



Performance Clackamas

Strategic Results Performance Reviews: Fall, 2020

Strategic Result	Page #
Reduce chronic homelessness	2
By 2024, 75% of participants in the Community Prosperity pilots have experienced improvement in financial stability and access to affordable, healthy foods.	5
By 2024 80% of employers within targeting clusters surveyed will report that an adequately trained workforce is available to fill their family wage jobs.	6
By 2024, 80% of businesses that pay family wage jobs seeking to locate or expand in Clackamas County will find serviceable commercial or industrial properties that meet their particular business needs.	12
By 2024, funding for the next Phase (from 122nd to 172nd) of the <u>Sunrise Gateway</u> multimodal corridor improvements will be committed from federal, state and/or regional funding sources.	14
Construct a new County Courthouse by 2023	17
By 2024, funding for the Interstate 205 (I-205) Widening and Seismic Improvements Project, including the Abernethy Bridge, will be committed from federal, state, and/or regional funding sources.	19
By 2022, the County's budget will be 100% tied to results with transparency to the public.	22
By 2025, 1,500 affordable housing units will be developed	24
By 2024, 80% of victims of domestic violence will not experience further abuse following their initial report.	26
By January 2022, a Climate Action Plan is adopted for our community with specific recommendations to reach the goal of being carbon neutral by 2050.	30

BCC Priority Area: Ensure Safe, Healthy, and Secure Communities

Strategic Result(s)

Reduce chronic homelessness as evidenced by:

By 2023, 30% reduction of chronically homeless people on the Coordinated Housing Access waitlist.

By 2023, 30% reduction in the homeless children and youth (24 and under) on the Coordinated Housing Access waitlist.

Team Members/Department (*Chair)

Vahid Brown*	Sue Hildick	Emily Klepper
Brenda Durbin*	Sarah Eckman	Malcolm McDonald
Jill Smith	Dan Johnson	

Key Strategies

Maximize opportunities to increase permanent supportive housing (PSH) resources with Metro Supportive Housing Services (SHS) Measure and Affordable Housing Bond funds.

Implement youth homeless services continuum through the Youth Homelessness Demonstration Program (YHDP)

Develop strong network of community based organizations (CBOs) with a focus on Equity

Use best practices to ensure ongoing tenancy: wraparound support services, easy access to behavioral and physical health support; community building, etc.

Emergency shelter system developed as “front door” to PSH programs (navigation centers; example of COVID-19 round one motel voucher program)

Planning for investments in housing and homeless services system across the County, including the non-Metro rural areas

Related Metrics

Baseline CHA 2019, measured against CHA quarterly reports, placements off waitlist vs inflow

Unit count 0-30% AMI (project-based and tenant-based vouchers), including dedicated PSH units

Long term success in maintaining housing

Activities Completed to Date

Metro 300 implementation – nearing full utilization (= 80 households placed in permanent housing)
SHS Local Implementation Plan (LIP) preparation underway – completed contract with engagement providers
Metro Bond developments – Bond resources awarded for the development of 461 units – including 201 units at 30% AMI and below
PBVs – 173 project-based vouchers (PBVs) awarded to support units affordable to households at 30% AMI and below to be developed with Metro Bond funding
Completion of YHDP Coordinated Community Plan (CCP) to end youth and young adult homelessness in Clackamas County
Grantees selected for 2 YHDP funded projects: 1. Diversion, Prevention, and Access Project, 2. Joint Component transitional housing-rapid rehousing project
Establishment of Youth Action Board (YAB)
Integrated multiple domestic violence (DV) providers into the Coordinated Housing Access system
Created 10 preference section 8 vouchers for PSH “move-on” – transition to rent support voucher by households no longer needing intensive supportive services
Contract awarded for engagement and analysis services to develop recommendations for utilizing existing funding to meet the housing and homeless services needs of non-Metro areas of the County

Activities Planned for FY 21

Q1: July-September	Q2: October-December	Q3: January-March	Q4: April-June
Supportive Housing Services Local Implementation Plan (SHS LIP) development	SHS LIP completion	SHS Implementation (LIP approval)	SHS Implementation begins
Implementation of 2 YHDP funded projects	SHS local task force meets	Contracted engagement for non-Metro areas of County conducted	Metro Bond: Construction starts on the Webster Road Redevelopment project (48 units at 30% AMI and below – including 12 dedicated PSH units)
	SHS community engagement conducted	Metro Bond: Construction starts on Fuller Station Project (100 units – includes 25 PSH units at 30% AMI and below)	Equity analysis of homeless service system report delivery

	YHDP funded projects execute grant agreement with HUD (October)	Acquisition/rehab of property for use as permanent shelter	Engagement report with recommendations for funding housing services in non-Metro areas
	Begin training drop-in centers, schools, and other system partners to conduct Coordinated Housing Access (CHA) assessments	Develop youth and young adult (YYA) Street Outreach Team	Support Youth Action Board (YAB) in hosting public awareness event
	Begin design and implement of changes to CHA system to be more accessible for unaccompanied youth.	Development of By-Name list for identifying homeless and at-risk youth (ages 14-24)	Planning to connect CoC funds to SHS funds where appropriate, to begin shifting CoC focus to rural county
		Support Youth Action Board (YAB) in hosting public awareness event	
		Intensive CoC outreach and connections with rural county begin	

Overall Status/Progress

What's Working Well	Barriers/Challenges
Increasing coordination among H3S divisions and across County Departments	Potential impacts from COVID-19 and wildfires
Shelter -> housing strategy: successes of Veterans Village and COVID-19 motel shelter project in Summer 2020	SHS funds services in Metro boundary only
Youth Action Board (YAB) meets frequently to support YHDP funded projects, to look at larger system planning for ending youth homelessness in Clackamas County.	Technological challenges to meeting due to COVID-19 Connecting/engaging with youth at a time when they are not able to access normal gathering sites.
YHDP Strategic Planning Group continues to meet frequently to make progress on goals of CCP	Capacity related to SHS implementation – staff and CBO partners

BCC Priority: Grow a Vibrant Economy

Strategic Result(s)

By 2024, 75% of participants in the Community Prosperity pilots have experienced improvement in financial stability and access to affordable, healthy foods.

