



Transportation & Development

FY 22-23 BUDGET PRESENTATION



2021 Major Accomplishments

AREA	DESCRIPTION
General Fund	<ul style="list-style-type: none"> • Though General Fund represents less than 2.5% of the overall DTD budget, these funds provide vital support to a number of the department's community facing programs, which provide needed services to the residents of Clackamas County. • DTD Administration continues to assess general fund reduction options throughout the organization; with an 8.4% reduction in the proposed budget.
Emergency Preparedness	<ul style="list-style-type: none"> • Fire Hardening Program; Clackamas County is partnering with the Oregon Building Codes Division to launch a program to help owners of homes and businesses rebuild after the 2020 Oregon wildfires. People who own a home – including manufactured home – or business that was damaged or destroyed by the 2020 wildfires can receive up to \$6,600 for using more fire-resistant methods and materials when they rebuild. Those who have already rebuilt also qualify, and in most cases the funds are non-taxable. • A total of 150 Go-Kits were distributed to staff throughout the department. These kits will provide food, water, and other supplies for essential employees responding to a widespread disaster on the job.
Workforce Plan	<ul style="list-style-type: none"> • The DTD Workforce Plan is complete and department-wide roll out is planned to be completed before the end of the fiscal year. • Strong partnerships with Human Resources and the Equity and Inclusion Office ensured the plan balances department led and countywide initiatives.
Telework Implementation	<ul style="list-style-type: none"> • Telework implementation plan lead to review of space requirements. • With a reduction of up to 40% of pre-pandemic cubicles; department is reviewing partnerships and coordinating with County Administration to reduce building occupancy area. Reduction in space will lead to reduced financial requirements for programs.
Employee Engagement	<ul style="list-style-type: none"> • DTD Administration has increased employee engagement efforts and sends regular emails out to keep staff informed on both countywide and department initiatives, including Performance Clackamas goals. • Department-wide and program meetings after both surveys provide opportunities for staff throughout the department to engage with department leadership on survey feedback.

2021 Major Accomplishments

AREA	DESCRIPTION
Transportation Line of Business	<ul style="list-style-type: none"> • The Transportation Maintenance program resurfaced 24.18 miles of roadway. • Removed 20,000 cubic yards of woody debris from February 2021 ice storm, reduced to wood chips and delivered 655 truckloads of wood chips to county residents by request. • Completed 75 ADA ramp upgrades on Sunnyside Road in advance of paving from 122nd to 162nd. • Managed 73 capital projects; between six programs.
Fleet	<ul style="list-style-type: none"> • Managed the acquisition of 51 new vehicles and pieces of equipment to replace older, less efficient vehicles. • Processed more than 4,100 vehicle and equipment repair and maintenance work orders. • Assisted in the sale of more than 40 surplus vehicles; generating \$200,000 in auction proceeds for county programs.
Dog Services	<ul style="list-style-type: none"> • Implementation of a new email tool that allows pre-notice of dog license renewals, to reduce costs of renewal notices and increase compliance. • On track to respond to more than 30,000 public inquiries (phones calls/email) this fiscal year.
Development Services	<ul style="list-style-type: none"> • In September 2021 DTD launched Development Direct, our 24/7 online service for permitting and plan review of Development Engineering and Building permits. This launch signified the completion of the department's strategic plan goal of having electronic plan review (EPR) for commercial building permit applications by 2021.
Long Range Planning	<ul style="list-style-type: none"> • Completed a project to amend the Zoning and Development Ordinance (ZDO) to support affordable housing by encouraging development of more multifamily housing in urban unincorporated Clackamas County. • By July 2022, a total of 434 ADA ramps will have been upgraded/installed to current standards, consistent with the ADA Transition Plan.
Code Enforcement	<ul style="list-style-type: none"> • The five Code Enforcement Specialists are on track to respond to 3,000 code enforcement complaints this fiscal year. • Streamlined procedures reduced staff caseloads from an average of 190 cases per staff member in FY20/21, to the current average of 120 cases per staff member.
Sustainability & Solid Waste	<ul style="list-style-type: none"> • 7,548,424 garbage and recycling pick-ups provided in calendar year 2021. • Partnered with garbage collectors and multifamily property managers to pilot more inclusive bulky waste collection services at multifamily communities. • Actively tracked and engaged in regional cost drivers by other entities.

Line of Business/Program	Results Measure		FY 20-21 Actual	FY 21-22 Target	FY 21-22 Projected Performance	FY 22-23 Target
DTD Admin	DTD Administration FTE : Department FTE		4.5 FTE : 304.74 FTE	6:37 FTE : 302.25 FTE	6.37 FTE : 305.74 FTE	6.7 FTE : 306.74 FTE
	DTD Administration Budget : Department Budget		1.82 M : 117.3 M	2 M : 173.9 M	3.77 M : 221.56 M	1.9 M : 235.11 M
Code Enforcement	% code violations resolved within 150 days of initial complaint		61%	75%	45%	65%
	# Neighborhood Livability Project cases		17	15	26	18
Dog Services	By 2023, there will be 30,000 active dog licenses		23,662	27,000	24,500	25,000
	% dogs saved (return to owner, adopted or rescued)		89%	85%	86%	85%
Sustainability & Solid Waste	% curbside collection recovery rate (# tons recycled / # tons disposed)		31%	35%	31%	35%
	% county-owned light passenger vehicles will be hybrids, electric or plug-in hybrids (excluding vehicles owned by the CCSO)		8%	10%	6%	10%

Line of Business/Program	Results Measure		FY 20-21 Actual	FY 21-22 Target	FY 21-22 Projected Performance	FY 22-23 Target
Transportation Engineering & Construction	% completed CIP contracts coming in within 110% of original contract value		87%	90%	93%	90%
	% completed CIP contracts completed within original contract completion date		74%	90%	70%	90%
Transportation Maintenance	# miles resurfaced		24.18	6.94	6.94	6.06
	Maintain the average condition of inspected bridges scored as fair condition at 69% or higher		72%	70%	70%	70%
Traffic Safety	By 2035, reduce the number of fatalities resulting from crashes on roads in Clackamas County to zero		36 [2020]	25 [2021 Target]	28 [2021 Target]	25 [2022]
	Upgrade # signals each year to improve safety and efficient travel on roads countywide by 2024		6	10	5	10
Community Road Fund	\$ Community Road Fund leveraged by \$ other funding for capital projects		\$1,780,557 : \$211,944	\$5,890,585 : \$1,348,419	\$3,282,980 : \$778,032	\$5,685,321 : \$1,802,985
	\$ value of capital projects constructed		\$ 1,992,501	\$ 7,239,398	\$ 4,481,826	\$ 7,488,306

Line of Business/Program	Results Measure	FY 20-21 Actual	FY 21-22 Target	FY 21-22 Projected Performance	FY 22-23 Target
Fleet Services	Average turn-around time for routine maintenance: Light vehicles: # calendar days [oil change, fluids and safety inspection]	4 days	1 day	1 day	1 day
	Average turn-around time for routine maintenance: Heavy vehicles: # calendar days [oil change, fluids and safety inspection]	6.15 days	1.5 days	1.43 days	1.5 days
Land Use, Development Review & Permitting	\$ value of constructed improvements permitted	\$ 384,915,929	\$ 410,000,000	\$375,000,000	\$ 375,000,000
	# square feet constructed	6,799,728	6,458,102	6,350,000	6,350,000
	% of new, single-family dwelling building permits ready to be issued within 60 calendar days of application submittal	82%	80%	78%	75%
	# development related interactions (inspections/inquiries) provided	698,574	425,000	400,000	425,000
Long Range Planning	% of projects in the annual Long-Range Planning Work Program completed annually	73%	45%	42%	45%
County Surveyor	# lots or parcels created through recording of subdivision or partition plat	1,086	1,408	900	1,400

Program Profiles: FY 22-23 Summary

Line of Business	Program	Total Funds	% County General Funds	% Restricted Funds	Mandate: Fed/State/Cty /IGA/None	% Program Operated by County	Metrics: % Target Meet/Exceed or Improve
DTD Administration	Office of the Director	\$1,978,022	0%	100%	County: Title 2.13.	98%; contracted includes professional services.	100%
Fleet Services	Fleet Services	\$5,984,930	0%	100%	N/A	52%; contracted includes parts, fuel & vehicles.	43%
Livable Communities	Dog Services	\$2,336,678	70%	30%	State: ORS 609.030, 609.090(2), 609.100, 401.977, 433.345, 433.365; OAR 333-019-0017; County: Title 5; IGA: Cities - Enforcement / Licensing Services.	87%; contracted includes professional services, materials & services and supplies.	67%
	Sustainability & Solid Waste	\$2,685,030	0%	100%	State: ORS 459; Oregon's Opportunity to Recycle Act; County: Title 10.03-10.05; IGA: Cities; Regional Solid Waste Management Plan; Franchise Garbage/Recycling Hauler Agreements.	88%; contracted includes illegal dump cleanup, materials & services.	33%

Program Profiles: FY 22-23 Summary

Line of Business	Program	Total Funds	% County General Funds	% Restricted Funds	Mandate: Fed/State/Cty /IGA/None	% Program Operated by County	Metrics: % Target Meet/Exceed or Improve
Transportation	Traffic Safety	\$5,656,734	0%	100%	Federal: FHWA requires TSAP and ITS Plans;.State: Oregon Constitution (Article IX, Section 3a); ORS Title 31, 366-384, 810; County: Title 7.03; IGA: Cities - Signal Timing + Construction Management Services.	45%; contracted includes capital, materials & services.	67%
	Transportation Engineering & Construction	\$19,909,005	0%	100%	State: Oregon Constitution (Article IX, Section 3a); ORS Title 31, 366-384; County: Title 7.03, 11.03; IGA: Cities - Construction Management services.	21%; contracted includes capital, materials & services.	50%
	Transportation Maintenance	\$28,316,458	0%	100%	State: Oregon Constitution (Article IX, Section 3a); ORS Title 31, 366-384; County: Title 7.03; IGA: Cities - Striping/Signage; Cities/ODOT - Signal Work.	35%; contracted services includes materials, contract paving, capital and debt.	100%
	Community Road Fund	\$12,893,480	0%	100%	State: Oregon Constitution (Article IX, Section 3a); ORS Title 31, 366-384; County: Title 7.03, 7.07.	0%; contracted services includes contract paving, capital and special payments.	100%
	Damascus Roads	\$1,200,000	0%	100%	State: Oregon Constitution (Article IX, Section 3a); ORS Title 31, 366-384; County: Title 7.03.	2%; contracted services includes contract paving and capital.	50%

Program Profiles: FY 22-23 Summary

Line of Business	Program	Total Funds	% County General Funds	% Restricted Funds	Mandate: Fed/State/Cty /IGA/None	% Program Operated by County	Metrics: % Target Meet/Exceed or Improve
Land Use & Development	County Surveyor	\$1,192,606	43%	57%	State: ORS 92, 97, 100, 192, 209, 368; County: Title 2.14, 11.01-11.02.	99%; contracted includes materials & services.	50%
	Land Use, Development Review & Permitting	\$15,447,402	15%	85%	State: Zoning: OAR 660; ORS 92, 94, 192, 195, 197, 197A, 203, 215, 268; Building: OAR 918; ORS 183, 192, 446, 447, 455, 460, 479, 480, 693, 701 Development Engineering: ORS 192, 368.016, 368.036, 758.010; Septic: OAR 71, 73; ORS 454; County: Title 2.07, 7.03, 7.05, 9, 11, 12, 13; County Roadway Standards; IGA: Planning / Building Codes Services for cities; Building Codes - IGA with City of Beaverton for use of temporary staff; Septic – IGA with DEQ.	90%; Contracted includes materials & services and capital.	57%
	Long-Range Planning	\$1,975,390	5%	85%	State: OAR 660; ORS 192, 195, 197, 197A, 203, 215; County: Title 12, 13; IGA: Long Range Planning Services for cities.	43%; contracted includes materials & services.	50%
	Public Land Corner	\$875,000	0%	100%	State: ORS 192, 203, 209.	92%; contracted includes materials & services.	50%



Department Summary by Fund

Department of Transportation and Development (30/60)

Department Budget Summary by Fund

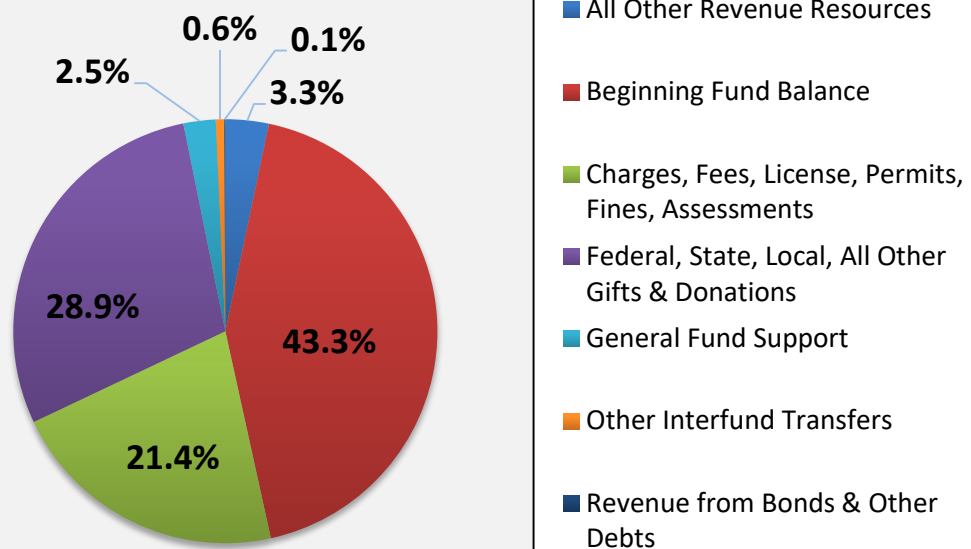
<i>Line of Business</i>		FY 22-23	FY 22-23	FY 22-23	FY 22-23	FY 22-23	FY 22-23	FY 22-23	FY 22-23	FY 22-23	FY 22-23
			General Fund	Development Services Fund	Road Fund	County TSDC Fund	Public Land Corner Fund	ARPA Fund*	Fleet Services Fund	Total Budget	General Fund Support in Budget **
<i>Program</i>	<i>Prog #</i>	FTE	(100)	(205)	(215)	(223)	(224)	(230)	(770)		
DTD Administration											
Office of the Director	300101	6.7			2,493,669					2,493,669	-
Livable Communities											
Sustainability & Solid Waste	600304	14.9	4,496,543							4,496,543	-
Dog Services	600303	17.0	3,030,027							3,030,027	1,627,428
Transportation											
Traffic Safety	300302	12.1			5,656,734					5,656,734	-
Transportation Engineering & Construction	300303	21.2			19,909,005					19,909,005	-
Transportation Maintenance	300304	101.2			64,508,848					64,508,848	-
Community Road Fund	300305	-			21,415,815					21,415,815	-
Damascus Roads	300306	-			5,572,603					5,572,603	-
Countywide TSDCs	300307	-				18,909,548				18,909,548	-
HV Joint Subarea TSDCs	300308	-				1,685,421				1,685,421	-
Fleet Services											
Vehicle & Equipment Maintenance & Repair	300203	22.0							6,439,557	6,439,557	-
Land Use & Development											
County Surveyor	600202	6.5	1,192,606							1,192,606	516,646
Land Use, Development Review & Permitting	600203	84.0	3,739,020	20,519,357	2,625,669					26,884,046	2,391,633
Long-Range Planning	600204	8.7	812,003		3,325,617					4,137,620	211,340
Public Land Corner	600205	5.5					2,382,328			2,382,328	-
Revenue Collected on Behalf of Other Agencies	600209	-	4,500,000							4,500,000	-
TOTAL		299.7	17,770,199	20,519,357	125,507,960	20,594,969	2,382,328	-	6,439,557	193,214,369	4,747,047
FY 21-22 Budget		301.7	18,596,708	21,038,736	116,739,597	20,806,640	2,590,705	379,710	6,583,667	186,735,763	5,183,046
\$ Increase (Decrease)		(2.0)	(826,509)	(519,379)	8,768,363	(211,671)	(208,377)	(379,710)	(144,110)	6,478,606	(435,999)
% Increase (Decrease)		-0.7%	-4.4%	-2.5%	7.5%	-1.0%	-8.0%	-100.0%	-2.2%	3.5%	-8.4%

* FY21-22 Projections: ARPA funding of \$379,710 with offsetting amounts in expenses. Additionally, DTD received \$2,016,845 in Lost Revenue Replenishment in FY21-22.

