

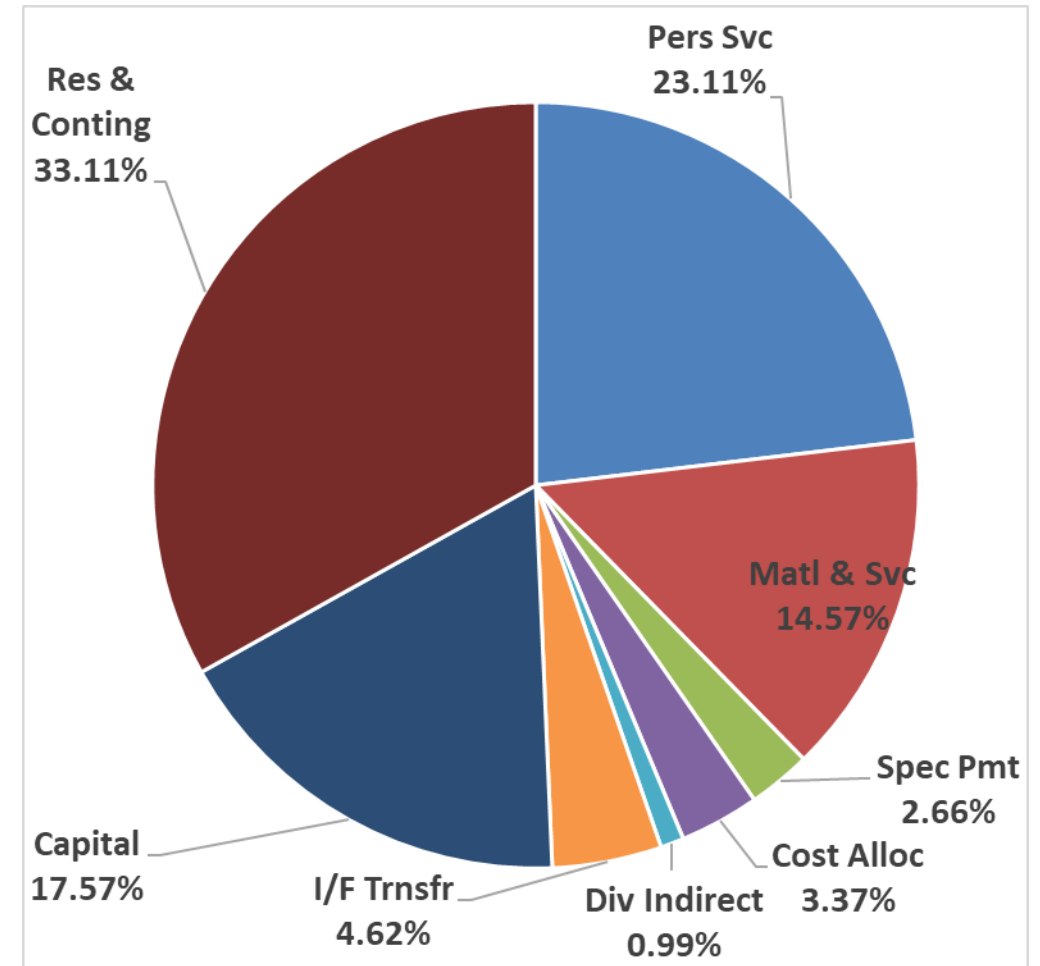
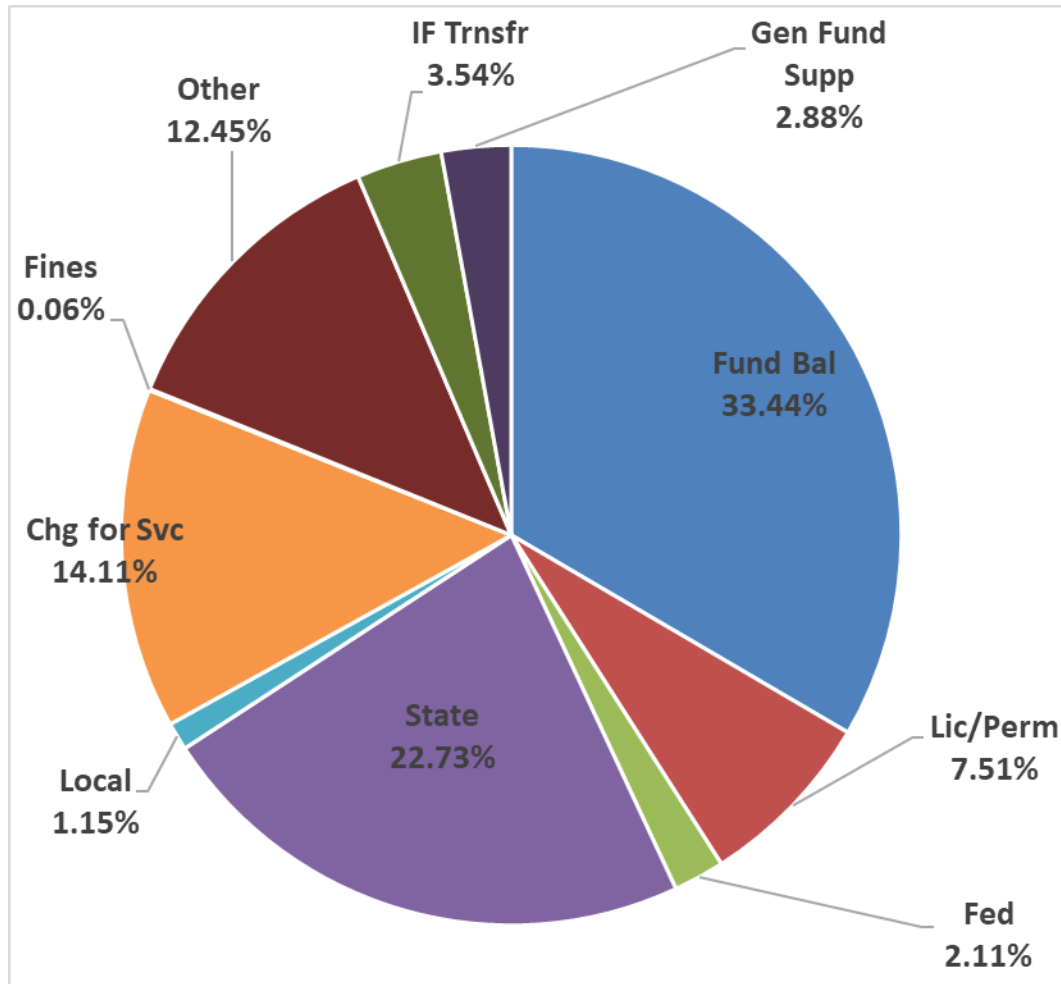


Transportation & Development

2020-2021 BUDGET PRESENTATION

Transportation & Development

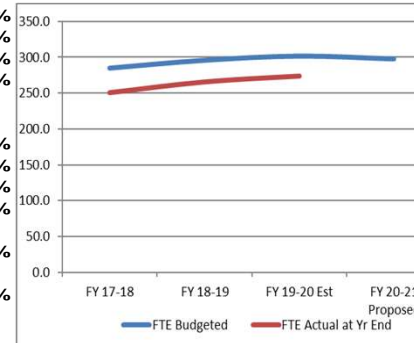
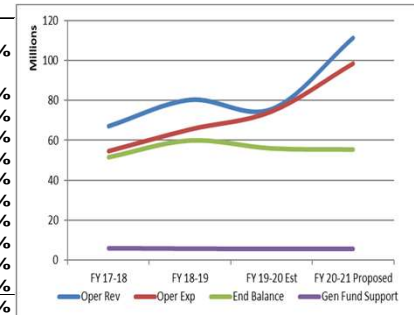
2020/21 Revenue and Expenses



Transportation & Development

Summary of Revenue & Expenses

	FY 17-18	FY 18-19	FY 19-20 Adopted Budget	FY 19-20 Amended Budget	FY 19-20 Projected Year End V2	FY 20-21 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	46,279,000	51,562,910	49,418,323	59,347,865	59,122,849	55,984,359	-3,363,506	-5.7%
Prior Year Revenue	499,754	314,430		0	160,040	0	0	0%
Licenses & Permits	13,293,491	13,660,366	12,029,642	12,001,142	13,168,149	12,578,810	577,668	4.8%
Federal Grants & Revenues	2,131,494	3,035,748	1,824,608	1,824,608	2,479,528	3,539,093	1,714,485	94.0%
State Grants & Revenues	27,463,586	31,954,479	37,154,043	37,154,043	32,511,743	38,050,080	896,037	2.4%
Local Grants & Revenues	916,758	1,097,442	1,868,001	1,868,001	1,874,387	1,931,752	63,751	3.4%
Charges for Service	11,284,995	11,014,617	18,442,457	18,386,966	17,994,993	23,630,968	5,244,002	28.5%
Fines & Penalties	140,718	97,051	84,500	84,500	83,530	103,260	18,760	22.2%
Other Revenues	1,616,693	5,837,760	4,595,875	845,875	1,477,013	20,841,599	19,995,724	2363.9%
*General Fund support to Surveyor	586,721	577,361	600,775	573,263	564,271	587,029	13,766	2.4%
Interfund Transfers	9,164,539	12,748,502	5,135,495	5,404,986	5,364,220	10,174,536	4,769,550	88.2%
Operating Revenue	67,098,749	80,337,756	81,735,396	78,143,384	75,677,874	111,437,127	33,293,743	42.6%
% Change	NA	0	21.8%	-2.7%	-5.8%	41.8%		
Personnel Services	29,670,400	31,547,028	38,561,891	38,507,900	34,283,658	38,687,571	179,671	0.5%
Materials & Services	14,602,529	17,909,755	30,087,066	30,604,761	24,251,635	24,393,223	-6,211,538	-20.3%
Cost Allocation Charges	3,478,816	3,578,133	4,525,138	4,525,138	4,525,138	4,456,218	-68,920	-1.5%
Division Indirect Costs	1,467,435	1,431,437	1,495,811	1,495,811	1,495,811	1,649,873	154,062	10.3%
Capital Outlay	5,205,870	10,921,842	22,485,684	23,411,433	9,893,440	29,424,220	6,012,787	25.7%
Operating Expenditure	54,425,050	65,388,195	97,155,590	98,545,043	74,449,682	98,611,105	66,062	0.1%
% Change	NA	20.1%	78.5%	50.7%	13.9%	14.9%		
Interfund Transfers	2,878,932	6,331,397	130,000	324,491	293,225	7,728,008	7,403,517	2281.6%
Special Payments	4,511,333	225,275	4,042,182	4,412,182	4,073,458	5,646,101	1,233,919	28.0%
Reserve for Future Expenditures	0	0	17,405,262	23,834,960		42,619,476	18,784,516	78.8%
Contingency	0	0	12,420,685	10,374,573		12,816,796	2,442,223	23.5%
Total Expenditure	61,815,315	71,944,867	131,153,719	137,491,249	78,816,365	167,421,486	29,930,237	21.8%
Ending Balance (if applicable) (includes Reserve & Contingency)	51,562,434	59,955,799	29,825,947	34,209,533	55,984,358	55,436,272	21,226,739	62.0%
General Fund Support (if applicable)	5,950,522	5,761,037	5,784,451	5,653,758	5,644,766	4,828,557	-825,201	-14.6%
Surveyor pay for Fleet Services		10,000						
Full Time Equiv Positions (FTE) Budgeted	284.3	295.6	301.6	301.6	301.6	297.5	-4.0	-1.3%
Full Time Equiv Positions (FTE) Filled at Yr End	250.3	265.3			273.4			
Full Time Equiv Positions (FTE) Vacant at Yr En	34.1	30.3			28.2			



Line of Business	FY 20/21	FY 20/21	FY 20/21	FY 20/21	FY 20/21	FY 20/21	FY 20/21	FY 20/21	FY 20/21	FY 20/21	FY 20/21	FY 20/21
Program	FTE	General Fund	Building Codes	Planning	Road	Code Enf / RC&SW / SOWP	County TSDC Fund	Public Land Corner	Dog Services	Fleet Services	Total Proposed Budget	General Fund Subsidy Included in Proposed Budget**
DTD Administration												
Office of the Director	8.50				1,796,466						1,796,466	-
Livable Communities												
Sustainability & Solid Waste	10.89					4,042,947					4,042,947	-
Code Enforcement	7.05					1,528,640					1,528,640	279,844
Dog Services	18.00								3,314,698		3,314,698	1,535,517
Transportation												
Transportation Engineering & Construction	21.20				13,915,591						13,915,591	-
Transportation Maintenance	103.00				64,562,112						64,562,112	-
Traffic Safety	11.10				5,304,851						5,304,851	249,235
Damascus Roads	0.00				4,502,053						4,502,053	-
Community Road Fund	0.00				13,240,265						13,240,265	
Countywide TSDCs	0.00						18,315,372				18,315,372	-
HV Joint Subarea TSDCs	0.00						1,935,806				1,935,806	-
Fleet Services												
Vehicle & Equipment Maintenance & Repair	17.90									3,381,421	3,381,421	-
Fleet Management	4.10									2,594,193	2,594,193	-
Land Use, Development & Permitting												
Land Use, Development Review & Permitting	75.15		16,198,768	3,372,401	2,506,416	1,653,935					23,731,520	1,519,736
Long-Range Planning	8.65			2,043,622	1,864,042						3,907,664	657,196
Public Land Corner	4.00							1,618,855			1,618,855	-
County Surveyor	8.00	1,229,032									1,229,032	587,029
TOTAL	297.54	1,229,032	16,198,768	5,416,023	107,691,796	7,225,522	20,251,178	1,618,855	3,314,698	5,975,614	168,921,486	4,828,557
FY 19/20 Budget	301.59	1,217,263	16,147,026	5,758,029	80,416,365	7,330,337	14,423,550	1,559,364	3,725,733	6,803,082	137,380,749	5,653,758
\$ Increase (Decrease)	(4.05)	11,769	51,742	(342,006)	27,275,431	(104,815)	5,827,628	59,491	(411,035)	(827,468)	31,540,737	(825,201)
% Increase (Decrease)	-1.34%	0.97%	0.32%	-5.94%	33.92%	-1.43%	40.40%	3.82%	-11.03%	-12.16%	22.96%	-14.60%

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

Transportation & Development

Performance Clackamas Strategic Results

BCC Priority	Measure	FY 18-19 Actual	FY 19-20 Milestones	FY 19-20 Projected Perform.	FY 20-21 Milestones
Honor, Utilize, Promote and Invest in our Natural Resources	By January 2022, a Climate Action plan is adopted for our community with specific recommendations to reach the goal of being carbon neutral by 2050.	N/A	Re-establish priorities with BCC. Submit scope of work to procurement.	Meet with BCC to re-establish priorities. Execute a contract for plan development. In collaboration with Facilities, received approval to use Renewable Energy Certificates to eliminate our carbon footprint from electricity use in County operations for this fiscal year.	Execute contract and begin plan development. In collaboration with Facilities, identified strategies for using Renewable Energy Certificates to eliminate our carbon footprint from electricity use in County operations for future years.
	By 2021, develop a countywide diesel engine replacement program.	N/A	N/A	Developed a list of mandatory diesel replacements for Transportation & Development.	Complete the countywide plan.

