



Transportation & Development

Dan Johnson, Director

**150 Beavercreek Road
Oregon City, Oregon 97045
503-742-4400**

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



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 303.39 (301.39 + 2.0 PGA + 1.0 TS Embedded Employees) Total Request \$ 125,614,513 General Fund Support \$ 5,681,270				
Department Administration Dan Johnson - Dir. Total Request \$2,022,846 Gen Fund \$ -	Livable Communities Cheryl Bell - Asst. Dir. Mike Bezner - Asst. Dir. Total Request \$8,428,307 Gen Fund \$ 2,023,747	Transportation Mike Bezner - Asst. Dir. Total Request \$79,677,438 Gen Fund \$ 301,747	Fleet Services Mike Bezner - Asst. Dir. Total Request \$6,680,317 Gen Fund \$ -	Land Use & Development Cheryl Bell - Asst. Dir. Total Request \$28,805,605 Gen Fund \$ 3,355,776
DTD Administration Dan Johnson - Dir. FTE 10.25 + 2.0 PGA + 1.0 TS Total Request \$2,022,846 Gen Fund \$ -	Sustainability & Solid Waste Eben Polk - Mgr. FTE 10.89 Total Request \$3,716,267 Gen Fund \$ -	Transportation Engineering & Construction Joel Howie - Mgr. FTE 22 Total Request \$9,081,938 Gen Fund \$ -	Vehicle Maintenance & Repair Warren Gadberry - Mgr. FTE 21.1 Total Request \$4,046,494 Gen Fund \$ -	Land Use, Development Review & Permitting Cheryl Bell - Asst. Dir. FTE 76.65 Total Request \$23,498,439 Gen Fund \$ 2,005,746
	Code Enforcement Matt Rozzell - Mgr. FTE 7.05 Total Request \$1,319,688 Gen Fund \$ 271,136	Transportation Maintenance Randy Harmon - Mgr. FTE 101 Total Request \$49,359,201 Gen Fund \$ -	Motor Pool Warren Gadberry - Mgr. FTE 0.5 Total Request \$89,341 Gen Fund \$ -	Long-Range Planning Jennifer Hughes - Mgr. FTE 7.15 Total Request \$2,488,697 Gen Fund \$ 749,255
	Dog Services Kristine Wallace - Mgr. FTE 20.3 Total Request \$3,392,352 Gen Fund \$ 1,752,611	Traffic Safety Joe Marek - Mgr. FTE 10.1 Total Request \$4,417,932 Gen Fund \$ 301,747	Permanent Rental Warren Gadberry - Mgr. FTE 0.5 Total Request \$661,107 Gen Fund \$ -	Public Land Corner Ray Griffin - Mgr. FTE 4 Total Request \$1,573,694 Gen Fund \$ -
		Damascus Roads Randy Harmon - Mgr. FTE 0 Total Request \$3,848,801 Gen Fund \$ -	Fleet Management Warren Gadberry - Mgr. FTE 1.9 Total Request \$1,883,375 Gen Fund \$ -	County Surveyor Ray Griffin - Mgr. FTE 8 Total Request \$1,244,775 Gen Fund \$ 600,775
		Countywide TSDCs Total Request \$11,100,839		
		HV Joint Subarea TSDCs Total Request \$1,868,727		