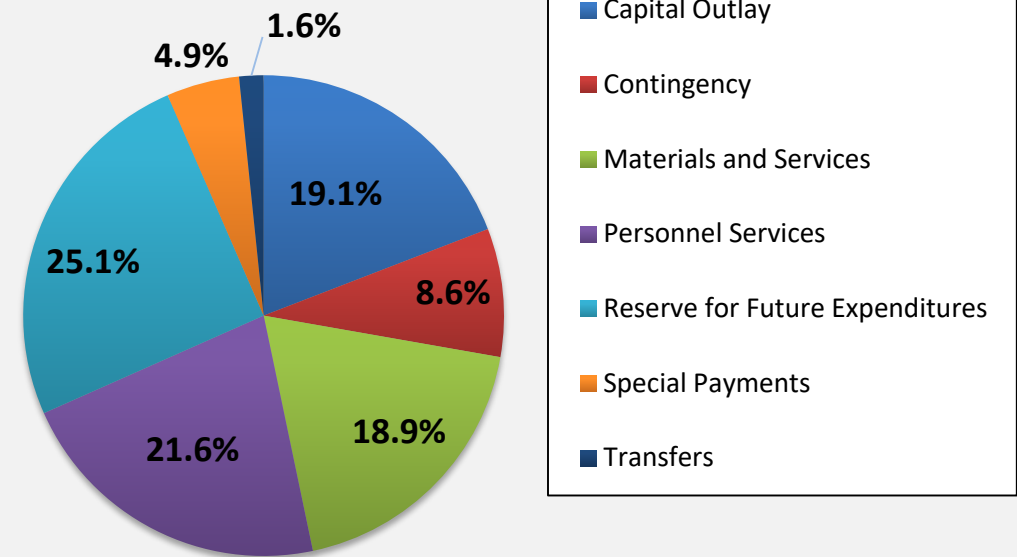
** General Fund Support is the subsidy, net of any other revenue received by the department.

FY 22-23 Revenue and Expenses

Revenues



Expenses



Summary of Revenue & Expenses

Department of Transportation and Development (30&60)

	FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Amended Budget	FY 21-22 Projected Year End	FY 22-23 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	59,347,852	65,867,496	80,174,421	85,735,859	83,567,588	3,393,167	4.2%
Federal, State, Local, All Other Gifts & Donations*	38,881,220	36,474,736	49,604,076	49,030,633	55,767,752	6,163,676	12.4%
Charges, Fees, License, Permits, Fines, Assessments	30,052,916	37,921,847	42,980,503	39,888,081	41,346,696	(1,633,807)	-3.8%
Revenue from Bonds & Other Debts	103,806	20,365,242	61,142	55,096	159,963	98,821	161.6%
All Other Revenue Resources	2,829,374	2,870,933	5,956,173	2,892,927	6,387,121	430,948	7.2%
Other Interfund Transfers	5,124,608	4,722,385	2,776,401	2,987,712	1,238,203	(1,538,198)	-55.4%
General Fund Support	439,648	438,779	5,183,046	5,097,857	4,747,047	(435,999)	-8.4%
Operating Revenue	77,431,572	102,793,922	106,561,341	99,952,306	109,646,782	3,085,441	2.9%
Total Revenue	136,779,424	168,661,418	186,735,762	185,688,165	193,214,370	6,478,608	3.5%
Personnel Services*	34,220,615	35,408,733	40,775,063	34,558,822	41,810,704	1,035,641	2.5%
Materials and Services	28,719,257	23,810,396	32,609,090	30,000,839	36,601,432	3,992,342	12.2%
Capital Outlay	6,306,793	17,610,793	40,575,423	24,703,236	36,981,975	(3,593,448)	-8.9%
Operating Expenditure	69,246,665	76,829,922	113,959,576	89,262,897	115,394,111	1,434,535	1.3%
Special Payments	1,492,061	4,349,249	12,272,500	10,041,000	9,475,000	(2,797,500)	-22.8%
Transfers	173,239	1,746,388	2,650,369	2,816,680	3,159,750	509,381	19.2%
Reserve for Future Expenditures	-	-	19,715,149	-	48,519,743	28,804,594	146.1%
Contingency	-	-	38,138,169	-	16,665,766	(21,472,403)	-56.3%
Total Expense	70,911,965	82,925,559	186,735,763	102,120,577	193,214,370	6,478,607	3.5%
Ending Fund Balance Restricted				83,567,588		-	-
Revenue Less Expense *	65,867,459	85,735,859	-	-	-		
Full Time Equiv Positions (FTE) Budgeted	295.6	297.7	301.7	301.7	299.7	-2.0	-0.7%

* FY21-22 ARPA revenue of \$379,710 offset by same amount in Personnel Services expense category.

Summary of Revenue & Expenses

DTD (30/60) - General Fund 100

	FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Amended Budget	FY 21-22 Projected Year End	FY 22-23 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	5,224,056	5,196,852	3,049,105	3,413,874	2,939,292	(109,813)	-3.6%
Federal, State, Local, All Other Gifts & Donations*	870,785	773,644	540,000	603,922	588,630	48,630	9.0%
Charges, Fees, License, Permits, Fines, Assessments	3,500,798	3,333,105	8,095,746	6,940,085	7,253,900	(841,846)	-10.4%
Revenue from Bonds & Other Debts	5,884	2,453	3,000	-	-	(3,000)	-100.0%
All Other Revenue Resources	1,960,117	2,037,307	1,975,044	1,989,479	2,109,500	134,456	6.8%
Other Interfund Transfers	4,769,622	3,879,665	-	-	131,830	131,830	-
General Fund Support*	439,648	438,779	4,933,811	4,848,622	4,747,047	(186,764)	-3.8%
Operating Revenue	11,546,854	10,464,953	15,547,601	14,382,108	14,830,907	(716,694)	-4.6%
Total Revenue	16,770,910	15,661,805	18,596,708	17,795,982	17,770,199	(826,507)	-4.4%
Personnel Services*	7,599,050	7,637,141	8,154,432	6,973,458	7,766,282	(388,150)	-4.8%
Materials and Services	3,739,788	4,150,624	4,276,575	4,137,195	3,670,342	(606,233)	-14.2%
Capital Outlay	190,259	115,166	55,000	5,000	66,830	11,830	21.5%
Operating Expenditure	11,529,097	11,902,931	12,486,007	11,115,653	11,503,454	(982,553)	-7.9%
Special Payments	-	-	4,617,500	3,580,000	4,500,000	(117,500)	-2.5%
Transfers	45,000	345,000	45,000	161,039	-	(45,000)	-100.0%
Reserve for Future Expenditures	-	-	679,829	-	1,085,146	405,317	59.6%
Contingency	-	-	768,372	-	681,599	(86,773)	-11.3%
Total Expense	11,574,097	12,247,931	18,596,708	14,856,692	17,770,199	(826,509)	-4.4%
Ending Fund Balance Restricted	-	-	-	2,939,292	-	-	-
Revenue Less Expense	5,196,813	3,413,874	-	-	-		
Full Time Equiv Positions (FTE) Budgeted	59.4	59.4	59.4	59.4	58.4	-1.0	-1.6%

*Before FY21-22, GF Support was shown as a negative ending balance for the County Surveyor.

Summary of Revenue & Expenses

DTD (30/60) - Development Services Fund 205

	FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Amended	FY 21-22 Projected Year End	FY 22-23 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	9,534,461	10,522,678	11,664,578	10,720,339	11,219,147	(445,431)	-3.8%
Federal, State, Local, All Other Gifts & Donations	69,088	4,474	-	-	-	-	-
Charges, Fees, License, Permits, Fines, Assessments	9,214,000	9,200,987	9,131,057	8,738,962	9,082,920	(48,137)	-0.5%
Revenue from Bonds & Other Debts	31,343	-	7,500	3,250	3,250	(4,250)	-56.7%
All Other Revenue Resources	227,535	184,137	235,602	214,602	214,040	(21,562)	-9.2%
Other Interfund Transfers	-	-	-	161,039	-	-	-
Operating Revenue	9,541,966	9,389,598	9,374,159	9,117,853	9,300,210	(73,949)	-0.8%
Total Revenue	19,076,427	19,912,276	21,038,737	19,838,192	20,519,358	(519,380)	-2.5%
Personnel Services	5,904,445	6,132,446	6,832,732	5,530,769	7,892,151	1,059,419	15.5%
Materials and Services	2,649,271	2,678,236	3,007,728	3,050,275	2,722,290	(285,438)	-9.5%
Capital Outlay	33	381,256	94,600	38,000	122,000	27,400	29.0%
Operating Expenditure	8,553,749	9,191,938	9,935,060	8,619,044	10,736,441	801,381	8.1%
Reserve for Future Expenditures	-	-	4,828,221	-	8,451,369	3,623,148	75.0%
Contingency	-	-	6,275,455	-	1,331,548	(4,943,907)	-78.8%
Total Expense	8,553,749	9,191,938	21,038,737	8,619,045	20,519,358	(519,378)	-2.5%
Ending Fund Balance Restricted	-	-	-	11,219,147	-		
Revenue Less Expense *	10,522,678	10,720,338	-	-	-		
Full Time Equiv Positions (FTE) Budgeted	52.3	52.3	52.3	52.3	52.3	-	-

Summary of Revenue & Expenses

DTD (30/60) - Road Fund 215

	FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Amended	FY 21-22 Projected Year End	FY 22-23 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	30,565,608	32,567,805	45,561,036	51,580,416	49,602,975	4,041,939	8.9%
Federal, State, Local, All Other Gifts & Donations*	37,844,575	35,683,025	48,684,366	48,047,001	55,179,123	6,494,757	13.3%
Charges, Fees, License, Permits, Fines, Assessments	7,950,875	16,061,608	15,973,890	15,939,918	15,738,276	(235,614)	-1.5%
Revenue from Bonds & Other Debts	56,477	20,286,653	30,642	31,846	124,593	93,951	306.6%
All Other Revenue Resources	409,397	448,606	3,464,027	484,659	3,856,621	392,594	11.3%
Other Interfund Transfers	354,986	842,719	2,776,401	2,826,673	1,006,373	(1,770,028)	-63.8%
General Fund Support	-	-	249,235	249,235	-	(249,235)	-100.0%
Operating Revenue	46,616,310	73,322,611	71,178,561	67,579,332	75,904,986	4,726,425	6.6%
Total Revenue	77,181,918	105,890,417	116,739,597	119,159,748	125,507,961	8,768,364	7.5%
Personnel Services*	17,803,291	18,500,565	21,889,484	18,615,430	22,543,123	653,639	3.0%
Materials and Services	19,127,260	13,495,312	21,501,533	19,263,194	26,445,290	4,943,757	23.0%
Capital Outlay	6,116,501	16,974,615	40,060,823	24,471,336	36,293,045	(3,767,778)	-9.4%
Operating Expenditure	43,047,052	48,970,492	83,451,840	62,349,960	85,281,458	1,829,618	2.2%
Special Payments	1,492,061	4,340,417	5,405,000	5,361,000	4,975,000	(430,000)	-8.0%
Transfers	75,000	999,093	1,845,813	1,845,813	2,059,750	213,937	11.6%
Reserve for Future Expenditures	-	-	3,932,099	-	20,907,935	16,975,836	431.7%
Contingency	-	-	22,104,844	-	12,283,817	(9,821,027)	-44.4%
Total Expense	44,614,113	54,310,002	116,739,597	69,556,773	125,507,961	8,768,364	7.5%
Ending Fund Balance Restricted	-	-	-	49,602,975	-	-	-
Revenue Less Expense	32,567,805	51,580,416	-	-	-	-	-
Full Time Equiv Positions (FTE) Budgeted	156.4	158.5	162.5	162.5	161.5	-1.0	-0.6%

Summary of Revenue & Expenses

DTD (30/60) - Countywide Transportation SDC Fund 223

	FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Amended	FY 21-22 Projected Year End	FY 22-23 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	12,596,750	15,904,310	18,005,240	18,088,294	17,844,219	(161,021)	-0.9%
Charges, Fees, License, Permits, Fines, Assessments	3,289,739	2,530,551	2,536,400	1,803,270	2,550,750	14,350	0.6%
All Other Revenue Resources	177,940	184,793	265,000	200,000	200,000	(65,000)	-24.5%
Operating Revenue	3,467,679	2,715,344	2,801,400	2,003,270	2,750,750	(50,650)	-1.8%
Total Revenue	16,064,429	18,619,654	20,806,640	20,091,564	20,594,969	(211,671)	-1.0%
Materials and Services	106,880	107,303	431,747	164,117	159,990	(271,757)	-62.9%
Capital Outlay	-	12,930	-	173,400	300,100	300,100	-
Operating Expenditure	106,880	120,233	431,747	337,517	460,090	28,343	6.6%
Special Payments	-	8,832	2,250,000	1,100,000	-	(2,250,000)	-100.0%
Transfers	53,239	402,294	759,556	809,828	1,100,000	340,444	44.8%
Reserve for Future Expenditures	-	-	10,000,000	-	17,034,879	7,034,879	70.3%
Contingency	-	-	7,365,337	-	2,000,000	(5,365,337)	-72.8%
Total Expense	160,119	531,359	20,806,640	2,247,345	20,594,969	(211,671)	-1.0%
Ending Fund Balance Restricted	-	-	-	17,844,219	-	-	-
Revenue Less Expense	15,904,310	18,088,295	-	-	-	-	-
Full Time Equiv Positions (FTE) Budgeted	-	-	-	-	-	-	-

Summary of Revenue & Expenses

DTD (30/60) - Public Land Cor Pres Fund 224

	FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Amended	FY 21-22 Projected Year End	FY 22-23 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	944,614	1,049,673	1,458,284	1,508,968	1,507,328	49,044	3.4%
Federal, State, Local, All Other Gifts & Donations	14,104	7,655	-	-	-	-	-
Charges, Fees, License, Permits, Fines, Assessments	819,703	1,137,332	1,117,421	875,000	875,000	(242,421)	-21.7%
Revenue from Bonds & Other Debts	2,138	7,756	-	-	-	-	-
All Other Revenue Resources	17,624	13,135	15,000	912	-	(15,000)	-100.0%
Operating Revenue	853,569	1,165,878	1,132,421	875,912	875,000	(257,421)	-22.7%
Total Revenue	1,798,183	2,215,551	2,590,705	2,384,880	2,382,328	(208,377)	-8.0%
Personnel Services	591,478	541,720	855,254	700,358	838,404	(16,850)	-2.0%
Materials and Services	157,031	164,862	173,965	166,694	228,510	54,545	31.4%
Capital Outlay	-	-	15,000	10,500	-	(15,000)	-100.0%
Operating Expenditure	748,509	706,582	1,044,219	877,552	1,066,914	22,695	2.2%
Reserve for Future Expenditures	-	-	275,000	-	1,040,414	765,414	278.3%
Contingency	-	-	1,271,486	-	275,000	(996,486)	-78.4%
Total Expense	748,509	706,582	2,590,705	877,552	2,382,328	(208,377)	-8.0%
Ending Fund Balance Restricted	-	-	-	1,507,328	-	-	-
Revenue Less Expense	1,049,674	1,508,969	-	-	-	-	-
Full Time Equiv Positions (FTE) Budgeted	5.5	5.5	5.5	5.5	5.5	-	-

