.21%
Cost Allocation Charges	120,959	122,941	125,765	125,765	132,395	6,630	5.27%
Capital Outlay	5,900	33,738	91,000	286,000	50,000	(41,000)	-45.05%
<b>Operating Expenditure</b>	<b>1,505,572</b>	<b>1,652,715</b>	<b>1,989,263</b>	<b>2,172,190</b>	<b>2,176,967</b>	<b>187,704</b>	<b>9.44%</b>
Special Payments	41,862	32,247	-	16,233	-	-	0%
Interfund Transfers *	-	-	75,000	75,000	75,000	-	0%
Reserve for Future Expenditures	-	-	405,522	-	698,998	293,476	72.37%
Contingency	-	-	920,207	-	318,042	(602,165)	-65.44%
<b>Total Exp - Including Special Categories</b>	<b>1,547,434</b>	<b>1,684,962</b>	<b>3,389,992</b>	<b>2,263,423</b>	<b>3,269,007</b>	<b>(120,985)</b>	<b>-3.57%</b>
<b>General Fund Support (if applicable)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0%</b>
Full Time Equiv Pos (FTE) Budgeted	6.75	7.75	9.00	9.00	9.00	-	0%
Full Time Equiv Pos (FTE) Filled at Yr End	4.75	7.75	9.00	7.00			
Full Time Equiv Pos (FTE) Vacant at Yr End	2.00	-	-	2.00			

#### Significant Issues and Changes

In FY 18-19 continued priorities include development of food scrap collection, modernizing and updating franchise administrative rules and code, and finalizing the County's first Disaster Debris Plan.

An issue that emerged in 17-18 and will remain a challenge is the significant increase in recycling costs. A focus will be engaging at the regional and state level to manage the situation in the short term, and identify longer term options for sorting and processing infrastructure, domestically. Continued efforts to reduce contamination in recycling are warranted.

Amidst continued evidence of climate change and the growing recognition of the importance of aggressively reducing our carbon footprint, the Board reaffirmed historic climate commitments in 2017. Because climate strategy and action is a cornerstone of any vision for sustainable community, the program proposes to change its name to Sustainability and Solid Waste, to continue rebuilding efforts to promote more sustainable county operations, and lay groundwork for review of climate strategy for County operations or county-wide as the Board may direct. DTD is an ideal department for a coordinating role as the Board explores how the County can fulfill its climate commitments, because much of our carbon emissions are influenced by or relate to the use of buildings, transportation, solid waste, and land use.

The fund balance presents the program with opportunities to (a) maintain an operational reserve of 3 months, (b) continue building strategies for food donation, and (c) potentially provide seed funding for one or more tool libraries.

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



## Livable Communities Line of Business

### Code Enforcement Program

#### Performance Narrative Statement

The Code Enforcement Program proposes an operating budget of \$951,199. The Code Enforcement Program serves as the primary enforcement agency for the County's building codes, land use, and solid waste programs where such codes and rules have been violated.

This program will process more than 1,000 enforcement cases in the coming year, a continuation of service levels last year. With these resources, the County can provide appropriate and timely enforcement of building codes to ensure safe buildings and structures, land use rules to ensure compliance with state laws regarding use and zoning, and the solid waste ordinance to ensure a sanitary and healthy environment.

		Key Performance Measures			
		FY 16-17 Actual	FY 17-18 Target	FY 17-18 Projected Performance	FY 18-19 Target
	Result	% of code violations resolved within 120 days of initial complaint (building/solid waste/zoning)	92%	75%	85%
	Result	% of violations confirmed within seven (7) business days <sup>1</sup>	NEW	NEW	NEW
	Output	# business days between initial complaint and confirmation of the violation <sup>1,3</sup>	NEW	NEW	NEW
	Output	# of verified enforceable code violations by type (building/solid waste/zoning/marijuana-related)	1,077	1,026	1,200
	Demand	# of marijuana-related code enforcement complaints	35	60	32
	Result	By 2017, public education and outreach will result in a 15% reduction of occupied travel trailer (RV) code violations <sup>2</sup>	0%	15%	0%
					Discontinue

<sup>1</sup> DTD Completed a Periodic Plan Review in FY 2018. These measures were added to the plan.

<sup>2</sup> DTD Completed a Periodic Plan Review in FY 2018. This measure was removed from the plan.

<sup>3</sup> Result of 17 business days is measured from the date a complaint is received and includes the required 10-day due process notification to the property owner plus 7 calendar days after for County staff to follow up and respond.

#### Program includes:

Mandated Services

Shared Services

Grant Funding



#### 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.



## Livable Communities Line of Business

### Code Enforcement Program

#### Budget Summary

	FY 15-16 Actual	FY 16-17 Actual	FY 17-18 Amended Budget	FY 17-18 Projected Year End	FY 18-19 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
<b>Beginning Balance</b>	<b>83,219</b>	<b>70,673</b>	<b>169,474</b>	<b>169,474</b>	<b>158,713</b>	<b>(10,761)</b>	<b>-6.35%</b>
Local Government & Other Agencies	52	597	2,250	-	-	(2,250)	-100.00%
Charges for Services	696,904	669,530	762,427	753,129	800,694	38,267	5.02%
Fines & Penalties	75	67	-	15,000	12,000	12,000	0%
Miscellaneous Revenue	130	630	3,500	50	50	(3,450)	-98.57%
Interfund Transfers	112,558	112,503	134,534	134,534	138,916	4,382	3.3%
<b>Operating Revenue</b>	<b>809,719</b>	<b>783,327</b>	<b>902,711</b>	<b>902,713</b>	<b>951,660</b>	<b>48,949</b>	<b>5.4%</b>
<b>Total Rev - Including Beginning Bal</b>	<b>892,938</b>	<b>854,000</b>	<b>1,072,185</b>	<b>1,072,187</b>	<b>1,110,373</b>	<b>38,188</b>	<b>3.6%</b>
Personnel Services	580,379	493,547	697,740	712,527	748,019	50,279	7.21%
Materials & Services	116,095	95,370	84,500	90,960	105,788	21,288	25.19%
Indirect Costs	63,625	29,660	26,125	26,125	28,833	2,708	10.37%
Cost Allocation Charges	62,166	65,949	83,862	83,862	68,559	(15,303)	-18.25%
<b>Operating Expenditure</b>	<b>822,265</b>	<b>684,526</b>	<b>892,227</b>	<b>913,474</b>	<b>951,199</b>	<b>58,972</b>	<b>6.61%</b>
Reserve for Future Expenditures	-	-	52,000	-	27,896	(24,104)	-46.4%
Contingency	-	-	127,958	-	131,278	3,320	2.6%
<b>Total Exp - Including Special Categories</b>	<b>822,265</b>	<b>684,526</b>	<b>1,072,185</b>	<b>913,474</b>	<b>1,110,373</b>	<b>38,188</b>	<b>3.6%</b>
<b>General Fund Support (if applicable)</b>	<b>112,558</b>	<b>112,503</b>	<b>134,534</b>	<b>134,534</b>	<b>138,916</b>	<b>4,382</b>	<b>3%</b>
Full Time Equiv Pos (FTE) Budgeted	8.00	5.80	5.80	5.80	5.80	-	0%
Full Time Equiv Pos (FTE) Filled at Yr End	8.00	4.80	5.80	5.80			
Full Time Equiv Pos (FTE) Vacant at Yr End	-	1.00	-	-			

#### Significant Issues and Changes

The Code Enforcement Program developed a work plan to collect on past due accounts. In March 2017, letters were sent to 18 of the oldest case files providing a 30-day notice and demand for payment on the past due balances. County Counsel received four phone calls, one of which resulted in an account being paid in full. As a result, we have continued this program and have sent a total of 94 letters; collecting more than \$110,000 from past due accounts through December 2017. Code Enforcement retains 10% of the collections recovered to defray the cost of administering the collections program and the remaining balances are distributed to the workgroup, based on the type of violation enforced. These collections are contributing toward a fund balance that helps sustain the efforts of this work program.

Code Enforcement has added one, full-time Code Enforcement Specialist position to respond to increased numbers of building codes violations. Violations case files can also include zoning violations, solid waste violations or combinations thereof. Should funding become available from local marijuana tax proceeds, one additional position will be added to focus on marijuana-related enforcement.



## Livable Communities Line of Business









### Dog Services Program

#### Performance Narrative Statement

The Dog Services Program proposes an operating budget of \$2,718,096. These resources will resolve 2000 cases investigated by dog services officers and will serve 1,100 dogs coming into the shelter for care, of which 83% will be saved including 600 returned to their owners.

Achieving these targets will reunite the public with lost dogs, provide people with the companionship of a well-matched adoption and protect the public from dogs running loose.

#### Key Performance Measures

		FY 16-17 Actual	FY 17-18 Target	FY 17-18 Projected Performance	FY 18-19 Target
 Result	By 2020, 29,000 dogs will be licensed	26,359	29,000	26,000	29,000
 Result	% of people surveyed who were happy with the level of customer service received	93%	90%	93%	90%
 Result	Fewer than 6% of adopted dogs returned to Dog Services within 90-days. <sup>3</sup>	NEW	NEW	NEW	6%
 Result	% dogs saved (return to owner, adopted or rescued) <sup>1</sup>	84%	87%	82%	83%
 Output	# of dogs returned to owners	584	600	608	600
 Output	# customer interactions <sup>3,5</sup>	NEW	NEW	NEW	35000
 Demand	# dog complaint cases <sup>2</sup>	1,591	4,000	1,584	2,000
 Demand	# phone calls <sup>4</sup>	24,378	27,500	28,940	Discontinue

<sup>1</sup> 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.

<sup>2</sup> Will include failure to license complaints, 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.

<sup>3</sup> DTD Completed a Periodic Plan Review in FY 2018. These measures were added to the plan.

<sup>4</sup> DTD Completed a Periodic Plan Review in FY 2018. These measures were removed from the plan.

<sup>5</sup> Customer interactions include phone calls, emails, social media inquiries, lost/found dogs posted on County website and the number of responses to the Happy or Not kiosk in the lobby.

#### Program includes:

Mandated Services ☒ Yes

Shared Services ☐ No

Grant Funding ☒ Yes



#### Explanation

#### Mandated Services:

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 license all Animal Rescue Entities (ORS 609.415, 609.420).