Transportation & Development

Performance Clackamas Strategic Results (Cont.)

BCC Priority	Measure	FY 18-19 Actual	FY 19-20 Milestones	FY 19-20 Projected Perform.	FY 20-21 Milestones
Ensure Safe, Healthy and Secure Communities	By 2025, 1,500 affordable housing units will be developed. Those units will be stratified across Area Median Income.	N/A	Develop Long Range Planning Work Program	<p>Meet with BCC to re-establish priorities.</p> <p>BCC adoption of Long Range Planning Work Program</p> <p>Advance planned updates to Comprehensive Plan Chapter 6 (Housing).</p>	<p>BCC Adoption of updated Comprehensive Plan Chapter 6 (Housing), including:</p> <ul style="list-style-type: none"> • Low-Density Residential Zoning Policies • Housing Strategies
Build a Strong Infrastructure	By 2024, funding for the next Phase (from 122 nd -172 nd) of the Sunrise Gateway multimodal corridor improvements will be committed from federal, state, and/or regional funding sources.	N/A	<p>Re-establish priorities with BCC.</p> <p>Advance federal, state and regional coordination</p>	<p>Meet with BCC to re-establish priorities.</p> <p>Coordination with regional partners to ensure Sunrise Gateway multimodal corridor suite of improvements are apart of METRO transportation funding measure.</p>	Get Moving 2020 transportation funding measure – November 2020

Transportation & Development

2019 Major Accomplishments

DTD ADMINISTRATION:

- Managing For Results: Update and Focus – DTD Strategic Plan

TRANSPORTATION:

- Adoption of Vehicle Registration Fee
 - By 2020, the Community Road Fund Advisory Committee will develop a recommended 5-year project plan benefitting local roads, safety and congestion relief across the county.
- 5 Year Consolidated Transportation Capital/Maintenance Plan
- Negotiations to relocate Transportation Maintenance Facility
 - By 2022, Clackamas County will relocate Transportation Maintenance to a new facility.
- Coordination with region on Get Moving 2020

Transportation & Development

2019 Major Accomplishments (Cont.)

DEVELOPMENT SERVICES:

- Completed an upgrade of the public facing portal to the online permitting system
 - By 2019, Accela Citizen Access (ACA) will be improved to streamline and enhance the customer experience through redesigning and simplifying the public portal.
- During the COVID-19 crisis, the department migrated all land use and permitting functions to online and remote services, allowing us to remain fully open for business providing all development functions
 - 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.
- With complete staffing, and adoption of new procedures, reduced Code Enforcement staff caseloads from an average of 300 cases per staff member, to 180-200 per staff member.
 - Ensure safe, healthy and secure communities (BCC Performance Clackamas Goal)
- Land Use, Development Review and Permitting program is on track to issue 21,500 permits, perform 55,000 inspections, and facilitate over 300,000 customer interactions. This work results in 6.7 million square feet of constructed improvements, with an estimated value of \$675 million.
 - Grow a vibrant economy (BCC Performance Clackamas Goal)

Transportation & Development

Significant Changes from 2019/20 (Cont.)

\$ Amount	Description	Service Level Impact, including citizens & staff
\$55,000	Reduce the amount of General Fund support for the "Drive to Zero" program, a distribution of Justice Court revenues.	This reduction will not have a sizable impact on the program efficacy. Traffic Safety offers targeted programs in areas like Molalla and Canby, which otherwise are at a disadvantage for teen programs and outreach. This partial reduction in program revenues will not influence these outreach and education efforts.
\$96,102	Eliminate one vacant 1.0 Animal Control Officer position.	In 2006, Dog Services had five field staff enforcing animal control laws in the County, currently Dog services has only three employees dedicated to field response and licensing enforcement. Over the years, in order to balance the budget, the focus has had to shift toward animal care in the shelter despite the constant increase in population and demand service.
\$81,174	Eliminate one vacant 1.0 Animal Health Technician position.	The animal health technician is the only non-veterinarian represented position that is responsible for maintaining a euthanasia certification. This responsibility cannot and should not be carried by only one animal health tech. The cost to the county is potential burn out and compassion fatigue which is serious as it relates to the individual, the care of the dogs and the other staff members. All of this impacts the services to the public and their pets.
\$61,506	Eliminate one vacant 0.5 Office Specialist 2 position.	If allowed to retain this position, our plan was to increase the existing (filled) 0.5 OS1 position to a 1.0 FTE. We would use the additional 20-hours per week to target licensing compliance which would result in increased programmatic revenues from dog licensing and enforcement.

Transportation & Development

Significant Changes from 2019/20 (Cont.)

\$ Amount	Description	Service Level Impact, including citizens & staff
\$66,781	Return portion of Marijuana PLP provided to support the hiring of a 0.5 FTE Senior Planner to facilitate code amendments, counter inquiries, BCC inquiries and code enforcement support.	Eliminating this funding impacts our ability to respond to marijuana related complaints, which is a Board priority. Before starting up the marijuana code enforcement activities in FY 2018-19 the budget committee approved an ongoing PLP securing revenue to support this program.
\$62,286	Modify the split of a 1.0 Principal Planner in the Long Range Planning program to receive 90% of the funding from the Road Fund, Currently this position is split 50/50 between the Long Range Land Use and Transportation Planning programs.	There would be no impact on residents/customers/operations, because we are not eliminating the position. The expense was originally split 50/50 between the Long Range Land Use & Transportation planning programs. We have found that a majority of the time is being spent focused on Transportation related issues, so we are modifying the split to 90/10.
\$124,374	Eliminate one vacant Planner 2 position.	We are at our limit, so if there is an increase in volume we will struggle to keep up and maintain our turn around times. If volume increases we would need to divert staff away from process improvements and long range planning, which is a priority of the Board, to process land use applications. Losing any additional staff would cause processing timelines and customer service to falter because we would need to redirect other staff to ensure we can maintain required timelines as we fill the position.
\$116,388	Eliminate one vacant Planner 1 position.	
\$375,000	Reduction for the use of unrestricted contingency in the Land Use Planning program.	This revenue was categorized as General Fund Contingency; it was housed in a program that receives general fund support and we were relying on this to balance through 5-year forecasts.

Transportation & Development

Significant Changes from 2019/20

Description	Service Level Impact, including citizens & staff
COVID-19	<ul style="list-style-type: none"> • With State Highway Fund revenues, there will be some LOST revenues due to reduced driving behaviors for a couple of months (gas tax/motor carrier fees); but the DMV fees will be mostly delayed collections. • Development continues, but at a slower pace than usual. Data is being received in real time, and the impact is unknown and evolving. DTD will be monitoring permitting and development activity closely in 20/21. • Sustainability & Solid Waste has forecast a reduction of their franchise fees. There have been some asks regionally, and those conversations are not yet resolved but we are forecasting a hit to those revenues. • With the reduced operations of the Dog Shelter, and the economic hardships facing residents countywide, we reduced our anticipated dog licensing and shelter/adoption revenues. • We also anticipate a reduction in spending on materials and temporary workers in workgroups like Transportation Maintenance with our crews unable to carry out the normal work plan while maintaining social distancing.
Cost Recovery	<ul style="list-style-type: none"> • With the General Fund reductions, cost recovery through fees/fines has a renewed focus. It is challenging to develop a policy without clear guidance regarding a desire to achieve program or process cost recovery. • Many of the citizen inquiries we respond to do not result in a license or formal application, making full programmatic cost recovery through fees more challenging.
Bond Financing	<ul style="list-style-type: none"> • The new Transportation Maintenance facility will require bond financing; we will be taking on almost \$20M of bonded debt to realize this strategic result.



Questions?



Department of Transportation & Development

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 Dan Johnson - Director FTE 304.54 (297.54 DTD + 4 Urban Renewal + 2.0 PGA Embedded + 1.0 TS Embedded) Total Proposed \$ 167,421,486 General Fund Support \$ 4,828,557				
DTD Administration Dan Johnson - Dir. Total Proposed \$1,796,466 Gen Fund \$ -	Livable Communities Cheryl Bell - Asst. Dir. Mike Bezner - Asst. Dir. Total Proposed \$8,886,285 Gen Fund \$ 1,815,361	Transportation Mike Bezner - Asst. Dir. Total Proposed \$120,276,050 Gen Fund \$ 249,235	Fleet Services Mike Bezner - Asst. Dir. Total Proposed \$5,975,614 Gen Fund \$ -	Land Use & Development Cheryl Bell - Asst. Dir. Total Proposed \$30,487,071 Gen Fund \$ 2,763,961
Office of the Director Dan Johnson - Dir. FTE 8.5 + 2.0 PGA + 1.0 TS Total Proposed \$1,796,466 Gen Fund \$ -	Sustainability & Solid Waste Eben Polk - Mgr. FTE 10.89 Total Proposed \$4,042,947 Gen Fund \$ -	Transportation Engineering & Construction Joel Howie - Mgr. FTE 21.2 Total Proposed \$13,915,591 Gen Fund \$ -	Vehicle & Equipment Maintenance & Repair Warren Gadberry - Mgr. FTE 17.9 Total Proposed \$3,381,421 Gen Fund \$ -	Land Use, Development Review & Permitting Cheryl Bell - Asst. Dir. FTE 75.15 Total Proposed \$23,731,520 Gen Fund \$ 1,519,736
	Code Enforcement Matt Rozzell - Mgr. FTE 7.05 Total Proposed \$1,528,640 Gen Fund \$ 279,844	Transportation Maintenance Shane Abbott - Mgr. FTE 103 Total Proposed \$64,562,112 Gen Fund \$ -	Fleet Management Warren Gadberry - Mgr. FTE 4.1 Total Proposed \$2,594,193 Gen Fund \$ -	Long-Range Planning Jennifer Hughes - Mgr. FTE 8.65 Total Proposed \$3,907,664 Gen Fund \$ 657,196
	Dog Services Kristine Wallace - Mgr. FTE 18 Total Proposed \$3,314,698 Gen Fund \$ 1,535,517	Traffic Safety Joe Marek - Mgr. FTE 11.1 Total Proposed \$5,304,851 Gen Fund \$ 249,235		Public Land Corner Ray Griffin - Mgr. FTE 4 Total Proposed \$1,618,855 Gen Fund \$ -
		Community Road Fund Mike Bezner - Asst. Dir. FTE 0 Total Proposed \$13,240,265 Gen Fund \$ -		County Surveyor Ray Griffin - Mgr. FTE 8 Total Proposed \$1,229,032 Gen Fund \$ 587,029
		Damascus Roads Total Proposed \$4,502,053		
		Countywide TSDCs Total Proposed \$16,815,372		
		HV Joint Subarea TSDCs Total Proposed \$1,935,806		



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 propose an operating budget of \$1,796,466, which is a reduction of previous funding levels. This workgroup coordinates the budget process for each of the 19 Performance Clackamas programs within the department; this includes each of the programs within this budget, plus our Urban Renewal and Street Lighting programs. Staff in this work group provide financial monitoring and support services, coordinate the annual review of our strategic plan update, and offer policy coordination and development services at a local and regional level in support of local goals.

- Over the last six months, DTD Administration staff led staff from our Transportation line of business through developing a five year coordinated work program to outline anticipated projects to be funded by the Community Road Fund and other local sources.
- Much of our safety training has targeted Mental Health First Aid for managers and staff. We are working to build their confidence level to engage in these difficult conversations, as there has been an increased demand for this type of response in the Development Services Building.
- Ensuring timely and consistent employee reviews for staff throughout the department remains a focus for our management team. We are still targeting a minimum 90% compliance from department supervisors and managers and discuss this regularly at senior staff meetings.