Team Members/Department (*Chair)

Cindy Becker*	Armando Jimenez	Dan Johnson
Brenda Durbin	Karen Buehrig	Bridget Dazey
Rich Swift	Laura Zentner	Meagan Picard
Sue Hildick	Sara Eckman	

Key Strategies

County needs to see itself as a partner rather than leader in these projects – different strategic style
<p>There are cross-functional roles for the county to play in all communities in the pilot even though the specifics for each may be different:</p> <ul style="list-style-type: none"> • Barrier Mitigation: removing barriers in county or local policy or practice • Networking: County staff can utilize/leverage existing local contacts to “bring to the table” • Resources: County staff will identify potential staff and/or financial resources to help seed the projects. • Evaluation & Replication: County staff will work with contractor and local communities to evaluate projects and determine ability to replicate in other communities
Increase community awareness and impact of equity at the local level
Help to build capacity for shared leadership among all local partners
Increase knowledge and aware of projects in communities

Related Metrics

Under development by each lab

Activities Completed to Date

Identified and convened three pilot community labs: Canby, Estacada, Milwaukie
Provided equity training
Each lab has identified primary problem and solution statements
Transitioned leadership of Initiative to Clackamas Workforce Partnership with Athena continuing to support

Activities Planned for FY 21

Q1: July-September	Q2: October-December	Q3: January-March	Q4: April-June
Develop project designs in each lab	Test and evaluate project design for each lab	Final equity training and plans to implement learning	AntFarm continues implementing activities for Estacada grant
CRT meetings	CRT meeting(s)	Final overall project review event and report	Other TBD
Transfer leadership to CWP		Create plan to carry forward aspects of project CRT decide to move forward – submit plan	
Apply for county grants		AntFarm implements activities for Estacada grant	
Raise project awareness in broader communities		Potential additional testing and evaluation of lab projects in each site with final reports	

Overall Status/Progress

What's Working Well	Barriers/Challenges
Diversity and engagement of lab participants	Very process oriented which takes time and patience!
Desire to identify issues and work on solutions	COVID and wildfires have impacted ability to focus and meet regularly to continuous progress

Involvement of County staff as issues are identified	Intercultural issues have taken time to develop trusting relationships; some divides have become more evident/severe in COVID and wildfire context
CWP stepping up to assume local leadership	Engaging CRT among other COVID and wildfire priorities (members deployed to other high priority activities)

Changes recommended due to COVID or other factors

Recommended Change	Reason
<p>Change current strategic objective:</p> <p>FROM:</p> <p>By 2024, 75% of participants in the Community Prosperity pilots have experienced improvement in financial stability and access to affordable, healthy foods.</p> <p>TO:</p> <p>By 2024, 75% of participants in scaled up projects report easier access to resources, services and programs related to assisting with their financial needs.</p>	<p>From the beginning, the goal to build wealth has been broad and aspirational. While we started out thinking we would develop shared community wealth-building strategies, communities preferred to address existing barriers to reaching their financial goals, including</p> <ul style="list-style-type: none"> • inadequate childcare opportunities (Milwaukie) • unwelcoming community programs and services for people with limited English proficiency (Canby) • inadequate access to skill development/enrichment opportunities to help with access to employment/career pathways <p>Based on this, we believe the revised metric better reflects the desired outcome.</p>

BCC Priority: Grow a Vibrant Economy

Strategic Result(s)

By 2024 80% of employers within targeting clusters surveyed will report that an adequately trained workforce is available to fill their family wage jobs.

Team Members/Department (*Chair)

Business & Community Services	Laura Zentner	*Sarah Eckman	Allegra Willhite	Cindy Moore
Health, Housing and Human Services	Rod Cook	Jennifer Harvey	Teresa Christopherson	
Human Resources	Evelyn Minor-Lawrence			
Tourism & Cultural Affairs	Samara Phelps			
Clackamas Workforce Partnership	Bridget Dazey			
County Administration	Tracy Moreland			
Technology Services	Duke Dexter			
Public and Government Affairs	Sue Hildick			
Transportation and Development	Karen Buehrig			

Key Strategies

Define ‘targeted clusters’, ‘adequately trained workforce’, ‘family wage jobs’
Defined ‘family wage jobs’ using MIT Living Wage Calculator for Clackamas County: 1 working adult, 2 children, \$35.53/hour https://livingwage.mit.edu/counties/41005
Define targeted clusters. Idea proposed to focus on Enterprise Zone employers
Develop business survey for reporting and survey area employers from targeted clusters
Develop a communications strategy for sharing program information with target audience
MFR Implementation team working across county departments to ensure equity, diversity and inclusion are at the forefront of this work. Utilize language communication survey results from PGA and the Equity and Inclusion Office for recommendations to reach non-native English speakers
Create pathways for low-income and vulnerable residents to qualify for family wage career opportunities. Provide access to services designed to improve family stability and remove barriers to successful education, training and employment

County to partner with Clackamas Workforce Partnership, WorkSource Clackamas partners (public workforce system) and higher education system
Workforce Implementation Team to partner with Prosperity Zone team to address shared issues
County partnership with local broadband providers to provide Federal Communications Commission (FCC) baseline level of internet service (25mbps down/3 mbps upload)
Coordinate with H3S transportation planner regarding services provided by the Mt Hood Express; explore other transportation opportunities
Coordinate with leadership for Construction Career Pathways Project (C2P2)
Coordinate with BCS Economic Development on Cross-Laminated Timber industry development and evaluate future employment opportunities to provide living wage jobs
Coordinate with Economic Development Commission to gather their input and support toward this goal

Related Metrics

By 2024, 80% of businesses that pay family wage jobs seeking to locate or expand in Clackamas County will find serviceable commercial or industrial properties which meet their particular business need.
By 2024, 75% of participants in the Community Prosperity pilots have experienced improvement in financial stability and access to affordable, healthy foods.
By 2025, 1,500 affordable housing units will be developed. Those units will be stratified across the Area Median Income (AMI) ranges as shown in the BCC Goals.
Key Initiative: Being a catalyst and a convener to stimulate the development of Workforce Housing for those with 60% or less of the AMI.
Key Initiative: Making high speed internet available throughout the County

Activities Completed to Date

In depth planning discussion of goal and possible activities, reviewed membership and identified additional members for the group
Research on definition of “family wage job”; defined key terms within goal: ‘targeted clusters’, ‘adequately trained workforce’, ‘family wage jobs’
CC Workforce Program ensured accessibility to their Employment Center for in-person services
Entered into IGA with Clackamas Community College to offer scholarships to remove graduation barriers students in the last year of their program are experiencing
Met with Oregon Institute of Technology President to learn about their long-term plans for their programs, with agreement to meet again to discuss future opportunities
Partnering with Clackamas Workforce Partnership on this goal and others
Economic Development Commission provided letter of support for Technology Services broadband grant application