Department of Transportation and Development

Department Budget Summary by Fund

Line of Business	FY 19/20	FY 19/20	FY 19/20	FY 19/20	FY 19/20	FY 19/20	FY 19/20	FY 19/20	FY 19/20	FY 19/20	FY 19/20	FY 19/20	FY 19/20	FY 19/20
Program	FTE	General Fund	Building Codes	Planning	Road	Capital Projects Fund	Code Enf / RC&SW / SOWP	County TSDC Fund	HV TSDC Fund	Public Land Corner	Dog Services	Fleet Services	Total Proposed Budget	General Fund Subsidy Included in Proposed Budget**
Administration						Fund 416 was closed in FY 2019-20.			Fund 227 was closed in FY 2019-20.					
Department Administration	10.25				2,022,846								2,022,846	-
Livable Communities														
Sustainability & Solid Waste	10.89						3,716,267						3,716,267	-
Code Enforcement	7.05						1,319,688						1,319,688	271,136
Dog Services	20.30										3,392,352		3,392,352	1,752,611
Transportation														
Transportation Engineering & Construction	22.00				9,081,938								9,081,938	-
Transportation Maintenance	101.00				49,359,201								49,359,201	-
Traffic Safety	10.10				4,417,932								4,417,932	301,747
Damascus Roads	0.00				3,848,801								3,848,801	-
Countywide TSDCs	0.00							11,100,839					11,100,839	-
HV Joint Subarea TSDCs	0.00							1,868,727					1,868,727	-
Fleet Services														
Vehicle Maintenance & Repair	21.10											4,046,494	4,046,494	-
Motor Pool	0.50											89,341	89,341	-
Permanent Rental	0.50											661,107	661,107	-
Fleet Management	1.90											1,883,375	1,883,375	-
Land Use, Development & Permitting														
Land Use, Development Review & Permitting	76.65		15,332,282	4,030,368	2,434,102		1,701,687						23,498,439	2,005,746
Long-Range Planning	7.15			1,305,609	1,183,088								2,488,697	749,255
Public Land Corner	4.00									1,573,694			1,573,694	-
County Surveyor	8.00	1,244,775											1,244,775	600,775
TOTAL	301.39	1,244,775	15,332,282	5,335,977	72,347,908	-	6,737,642	12,969,566	-	1,573,694	3,392,352	6,680,317	125,614,513	5,681,270
FY 18/19 Budget	295.59	1,366,511	13,961,640	5,607,489	77,581,857	4,122,400	6,374,217	11,506,444	1,888,401	1,763,238	3,419,858	6,058,002	133,650,057	5,854,324
\$ Increase (Decrease)	5.80	(121,736)	1,370,642	(271,512)	(5,233,949)	(4,122,400)	363,425	1,463,122	(1,888,401)	(189,544)	(27,506)	622,315	(8,035,544)	(173,054)
% Increase (Decrease)	1.96%	-8.91%	9.82%	-4.84%	-6.75%	-100.00%	5.70%	12.72%	-100.00%	-10.75%	-0.80%	10.27%	-6.01%	-2.96%

** 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

The logo for Clackamas County features a stylized mountain peak in a teal color. A white, curved shape, resembling a river or a path, flows from the base of the mountain towards the right.

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CLACKAMAS
C O U N T Y



Department Administration



Line of Business Purpose Statement

The purpose of the Department Administration line of business 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 services to people so they can live, work, play and do business in Clackamas County safely and successfully.

Transportation & Development

Dan Johnson - Director

FTE 303.39

(301.39 + 2.0 PGA + 1.0 TS Embedded Employees)

Total Request \$ 125,614,513

General Fund Support \$ 5,681,270

Department Administration

Dan Johnson - Dir.

Total Request

\$2,022,846

Gen Fund \$ -

DTD Administration

Dan Johnson - Dir.

FTE 10.25 + 2.0 PGA

+ 1.0 TS

Total Request

\$2,022,846

Gen Fund \$ -



DTD Administration Line of Business

DTD Administration

Purpose Statement










The purpose of the Department Administration line of business 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 services to people so they can live, work, play and do business in Clackamas County safely and successfully.

Performance Narrative Statement

DTD Administration proposes an operating budget of \$2,022,846, which is an increase of our current funding levels. This workgroup coordinates the budget process for our work programs, provides financial monitoring and support services, and coordinates policy at a local and regional level in support of local goals.