Key Performance Measures

		FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Target	FY 19-20 Actuals as of 12/31/19	FY 20-21 Target
Result	% of employees participating in safety training sessions each year ¹	54%	27%	25%	Annual Measure	25%
Result	% performance evaluations completed within the last 12 months (using Clarify, Converse, Capture (C3)) ²	52%	55%	90%	Annual Measure	90%
Result	% DTD MFR programs with a 2-5 year work plan in place ³	New measure -- added FY 2020/2021.				90%
Efficiency	DTD Administration FTE : Department FTE ⁵	5.7 FTE : 268.44 FTE	7.35 FTE : 297.84 FTE	5.5 FTE : 301.39 FTE	Annual Measure	4.5 FTE : 300.34 FTE
Efficiency	DTD Administration Budget : Department Budget ⁶	\$1.75 M : \$163.7 M	\$1.85 M : \$187.4 M	\$2.0 M : \$126.2 M	\$2.0 M : \$210.5 M	\$1.79 M : \$213.9 M
Output	# DTD website inquiry responses coordinated ⁴	403	355	300	297	Discontinue

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

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

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

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

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

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

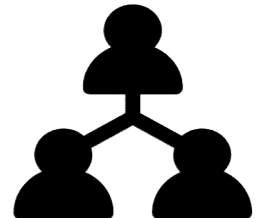
Program includes:

Mandated Services

Shared Services

Grant Funding

Explanation





Budget Summary

	FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Amended Budget	FY 19-20 Projected Year End	FY 20-21 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	-	-	-	-	-	-	0%
State Revenues *	16,484	260,376	378,288	87,108	(43,751)	(422,039)	-111.57%
Charges for Services	1,628,914	1,597,103	1,644,558	1,619,558	1,840,217	195,659	11.90%
Interfund Transfers	100,000	-	-	-	-	-	0%
Operating Revenue	1,745,398	1,857,479	2,022,846	1,706,666	1,796,466	(226,380)	-11.19%
Total Rev - Including Beginning Bal	1,745,398	1,857,479	2,022,846	1,706,666	1,796,466	(226,380)	-11.19%
<i>* DTD Administration, which is housed in Fund 215, allocates actual costs the following year.</i>							
Personnel Services	1,151,849	1,274,899	1,368,413	1,108,808	1,189,137	(179,276)	-13.10%
Materials & Services	501,534	478,971	514,365	457,790	464,677	(49,688)	-9.66%
Cost Allocation Charges	92,014	103,609	140,068	140,068	142,652	2,584	1.84%
Operating Expenditure	1,745,397	1,857,479	2,022,846	1,706,666	1,796,466	(226,380)	-11.19%
Total Exp - Including Special Categories	1,745,397	1,857,479	2,022,846	1,706,666	1,796,466	(226,380)	-11.19%
General Fund Support (if applicable)	-	-	-	-	-	-	0%
Road Fund Support - Fund 215 *	16,484	260,376	378,288	87,108	(43,751)	-	0%
Full Time Equiv Pos (FTE) Budgeted	11.45	12.10	10.25	10.25	8.50	(1.75)	-17%
Full Time Equiv Pos (FTE) Filled at Yr End	9.45	8.35		8.50			
Full Time Equiv Pos (FTE) Vacant at Yr End	2.00	3.75		1.75			

Significant Issues and Changes

DTD Administration supports more than 300 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.) This year, we eliminated two positions from the DTD Administration budget. A 0.75 Customer Information Specialist and a 1.0 Office Manager. Since the Office Manager retired in FY 2018-2019; we have reorganized and no longer have a need to fill these two positions.

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.

Staff in our workgroup took the lead on coordinating the receipts and distribution of funds for the new Community Road Fund. We also coordinated the development of a 5-year work plan to demonstrate how these new funds would be spent in accordance with the promises made to the public.



Livable Communities Line of Business

Sustainability & Solid Waste Program

Purpose Statement

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

Performance Narrative Statement

The Sustainability & Solid Waste Program adopted an operating budget of \$2,856,569, a minor increase of current resources. This includes \$45,000 in support for the Dump Stoppers program. As a result of these resources:

- More than 59,000 residential and business customers will receive an estimated 8.2 million pickups of garbage, recycling, and yard debris in unincorporated County.
- An estimated 500 businesses, 100 schools, 120 multifamily communities and 75 events will receive technical assistance and support.
- Approximately 150,000 households and 11,000 businesses will receive information and education on garbage, recycling and waste reduction topics.
- Sustainability and Solid Waste will continue leading the effort to update the County's Climate Action Plan by 2022, and to support projects that reduce our operations carbon footprint, in support of the Board's goal of carbon neutrality by 2050.

Key Performance Measures

		FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Target	FY 19-20 Actuals as of 12/31/19	FY 20-21 Target
Results	% curbside collection recovery rate (# tons recycled / # tons disposed)	32%	31%	Not in budget.	30%	35%
Results	% schools certified as Oregon Green Schools	23%	29%	Not in budget.	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 2020/2021.			5%	7%
Output	# customer consultations provided ²	2,631	1,655	1,500	1,357	1,750
Output	# hours of community education provided by # volunteer Master Recyclers ¹	New Measure	1,296 : 60	Not in budget.	Annual Measure	1,300 : 60
Output	# tons of disposal from # customers at Sandy Transfer Station	6,283 : 31,205	6,154 : 29,592	Not in budget.	3,289 : 15,872	6,400 : 30,000
Output	# garbage and recycling pick-ups provided.	7,181,850	7,848,868	7,100,000	Annual Measure	8,200,000
Results	# businesses initiating food scraps collection, donation or waste prevention ³	36	48	40	9	Discontinue
Output	# interactions at # activities ³	New Measure	7,411 at 96 events	7,500 at 100 events	5,679 at 61 events	Discontinue

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

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

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

Program includes:

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



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 17-18 Actual	FY 18-19 Actual	FY 19-20 Amended Budget	FY 19-20 Projected Year End	FY 20-21 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	1,455,492	1,426,853	1,741,888	1,741,888	1,622,230	(119,658)	-6.87%
Licenses & Permits	1,586,350	1,745,882	1,687,000	1,744,450	1,608,000	(79,000)	-4.68%
State Revenues	16,233	-	-	-	45,000	45,000	#DIV/0!
Local Government & Other Agencies	424,481	443,613	585,000	597,151	633,717	48,717	8.33%
Charges for Services	(5,745)	-	-	26	-	-	0%
Fines & Penalties	13,455	1,873	5,000	9,500	5,000	-	0%
Miscellaneous Revenue	68,325	134,014	52,000	144,466	129,000	77,000	148.08%
Other Financing Sources	-	-	-	3,623	-	-	0%
Operating Revenue	2,103,099	2,325,382	2,329,000	2,499,216	2,420,717	91,717	3.94%
Total Rev - Including Beginning Bal	3,558,591	3,752,235	4,070,888	4,241,104	4,042,947	(27,941)	-0.69%
Personnel Services	970,227	1,030,689	1,524,142	1,489,589	1,471,328	(52,814)	-3.47%
Materials & Services	660,884	681,756	1,038,860	762,444	956,229	(82,631)	-7.95%
Indirect Costs	44,519	41,309	44,323	44,323	99,715	55,392	124.97%
Cost Allocation Charges	125,765	132,395	147,518	147,518	154,297	6,779	4.60%
Capital Outlay	239,110	49,198	75,000	130,000	175,000	100,000	133.33%
Operating Expenditure	2,040,505	1,935,347	2,829,843	2,573,874	2,856,569	26,726	0.94%
Special Payments	16,233	-	-	-	-	-	0%
Interfund Transfers *	75,000	75,000	75,000	45,000	345,000	270,000	360%
Reserve for Future Expenditures	-	-	884,045	-	541,378	(342,667)	-38.76%
Contingency	-	-	282,000	-	300,000	18,000	6.38%
Total Exp - Including Special Categories	2,131,738	2,010,347	4,070,888	2,618,874	4,042,947	(27,941)	-0.69%
General Fund Support (if applicable)	-	-	-	-	-	-	0%
Full Time Equiv Pos (FTE) Budgeted	8.75	9.74	10.89	10.89	10.89	-	0%
Full Time Equiv Pos (FTE) Filled at Yr End	7.00	9.74		10.89			
Full Time Equiv Pos (FTE) Vacant at Yr End	1.75	-		-			

Significant Issues and Changes

Priorities in FY 20-21 include:

- Recycling costs have held steady since their increase in FY 2017-2018.
- Implementing new feedback tools for garbage customers such as the ReCollect app, and planning around the County's role in the new 2030 Regional Waste Plan.
- Following adoption of the latest version of our Disaster Debris plan, and associated debris removal and monitoring contract, we will begin a third phase of disaster debris planning.
- The County and 7 cities successful adopted local ordinances requiring food-related businesses to separate food scraps for collection. Staff will implement the Phase 1 food scrap requirements during 3/2020 - 3/2021. This work has identified new options to support and strengthen food donation.
- Development of a low-carbon fleet analysis plan, facilitation of renewable energy purchases for County operations, updates to the high performance building policy, and conducting a study for installation of electric vehicle charging stations.

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



Livable Communities Line of Business

Code Enforcement Program

Purpose Statement

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

Performance Narrative Statement

The Code Enforcement Program propose an operating budget of \$1,288,683, and is estimated to process more than 1,250 enforcement cases in FY 2020/2021, which is a continuation of service levels. With these resources, Code Enforcement provides enforcement of building codes to ensure safe buildings and structures, land use rules to ensure compliance with state laws regarding use and zoning, and the solid waste ordinance to ensure a sanitary and healthy environment.

- Code Enforcement continues to be an active partner in the Neighborhood Livability Project (NLP) task force where representatives from Code Enforcement, the Sheriff's Office, County Counsel and the District Attorney work collaboratively to solve complex problems related to nuisance properties. This work has resulted in 236 cases being abated in FY19/20, and this is expected to continue for FY20/21.

- A complete year at full staffing levels, and adoption of streamlined procedures, reduced staff caseloads for FY19/20 from an average of 300 cases per staff member, down to an average of 180-200 cases per staff member. Building on this success, for FY20/21 we have set a goal of 130 cases per staff member.

Key Performance Measures

		FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Target	FY 19-20 Actuals as of 12/31/19	FY 20-21 Target
Result	% code violations resolved within 150 days of initial complaint ¹	25.51%	19.87%	75%	Annual Measure	75%
Result	% violations investigated within twenty (20) business days ²	New Measure	4%	85%	4%	85%
Output	# cases that go to hearing ³	New measure -- added FY 2020/2021.				13
Output	# closed Neighborhood Livability Project cases ³	New measure -- added FY 2020/2021.				15
Demand	# of verified enforceable code violations by type (building/solid waste/zoning/marijuana-related)	1,123	2,890	1,150	1,579	2,750
Demand	# Neighborhood Livability Project cases ³	New measure -- added FY 2020/2021.				22
Output	# business days between initial complaint and confirmation of the violation ⁴	New Measure	21%	17	23	Discontinue

¹ Modified this measure to reflect the % of violations resolved within 150 business days beginning FY 2020. Previously we were measuring 120-days.

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

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

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

Program includes:

Mandated Services ☒ Yes

Shared Services ☐ No

Grant Funding ☐ No



Explanation Mandated Services:

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

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

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



Code Enforcement Program

Budget Summary

	FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Amended Budget	FY 19-20 Projected Year End	FY 20-21 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	169,474	108,190	225,618	225,618	285,666	60,048	26.61%
Local Government & Other Agencies	-	-	-	-	-	-	0%
Charges for Services	752,613	792,359	949,878	966,280	956,280	6,402	0.67%
Fines & Penalties	13,250	6,251	5,000	6,530	6,530	1,530	30.60%
Miscellaneous Revenue	231	73	-	320	320	320	0%
Other Financing Sources	-	-	-	2,300	-	-	0%
Interfund Transfers	134,534	322,970	271,136	271,136	279,844	8,708	3.2%
Operating Revenue	900,628	1,121,653	1,226,014	1,246,566	1,242,974	16,960	1.4%
Total Rev - Including Beginning Bal	1,070,102	1,229,843	1,451,632	1,472,184	1,528,640	77,008	5.3%
Personnel Services	756,565	749,447	937,248	906,360	986,781	49,533	5.28%
Materials & Services	95,360	157,062	191,759	147,083	124,305	(67,454)	-35.18%
Indirect Costs	26,125	28,833	34,489	34,489	45,565	11,076	32.11%
Cost Allocation Charges	83,862	68,559	98,586	98,586	132,042	33,456	33.94%
Operating Expenditure	961,912	1,003,901	1,262,082	1,186,518	1,288,693	26,611	2.11%
Reserve for Future Expenditures	-	-	93,741	-	138,221	44,480	47.4%
Contingency	-	-	95,808	-	101,726	5,918	6.2%
Total Exp - Including Special Categories	961,912	1,003,901	1,451,631	1,186,518	1,528,640	77,009	5.3%
General Fund Support (if applicable)	134,534	322,970	271,136	271,136	279,844	8,708	3%
Full Time Equiv Pos (FTE) Budgeted	5.80	7.00	7.05	7.05	7.05	-	0%
Full Time Equiv Pos (FTE) Filled at Yr End	4.80	7.00		7.05			
Full Time Equiv Pos (FTE) Vacant at Yr End	1.00	-		-			

Significant Issues and Changes

Since the Code Enforcement program began tracking Marijuana related violations in June 2016, they have initiated more than 119 files related to marijuana facilities. More than 58 of those files were opened after the Policy Level Proposal began in July 2018. Over the last year, we have added 29 new files. These files are generally combination files that span multiple disciplines -- building codes, zoning and sustainability, making them more complex and staff intensive to resolve. It is not uncommon for our staff to engage the State of Oregon or local law enforcement during our investigations. Beginning in February 2020, CCSO has been coordinating with Code Enforcement regarding their pending marijuana cases and on pursuing our Code Enforcement cases. CCSO is working with multi-agency teams to execute warrants with federal charges pending. Staff will continue to coordinate with CCSO on additional cases.