Activities Planned for FY 21

Q1: July-September	Q2: October-December	Q3: January-March	Q4: April-June
Reopen CC Workforce Programs Employment Center for in person service. Center offers in person services for vulnerable residents: justice involved, veterans, individuals with mental health, addiction issues and those lacking technology.	Technology Services submitted broadband grant application through Economic Development Administration	Create business survey	Distribute business survey and collect and analyze responses
CC Workforce Program participated on EOC-Vulnerable Persons Team (COVID-19 and Wildfire) to assist impacted residents with employment support.	Continue meeting to expand planning activities, set goals and implement plan	Continue meeting to expand planning activities, set goals and implement plan	Continue meeting to expand planning activities, set goals and implement plan
CC Workforce Program partners in staffing RingCentral Response Line. Hotline was developed by CWP for use during closure of WorkSource Clackamas.	Identify key partners and strengthen relationships	Consult with Mass Timber industry to evaluate employment opportunities for low-income and vulnerable residents (Economic Development & CC Workforce)	Review Enterprise Claim Forms for wages being reported
Provide CC Workforce staff to support Workforce Systems Transformation Planning Meetings convened by Clackamas Workforce Partnership: EDI Plan, digital services delivery, customer engagement, internal communications and safety protocol for reopening WorkSource Clackamas	Review HACC Employment & Training Career Survey results. Survey created by CWP and HACC for residents.		Strengthen connections with key partners
CC Workforce staff to continue partnering with ODHS District #15 providing employment and training services for TANF families and SNAP recipients through direct service.	Review OregonASK Survey results: work-related child care needs during COVID-19 for working families		

Overall Status/Progress

What's Working Well	Barriers/Challenges
Coordination of team members	Multiple sources and definitions of "family wage jobs"
Increased plans for partnerships to accomplish goals	There has been a disinvestment in workforce training.
Workforce system commits to process improvement to build more service connectivity and resource leverage	Lack or limited ability to operate Career and Technical Education (CTE) training programs. This education typically takes place in a hands-on, onsite environment and is very limited during COVID-19.
	Childcare challenges
	K-12 education challenges due to current environment, including home-schooling, remote learning, parental supervision needs, etc.

Changes recommended due to COVID or other factors

Recommended Change	Reason
Change 'adequately trained' to 'adequately prepared'	Training is not the only reason employers are struggling with finding talent. Employer feedback to existing organizations is that they need applicants with foundational skills such as interpersonal communications, time and attendance and willingness to learn

BCC Priority: Grow a Vibrant Economy

Strategic Result(s)

By 2024, 80% of businesses that pay family wage jobs seeking to locate or expand in Clackamas County will find serviceable commercial or industrial properties that meet their particular business needs.

Team Members/Department (*Chair)

Business and Community Services	*Sarah Eckman	Jon Legarza	Laura Zentner	Allegra Willhite
County Counsel	Stephen Madkour	Nathan Boderman		
County Administration	Caroline Hill			
Transportation and Development	Dan Johnson			
Assessment and Taxation	Bronson Rueda	Tami Little		
Technology Services	David Cummings	David DeVore		
Water Environment Services	Greg Geist	Chris Storey		

Key Strategies

Communications – clearly defining terms contained within the goal.
Strategy development – taking clearly defined goal and formulating strategy for how to accomplish and provide measurable results.
Collaboration – collaborating with subject matter experts to have a better understanding of the topics, gather input, and utilize cross-department collaboration approach.
Focus on three Opportunity Zones in unincorporated Clackamas County, with emphasis on repurposing existing properties. Consider scope of work for prospectus on Opportunity Zones.
Explore possible analysis on properties.
Coordination with City of Happy Valley on the East Happy Valley Comprehensive Plan.

Related Metrics

By 2024, 80% of employers within targeted clusters surveyed will report that an adequately trained workforce is available to fill their family wage jobs.
By 2024, funding for the next Phase (from 122 nd -172 nd) of the Sunrise Gateway multimodal corridor improvements will be committed from federal, state, and/or regional funding sources.
By 2024, funding for the Interstate 205 (I-205) Widening and Seismic Improvements Project, including the Abernethy Bridge, will be committed from federal, state, and/or regional funding sources.
By January 2022, a Climate Action plan is adopted for our community with specific recommendations to reach the goal of being carbon neutral by 2050.

Activities Completed to Date

Planning discussions to strategize future actions
Researched and defined terms within the goal to aid in better understanding of how to carry out the goal
Identified geographical areas of focus; reviewed existing infrastructure and other plans within County
Strategized on use of Opportunity Zones as focus area to ensure measurable outcomes

Activities Planned for FY 21

Q1: July-September	Q2: October-December	Q3: January-March	Q4: April-June
Regain common understand of goal	Define terms within goal	Draft scope of work for RFP to develop a Prospectus on three County Opportunity Zones	Contractor to do analysis and begin development of Prospectus
Strategize on goal measurement plan	Present to BCC on progress		
	Identify geographical areas of focus		

Overall Status/Progress

What's Working Well	Barriers/Challenges
Inter-departmental input is working well	Multiple possible interpretations of terms in measure require careful definition in order to develop a successful plan
For key infrastructure within identified study area, County is already providing most services	Specificity of measure leaves less room for adapting/updating measure to current circumstances
Leveraging existing infrastructure	

BCC Priority: Build a Strong Infrastructure

Strategic Result(s)

By 2024, funding for the next Phase (from 122nd to 172nd) of the Sunrise Gateway multimodal corridor improvements will be committed from federal, state and/or regional funding sources.