Summary of Revenue & Expenses

DTD (30/60) - Fleet Services Fund 770

	FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Amended	FY 21-22 Projected Year End	FY 22-23 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	482,362	626,179	436,178	423,967	454,627	18,449	4.2%
Federal, State, Local, All Other Gifts & Donations*	82,668	5,937	-	-	-	-	-
Charges, Fees, License, Permits, Fines, Assessments	5,277,801	5,658,265	6,125,989	5,590,846	5,845,850	(280,139)	-4.6%
Revenue from Bonds & Other Debts	7,965	68,381	20,000	20,000	32,120	12,120	60.6%
All Other Revenue Resources	36,761	2,954	1,500	3,275	6,960	5,460	364.0%
Other Interfund Transfers	-	-	-	-	100,000	100,000	-
Operating Revenue	5,405,195	5,735,537	6,147,489	5,614,121	5,984,930	(162,559)	-2.6%
Total Revenue	5,887,557	6,361,716	6,583,667	6,038,088	6,439,557	(144,110)	-2.2%
Personnel Services*	2,322,351	2,596,860	2,663,451	2,359,096	2,770,744	107,293	4.0%
Materials and Services	2,939,028	3,214,059	3,217,541	3,219,365	3,375,010	157,469	4.9%
Capital Outlay	-	126,827	350,000	5,000	200,000	(150,000)	-42.9%
Operating Expenditure	5,261,379	5,937,746	6,230,992	5,583,461	6,345,754	114,762	1.8%
Contingency	-	-	352,674	-	93,803	(258,871)	-73.4%
Total Expense	5,261,379	5,937,746	6,583,667	5,583,461	6,439,557	(144,109)	-2.2%
Ending Fund Balance Restricted	-	-	-	454,627	-		
Revenue Less Expense *	626,178	423,970	-	-	-		
Full Time Equiv Positions (FTE) Budgeted	22.0	22.0	22.0	22.0	22.0	-	-

Summary of Revenue & Expenses

DTD (30/60) - ARPA Fund 230

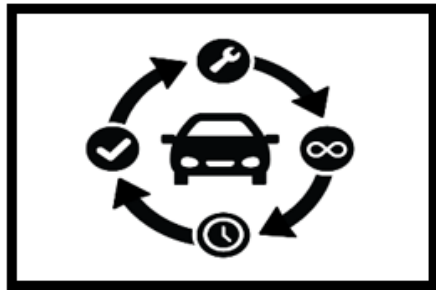
	FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Amended	FY 21-22 Projected Year End	FY 22-23 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance						-	-
Federal, State, Local, All Other Gifts & Donations	-	-	379,710	379,710	-	(379,710)	-100%
Operating Revenue	-	-	379,710	379,710	-	(379,710)	-100%
Total Revenue	-	-	379,710	379,710	-	(379,710)	-100%
Personnel Services	-	-	379,710	379,710	-	(379,710)	-100%
Operating Expenditure	-	-	379,710	379,710	-	(379,710)	-100%
Total Expense	-	-	379,710	379,710	-	(379,710)	-100%
Ending Fund Balance Restricted							
Revenue Less Expense *	-	-	-	-	-		

* FY21-22 ARPA revenue of \$379,710 offset by same amount in Personnel Services expense category.

Significant Policy and/or Financial Issues

DESCRIPTION	IMPACT
<p>Since FY 2018/2019 many DTD programs have received reduced levels of General Fund support.</p> <p>Planning, Dog Services and the County Surveyor still receive General Fund support for program operations.</p>	<ul style="list-style-type: none"> • Code Enforcement was embedded in Building Codes, Sustainability and Planning; tracking a reduced impact as allocations are phased out over the next two years. • Traffic Safety returned the Drive to Zero general fund support. • Planning program has implemented program changes and is assessing future staffing levels. • Dog services is implementing service reductions and program changes. • Future funding levels will guide the scope of services the county is able to provide in the General Funded programs.
<p>Relocate the Transportation Maintenance (primary emergency responders) out of the floodplain.</p> <p>The proposed budget reflects remaining facility payments and anticipated relocation costs, as well as the required debt service payments and reserve.</p>	<ul style="list-style-type: none"> • Anticipating a Winter 2022/2023 relocation. • This will allow staff to focus on emergency response, rather than relocating equipment and materials to a safe location. • The purchase of the new facility will be partially offset by \$5.25M in land sale proceeds from the CIAO site, and \$3.2M from the sale of the Abernethy site.
<p>BCS Merger</p>	<ul style="list-style-type: none"> • County Administration has recently advanced a departmental restructure. • This includes a consolidation of a number of BCS programs within DTD, though effective July 1, 2022, this process will advance over the next year.
<p>Fleet Services</p>	<ul style="list-style-type: none"> • Fleet is evaluating the way it charges for services and will propose implementing needed changes for FY 23/24.

End of Presentation





Department of Transportation and Development (30/60)

Department Budget Summary by Fund

<i>Line of Business</i>		FY 22-23	FY 22-23	FY 22-23	FY 22-23	FY 22-23	FY 22-23	FY 22-23	FY 22-23	FY 22-23	FY 22-23
<i>Program</i>	<i>Prog #</i>	<i>FTE</i>	<i>General Fund (100)</i>	<i>Development Services Fund (205)</i>	<i>Road Fund (215)</i>	<i>County TSDC Fund (223)</i>	<i>Public Land Corner Fund (224)</i>	<i>ARPA Fund* (230)</i>	<i>Fleet Services Fund (770)</i>	<i>Total Budget</i>	<i>General Fund Support in Budget **</i>
DTD Administration											
Office of the Director	300101	6.7			2,493,669					2,493,669	-
Livable Communities											
Sustainability & Solid Waste	600304	14.9	4,496,543							4,496,543	-
Dog Services	600303	17.0	3,030,027							3,030,027	1,627,428
Transportation											
Traffic Safety	300302	12.1			5,656,734					5,656,734	-
Transportation Engineering & Construction	300303	21.2			19,909,005					19,909,005	-
Transportation Maintenance	300304	101.2			64,508,848					64,508,848	-
Community Road Fund	300305	-			21,415,815					21,415,815	-
Damascus Roads	300306	-			5,572,603					5,572,603	-
Countywide TSDCs	300307	-				18,909,548				18,909,548	-
HV Joint Subarea TSDCs	300308	-				1,685,421				1,685,421	-
Fleet Services											
Vehicle & Equipment Maintenance & Repair	300203	22.0							6,439,557	6,439,557	-
Land Use & Development											
County Surveyor	600202	6.5	1,192,606							1,192,606	516,646
Land Use, Development Review & Permitting	600203	84.0	3,739,020	20,519,357	2,625,669					26,884,046	2,391,633
Long-Range Planning	600204	8.7	812,003		3,325,617					4,137,620	211,340
Public Land Corner	600205	5.5					2,382,328			2,382,328	-
Revenue Collected on Behalf of Other Agencies	600209	-	4,500,000							4,500,000	-
TOTAL		299.7	17,770,199	20,519,357	125,507,960	20,594,969	2,382,328	-	6,439,557	193,214,369	4,747,047
FY 21-22 Budget		301.7	18,596,708	21,038,736	116,739,597	20,806,640	2,590,705	379,710	6,583,667	186,735,763	5,183,046
\$ Increase (Decrease)		(2.0)	(826,509)	(519,379)	8,768,363	(211,671)	(208,377)	(379,710)	(144,110)	6,478,606	(435,999)
% Increase (Decrease)		-0.7%	-4.4%	-2.5%	7.5%	-1.0%	-8.0%	-100.0%	-2.2%	3.5%	-8.4%

* FY21-22 Projections: ARPA funding of \$379,710 with offsetting amounts in expenses. Additionally, DTD received \$2,016,845 in Lost Revenue Replenishment in FY21-22.

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



Department Mission

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

Transportation & Development (30/60)				
Dan Johnson - Director FTE 305.74 (299.74 DTD + 4 Urban Renewal + 2.0 PGA Embedded) Total Budget \$ 193,214,369 General Fund Support \$ 4,747,047				
DTD Administration Dan Johnson - Dir. Total Budget \$2,493,669 Gen Fund \$ -	Livable Communities Cheryl Bell - Asst. Dir. Mike Bezner - Asst. Dir. Total Budget \$7,526,570 Gen Fund \$ 1,627,428	Transportation Mike Bezner - Asst. Dir. Total Budget \$137,657,974 Gen Fund \$ -	Fleet Services Mike Bezner - Asst. Dir. Total Budget \$6,439,557 Gen Fund \$ -	Land Use & Development Cheryl Bell - Asst. Dir. Total Budget \$39,096,600 Gen Fund \$ 3,119,619
Office of the Director Dan Johnson - Dir. FTE 6.7 + 2.0 PGA Total Budget \$2,493,669 Gen Fund \$ -	Sustainability & Solid Waste Eben Polk - Mgr. FTE 14.89 Total Budget \$4,496,543 Gen Fund \$ -	Transportation Engineering & Construction Joel Howie - Mgr. FTE 21.2 Total Budget \$19,909,005 Gen Fund \$ -	Fleet Services Warren Gadberry - Mgr. FTE 22 Total Budget \$6,439,557 Gen Fund \$ -	Land Use, Development Review & Permitting Cheryl Bell - Asst. Dir. FTE 84 Total Budget \$26,884,046 Gen Fund \$ 2,391,633
	Dog Services Kristine Wallace - Mgr. FTE 17 Total Budget \$3,030,027 Gen Fund \$ 1,627,428	Transportation Maintenance Shane Abbott - Mgr. FTE 101.2 Total Budget \$64,508,848 Gen Fund \$ -		Long-Range Planning Jennifer Hughes - Mgr. FTE 8.7 Total Budget \$4,137,620 Gen Fund \$ 211,340
		Traffic Safety Joe Marek - Mgr. FTE 12.1 Total Budget \$5,656,734 Gen Fund \$ -		Public Land Corner Ray Griffin - Mgr. FTE 5.5 Total Budget \$2,382,328 Gen Fund \$ -
		Community Road Fund Mike Bezner - Asst. Dir. FTE 0 Total Budget \$21,415,815 Gen Fund \$ -		County Surveyor Ray Griffin - Mgr. FTE 6.5 Total Budget \$1,192,606 Gen Fund \$ 516,646
		Damascus Roads Total Budget \$5,572,603		Revenue Collected on Behalf of Other Agencies Total Budget \$4,500,000
		Countywide TSDCs Total Budget \$18,909,548		
		HV Joint Subarea TSDCs Total Budget \$1,685,421		



DTD Administration Line of Business

Office of the Director

Purpose Statement

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

Performance Narrative Statement

DTD Administration has an operating budget of \$1,978,022 which is a decrease from previous funding levels. This workgroup coordinates the budget process for each of the 18 Performance Clackamas programs within the department (down two from the prior year due to embedding of the Code Enforcement program and the merging of the Fleet Services programs); including each of the programs within this budget, plus our Urban Renewal and Street Lighting programs. Staff in this work group provide managerial oversight, financial monitoring, human resources coordination and support services, coordinate the annual review of our strategic plan update, lead policy coordination, plus transportation services and development services at a local and regional level in support of local goals.

- DTD Administration continues to assess general fund reduction options throughout the organization. Though General Fund represents less than 2.5% of the overall DTD budget, these funds provide vital support to a number of the department's community facing programs, which provide needed services to the residents of Clackamas County. The assessment will include a review of the services provided by the department to determine those required by state or local statute and prioritized by the Board of County Commissioners, and available funding mechanisms, to right-size service delivery to available funding.

- Staff developed a telework implementation plan and are leading a review of space requirements; including review of possible benefits through the reduced financial requirements for programs as space reductions are realized.

- Staff have completed their final draft of the DTD Workforce Plan, and continue to partner with Human Resources, the Equity and Inclusion Office to ensure the plan balances department led and countywide initiatives. Over the next few months, DTD Administration staff will work with administration staff to perform final edits, develop a short video announcement regarding the plan, and facilitate a department-wide roll out of the final plan.

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

- Staff led the team implementing the new Development Direct electronic permit application and plan review system. When Development Direct launched to the public in September 2021 for Building Codes and Development Engineering applications, DTD completed our Performance Clackamas goal that "By 2021, electronic plan review (EPR) will be available for customers who submit commercial building permit applications, and a plan will be developed for EPR expansion to other permit application types." DTD will continue to improve customer access to services by bringing the Septic Program onto Development Direct in 2022, and the Land Use Planning program onto the platform in 2023.

- Staff track, budget, and allocate transportation funding for capital projects from the Community Road Fund, House Bill 2017, and other sources. Staff ensures that investments are made to design and build congestion relief, safety, and paving projects as approved by the Board of County Commissioners.

Key Performance Measures

		FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Target	FY 21-22 Actuals as of 12/31/21	FY 22-23 Target
Result	% of employees participating in safety training sessions each year ¹	55%	57%	25%	73%	45%
Result	% performance evaluations completed within the last 12 months (using Clarify, Converse, Capture (C3)) ²	58%	98%	90%	91%	90%
Result	% DTD MFR programs with a 2-5 year work plan in place ³	New measure - FY 20/21.	59%	75%	59%	65%
Efficiency	DTD Administration FTE : Department FTE ⁵	9.0 FTE : 301.54 FTE	4.5 FTE : 304.74 FTE	6:37 FTE : 302.25 FTE	6 FTE : 254.74 FTE	6.7 FTE : 306.74 FTE
Efficiency	DTD Administration Budget : Department Budget ⁶	1.76M : 210.5M	1.82M : 117.3M	2M : 173.9M	\$736k : \$53.39M	1.9M : 235.11M

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

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

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

⁴ Count of budgeted positions. Includes CCDAG and embedded employees for the overall employee count.

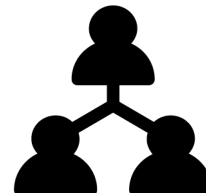
⁵ Total DTD budget is a combination of DTD and special districts for Urban Renewal and Street Lighting (CCDAG and CCSD5).