Dog Services Program

Budget Summary

	FY 15-16 Actual	FY 16-17 Actual	FY 17-18 Amended Budget	FY 17-18 Projected Year End	FY 18-19 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
<b>Beginning Balance</b>	<b>435,286</b>	<b>603,948</b>	<b>838,634</b>	<b>838,633</b>	<b>889,680</b>	<b>51,046</b>	<b>6.1%</b>
Licenses & Permits	527,574	676,880	569,300	592,000	592,000	22,700	4.0%
State Grants & Revenues	392	-	-	-	-	-	0%
Charges for Services	1,002	100	2,500	500	500	(2,000)	-80.0%
Fines & Penalties	87,758	81,955	72,500	59,000	62,500	(10,000)	-13.8%
Miscellaneous Revenue	60,680	25,963	26,500	27,500	31,000	4,500	17.0%
Miscellaneous Sales	10,715	6,431	5,000	5,000	7,000	2,000	40.0%
Other Financing Sources	(5,118)	-	-	10	-	-	0%
Interfund Transfers	1,442,931	1,492,324	1,572,264	1,572,264	1,732,506	160,242	10.2%
<b>Operating Revenue</b>	<b>2,125,934</b>	<b>2,283,653</b>	<b>2,248,064</b>	<b>2,256,274</b>	<b>2,425,506</b>	<b>177,442</b>	<b>7.9%</b>
<b>Total Rev - Including Beginning Bal</b>	<b>2,561,220</b>	<b>2,887,601</b>	<b>3,086,698</b>	<b>3,094,907</b>	<b>3,315,186</b>	<b>228,488</b>	<b>7.4%</b>
Personnel Services	1,256,334	1,228,012	1,695,623	1,309,051	1,880,743	185,120	10.9%
Materials & Services	332,763	459,024	406,660	452,292	394,448	(12,212)	-3.0%
Indirect Costs	96,096	91,763	92,098	92,098	102,831	10,733	11.7%
Cost Allocation Charges	272,078	258,708	312,786	312,786	310,074	(2,712)	-0.9%
Capital Outlay	-	11,190	38,000	39,000	30,000	(8,000)	-21.1%
<b>Operating Expenditure</b>	<b>1,957,271</b>	<b>2,048,697</b>	<b>2,545,167</b>	<b>2,205,227</b>	<b>2,718,096</b>	<b>172,929</b>	<b>6.8%</b>
Reserve for Future Expenditures *	-	-	126,452	-	345,151	218,699	173.0%
Contingency	-	-	415,079	-	251,939	(163,140)	-39%
<b>Total Exp - Including Special Categories</b>	<b>1,957,271</b>	<b>2,048,697</b>	<b>3,086,698</b>	<b>2,205,227</b>	<b>3,315,186</b>	<b>228,488</b>	<b>7.4%</b>
<b>General Fund Support (if applicable)</b>	<b>1,442,931</b>	<b>1,492,324</b>	<b>1,572,264</b>	<b>1,572,264</b>	<b>1,732,506</b>	<b>160,242</b>	<b>10.2%</b>
Full Time Equiv Pos (FTE) Budgeted	17.10	18.30	20.30	20.30	20.30	-	0%
Full Time Equiv Pos (FTE) Filled at Yr End	16.10	16.30	20.30	19.80			
Full Time Equiv Pos (FTE) Vacant at Yr End	1.00	2.00	-	0.50			

Significant Issues and Changes

Efforts are being made to increase dog licensing revenue using a marketing campaign, improve processes and increase efficiencies program wide. Dog Services has hired a staff veterinarian. In the past this role was contracted out and worked part time. Adding the position will result in reduced cost for outside contracted for veterinary services, reduced cost for transport of dogs and a higher level of customers reporting that they are happy with the service they received.

Dog Services will continue the program for free microchips. On the 3rd Saturday of each month, licensed dogs may be brought to Dog Services to receive a free micro-chip at the partnering Good Neighbor Vet. Micro-chips help shelter staff reunite dogs with their families more quickly, which helps Dog Services achieve their goal of increasing the percentage of dogs returned to owners. In addition, this program increases dog licensing compliance.

\* Reserve for future expenditure includes 2-years of salary and fringe for the new veterinarian position; the commitment before hiring was to provide a minimum of 3-years support with this position.



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**CLACKAMAS**  
C O U N T Y





## Transportation



### Line of Business Purpose Statement

Provide safety, maintenance, engineering, construction and operations services to users of the transportation system so they can travel safely and efficiently in Clackamas County.

### Transportation & Development

Dan Johnson - Director

FTE 284.05

(282.05 + 2.0 PGA Embedded Employees)

Total Request \$ 114,975,178

General Fund Support \$ 5,582,564

#### Transportation

Mike Bezner - Asst. Dir.

Total Request

\$79,332,221

Gen Fund \$ 268,686

#### Transportation Engineering & Construction

Joel Howie - Mgr.

FTE 21.2

Total Request

\$20,386,553

Gen Fund \$ -

#### Transportation Maintenance

Randy Harmon - Mgr.

FTE 107.7

Total Request

\$41,164,803

Gen Fund \$ -

#### Traffic Safety

Joe Marek - Mgr.

FTE 10.1

Total Request

\$2,203,767

Gen Fund \$ 268,686

#### Damascus Roads

Randy Harmon - Mgr.

FTE 0

Total Request

\$4,725,229

Gen Fund \$ -

#### Countywide TSDCs

Total Request

\$8,906,892

#### HV Joint Subarea TSDCs

Total Request

\$1,944,977



## Transportation Line of Business

### Transportation Engineering & Construction Program









#### Performance Narrative Statement

The Transportation Engineering & Construction Program proposes an operating budget of \$14,692,523. Revenues for the transportation construction program fluctuate based on projects. The resources will fund 34 transportation projects in various stages of design, right of way acquisition and construction, which includes:

- The ADA Improvement Project will improve 22 curb ramps on Oak Grove Blvd between River Road and Oak Court and provide 2 pedestrian crossings with median islands.
- 13 Road Projects
- 7 Bike/Pedestrian Projects
- 4 Safety Projects
- 9 Bridge Replacement/Repair 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 16-17 Actual	FY 17-18 Target	FY 17-18 Projected Performance	FY 18-19 Target
 Result	% completed CIP contracts coming in within 110% of original contract value <sup>1</sup>	NEW	NEW	NEW	90%
 Result	% completed CIP contracts completed within original contract completion date <sup>1</sup>	NEW	NEW	NEW	90%
 Output	# projects managed	28	25	26	34
 Output	# road miles transferred <sup>1</sup>	0.44	NEW	4.99	5
 Result	% of funded capital projects on schedule <sup>2</sup>	68%	85%	80%	Discontinue
 Result	% of funded capital projects within budget <sup>2</sup>	89%	85%	90%	Discontinue
 Result	% of projects completed in 5-year Capital Improvement Plan <sup>2</sup>	12% 5 of 41	17% 7 of 41	15% 6 of 41	Discontinue
 Result	% of projects completed in 20-year Transportation System Improvement Plan <sup>2</sup>	4% 5 of 129	5% 7 of 129	5% 6 of 129	Discontinue

<sup>1</sup> DTD Completed a Periodic Plan Review in FY 2018. These measures were added to the plan.

<sup>2</sup> DTD Completed a Periodic Plan Review in FY 2018. These measures were removed from the plan.

#### Program includes:

Mandated Services	<input checked="" type="checkbox"/> Yes
Shared Services	<input type="checkbox"/> No
Grant Funding	<input checked="" type="checkbox"/> Yes



#### Explanation

##### Mandated Services:

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

##### 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 15-16 Actual	FY 16-17 Actual	FY 17-18 Amended Budget	FY 17-18 Projected Year End	FY 18-19 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
<b>Beginning Balance *</b>	<b>8,881,460</b>	<b>12,694,705</b>	<b>16,045,578</b>	<b>16,045,578</b>	<b>5,841,226</b>	<b>(10,204,352)</b>	<b>-63.6%</b>
Prior Year Revenue	2,351	458,251	-	-	-	-	0%
Licenses & Permits ***	8,395,270	4,269,355	2,063,800	2,381,934	165,000	(1,898,800)	-92.0%
Federal Revenues	872,670	4,424,643	1,837,823	1,677,781	2,445,207	607,384	33.0%
State Revenues *	7,030,281	4,492,420	6,814,507	6,030,473	7,220,111	405,604	6.0%
Local Government & Other Agencies	(76,152)	3,819	77,746	50,000	308,901	231,155	0.0%
Charges for Services ***	1,269,975	1,079,725	1,312,000	1,196,750	296,081	(1,015,919)	-77.4%
Miscellaneous Revenue	381,069	693,638	100,324	271,166	-	(100,324)	-100.0%
Other Financing Sources	235,070	267,371	2,000	12,000	2,000	-	0%
Interfund Transfers	3,584,606	5,702,361	3,363,366	1,782,722	4,108,027	744,661	22.1%
<b>Operating Revenue</b>	<b>21,695,140</b>	<b>21,391,583</b>	<b>15,571,566</b>	<b>13,402,826</b>	<b>14,545,327</b>	<b>(1,026,239)</b>	<b>-6.6%</b>
<b>Total Rev - Including Beginning Bal</b>	<b>30,576,600</b>	<b>34,086,288</b>	<b>31,617,144</b>	<b>29,448,404</b>	<b>20,386,553</b>	<b>(11,230,591)</b>	<b>-35.5%</b>
<i>* Includes Road Fund support; fund balance includes a Fee-In-Lieu of Road Improvement Pedestrian Fee Carryforward.</i>							
Personnel Services	2,243,004	2,150,814	2,566,798	2,498,039	2,849,041	282,243	11.0%
Materials & Services	482,249	579,325	483,828	452,026	464,025	(19,803)	-4.1%
Indirect Costs	119,787	112,637	107,887	107,887	89,465	(18,422)	-17.1%
Cost Allocation Charges	219,447	288,229	276,743	276,742	314,515	37,772	13.6%
Capital Outlay	9,420,779	11,169,370	8,802,905	6,197,636	10,975,477	2,172,572	24.7%
<b>Operating Expenditure</b>	<b>12,485,266</b>	<b>14,300,375</b>	<b>12,238,161</b>	<b>9,532,330</b>	<b>14,692,523</b>	<b>2,454,362</b>	<b>20.1%</b>
Debt Service **	4,365,753	4,214,143	-	-	-	-	0%
Special Payments **	-	-	3,200,000	4,668,234	-	(3,200,000)	-100.0%
Interfund Transfers **	3,577,306	2,367,902	3,143,366	1,562,722	5,319,259	2,175,893	69.2%
Reserve for Future Expenditures **	-	-	3,700,000	-	-	(3,700,000)	-100.0%
Contingency **	-	-	9,335,617	-	374,771	(8,960,846)	-96.0%
<b>Total Exp - Including Special Categories</b>	<b>20,428,325</b>	<b>20,882,420</b>	<b>31,617,144</b>	<b>15,763,286</b>	<b>20,386,553</b>	<b>(11,230,591)</b>	<b>-35.5%</b>
<b>General Fund Support (if applicable)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0%</b>
Road Fund - Fund 215 *	2,224,286	2,404,615	4,251,681	3,608,812	3,839,763	(411,918)	-10%
Full Time Equiv Pos (FTE) Budgeted	20.00	17.80	19.80	19.80	21.20	1.40	7%
Full Time Equiv Pos (FTE) Filled at Yr End	18.00	16.80	19.80	18.80			
Full Time Equiv Pos (FTE) Vacant at Yr End	2.00	1.00	-	1.00			

Significant Issues and Changes

There are a number of significant changes to the Transportation Engineering & Construction program over the next year. The requested budget will provide the necessary resources for:

- \$10.975 M in capital outlay (project planning, design, right of way acquisition and construction).
- This budget includes revenues for project management services to manage the Clackamas County Development Agency capital projects.