- Disaster debris plan is substantially complete, work remains on temporary debris site selection and contracting. We are working with our partners to develop a detailed scope for the debris plan and we are reviewing and finalizing a prequalified contractor list.
- We are revamping our annual Violence in the Workplace training sessions for lobby and field staff; while we will target new employees and offer a refresher for existing staff, we are expanding our training scope to make sure we are providing our staff with useful tools. We will look at training regarding difficult customers and try to build their confidence level in a variety of scenarios, not just that of suspicious activities and active shooters.
- 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 16-17 Actual	FY 17-18 Actual	FY 18-19 Target	FY 18-19 Actuals as of 12/31/18	FY 19-20 Target
	Result	% of employees participating in Violence in the Workplace training sessions each year ¹	NEW	54%	25%	Annual Measure - No data avail.	25%
	Result	% of performance evaluations completed ¹	36%	52%	90%	Annual Measure - No data avail.	90%
	Output	# DTD website inquiry responses coordinated	590	403	500	97	300
	Efficiency	DTD Administration FTE : Department FTE ^{4,5}	NEW	5.7 FTE : 268.44 FTE	8.35 FTE : 284.05 FTE	Annual Measure - No data avail.	5.5 FTE : 301.39 FTE
	Efficiency	DTD Administration Budget : Department Budget ⁵	NEW	\$2.0 M : \$104.3 M	\$2.2 M : \$133.64 M	Annual Measure - No data avail.	\$2.0 M : \$126.2 M
	Result	The Disaster Debris Management Plan will be developed by 2018 and will meet FEMA requirements for reimbursement by 2020. ²	80%	88%	95%	Annual Measure - No data avail.	Discontinue
	Result	% of DTD MFR programs with a completed Title VI plan by 2017 ³	95%	100%	Discontinue	Discontinue	Discontinue
	Result	% of roads and bridges with a fully developed response plan and inspection team assigned by 2017 ³	72%	Discontinue	Discontinue	Discontinue	Discontinue
	Output	# response drills coordinated ³	2	1	Discontinue	Discontinue	Discontinue

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

² Modified the anticipated completion date of this measure in FY 2018-2019 to reflect work underway at the regional and state level. Removed this initiative from the plan in FY 2019-2020, as it does not have clear data sets to report on.

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

⁴ DTD Admin FTE count does not include the embedded PGA employees, or the PICS who are allocated specifically to the Development Services programs located in the Development Services Building. FY 2019 included an Asset Manager who has been moved to Transportation Maintenance program and a Senior Policy Analyst who was moved to the Long Range Planning program. Assistant Director of Development was distributed among Development Services programs in FY 2020.

Program includes:

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

Explanation





DTD Administration Line of Business

DTD Administration

Budget Summary

	FY 16-17 Actual	FY 17-18 Actual	FY 18-19 Amended Budget	FY 18-19 Projected Year End	FY 19-20 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	-	-	-	-	-	-	0%
State Revenues *	-	16,484	574,644	215,565	378,288	(196,356)	-34.17%
Charges for Services	1,444,190	1,628,914	1,593,707	1,663,243	1,644,558	50,851	3.19%
Interfund Transfers	-	100,000	-	-	-	-	0%
Operating Revenue	1,444,650	1,745,398	2,168,351	1,878,808	2,022,846	(145,505)	-6.71%
Total Rev - Including Beginning Bal	1,444,650	1,745,398	2,168,351	1,878,808	2,022,846	(145,505)	-6.71%
<i>* DTD Administration, which is housed in Fund 215, allocates actual costs the following year.</i>							
Personnel Services	1,135,598	1,151,849	1,632,215	1,341,068	1,368,413	(263,802)	-16.16%
Materials & Services	374,199	501,534	432,527	434,131	514,365	81,838	18.92%
Cost Allocation Charges	80,200	92,014	103,609	103,609	140,068	36,459	35.19%
Operating Expenditure	1,589,997	1,745,397	2,168,351	1,878,808	2,022,846	(145,505)	-6.71%
Total Exp - Including Special Categories	1,589,997	1,745,397	2,168,351	1,878,808	2,022,846	(145,505)	-6.71%
General Fund Support (if applicable)	-	-	-	-	-	-	0%
Road Fund Support - Fund 215 *	(145,347)	16,484	574,644	215,565	378,288	-	0%
Full Time Equiv Pos (FTE) Budgeted	11.05	11.45	12.10	12.10	10.25	(1.85)	-15%
Full Time Equiv Pos (FTE) Filled at Yr End	9.05	9.45	9.35	9.35			
Full Time Equiv Pos (FTE) Vacant at Yr End	2.00	2.00	2.75	2.75			