Continued priorities for Code Enforcement include (a) a major initiative to streamline processes and procedures, which will result in moving cases to citation and hearing more efficiently, (b) revisions to the violation priority matrix to clearly communicate potential violations to customers and the public, and (c) advancement of proposed Code amendments to allow increased opportunity to use nuisance property rules to address problem properties.



Livable Communities Line of Business

Dog Services Program

Purpose Statement

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

Performance Narrative Statement

The Dog Services Program propose an operating budget of \$2,821,792. These resources will support staff who will interact with customers more than 35,000 times during the year, resolve 2,500 cases investigated by dog services officers and will serve 700 dogs coming into the shelter for care, of which 85% will be saved including 500 dogs who will be returned to their owners.

Achieving these targets will reunite the public with lost dogs, provide people with the companionship of a well-matched adoption resulting in a 6% or less adoption return rate and protect the public from dogs running loose.

Key Performance Measures

		FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Target	FY 19-20 Actuals as of 12/31/19	FY 20-21 Target
Result	By 2023, there will be 30,000 active dog licenses ¹	24,432	23,100	26,000	22,877	27,000
Result	% dogs saved (return to owner, adopted or rescued) ²	83%	81%	83%	86%	85%
Result	Fewer than 6% of adopted dogs returned to Dog Services within 90-days.	New Measure	10%	6%	4%	6%
Output	# adopted dogs ³	119	88	Not in budget.	31	80
Output	# of dogs returned to owners	589	481	500	230	500
Demand	# dog complaint cases ³	1,722	1,551	5,000	757	2,500
Demand	# citations issued ⁴	New measure -- added FY 2020/2021.				1,000
Demand	# dogs taken in to the shelter ⁴	New measure -- added FY 2020/2021.				770
Result	% of people surveyed who were happy with the level of customer service received ⁴	95%	94%	90%	95%	Discontinue
Output	# customer interactions ⁴	29,686	40,234	35,000	22,871	Discontinue

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

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

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

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

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



Dog Services Program

Budget Summary

	FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Amended Budget	FY 19-20 Projected Year End	FY 20-21 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	838,633	994,352	1,312,422	1,312,422	1,091,431	(220,991)	-16.8%
Licenses & Permits	619,533	588,180	560,000	527,375	579,070	19,070	3.4%
Charges for Services	6,496	100	500	-	-	(500)	-100.0%
Fines & Penalties	75,379	77,314	65,500	60,000	73,730	8,230	12.6%
Miscellaneous Revenue	28,418	90,381	27,600	27,450	24,750	(2,850)	-10.3%
Miscellaneous Sales	23	8,009	7,000	5,400	7,200	200	2.9%
Other Financing Sources	10	6	100	-	3,000	2,900	2900.00%
Interfund Transfers	1,572,264	1,732,506	1,752,611	1,752,611	1,535,517	(217,094)	-12.4%
Operating Revenue	2,302,123	2,496,496	2,413,311	2,372,836	2,223,267	(190,044)	-7.9%
Total Rev - Including Beginning Bal	3,140,756	3,490,848	3,725,733	3,685,258	3,314,698	(411,035)	-11.0%
Personnel Services	1,396,724	1,481,308	2,016,837	1,762,222	1,817,884	(198,953)	-9.9%
Materials & Services	343,588	284,217	385,637	341,337	394,886	9,249	2.4%
Indirect Costs	92,098	102,830	104,885	104,885	97,972	(6,913)	-6.6%
Cost Allocation Charges	312,786	310,072	375,383	375,383	426,050	50,667	13.5%
Capital Outlay	1,209	-	-	10,000	85,000	85,000	0%
Operating Expenditure	2,146,405	2,178,427	2,882,742	2,593,827	2,821,792	(60,950)	-2.1%
Reserve for Future Expenditures *	-	-	614,460	-	342,906	(271,554)	-44.2%
Contingency	-	-	228,531	-	150,000	(78,531)	-34%
Total Exp - Including Special Categories	2,146,405	2,178,427	3,725,733	2,593,827	3,314,698	(411,035)	-11.0%
General Fund Support (if applicable)	1,572,264	1,732,506	1,752,611	1,752,611	1,535,517	(217,094)	-12.4%
Full Time Equiv Pos (FTE) Budgeted	20.30	20.30	20.30	20.30	18.00	(2.30)	-11%
Full Time Equiv Pos (FTE) Filled at Yr End	17.00	18.00		19.30			
Full Time Equiv Pos (FTE) Vacant at Yr End	3.30	2.30		1.00			

Significant Issues and Changes

Changes to the vendor program that were necessitated by the need to improve cash handling practices, resulted in some vendors leaving the vet licensing program. However, updates to the veterinary clinic license vendor program have encouraged a few vendors to continue participating. The implementation of online licensing with the dog services database has increased the efficiency of online dog licensing; however, realizing the other efficiencies that the database can provide will require heavier time investment from the licensing officer.

Prior to the FY 2019-2020 5% general fund reduction, dog services planned to fill an officer vacancy, an animal health technician vacancy and to restructure the Office Specialist 2 position to target licensing enforcement. Dog Services also held off on the replacement of two vehicles that were over 13 years old. With the cost savings from the vacancies, the vehicle replacements are going forward, but we are waiting on further general fund reductions to make any decisions regarding staffing. The Animal health technician position and officer positions remaining vacant may negatively impact the response to dog complaint cases and staff ability to implement programs designed to increase the placement of dogs and the timeliness of services.

Dog Services will continue the program for free microchips while seeking foundation funding to continue the program in future years. On the 4th Saturday of each month, licensed dogs may be brought to Dog Services to receive a free micro-chip at the partnering Good Neighbor Vet. Micro-chips help shelter staff reunite dogs with their families more quickly, which helps Dog Services achieve their goal of increasing the percentage of dogs returned to owners. In addition, this program increases dog licensing compliance.



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 propose an operating budget of \$13,915,591. The resources in this program will fund 31 transportation projects in various stages of design, right of way acquisition and construction, including:

- 3 ADA Projects
- 10 Road Projects
- 4 Bike/Pedestrian Projects
- 2 Safety Projects
- 1 Bridge Replacement Project
- 6 Bridge Scour Repair Projects
- 1 Damascus Roads Project (Staff only -- funded through Damascus Roads)
- 10 Community Road Fund - Congestion Relief Projects (Staff only -- funded through Community Road Fund)

Revenues for the transportation engineering and construction program fluctuate based on available funding. 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 17-18 Actual	FY 18-19 Actual	FY 19-20 Target	FY 19-20 Actuals as of 12/31/19	FY 20-21 Target
Result	% completed CIP contracts coming in within 110% of original contract value	New Measure	78%	90%	92%	90%
Result	% completed CIP contracts completed within original contract completion date	New Measure	88%	90%	68%	90%
Output	# projects managed	25	60	41	37	35
Output	# road miles transferred	1	13	1	0.19	0.15

Program includes:

Mandated Services ☒ Yes

Shared Services ☐ No

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).

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 17-18 Actual	FY 18-19 Actual	FY 19-20 Amended Budget	FY 19-20 Projected Year End	FY 20-21 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance **	16,045,578	6,611,959	702,524	-	-	(702,524)	-100.0%
Prior Year Revenue	412,501	263,228	-	160,040	-	-	0%
Licenses & Permits **	2,383,778	206,969	242,000	470,742	15,000	(227,000)	-93.8%
Federal Revenues	1,084,619	2,051,194	1,294,835	1,262,195	1,422,596	127,761	9.9%
State Revenues *, ***	3,851,803	5,339,956	7,740,042	6,261,232	11,678,534	3,938,492	50.9%
Local Government & Other Agencies	-	-	125,001	287,736	141,635	16,634	0.0%
Charges for Services ***	1,280,438	320,407	474,300	480,800	463,750	(10,550)	-2.2%
Miscellaneous Revenue	705,832	1,647	-	6,400	-	-	0%
Other Financing Sources	10,000	-	-	8,000	3,500	3,500	0%
Interfund Transfers	2,404,893	1,111,894	30,000	-	190,576	160,576	535.3%
Operating Revenue	12,133,864	9,295,295	9,906,178	8,937,145	13,915,591	4,009,413	40.5%
Total Rev - Including Beginning Bal	28,179,442	15,907,254	10,608,702	8,937,145	13,915,591	3,306,889	31.2%
<i>* Includes Road Fund support; fund balance includes a Fee-In-Lieu of Road Improvement Pedestrian Fee Carryforward.</i>							
Personnel Services	2,432,859	2,328,717	3,152,744	2,773,132	3,123,999	(28,745)	-0.9%
Materials & Services	403,010	265,823	528,961	400,061	335,021	(193,940)	-36.7%
Indirect Costs	107,887	89,465	99,377	99,377	97,055	(2,322)	-2.3%
Cost Allocation Charges	276,743	314,515	345,253	345,253	336,917	(8,336)	-2.4%
Capital Outlay	3,363,309	6,195,408	5,616,161	5,159,944	10,022,599	4,406,438	78.5%
Operating Expenditure	6,583,808	9,193,928	9,742,496	8,777,767	13,915,591	4,173,095	42.8%
Special Payments **	4,428,700	-	-	-	-	-	0%
Interfund Transfers ***	2,363,561	6,010,801	119,491	159,378	-	(119,491)	-100.0%
Reserve for Future Expenditures **	-	-	702,524	-	-	(702,524)	-100.0%
Contingency **	-	-	44,191	-	-	(44,191)	-100.0%
Total Exp - Including Special Categories	13,376,069	15,204,729	10,608,702	8,937,145	13,915,591	3,306,889	31.2%
General Fund Support (if applicable)	-	-	-	-	-	-	0%
Road Fund - Fund 215 *	3,758,229	5,289,130	3,879,380	3,879,380	5,993,340	2,113,960	54%
Full Time Equiv Pos (FTE) Budgeted	19.80	21.20	21.70	21.70	21.20	(0.50)	-2%
Full Time Equiv Pos (FTE) Filled at Yr End	15.80	17.20		18.70			
Full Time Equiv Pos (FTE) Vacant at Yr End	4.00	4.00		3.00			

Significant Issues and Changes

The requested budget will provide the necessary resources for:

- \$9.6 M in contracted capital outlay (project planning, design, right of way acquisition and construction). This does not include county staff time.
- We forecast that we can only fund 15% of our 20-year TSP (Tier 1). We are forecasting over the next 20 years to spend \$28 million of the new HB 2017 funding on capital (safety and bike/ped).
- Our Survey/CADD group has an opportunity to use mobile LIDAR scanning to increase the production of base maps for paving projects; and will have the ability to use sUAS (drones) to add to our capabilities to gather existing conditions data and to provide ortho photos.
- Emergency events resulting in additional projects can impact the schedules of ongoing projects. Staff is currently executing two federal Emergency Relief projects from a 2017 emergency event.

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

***** Fund 416 (Capital Projects) was discontinued in FY 2018-2019; these construction activities were moved in to the Road Fund.**



Transportation Line of Business

Transportation Maintenance Program

Purpose Statement

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

Performance Narrative Statement

The Transportation Maintenance Program propose an operating budget of \$39,277,813, a reduction from last year due to the second payment toward the relocation of the Transportation Maintenance facility. The majority of the funding comes from:

- Ongoing renewals of the Secure Rural Schools program; increasing annual revenues for no more than two years at a time.
- An increase of almost \$2 million from FY 2019/2020 from the Oregon State Highway Fund (includes money from state gas tax, truck weight mile fees, and vehicle registration fees) resulting from House Bill 2017, a 10-year phased in transportation funding package.

This revenue will provide the resources needed to perform paving and other surface treatments, including almost \$7.5 million in contract paving on 18.96 miles of county roads during FY 20/21; while some roads will be improved above a PCI of 70, other roads are also deteriorating. Resources will also provide for drainage, vegetation, surface repair, signing, striping, signal, and bridge maintenance on our 1,400 mile road network. County crews will maintain 24-hour emergency response to inclement weather, natural disasters and will respond to nearly 800 service requests, which will provide the travelling public increased driver safety, a reduction in insurance claims and reduced wear and tear on their vehicles. The work performed in this program directly influences the Board of County Commissioners ability to achieve the strategic goal of "Building Strong Infrastructure."