Program includes:

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

Explanation

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





Budget Summary

	FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Amended Budget	FY 21-22 Projected Year End	FY 22-23 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	-	-	-	-	515,647	515,647	-
Federal, State, Local, All Other Gifts & Donations	100,596	(78,883)	239,285	(16,126)	433,482	194,197	81.2%
Charges, Fees, License, Permits, Fines, Assessments	1,662,656	1,903,771	1,773,557	1,773,557	1,544,540		
All Other Revenue Resources	-	1,000	-	-	-		
Other Interfund Transfers	-	-	2,016,845	2,016,845	-	(2,016,845)	-100.0%
Operating Revenue	1,763,252	1,825,888	4,029,687	3,774,276	1,978,022	(2,051,665)	-50.9%
Total Revenue	1,763,252	1,825,888	4,029,687	3,774,276	2,493,669	(1,536,018)	-38.1%
<i>* DTD Administration, which is housed in Fund 215, allocates actual costs the following year.</i>							
Personnel Services	1,129,401	1,158,702	1,402,538	1,089,228	1,222,026	(180,512)	-12.9%
Materials and Services	633,851	666,186	610,304	668,203	755,996	145,692	23.9%
Operating Expenditure	1,763,252	1,824,888	2,012,842	1,757,431	1,978,022	(34,820)	-1.7%
Transfers	-	-	-	-	231,830	231,830	-
Contingency	-	-	2,016,845	-	283,817	(1,733,028)	-85.9%
Total Expense	1,763,252	1,824,888	4,029,687	1,757,431	2,493,669	(1,536,018)	-38.1%
Ending Fund Balance - Restricted				2,016,845		-	-
Revenue Less Expenses	-	1,000	-	-	-	-	

Significant Issues and Changes

DTD Administration supports 307 FTE in five unique lines of business: Livable Communities, Fleet Services, Land Use & Permitting, Transportation and Targeted Improvement Areas. (The Targeted Improvement Areas line of business is comprised of two special districts who adopt separate operating budgets: Urban Renewal and Street Lighting. The Urban Renewal employees are not included in the DTD budget.)

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

DTD administration allocates these charges out to programs within the department.

- The Public Information Specialists (PICS) were moved to the Land Use, Development Review & Permitting program in FY 22-23 because they provide direct support for DTD programs in the Development Services Building, with enhanced support to permitting programs. The Office of the Director will continue to include this group in the allocation model for one more year, at which point their costs will be reimbursed to Building Codes, which is where these positions were moved. The DTD Director continued to oversee the Street Lighting and Urban Renewal, and these groups receive a direct allocation for 20% of the Director's salary in the FY 22-23 budget.
- The remaining program cost is distributed based on the number of FTE in the program; but adjustments are made to include non-FTE programs that require support from DTD Admin.

We have retained the vacant Management Analyst 1, with hopes we are able to improve direct support for grants and other financial assistance agreements to improve the timeliness of disbursement requests and required reporting.



Fleet Services Line of Business

Fleet Services Program

Purpose Statement

The purpose of the Fleet Services program is to provide vehicle rental, acquisition, setup, maintenance, repair, disposition, fuel and comprehensive fleet management services to public agencies so they can have access to safe, reliable and cost-effective vehicles and 24/7 access to fuel.

Performance Narrative Statement

The Fleet Services Program operating budget is \$6,345,757; the Fleet Management and Vehicle Maintenance & Repair programs were merged in to a single Fleet Services program beginning FY 22-23. These resources will allow us to provide comprehensive fleet management services to nearly 100 customer departments, programs and outside agencies who operate more than 1,300 vehicles and pieces of equipment. A primary focus of this program is to provide safe and efficient vehicles and equipment to our customers. To ensure downtime of vehicles and equipment is kept as low as possible, our maintenance shops are open 20 hours per day, four days per week to provide a full range of maintenance and repair services. During emergency events our operating hours expand to provide 24-hour coverage 7 days per week to support our customer's emergency operation needs. We are using our performance measures to help us monitor and improve our ability to maintain desired levels of safety and efficiency while maximizing vehicle availability.

We have adopted a result that we can influence, but that we do not have direct control over. Specifically, the % department lease and non-CCSO department owned vehicles driven more than 10,000 miles per year. By encouraging the use of rental program vehicles, we can reduce the number of underutilized vehicles. We will continue to update the rental fleet by retiring older, underutilized vehicles and replacing them with newer vehicles. This budget includes the resources necessary to replace \$100,000 in rental program vehicles in FY 22-23. Our goal is to partner with our customers to provide the necessary data to help them make business decisions to manage and use their fleet resources most efficiently.

While the instability of fuel prices and the increased use of electric and hybrid vehicles continue to create budget challenges because this workgroup charges a fuel markup of 10% to help cover the administrative costs for vehicle specifications, vehicle acquisition, fuel cards and DEQ tracking and administration. The level of funding requested should adequately meet the needs of the drivers and allow us the ability to provide services to County employees so they can conduct business in safe, reliable and cost-effective vehicles for FY 22-23.

Key Performance Measures

		FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Target	FY 21-22 Actuals as of 12/31/21	FY 22-23 Target
Result	% customers happy with the service they received ¹		100%	90%	100%	90%
Result	% preventative maintenance visits performed on-schedule ¹		49%	60%	45%	50%
Result	Average turn-around time for routine maintenance: Light vehicles: # calendar days [oil change, fluids and safety inspection] ¹	New measure -- added FY 2-21	4 days	1 day	1 day	1 day
Result	Average turn-around time for routine maintenance: Heavy vehicles: # calendar days [oil change, fluids and safety inspection] ¹		6.15 days	1.5 days	1.34 days	1.5 days
Result	# annual safety inspections performed ¹		170	170	67	170
Result	# roadside repairs ¹		459	380	317	400
Result	% new vehicles in customer possession within 30 calendar days of delivery ¹	New measure -- added FY 20-21	0%	50%	0%	10%
Result	% motor pool vehicles driven more than 8,000 miles per year ¹		0%	50%	0%	25%
Result	% department lease and non-CCSO department owned vehicles driven more than 10,000 miles per year ¹		18%	50%	0%	25%
Outputs	Average age of motor pool vehicles available ¹		15.48	12	14.7	12
Outputs	# motor pool vehicles available for rental ¹		27	30	26	30
Demands	# department lease vehicles ¹		101	110	102	110
Demands	# department owned vehicles ¹		151	220	155	220

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





Fleet Services Line of Business

Fleet Services Program

Budget Summary

	FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Amended Budget	FY 21-22 Projected Year End	FY 22-23 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	482,362	626,179	436,178	423,970	454,627	18,449	4.2%
Federal, State, Local, All Other Gifts & Donations	82,668	5,937	70,036	70,036	-	(70,036)	-100.0%
Charges, Fees, License, Permits, Fines, Assessments	5,277,801	5,658,265	6,125,988	5,590,843	5,845,850	(280,138)	-4.6%
Revenue from Bonds & Other Debts	7,965	68,381	20,000	20,000	32,120	12,120	60.6%
All Other Revenue Resources	36,761	2,954	1,500	3,275	6,960	-	-
Other Interfund Transfers	-	-	-	-	100,000	100,000	-
Operating Revenue	5,405,195	5,735,537	6,217,524	5,684,154	5,984,930	(232,594)	-3.7%
Total Revenue	5,887,557	6,361,716	6,653,702	6,108,124	6,439,557	(214,145)	-3.2%
Personnel Services	2,322,351	2,596,860	2,733,487	2,429,132	2,770,744	37,257	1.4%
Materials and Services	2,939,028	3,214,059	3,217,541	3,219,365	3,375,010	157,469	4.9%
Capital Outlay	-	126,827	350,000	5,000	200,000	(150,000)	-42.9%
Operating Expenditure	5,261,379	5,937,746	6,301,028	5,653,497	6,345,754	44,726	0.7%
Contingency	-	-	352,674	-	93,803	(258,871)	-73.4%
Total Expense	5,261,379	5,937,746	6,653,702	5,653,497	6,439,557	(214,145)	-3.2%
Ending Fund Balance - Restricted				454,627		-	-
Revenues Less Expenses	626,178	423,970	-	-	-	-	-

Significant Issues and Changes

Fleet Management (300202) and Vehicle Maintenance & Repair (300203) programs were merged in to a single Fleet Services program FY 2022/2023.

Our overall goals for all fleet vehicles are:

- Reduce the average age of vehicles
- Reduce the number of underutilized vehicles
- Increase the use of electric and hybrid vehicles to help meet our Climate Action Plan goals

We continue our work to cross train our mechanic staff to combine our heavy and light shops into a more unified operation. This allows us to provide a higher level of service during normal operations and significantly increases our effectiveness during 24-hour emergency operations. We will be seeking to fill a vacant FTE position to bring our shop staff up to full capacity and help meet our demand for services.

For FY 22-23 we are maintaining our current rates and fees however the current funding level is not sustainable beyond FY 22-23. This year we will be evaluating the way we charge for services and developing an updated funding model to ensure the long-term viability of this program with the goal of implementing needed changes for FY 23-24.



Transportation Line of Business

Traffic Safety Program

Purpose Statement

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

Performance Narrative Statement

The Traffic Safety Program operating budget is \$5,656,734. These resources support both infrastructure and non-infrastructure efforts in traffic safety and operations.

- Non-infrastructure work includes outreach to students, safety outreach at the County Fair and various safety campaigns, primarily focused on youth and pedestrian safety.
- Infrastructure related traffic operations work includes signing, striping, speed zoning, signal operations, advanced transportation technology and management, motor carrier education/enforcement.
- Safety analysis includes the use of Vision Zero Suite software allowing for full and comprehensive road network screening, diagnostics evaluation, countermeasure performance testing and benefit-to-cost ratio analysis.

All of this work is completed under a lens incorporating a public health, equity and a Safe Systems approach.

The resources in this program will fund 13 transportation safety and operations projects in various stages of design, right of way acquisition and construction, including:

- 8 HB2017 Safety Projects
- 5 Safety Projects

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

- 4 CRF Safety Projects
- 1 Damascus Road Project

These projects and 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 19-20 Actual	FY 20-21 Actual	FY 21-22 Target	FY 21-22 Actuals as of 12/31/21	FY 22-23 Target
Result	By 2035, reduce the number of fatalities resulting from crashes on roads in Clackamas County to zero <i>*Data reported by calendar year.</i>	40 [2019]	36 [2020]	25 [2021 Target]	33 [2021]	25 [2022]
Result	Upgrade # signals each year to improve safety and efficient travel on roads countywide by 2024	8	6	10	3	10
Output	# of temporary radar speed feedback sign placements	5	0	12	0	12
Output	# requests for placement of a temporary radar speed feedback sign ¹	New measure - added FY 20- 21	3	8	0	8

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

Program includes:

Mandated Services ☒ Yes

Shared Services ☒ Yes

Grant Funding ☒ Yes



Explanation

Mandated Services:

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

Shared Services:

Infrastructure development is a state/county shared service.

Grant Funding:

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



Transportation Line of Business

Traffic Safety Program

Budget Summary

	FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Amended Budget	FY 21-22 Projected Year End	FY 22-23 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	(24,212)	120,364	-	89,112	-	-	-
Federal, State, Local, All Other Gifts & Donations	2,560,201	2,388,898	4,637,842	2,977,885	5,338,765	700,923	15.1%
Charges, Fees, License, Permits, Fines, Assessments	232,530	234,356	274,847	262,452	308,469	33,622	12.2%
All Other Revenue Resources	9,750	-	10,000	10,000	9,500	(500)	-5.0%
Other Interfund Transfers	301,747	140,425	-	-	-	-	-
General Fund Support	-	-	249,235	249,235	-	(249,235)	-100.0%
Operating Revenue	3,104,228	2,763,679	5,171,924	3,499,572	5,656,734	484,810	9.4%
Total Revenue	3,080,016	2,884,043	5,171,924	3,588,684	5,656,734	484,810	9.4%
<i>* Includes Road Fund support.</i>							
Personnel Services	1,499,025	1,578,648	1,739,470	1,302,891	1,904,994	165,524	9.5%
Materials and Services	661,764	550,838	1,448,192	948,882	1,811,010	362,818	25.1%
Capital Outlay	798,863	665,444	1,984,262	1,336,911	1,940,730	(43,532)	-2.2%
Operating Expenditure	2,959,652	2,794,930	5,171,924	3,588,684	5,656,734	484,810	9.4%
Total Expense	2,959,652	2,794,930	5,171,924	3,588,684	5,656,734	484,810	9.4%
Ending Fund Balance - Restricted							
Revenues Less Expenses	120,364	89,112	-	-	-	-	

Significant Issues and Changes

The historic General Fund (part of pass through from Justice Court) and marijuana tax revenues, totaling approximately \$250,000 have been cut as part of the FY 22-23 budget. This critical education and outreach work associated with safety of young drivers, drugs and driving and outreach will continue, albeit using Road Fund. More specifically, this work entails:

- Outreach to youth and young drivers related to safety and increase social media messaging and micro-targeting to our core audience related to putting cell phones on "do not disturb" while driving.
- Complete teen outreach at area high schools by providing interactive safety education and recruiting motivational speakers focused on driving safety and other key teen messaging such as suicide and drug use.
- Continue more general traffic safety messaging and education for transportation system users of all ages.
- Working in partnership with Oregon DOT on outreach related to pedestrian safety, a segment of crashes that is over-represented.

Staffing for placement of temporary radar signs was constrained during the current FY due to COVID and staffing shortages. This is anticipated to be address during the second part of the FY and into FY 22-23.

FY 22-23 Capital Outlay in the Traffic Safety program represents 13 safety infrastructure projects funded by the Road Fund. Additional outcomes from the traffic safety program include:

- Implementing the Traffic Safety Action Plan including infrastructure, outreach and policies to achieve a goal of Zero Fatal and Serious Injury Crashes by 2035.
- Continuing the innovative partnership between H3S and DTD to jointly fund a Transportation and Health Planner to incorporate better health outcomes into County transportation projects and beginning to look at elements of equity in transportation work.
- Continuing the innovative safety outreach in partnership with Oregon DOT and other agencies.
- Continue the innovative work on Traffic Signal Management and Operations (TSMO) through new adaptive traffic signal control on Sunnyside Road.
- Prepare for the evolution of connected and autonomous vehicles supporting a robust County-wide fiber optic communications network and roadside infrastructure to support new technology. Also supporting self-driving vehicles, the County began changing shoulder edge line striping from 4 inches to 6 inches to provide more conspicuity which helps vehicle camera systems identify the striping to aid in automated guidance.
- Continue the Motor Carrier Safety Program focusing on inspection of commercial vehicles to ensure safety for all users and commercial vehicle weighing to minimize road damage.



Transportation Line of Business

Transportation Engineering & Construction Program

Purpose Statement

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

Performance Narrative Statement

The Transportation Engineering & Construction Program operating budget is \$19,909,005. Revenues for the transportation engineering and construction program fluctuate based on available funding. The resources in this program will fund 18 transportation projects in various stages of design, right of way acquisition and construction, including:

- 5 Bike/Pedestrian Projects
- 6 Bridge/Scour/Culvert Projects
- 5 Road Projects
- 2 Safety Projects

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

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

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

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

Key Performance Measures

		FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Target	FY 21-22 Actuals as of 12/31/21	FY 22-23 Target
Result	% completed CIP contracts coming in within 110% of original contract value	87%	87%	90%	100%	90%
Result	% completed CIP contracts completed within original contract completion date	63%	74%	90%	67%	90%
Output	# projects managed	81	37	40	36	36
Output	# road miles transferred	1.02	12	2	1.36	2.66

Program includes:

Mandated Services ☒ Yes

Shared Services ☒ Yes

Grant Funding ☒ 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).

Shared Services:

Infrastructure development is a state/county shared service.