Significant Issues and Changes

DTD Administration supports 308.39 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. FY 2019-2020 marks the first year since the prior Director's retirement in January 2018 that we will be fully staffed with a Department Director, Assistant Director for Transportation and Assistant Director for Development.

Over the past couple of years, the department has chosen to transition the Assistant Directors to house these positions in the workgroups that they support. These changes, combined with a few other shifts in personnel have reduced the FTE count in the DTD Administration program for FY 2019-2020:

- We originally housed a new program supervisor who will help oversee the implementation of the Transportation Asset Management program in DTD Admin, this position was moved to Transportation Maintenance, as they will provide support for the Transportation line of business.
- We also moved a Senior Policy Analyst to the Long Range Planning program because the position will provide regional support for long



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CLACKAMAS
C O U N T Y



Line of Business Purpose Statement

The purpose of the Livable Communities line of business is to provide safety, compliance, resource conservation, solid waste and dog sheltering services to residents, property owners and businesses so they can experience a clean, safe, healthy and attractive community.

Transportation & Development

Dan Johnson - Director

FTE 303.39

(301.39 + 2.0 PGA + 1.0 TS Embedded Employees)

Total Request \$ 125,614,513

General Fund Support \$ 5,681,270

Livable Communities

Cheryl Bell - Asst. Dir.

Mike Bezner - Asst. Dir.

Total Request

\$8,428,307

Gen Fund \$ 2,023,747

Sustainability & Solid Waste

Eben Polk - Mgr.

FTE 10.89

Total Request

\$3,716,267

Gen Fund \$ -

Code Enforcement

Matt Rozzell - Mgr.

FTE 7.05

Total Request

\$1,319,688

Gen Fund \$ 271,136

Dog Services

Kristine Wallace - Mgr.

FTE 20.3

Total Request

\$3,392,352

Gen Fund \$ 1,752,611



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 proposes an operating budget of \$2,829,843, an increase of current resources. As a result of these resources:

- More than 57,000 residential and business customers will receive continued administration, oversight, and customer service for garbage and recycling services, and an estimated 7.4 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 throughout the County will receive information and education on garbage, recycling and waste reduction topics that meet requirements of Oregon's Opportunity to Recycle Act, the Regional Waste Plan, and the County's Annual Waste Reduction Plan.
- Sustainability and Solid Waste will continue to support County Dump Stoppers with \$75,000 in funding for Fiscal Year 2019-2020.
- We will prepare a Climate Action Plan building on the 2008 Sustainability Plan, to help identify actionable items for Clackamas County to affect change.

Key Performance Measures

		FY 16-17 Actual	FY 17-18 Actual	FY 18-19 Target	FY 18-19 Actuals as of 12/31/18	FY 19-20 Target
 Key Measure	# businesses initiating food scraps collection, donation or waste prevention ^{1,2}	NEW	36	25	16	40
 Output	# customer consultations provided ^{2,3}	578	2,631	2,380	767	1,500
 Output	# interactions at # activities ³	NEW	NEW	5,500 at 60 events	4,387 at 48 events	7,500 at 100 events
 Output	# garbage and recycling pick-ups provided.	6,420,994	7,181,850	6,200,000	Annual Measure - No data avail.	7,100,000

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

² Consultations differ from interactions, as they are scheduled on-site consultations with customers. FY 17-18 target only included business consultations. Business consultations are now being counted more comprehensively and can take place in person, over the phone, or via email. For FY 18-19 this measure now counts all consultations (business, multi-family, schools, etc.). During the periodic review we split consultations and interactions.