Key Performance Measures

		FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Target	FY 19-20 Actuals as of 12/31/19	FY 20-21 Target
Result	Maintain the average condition of inspected bridges scored as good condition at 26% or higher ¹	New measure -- added FY 2020/2021.				26%
Result	Maintain the average condition of inspected bridges scored as fair condition at 69% or higher ¹	New measure -- added FY 2020/2021.				69%
Output	Annual Cost of Illegal Dumping in the Right-of-Way ¹	New measure -- added FY 2020/2021.				\$ 54,000
Output	# miles resurfaced ²	25.87	19.11	35.47	Annual Measure	18.96
Output	# lineal feet striped ¹	New measure -- added FY 2020/2021.				8,439,233
Output	# miles plowed/sanded ¹	New measure -- added FY 2020/2021.				18,938
Output	# miles treated with de-icer ¹	New measure -- added FY 2020/2021.				2,200
Output	# labor hours in emergency response mode ¹	New measure -- added FY 2020/2021.				8,082
Demand	# county road miles with a PCI (Pavement Condition Index) below 70 ¹	395	382	355	Annual Measure	302
Demand	# service request responses (e.g., high water, downed trees, potholes, dead deer)	2,302	2,229	800	1,130	2,300
Result	Maintain the average condition of paved county roads at 70 PCI (Pavement Condition Index) or higher ³	58	72	72	Annual Measure	Discontinue

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

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

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

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 17-18 Actual	FY 18-19 Actual	FY 19-20 Amended Budget	FY 19-20 Projected Year End	FY 20-21 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	15,574,349	19,329,487	25,251,592	25,251,592	20,272,993	(4,978,599)	-19.7%
Pior Year Revenues	82,400	-	-	-	-	-	0%
Federal Revenues	963,577	903,142	354,773	708,709	673,274	318,501	89.8%
State Revenues *	20,438,869	22,549,252	21,528,126	21,315,012	19,992,065	(1,536,061)	-7.1%
Local Government & Other Agencies	350,200	417,008	402,000	400,000	400,000	(2,000)	-0.5%
Charges for Services	563,352	620,541	348,000	726,500	451,500	103,500	29.7%
Miscellaneous Revenue	260,537	524,174	310,280	512,280	427,280	117,000	37.7%
Other Financing Sources **	76,885	4,250,000	50,000	76,803	19,535,000	19,485,000	38970.0%
Interfund Transfers ***	-	2,948,396	-	-	2,810,000	2,810,000	0.0%
Operating Revenue	22,735,820	32,212,513	22,993,179	23,739,304	44,289,119	21,295,940	92.6%
Total Rev - Including Beginning Bal	38,310,169	51,542,000	48,244,771	48,990,896	64,562,112	16,317,341	33.8%
<i>* Includes Road Fund support.</i>							
Personnel Services	9,623,669	10,648,072	12,042,601	10,125,112	12,376,032	333,431	2.8%
Materials & Services	7,260,928	10,091,263	18,217,935	13,642,785	13,029,254	(5,188,681)	-28.5%
Indirect Costs	448,938	472,131	498,558	498,558	432,052	(66,506)	-13.3%
Cost Allocation Charges	1,017,041	1,154,492	1,394,209	1,394,209	1,300,475	(93,734)	-6.7%
Capital Outlay	516,184	3,189,346	12,195,000	2,657,239	12,140,000	(55,000)	-0.5%
Operating Expenditure	18,866,760	25,555,304	44,348,303	28,317,903	39,277,813	(5,070,490)	-11.4%
Special Payments	66,400	179,600	745,000	400,000	300,000	(445,000)	0.0%
Interfund Transfers ***	-	-	-	-	4,260,000	4,260,000	0%
Reserve for Future Expenditures	-	-	1,000,000	-	16,299,299	15,299,299	1529.9%
Contingency	-	-	2,151,468	-	4,425,000	2,273,532	105.7%
Total Exp - Including Special Categories	18,933,160	25,734,904	48,244,771	28,717,903	64,562,112	16,317,341	33.8%
General Fund Support (if applicable)	-	-	-	-	-	-	0%
Road Fund - Fund 215 *	20,438,869	22,471,608	24,880,311	24,880,311	19,204,064	(5,676,247)	-23%
<i>* Trans Eng. & Construction, Traffic Safety, Land Use, Dev. Rev & Permitting, Long Range Planning and DTD Admin include Road Fund support.</i>							
Full Time Equiv Pos (FTE) Budgeted	101.50	108.00	101.00	101.00	103.00	2.00	2.0%
Full Time Equiv Pos (FTE) Filled at Yr End	86.50	94.00		88.00			
Full Time Equiv Pos (FTE) Vacant at Yr End	15.00	14.00		13.00			

Significant Issues and Changes

The Pavement Condition Index (PCI) rates the visual condition of the road surface by measuring the quantity and severity of the surface distresses. The county has 3 years worth of evaluations of its road network based on the Pavement Condition Index rating. Under the PCI rating system, only a 10% representative sample of the road system is rated each year. The first two years we performed complete network evaluations; however, the third year we evaluated all arterial and collector roads and only 25% of the local roads. The current PCI for the county after 3 years of inspections is a PCI of 70. Data accuracy will continue to improve with future data collections.

The \$4.5 million contingency provides coverage for inclement weather response. The proposed budget assumes the first two payments on the Transportation Maintenance facility relocation in FY 2018-19 and FY 2019-20, which will be partially offset by the \$5.25M property sale reimbursement for the CIAO site. This relocation will likely require a bond payment of approximately \$2 million per year, which is included in our forecasts. The budget also includes earmarks of \$1 million for the I205/Abernethy Bridge project and \$2 million for moving costs and fixtures, furniture and equipment. In addition to this, transportation maintenance program costs will be ramping up over the next few years as we continue to align our staffing and program with the House Bill 2017 revenues.

** Other financing sources include the land sale proceeds from the CIAO site.

*** The I/F transfer in FY 2018/2019 was a one-time transfer due to the closure of Fund 416. Fiscal year 2019/2020 I/F projections include a short-term interfund loan of \$2,510,000 from Fund 223; the repayment is programmed in FY 2020/2021 following a Fund 215 bond sale in summer 2020. The first bond payment, estimated at \$1.75M is also included in FY 2020/2021.



Transportation Line of Business

Traffic Safety Program

Purpose Statement

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

Performance Narrative Statement

The Traffic Safety Program propose an operating budget of \$5,304,851. These resources support the primary effort in Traffic Safety including work in safety, advanced transportation technology and management, motor carrier education/enforcement and support of public health, safety culture and safe systems. The resources in this program will fund 26 transportation projects in various stages of design, right of way acquisition and construction, including:

- 15 Safety Projects
- 1 Bike/Pedestrian Projects
- 1 Damascus Roads Project (Staff only -- funded through Damascus Roads)
- 9 Community Road Fund - Safety Projects (Staff only -- funded through Community Road Fund)

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

Key Performance Measures

		FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Target	FY 19-20 Actuals as of 12/31/19	FY 20-21 Target
Result	By 2035, reduce the number of fatalities resulting from crashes on roads in Clackamas County to zero	26	31	26	18	30
Result	Upgrade # signals each year to improve safety and efficient travel on roads countywide by 2024	11	8	11	Annual Measure	10
Output	# of temporary radar speed feedback sign placements	11	15	25	4	20
Output	# requests for placement of a temporary radar speed feedback sign ¹	New measure -- added FY 2020/2021.				8
Output	# community engagement interactions related to traffic safety ²	2,087	10,674	2,600	31,978	Discontinue
Output	# commercial vehicles inspected: of which, # inspections were voluntary ²	259 : 3	156 : 0	250 : 20	Annual Measure	Discontinue
Output	# citizen safety concerns addressed (i.e., clear vision areas) ²	174	193	200	100	Discontinue

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

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

Program includes:

Mandated Services ☒ Yes

Shared Services ☐ No

Grant Funding ☒ Yes



Explanation Mandated Services:

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

Grant Funding:

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



Transportation Line of Business

Traffic Safety Program

Budget Summary

	FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Amended Budget	FY 19-20 Projected Year End	FY 20-21 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	177,775	264,447	(24,212)	217,176	211,049	235,261	-971.7%
Prior Year Revenue	4,853	41,447	-	-	-	-	0%
Federal Revenues	33,568	24,445	170,000	465,624	1,406,583	1,236,583	727.4%
State Revenues *	1,443,831	1,130,479	4,044,897	2,223,425	3,222,434	(822,463)	-20.3%
Local Government & Other Agencies	30,608	36,994	40,000	65,000	55,000	15,000	37.5%
Charges for Service	215,517	175,825	150,500	105,830	150,550	50	0.0%
Miscellaneous Revenue	7,500	-	10,000	-	10,000	-	0%
Other Financing Sources	-	-	-	8,000	-	-	0%
Interfund Transfers	258,114	293,686	301,747	301,747	249,235	(52,512)	-17.4%
Operating Revenue	1,993,991	1,702,876	4,717,144	3,169,626	5,093,802	376,658	8.0%
Total Rev - Including Beginning Bal	2,171,766	1,967,323	4,692,932	3,386,802	5,304,851	611,919	13.0%
<i>* Includes Road Fund support.</i>							
Personnel Services	1,285,222	1,376,221	1,528,755	1,517,045	1,669,126	140,371	9.2%
Materials & Services	439,475	330,877	861,617	490,023	697,994	(163,623)	-19.0%
Indirect Costs	45,559	52,150	49,231	49,231	46,316	(2,915)	-5.9%
Cost Allocation Charges	179,576	150,055	190,257	190,257	187,307	(2,950)	-1.6%
Capital Outlay	1,769	82,233	2,063,072	929,197	2,552,894	489,822	23.7%
Operating Expenditure	1,951,601	1,991,536	4,692,932	3,175,753	5,153,637	460,705	9.8%
Reserve for Future Expenditures	-	-	-	-	48,569	48,569	0%
Contingency	-	-	-	-	102,645	102,645	0%
Total Exp - Including Special Categories	1,951,601	1,991,536	4,692,932	3,175,753	5,304,851	611,919	13.0%
General Fund Support (if applicable)	258,114	293,686	301,747	301,747	249,235	(52,512)	-17.4%
Road Fund - Fund 215 *	1,443,831	1,130,479	4,044,897	2,223,425	3,222,434	(822,463)	-20%
Full Time Equiv Pos (FTE) Budgeted	10.00	10.10	10.60	10.60	11.10	0.50	5%
Full Time Equiv Pos (FTE) Filled at Yr End	9.00	10.10		8.60			
Full Time Equiv Pos (FTE) Vacant at Yr End	1.00	-		2.00			

Significant Issues and Changes

The Traffic Safety program will receive \$279,235 in General Fund to support County Strategic Priorities of eliminating fatal and serious injury crashes by 2035. The program also receives \$25,000 in local marijuana taxes which has been used to build an educational crash trailer highlighting a severe or fatal vehicle crash involving cannabis intoxication. The increase in Capital Outlay in FY 2019-20 represents 16 new safety projects funded by the Road Fund; the additional projects are housed in Damascus Roads or the Community Road Fund.

Additional outcomes from the traffic safety program include:

- Implementing the Traffic Safety Action Plan including infrastructure, outreach and policies to achieve a goal of Zero Fatal and Serious Injury Crashes by 2035.
- Continuing the innovative partnership between H3S and DTD to jointly fund a position to examine safety, public health and equity for road infrastructure projects.
- Increasing the focus 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 new roadside infrastructure to support new technology.
- Continue outreach to youth and young drivers related to safety and increase social media messaging for transportation system users of all ages.
- Continue the Motor Carrier Safety Program focusing on inspection of commercial vehicles to ensure safety for all users and weighing to minimize road damage.



Transportation Line of Business

Damascus Roads Program

Purpose Statement

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

Performance Narrative Statement

The Damascus Roads Program propose an operating budget of \$1,200,000. This program tracks the use of State Highway Fund revenues received by Clackamas County to maintain, operate and improve roads in the City of Damascus prior to disincorporation. The County will receive State Highway Fund Revenues for this area, based on PSU Population Forecasts, for ten years after disincorporation. The revenue must be spent in accordance with the State Highway Fund regulations, on roads that were once in the incorporated city limits.

The budget remains consistent with the program work plan presented to residents in the Damascus area on March 20, 2018. The county has placed the long range planning efforts on hold; however, we are continuing with transportation maintenance and traffic safety activities. There are two projects included in the FY 2020/2021 budget: 242/Borges road realignment and a combined project that will tackle both the 222/Tillstrom flashers and the Tier 1 safety projects.

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 17-18 Actual	FY 18-19 Actual	FY 19-20 Target	FY 19-20 Actuals as of 12/31/19	FY 20-21 Target
Result	Maintain the average condition of paved county roads within the boundaries of the former city of Damascus at 70 PCI (Pavement Condition Index) or higher	72	72	70	Annual Measure	70
Output	# safety projects completed ¹	New measure -- added FY 2020/2021.				2
Output	# service request responses (e.g., high water, downed trees, potholes, dead deer)	9	17	15	4	10
Output	# road miles paved (contract paving) ²	New Measure	3%	8	Annual Measure	Discontinue
Result	By 2020, complete the Transportation System Plan for the area to identify needed capital projects ²	New Measure	Discontinued - due to legal challenge.			

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

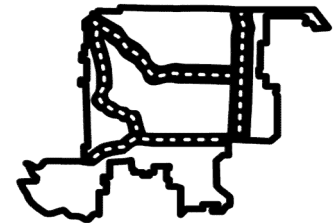
² DTD Completed a Periodic Plan Review in FY 2020. This measure was removed from the plan.

Program includes:

Mandated Services ☒ Yes

Shared Services ☐ No

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.



Transportation Line of Business

Damascus Roads Program

Budget Summary

	FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Amended Budget	FY 19-20 Projected Year End	FY 20-21 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	3,398,083	3,998,551	4,646,488	4,646,488	3,555,204	(1,091,284)	-23.5%
State Revenues	666,730	753,513	790,000	762,818	748,464	(41,536)	-5.3%
Local Government & Other Agencies	-	-	200,000	-	-	(200,000)	-100.0%
Charges for Service	-	-	102,500	99,398	198,385	95,885	93.5%
Miscellaneous Revenue	-	-	15,000	-	-	(15,000)	-100.0%
Operating Revenue	666,730	753,513	1,107,500	862,216	946,849	(160,651)	-14.5%
Total Rev - Including Beginning Bal	4,064,813	4,752,064	5,753,988	5,508,704	4,502,053	(1,251,935)	-21.8%
Materials & Services	24,930	73,802	1,890,000	1,718,500	65,000	(1,825,000)	-96.6%
Capital Outlay	-	31,774	978,000	235,000	1,135,000	157,000	16.1%
Operating Expenditure	24,930	105,576	2,868,000	1,953,500	1,200,000	(1,668,000)	-58.2%
Interfund Transfers	41,332	-	-	-	-	-	0%
Reserve for Future Expenditures	-	-	1,870,819	-	2,802,053	931,234	49.8%
Contingency	-	-	1,015,169	-	500,000	(515,169)	-50.7%
Total Exp - Including Special Categories	66,262	105,576	5,753,988	1,953,500	4,502,053	(1,251,935)	-21.8%
General Fund Support (if applicable)	-	-	-	-	-	-	0%
Full Time Equiv Pos (FTE) Budgeted	-	-	-	-	-	-	0%
Full Time Equiv Pos (FTE) Filled at Yr End	-	-	-	-	-	-	
Full Time Equiv Pos (FTE) Vacant at Yr End	-	-	-	-	-	-	

Significant Issues and Changes

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

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

Long range transportation planning staff have put the development of a 20-year Transportation System Plan for the Damascus area on hold due to pending litigation. 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.