Team Members/Department (*Chair)

Transportation and Development	Dan Johnson *	Mike Bezner	Jamie Stasny
Public and Government Affairs	Sue Hildick	Chris Lyons	Trent Wilson
H3S	Rich Swift	Abe Moland	Derek Reinke
Water Environment Services	Greg Geist		
Business and Community Services		Sarah Eckman	
Board Representatives	Kimberlee Desantis	Tracy Moreland	

Key Strategies –

Government Relations – Regional Coordination – Understanding the desired outcomes of the measure
Evolve – refining the project components and phases to meet the desired outcomes of the measure
Communications – Clearly articulating the values of the project & making accurate information readily available
Funding Strategy Development – Understanding phasing and project costs, identifying potential funding sources and timelines
Government Relations – Positioning Sunrise for funding at the regional, state and potentially federal levels
Equitable Community Engagement -Equity, Diversity and Inclusion

Related Metrics

By 2024, funding for the Interstate 205 (I-205) Widening and Seismic Improvements Project, including the Abernethy Bridge, will be committed from federal, state, and/or regional funding sources. (PGA)
By 2024, 80% of businesses that pay family wage jobs seeking to locate or expand in Clackamas County will find serviceable commercial or industrial properties which meet their particular business needs. (BCS)
<i>By 2025, 1,500 affordable housing units will be developed. Those units will be stratified across Area Medium Income (AMI) ranges as shown above.</i>
<i>By January 2022, a Climate Action plan is adopted for our community with specific recommendations to reach the goal of being carbon neutral by 2050.</i>
<i>Policy Lens: Carbon Neutrality, including developing and implementing a Climate Action Plan.</i>
<i>Policy Lens: Healthy and Active Lifestyle, guiding housing, transportation, and land use policies and decisions.</i>

Policy Lens: Equity, Diversity, and Inclusion

Congestion Relief

Activities Completed to Date

Get Moving 2020 - Project Advisory Board (Chair Bernard) – Successful inclusion of Sunrise Complete Street and Local Connections Project and full design funding included in measure (\$180m)
C2C Corridor Project – Steering Committee (Commissioner Savas) – Successful prioritization of Sunrise Complete Street and Local Connections Project and Design for entire corridor as well as regional consensus around high rankings for the next phases of Sunrise including construction of the 212/224 round about and Sunrise itself.
Get Moving 2020 – Metro Coordination (Mike Bezner/Jamie Stasny)
Get Moving 2020 - Project Coordination (Stephen Williams/Karen Buehrig/Jamie Stasny) A robust coordinated staff effort was required to manage, evolve and refine the project so that it better addressed the needs of the community.
Get Moving 2020 – Communications (Ellen Rogalin/Cameron Ruen) Materials were created and evolved to articulate the need for the project and the evolving details. A website was also created to share information.
Regional Coordination (Dan Johnson/Mike Bezner/Jamie Stasny)

Activities Planned for FY 20/21

Funding Source	Q1: July-September	Q2: October-December	Q3: January-March	Q4: April-June
General	Develop Full Funding Strategy (\$477 M)			
Local	Get Moving 2020 – Metro Council Referral	Get Moving 2020 – November Ballot	Community Engagement – Plan Development (If measure approved)	Community Engagement – Plan development (If measure approved)
Local			Metro Coordination – Equitable Engagement Strategies (If measure approved)	Metro Coordination – Equitable Engagement Strategies (If measure approved)
State	STIP Coordination	STIP Coordination	STIP Coordination	STIP Coordination
State		Comprehensive Congestion Management Plan	Comprehensive Congestion Management Plan	Comprehensive Congestion Management Plan

Overall Status/Progress

What's Working Well	Barriers/Challenges
Funding Strategy	Differing Values & Evolving criteria for funding prioritization
Regional and State Coordination	Funding Limitations & Competing Priorities
Internal Team Coordination	Need to develop/nurture relationships with existing residents & business owners
Local Coordination - Evolving relationships with partners like Happy Valley through joint participation in the Clackamas to Columbia Corridor Plan	Need to address near term development needs in the Rock Creek Employment District, while planning for the long-term investment.
Emerging discussions around equity, both regionally and locally, have influenced the project design and approach.	We continue to work on how we measure and articulate "transportation equity" and require refined policy definition to better support outreach in the future

BCC Priority: Building Public Trust through Good Government

Strategic Result(s)

Construct a new County Courthouse by 2023

Team Members/Department (*Chair)

Gary Barth (Project Manager)	Counsel: Madkour, Nate Broderman, Andrew Naylor	Finance: Comfort, Montoya, Marlton, Baxter , Jorgensen, Robertson
Drenda Howatt	Chris Storey	Dave Devore
Jenna Morrison	Brendi Pelham	PGA: Holowetzki, Chris Lyons
State DAS: Moon, Nelson	State OJD: Moon, Spradley, Larson	

Key Strategies

Analyze best model to finance and construct courthouse
Develop financing plan
Develop needed legal agreements
Select private sector partner
Approve detailed design and construction plan

Related Metrics N/A

Activities Completed to Date

<ul style="list-style-type: none"> Analyzed current courthouse for repair or replacement per OCCCIF guidelines
<ul style="list-style-type: none"> Developed space programming estimates for new courthouse for OCCCIF application
<ul style="list-style-type: none"> Developed cost estimate for new courthouse based on space estimates for OCCCIF application
<ul style="list-style-type: none"> Developed a financing and funding plan for the county share of the project costs
<ul style="list-style-type: none"> Submitted OCCCIF application and receive approval to secure 50% project funding
<ul style="list-style-type: none"> Secondary space plan by National Center for State Courts (NCSC)
<ul style="list-style-type: none"> Updated cost estimates on NCSC space plan
<ul style="list-style-type: none"> Completed Value-for-Money (VFM) analysis on delivery approach and finance plan
<ul style="list-style-type: none"> Board approved the project delivery approach for the design, construction and long-term maintenance of the courthouse facility

Activities Planned for FY 21

Q1: July-September 2020	Q2: October-December 2020	Q3: January-March 2021	Q4: April-June 2021
See above	Prepare for Public-Private Partnership (P3) procurement; establish project Affordability Ceiling, capital budget, operating budget, refined design, Class 3 cost estimate, RFQ, RFP and draft Operating Agreement for Board approval	RFQ process launched and shortlisting bidders	RFP process launched

Overall Status/Progress

What's Working Well	Risks/Challenges
Consensus that the current courthouse must be replaced	Project must fit within the County's balanced and sustainable long-term operating budget
State support of match funding remains strong	No new taxpayer-approved funding; county share of courthouse funding must come from projected county discretionary general fund
	Loss of state match if County cannot fund its share of the project

Changes recommended due to COVID or other factors

Recommended Change	Reason
Change date to 2024	There have several project delays which push back the construction timeline

BCC Priority: Build a Strong Infrastructure

Strategic Result(s)

By 2024, funding for the Interstate 205 (I-205) Widening and Seismic Improvements Project, including the Abernethy Bridge, will be committed from federal, state, and/or regional funding sources.