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

Program includes:

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



Explanation

Mandated Services:

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 16-17 Actual	FY 17-18 Actual	FY 18-19 Amended Budget	FY 18-19 Projected Year End	FY 19-20 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	984,818	1,455,492	1,426,853	1,426,853	1,387,267	(39,586)	-2.77%
Licenses & Permits	1,524,574	1,586,350	1,560,000	1,626,000	1,687,000	127,000	8.14%
State Revenues	19,767	16,233	-	-	-	-	0%
Local Government & Other Agencies	418,847	424,481	423,500	443,613	585,000	161,500	38.13%
Charges for Services	102,855	(5,745)	-	-	-	-	0%
Fines & Penalties	9,001	13,455	10,000	378	5,000	(5,000)	-50.00%
Miscellaneous Revenue	80,592	68,325	43,500	69,273	52,000	8,500	19.54%
Operating Revenue	2,155,636	2,103,099	2,037,000	2,139,264	2,329,000	292,000	14.33%
Total Rev - Including Beginning Bal	3,140,454	3,558,591	3,463,853	3,566,117	3,716,267	252,414	7.29%
Personnel Services	934,897	970,227	1,231,313	1,079,027	1,524,142	292,829	23.78%
Materials & Services	523,763	660,884	790,048	777,119	1,038,860	248,812	31.49%
Indirect Costs	37,376	44,519	41,309	41,309	44,323	3,014	7.30%
Cost Allocation Charges	122,941	125,765	132,395	132,395	147,518	15,123	11.42%
Capital Outlay	33,738	239,110	50,000	74,000	75,000	25,000	50.00%
Operating Expenditure	1,652,715	2,040,505	2,245,065	2,103,850	2,829,843	584,778	26.05%
Special Payments	32,247	16,233	-	-	-	-	0%
Interfund Transfers *	-	75,000	75,000	75,000	75,000	-	0%
Reserve for Future Expenditures	-	-	873,844	-	529,424	(344,420)	-39.41%
Contingency	-	-	269,944	-	282,000	12,056	4.47%
Total Exp - Including Special Categories	1,684,962	2,131,738	3,463,853	2,178,850	3,716,267	252,414	7.29%
General Fund Support (if applicable)	-	-	-	-	-	-	0%
Full Time Equiv Pos (FTE) Budgeted	8.75	8.75	9.74	9.74	10.89	1.15	11.81%
Full Time Equiv Pos (FTE) Filled at Yr End	7.75	7.00	9.00	9.74			
Full Time Equiv Pos (FTE) Vacant at Yr End	1.00	1.75	0.74	-			

Significant Issues and Changes

Continued priorities include the development of food scrap collection programs, food waste prevention and food donation; developing a comprehensive strategy for Clackamas County to reduce our climate change-related emissions in operations and within the community; and finalizing the County's first Disaster Debris Plan. Staff hired in FY 18-19 have restored capacity to advance these initiatives, and meaningful progress is being made in these areas.

- Metro recently adopted an ordinance that requires local governments to ensure that food-related businesses begin separating food scraps for collection, in phases. Local ordinances will be adopted with implementation planned for March 2020.
- Recycling costs remain at the high level reached in FY 2017-2018. The County and other local governments continue to engage at the regional and state level to manage the situation in the short term, and identify longer term options for better local and domestic sorting and processing infrastructure. The SSW program will continue developing new approaches to guide residents and employees towards proper recycling practices, which helps control unnecessary increases.
- The Board has reaffirmed historic climate commitments and confirmed their support for a new climate action plan. We are hiring a consultant to help with the preparation of this plan.
- The fund balance has allowed the pursuit of opportunities, such as (a) support bulky waste collection for residents, (b) develop new web- or app-based tools to help garbage and recycling customer stay informed and access services, (c) continue our partnership with libraries throughout the County to develop a Library of Things and (d) maintain a 3 month operating reserve.