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 propose an operating budget of \$4,234,773. 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 road 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 25 transportation projects in various stages of design, right of way acquisition and construction, including:

- 7 Local Road Paving Projects
- 7 Congestion Relief Projects
- 9 Safety Projects
- 2 Strategic Investment Fund Projects (Partnerships with other local agencies)

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 17-18 Actual	FY 18-19 Actual	FY 19-20 Target	FY 19-20 Actuals as of 12/31/19	FY 20-21 Target
Output	\$ value of capital projects constructed ¹			New measure -- added FY 2020/2021.		\$ 2,400,345
Output	\$ Community Road Fund leveraged by \$ other funding for capital projects ¹			New measure -- added FY 2020/2021.		\$3,741,091 : \$290,379
Output	\$ transferred to cities for investment on city road systems ¹			New measure -- added FY 2020/2021.		\$4,387,101
Output	Strategic Investment Fund: \$ leveraged by \$ other funding for projects of mutual interest ¹			New measure -- added FY 2020/2021.		\$125,000 : \$52,053
Output	Strategic Investment Fund: \$ to transfer # miles of roads to cities ¹			New measure -- added FY 2020/2021.		\$950,000 : 2.65 miles
Output	# local road miles paved with CRF funding ¹			New measure -- added FY 2020/2021.		4.04
Output	# safety projects completed with CRF funding ¹			New measure -- added FY 2020/2021.		7

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





Transportation Line of Business

Community Road Fund

Budget Summary

	FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Amended Budget	FY 19-20 Projected Year End	FY 20-21 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	-	-	(10,770)	(10,770)	2,375,312	2,386,082	-22154.9%
Charges for Service	-	-	5,436,706	5,276,177	10,522,521	5,085,815	93.5%
Interfund Transfers	-	-	50,000	49,347	342,432	292,432	584.9%
Operating Revenue	-	-	5,486,706	5,325,524	10,864,953	5,378,247	0%
Total Rev - Including Beginning Bal	-	-	5,475,936	5,314,754	13,240,265	7,764,329	141.8%
Materials & Services	-	10,770	402,000	317,124	1,834,428	1,432,428	356.3%
Capital Outlay	-	-	426,000	448,860	2,400,345	1,974,345	463.5%
Operating Expenditure	-	10,770	828,000	765,984	4,234,773	3,406,773	0%
Special Payments	-	-	2,121,182	2,173,458	5,337,101	3,215,919	151.6%
Reserve for Future Expenditures	-	-	1,470,833	-	2,900,817	1,429,984	97.2%
Contingency	-	-	1,055,921	-	767,574	(288,347)	-27.3%
Total Exp - Including Special Categories	-	10,770	5,475,936	2,939,442	13,240,265	7,764,329	141.8%
General Fund Support (if applicable)	-	-	-	-	-	-	0%
Full Time Equiv Pos (FTE) Budgeted	-	-	-	-	-	-	0%
Full Time Equiv Pos (FTE) Filled at Yr End	-	-	-	-	-	-	
Full Time Equiv Pos (FTE) Vacant at Yr End	-	-	-	-	-	-	

Significant Issues and Changes

This budget reflects 100% of the receipts from the DMV. Clackamas County is responsible for distributing these funds to the cities.

DTD is worked closely with Public and Government Affairs (PGA) to establish a Community Road Fund Advisory Committee. This citizen committee provided direction on the selection and prioritization of the congestion relief projects and reviewed the local road paving packages that were developed by Transportation Maintenance staff. The Traffic Safety Committee (TSC) developed the project list for the safety related revenues.

Clackamas County Coordinating Committee (C4) developed a process for the distribution of funds from the Strategic Investment Fund (SIF) and identified the first two projects to receive funding from the SIF.

Many of the congestion relief and SIF projects are eligible for Countywide Transportation System Development Charge (TSDC) funding. This support will be reflected in the Interfund Transfer revenue category.



Transportation Line of Business

Countywide TSDCs

Budget Summary

	FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Amended Budget	FY 19-20 Projected Year End	FY 20-21 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	-	8,195,129	10,667,809	10,667,810	12,089,372	1,421,563	13.3%
Licenses & Permits	-	2,264,918	1,750,000	2,650,000	2,000,000	250,000	14.3%
Charges for Service	-	14,076	14,500	11,000	11,000	(3,500)	-24.1%
Miscellaneous Revenue	-	232,862	45,000	205,000	205,000	160,000	355.6%
Interfund Transfers	-	297,705	119,491	159,378	2,510,000	2,390,509	2000.6%
Operating Revenue	-	2,809,561	1,928,991	3,025,378	4,726,000	2,797,009	0%
Total Rev - Including Beginning Bal	-	11,004,690	12,596,800	13,693,188	16,815,372	4,218,572	33.5%
Materials & Services	-	79,203	84,026	52,786	117,489	33,463	39.8%
Indirect Costs	-	17,899	16,248	16,248	17,375	1,127	6.9%
Cost Allocation Charges	-	4,183	20,935	20,935	21,756	821	3.9%
Capital Outlay	-	-	10,000	-	-	(10,000)	-100.0%
Operating Expenditure	-	101,285	131,209	89,969	156,620	25,411	0%
Special Payments	-	-	1,500,000	1,500,000	-	(1,500,000)	-100.0%
Interfund Transfers *	-	235,595	130,000	13,847	3,158,508	3,028,508	2329.6%
Reserve for Future Expenditures	-	-	8,776,470	-	12,750,244	3,973,774	45.3%
Contingency	-	-	2,059,121	-	750,000	(1,309,121)	-63.6%
Total Exp - Including Special Categories	-	336,880	12,596,800	1,603,816	16,815,372	4,218,572	33.5%
General Fund Support (if applicable)	-	-	-	-	-	-	0%
Full Time Equiv Pos (FTE) Budgeted	-	-	-	-	-	-	0%
Full Time Equiv Pos (FTE) Filled at Yr End	-	-	-	-	-	-	
Full Time Equiv Pos (FTE) Vacant at Yr End	-	-	-	-	-	-	

Significant Issues and Changes

The Countywide TSDC program budget holds the dedicated funding collected from developers to help add capacity to the County road system in the unincorporated area. Money is transferred out of this program to the Development Agency, Transportation Engineering & Construction and the Long Range Planning programs to support eligible capital projects. **More than \$4.7M in TSDC investments is already programmed between FY 2019/2020 - 2024/2025 between our capital projects and the new Community Road Fund projects.**

The County adopted a new System Development Charge methodology in January 2018 -- we are planning an update of the existing methodology in FY 2020/2021 and will review the new tiered residential rates as part of this analysis. This plan includes a new project list and defines the priorities for using these System Development Charge revenues toward future projects, focusing on projects that met the following criteria:

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

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

**Fiscal year 2019/2020 projections provide the resources to make a short-term interfund loan of \$2,510,000 to Fund 215; the repayment is programmed in FY 2020/2021 following a Fund 215 bond sale in summer 2020.*



Transportation Line of Business

HV Joint Subarea TSDCs

Budget Summary

	FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Amended Budget	FY 19-20 Projected Year End	FY 20-21 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	-	-	1,928,941	1,928,941	1,932,306	3,365	0.2%
Licenses & Permits	-	-	5,000	-	-	(5,000)	-100.0%
Miscellaneous Revenue	-	89,040	12,300	3,500	3,500	(8,800)	-71.5%
Interfund Transfers	-	1,888,401	-	-	-	-	0%
Operating Revenue	-	1,977,441	17,300	3,500	3,500	(13,800)	-79.8%
Total Rev - Including Beginning Bal	-	1,977,441	1,946,241	1,932,441	1,935,806	(10,435)	-0.5%
Materials & Services	-	-	1,500	-	-	(1,500)	-100.0%
Indirect Costs	-	-	-	-	-	-	0%
Cost Allocation Charges	-	2,825	135	135	135	-	0%
Operating Expenditure	-	2,825	1,635	135	135	(1,500)	-91.7%
Special Payments	-	45,675	46,000	-	9,000	(37,000)	-80.4%
Reserve for Future Expenditures	-	-	1,499,217	-	1,426,671	(72,546)	-4.8%
Contingency	-	-	399,389	-	500,000	100,611	25.2%
Total Exp - Including Special Categories	-	48,500	1,946,241	135	1,935,806	(10,435)	-0.5%
General Fund Support (if applicable)	-	-	-	-	-	-	0%
Full Time Equiv Pos (FTE) Budgeted	-	-	-	-	-	-	0%
Full Time Equiv Pos (FTE) Filled at Yr End	-	-	-	-	-	-	0%
Full Time Equiv Pos (FTE) Vacant at Yr End	-	-	-	-	-	-	0%

Significant Issues and Changes

The Happy Valley Subarea TSDC program holds the dedicated funding collected from developers to help add capacity to the County road system in prior boundary of the Happy Valley Joint TSDC district. Money is spent out of this program to support eligible capital projects.

The County and City of Happy Valley finalized the adoption of a new System Development Charge methodology in January 2018. The adopted plan established new boundaries and resulted in the dissolution of the City and County Joint District area. The existing Happy Valley Joint TSDC Fund balance was distributed between the City and County based on the percentage of collections over the life of the district.

The balance in the Happy Valley Subarea TSDC program is being held for capacity adding transportation projects in the prior boundary of the Joint area (I-205 / Highway 212 / SE 172nd / Multnomah County line).



Fleet Services Line of Business

Vehicle & Equipment Maintenance & Repair Program

Purpose Statement

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

Performance Narrative Statement

The Vehicle Maintenance and Repair Program propose an operating budget of \$3,381,421. This is a continuation of the prior year spending levels, which reflects the integration of fleet services into DTD and the merging of heavy equipment with the existing vehicle maintenance and repair program.

These resources will allow us to provide comprehensive light and heavy vehicle maintenance and repair services to the drivers of County vehicles, WES vehicles and other outside agency vehicles. The added FTEs were balanced by the additional revenue from the heavy equipment maintenance program. These changes should enhance the Vehicle Maintenance and Repair Program's ability to provide services to County employees so they can conduct business in safe, reliable and cost effective vehicles.

Key Performance Measures

		FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Target	FY 19-20 Actuals as of 12/31/19	FY 20-21 Target
Result	% customers happy with the service they received ¹	New measure -- added FY 2020/2021.				90%
Result	% preventative maintenance visits performed on-schedule ¹	New measure -- added FY 2020/2021.				80%
Result	Average turn-around time for routine maintenance: Light vehicles: # calendar days [oil change, fluids and safety inspection] ¹	New measure -- added FY 2020/2021.				1 day
Result	Average turn-around time for routine maintenance: Heavy vehicles: # calendar days [oil change, fluids and safety inspection] ¹	New measure -- added FY 2020/2021.				1 day
Result	# annual safety inspections performed ¹	New measure -- added FY 2020/2021.				173
Result	# roadside repairs ¹	New measure -- added FY 2020/2021.				368
Result	% vehicle preventative maintenance completed and returned to service within one work day. ²	97%	59%	80%	49%	Discontinue

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

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

Program includes:

Mandated Services

Shared Services

Grant Funding

Explanation





Fleet Services Line of Business

Vehicle & Equipment Maintenance & Repair Program

Budget Summary

	FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Amended Budget	FY 19-20 Projected Year End	FY 20-21 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	233,586	-	(53,370)	(53,370)	(18,391)	34,979	-65.54%
Charges for Service	1,289,849	1,444,643	4,029,260	3,116,329	3,369,812	(659,448)	-16.37%
Miscellaneous Revenue	-	-	-	20,000	30,000	30,000	0.00%
Operating Revenue	1,289,849	1,444,643	4,029,260	3,136,329	3,399,812	(629,448)	-15.62%
Total Rev - Including Beginning Bal	1,523,435	1,444,643	3,975,890	3,082,959	3,381,421	(594,469)	-14.95%
Personnel Services	771,401	739,234	2,366,040	1,957,184	2,085,984	(280,056)	-11.84%
Materials & Services	575,533	601,811	1,168,618	1,029,218	1,017,812	(150,806)	-12.90%
Indirect Costs	-	-	38,315	38,315	85,555	47,240	123.29%
Cost Allocation Charges	131,967	151,779	165,389	165,389	142,070	(23,319)	-14.10%
Capital Outlay	-	5,189	-	-	50,000	50,000	0.00%
Operating Expenditure	1,478,901	1,498,013	3,738,362	3,190,106	3,381,421	(356,941)	-9.55%
Contingency	-	-	237,528	-	-	(237,528)	-100.00%
Total Exp - Including Special Categories	1,478,901	1,498,013	3,975,890	3,190,106	3,381,421	(594,469)	-14.95%
General Fund Support (if applicable)	-	-	-	-	-	-	0%
Full Time Equiv Pos (FTE) Budgeted	8.30	8.30	20.10	20.10	17.90	(2.20)	-10.95%
Full Time Equiv Pos (FTE) Filled at Yr End	8.30	8.00		18.10			
Full Time Equiv Pos (FTE) Vacant at Yr End	-	0.30		2.00			

Significant Issues and Changes

This will be the second year of operations as a program within the Department of Transportation and Development. This year we will continue evaluating the program to determine the existing operational effectiveness and identify areas of potential improvement.