\*\* 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 are moving the funds out of the Transportation Engineering & Construction program into unique programs for tracking the use of these funds. Beginning FY 2018-2019, the budget proposal for this program will only include the TSDC funding that is assigned to cover eligible capital project expenses each budget year.

\*\*\* Fund 416 (Capital Projects) is being discontinued in FY 2018-2019. We have moved these transportation construction activities in to the Road Fund.



## Transportation Line of Business

### Transportation Maintenance Program

#### Performance Narrative Statement






The Transportation Maintenance Program proposes an operating budget of \$32,388,861, an increase from current funding levels. The majority of the funding comes from:

- A two year renewal of the Secure Rural Schools program; increasing annual revenues through 2020.
- An increase of \$3 million from FY 2017-18 from the Oregon State Highway Fund (includes money from state gas tax, truck weight mile fees, and vehicle registration fees) resulting from House Bill 2017, a 10-year phased in transportation funding package.

This revenue will provide the resources needed to perform paving and other surface treatments (including a \$4.5 million contract paving package) on 23.5 miles of county roads (8 miles in the Damascus Area and 15.5 miles countywide) during FY 18/19; 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 nearly 800 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 16-17 Actual	FY 17-18 Target	FY 17-18 Projected Performance	FY 18-19 Target
 Result	Maintain the average condition of paved county roads at 70 PCI (Pavement Condition Index) or higher <sup>1</sup>	NEW	NEW	72	72
 Output	# county road miles with a PCI (Pavement Condition Index) below 70 <sup>1</sup>	NEW	NEW	355.4	355
 Output	# road miles paved <sup>3</sup>	12.87	20.71	26.78	15.5
 Output	# service request responses (e.g., high water, downed trees, potholes, dead deer)	874	800	820	800
 Result	% of County roads with adequately visible paving markings <sup>2</sup>	92%	95%	95%	Discontinue

<sup>1</sup> DTD Completed a Periodic Plan Review in FY 2018. These measures were added to the plan.

<sup>2</sup> DTD Completed a Periodic Plan Review in FY 2018. This measure was removed from the plan.

<sup>3</sup> Summer paving package in FY 2016-17 was delayed and will be completed this year; increasing our projected performance in FY 2017-18.

#### 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 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 15-16 Actual	FY 16-17 Actual	FY 17-18 Amended Budget	FY 17-18 Projected Year End	FY 18-19 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
<b>Beginning Balance</b>	<b>13,701,238</b>	<b>18,403,087</b>	<b>15,574,349</b>	<b>15,574,349</b>	<b>10,781,884</b>	<b>(4,792,465)</b>	<b>-30.8%</b>
Federal Revenues	938,479	1,063,891	292,913	963,913	838,875	545,962	186.4%
State Revenues *	26,236,287	25,045,749	17,816,851	19,838,947	23,897,976	6,081,125	34.1%
Local Government & Other Agencies	73,469	367,300	456,000	507,000	519,000	63,000	13.8%
Charges for Services	636,565	547,445	618,000	663,000	639,288	21,288	3.4%
Miscellaneous Revenue	107,388	240,946	87,780	172,780	162,780	75,000	85.4%
Other Financing Sources **	82,209	33,918	3,075,000	79,800	4,325,000	1,250,000	40.7%
Interfund Transfers	166,837	-	-	-	-	-	0%
<b>Operating Revenue</b>	<b>28,241,234</b>	<b>27,299,249</b>	<b>22,346,544</b>	<b>22,225,440</b>	<b>30,382,919</b>	<b>8,036,375</b>	<b>36.0%</b>
<b>Total Rev - Including Beginning Bal</b>	<b>41,942,472</b>	<b>45,702,336</b>	<b>37,920,893</b>	<b>37,799,789</b>	<b>41,164,803</b>	<b>3,243,910</b>	<b>8.6%</b>
* Includes Road Fund support.							
Personnel Services	8,844,599	8,938,407	11,056,254	9,257,786	12,096,405	1,040,151	9.4%
Materials & Services	8,335,228	9,220,479	13,812,773	13,632,073	12,629,833	(1,182,940)	-8.6%
Indirect Costs	579,976	354,648	359,005	359,005	472,131	113,126	31.5%
Cost Allocation Charges	881,697	991,816	1,017,041	1,017,041	1,154,492	137,451	13.5%
Capital Outlay	1,026,757	1,959,864	3,280,000	2,291,000	6,036,000	2,756,000	84.0%
<b>Operating Expenditure</b>	<b>19,668,257</b>	<b>21,465,214</b>	<b>29,525,073</b>	<b>26,556,905</b>	<b>32,388,861</b>	<b>2,863,788</b>	<b>9.7%</b>
Special Payments	-	19,000	500,000	250,000	500,000	-	0.0%
Interfund Transfers	-	3,334,459	-	-	-	-	0%
Reserve for Future Expenditures	-	-	5,750,000	-	754,046	(4,995,954)	-86.9%
Contingency	-	-	2,145,820	-	7,521,896	5,376,076	250.5%
<b>Total Exp - Including Special Categories</b>	<b>19,668,257</b>	<b>24,818,673</b>	<b>37,920,893</b>	<b>26,806,905</b>	<b>41,164,803</b>	<b>3,243,910</b>	<b>8.6%</b>
<b>General Fund Support (if applicable) ***</b>	<b>166,837</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0%</b>
*** One-time Policy Level Proposal to cover workers compensation/casualty insurance increases FY 2015-16.							
Road Fund - Fund 215 *	20,484,298	21,171,431	18,076,854	19,838,947	22,647,976	4,571,122	25%
* Trans Eng. & Construction, Traffic Safety, Land Use, Dev. Rev & Permitting, Long Range Planning and DTD Admin include Road Fund support.							
Full Time Equiv Pos (FTE) Budgeted	72.50	101.50	101.50	101.50	107.70	6.20	6.1%
Full Time Equiv Pos (FTE) Filled at Yr End	57.50	86.50	101.50	86.50			
Full Time Equiv Pos (FTE) Vacant at Yr End	15.00	15.00	-	15.00			

#### Significant Issues and Changes

The new Pavement Condition Index (PCI) rates the visual condition of the road surface; while the previous Pavement Quality Index (PQI) rating considered the pavement condition, ride quality and the condition of the road base. The county has performed an initial evaluation of its road network based on a new Pavement Condition Index rating. The initial average condition of all paved county roads is a PCI of 72; however, the current PCI ratings are based on one year's worth of data collection and will be refined after collecting data again in Spring 2018. Under the PCI rating system, only a 10% sample of the road system is rated each year. Data accuracy will continue to improve with future data collections.

\*\* The \$8 million contingency assumes a \$4.25 million property sale reimbursement for the CIAO site and includes earmarks for \$3 million for emergency/inclement weather response and \$1 million for the I205/Abernethy Bridge project. In addition to this, transportation maintenance program costs will be ramping up over the next few years as we align our staffing and program with the new House Bill 2017 revenues.

There are several important programs or projects that need funding that we don't currently have:

1. Relocate the maintenance facility. Will likely require a bond payment of \$1.5 million to \$2 million per year.
2. Rehabilitate urban local roads. Urban locals have a current average PCI of 59. In order to bring them up to an average PCI of 70 (the BCC's goal), within 5 years, we need an additional \$4 million per year.
3. Fund capital needs. We forecast that we can only fund 15% of our 20-year TSP (Tier 1). We are forecasting over the next 20 years to spend \$28 million of the new HB 2017 funding on capital (safety and bike/ped). An additional \$5 million per year would allow us to move 25% of the Tier 2 projects into Tier 1, which is significant.



## Transportation Line of Business










### Traffic Safety Program

#### Performance Narrative Statement

The Traffic Safety Program proposes an operating budget of \$2,134,463. 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 and safety culture.

Outcomes include over 2,600 safety education presentations to students, more than 250 heavy vehicle inspections, and response to 200 citizen safety concerns.

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 16-17 Actual	FY 17-18 Target	FY 17-18 Projected Performance	FY 18-19 Target
 Result	By 2035, reduce the number of fatalities resulting from crashes on roads in Clackamas County to zero <sup>1</sup>	44	NEW	28	26
 Result	Upgrade # signals each year to improve safety and efficient travel on roads countywide by 2024 <sup>1</sup>	NEW	NEW	13	10
 Output	# community engagement interactions related to traffic safety <sup>1,3</sup>	2592	NEW	2600	2600
 Output	# commercial vehicles inspected: of which, # inspections were voluntary <sup>1</sup>	NEW	NEW	250:10	250:20
 Output	# of temporary radar speed feedback sign placements <sup>1</sup>	13	NEW	15	25
 Output	# citizen safety concerns addressed (i.e., clear vision areas, )	181	250	210	200
 Result	Reduce three-year average number of fatalities resulting from crashes in Clackamas County from 24 in 2012 to 12 in 2022 <sup>2</sup>	43	18	34	Discontinue
 Output	# of students receiving Drive to Zero safety presentations <sup>2</sup>	2,310	4,000	3,000	Discontinue
 Output	# heavy vehicles inspected <sup>2</sup>	221	600	250	Discontinue

<sup>1</sup> DTD Completed a Periodic Plan Review in FY 2018. These measures were added to the plan.