* 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 proposes an operating budget of \$1,198,880. The Code Enforcement Program serves as the primary enforcement agency for the County's building codes, land use, and solid waste programs where such codes and rules have been violated.

- Code Enforcement has become a more 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.
- Code enforcement is reviewing their MFR reporting as the current reporting is based on a count of violation addresses, rather than total violations. If we are able to make changes to how we track these in the system, the changes could increase the number of confirmed violations and the speed in which resolutions are resolved.

This program will process more than 1,150 enforcement cases in the coming year, a continuation of service levels last year. With these resources, the County can provide appropriate and timely enforcement of building codes to ensure safe buildings and structures, land use rules to ensure compliance with state laws regarding use and zoning, and the solid waste ordinance to ensure a sanitary and healthy environment.

Key Performance Measures

			FY 16-17 Actual	FY 17-18 Actual	FY 18-19 Target	FY 18-19 Actuals as of 12/31/18	FY 19-20 Target
	Result	% of code violations resolved within 120 days of initial complaint (building/solid waste/zoning)	23.81%	25.51%	75%	Annual Measure - No data avail.	75%
	Result	% of violations confirmed within seven (7) business days ¹	NEW	NEW	85%	5%	85%
	Output	# business days between initial complaint and confirmation of the violation ^{1,3}	NEW	NEW	17	23	17
	Output	# of verified enforceable code violations by type (building/solid waste/zoning/marijuana-related)	1,077	1,123	1,150	647	1,150
	Demand	# of marijuana-related code enforcement complaints	35	30	40	25	40
	Result	By 2017, public education and outreach will result in a 15% reduction of occupied travel trailer (RV) code violations ²	0%	0%	Discontinue	Discontinue	Discontinue

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

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

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

Program includes:

Mandated Services	<input type="text" value="Yes"/>
Shared Services	<input type="text" value="No"/>
Grant Funding	<input type="text" value="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 16-17 Actual	FY 17-18 Actual	FY 18-19 Amended Budget	FY 18-19 Projected Year End	FY 19-20 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	70,673	169,474	108,190	108,190	93,674	(14,516)	-13.42%
Local Government & Other Agencies	597	-	-	-	-	-	0%
Charges for Services	669,530	752,613	800,694	768,394	949,878	149,184	18.63%
Fines & Penalties	67	13,250	12,000	5,000	5,000	(7,000)	-58.33%
Miscellaneous Revenue	630	231	50	-	-	(50)	-100.00%
Interfund Transfers	112,503	134,534	322,970	322,970	271,136	(51,834)	-16.0%
Operating Revenue	783,327	900,628	1,135,714	1,096,364	1,226,014	90,300	8.0%
Total Rev - Including Beginning Bal	854,000	1,070,102	1,243,904	1,204,554	1,319,688	75,784	6.1%
Personnel Services	493,547	756,565	862,073	862,150	937,248	75,175	8.72%
Materials & Services	95,370	95,360	183,688	151,338	128,557	(55,131)	-30.01%
Indirect Costs	29,660	26,125	28,833	28,833	34,489	5,656	19.62%
Cost Allocation Charges	65,949	83,862	68,559	68,559	98,586	30,027	43.80%
Operating Expenditure	684,526	961,912	1,143,153	1,110,880	1,198,880	55,727	4.87%
Reserve for Future Expenditures	-	-	27,896	-	25,000	(2,896)	-10.4%
Contingency	-	-	72,855	-	95,808	22,953	31.5%
Total Exp - Including Special Categories	684,526	961,912	1,243,904	1,110,880	1,319,688	75,784	6.1%
General Fund Support (if applicable)	112,503	134,534	322,970	322,970	271,136	(51,834)	-16%
Full Time Equiv Pos (FTE) Budgeted	5.00	5.80	7.00	7.00	7.05	0.05	1%
Full Time Equiv Pos (FTE) Filled at Yr End	4.00	4.80	6.00	7.00			
Full Time Equiv Pos (FTE) Vacant at Yr End	1.00	1.00	1.00	-			