Team Members/Department (*Chair)

Public and Government Affairs	Sue Hildick *	Chris Lyons	Trent Wilson
Transportation and Development	Dan Johnson	Mike Bezner	Jamie Stasny
Business and Community Services	Sarah Eckman		
Health, Housing, and Humans Services	Abe Moland		
Board Representative	Kimberlee DeSantis		

Key Strategies

Communications – Clearly articulating the project need
Funding Strategy Development – Identifying potential funding sources and timelines
Government Relations – State Legislative Engagement & Advocacy – Building project support within the Clackamas Caucus and amongst key legislators
Government Relations – State Agency Engagement – Identifying and engaging key decision makers at the OTC and ODOT
Government Relations – Local & Regional Coordination – Engaging key stakeholders to support funding at the regional, state, and federal levels
Government Relations – Federal Advocacy – Positioning I-205 for funding at the federal level

Related Metrics

By 2024, funding for the next Phase (from 122nd to 172nd) of the Sunrise Gateway multimodal corridor improvements will be committed from federal, state and/or regional funding sources.
By January 2022, a Climate Action plan is adopted for our community with specific recommendations to reach the goal of being carbon neutral by 2050.
Policy Lens: Carbon Neutrality, including developing and implementing a Climate Action Plan.

Policy Lens: Healthy and Active Lifestyle, guiding housing, transportation, and land use policies and decisions.
Policy Lens: Equity, Diversity, and Inclusion
Congestion Relief

Activities Completed to Date

State legislative advocacy and engagement (All BCC/Chris Lyons/Trent Wilson/Phil Donovan) – Successful inclusion of project in HB 2017 as a bottleneck of statewide significance; project design is fully funded (\$56M); Legislature directed ODOT through a budget note to fully fund project; ODOT Cost to Complete
Report finalized in February 2018; initiative on the county’s 2020 state legislative agenda; top priority of Clackamas Caucus; elevated issue by supporting Rep. Pruaks’s funding bill in 2020; meeting with legislative transportation leaders
OTC/ODOT engagement (Chair Bernard/Commissioner Savas/Sue Hildick/Mike Bezner/Jamie Stasny/Chris Lyons/Trent Wilson) – Project is now 60% designed and nearly shovel ready pending construction funding; coordinating with OTC commissioners and ODOT staff; successfully advocated for an ODOT implementation and funding strategy; ClackCo representation on the ODOT Equity & Mobility Advisory Committee; Established Tolling Diversion Groups
Regional coordination (Mike Bezner/Jamie Stasny/Sue Hildick/Chris Lyons) – robust engagement with Metro, cities, counties, and business alliances
Local coordination (Commissioner Savas/Trent Wilson/Jamie Stasny/Chris Lyons) – engaging with and enlisted support from cities (C4) and business groups
Congressional engagement (Sue Hildick/Chris Lyons/Trent Wilson) – initiative on the county’s 2020 federal policy agenda; engaging with federal delegation

Activities Planned for FY 20/21

Funding Source	Q1: July-September	Q2: October-December	Q3: January-March	Q4: April-June
State (Legislature)	Legislative engagement	Legislative engagement and preparations for 2021 session	Legislative advocacy	Legislative advocacy
State (ODOT)	Comprehensive Congestion Management Plan	Comprehensive Congestion Management Plan	Comprehensive Congestion Management Plan	Comprehensive Congestion Management Plan
State (ODOT)	STIP coordination	STIP coordination	STIP coordination	STIP coordination
Federal	Congressional engagement	Preparations for 2021 Congressional session and possible stimulus package	Congressional advocacy	Congressional advocacy

Overall Status/Progress

What's Working Well	Barriers/Challenges
Funding strategy	Project cost and lack of available funding
State legislative coordination – top priority of the Clackamas Caucus	I-205 is not a county facility
Agency coordination – frequent engagement with the OTC & ODOT	Tolling/congestion pricing unknowns
Regional coordination – engagement with jurisdictions & business alliances	Lack of transit alternatives (equity concerns; diversion into communities)
Local coordination – frequent engagement with cities and business groups; identified by C4 as the transportation priority of all Clackamas jurisdictions	Ramifications of regional transportation measure
Internal team coordination	Need to enlist additional support from the business community

Changes recommended due to COVID or other factors

Recommended Change	Reason
N/A	

BCC Priority: Build Public Trust through Good Government

Strategic Result(s)

By 2022, the County's budget will be 100% tied to results with transparency to the public.
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Team Members/Department (*Chair)

Elizabeth Comfort*	Gary Schmidt	Dave Cummings
Sandra Montoya	Brian Nava, Nancy Wilson	Eric Sarah
Emily Klepper, Drenda Howatt	Sue Hildick	

Key Strategies

Update Chart of Accounts
Share budget process information with departments (e.g. budget calendar, OpenGov implementation, etc.)
Engage departments in Performance Clackamas and Budgeting for Outcomes
Public transparency with and through the County's budget; Customers of the budget are the public, Board of County Commissioners and County Departments

Related Metrics

The ability to close a finance period/month that includes current period data
Departments submit billing and invoices timely to finance
AR module is installed and staff trained to utilize
OpenGov is activated and accessible by all users
New Chart of Accounts (COA) is installed in PeopleSoft for TS, HR and Finance

Activities Completed to Date

Completion of new chart of accounts
High level crosswalk from current 8 chart of accounts to the new chart
Initial testing of new budget software OpenGov
Received 15 submissions to our RFP for a PeopleSoft upgrade and new chart of account conversion in both financials and HR systems – these are in reveiw

Activities Planned for FY 21

Q1: July-September	Q2: October-December	Q3: January-March	Q4: April-June
Select and retain PeopleSoft consultants	Begin PeopleSoft upgrades in Financial and HR systems	Continue with PeopleSoft upgrades	Continue with PeopleSoft upgrades
Test OpenGov software	Training on OpenGov budget software	Begin FY20/21 budget process using new chart of accounts in OpenGov	Finalize FY21/22 budget development
	Training on Outcome Based budgeting		

Overall Status/Progress

What's Working Well	Barriers/Challenges
Good team communications	Several projects going at the same time: new COA, new budget software,
Admin, HR, TS and Finance have the same goals for the system needs of the County.	PeopleSoft upgrades in TS, HR and Finance, developing and training on
	What is outcome based budgeting to County
	VERY tight timeline to be ready for FY21/22 budget on July 1 st with all the system upgrades

Changes recommended due to COVID or other factors

Recommended Change	Reason
The original date for full transparency was July 1, 2021. This is pushed out until July 1, 2022	The amount of tasks and work to get to this place is quite a process. When we started looking at what would get us to transparent monthly finance reports tied to the County's priorities, it became a multi-year process, all which we are actively engage in and working on.