While developing the FY 2019-2020 shop rates, we made some changes that helped improve the solvency of this program.

- Implemented a shop supply charge of \$5 per work order to cover grease, oil, towels and other shop supplies.
- Reduced the markup on parts from 30% to 20%. In the future consideration will be given to whether there should be a minimum/maximum added to this calculation.

Last fiscal year (2019/2020), the shop rate increased from \$106.68/hour to \$115/hour. This was done after performing a market study to compare local car dealerships, whose average rate is \$137/hour. For FY 2020/2021 we are recommending an increase from \$115/hour to \$118.50/hour to ensure the long-term viability of this program. Even with this increase, we are offering an average savings of close to \$20/hour from local dealership rates.



Fleet Services Line of Business

Fleet Management Program

Purpose Statement

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

Performance Narrative Statement

The Fleet Management Program propose an operating budget of \$2,497,386, which is a slight reduction from last year. These resources will allow us to serve the drivers of County vehicles by ensuring they are operating a safe, efficient and reliable fleet of vehicles. We will continue to update the fleet by retiring older, underutilized vehicles and replacing them with newer vehicles. During the Performance Clackamas review this year, a decision was made to combine the Fleet Management program with Motorpool and Permanent Rental. This budget includes the resources necessary to replace \$250,000 in department lease vehicles (previously referred to as Permanent Rental) in both FY 2019/2020 and 2020/2021.

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

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

Key Performance Measures

		FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Target	FY 19-20 Actuals as of 12/31/19	FY 20-21 Target
Result	% new vehicles in customer possession within 30 calendar days of delivery ¹	New measure -- added FY 2020/2021.				75%
Result	% motor pool vehicles driven more than 8,000 miles per year ¹	New measure -- added FY 2020/2021.				50%
Result	% department lease and non-CCSO department owned vehicles driven more than 10,000 miles per year ¹	New measure -- added FY 2020/2021.				50%
Outputs	Average age of motor pool vehicles available ¹	New measure -- added FY 2020/2021.				14
Outputs	# motor pool vehicles available for rental ¹	New measure -- added FY 2020/2021.				29
Demands	# department lease vehicles ¹	New measure -- added FY 2020/2021.				110
Demands	# department owned vehicles ¹	New measure -- added FY 2020/2021.				230
Result	% fuel gallons purchased by customers at a 5 cents per gallon or greater savings compared to retail prices (less taxes). ²	99.96%	99.96%	90%	Annual Measure	Discontinue

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

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

Program includes:

Mandated Services

Shared Services

Grant Funding

Explanation





Fleet Services Line of Business

Fleet Management Program

Budget Summary

	FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Amended Budget	FY 19-20 Projected Year End	FY 20-21 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	166,694	444,015	535,732	535,732	417,493	(118,239)	-22.07%
Charges for Services	2,113,438	2,245,726	2,241,460	2,000,250	2,126,000	(115,460)	-5.15%
Miscellaneous Revenue	48,187	31,231	-	21,700	25,700	25,700	0.00%
Other Financing Sources	56,618	8,557	50,000	20,000	25,000	(25,000)	-50.00%
Interfund Transfers	1,071,806	1,328,429	-	-	-	-	0%
Operating Revenue	3,290,049	3,613,943	2,291,460	2,041,950	2,176,700	(114,760)	-5.01%
Total Rev - Including Beginning Bal	3,456,743	4,057,958	2,827,192	2,577,682	2,594,193	(232,999)	-8.24%
Personnel Services	283,879	166,487	422,248	329,587	446,587	24,339	5.76%
Materials & Services	1,893,660	2,254,491	1,652,700	1,527,298	1,609,825	(42,875)	-2.59%
Indirect Costs	-	-	12,464	12,464	17,111	4,647	37.28%
Cost Allocation Charges	36,731	37,724	75,085	75,085	50,863	(24,222)	-32.26%
Capital Outlay	842,994	1,063,523	250,000	127,000	373,000	123,000	49.20%
Operating Expenditure	3,057,264	3,522,225	2,412,497	2,071,434	2,497,386	84,889	3.52%
Contingency	-	-	414,695	-	96,807	(317,888)	-76.66%
Total Exp - Including Special Categories	3,057,264	3,522,225	2,827,192	2,071,434	2,594,193	(232,999)	-8.24%
General Fund Support (if applicable)	-	* 10,000	-	-	-	-	0%
Full Time Equiv Pos (FTE) Budgeted	1.20	2.70	2.90	2.90	4.10	1.20	41.38%
Full Time Equiv Pos (FTE) Filled at Yr End	1.20	2.00		2.50			
Full Time Equiv Pos (FTE) Vacant at Yr End	-	0.70		0.40			

Significant Issues and Changes

This year three programs were combined into the Fleet Management program: Fleet Management, Motorpool and Permanent Rental. 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; however, this cost recovery method will be evaluated over the next few months to identify a more sustainable source of funding.

DTD worked with Finance to develop a new method for auctioning used vehicles and equipment, which is working well for individual sales, but does not provide relief for a backlog of vehicles. There is an online auction site that many local agencies have had success with. The pricing seems more reasonable and the process is more efficient than our old method of working with local auctioneers. The county will have more control over the speed in which we are able to get vehicles listed for sale. Once this new process has been tested, we will re-evaluate the current process of charging a percentage of the revenue collected and will consider a flat rate for customers when auctioning off vehicles that are no longer needed for operations.

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



Land Use & Permitting Line of Business

Land Use, Development Review & Permitting Program

Purpose Statement

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

Performance Narrative Statement

The Land Use, Development Review and Permitting program propose an operating budget of \$15,488,848. These resources will provide the ability to respond to over 300,000 development inquiries from the development community, of whom more than 90% are happy with the level of service they received. DTD estimates permitting 6.7 million square feet of constructed improvements, with an estimated value of \$675 million.

Building Codes, Land Use Planning, Septic & Onsite Wastewater and Engineering Development Review combine to make up this program, and staff in this program are on track to issue approximately 21,500 permits and will perform more than 55,000 inspections in the coming year. These projections are based upon typical activity and could be effected based on global market events in reaction to the Coronavirus.

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

Key Performance Measures

		FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Target	FY 19-20 Actuals as of 12/31/19	FY 20-21 Target
Result	\$ value of constructed improvements permitted ¹	\$ 424,508,759	\$ 512,000,207	\$ 400,000,000	\$ 434,132,179	\$ 675,000,000
Result	# square feet constructed ²	6,476,426	6,918,387	6,000,000	3,389,879	6,700,000
Result	% of commercial, industrial, and multi-family land use decisions (design review) issued within 45 days of application submittal ³	34%	31%	85%	94%	90%
Result	% septic evaluations completed within 45 calendar days of application submittal ³	New measure -- added FY 2020/2021.				50%
Result	% of new, single-family dwelling building permits ready to be issued within 60 calendar days of application submittal	New Measure	80%	80%	94%	80%
Result	% new commercial, industrial and multi-family site development permits issued within 60 calendar days of application submittal ³	New measure -- added FY 2020/2021.				40%
Result	# development related interactions (inspections/inquiries) provided	338,057	329,997	300,000	191,760	375,000
Output	# utility permits issued, requiring # hours of coordination ³	New Measure	1,428 : 4,080	Not in budget.	879 : 1,595	1,400 : 4,000
Result	% of people surveyed who were happy with the level of customer service received ⁴	97%	96%	90%	95%	Discontinue
Result	% of new, single-family dwelling building permits picked up within 60 calendar days of application submittal ⁴	43%	53%	66%	71%	Discontinue
Output	# development related permits issued ⁴	21,419	18,893	25,000	11,370	Discontinue

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.

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

⁵ FY17-18 projection was reduced to 80% and FY 2018-19 projection was adjusted to 85%. The Land Use Planning program had a large turnover of staff this year and we are adjusting these figures to provide time for training as we get these files back into the 45 day range.

Program includes:

Mandated Services

Shared Services

Grant Funding



Explanation

Mandated Services:

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

Shared Services:

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



Land Use & Permitting Line of Business

Land Use, Development Review & Permitting Program

Budget Summary

	FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Amended Budget	FY 19-20 Projected Year End	FY 20-21 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	7,170,480	8,691,950	10,921,470	10,921,465	10,048,289	(873,181)	-8.0%
Licenses & Permits	8,526,132	8,635,687	7,600,142	7,475,265	8,063,740	463,598	6.1%
State Revenues *	373,727	1,139,514	1,815,602	1,044,908	1,496,056	(319,546)	-17.6%
Local Government & Other Agencies	111,470	194,827	130,000	102,500	37,400	(92,600)	-71.2%
Charges for Services	2,249,855	2,674,784	1,974,095	2,268,445	2,157,950	183,855	9.3%
Fines & Penalties	38,634	11,613	9,000	7,500	18,000	9,000	100.0%
Miscellaneous Revenue	320,725	426,479	245,545	347,086	370,349	124,804	50.8%
Other Financing Sources	2,805	5,457	-	33,893	20,000	20,000	0.0%
Interfund Transfers	3,118,889	2,324,514	2,005,746	2,005,746	1,519,736	(486,010)	-24.2%
Operating Revenue	14,742,237	15,412,875	13,780,130	13,285,343	13,683,231	(96,899)	-0.7%
Total Rev - Including Beginning Bal	21,912,717	24,104,825	24,701,600	24,206,808	23,731,520	(970,080)	-3.9%
<i>* Includes Road Fund support for the Engineering Development Review function.</i>							
Personnel Services	8,861,885	9,420,758	10,383,089	9,654,256	10,586,860	203,771	2.0%
Materials & Services	2,004,021	2,048,081	2,583,581	2,555,234	2,601,345	17,764	0.7%
Indirect Costs	607,245	524,047	500,118	500,118	593,205	93,087	18.6%
Cost Allocation Charges	906,221	908,423	1,272,711	1,272,711	1,267,056	(5,655)	-0.4%
Capital Outlay **	241,296	132,044	1,713,200	101,200	440,382	(1,272,818)	-74.3%
Operating Expenditure	12,620,668	13,033,353	16,452,699	14,083,519	15,488,848	(963,851)	-5.9%
Interfund Transfers **	324,039	-	-	75,000	-	-	0%
Reserve for Future Expenditures	-	-	6,098,162	-	3,444,628	(2,653,534)	-43.5%
Contingency	-	-	1,925,099	-	4,798,044	2,872,945	149.2%
Total Exp - Including Special Categories	12,944,707	13,033,353	24,475,960	14,158,519	23,731,520	(744,440)	-3.0%
General Fund Support (if applicable) ***	2,898,889	2,324,514	2,005,746	2,005,746	1,519,736	(486,010)	-24.2%
<i>*** Reduction in FY 19-20 includes a reallocation between the land use and long range planning. The actual General Fund support reduction was a 5% reduction from the maintenance level calcs.</i>							
Road Fund - Fund 215	373,727	1,139,514	1,815,602	1,044,908	1,496,056	(319,546)	-18%
Full Time Equiv Pos (FTE) Budgeted ***	77.00	76.00	75.15	75.15	75.15	-	0%
Full Time Equiv Pos (FTE) Filled at Yr End	72.00	72.00		71.15			
Full Time Equiv Pos (FTE) Vacant at Yr End	5.00	4.00		4.00			

*** 1.0 Service District Specialist budgeted in this program provides support for Clackamas County Street Lighting Service District (CCSD1).*

Significant Issues and Changes

- This year the Building Codes Division, working with application developer CityGov, will launch a new customer inspection scheduling app (IOS and Android), that will provide new tools and improved access for customers to schedule and monitor inspections.
- Land Use Planning continues to implement updated, reformatted and modernized supplemental land use application forms. With over 50-plus of these applications, this is a multi-year project. Work to convert property information files from paper to digital, and the official zoning maps from mylar to GIS-based PDFs, continues to add efficiency for staff and customers.
- A significant update of the Roadway Standards, set to be complete in April 2020, will provide new standards associated with small cell wireless facilities and roadway restorations related to utility work.
- Septic program staff reviewed over 700 permits, 300 Authorization Notices and Existing System reports, and conducted more than 300 Site Evaluations during fiscal year 2019-2020, while meeting or exceeding the review targets for each category.