<sup>2</sup> DTD Completed a Periodic Plan Review in FY 2018. These measures were removed from the plan.

<sup>3</sup> Community engagement sessions include students receiving Drive to Zero safety presentations, postings on ODOT Trip Check system, social media posts and news releases.

#### Program includes:

Mandated Services ☒ Yes

Shared Services ☐ No

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.

##### 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 15-16 Actual	FY 16-17 Actual	FY 17-18 Amended Budget	FY 17-18 Projected Year End	FY 18-19 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
<b>Beginning Balance</b>	<b>103,565</b>	<b>288,744</b>	<b>177,775</b>	<b>177,775</b>	<b>211,000</b>	<b>33,225</b>	<b>18.7%</b>
Federal Revenues	29,289	5,299	90,000	60,000	10,000	(80,000)	-88.9%
State Revenues *	-	-	1,806,038	1,635,913	1,505,581	(300,457)	-16.6%
Local Government & Other Agencies	334,564	30,729	50,000	50,000	50,000	-	0%
Charges for Service	186,272	161,750	167,200	179,000	133,500	(33,700)	-20.2%
Miscellaneous Revenue	113,765	10,000	10,000	10,000	10,000	-	0%
Other Financing Sources	96	-	-	-	15,000	15,000	0%
Interfund Transfers	350,000	251,460	258,114	258,114	268,686	10,572	4.1%
<b>Operating Revenue</b>	<b>1,013,986</b>	<b>459,238</b>	<b>2,381,352</b>	<b>2,193,027</b>	<b>1,992,767</b>	<b>(388,585)</b>	<b>-16.3%</b>
<b>Total Rev - Including Beginning Bal</b>	<b>1,117,551</b>	<b>747,982</b>	<b>2,559,127</b>	<b>2,370,802</b>	<b>2,203,767</b>	<b>(355,360)</b>	<b>-13.9%</b>
<i>* Includes Road Fund support.</i>							
Personnel Services	1,208,032	1,088,156	1,312,961	1,339,961	1,388,488	75,527	5.8%
Materials & Services	1,079,991	374,707	583,256	575,706	446,770	(136,486)	-23.4%
Indirect Costs	56,766	89,647	45,559	45,559	52,150	6,591	14.5%
Cost Allocation Charges	259,956	102,194	179,576	179,576	150,055	(29,521)	-16.4%
Capital Outlay	7,998	3,274	40,000	10,000	97,000	57,000	142.5%
<b>Operating Expenditure</b>	<b>2,612,743</b>	<b>1,657,978</b>	<b>2,161,352</b>	<b>2,150,802</b>	<b>2,134,463</b>	<b>(26,889)</b>	<b>-1.2%</b>
Interfund Transfers	7,300	-	220,000	220,000	-	(220,000)	-100.0%
Contingency	-	-	177,775	-	69,304	(108,471)	-61.0%
<b>Total Exp - Including Special Categories</b>	<b>2,620,043</b>	<b>1,657,978</b>	<b>2,559,127</b>	<b>2,370,802</b>	<b>2,203,767</b>	<b>(355,360)</b>	<b>-13.9%</b>
<b>General Fund Support (if applicable) **</b>	<b>350,000</b>	<b>251,460</b>	<b>258,114</b>	<b>258,114</b>	<b>268,686</b>	<b>10,572</b>	<b>4.1%</b>
<i>** FY 15/16 GF support includes a one-time Policy Level Proposal of \$100,000.</i>							
<b>Road Fund - Fund 215 *</b>	<b>1,502,495</b>	<b>909,994</b>	<b>1,806,038</b>	<b>1,635,913</b>	<b>1,505,581</b>	<b>(300,457)</b>	<b>-17%</b>
Full Time Equiv Pos (FTE) Budgeted	19.00	10.00	10.00	10.00	10.10	0.10	1%
Full Time Equiv Pos (FTE) Filled at Yr End	16.00	10.00	10.00	9.00			
Full Time Equiv Pos (FTE) Vacant at Yr End	3.00	-	-	1.00			

#### Significant Issues and Changes

The Traffic Safety program will receive \$269,177 in General Fund to support County Strategic Priorities of reducing the number of fatal and serious injury crashes to zero by 2030.

- The Traffic Safety Action Plan update will be completed in this FY setting infrastructure, outreach and policies to achieve a goal of Zero Fatal and Serious Injury Crashes by 2030.
- Creation of an innovative partnership between H3S and DTD to jointly fund a position to examine safety and public health for road infrastructure projects.
- Increasing the focus on Traffic Signal Management and Operations (TSMO) through new adaptive traffic signal control and Sunnyside Road.
- Prepare for the evolution of connected and autonomous vehicles supporting a robust County-wide fiber optic communications network and new roadside infrastructure to support new technology.
- Continue outreach to youth and young drivers related to safety and increase social media messaging for transportation system users of all ages.
- Continue the Motor Carrier Safety Program focusing on inspection of heavy vehicles to ensure safety for all users and weighing to minimize road damage.





## Transportation Line of Business





### Damascus Roads Program

#### Performance Narrative Statement

The Damascus Roads Program proposes an operating budget of \$2,082,523. This program tracks the use of State Highway Fund revenues received by Clackamas County to maintain, operate and improve roads in the City of Damascus prior to disincorporation. The County will receive State Highway Fund Revenues for this area, based on PSU Population Forecasts, for ten years after disincorporation. 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 2018-19 budget was developed using the program work plan presented to residents in the Damascus area on March 20, 2018 and includes long range planning and transportation maintenance activities. Projects include a culvert extension, inlet and outfall rehab, intersection improvements, road safety improvements, shoulder safety improvements, slurry seal, paving and the TSP update.

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 16-17 Actual	FY 17-18 Target	FY 17-18 Projected Performance	FY 18-19 Target
 Result	By 2019, evaluate county-maintained roads within the boundaries of the former city of Damascus and set a PCI (Pavement Condition Index) standard for those roads <sup>1</sup>	0%	NEW	100%	Complete
 Result	By 2020, complete the Transportation System Plan for the area to identify needed capital projects <sup>1,2</sup>	NEW	NEW	NEW	Underway
 Output	# road miles paved	NEW	NEW	NEW	8
 Output	# service request responses (e.g., high water, downed trees, potholes, dead deer)	NEW	TBD	10	10

<sup>1</sup> DTD Completed a Periodic Plan Review in FY 2018. These measures were added to the plan.

<sup>2</sup> The Damascus area Transportation System Plan is included in the adopted Long Range Planning Annual Work Program.

#### 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 at least 1% of the annual receipts on bicycle/pedestrian improvements.





## Transportation Line of Business

### Damascus Roads Program

#### Budget Summary

	FY 15-16 Actual	FY 16-17 Actual	FY 17-18 Amended Budget	FY 17-18 Projected Year End	FY 18-19 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
<b>Beginning Balance</b>	-	-	3,398,083	3,398,083	3,916,694	518,611	15.3%
State Revenues	-	531,301	510,000	698,129	788,535	278,535	54.6%
Charges for Service	-	2,854,339	-	-	-	-	0%
Miscellaneous Revenue	-	18,874	25,000	20,000	20,000	(5,000)	-20.0%
<b>Operating Revenue</b>	-	3,404,514	535,000	718,129	808,535	273,535	0%
<b>Total Rev - Including Beginning Bal</b>	-	3,404,514	3,933,083	4,116,212	4,725,229	792,146	0%
Personnel Services	-	-	22,935	-	-	(22,935)	-100.0%
Materials & Services	-	6,431	510,000	20,000	665,713	155,713	30.5%
Capital Outlay	-	-	500,000	179,518	1,416,810	916,810	183.4%
<b>Operating Expenditure</b>	-	6,431	1,032,935	199,518	2,082,523	1,049,588	0%
Reserve for Future Expenditures	-	-	2,750,000	-	2,350,000	(400,000)	-14.5%
Contingency	-	-	150,148	-	292,706	142,558	94.9%
<b>Total Exp - Including Special Categories</b>	-	6,431	3,933,083	199,518	4,725,229	792,146	0%
<b>General Fund Support (if applicable)</b>	-	-	-	-	-	-	0%
Full Time Equiv Pos (FTE) Budgeted	-	-	-	-	-	-	0%
Full Time Equiv Pos (FTE) Filled at Yr End	-	-	-	-	-	-	
Full Time Equiv Pos (FTE) Vacant at Yr End	-	-	-	-	-	-	

#### Significant Issues and Changes

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. 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.

Approximately 3% of the total revenues in the Damascus Roads program will support development of a 20-year Transportation System Plan for the area since the proposed transportation projects are required to be in a TSP. 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 draft city land use plan and the future development will be rural; they economy is expanding more rapidly than was anticipated 5-years ago; and growth in surrounding areas will affect Damascus.

Transportation Maintenance staff have been working to identify a road repair and maintenance program for this area, with improvements through 2020, that will focus on:

- Safety improvements
- Paving
- Chip seal / slurry seal / crack seal
- Brushing, ditching, sweeping, pothole repair, etc.