BCC Priority: Ensure Safe, Healthy and Secure Communities

Strategic Result

By 2025, 1,500 affordable housing units will be developed*. Those units will be stratified across Area Median Income (AMI) ranges as shown below:

Lead responsibility	Units	AMI
All County	700	61-110%
Mostly H3S	800	0-60%

* Included in the overall count are rehabbed units and units at various construction phases (Viable, Committed, In Development, and Completed).

Team Members/Department (*Chair)

H3S	Jill Smith*	Richard Swift	Derek Reinke
DTD	Dan Johnson	Jennifer Hughes	
A&T	Tami Little	Lynn Longfellow	
BCS	Laura Zentner		
Fin	Elizabeth Comfort		
Admin	Emily Klepper		

Key Strategies

Leverage Metro Bond dollars to produce a minimum of 812 new affordable housing units in Clackamas County. The approved Local Implementation Plan calls for: 81 units affordable to households earning 61%-80% of AMI, 406 units for households earning 31-60%, and 325 for 0-30%. 408 of these units will be 2-bedroom or larger for families (per Bond requirements).

Partner with non-profits/501(c)(3)'s and other organizations to build units

Code changes for unincorporated areas:

1. Zoning & Development Ordinance (ZDO) ADU changes – remove certain code barriers to facilitate more accessory dwelling unit (ADU) development
2. Land Use Housing Strategies Project (ZDO amendments, some Comprehensive Plan amendments):
 - Phase 1: Consider changing certain ZDO regulations to facilitate more multi-family housing and more affordable housing. Will consider (1) increasing maximum units per acre allowed in some commercial zones; (2) reducing off-street parking requirements for multi-family developments, and (3) restructuring the affordable housing bonus in the ZDO.
 - Phase 2: Implement HB2001 (ZDO changes) to enable more “middle housing” development. Changes will increase allowed density in urban low-density, single-family residential zones. Include other code changes to ensure all housing has “clear & objective standards” for approval.

Code changes for incorporated areas: HB2001 (Middle Housing) and 2003 (Housing Production Strategies) implementation

Explore surplus tax properties and the potential for land banking authority

Related Metrics

Reducing Chronic and Youth Homelessness
Subtotals of Affordable Housing Unit creation (Bond-funded and other, AMI ranges, etc.)
Potential HOME-funded projects

Activities Completed to Date

Local Implementation Plan for Metro Housing Bond
Amend ZDO to implement state requirements related to development barriers for ADUs.
Removed owner-occupancy and off-street parking requirements for urban ADUs in county's ZDO.
Approval of Webster Road project (48 units)

Activities Planned for FY 21

Q1: July-September	Q2: October-December	Q3: January-March	Q4: April-June
Housing Strategies Project – Phase 1 outreach and technical work	Housing Strategies Project – Phase 1 outreach and initial code work	Housing Strategies Project – Phase 1 outreach and adoption	
HB 2001 rulemaking	HB 2001 rulemaking	Housing Strategies Project – Phase 2 outreach and technical work	Housing Strategies Project – Phase 2 outreach and technical work
Reviewed 1 st RFP for Bond allocation	Conceptual approval of 3 Bond-funded projects (413 units total)	Closing on construction financing for 2 projects (Webster Road and Fuller Station)	Closing on construction financing for one additional Bond project
BCS provided information on specific tax-foreclosed properties for the Team to review.	A&T compiled data on the number of parcels with a single dwelling and the potential to add a housing unit.		

Overall Status/Progress

What's Working Well	Barriers/Challenges
Dedicated Funding Source (Metro Bond), which is drawing the interest of affordable housing developers to Clackamas County	Unsure of the impact of 'missing middle' code changes on number of units
Regional thinking and partnerships	Little influence on market and rents (especially above 60% AMI)
Solid teamwork among Departments	Can be hard to manage income variation in developments
Pending Land use changes	Tracking tools of rents and income (for market units) are limited
Approval process for the first round of Bond-funded developments went well	

BCC Priority: Ensure Safe, Healthy and Secure Communities

Strategic Result(s)

By 2024, 80% of victims of domestic violence will not experience further abuse following their initial report.
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Team Members/Department (*Chair)

District Attorney’s Office, Chair John Wentworth	Juvenile Department, Christina McMahon	Resolution Services, Lauren MacNeil
District Attorney’s Office Victim Assistance Pro., Carrie Walker	Health, Housing and Human Services, Sarah Van Dyke, Rod Cook	Public and Government Affairs, Tonia Holowetzki
Board of County Commissioners, Kimberlee DeSantis	Clackamas County Sheriff’s Office, Michael Copenhaver	Community Corrections, Malcolm McDonald
Clackamas Women’s Services, Melissa Erlbaum		

Key Strategies

Identify the baseline rate for re-victimization of Clackamas County domestic violence victims within three years of presenting incident.
Identify gaps, reasons that lead to lack of reporting after initial report of abuse
Identify gaps and improvements that can be made to reduce the rate of revictimization
Identify services that victims find particularly useful in reducing revictimization

Related Metrics

Services utilized before and after case presentment
Services utilized after disposition of presenting case
If revictimization occurs, what is the nature of new offense?
Same or different offender?

Activities Completed to Date

Cases are identified (701 from 2017)
Victims to question are identified
Questions have been drafted to get at what we are to measure and provide follow-up services as needed
Staff from the DA’s Office Victim Assistance Program are identified to carry out the survey

Activities Planned for FY 21

Q1: July-September	Q2: October-December	Q3: January-March	Q4: April-June
Identify cases for survey	Begin survey.	Continue and finish survey.	Report out to BCC
Identify victims to question	Identify any adjustments to survey that need to be made.	Identify gaps and improvements that exist	
Identify questions to use	Identify follow up services used.	Identify gaps and improvements can be made	
Identify staff to conduct survey		Prepare report for BCC	
Set up Survey Monkey for survey			

Overall Status/Progress

What's Working Well	Barriers/Challenges
Great collaboration and insight from community partners	Hundreds of potential calls to make.
Questions created should get at what we want to measure and invite follow-up services as needed.	Conducting the survey will take considerable time.
	Ability to find and interview crime victims three years later.
	Tracking effect of out of county supervision on DV offenders.