Grant Funding:

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



Transportation Engineering & Construction Program

Budget Summary

	FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Amended Budget	FY 21-22 Projected Year End	FY 22-23 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance **	462,072	-	-	41,132	-	-	-
Federal, State, Local, All Other Gifts & Donations * . ***	6,444,423	7,594,737	17,890,827	12,899,136	19,120,245	1,229,418	6.9%
Charges, Fees, License, Permits, Fines, Assessments ***	700,340	937,753	585,200	875,000	738,437	153,237	26.2%
Other Interfund Transfers	33,454	191,127	21,542	21,542	50,323	28,781	133.6%
Operating Revenue	7,178,217	8,723,617	18,497,569	13,795,678	19,909,005	1,411,436	7.6%
Total Revenue	7,640,289	8,723,617	18,497,569	13,836,810	19,909,005	1,411,436	7.6%
<i>* Includes Road Fund support; fund balance includes a Fee-In-Lieu of Road Improvement Pedestrian Fee Carryforward.</i>							
Personnel Services	2,808,583	3,050,724	3,311,428	3,005,766	3,566,684	255,256	7.7%
Materials and Services	824,714	170,784	1,844,196	2,572,677	1,727,189	(117,007)	-6.3%
Capital Outlay	4,006,992	5,460,977	13,341,945	8,258,367	14,615,132	1,273,187	9.5%
Operating Expenditure	7,640,289	8,682,485	18,497,569	13,836,810	19,909,005	1,411,436	7.6%
Total Expense	7,640,289	8,682,485	18,497,569	13,836,810	19,909,005	1,411,436	7.6%
Ending Fund Balance - Restricted							
Revenues Less Expenses	-	41,132	-	-	-	-	

Significant Issues and Changes

The requested budget will provide the necessary resources for:

- \$15.933 M in capital project expenses (project planning, design, right of way acquisition and construction); this does not include county staff time.
- Our Survey/CADD group completes the road transfers associated with the Strategic Investment Fund as part of the Community Road Fund by providing records research, legal descriptions and maps, and in the preparation and presentation of IGA's and Board Orders.
- Emergency events resulting in additional projects can impact the schedules of ongoing projects. Staff is currently executing two federal Emergency Relief projects from a 2017 event and January 2022 emergency event and two non-federal projects from December/January 2021 floods, one in the Damascus area and another on S. Warnock Road near S. Leland Rd.
- Based on known funding sources, we anticipate we will only have the resources to fund 15% of our 20-year TSP (Tier 1).



Transportation Line of Business

Transportation Maintenance Program

Purpose Statement

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

Performance Narrative Statement

The Transportation Maintenance Program operating budget is \$41,216,598, an increase from last year due to the bond revenues and related capital expenses for the relocation of the Transportation Maintenance facility. The majority of the funding for this program comes from the Oregon State Highway Fund (includes money from state gas tax, truck weight mile fees, and vehicle registration fees).

Fiscal year 20-21 met the Pacific NW with a variety of challenges as we provided services in the new reality of a pandemic, while responding to wildfires and ice storms.

- The county is working with FEMA on cost reimbursements for the 2020 wildfire response efforts; seeking almost \$300k in federal funds to cover: (1) public debris removal, (2) traffic control, signage, barricades, etc., (3) hydro-seeding and (4) culvert damage.
- The county is working with FEMA on cost reimbursements for the 2021 ice storm response efforts; seeking just over \$1.6M in federal funds to cover: (1) public debris removal, (2) traffic control, signage, barricades, etc. and (3) guardrail repairs.

Over the next year, the revenue for this program will provide the resources needed to perform paving and other surface treatments, including 2.08 miles of Sunnyside Rd which is 4 lanes wide and has an average daily traffic count of over 30,000 vehicles a day, contract paving will total 2.65 miles of county roads. The reduction from miles paved historically is due to mandated ADA accommodations associated with urban paving projects, which is reflected in the Transportation Engineering & Construction program budget. While some roads will be improved above a PCI of 70, other roads are also deteriorating. Resources will also provide for drainage, vegetation, surface repair, signing, striping, signal, and bridge maintenance on our 1,400 mile road network. County crews will maintain 24-hour emergency response to inclement weather, natural disasters and will respond to more than 2,000 service requests, which will provide the travelling public increased driver safety, a reduction in insurance claims and reduced wear and tear on their vehicles. The work performed in this program directly influences the Board of County Commissioners ability to achieve the strategic goal of "Building Strong Infrastructure."

Key Performance Measures

		FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Target	FY 21-22 Actuals as of 12/31/21	FY 22-23 Target
Result	Maintain the average condition of inspected bridges scored as good condition at 26% or higher ¹	New measure -- added FY 20-21	24%	23%	23%	23%
Result	Maintain the average condition of inspected bridges scored as fair condition at 69% or higher ¹		72%	70%	73%	70%
Output	# miles resurfaced ²	35	24.18	6.94	5	6.06
Output	# lineal feet striped ¹	New measure -- added FY 20-21	7,172,101	8,439,230	4,227,205	6,000,000
Output	# county road miles with a PCI (Pavement Condition Index) below 70 ¹	413	295	393	295	300
Demand	Annual Cost of Illegal Dumping in the Right-of-Way ¹	New measure -- added FY 20-21	\$ 122,640	\$ 54,000	\$ 45,693	\$ 100,000
Demand	# miles plowed/sanded ¹		4,951	18,938	8,531	12,000
Demand	# miles treated with de-icer ¹		2,268	2,200	1,912	2,200
Demand	# labor hours in emergency response mode ¹		29,740	8,082	3,807	8,000
Demand	# service request responses (e.g., high water, downed trees, potholes, dead deer)	2,107	2,490	2,300	1,120	2,300

¹ DTD Completed a Periodic Plan Review in FY 2020. This measure was added to the plan. In most cases a 3-year average was used to develop the targets for FY 20-21.

² Beginning FY 2020/2021 we began measuring the # miles resurfaced; including in-house paving, contract paving, slurry seal and chip seal -- not including patch work done by County crew. Previously we were reporting the # road miles paved (contract and in-house paving only).

Program includes:

Mandated Services ☒ Yes

Shared Services ☐ No

Grant Funding ☒ Yes



Explanation **Mandated Services:**

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

Grant Funding:

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



Transportation Line of Business

Transportation Maintenance Program

Budget Summary

	FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Amended Budget	FY 21-22 Projected Year End	FY 22-23 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	25,251,578	27,002,216	35,283,358	40,869,743	36,192,390	909,032	2.6%
Federal, State, Local, All Other Gifts & Donations	25,775,597	22,691,962	21,724,810	28,700,109	23,451,707	1,726,897	7.9%
Charges, Fees, License, Permits, Fines, Assessments	1,163,590	851,293	862,769	807,919	959,220	96,451	11.2%
Revenue from Bonds & Other Debts	53,927	20,286,653	29,642	30,846	123,410	93,768	316.3%
All Other Revenue Resources **	399,647	447,606	3,166,372	443,479	3,782,121	615,749	19.4%
Other Interfund Transfers ***	-	300,000	-	-	-	-	-
Operating Revenue	27,392,761	44,577,514	25,783,593	29,982,353	28,316,458	2,532,865	9.8%
Total Revenue	52,644,339	71,579,730	61,066,951	70,852,096	64,508,848	3,441,897	5.6%
<i>* Includes Road Fund support.</i>							
Personnel Services	10,004,246	10,167,754	12,632,678	10,901,644	12,759,693	127,015	1.0%
Materials and Services	14,275,390	10,321,261	10,220,668	9,909,097	13,864,885	3,644,217	35.7%
Capital Outlay	984,229	9,212,659	21,160,000	13,055,000	14,592,020	(6,567,980)	-31.0%
Operating Expenditure	25,263,865	29,701,674	44,013,346	33,865,741	41,216,598	(2,796,748)	-6.4%
Special Payments	378,258	11,200	100,000	50,000	100,000	-	-
Transfers	-	999,093	1,845,813	1,845,813	1,827,920	(17,893)	-1.0%
Reserve for Future Expenditures	-	-	1,827,913	-	11,364,330	9,536,417	521.7%
Contingency	-	-	13,279,879	-	10,000,000	(3,279,879)	-24.7%
Total Expense	25,642,123	30,711,967	61,066,951	35,761,554	64,508,848	3,441,897	5.6%
Ending Fund Balance - Restricted				35,090,542		-	-
Revenues Less Expenses	27,002,216	40,867,763	-	-	-	-	-

Significant Issues and Changes

The current PCI for the county after 4 years of inspections is a PCI of 68. The Pavement Condition Index (PCI) rates the visual condition of the road surface by measuring the quantity and severity of the surface distresses.

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

Two planned sand shed buildings were delayed, resulting in higher ending fund balance in FY 21-22, due to the escalating building costs coming out of the pandemic. We received land use approval for one of the sheds, and will seek approval for the second shed as constructions costs begin to correct.

The proposed budget reflects the bond sale for the Transportation Maintenance facility relocation, and includes the remaining facility payments and anticipated relocation costs. The purchase of the new facility will be partially offset by \$5.25M in land sale proceeds from the CIAO site, \$3.2M from the sale of the Abernethy site and combined County and ODOT ARPA funding that was received due to lost revenues during the pandemic.

- The transfers reflect the required debt service payments.
- The bond has increased our required reserves.



Transportation Line of Business

Community Road Fund Program

Purpose Statement

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

Performance Narrative Statement

The Community Road Fund operating budget is \$8,579,710; however, payments to cities for jurisdictional transfers and 40% of the total DMV collections fall outside this total. This program tracks the collection, distribution and expense of the countywide Vehicle Registration Fee, which went into effect on registrations renewing in January 2020. The county has committed to spending the approximately \$5.5 million per year of Community Road Fund revenue on three major community priorities: congestion relief, local road maintenance and safety improvements.

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

- Local Road Paving Projects – 7 approved, 1 was split into two phases, Thiessen 1 and Thiessen 2 making 8 total projects. 7 of the 8 local road paving packages have been scheduled and/or constructed. 2 were completed in the summer of 2020 (Ferguson and Carus roads) totaling 4.04 miles, 2 were completed in the summer of 2021 (Arista and Thiessen 1) totaling 1.23 miles, 3 projects are being prepared for construction bids in the summer of 2022 (Webster, Boyer/King and McLaughlin) totaling 3.41 miles, Thiessen 2 is designed, in the cue and ready to construct, totaling .92 miles. Thiessen 2 is on hold because it has possible opportunity for alignment with an unrelated drainage project.

- Congestion Relief Projects – 7 approved. Five projects are in the design phase (consultants hired), and 2 more will begin design later this year or next. Of the 5 projects in the design phase, 1 project is expected to be constructed by the end of fiscal year 2022/23.

- Safety Projects – 7 approved. 4 projects are currently under construction.

- Strategic Investment Fund Projects (Partnerships with other local agencies) – 12 approved. 7 jurisdictional transfers and 5 congestion relief projects have been approved by C4 on the multi-year plan. Of the 5 projects, 2 are in the in the design phase (consultant hired) and 1 is a planning project that has started (consultant hired).

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 19-20 Actual	FY 20-21 Actual	FY 21-22 Target	FY 21-22 Actuals as of 12/31/21	FY 22-23 Target
Output	\$ value of capital projects constructed ¹	New measure -- added FY20-21	\$ 1,992,501	\$ 7,239,398	\$ 1,032,857	\$ 7,488,306
Output	\$ Community Road Fund leveraged by \$ other funding for capital projects ¹	New measure -- added FY20-21	\$1,780,557 : \$211,944	\$5,890,585 : \$1,348,419	No project transfers were made during the first half of the year.	\$5,685,321 : \$1,802,985
Output	\$ transferred to cities for investment on city road systems ¹	New measure -- added FY20-21	\$ 3,895,875	\$ 4,368,000	\$ 2,099,346	\$ 2,274,128
Output	Strategic Investment Fund: \$ leveraged by \$ other funding for projects of mutual interest ¹	New measure -- added FY20-21	\$8,184 : No other funding sources leveraged for SIF projects during this period.	\$493,521 : \$220,272	\$68,249 : No other funding sources transferred for SIF projects during this reporting period..	\$597,557 : \$489,838
Output	Strategic Investment Fund: \$ to transfer # miles of roads to cities ¹	New measure -- added FY20-21	\$433,342 : 0.82 miles	\$937,000 : 1.95 miles	\$348,532 : 0.82 miles	\$553,706 : 1.97 miles

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

Program includes:

Mandated Services ☒ Yes

Shared Services ☒ Yes

Grant Funding ☐ No

Explanation

Mandated Services:

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

Shared Services:

Infrastructure development is a state/county shared service.





Transportation Line of Business

Community Road Fund

Budget Summary

	FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Amended Budget	FY 21-22 Projected Year End	FY 22-23 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	(10,770)	1,315,584	5,867,307	6,389,619	8,522,335	2,655,028	45.3%
Federal, State, Local, All Other Gifts & Donations	-	776	793,416	300,500	937,430	144,014	18.2%
Charges, Fees, License, Permits, Fines, Assessments	2,866,046	11,200,828	10,920,000	11,000,000	11,000,000	80,000	0.7%
All Other Revenue Resources	-	-	37,655	-	-	(37,655)	-100.0%
Other Interfund Transfers	19,785	211,168	738,014	788,286	956,050	218,036	29.5%
Operating Revenue	2,885,831	11,412,772	12,489,085	12,088,786	12,893,480	404,395	3.2%
Total Revenue	2,875,061	12,728,356	18,356,392	18,478,405	21,415,815	3,059,423	16.7%
Materials and Services	183,934	1,199,640	6,026,610	3,963,503	5,378,770	(647,840)	-10.7%
Capital Outlay	261,740	809,881	1,955,081	1,110,917	3,200,940	1,245,859	63.7%
Operating Expenditure	445,674	2,009,521	7,981,691	5,074,420	8,579,710	598,019	7.5%
Special Payments	1,113,803	4,329,217	5,305,000	5,281,000	4,875,000	(430,000)	-8.1%
Reserve for Future Expenditures	-	-	2,069,701	-	6,461,105	4,391,404	212.2%
Contingency	-	-	3,000,000	-	1,500,000	(1,500,000)	-50.0%
Total Expense	1,559,477	6,338,738	18,356,392	10,355,420	21,415,815	3,059,423	16.7%
Ending Fund Balance - Restricted				8,122,985			
Revenues Less Expenses	1,315,584	6,389,618	-	-	-	-	

Significant Issues and Changes

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

In January 2022, staff met with the Board of County Commissioners to discuss a proposal to reduce the rate being charged against light/utility trailers. This was met with support from the Board and staff is working with county counsel and Oregon DMV to draft amendments to existing agreements to reduce the rate charged on vehicles in this category.

Actual revenues for 2020 came in about \$1.78 million lower than projected because of the deferral of registrations due to the COVID-19 pandemic; however, monthly collections are now coming in about \$85,000 higher than originally expected, so we anticipate that it will take less than two years to collect the deferred revenue as registrations are brought up-to-date.

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

- 50% for the county to use on its roads for congestion relief, safety improvements and local road paving projects. During community outreach, we estimated the County would be receiving \$472,000 each month; actual receipts, post-pandemic, are averaging about \$514,000.
- 40% for cities to use on their roads as they determine, distributed based on population. Post-pandemic, the amount distributed to cities each month is averaging \$411,000, which is almost \$34,000 more than we had originally estimated. The amount of distribution for each city varies based on population, three of the largest cities in the county are receiving revenues ranging from \$500,000 to \$700,000 a year.
- 10% for a Strategic Investment Fund, set aside by the county, to be used jointly as agreed to by the county and cities (through C4) on road transfers and transportation projects of mutual interest. Post pandemic we are receiving about \$10,000 more than our original monthly estimates, with receipts averaging \$94,500. We have completed two road transfers with the city of Canby, for more than 1.5 miles of roads. We are currently in discussions with the cities of Canby and Wilsonville for additional transfers.

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



Transportation Line of Business

Damascus Roads Program

Purpose Statement

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

Performance Narrative Statement

The Damascus Roads Program operating budget is \$1,999,103. This program tracks the use of State Highway Fund and Local Vehicle Registration Fee revenues received by Clackamas County to maintain, operate and improve roads in the City of Damascus prior to disincorporation. The County will receive both revenues for this area through 2026, based on PSU Population Forecasts. The revenue must be spent in accordance with the State Highway Fund regulations, on roads that were once in the incorporated city limits."The FY 22-23 budget proposal includes funding for three active projects. These projects will be managed by staff in the Transportation Maintenance, Traffic Safety, Transportation Engineering & Construction and the Long Range Planning programs.