## Transportation Line of Business

### Countywide TSDCs

#### Budget Summary

	FY 15-16 Actual	FY 16-17 Actual	FY 17-18 Amended Budget	FY 17-18 Projected Year End	FY 18-19 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
<b>Beginning Balance</b>	-	-	-	-	<b>7,843,892</b>	<b>7,843,892</b>	<b>0%</b>
Licenses & Permits	-	-	-	-	1,000,000	1,000,000	0%
Charges for Service	-	-	-	-	17,500	<b>17,500</b>	<b>0%</b>
Miscellaneous Revenue	-	-	-	-	45,500	<b>45,500</b>	<b>0%</b>
<b>Operating Revenue</b>	-	-	-	-	<b>1,063,000</b>	<b>1,063,000</b>	<b>0%</b>
<b>Total Rev - Including Beginning Bal</b>	-	-	-	-	<b>8,906,892</b>	<b>8,906,892</b>	<b>0%</b>
Materials & Services	-	-	-	-	104,000	<b>104,000</b>	<b>0%</b>
Indirect Costs	-	-	-	-	8,950	<b>8,950</b>	<b>0%</b>
Cost Allocation Charges	-	-	-	-	4,183	<b>4,183</b>	<b>0%</b>
Capital Outlay	-	-	-	-	12,950	<b>12,950</b>	<b>0%</b>
<b>Operating Expenditure</b>	-	-	-	-	<b>130,083</b>	<b>130,083</b>	<b>0%</b>
Interfund Transfers	-	-	-	-	1,721,536	<b>1,721,536</b>	<b>0%</b>
Reserve for Future Expenditures	-	-	-	-	6,500,000	<b>6,500,000</b>	<b>0%</b>
Contingency	-	-	-	-	555,273	<b>555,273</b>	<b>0%</b>
<b>Total Exp - Including Special Categories</b>	-	-	-	-	<b>8,906,892</b>	<b>8,906,892</b>	<b>0%</b>
<b>General Fund Support (if applicable)</b>	-	-	-	-	-	-	<b>0%</b>
Full Time Equiv Pos (FTE) Budgeted	0.00	0.00	0.00	0.00	0.00	0.00	0%
Full Time Equiv Pos (FTE) Filled at Yr End	0.00	0.00	0.00	0.00			
Full Time Equiv Pos (FTE) Vacant at Yr End	0.00	0.00	0.00	0.00			

#### Significant Issues and Changes

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 into the Transportation Engineering & Construction and the Long Range Planning program to support eligible capital projects. The current budget includes a \$1.7 million transfer out to support capital projects (ADA improvements, Arndt Road planning, Clackamas Regional Connections and the Clackamas River - Springwater Rd bridge).

The County adopted a new System Development Charge methodology in January 2018. This plan includes a new project list and defines the priorities for using these System Development Charge revenues toward future projects, focusing on projects that met the following criteria:

- Increase traffic connections to daily needs and services;
- Reduce congestion at intersections;
- Be located in or near a current or future employment area;
- Improve safety on roads; and
- Provide the greatest benefit to the entire community by keeping projects on roads with significant amounts of traffic, such as arterials and collectors.

The final TSDC eligible project list was 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.



## Transportation Line of Business

### HV Joint Subarea TSDCs

#### Budget Summary

	FY 15-16 Actual	FY 16-17 Actual	FY 17-18 Amended Budget	FY 17-18 Projected Year End	FY 18-19 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
<b>Beginning Balance</b>	-	-	-	-	-	-	0%
Licenses & Permits	-	-	-	-	50,000	50,000	0%
Miscellaneous Revenue	-	-	-	-	12,209	12,209	0%
Interfund Transfers	-	-	-	-	1,882,768	1,882,768	0%
<b>Operating Revenue</b>	-	-	-	-	<b>1,944,977</b>	<b>1,944,977</b>	<b>0%</b>
<b>Total Rev - Including Beginning Bal</b>	-	-	-	-	<b>1,944,977</b>	<b>1,944,977</b>	<b>0%</b>
Materials & Services	-	-	-	-	11,500	11,500	0%
Indirect Costs	-	-	-	-	8,949	8,949	0%
Cost Allocation Charges	-	-	-	-	2,825	2,825	0%
Capital Outlay	-	-	-	-	-	-	0%
<b>Operating Expenditure</b>	-	-	-	-	<b>23,274</b>	<b>23,274</b>	<b>0%</b>
Reserve for Future Expenditures	-	-	-	-	1,421,703	1,421,703	0%
Contingency	-	-	-	-	500,000	500,000	0%
<b>Total Exp - Including Special Categories</b>	-	-	-	-	<b>1,944,977</b>	<b>1,944,977</b>	<b>0%</b>
<b>General Fund Support (if applicable)</b>	-	-	-	-	-	-	0%
Full Time Equiv Pos (FTE) Budgeted	-	-	-	-	-	-	0%
Full Time Equiv Pos (FTE) Filled at Yr End	-	-	-	-	-	-	0%
Full Time Equiv Pos (FTE) Vacant at Yr End	-	-	-	-	-	-	0%

#### Significant Issues and Changes

The Happy Valley Subarea TSDC program holds the dedicated funding collected from developers to help add capacity to the County road system in prior boundary of the Happy Valley Joint TSDC district. Money is transferred out of this program into the Transportation Engineering & Construction and the Long Range Planning program to support eligible capital projects.

The County and City of Happy Valley finalized the adoption of a new System Development Charge methodology that was adopted in January 2018. The adopted plan established new boundaries and resulted in the dissolution of the City and County Joint District area. The existing Happy Valley Joint TSDC Fund balance was distributed between the City and County based on the percentage of collections over the life of the 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 (I-205 / Highway 212 / SE 172nd / Multnomah County line).



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**CLACKAMAS**  
C O U N T Y



## Land Use & Permitting



### Line of Business Purpose Statement

Provide planning, property information and permitting services to residents, property owners, the development community and businesses so they can experience a safe, thriving and well-planned community, make informed decisions, invest and develop property.

### Transportation & Development

Dan Johnson - Director

FTE 284.05

(282.05 + 2.0 PGA Embedded Employees)

Total Request \$ 114,975,178

General Fund Support \$ 5,582,564

#### Land Use & Permitting

Dan Johnson - Dir.

Total Request

\$25,741,656

Gen Fund \$ 3,442,456

#### Land Use, Development Review & Permitting

Dan Johnson - Dir.

FTE 76

Total Request

\$20,802,396

Gen Fund \$ 2,324,514

#### Long-Range Planning

Karen Buehrig - Mgr.

FTE 5.85

Total Request

\$1,874,524

Gen Fund \$ 500,000

#### Public Land Corner

Ray Griffin - Mgr.

FTE 4

Total Request

\$1,760,931

Gen Fund \$ -

#### County Surveyor

Ray Griffin - Mgr.

FTE 9

Total Request

\$1,303,805

Gen Fund \$ 617,942



## Land Use & Permitting Line of Business










### Land Use, Development Review & Permitting Program

#### Performance Narrative Statement

The Land Use, Development Review and Permitting program proposes an operating budget of \$15,663,724. These resources will provide the ability to respond to the 300,000 development inquiries from the development community, of whom more than 90% are happy with the level of service they received. During FY 2018-19, this program estimates the permitting 5,500,000 square feet of constructed improvements, with an estimated value of \$400 million.

- DTD strategic goal states, "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." The electronic plan review system will improve the customer experience, recognize efficiencies in the process, provide a mechanism for customers to track the status of their permits during review and provide a vehicle for partner agency representatives to log on from remote locations to sign-off on permits. The cost of this initiative is included in the proposed budget.
- Building Codes, Land Use Planning, Septic & Onsite Wastewater and Engineering Development Review combine to make up this program; staff in this program will issue approximately 25,000 permits and will perform more than 45,000 inspections in the coming year.

Achieving these targets will meet the development needs of the community, through the orderly development of property, an increase in housing alternatives, and increased jobs from construction and the resulting economic development.

		Key Performance Measures			
		FY 16-17 Actual	FY 17-18 Target	FY 17-18 Projected Performance	FY 18-19 Target
 Result	% of people surveyed who were happy with the level of customer service received <sup>1</sup>	89%	90%	90%	90%
 Result	% of commercial, industrial, and multi-family land use decisions (design review) issued within 45 days of application submittal <sup>4</sup>	93%	90%	80%	85%
 Result	% of new, single-family dwelling building permits picked up within 60 calendar days of application submittal <sup>2</sup>	46%	75%	42%	66%
 Key Measure	% of new, single-family dwelling building permits ready to be issued within 60 calendar days of application submittal <sup>1,2</sup>	NEW	NEW	NEW	80%
 Key Measure	\$ value of constructed improvements permitted <sup>1,5</sup>	\$386,841,735	NEW	\$ 415,210,747	\$ 400,000,000
 Key Measure	# square feet constructed <sup>1,6</sup>	6,748,312	NEW	5,442,462	5,500,000
 Output	# development related permits issued	21,000	26,000	25,000	25,000
 Output	# development related interactions (inspections/inquiries) provided <sup>1</sup>	296,620	285,000	300,000	300,000
 Result	By 2017, 75% of customers surveyed reporting they experienced a results-oriented, problem-solving approach to customer service <sup>3</sup>	89%	90%	90%	Discontinue

<sup>1</sup> DTD Completed a Periodic Plan Review in FY 2018. These measures were added to the plan.

<sup>2</sup> There was a large increase in building permit submittals due to the TSDC rate change in January 2018; not all of those permits have been picked up by the developers.

<sup>3</sup> DTD Completed a Periodic Plan Review in FY 2018. This measure was removed from the plan.

<sup>4</sup> FY17-18 projection was reduced to 80% and FY 2018-19 projection was adjusted to 85%. The Land Use Planning program had a large turnover of staff this year and we are adjusting these figures to provide time for training as we get these files back into the 45 day range.

<sup>5</sup> Includes New Single Family Homes (Building Codes), Commercial & Multi-Family Design Reviews (Land Use Planning) and Site/Development Improvements (Engineering Development Review).

<sup>6</sup> Does not include Tenant Improvements; reduced by any existing square footage replaced (as input in the permitting system).