BCC Priority: Ensure Safe, Healthy and Secure Communities

Strategic Result(s)

By 2024, 80% of victims of domestic violence will not experience further abuse following their initial report.

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	Tracking effect of out of county supervision on DV offenders.

BCC Priority: Honor, Utilize, Promote & Invest in our Natural Resources

Strategic Result(s)

By January 2022, a Climate Action Plan is adopted for our community with specific recommendations to reach the goal of being carbon neutral by 2050.

Team Members/Department (*Chair)

<i>Department</i>	<i>Team Members</i>			
Transportation and Development	Dan Johnson *	Cheryl Bell	Eben Polk	Sarah Allison
Public and Government Affairs	Sue Hildick	Ellen Rogalin		
Disaster Management	Nancy Bush	Molly Bradley		
Water Environment Services	Greg Geist	Ron Wierenga		
Business and Community Services	Laura Zentner	Sarah Eckman	Tom Riggs	
Finance	Elizabeth Comfort			
Health, Housing, and Human Services	Dr. Sarah Present	Abe Moland		
Board Representative	Kimberlee DeSantis			

Key Strategies

Development of a comprehensive climate action plan (CAP), including three 2-year work plans
Community engagement and outreach related to CAP development (including a project task force, and engagement with traditionally underrepresented communities)
As part of the CAP, develop a climate lens for County activities beyond those included in the climate action plan (for use by the Board and departments)
Implementation of interim carbon reduction measures to reduce greenhouse gases while developing Climate Action Plan
Pursue strategies for additional avenues of funding to implement Climate Action Plan

Related Metrics

By 2021, a Climate Action Plan is adopted for our community with specific recommendations to reach to goal of being carbon neutral by 2050. [DTD]
By 2021, develop a countywide diesel engine replacement program. [DTD]
By 2025, 50% county-owned light passenger vehicles will be hybrids, electric or plug-in hybrids (excluding vehicles owned by the CCSO) [DTD]

Activities Completed to Date

<p>December 2020 – Climate Action Plan Presentation + Q&A</p> <p>On December 3, 2020 the contractor, Sustainability Solutions Group (SSG), will present an overview of the project and plan development process, and will answer questions. This event is being held for the County’s executive management team and the Board; a recorded version will be provided to city partners and uploaded to the project website for the public.</p>
<p>October/November 2020 – Climate Action Plan Contract and Kickoff</p> <p>On November 12, 2020 the County signed the contract for the climate action plan with Sustainability Solutions Group (SSG). The project kicked off with the collection and analysis of relevant data, and the development of a community engagement plan.</p>
<p>November 2020 – NACCHO - CDC Climate and Health Demonstration Site Award</p> <p>The County received a funding award to continue climate and health surveillance. Specifically, the funds will be used to support updating health indicators, adding mental health-related outcomes, enhancing statistical analysis and disaggregating data by race, and developing tools to help sectors incorporate climate and health messaging into their work based on our regional data.</p>
<p>August-October 2020 – Fleet Electrification Options</p> <p>The Department of Transportation and Development worked with PGE to analyze the County fleet for opportunities to reduce that carbon footprint through electrification. The report was shared on October 22, 2020. Staff is working with the analysis to plan for future fleet transitions and evaluate other opportunities to reduce fleet emissions.</p>
<p>August 2020- Climate Action Plan Request for Proposals (RFP)</p> <p>On August 3, 2020 the County announced an Intent to Award for climate action plan development with the Sustainability Solutions Group (SSG). The SSG consultant team will provide technical analysis, community engagement, and synthesis with County direction to produce the climate action plan, implementation plans, and supporting documents.</p>
<p>August 2020 – Community Health Improvement Plan</p> <p>In August 2020, Public Health staff proposed a working draft for the following new guiding principle in the <i>Blueprint for a Healthy Clackamas</i>, the county’s community health improvement plan: “Climate-Conscious Strategies: Climate change is increasingly impacting the health of local communities in Oregon. It has been called the greatest public health challenge of the 21st century. Reducing the causes and impacts of climate change improves health outcomes. Identifying and strengthening climate change vulnerabilities within our community reduces health inequities.”</p>
<p>June 2020 – Community Greenhouse Gas (GHG) Inventory</p> <p>The County contracted with Good Company to conduct a greenhouse gas inventory for the community, which was completed in June 2020. This inventory provides a baseline for the estimated emissions of the community in 2018, helps to identify which climate actions have the most potential to reduce our contribution to climate change, and allows us to compare future years against the past so we can track progress on reduced emissions.</p>
<p>May 2020- Renewable Electricity</p>

<p>In May 2020, the Board supported a strategy to purchase carbon-free electricity through a combination of tools to minimize the cost. Since May, staff purchased renewable energy certificates (RECs) for the 2019/20 fiscal year, and with Procurement staff, completed a bidding process for community solar to reduce the cost of renewable electricity for the County.</p>
<p>April 2020 – Established a Climate Action Plan website In April 2020, the County published a website for community members to find information on the climate action plan project (https://www.clackamas.us/sustainability/climateaction). This website shares information about upcoming events and engagement opportunities, milestones in the climate action planning process, a sign-up for our mailing list, and information on how climate action aligns with the Performance Clackamas priorities.</p>
<p>2019- Operational Greenhouse Gas (GHG) Inventory As a baseline for understanding the greenhouse gas emissions that County operations produce, Sustainability and Solid Waste staff conducted an operational GHG inventory for County operations for the 2017 calendar year. The results of this inventory help identify types of actions that can best reduce the County’s carbon footprint. While purchased goods and services are by far the largest contributor to the County’s carbon footprint, actions to reduce that footprint are more complex than many other actions and will likely take longer to implement.</p>
<p>2019 – Release of the Regional Climate and Health Benchmark Report Partners from the Tri-County Public Health Authorities created an indicator report of 12 health outcomes related to the climate change events (heat waves, severe weather, vector exposure, and poor air quality) over the past 10 years. This is the first report that quantifies health impacts associated with climate factors driven by greenhouse gas emissions in Clackamas County. This work lays the foundation for interdisciplinary action and funding strategies with the health sector to improve health and well-being through climate action.</p>
<p>2019 – Development of the Climate Exchange Steering Committee This small, focused group of Climate Exchange members provides direction and produces work products in support of the climate action plan. This group serves as the core project management group for the climate action plan.</p>
<p>2018- Development of the intradepartmental Climate Exchange In 2018 this group of staff members from across County departments began meeting monthly to support the development of the climate action plan and to facilitate greater coordination between departments on climate action. As of August 2020, six departments participate in the Climate Exchange: Transportation and Development (DTD), Water Environment Services (WES), Health, Housing, and Human Services (H3S), Disaster Management (DM), Business and Community Services (BCS), and Public and Government Affairs (PGA). This group produced a lunch and learn series in 2019 to share how different departments are grappling with climate change, and provided significant input into the climate action plan scope of work.</p>
<p>2017- Board of Commissioners Resolution Reaffirming Clackamas County’s Commitment to Combat Climate Change On July 6, 2017 the Board of Commissioners issued a resolution to:</p> <ul style="list-style-type: none"> • Reaffirm the goals and actions in the previously-approved Resolution for a Sustainable Clackamas County, Action Plan for a Sustainable Clackamas County, and Resolution Adopting a County Energy Policy and Goals, • Renew its commitment to policies and practices, both within county government and throughout the community, that respond to the need to combat and adapt to climate change, for the sake of the future of our residents and our economy.