- 242nd / Borges Realignment
- Damascus Roads Tier 1 Safety: Damascus RSA Tier 1 Projects
- Johnson Creek Tributary (Hideaway Ct) Culvert Replacement
- Adoption and integration of the Damascus Mobility Plan – This work will identify projects to include in the Countywide Transportation System Plan.

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

Key Performance Measures

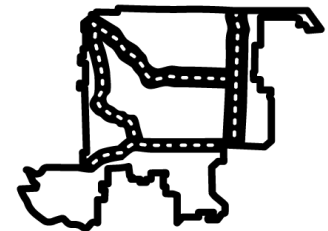
		FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Target	FY 21-22 Actuals as of 12/31/21	FY 22-23 Target
Result	Maintain the average condition of paved county roads within the boundaries of the former city of Damascus at 70 PCI (Pavement Condition Index) or higher	72	69	70	61	67
Output	# safety projects completed ¹	New measure -- added FY 20-21.	1	2	0	2
Output	# service request responses (e.g., high water, downed trees, potholes, dead deer)	27	14	15	10	15

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

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

Program includes:

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



Explanation

Mandated Services:

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

Shared Services:

Infrastructure development is a state/county shared service.



Transportation Line of Business

Damascus Roads Program

Budget Summary

	FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Amended Budget	FY 21-22 Projected Year End	FY 22-23 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	4,646,489	3,799,480	4,028,371	4,190,810	4,372,603	344,232	8.5%
Federal, State, Local, All Other Gifts & Donations	789,285	865,060	750,000	750,000	800,000	50,000	6.7%
Charges, Fees, License, Permits, Fines, Assessments	54,359	209,371	396,770	396,770	400,000	3,230	0.8%
Operating Revenue	843,644	1,074,431	1,146,770	1,146,770	1,200,000	53,230	4.6%
Total Revenue	5,490,133	4,873,911	5,175,141	5,337,580	5,572,603	397,462	7.7%
Materials and Services	1,626,564	38,333	435,000	388,016	110,880	(324,120)	-74.5%
Capital Outlay	64,088	644,768	1,279,535	576,961	1,879,223	599,688	46.9%
Operating Expenditure	1,690,652	683,101	1,714,535	964,977	1,990,103	275,568	16.1%
Reserve for Future Expenditures	-	-	34,485	-	3,082,500	3,048,015	8838.7%
Contingency	-	-	3,426,121	-	500,000	(2,926,121)	-85.4%
Total Expense	1,690,652	683,101	5,175,141	964,977	5,572,603	397,462	7.7%
Ending Fund Balance - Restricted				4,372,603		-	-
Revenues Less Expenses	3,799,481	4,190,810	-	-	-	-	

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 (through 2026).

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

Revenues from the Oregon State Highway Fund (which includes money from state gas tax, truck weight mile fees, and vehicle registration fees) and the Clackamas County local vehicle registration fee may begin to decline as areas are incorporated into the City of Happy Valley or the City of Gresham over the next 10-years.

- The Clackamas County TSP was last updated in 2013, but this plan did not include incorporated cities. We can't adopt the Damascus TSPs because they were based on a draft city land use plan and the future development will be rural; the economy is expanding more rapidly than was anticipated 5-years ago and growth in surrounding areas will affect Damascus. The Damascus Mobility Plan will identify the needed transportation infrastructure in this area and should be completed before the end of FY 21-22.

- The Johnson Creek Tributary (Hideaway Ct) Culvert Replacement project is an emergency repair.

Damascus Road fund has been holding the 1% bicycle/pedestrian required State Highway Fund investment in reserve, for use on a future bike/ped project. With the requirement of \$46,465 from the original balance, and approximately \$8,000 of annual collections each year since, we have about \$63,000 held in reserve. Each year, the reserve amount is calculated based on the annual collections and included in future year reserve totals to ensure compliance with state law.



Transportation Line of Business

Countywide TSDCs

Budget Summary

	FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Amended Budget	FY 21-22 Projected Year End	FY 22-23 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	10,667,809	13,970,289	16,076,285	16,172,058	16,174,548	98,263	1%
Charges, Fees, License, Permits, Fines, Assessments	3,284,523	2,526,439	2,532,500	1,794,000	2,535,000	2,500	0%
All Other Revenue Resources	177,940	184,793	265,000	200,000	200,000	(65,000)	-25%
Operating Revenue	3,462,463	2,711,232	2,797,500	1,994,000	2,735,000	(62,500)	-2%
Total Revenue	14,130,272	16,681,521	18,873,785	18,166,058	18,909,548	35,763	0%
Materials and Services	106,745	107,168	181,612	81,682	159,850	(21,762)	-12%
Operating Expenditure	106,745	107,168	181,612	81,682	159,850	(21,762)	-12%
Special Payments	-	-	2,250,000	1,100,000	-	(2,250,000)	-100%
Transfers	53,239	402,294	759,556	809,828	1,100,000	340,444	45%
Reserve for Future Expenditures	-	-	10,000,000	-	16,149,698	6,149,698	61%
Contingency	-	-	5,682,617	-	1,500,000	(4,182,617)	-74%
Total Expense	159,984	509,462	18,873,785	1,991,510	18,909,548	35,763	0.2%
Ending Fund Balance - Restricted				16,174,548		-	-
Revenues Less Expenses	13,970,288	16,172,059	-	-	-	-	-

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 support eligible capital projects.

The adopted TSDC eligible project list is made up of 76 projects with a total cost of \$476 million; of which \$210 million was attributable to growth and therefore eligible for Countywide TSDC funding.

More than \$8 M in Countywide TSDC investments are programmed for eight county capital projects and new Community Road Fund projects between FY 22-23 – FY 25-26.

- 362 Paved Shoulders & Safety Improvements
- Arndt Road Extensions – Goal Exception & Engineering Study
- Bilquist Elementary School – Sidewalks
- Borland - Bike/Ped to Rolling Hills
- Canby-Marquam Hwy at Lone Elder Rd Intersection Improvements
- Duus Rd / Eagle Creek Rd Intersection, Relocation & Turn Lanes
- Stafford Rd (Pattulo Wy to Rosemont Rd) Improvements
- Welches Road

We have programmed an interim update of the existing methodology in FY 22-23, to incorporate projects identified as part of the Damascus Mobility Plan. A full update of the countywide TSDC methodology will take place after the Transportation System Plan is updated, and will include a review of the new tiered residential rates as part of the analysis.



Transportation Line of Business

HV Joint Subarea TSDCs

Budget Summary

	FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Amended Budget	FY 21-22 Projected Year End	FY 22-23 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	1,928,941	1,934,021	1,928,955	1,916,236	1,669,671	(259,284)	-13.4%
Charges, Fees, License, Permits, Fines, Assessments	5,215	4,112	3,900	9,270	15,750	11,850	303.8%
Operating Revenue	5,215	4,112	3,900	9,270	15,750	11,850	303.8%
Total Revenue	1,934,156	1,938,133	1,932,855	1,925,506	1,685,421	(247,434)	-12.8%
Materials and Services	135	135	250,135	82,435	140	(249,995)	-99.9%
Capital Outlay	-	12,930	-	173,400	300,100	300,100	-
Operating Expenditure	135	13,065	250,135	255,835	300,240	50,105	20.0%
Special Payments	-	8,832	-	-	-	-	-
Reserve for Future Expenditures	-	-	-	-	885,181	885,181	-
Contingency	-	-	1,682,720	-	500,000	(1,182,720)	-70.3%
Total Expense	135	21,897	1,932,855	255,835	1,685,421	(247,434)	-12.8%
Ending Fund Balance - Restricted				1,669,671		-	-
Revenues Less Expenses	1,934,021	1,916,236	-	-	-	-	-

Significant Issues and Changes

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

In January 2018 the City and County Joint District area was discontinued, and the City and County each adopted their own plans for improvements within their jurisdictions. At this time, the remaining funds were split between the two agencies, based on the percentage of overall collections during the life of the district.

The Happy Valley Subarea TSDC program holds the county's share of the dedicated funding collected in the prior boundary of the Happy Valley Joint TSDC district. The funds, which are restricted by Oregon Revised Statutes, are being held for capacity adding transportation projects in the prior boundary of the Joint area.

The City of Happy Valley recently reached out to Clackamas County to explore a partnership on three different projects, which will exhaust the balance of funds held in this account.

- Pleasant Valley Village – Scouters Mountain Roundabout
- Sunnyside Road eastbound Turn Lane Extension @ 169th Avenue
- SE 172nd Avenue from Misty north.



Land Use & Permitting Line of Business

County Surveyor Program

Purpose Statement

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

Performance Narrative Statement

The County Surveyor operating budget is \$1,192,606. With these resources the County Surveyor provides services within incorporated cities and for unincorporated areas within Clackamas County.

Customer inquiries remain high, with the Surveyor's Office expecting to address 3000 customer inquiries in FY 22-23. This increase reflects clients continuing to seek assistance in getting their subdivision plats, partition plats, condominium plats, property line adjustment surveys and boundary surveys filed in a timely manner, especially in cities where infill is occurring. Additionally, private property owners often seek assistance through emails, phone calls and specialized research services, and this requires more public service at our front counter and takes time away from reviews which allow cost recovery through fees. On average our staff facilitate 22 unpaid customer interactions for each single paid file that is taken in for review. The resources for this program support the creation and maintenance of permanent records as required by Oregon Revised Statutes, and this ratio reflects fulfillment of public service requests related to these library materials.

The County Surveyor's office is continuing to expand and refine their digital service options, as digital submittals reduce review time by eliminating the time required to mail submittals back to the customer. Digital submittals also allows for easier interface with other stakeholders who have also adopted digital services.

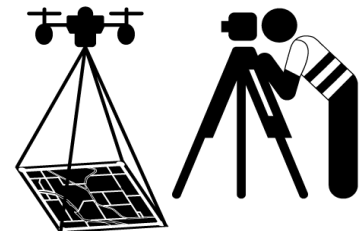
Staff within this program support economic development through the review and approval of subdivisions and plats. For FY 22-23 this work is expected to add approximately 1,400 lots and tracts to the county tax rolls. As the regional mix of development continues to change, depending on the economy it is projected there may be a slight decrease in subdivision and partition plats; however, condominiums plat submittals continue to increase each year with more infill in the cities within the County.

Key Performance Measures

		FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Target	FY 21-22 Actuals as of 12/31/21	FY 22-23 Target
Result	# lots or parcels created through recording of subdivision or partition plat	1,187	1,086	1,408	309	1,400
Result	% of first review comments issued to plat surveyor within 45 calendar days of submittal	97%	90%	85%	91%	90%
Output	# subdivision and partition plats approved	143	114	151	47	120
Output	# Record of survey reviews/filings	236	222	285	145	250
Output	# customer inquiries	2,843	2,328	3,250	1,467	3,000

Program includes:

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



Explanation Mandated Services:

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



Budget Summary

	FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Amended Budget	FY 21-22 Projected Year End	FY 22-23 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance						-	-
Federal, State, Local, All Other Gifts & Donations	41,231	8,840	9,045	9,045	-	(9,045)	-100.0%
Charges, Fees, License, Permits, Fines, Assessments	634,398	578,778	612,000	548,950	675,460	63,460	10%
All Other Revenue Resources	1,155	873	1,000	500	500	(500)	-50%
Other Interfund Transfers	75,000	-	-	-	-	-	-
General Fund Support	439,647	438,779	506,518	421,327	516,646	10,128	2%
Operating Revenue	1,191,431	1,027,270	1,128,563	979,822	1,192,606	64,043	6%
Total Revenue	1,191,431	1,027,270	1,128,563	979,822	1,192,606	64,043	6%
<i>* Increased General Fund support in FY 18-19 included a one-time carryover of general fund to facilitate the purchase of two new vehicles. The reduction in FY 19-20 reflects a General Fund support reduction of 2.5% reduction from the maintenance level calcs.</i>							
Personnel Services	881,619	734,893	841,608	675,599	932,206	90,598	11%
Materials and Services	276,171	283,266	286,955	304,223	260,400	(26,555)	-9%
Capital Outlay **	33,641	9,111	-	-	-	-	-
Operating Expenditure	1,191,431	1,027,270	1,128,563	979,822	1,192,606	64,043	6%
Total Expense	1,191,431	1,027,270	1,128,563	979,822	1,192,606	64,043	6%
Ending Fund Balance - Restricted							
Revenues Less Expenses	-	-	-	-	-	-	-

Significant Issues and Changes

- For FY 22-23 the County Surveyor will be developing a strategic plan to identify five year goals, including staffing resources. This plan will help the Surveyor's office plan for continued adoption of digital review systems, and create development pathways for staff.
- With the complexities of the current hiring market, especially for technical staff in the highly specialized survey field, the County Surveyor will continue work with HR to develop new recruitment pathways.
- While working with HR to fill a vacant Land Surveyor position, the County Surveyor has been performing more plat reviews, making more of his time chargeable to projects which is increasing programmatic revenues.
- As part of the FY 22-23 budget process the County Surveyor reviewed fees to be in alignment with the 100% cost recovery policy, and will be submitting a fee increase proposal to recover actual costs.



Land Use & Permitting Line of Business

Land Use, Development Review & Permitting Program

Purpose Statement

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

Performance Narrative Statement

The Land Use, Development Review and Permitting program operating budget is \$17,085,164. These resources will provide the ability to respond to over 425,000 development inquiries from the community, which is a 35% decrease from the record high interactions in FY 20-21. This decrease reflects our improved online systems, and customers feeling more comfortable using digital services. DTD estimates permitting 6.35 million square feet of constructed improvements, with an estimated value of more than \$375 million. This value is lower than the \$385M of improvements constructed in FY 20-21, reflecting the continued market focus on tenant improvements and residential construction (rather than new large scale commercial/industrial) and the constraints due to supply chain delays, increasing material and labor costs.

In September 2021 Development Direct, our 24/7 online service for permitting and plan review, launched for acceptance and processing of Development Engineering and Building permits. Development Direct opening to the community signified the completion of Transportation & Development's strategic plan goal that "By 2021, electronic plan review (EPR) will be available for customers who submit commercial building permit applications, and a plan will be developed for EPR expansion to other permit application types." We plan to building upon the Development Direct platform by adding the Septic program to the system in 2022, and Land Use Planning in 2023. The Land Use Planning and Septic programs have included the cost of implementation in their FY 21-22 and FY 22-23 budget requests.

Building Codes, Land Use Planning, Septic & Onsite Wastewater and Development Engineering combine to make up this program, and staff in this program are on track to issue approximately 21,000 permits and will perform more than 54,000 inspections in the coming year. Permitting and inspection services support the needs of the community through the orderly development of property, an increase in housing alternatives, increased jobs from construction, and the resulting economic development.

The FY 22-23 budget marks a shift for the Code Enforcement Program. Code Enforcement staff provide enforcement of building codes to ensure safe buildings and structures, land use rules to ensure compliance with state and local laws regarding land use and zoning, and the solid waste ordinance to ensure a sanitary and healthy environment. We are transitioning the program to an embedded model, with the staff becoming integrated into these three divisions. Switching to an embedded model eliminates the stand-alone Code Enforcement program, but not the services staff provide. Code Enforcement is estimated to investigate more than 3,000 enforcement cases in FY 22-23, which is a continuation of service levels.