#### Program includes:

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



#### Explanation

##### Mandated Services:

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

##### Shared Services:

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 15-16 Actual	FY 16-17 Actual	FY 17-18 Amended Budget	FY 17-18 Projected Year End	FY 18-19 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
<b>Beginning Balance</b>	<b>3,802,409</b>	<b>5,829,594</b>	<b>7,170,480</b>	<b>7,170,480</b>	<b>7,135,787</b>	<b>(34,693)</b>	<b>-0.5%</b>
Licenses & Permits	7,480,102	7,155,922	6,984,525	7,761,751	7,425,500	<b>440,975</b>	<b>6.3%</b>
Federal Grants & Revenues	1,745	-	-	-	-	-	<b>0%</b>
State Revenues *	-	-	909,888	559,291	1,618,510	<b>708,622</b>	<b>77.9%</b>
Local Government & Other Agencies	98,851	106,051	76,000	77,548	80,000	<b>4,000</b>	<b>5.3%</b>
Charges for Services	1,939,121	2,223,945	1,798,900	1,835,848	1,827,087	<b>28,187</b>	<b>1.6%</b>
Fines & Penalties	42,379	23,649	11,200	40,100	40,000	<b>28,800</b>	<b>257.1%</b>
Miscellaneous Revenue	168,313	215,057	177,045	246,627	250,998	<b>73,953</b>	<b>41.8%</b>
Other Financing Sources	(43,506)	2,893	1,500	25	-	<b>(1,500)</b>	<b>-100.0%</b>
Interfund Transfers	2,643,012	2,775,534	3,118,889	3,118,889	2,424,514	<b>(694,375)</b>	<b>-22.3%</b>
<b>Operating Revenue</b>	<b>12,330,017</b>	<b>12,503,051</b>	<b>13,077,947</b>	<b>13,640,079</b>	<b>13,666,609</b>	<b>588,662</b>	<b>4.5%</b>
<b>Total Rev - Including Beginning Bal</b>	<b>16,132,426</b>	<b>18,332,645</b>	<b>20,248,427</b>	<b>20,810,559</b>	<b>20,802,396</b>	<b>553,969</b>	<b>2.7%</b>
<i>* Includes Road Fund support for the Engineering Development Review function.</i>							
Personnel Services	7,387,397	8,460,950	9,921,344	9,441,622	10,053,443	<b>132,099</b>	<b>1.3%</b>
Materials & Services	1,936,325	1,878,644	2,423,181	2,096,184	2,225,811	<b>(197,370)</b>	<b>-8.1%</b>
Indirect Costs	763,766	459,807	607,245	607,245	524,047	<b>(83,198)</b>	<b>-13.7%</b>
Cost Allocation Charges	544,579	767,964	906,221	906,221	908,423	<b>2,202</b>	<b>0.2%</b>
Capital Outlay **	66,768	148,908	312,500	299,000	1,952,000	<b>1,639,500</b>	<b>524.6%</b>
<b>Operating Expenditure</b>	<b>10,698,835</b>	<b>11,716,273</b>	<b>14,170,491</b>	<b>13,350,272</b>	<b>15,663,724</b>	<b>1,493,233</b>	<b>10.5%</b>
Interfund Transfers **	-	-	324,500	324,500	110,000	<b>(214,500)</b>	<b>-66.1%</b>
Reserve for Future Expenditures	-	-	4,057,835	-	3,844,394	<b>(213,441)</b>	<b>-5.3%</b>
Contingency	-	-	1,695,601	-	1,184,278	<b>(511,323)</b>	<b>-30.2%</b>
<b>Total Exp - Including Special Categories</b>	<b>10,698,835</b>	<b>11,716,273</b>	<b>20,248,427</b>	<b>13,674,772</b>	<b>20,802,396</b>	<b>553,969</b>	<b>2.7%</b>
<b>General Fund Support (if applicable)</b>	<b>2,643,012</b>	<b>2,775,534</b>	<b>2,823,889</b>	<b>2,823,889</b>	<b>2,324,514</b>	<b>(499,375)</b>	<b>-17.7%</b>
Road Fund - Fund 215	(141,789)	575,107	1,084,888	559,291	1,618,510	533,622	49%
Full Time Equiv Pos (FTE) Budgeted	62.20	76.50	77.00	77.00	76.00	(1.00)	-1%
Full Time Equiv Pos (FTE) Filled at Yr End	55.20	66.50	77.00	77.00			
Full Time Equiv Pos (FTE) Vacant at Yr End	7.00	10.00	-	-			

#### Significant Issues and Changes

This program has seen a continued high level of permitting activity, which is consistent with statewide construction trends. The tight labor market, especially for certified technical staff, has made it difficult to hire and this continues to be an ongoing issue.

- The proposed budget includes a transfer to the Tax Assessor for \$10,000 to support the Pictometry aerial photography efforts that will provide more detailed 3-d renderings for staff to use for development related research.
- Septic & Onsite Wastewater program staff worked with management to convert inspections to a geographic program, rather than a first-come, first-served program. This change has greatly increased efficiencies in this program and has helped reduce the backlog. Now that the program is fully staffed, we hope to once again achieve our target of 50% of septic evaluation permits being completed within 60-days of a complete application submittal.
- Accela continues to evolve as we work to refresh aspects of the administrative functions and to finalize development of an application that partners with the mobile field inspection system.
- Land Use Planning has added a Planning Manager and a Permit Specialist to support supervisory, administrative and succession planning needs.
- The Building Codes Division continues to watch building-related legislative activity, and state building code division rules, based upon a recent state attorney general's opinion that was issued during the 2018 legislative session that may impact building codes programs around the state.

*\*\* This budget provides resources to begin implementation of an electronic plans review system. The migration to electronic plan review allows for a more integrated development review process, including providing a vehicle for partner agencies to approve documents electronically. This will require a significant investment in technology and training.*



## Land Use & Permitting Line of Business

### Long-Range Planning Program

#### Performance Narrative Statement

The Long-Range Planning Program proposes an operating budget of \$1,782,716, an increase of our current funding level. These resources provide our customers (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 14 long range planning projects, including:








#### Land Use Projects:

- Zoning & Development Ordinance (ZDO) Audit; the final year is focusing on special districts, definitions and housekeeping.
- Park Avenue Station Development Design Standards.
- Marijuana Ordinance amendment.
- Housing Focus; allow short-term rentals in single-family residential zones. Revise policies guiding zone changes in low-density residential zones. Accessory dwelling units (ADU) in rural areas. Housing needs assessment and buildable land inventory.

#### Transportation Projects:

- Safe Routes to Schools; Develop action plan and coordinate outreach and education.
- Develop a Transportation System Plan (TSP) for the Damascus area.
- Canby Ferry Toll Bridge Feasibility Study
- Pursue a Statewide Goal Exception for the Arndt Road Extension.
- Stafford Area Preliminary Infrastructure Feasibility Analysis (SAPIFA).
- Implement Development Review Performance Measures for Sidewalks, Bikeways, Transit and Safety.
- Develop a Barton Park Complex Master Plan.

These efforts support four of the Board's Strategic Goals: growing a vibrant economy; building strong infrastructure; honoring, utilizing, promoting and investing in our natural resources; and building public trust through good government.

		Key Performance Measures			
		FY 16-17 Actual	FY 17-18 Target	FY 17-18 Projected Performance	FY 18-19 Target
 Key Measure	% of projects in the annual Long-Range Planning Work Program completed annually <sup>1,3</sup>	80%	NEW	40%	80%
 Output	\$ outside funding secured <sup>1,5</sup>	\$3,603,331	NEW	\$306,000	\$500,000
 Output	\$ county funding required to match grant funding <sup>1,5</sup>	\$370,062	NEW	\$ -	\$51,350
 Demand	# projects on the annual Long-Range Planning Work Program <sup>1,4</sup>	5	NEW	10	14
 Result	% of planning projects underway that are related to land use issues such as employment land, Urban Growth Boundary (UGB), and urban and rural reserves <sup>2</sup>	12%	20%	20%	Discontinue
 Result	% of planning projects initiated in the last 5 years that have resulted in updates to plans and/or initiation of capital project investments <sup>2</sup>	70%	80%	80%	Discontinue
 Output	# local, state and regional planning group meetings (such as MTAC, JPACT, OTC, C4) at which Clackamas County is represented <sup>2</sup>	164	125	100	Discontinue

<sup>1</sup> DTD Completed a Periodic Plan Review in FY 2018. These measures were added to the plan.

<sup>2</sup> DTD Completed a Periodic Plan Review in FY 2018. These measures were removed from the plan.

<sup>3</sup> 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.

<sup>4</sup> FY16-17, only land use planning projects were included; beginning FY17-18 transportation projects were added.

<sup>5</sup> Metro Active Transportation Project Dev. Fund does not require a match; funding for the Willamette River Bike/Pedestrian Bridge.

#### Program includes:

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



#### Explanation

##### Mandated Services:

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

##### Grant Funding:

- Long Range Planning Program grant funding includes a project-specific Safe Routes to School grant through ODOT which terminates at project completion and requires a 31% match, funded by County Road Fund. This requirement will be met using staff work as an in-kind match.
- Funding for two additional project-specific based SAPIFA and Park Ave Development and Design Standards through METRO will require a 10.27% match. This requirement will be met using staff work as an in-kind match.





## Land Use & Permitting Line of Business

### Long-Range Planning Program

#### Budget Summary

	FY 15-16 Actual	FY 16-17 Actual	FY 17-18 Amended Budget	FY 17-18 Projected Year End	FY 18-19 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
<b>Beginning Balance</b>	-	44,092	66,012	66,012	198,621	132,609	200.9%
Federal Revenues	55,374	3,206	52,000	52,000	52,000	-	0%
State Revenues *	13,000	-	682,195	590,455	731,403	49,208	7.2%
Local Government & Other Agencies	120,000	10,000	143,409	16,000	297,500	154,091	107.4%
Charges for Services	65,705	12,345	20,000	5,000	45,000	25,000	125.0%
Miscellaneous Revenue	56	-	-	-	-	-	0%
Interfund Transfers	1,319,283	295,144	504,500	504,039	550,000	45,500	9.0%
<b>Operating Revenue</b>	<b>1,573,418</b>	<b>320,695</b>	<b>1,402,104</b>	<b>1,167,494</b>	<b>1,675,903</b>	<b>273,799</b>	<b>19.5%</b>
<b>Total Rev - Including Beginning Bal</b>	<b>1,573,418</b>	<b>364,787</b>	<b>1,468,116</b>	<b>1,233,506</b>	<b>1,874,524</b>	<b>406,408</b>	<b>27.7%</b>
<i>* Includes Road Fund support for the Long Range Transportation Planning function.</i>							
Personnel Services	533,196	801,090	834,315	723,364	886,591	52,276	6.3%
Materials & Services	441,325	107,407	369,716	165,107	688,746	319,030	86.3%
Indirect Costs	64,508	32,121	35,641	35,641	30,175	(5,466)	-15.3%
Cost Allocation Charges	111,431	38,537	110,773	110,773	67,204	(43,569)	-39.3%
Capital Outlay	-	-	-	-	110,000	110,000	0%
<b>Operating Expenditure</b>	<b>1,150,460</b>	<b>979,155</b>	<b>1,350,445</b>	<b>1,034,885</b>	<b>1,782,716</b>	<b>432,271</b>	<b>32.0%</b>
Special Payments	12,000	-	-	-	-	-	0%
Reserve for Future Expenditures	-	-	21,512	-	11,571	(9,941)	-46%
Contingency	-	-	96,159	-	80,237	(15,922)	-16.6%
<b>Total Exp - Including Special Categories</b>	<b>1,162,460</b>	<b>979,155</b>	<b>1,468,116</b>	<b>1,034,885</b>	<b>1,874,524</b>	<b>406,408</b>	<b>27.7%</b>
<b>General Fund Support (if applicable) **</b>	<b>1,319,283</b>	<b>295,144</b>	<b>504,500</b>	<b>504,039</b>	<b>500,000</b>	<b>(4,500)</b>	<b>-0.9%</b>
<i>** FY 15-16 included the Paving offset PLP; this was moved to Engineering Development Review in FY 16-17. Increase in FY 17-18 reflects a reallocation between the land use and long range planning.</i>							
<b>Road Fund - Fund 215 *</b>	<b>170,927</b>	<b>659,380</b>	<b>682,192</b>	<b>590,455</b>	<b>731,403</b>	<b>49,211</b>	<b>7%</b>
Full Time Equiv Pos (FTE) Budgeted	5.00	5.70	5.70	5.70	5.85	0.15	3%
Full Time Equiv Pos (FTE) Filled at Yr End	5.00	4.70	5.70	5.70	-	-	-
Full Time Equiv Pos (FTE) Vacant at Yr End	-	1.00	-	-	-	-	-

#### Significant Issues and Changes

The Long-Range Planning program has a project list with 14- land use or transportation planning projects proposed for the upcoming fiscal year.