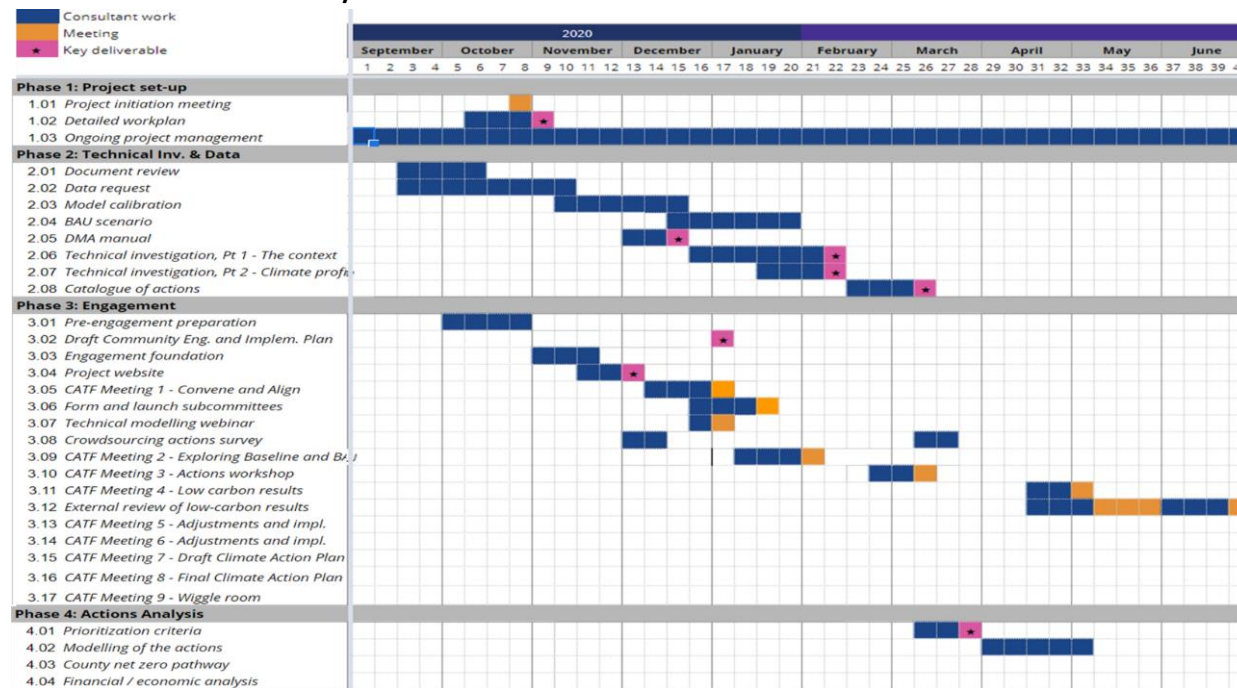
- Support efforts to encourage the use of new lower-emission technologies in public buses such as those operated by transit agencies and school districts.

Ongoing – Engagement

Engagement, both internally and externally, is a critical part of this project and is occurring in multiple ways, with many stakeholders.

- Quarterly Board Liaison updates
- County project website
- Climate action plan mailing list
- Presentations - including outreach to the community (various community presentations provided by staff) and engagement with cities through C4
- Internal engagement – through the Climate Exchange and the 2019 lunch and learn series

Activities Planned for FY 20/21 – Climate Action Plan



Additional Activities Planned for FY 20/21

Activity	Q1: July-September	Q2: October-December	Q3: January-March	Q4: April-June
Renewable electricity	Purchased 100% renewable electricity for FY 19/20	Identified maximum purchase of Community Solar to reduce the cost of renewable electricity		
Fleet electrification options	Initiated analysis with PGE	Complete fleet assessment with PGE	Identify priority vehicles for electrification	
Youth engagement event (originally planned for earlier 2020, but postponed due to COVID-19)	Connect with teachers to identify best timing for renewed engagement		Share assignment with teachers for students to create climate videos	Develop youth task force for climate action plan
Climate and health surveillance			Conduct health data analysis and develop messaging	Host virtual event to share outcomes
Monthly Climate Exchange and Steering Committee	Ongoing meetings	Ongoing meetings	Ongoing meetings	Ongoing meetings
Staff education	Updates in weekly staff e-newsletter	Updates in weekly staff e-newsletter	Updates in weekly staff e-newsletter	Updates in weekly staff e-newsletter

Overall Status/Progress

What's Working Well	Barriers/Challenges
Collaboration across multiple departments through Climate Exchange, Steering Committee, and Implementation Team	Delays to kick-off due to COVID-19 limitations and wildfire response

Contractor on board after strong competitive process	Concerns about community bandwidth to engage during other disasters
Early actions taken to reduce County's greenhouse gas emissions with a focus on electricity and fleet	Concerns about staff bandwidth during ongoing disasters
State actions are underway through Executive Order 20-04, Carbon Policy, that complement County actions	Need for creative funding strategies to implement climate strategies