Key Performance Measures

		FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Target	FY 21-22 Actuals as of 12/31/21	FY 22-23 Target
Result	\$ value of constructed improvements permitted ¹	\$ 628,037,660	\$ 384,915,929	\$ 410,000,000	\$ 182,451,020	\$ 375,000,000
Result	# square feet constructed ²	5,979,495	6,799,728	6,458,102	2,927,061	6,350,000
Result	% of commercial, industrial, and multi-family land use decisions (design review) issued within 45 days of application submittal ⁵	88.9%	94%	90%	86%	90%
Result	% septic evaluations completed within 45 calendar days of application submittal ³	New measure -- added FY 20-21.	74%	75%	10%	60%
Result	% of new, single-family dwelling building permits ready to be issued within 60 calendar days of application submittal	90%	82%	80%	68%	75%
Result	% new commercial, industrial and multi-family site development permits issued within 60 calendar days of application submittal ³	New measure -- added FY 20-21.	29%	40%	33%	40%
Result	# development related interactions (inspections/inquiries) provided	363,844	698,574	425,000	180,567	425,000
Output	# utility permits issued, requiring # hours of coordination ³	1868: 4398	1439 : 2770	1800 : 3500	932 : 1180	1800 : 3500

Key Performance Measures (Continued)

		FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Target	FY 21-22 Actuals as of 12/31/21	FY 22-23 Target
Result	% code violations resolved within 150 days of initial complaint ¹	63%	61%	75%	34%	65%
Result	% violations investigated within twenty (20) business days ²	4%	91%	70%	77%	75%
Output	# cases that go to hearing	New measure -- added FY 20-21.	36	13	24	25
Output	# closed Neighborhood Livability Project cases		10	15	20	25
Demand	# of verified enforceable code violations by type (building/solid waste/zoning/marijuana-related)	1278 (a total of 2,907 complaints were investigated)	949 (a total of 3,153 complaints were investigated)	825 (a total of 2,750 complaints were investigated)	507 (a total of 1,577 complaints were investigated)	900 (a total of 3,000 complaints were investigated)
Demand	# Neighborhood Livability Project cases	New measure -- added FY 20-21.	17	15	15	18

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

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

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

Program includes:

Mandated Services	<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:

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



Land Use, Development Review & Permitting Program

Budget Summary

	FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Amended Budget	FY 21-22 Projected Year End	FY 22-23 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	10,921,470	11,386,045	12,023,873	11,090,588	11,436,644	(587,229)	-4.9%
Federal, State, Local, All Other Gifts & Donations	1,028,959	1,321,858	1,692,703	1,585,736	1,771,876	79,173	4.7%
Charges, Fees, License, Permits, Fines, Assessments	11,254,860	10,976,867	11,120,754	10,423,402	10,861,140	(259,614)	-2.3%
Revenue from Bonds & Other Debts	33,892	-	8,500	4,250	4,433	(4,067)	-47.8%
All Other Revenue Resources	251,797	202,594	488,902	253,308	286,490	-	-
Other Interfund Transfers	1,990,753	1,519,736	-	161,039	131,830	131,830	-
General Fund Support ***	-	-	2,344,736	2,344,737	2,391,633	46,897	2.0%
Operating Revenue	14,560,261	14,021,055	15,655,595	14,772,470	15,447,402	(208,193)	-1.3%
Total Revenue	25,481,731	25,407,100	27,679,468	25,863,058	26,884,046	(795,422)	-2.9%
<i>* Includes Road Fund support for the Engineering Development Review function.</i>							
<i>*** Fluctuations in FY 19-20 & FY 21-22 include a reallocation between the land use and long range planning.</i>							
Personnel Services	9,673,345	10,010,237	11,307,322	9,379,237	12,448,209	1,140,887	10.1%
Materials and Services	4,346,720	4,425,626	4,765,965	4,820,110	4,383,125	(382,840)	-8.0%
Capital Outlay	622	562,140	484,600	171,180	253,830	(230,770)	-47.6%
Operating Expenditure	14,020,687	14,998,003	16,557,887	14,370,526	17,085,164	527,277	3.2%
Transfers	75,000	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	4,828,221	-	8,451,369	3,623,148	75.0%
Contingency	-	-	6,293,360	-	1,347,513	(4,945,847)	-78.6%
Total Expense	14,095,687	14,998,003	27,679,468	14,370,526	26,884,046	(795,422)	-2.9%
Ending Fund Balance - Restricted				11,492,532			
Revenues Less Expenses	11,386,045	10,409,097	-	-	-	-	-

Significant Issues and Changes

• In 2021 the Building Codes Division, trained for and implemented the Development Direct permit application and plan review software. The training took significant time and effort in order for a successful launch in September. The Building Division also experienced several staffing shortages due to retirements and other factors. With the lack of staffing and training schedules affecting our day to day work, the Division still managed to permit more than \$375 million dollars in construction improvements. Staff also worked to scan old paper permits and documents to have them available to the public and staff in a digital format.

• Land Use Planning continued conversion of property information files from paper to digital, and is nearing completion of an effort to transition the official zoning maps from mylar to GIS-based PDFs; adding efficiency for staff and customers. Additionally, a project to refine the pre-application conference process concluded with the development of new templates for conference invites, preliminary research guidelines, and a written conference summary for the applicant. These changes add value for customers and ensure consistency among staff. As part of implementation of Development Direct, Land Use Planning re-designed its process for the review of building permits for land use compliance. Finally, the program increased efforts to cross-train planners to process different types of land use applications. In addition to providing needed back-up for staffing shortages, this improves customer service by building staff capacity to respond to a wider range of questions from the public.

In order to sustain ongoing reductions in General Fund support and fees that have not kept up with the increasing staffing costs, vacancies in this program have not been filled; but Personnel Services still make up 66.5% of the operating budget, and the planning program is now at minimum staffing. With statutory timelines for processing land use permits, this has placed a high burden on remaining staff to process applications within the guidelines set by state law. All while trying to meet the requirements of staffing a full-time public service lobby and prioritizing and encouraging broad community engagement. With the use of overtime, we have been able to manage the workload with fewer FTE, but in the event we are unable to meet these requirements (due to illness, a surge of applications, or another unforeseen circumstance), this could leave the county exposed to a potential claim.

• The Development Engineering program implemented the Development Direct system allowing for 100% electronic application submittal, plan review, and permit issuance. This allows for 24/7 customer submittals. Development Engineering issued 2,447 permits in the past year, and has taken measures to ensure increasing completion of roadway improvements associated with development sureties.

• The Onsite Wastewater (Septic) program weathered several staffing challenges this year, with one long time team member retiring, a replacement member being hired and trained, and losing another team member for several weeks during the summer construction season. Despite these challenges, program staff are again on track for FY 21-22 to review over 700 permit applications, over 300 applications for Authorization Notices or Existing System Verifications, and conduct over 400 Site Evaluations in the field. This work is in addition to the review of both Planning and Building projects on properties not served by a municipal sewer system.

• Embedding the code enforcement program in the supporting programs in FY 22-23 did not result in a cost savings; this allowed Code Enforcement to return their General Fund support without a reduction in service levels. This transition will cost DTD programs more the first two years, until the allocated costs are reduced. At that time, we will be closer to breaking even without the General Fund support that the Code Enforcement program received previously.



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CLACKAMAS
C O U N T Y



Land Use & Permitting Line of Business

Long-Range Planning Program

Purpose Statement

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

Performance Narrative Statement

The Long-Range Planning Program operating budget is \$4,127,620, an increase of our current funding level. The increase in the funding level is directly tied to funding that has been received for the Sunrise Gateway Community Visioning Project. These resources provide residents, businesses, local, regional and state partners, as well as County decision-makers with the opportunity to participate, review, discuss, comment and guide recommendations on long range planning projects. In addition to support of regional coordination and analysis, the following projects will be underway between July 1, 2022 and June 30, 2023.

Sunrise Gateway Community Visioning Project

• In support of the Board's goal that "By 2024, funding for the next phase (from 122nd-172nd) of the Sunrise Gateway multimodal corridor improvements will be committed from federal, state, regional and local funding sources," commence work on the Sunrise Gateway Community Visioning Project. This project will initiate robust community engagement and the production of an equitable development plan for this corridor. This plan will guide future transportation, housing, and other investments in the coming years. To support this work, we are receiving \$4 million in funds over the next 2 years to hire a consultant for this project.

Land Use Projects:

- Land Use Housing Strategies Project – Phase 3 addresses remaining items related to the recommendations from the housing task force focused on identifying actions to add housing to schools, places of worship, transferable development rights, preservation of manufactured dwellings, new housing unit types and transitional housing. In addition, clear and objective standards will be addressed.
- Economic Opportunity Activation - Receiving direction from the BCC on next steps to address Economic Opportunity Activation. At this time, no additional funding has been identified for this project.
- Luscher Farm – Integrate work completed by Lake Oswego into County's Comprehensive Plan.
- Minor and Time Sensitive ZDO Amendments – These amendments will be presented for action to the Planning Commission and the Board of County Commissioners, as needed.
- ZDO Audit - The final phase of this project is focusing on special districts and development standards.

Transportation Projects:

- Bike-Walk Clackamas Plan – This work will be an update to the Pedestrian and Bikeway Plans.
- Transportation System Plan - An update of the Transportation System Plan will start at the beginning of 2023.
- Emergency / Disaster Transportation Plan - Finalize Transportation Emergency / Disaster Transportation Plan, a plan to identify County approach for infrastructure inspections after an earthquake.

Key Performance Measures

		FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Target	FY 21-22 Actuals as of 12/31/21	FY 22-23 Target
Result	% of the adopted work program completed within the planned year ¹	13%	73%	45%	4%	45%
Result	By 2025, complete 1,005 of ADA ramp retrofits, as outlined in the adopted ADA Transition Plan ²	New measure -- added FY 20-21	58	270	0	100

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

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

Program includes:

Mandated Services	<input type="text" value="Yes"/>
Shared Services	<input type="text" value="Yes"/>
Grant Funding	<input type="text" value="Yes"/>



Explanation

Mandated Services:

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

Shared Services:

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

Grant Funding:

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



Budget Summary

	FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Amended Budget	FY 21-22 Projected Year End	FY 22-23 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	797,571	1,209,826	682,339	302,866	216,933	(465,406)	-68.2%
Federal, State, Local, All Other Gifts & Donations	1,286,608	989,871	1,213,101	1,167,380	3,325,617	2,112,516	174.1%
Charges, Fees, License, Permits, Fines, Assessments	433,615	25,860	525,000	385,500	383,730	(141,270)	-26.9%
All Other Revenue Resources	-	3,709	-	-	-	-	-
Other Interfund Transfers	748,737	657,196	-	-	-	-	-
General Fund Support **	-	-	207,196	207,196	211,340	4,144	2.0%
Operating Revenue	2,468,960	1,676,636	1,945,297	1,760,076	3,920,687	1,975,390	101.5%
Total Revenue	3,266,531	2,886,462	2,627,636	2,062,942	4,137,620	1,509,984	57.5%
<i>* Includes Road Fund support for the Long Range Transportation Planning function.</i>							
<i>** Increases in FY 19-20 & FY 21-22 reflect a reallocation between the land use and long range planning.</i>							
Personnel Services	1,281,086	1,407,243	1,461,482	1,294,836	1,539,550	78,068	5.3%
Materials and Services	775,619	493,882	771,023	629,493	2,588,070	1,817,047	235.7%
Operating Expenditure	2,056,705	1,901,125	2,232,505	1,924,329	4,127,620	1,895,115	84.9%
Special Payments	-	-	-	30,000	-	-	-
Contingency	-	-	395,131	-	10,000	(385,131)	-97.5%
Total Expense	2,056,705	1,901,125	2,627,636	1,954,329	4,137,620	1,509,984	57.5%
Ending Fund Balance - Restricted				108,613		-	-
Revenues Less Expenses	1,209,826	985,337	-	-	-	-	-

Significant Issues and Changes

- For FY 2022/2023 the primary resources of the land use Long-Range Planning work program will be focused on finishing the multi-phased Land Use Housing Strategies Project. With the completion of Phase 1 and Phase 2, the focus will be on the final recommendations remaining from the Housing Affordability and Homelessness Task Force and incorporation of statutorily required rules related to clear and objective standards.
- Based upon adoption of Phase 1 and Phase 2 of the Land Use Housing Strategies Project, early in FY 22-23, the BCC will receive an update on the Long Range Planning Work Program, which may influence priority projects worked on during the upcoming year.
- The DTD Regional Coordination position focuses on regional issues and coordinating with other jurisdictional partners, which strengthens the ability to engage on issues such as I-205 tolling, implementing the Sunrise Gateway Corridor Community Visioning Project, representation at regional discussions, and communication with the Board of County Commissioners.



Land Use & Permitting Line of Business

Public Land Corner Program

Purpose Statement

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

Performance Narrative Statement

The Public Land Corner (PLC) Program operating budget is \$1,066,914. These resources support maintenance of more than 6,400 public land corners that are under the Clackamas County's responsibility. The boundary of all lands privately or publicly owned within the state are affected by Public Land Corners, so it is imperative that they be maintained in the most prudent manner. Clackamas County receives dedicated funding for this purpose and this program allows us to be accountable for this work.

The Public Land Corner Preservation Fund is funded entirely by a fee collected by the County Clerk when a document is recorded conveying an interest in real property. These documents include deeds, easements, mortgages and other documents related to real property.

We continue to see a steady increase in requests for Public Land Corners to be restored or maintained, and expect the demand to be the same for FY 22-23. As the County continues growing, the amount of time spent preserving corners has increased due to land development, road improvement projects throughout the County, infrastructure improvements, and private owners developing or utilizing more of their land.

In FY 21-22 we were unable to meet the goal of restoring 60 corners, but 44 corners were updated and another 15 corners were visited that did not require the filing of a new updated map. With limited staffing levels and resources, some of the corners have not been visited in over 40 years; and in a jurisdiction as large and geographically diverse as Clackamas County, it is a challenge to visit each corner on a 10 year rotation. As easily accessed corners have been restored, this leaves a higher number of corners that are in locations which are difficult to reach and are farther away from the office. These impacts of both staffing and access lead to the new target of 30 corners for FY 22-23.