The county is working with its partners and the state to gather support for providing increased access to I-5 from Canby.

- In January 2016, the Oregon Land Conservation and Development Commission (LCDC) approved a technical amendment to administrative rules to allow an exception for an alignment of the Arndt Rd Connector.
- The County's Transportation System Plan identifies a need for a "Greater Arndt Road / I-5 / Canby Access Feasibility Study".
- A refined cost estimate of construction of the Arndt Road extension of \$40 Million was developed.
- A project to complete the required State land use goal exception has been budgeted for FY 2018-2019; Countywide Transportation System Development Charge funding will help support the Arndt Road planning project.








## Land Use & Permitting Line of Business

### Public Land Corner Program

#### Performance Narrative Statement

The Public Land Corner (PLC) Program proposes an operating budget of \$736,975. The Public Land Corner Preservation Fund (PLCPF) 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. With the housing market recovering, we are seeing an increase in these recordings.

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. This activity is staffed at 4 FTE for the coming year.

Key Performance Measures					
		FY 16-17 Actual	FY 17-18 Target	FY 17-18 Projected Performance	FY 18-19 Target
 Result	% of corners set within seven (7) business days of County Surveyor approval <sup>1</sup>	N/A	80%	85%	90%
 Key Measure	# of the total 2,500 corners, identified as part of the annual work program, were restored <sup>2,3</sup>	53	60	42	60
 Output	# site inspection hours (protecting corners / preservation) <sup>1</sup>	N/A	50	100	200
 Result	% of Public Land Corners assigned to staff that are completed with maps and have County Surveyor approval within 120 calendar days <sup>3</sup>	51%	75%	70%	Discontinue
 Output	# of Public Land Corner assigned to staff <sup>3</sup>	79	45	42	Discontinue

<sup>1</sup> DTD Completed a Periodic Plan Review in FY 2018. These measures were added to the plan.

<sup>2</sup> This measure was reworded as part of the Periodic Review, but still tracks the same performance.

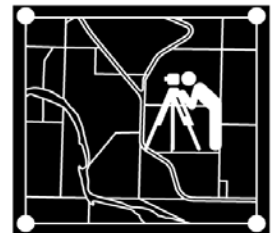
<sup>3</sup> DTD Completed a Periodic Plan Review in FY 2018. These measures were removed from the plan.

#### Program includes:

Mandated Services

Shared Services

Grant Funding



#### 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 15-16 Actual	FY 16-17 Actual	FY 17-18 Amended Budget	FY 17-18 Projected Year End	FY 18-19 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
<b>Beginning Balance</b>	<b>344,611</b>	<b>759,959</b>	<b>982,844</b>	<b>982,844</b>	<b>1,034,931</b>	<b>52,087</b>	<b>5.3%</b>
Charges for Services	1,075,612	787,768	755,000	715,000	712,000	(43,000)	-5.7%
Miscellaneous Revenue	17,320	15,459	10,000	15,000	14,000	4,000	40.0%
<b>Operating Revenue</b>	<b>1,092,932</b>	<b>803,227</b>	<b>765,000</b>	<b>730,000</b>	<b>726,000</b>	<b>(39,000)</b>	<b>-5.1%</b>
<b>Total Rev - Including Beginning Bal</b>	<b>1,437,543</b>	<b>1,563,186</b>	<b>1,747,844</b>	<b>1,712,844</b>	<b>1,760,931</b>	<b>13,087</b>	<b>0</b>
Personnel Services	536,670	398,085	504,411	509,411	527,468	23,057	4.6%
Materials & Services	73,176	77,815	101,620	83,375	95,437	(6,183)	-6.1%
Indirect Costs (Internal Dept Chgs)	19,913	21,857	18,165	18,165	27,291	9,126	50.2%
Cost Allocation Charges	47,826	49,208	66,962	66,962	61,779	(5,183)	-7.7%
Capital Outlay	-	33,378	-	-	25,000	25,000	0.0%
<b>Operating Expenditure</b>	<b>677,585</b>	<b>580,343</b>	<b>691,158</b>	<b>677,913</b>	<b>736,975</b>	<b>45,817</b>	<b>6.6%</b>
Reserve for Future Expenditures	-	-	664,531	-	733,088	68,557	10.3%
Contingency	-	-	392,155	-	290,868	(101,287)	-25.8%
<b>Total Exp - Including Special Categories</b>	<b>677,585</b>	<b>580,343</b>	<b>1,747,844</b>	<b>677,913</b>	<b>1,760,931</b>	<b>13,087</b>	<b>0.7%</b>
<b>General Fund Support (if applicable)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0%</b>
Full Time Equiv Pos (FTE) Budgeted	4.50	4.50	4.00	4.00	4.00	-	0%
Full Time Equiv Pos (FTE) Filled at Yr End	2.50	4.50	4.00	4.00			
Full Time Equiv Pos (FTE) Vacant at Yr End	2.00	-	-	-			

#### Significant Issues and Changes

We continue to benefit from new technology, including electronic instruments and Global Positioning System (GPS) equipment. 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; however, the current fee of \$10 for each recorded document was established in 1985 and has not been legislatively approved for an increase since that time.

11 Counties, including Clackamas County have a pending lawsuit for \$50 million against MERS (Mortgage Electronic Registration System). The premise is that agencies did not receive the filing fee when lots were recorded through MERS. If this lawsuit is successful, the county may see some revenue, but we are unsure whether any of those funds will filter into this program or whether they will remain with the recorder's office.

*\*\* Capital Outlay in FY 2016-17 and FY 2017-18 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

#### Performance Narrative Statement

The County Surveyor is responsible for providing professional surveying resources, plat review and approval services within incorporated cities and for unincorporated areas within Clackamas County. The County Surveyor is proposing an operating budget at the maintenance level of \$1,303,805.

With the current funding level we will continue to see an increase in subdivision and partition plats that will add approximately 1500 lots and tracts supporting development in Clackamas County over the next fiscal year.

#### Key Performance Measures

		FY 16-17 Actual	FY 17-18 Target	FY 17-18 Projected Performance	FY 18-19 Target
	Result	% of first review comments issued to plat surveyor within 45 calendar days of submittal <sup>1,4</sup>	98%	95%	95%
	Key Measure	# lots or parcels created through recording of subdivision or partition plat <sup>1</sup>	1247	1150	1350
	Output	# subdivision and partition plats approved <sup>1</sup>	144	120	120
	Output	# customer inquiries <sup>1,2</sup>	5668	5800	6000
	Demand	# Record of survey reviews/filings <sup>3</sup>	409	400	405
					Discontinue

<sup>1</sup> DTD Completed a Periodic Plan Review in FY 2018. These measures were added to the plan.

<sup>2</sup> Customer inquiries includes contact made in-person, by phone or by email.

<sup>3</sup> DTD Completed a Periodic Plan Review in FY 2018. These measures were removed from the plan.

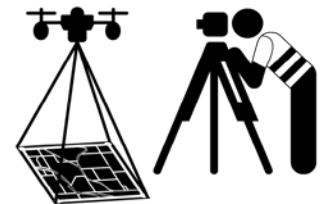
<sup>4</sup> This measure was reworded as part of the Periodic Review, but still tracks the same performance.

#### 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.



## Land Use & Permitting Line of Business

### County Surveyor Program

#### Budget Summary

	FY 15-16 Actual	FY 16-17 Actual	FY 17-18 Amended Budget	FY 17-18 Projected Year End	FY 18-19 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Licenses & Permits	171,100	188,014	168,500	169,500	175,000	6,500	3.9%
Charges for Services	541,211	576,574	516,250	505,566	503,863	(12,387)	-2.4%
Miscellaneous Revenue	7,914	6,289	6,500	6,500	7,000	500	7.7%
<b>Operating Revenue</b>	<b>720,225</b>	<b>770,877</b>	<b>691,250</b>	<b>681,566</b>	<b>685,863</b>	<b>(5,387)</b>	<b>-0.8%</b>
<b>Total Rev - Including Beginning Bal *</b>	<b>720,225</b>	<b>770,877</b>	<b>691,250</b>	<b>681,566</b>	<b>685,863</b>	<b>(5,387)</b>	<b>-0.8%</b>
<i>* County Surveyor program includes General Fund support.</i>							
Personnel Services	769,375	791,063	919,810	853,569	1,036,711	116,901	12.7%
Materials & Services	203,910	158,478	115,891	109,743	111,268	(4,623)	-4.0%
Indirect Costs	55,692	38,966	41,258	41,258	45,307	4,049	9.8%
Cost Allocation Charges	103,544	117,747	138,375	138,375	110,519	(27,856)	-20.1%
Capital Outlay **	-	29,505	-	62,706	-	-	0%
<b>Operating Expenditure</b>	<b>1,132,521</b>	<b>1,135,759</b>	<b>1,215,334</b>	<b>1,205,651</b>	<b>1,303,805</b>	<b>88,471</b>	<b>7.3%</b>
Interfund Transfers ***	-	-	75,000	75,000	-	(75,000)	-100.0%
<b>Total Exp - Including Special Categories</b>	<b>1,132,521</b>	<b>1,135,759</b>	<b>1,290,334</b>	<b>1,280,651</b>	<b>1,303,805</b>	<b>13,471</b>	<b>1.0%</b>
<b>General Fund Support (if applicable) *</b>	<b>412,295</b>	<b>364,882</b>	<b>599,084</b>	<b>599,084</b>	<b>617,942</b>	<b>18,858</b>	<b>3.1%</b>
Full Time Equiv Pos (FTE) Budgeted	7.50	9.00	9.00	9.00	9.00	-	0%
Full Time Equiv Pos (FTE) Filled at Yr End	6.50	8.00	9.00	9.00			
Full Time Equiv Pos (FTE) Vacant at Yr End	1.00	1.00	-	-			