*** After being paused last year, in FY20/21 Building Codes and Engineering Development Review will embark on the ePlan initiative, to implement electronic plan review. This new software, and process, will help customers be more self-sufficient when applying for permits, and will integrate into DTD coordination functions that are currently performed by our customers.*



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 propose an operating budget of \$2,510,287, an increase of our current funding level. These resources provide residents, businesses, local, regional and state partners, as well as County decision-makers with the opportunity to participate, review, discuss, comment and guide recommendations on long range planning projects. On May 7, 2019 the Board approved adoption of a new long-range planning work program format that uses a multi-year plan, implemented in two-year increments. The new work program for July 1, 2019 to June 30, 2021 addresses the following projects:

Land Use Projects:

- ZDO and County Code amendments to allow and regulate short-term rentals
- Park Avenue Station Area Development Design and Standards.
- Comprehensive Housing Strategies Project to address both statutory requirements and proposed ZDO amendments to encourage development of affordable housing
- ZDO Audit; the final phase is focusing on special districts and development standards.
- Annual updates to implement required ZDO changes adopted at the state and regional levels and respond to time-sensitive or minor issues identified by staff

Transportation Projects:

- Rhododendron Sidewalks Quick Response TGM project
- Participate in the Barton Park Complex Master Plan
- Transit Development Plan
- Willamette River Crossing – Feasibility Study

Key Performance Measures

		FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Target	FY 19-20 Actuals as of 12/31/19	FY 20-21 Target
Result	% of projects in the annual Long-Range Planning Work Program completed annually ^{1,3}	40%	25%	80%	Annual Measure	75%
Result	By 2025, complete 1,005 of ADA ramp retrofits, as outlined in the adopted ADA Transition Plan ²	New measure -- added FY 2020/2021.				201
Output	\$ outside funding secured ⁴	\$476,033	\$453,544	\$300,000	Annual Measure	Discontinue
Output	\$ county funding required to match grant funding ⁴	\$24,000	\$74,690	\$30,810	Annual Measure	Discontinue
Demand	# projects on the annual Long-Range Planning Work Program ⁴	10	16	12	Annual Measure	Discontinue

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

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

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

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

Program includes:

Mandated Services	<input type="text" value="Yes"/>
Shared Services	<input type="text" value="No"/>
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-use ordinances needed to put the plan into effect (OAR 660-015).

Grant Funding:

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

- The Park Avenue Station Area Development and Design Standards and the 82nd Ave Corridor planning work (included in the Housing Strategies project) have been awarded Metro 2040 Grant funds and require a 10.27% match, which will be met using staff work as an in-kind match.
- The Willamette River Crossing Feasibility Project was awarded Metro funds and does not require matching funds.
- The Transit Development Plan was awarded ODOT Transportation Growth Management funds and will require a 10.27% match, which is being provided through State Transportation Improvement Funds received by Social Services.





Land Use & Permitting Line of Business

Long-Range Planning Program

Budget Summary

	FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Amended Budget	FY 19-20 Projected Year End	FY 20-21 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	66,012	460,740	557,119	793,243	1,193,550	636,431	114.2%
Prior Year Revenue	-	9,755	-	-	-	-	0%
Licenses & Permits	-	-	-	150,000	130,000	-	-
Federal Revenues	49,729	56,966	5,000	43,000	36,640	31,640	632.8%
State Revenues *	655,910	781,389	857,088	817,240	911,278	54,190	6.3%
Local Government & Other Agencies	-	5,000	386,000	422,000	664,000	278,000	72.0%
Charges for Services	15,445	41,047	24,000	235,000	235,000	211,000	879.2%
Interfund Transfers	504,039	500,000	799,255	749,255	737,196	(62,059)	-7.8%
Operating Revenue	1,225,123	1,394,157	2,071,343	2,416,495	2,714,114	642,771	31.0%
Total Rev - Including Beginning Bal	1,291,135	1,854,897	2,628,462	3,209,738	3,907,664	1,279,202	48.7%
<i>* Includes Road Fund support for the Long Range Transportation Planning function.</i>							
Personnel Services	744,793	877,505	1,297,705	1,223,028	1,359,854	62,149	4.8%
Materials & Services	215,249	362,922	882,606	614,905	957,388	74,782	8.5%
Indirect Costs	35,641	30,175	35,613	35,613	45,256	9,643	27.1%
Cost Allocation Charges	110,773	67,204	92,642	92,642	97,789	5,147	5.6%
Capital Outlay	-	109,973	40,000	50,000	50,000	10,000	25.0%
Operating Expenditure	1,106,456	1,447,779	2,348,566	2,016,188	2,510,287	161,721	6.9%
Reserve for Future Expenditures	-	-	154,765	-	1,197,377	1,042,612	674%
Contingency	-	-	350,773	-	200,000	(150,773)	-43.0%
Total Exp - Including Special Categories	1,106,456	1,447,779	2,854,104	2,016,188	3,907,664	1,053,560	36.9%
General Fund Support (if applicable) **	500,000	500,000	749,255	749,255	657,196	(92,059)	-12.3%
<i>** Increases in FY 17-18 and FY 19-20 reflect a reallocation between the land use and long range planning.</i>							
Road Fund - Fund 215 *	655,910	781,389	857,088	817,240	911,278	54,190	6%
Full Time Equiv Pos (FTE) Budgeted	5.70	7.15	8.65	8.65	8.65	-	0%
Full Time Equiv Pos (FTE) Filled at Yr End	5.70	5.15	-	8.65	-	-	-
Full Time Equiv Pos (FTE) Vacant at Yr End	-	2.00	-	-	-	-	-

Significant Issues and Changes

• For FY 20/21 the primary resources of the Long-Range Planning work program will be focused on the multi-phased Comprehensive Housing Strategies Project. With three phases, significant public outreach (including initiatives to reach historically marginalized communities), and incorporation of statutorily required rules, this work is anticipated to continue into fall of 2021.

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

• The DTD Regional Coordination position focuses on regional issues and coordinating with other jurisdictional partners, which strengthens the ability to engage on issues such as I-205 construction, identifying funding for Sunrise Phase 2, 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 Porpose an operating budget of \$802,504. 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 have seen an Increase in requests for Public Land Corners to be restored or reviewed, demand for these services has tripled since last budget year. As the County continues growing, the amount of time spent preserving corners has increased. These 4 FTE now spend at least 1/4 of their time preserving corners as utility companies, contractors, other public works agencies and the general public complete projects around the county that interact with our land corners.

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

Key Performance Measures

		FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Target	FY 19-20 Actuals as of 12/31/19	FY 20-21 Target
Result	# of the total 6,400 corners, identified as part of the annual work program, were restored	42	61	60	Annual Measure	60
Result	% of corners set within seven (7) business days of County Surveyor approval	100%	94%	90%	81%	90%
Output	# corner restorations completed	42	61	Not in budget.	37	50
Output	# corner maps filed	42	61	Not in budget.	37	50
Output	# site inspection hours (protecting corners / preservation) ¹	New Measure	169	150	167	Discontinue

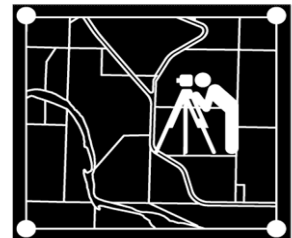
¹ DTD Completed a Periodic Plan Review in FY 2020. This measure was removed from the plan.

Program includes:

Mandated Services

Shared Services

Grant Funding



Explanation

Mandated Services:

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 17-18 Actual	FY 18-19 Actual	FY 19-20 Amended Budget	FY 19-20 Projected Year End	FY 20-21 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	982,844	1,037,238	944,614	944,614	907,855	(36,759)	-3.9%
Charges for Services	670,615	582,279	602,000	711,000	700,000	98,000	16.3%
Miscellaneous Revenue	20,980	20,768	12,750	16,000	11,000	(1,750)	-13.7%
Other Financing Sources	-	-	-	4,000	-	-	0%
Operating Revenue	691,595	603,047	614,750	731,000	711,000	96,250	15.7%
Total Rev - Including Beginning Bal	1,674,439	1,640,285	1,559,364	1,675,614	1,618,855	59,491	0
Personnel Services	478,415	530,660	589,475	589,124	621,883	32,408	5.5%
Materials & Services	73,658	75,941	89,872	83,422	84,530	(5,342)	-5.9%
Indirect Costs (Internal Dept Chgs)	18,165	27,291	18,465	18,465	22,988	4,523	24.5%
Cost Allocation Charges	66,962	61,779	76,748	76,748	73,103	(3,645)	-4.7%
Capital Outlay **	-	-	-	-	-	-	0.0%
Operating Expenditure	637,200	695,671	774,560	767,759	802,504	27,944	3.6%
Reserve for Future Expenditures	-	-	669,924	-	691,351	21,427	3.2%
Contingency	-	-	114,880	-	125,000	10,120	8.8%
Total Exp - Including Special Categories	637,200	695,671	1,559,364	767,759	1,618,855	59,491	3.8%
General Fund Support (if applicable)	-	-	-	-	-	-	0%
Full Time Equiv Pos (FTE) Budgeted	4.00	4.00	4.00	4.00	4.00	-	0%
Full Time Equiv Pos (FTE) Filled at Yr End	4.00	4.00		4.00			
Full Time Equiv Pos (FTE) Vacant at Yr End	-	-		-			

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; however, the current fee of \$10 for each recorded document was established in 1985 and has not been legislatively approved for an increase since that time.

The Public Land Corner program hired an intern to keep up with demand last summer - this demand continues as the growth continues to move out in the rural communities where program staff have not maintained or restored corners for over 40 years.

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



Land Use & Permitting Line of Business

County Surveyor Program

Purpose Statement

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

Performance Narrative Statement

The County Surveyor provides services within incorporated cities and for unincorporated areas within Clackamas County. The County Surveyor adopted an operating budget at the maintenance level of \$1,229,032.

As indicated by the increase in customer inquiries, clients continue to ask for more help in getting their plats and partitions filed in a timely matter, especially in cities where infill is occurring. Private property owners especially need this specialized service, and this requires more public service at our front counter and takes time away from reviews.

Staff within this program support economic development through the review and approval of subdivisions and plats adding approximately 1,500 lots and tracts to the county tax rolls over the next fiscal year. With projected changes to the economy, we may begin to see a slight decrease in subdivision and partition plats; however, we expect our condominiums and plat submittals will maintain or increase from the current year.

Key Performance Measures

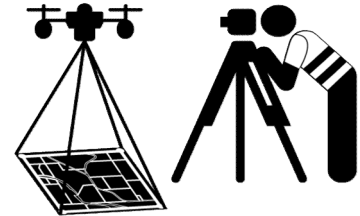
		FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Target	FY 19-20 Actuals as of 12/31/19	FY 20-21 Target
Result	# lots or parcels created through recording of subdivision or partition plat	1,375	1,591	1,500	852	1,408
Result	% of first review comments issued to plat surveyor within 45 calendar days of submittal	100%	97%	95%	100%	75%
Output	# subdivision and partition plats approved	155	155	150	74	151
Output	# Record of survey reviews/filings	435	350	Not in budget.	139	285
Output	# customer inquiries	2,753	3,261	6,000	1,625	3,250

Program includes:

Mandated Services

Shared Services

Grant Funding



Explanation Mandated Services:

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



Land Use & Permitting Line of Business

County Surveyor Program

Budget Summary

	FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Amended Budget	FY 19-20 Projected Year End	FY 20-21 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Licenses & Permits	177,699	218,729	157,000	150,317	183,000	26,000	16.6%
Charges for Services	504,210	505,728	394,709	378,400	448,003	53,294	13.5%
Miscellaneous Revenue	9,591	15,062	8,300	10,792	11,000	2,700	32.5%
Other Financing Sources	26	-	-	-	-	-	0%
Interfund Transfers	-	-	75,000	75,000	-	(75,000)	-100.0%
Operating Revenue	691,526	739,519	635,009	614,509	642,003	6,994	1.1%
Total Rev - Including Beginning Bal *	691,526	739,519	635,009	614,509	642,003	6,994	1.1%
<i>* County Surveyor program includes General Fund support.</i>							
Personnel Services	912,914	923,030	878,603	848,211	952,578	73,975	8.4%
Materials & Services	110,699	112,765	110,725	111,625	103,040	(7,685)	-6.9%
Indirect Costs	41,258	45,307	43,725	43,725	49,708	5,983	13.7%
Cost Allocation Charges	138,375	110,519	130,219	130,219	123,706	(6,513)	-5.0%
Capital Outlay **	-	63,154	45,000	45,000	-	(45,000)	-100.0%
Operating Expenditure	1,203,246	1,254,775	1,208,272	1,178,780	1,229,032	20,760	1.7%
Interfund Transfers ***	75,000	10,000	-	-	-	-	0%
Total Exp - Including Special Categories	1,278,246	1,264,775	1,208,272	1,178,780	1,229,032	20,760	1.7%
General Fund Support (if applicable) ****	586,720	525,256	573,263	564,271	587,029	13,766	2.4%
<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>							
Full Time Equiv Pos (FTE) Budgeted	8.50	9.00	8.00	8.00	8.00	-	0%
Full Time Equiv Pos (FTE) Filled at Yr End	7.50	7.00		7.00			
Full Time Equiv Pos (FTE) Vacant at Yr End	1.00	2.00		1.00			

Significant Issues and Changes

In order to achieve the mandated General Fund cuts in FY 2019/2020, DTD had to eliminate a vacant Office Manager position from the County Surveyor's budget, so a reduction of more than \$140,000 annually was realized in current year actuals as a result of that cut. In addition to this cut, we submitted a Supplemental Budget during FY 2020/2021 that resulted in an additional \$40k of cost savings each year by swapping a more expensive employee out of the County Surveyor into the Public Land Corner program. These two moves resulted in further reductions of the GF Maintenance Level calculations for FY 2020/2021. The reduction in general fund support from FY 2018-19 to FY 2019-20 also reflects a reset after this program was allowed to carry \$62,706 forward from a prior year in order to complete the purchase of two new vehicles to support program staff.

**** Capital Outlay in FY 2018/2019 reflects two vehicle replacements. In FY 2019/2020 there is one vehicle replacement and new GPS equipment with a controller.**

***** The \$75,000 transfer in FY 2017-18 reflects a pre-payment toward the department wide electronic plan review initiative that kicked off in FY 2018-19. The \$10,000 transfer in FY 2018-19 was a payment to equip two new vehicles with lights and other safety equipment; because we were not able to complete the vehicle setup before the end of the fiscal year.**