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

Key Performance Measures

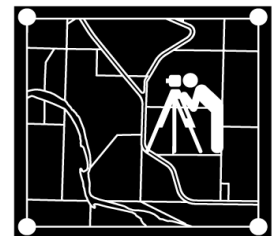
		FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Target	FY 21-22 Actuals as of 12/31/21	FY 22-23 Target
Result	# of the total 6,400 corners, identified as part of the annual work program, were restored	59	23	60	10	30
Result	% of corners set within seven (7) business days of County Surveyor approval	65%	92%	90%	100%	90%
Output	# corner restorations completed	59	21	50	10	30
Output	# corner maps filed	59	23	50	10	30

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 19-20 Actual	FY 20-21 Actual	FY 21-22 Amended Budget	FY 21-22 Projected Year End	FY 22-23 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	944,614	1,049,673	1,458,284	1,508,968	1,507,328	49,044	3.4%
Federal, State, Local, All Other Gifts & Donations	14,104	7,655	-	-	-	-	-
Charges, Fees, License, Permits, Fines, Assessments	819,703	1,137,332	1,117,421	875,000	875,000	(242,421)	-21.7%
Revenue from Bonds & Other Debts	2,138	7,756	-	-	-	-	-
All Other Revenue Resources	17,624	13,135	15,000	912	-	(15,000)	-100.0%
Operating Revenue	853,569	1,165,878	1,132,421	875,912	875,000	(257,421)	-22.7%
Total Revenue	1,798,183	2,215,551	2,590,705	2,384,880	2,382,328	(208,377)	-8.0%
Personnel Services	591,479	541,720	855,254	700,358	838,404	(16,850)	-2.0%
Materials and Services	157,032	164,862	173,965	166,694	228,510	54,545	31.4%
Capital Outlay	-	-	15,000	10,500	-	(15,000)	-100.0%
Operating Expenditure	748,510	706,582	1,044,219	877,552	1,066,914	22,695	2.2%
Reserve for Future Expenditures	-	-	275,000	-	1,040,414	-	-
Contingency	-	-	1,271,486	-	275,000	-	-
Total Expense	748,510	706,582	2,590,705	877,552	2,382,328	22,695	-8.0%
Ending Fund Balance - Restricted				1,507,328		-	-
Revenues Less Expenses	1,049,673	1,508,968	-	-	-	-	

Significant Issues and Changes

- 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.
- The Public Land Corner fund received a substantial increase in FY 21-22 due to the record number of recordings at the County Clerk office. This helped to build the reserve fund to ensure the future of the program, and to provide revenue for the years when received revenues do not cover costs.
- In FY 21-22 Public Land Corner purchased a surplus side-by-side off-road vehicle from Business and Community Services (with assistance from Fleet Services). Purchasing a surplus vehicle, in lieu of a new one, saved the PLC program approximately \$5,000. Having this new side-by-side will assist staff in visiting and maintaining corners that are difficult to reach using a conventional truck, and will reduce the time and cost in accessing remote and hard to reach corners.



Land Use & Permitting Line of Business

Revenue Collected on Behalf of Other Agencies

Budget Summary

	FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Amended Budget	FY 21-22 Projected Year End	FY 22-23 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	-	-	-	-	-	-	-
Charges, Fees, License, Permits, Fines, Assets	-	-	4,617,500	3,580,000	4,500,000	(117,500)	-2.5%
Operating Revenue	-	-	4,617,500	3,580,000	4,500,000	(117,500)	-2.5%
Total Revenue	-	-	4,617,500	3,580,000	4,500,000	(117,500)	-2.5%
Special Payments	-	-	4,617,500	3,580,000	4,500,000	(117,500)	-2.5%
Total Expense	-	-	4,617,500	3,580,000	4,500,000	(117,500)	-2.5%
Ending Fund Balance - Restricted							
Revenues Less Expenses	-	-	-	-	-	-	

Significant Issues and Changes

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

BUILDING CODES

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

SEPTIC

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

PLANNING

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

SUSTAINABILITY

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

TRANSPORTATION SYSTEM DEVELOPMENT CHARGES (TSDC)

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

TRAFFIC SAFETY

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



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CLACKAMAS
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Livable Communities Line of Business

Dog Services Program

Purpose Statement

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

Performance Narrative Statement

The Dog Services Program operating budget is \$2,724,393. These resources support staff and the operation and maintenance of a field services program and dog shelter which on average will temporarily house 450 dogs over the course of the year, of which at least 85% will be saved (300 returned to the owner, 50 selected for rescue placement, and 50 adopted). The 15% that are not saved reflect the dogs that are too ill, or not safe for placement, which is a needed and sometimes overlooked service for our community.

The staff and facility serve both the dog owning and non-dog owning population of incorporated and unincorporated Clackamas County by resolving 1,500 cases investigated by dog services officers to help ensure safe, livable communities and the licensing of 25,000 dogs, which prevents disease and helps financially support the dog services program. Phone and lobby services are available 6 days per week, providing over 40 service hours per week to process the 24,000 - 34,000 customers' phone calls, emails and lost/found correspondence each year. The shelter is also available 24/7 for intake from law enforcement and staff are onsite 7 days per week to provide daily animal care. Achieving the program targets will reunite the public with lost dogs, provide people with the companionship of a well-matched adoption resulting in a 15% or less adoption return rate, protect the public from unsafe dogs and dogs running loose, and maintain preparedness for disaster response related to animals as required by the federal PETS act.

- During recent years, the impacts of COVID had temporarily reduced the population of dogs entering shelters in our region. Shelter populations are now increasing and so is the demand for shelter services in our community.
- Dog license totals in Clackamas County remain above reported national average for licensing compliance and gaining additional compliance is a heavy staff investment, resulting in a steady license increase with an increase in revenue.
- Dog services is an active member of the regional multi agency coordination group for animals in disaster preparedness. This coordinated group stands ready to assist the region in the event of a disaster.

Key Performance Measures

		FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Target	FY 21-22 Actuals as of 12/31/21	FY 22-23 Target
Result	By 2023, there will be 30,000 active dog licenses ¹	23,100	23,662	27,000	23,897	25,000
Result	% dogs saved (return to owner, adopted or rescued) ²	86%	89%	85%	86%	85%
Result	Fewer than 6% of adopted dogs returned to Dog Services within 90-days. ⁴	3%	0%	6%	17%	15%
Output	# adopted dogs ³	72	0	80	24	50
Output	# of dogs returned to owners	384	208	230	163	300
Demand	# dog complaint cases ³	1,337	1,135	1,500	773	1,500
Demand	# citations issued	New measure.	134	1,000	333	800
Demand	# dogs taken in to the shelter	419	317	700	253	450

¹ Beginning FY 2020/2021 this was modified to achieve 30,000 licenses by 2023; previously we were hoping to reach 29,000 licenses by 2020. Adjusted for 2022/23 to reflect an increase of 1,000 licenses/yr with dedicated compliance efforts.

² This number is affected by the increase in the number of dogs that are not medically and behaviorally sound and by the availability of adopters and rescues with the resources to successfully accept these dogs.

³ Post FY 2019-20 this total includes an increase of appx 500 in cases of dog owners who did not voluntarily comply with licensing after rabies information was reported to the county.

⁴ The higher target reflects the increase in placement of dogs in adoptive homes when rescues that would specifically fit the needs of particular dogs are not available. The adoptive placements are not always as successful as rescue placement, but are an alternative to euthanasia for some dogs.

Program includes:

Mandated Services ☒ Yes

Shared Services ☐ No

Grant Funding ☒ Yes



Explanation

Mandated Services:

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

Grant Funding:

The Dog Sheltering Program receives grant funding from the Clackamas Dogs Foundation. This grant opportunity does not have a length or deadline and does not require any match.



Dog Services Program

Budget Summary

	FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Amended Budget	FY 21-22 Projected Year End	FY 22-23 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	1,312,422	1,281,828	755,381	843,883	693,349	(62,032)	-8.2%
Federal, State, Local, All Other Gifts & Donations	48,211	24,439	25,149	23,149	-	(25,149)	-100.0%
Charges, Fees, License, Permits, Fines, Assessments	660,433	643,178	635,210	638,800	692,500	57,290	9.0%
Revenue from Bonds & Other Debts	-	-	3,000	-	-	(3,000)	-100.0%
All Other Revenue Resources	34,541	35,292	19,148	17,407	16,750	(2,398)	-12.5%
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	1,708,721	1,438,539	1,595,517	1,595,518	1,627,428	31,911	2.0%
Operating Revenue	2,451,906	2,141,448	2,278,024	2,274,874	2,336,678	58,654	2.6%
Total Revenue	3,764,328	3,423,276	3,033,405	3,118,757	3,030,027	(3,378)	-0.1%
Personnel Services	1,710,537	1,761,443	1,858,792	1,632,855	1,697,996	(160,796)	-8.7%
Materials and Services	771,963	804,867	869,383	787,553	1,026,397	157,014	18.1%
Capital Outlay	-	13,084	5,000	5,000	-	(5,000)	-100.0%
Operating Expenditure	2,482,500	2,579,393	2,733,175	2,425,408	2,724,393	(8,782)	-0.3%
Contingency	-	-	300,230	-	305,634	5,404	1.8%
Total Expense	2,482,500	2,579,393	3,033,405	2,425,408	3,030,027	(3,378)	-0.1%
Ending Fund Balance - Restricted				693,349		-	-
Revenues Less Expenses	1,281,828	843,883	-	-	-	-	

Significant Issues and Changes

This budget includes the reduction of 2.5 FTE due to general fund and licensing revenues not increasing as quickly as program expenses. With Personnel Services still making up 62% of the Dog Services operating budget in FY 2022/2023; opportunities for program reductions in other areas have been exhausted. Over the past 2 years, staffing reductions have already resulted in less "in person" officer field response, less staff to dedicate to licensing efforts resulting in slower license revenue gain and the elimination of most owner surrender acceptance of dogs.

As a result of the proposed cuts this year, Dog Services will reduce public service to Monday-Friday (currently Monday-Saturday), and close to the public for all County-recognized holidays. Services will be narrowed to focus on mandated services and the public will continue to experience referral to other agencies for the rehoming of owned dogs (no county acceptance of owner surrendered dogs). The reduction of county resources to provide dedicated assessment and training resources to stray dogs prior to adoption/placement may result in an increase in adoption returns.

- Veterinary practices continue to be overwhelmed due to staffing shortages and additional clinics have been forced to discontinue license sales. Despite this challenge, the dedicated efforts of staff have steadily increased license totals.
- The implementation of a new postmaster system will send email notifications to customers for license reminders which will reduce contract printing and postage costs and will make licensing easier for customers.
- Dog Services receives project support from the Clackamas Dogs Foundation. The Foundation funds services beyond what the county budgets for to increase dog welfare in Clackamas County and add value to the work done by the shelter. Most significantly, the CDF historically funds \$12,000 - \$20,000 annually for more advanced emergency medical treatment and diagnostics, which saves dogs from



Livable Communities Line of Business

Sustainability & Solid Waste Program

Purpose Statement

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

Performance Narrative Statement

The Sustainability & Solid Waste (S&SW) Program has an operating budget of \$3,061,397, a minor decrease of current resources. This includes the continuation of \$45,000 in support for the Dump Stoppers program. As a result of these resources:

- The county will continue supporting disaster recovery; including the debris team and debris manager coordinating work with ODOT in cleaning up after the 2020 wildfires, and continued support to the public health EOC with business liaison duties.
- More than 59,000 residential and business customers will receive an estimated 7.2 million pickups of garbage, recycling, and yard debris in unincorporated County and Happy Valley.
- Approximately 150,000 households and 11,000 businesses will receive information and education on garbage, recycling and waste reduction topics.
- An estimated 800 businesses, 100 schools, 300 multifamily communities and 40 events will receive technical assistance and support. (The COVID-19 pandemic has continued to impact in-person technical assistance, outreach and education.)
- Food-waste generating businesses will receive support to adoption food scraps collection.
- Coordination will continue with PGA and other departments in the development of a climate plan for the County to eliminate our net carbon emissions by 2050.
- Proposed developments will receive design review services for garbage and recycling enclosures.
- Our community will receive code enforcement services, with code enforcement staff transitioning to embedded positions in the S&SW program (S&SW covering 43% of program costs).
- Customers will be able to continue using the Sandy Transfer Station.
- Ongoing development of policy and programs in alignment with the Regional Waste Plan.
- The county will see continual improvements to its preparedness for disaster debris, and will support regional planning.

Key Performance Measures

		FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Target	FY 21-22 Actuals as of 12/31/21	FY 22-23 Target
Results	% curbside collection recovery rate (# tons recycled / # tons disposed)	30%	31%	35%	38%	35%
Results	% schools certified as Oregon Green Schools	32%	32%	25%	30%	25%
Results	% county-owned light passenger vehicles will be hybrids, electric or plug-in hybrids (excluding vehicles owned by the CCSO) ¹	New measure -- added FY 20-21.	8%	10%	6%	10%
Output	# customer consultations provided ²	1,963	964	1,250	596	1,200
Output	# hours of community education provided by # volunteer Master Recyclers ¹	631 : 60	117 : 8	900 : 60	516 : 25	900 : 50
Output	# tons of disposal from # customers at Sandy Transfer Station	6,728 : 32,130	7,529 : 41,625	6,400 : 30,000	2,828 : 19,939	6,000 : 40,000
Output	# garbage and recycling pick-ups provided.	7,135,824	6,601,868	8,200,000	Data not available.	7,000,000

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

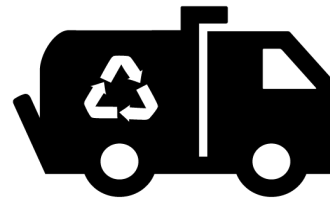
² Consultations differ from interactions, as they are scheduled on-site consultations with customers. Business consultations are now being counted more comprehensively and can take place in person, over the phone, or via email. For FY 18-19 this measure now counts all consultations (business, multi-family,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

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 19-20 Actual	FY 20-21 Actual	FY 21-22 Amended Budget	FY 21-22 Projected Year End	FY 22-23 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Fund Balance	1,741,888	1,918,968	1,386,484	1,626,570	1,811,513	425,029	30.7%
Federal, State, Local, All Other Gifts & Donations	684,610	649,301	546,142	552,064	588,630	42,488	7.8%
Charges, Fees, License, Permits, Fines, Assessments	10,357	14,920	10,096	9,896	11,600	1,504	14.9%
Revenue from Bonds & Other Debts	3,623	2,453	-	-	-	-	-
All Other Revenue Resources	1,895,340	1,975,258	1,947,276	1,959,975	2,084,800	137,524	7.1%
Operating Revenue	2,593,930	2,641,932	2,503,514	2,521,935	2,685,030	181,516	7.3%
Total Revenue	4,335,818	4,560,900	3,889,998	4,148,505	4,496,543	606,545	15.6%
Personnel Services	1,346,830	1,412,024	1,593,970	1,313,340	2,130,197	536,227	33.6%
Materials and Services	868,441	1,084,335	1,221,199	1,184,691	931,200	(289,999)	-23.7%
Capital Outlay	156,618	92,972	-	-	-	-	-
Operating Expenditure	2,371,889	2,589,330	2,815,169	2,498,031	3,061,397	246,228	8.7%
Transfers	45,000	345,000	45,000	-	-	(45,000)	-100.0%
Reserve for Future Expenditures	-	-	679,829	-	1,085,146	405,317	59.6%
Contingency	-	-	350,000	-	350,000	-	-
<i>* Dump Stoppers program support is reflected in the Transfers category.</i>							
Total Expense	2,416,889	2,934,330	3,889,998	2,498,031	4,496,543	606,545	15.6%
Ending Fund Balance - Restricted				1,650,474		-	-
Revenues Less Expenses	1,918,929	1,626,570	-	-	-	-	-

Significant Issues and Changes

Priorities in FY 22-23 include:

- Continued implementation of at least four new projects under the 2030 Regional Waste Plan including multifamily service improvements, identifying options for a more inclusive Solid Waste Commission, and exploring feasibility and options for a low-income rate for garbage and recycling.
- Representing Clackamas County values during Metro regional conversations and policy making.
- Advancing disaster debris planning work including updates to disaster debris plan, and identifying and/or pre-clearing debris sites.
- Using the climate action plan process to establish a more thorough understanding of the opportunities to improve the County's economy and environment by shifting to carbon-neutral approaches to energy use, farming, forestry, and transportation.
- Following a 2-year extension due to the COVID-19 pandemic and a revised implementation plan, implementation of commercial food scrap collection requirements will be underway. This effort will divert thousands of tons of valuable food waste away from landfills and into compost and renewable energy. Ongoing collaboration with food pantries and a feasibility study may yield a new proposal to support and strengthen food donation systems in the County.
- Improving county operations: Continuing the Strategic Energy Management framework that saved the County \$3.9 million dollars in reduced energy costs between 2007 and 2016. Partnering with Fleet Services to identify implementation options following the recently completed concept report for EV transitions in Fleet, and with Facilities on expanding charging options.