#### Significant Issues and Changes

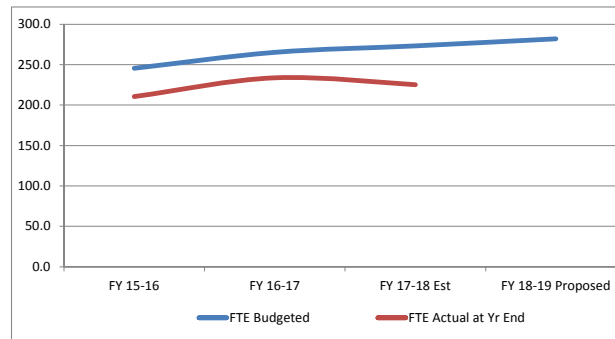
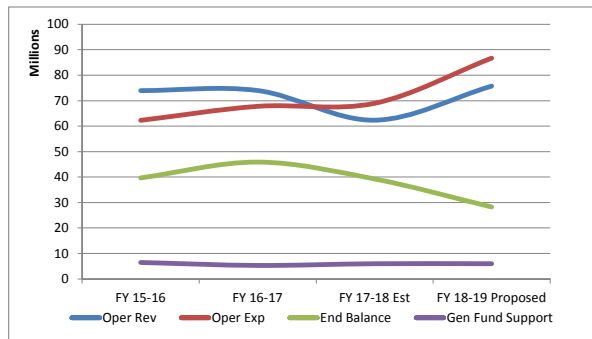
The County Surveyor program budget for FY 2018-19 reflects an increase in program expenses. The budget and the program performance assume an added Land Surveyor who will provide development review support and help the program meet succession planning needs.

*\*\* Capital Outlay in FY 2016-17 reflects the purchase of a new Theodolite, a surveying instrument with a rotating telescope for measuring horizontal and vertical angles. The FY 2017-18 reflects a vehicle replacement.*

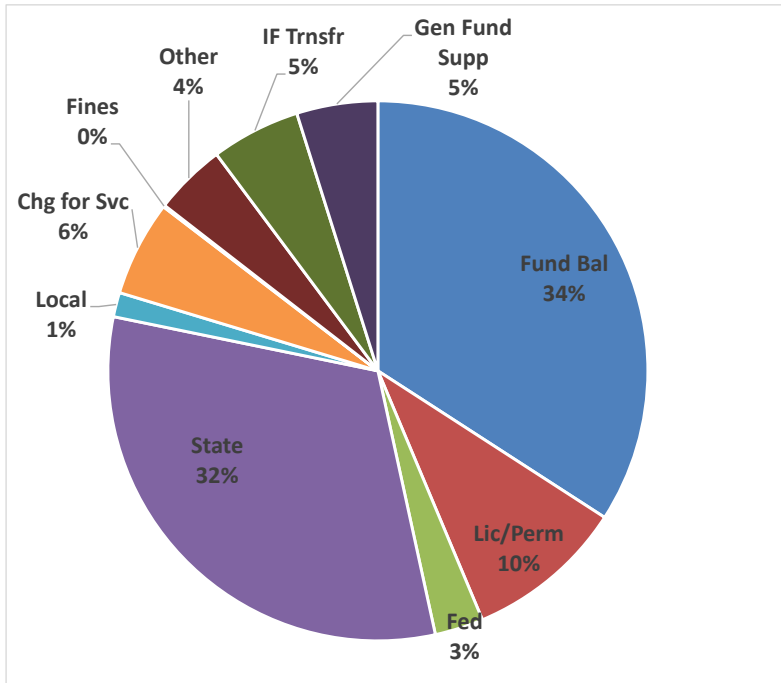
*\*\*\* The proposed \$75,000 transfer in FY 2017-18 reflects a pre-payment toward the department wide electronic plan review initiative. The software initiative is kicking off in FY 2018-19 and the County Surveyor wanted to apply cost savings realized in the current fiscal year toward those efforts.*

**Transportation and Development Combined Funds  
Summary of Revenue and Expense**

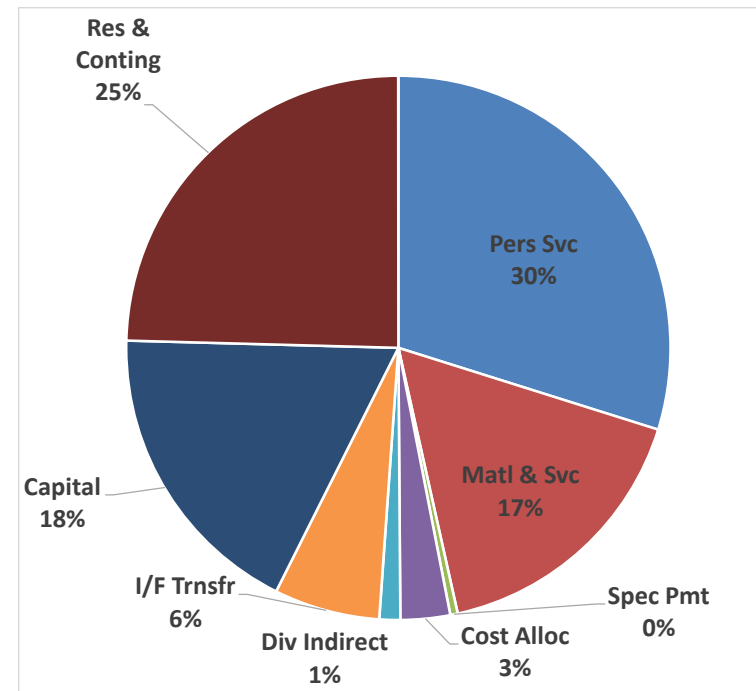
	FY 15-16	FY 16-17	FY 17-18 Amended Budget	FY 17-18 Projected Year End	FY 18-19 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
<b>Beginning Balance</b>	<b>28,006,855</b>	<b>39,679,620</b>	<b>45,878,721</b>	<b>45,878,720</b>	<b>39,244,435</b>	<b>-6,634,286</b>	<b>-14.5%</b>
Prior Year Revenue	2,351	458,251	0	0	0	0	0%
Taxes	0	0	0	0	0	0	0%
Licenses & Permits	18,067,611	13,814,745	11,250,125	12,462,185	10,967,500	-282,625	-2.5%
Federal Grants & Revenues	1,898,592	5,497,038	2,272,736	2,753,694	3,346,082	1,073,346	47.2%
State Grants & Revenues	33,279,960	30,089,237	28,947,826	29,422,166	36,375,144	7,427,318	25.7%
Local Grants & Revenues	862,529	937,343	1,233,905	1,121,529	1,678,901	444,996	36.1%
Charges for Service	8,464,381	10,460,567	7,485,353	7,487,033	6,569,220	-916,133	-12.2%
Fines & Penalties	159,939	114,672	93,700	116,600	124,500	30,800	32.9%
Other Revenues	1,184,403	1,618,253	3,562,149	911,003	4,946,037	1,383,888	38.8%
General Fund support to Surveyor	412,295	364,882	599,084	599,084	617,942	18,858	3.1%
Interfund Transfers	9,619,227	10,629,326	9,051,667	7,470,562	11,105,417	2,053,750	22.7%
<b>Operating Revenue</b>	<b>73,951,288</b>	<b>73,984,314</b>	<b>64,496,545</b>	<b>62,343,856</b>	<b>75,730,743</b>	<b>11,234,198</b>	<b>17.4%</b>
% Change	NA	0	-12.8%	-15.7%	21.5%		
Personnel Services	25,219,153	26,420,618	32,005,573	28,825,229	34,320,723	2,315,150	7.2%
Materials & Services	13,819,715	13,855,641	20,140,431	18,908,744	19,145,914	-994,517	-4.9%
Special Payments	53,862	51,247	3,720,000	4,934,467	500,000	-3,220,000	-86.6%
Cost Allocation Charges	2,807,347	2,883,493	3,310,118	3,310,117	3,388,632	78,514	2.4%
Debt Service	4,365,753	4,214,143	0	0	0	0	0%
Division Indirect Costs	1,899,887	1,268,482	1,377,502	1,377,502	1,431,438	53,936	3.9%
Interfund Transfers	3,584,606	5,702,361	3,837,866	2,257,222	7,225,795	3,387,929	88.3%
Capital Outlay	10,528,202	13,389,226	13,229,405	9,364,860	20,705,237	7,475,832	56.5%
<b>Operating Expenditure</b>	<b>62,278,525</b>	<b>67,785,211</b>	<b>77,620,895</b>	<b>68,978,141</b>	<b>86,717,739</b>	<b>9,096,844</b>	<b>11.7%</b>
% Change	NA	8.8%	14.5%	1.8%	25.7%		
Reserve for Future Expenditures	0	0	17,527,852	0	16,686,847	-841,005	-4.8%
Contingency	0	0	15,226,519	0	11,570,592	-3,655,927	-24.0%
<b>Total Expenditure</b>	<b>62,278,525</b>	<b>67,785,211</b>	<b>110,375,266</b>	<b>68,978,141</b>	<b>114,975,178</b>	<b>4,599,912</b>	<b>4.2%</b>
<b>Ending Balance (if applicable)</b> (includes Reserve & Contingency)	<b>39,679,618</b>	<b>45,878,723</b>	<b>32,754,371</b>	<b>39,244,435</b>	<b>28,257,439</b>	<b>-4,496,932</b>	<b>-13.7%</b>
<b>General Fund Support (if applicable)</b>	<b>6,446,916</b>	<b>5,291,847</b>	<b>5,962,885</b>	<b>5,962,885</b>	<b>5,582,564</b>	<b>-380,321</b>	<b>-6.4%</b>
Full Time Equiv Positions (FTE) Budgeted	245.6	265.3	273.3		282.1	8.8	3.2%
Full Time Equiv Positions (FTE) Filled at Yr End	210.6	233.8		225.3			
Full Time Equiv Positions (FTE) Vacant at Yr End	35.0	31.5		48.1			



# Transportation and Development Combined Funds FY 18-19 Proposed Budget



Resources



Requirements