Significant Issues and Changes

Code Enforcement has hired two full time positions, one vacant position and another position funded by state marijuana monies. These employees will help respond to increasing violations. Violation case files can include building violations, zoning violations, solid waste violations or combinations thereof. Should additional funding become available from the local marijuana tax proceeds, an additional position will be added to focus on our participation in the Neighborhood Livability Project (NLP) task force.

In FY 2017-18 the Code Enforcement Program developed a work plan to collect on past due accounts. Code Enforcement retains 10% of the collections recovered to defray the cost of administering the collections program and the remaining balances are distributed to the workgroup, based on the type of violation enforced. These collections, combined with program support from Building Codes, Land Use Planning and Sustainability and Solid Waste are contributing toward a fund balance that helps sustain the efforts of this work program.



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 proposes an operating budget of \$2,882,742. These resources will support staff who will interact with customers more than 35,000 times during the year, resolve 5,000 cases investigated by dog services officers and will serve 1,100 dogs coming into the shelter for care, of which 83% will be saved including 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 16-17 Actual	FY 17-18 Actual	FY 18-19 Target	FY 18-19 Actuals as of 12/31/18	FY 19-20 Target
	Result					
	By 2020, 29,000 dogs will be licensed	26,359	24,432	29,000	23,707	26,000
	Result					
	% of people surveyed who were happy with the level of customer service received	93%	95%	90%	93%	90%
	Result					
	Fewer than 6% of adopted dogs returned to Dog Services within 90-days. ³	NEW	NEW	6%	10%	6%
	Result					
	% dogs saved (return to owner, adopted or rescued) ¹	84%	83%	83%	81%	83%
	Output					
	# of dogs returned to owners	584	589	600	284	500
	Output					
	# customer interactions ^{3,4}	24,378	29,686	35,000	22,871	35,000
	Demand					
	# dog complaint cases ²	1,591	1,722	2,000	808	5,000

¹ 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.

² Proposed increase in FY2019-20 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.

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

⁴ Customer interactions include phone calls, emails, social media inquiries, lost/found dogs posted on County website and the number of responses to the Happy or Not kiosk in the lobby. Prior to FY 2018-2019 we were only reporting the number of phone calls.

Program includes:

Mandated Services ☒ Yes

Shared Services ☐ No

Grant Funding ☒ Yes



Explanation

Mandated Services:

The Dog Services Program is mandated by the State of Oregon to verify rabies vaccination for all dogs in the County (ORS 433.365), respond to incidents of dog bites (ORS 433.345) and license all Animal Rescue Entities (ORS 609.415, 609.420).

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 16-17 Actual	FY 17-18 Actual	FY 18-19 Amended Budget	FY 18-19 Projected Year End	FY 19-20 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	603,948	838,633	994,352	994,352	979,041	(15,311)	-1.5%
Licenses & Permits	676,880	619,533	592,000	580,000	560,000	(32,000)	-5.4%
Charges for Services	100	6,496	500	500	500	-	0%
Fines & Penalties	81,955	75,379	62,500	65,500	65,500	3,000	4.8%
Miscellaneous Revenue	25,693	28,418	31,000	27,150	27,600	(3,400)	-11.0%
Miscellaneous Sales	6,431	23	7,000	7,000	7,000	-	0%
Other Financing Sources	-	10	-	100	100	100	-
Interfund Transfers	1,492,324	1,572,264	1,732,506	1,732,506	1,752,611	20,105	1.2%
Operating Revenue	2,283,383	2,302,123	2,425,506	2,412,756	2,413,311	(12,195)	-0.5%
Total Rev - Including Beginning Bal	2,887,331	3,140,756	3,419,858	3,407,108	3,392,352	(27,506)	-0.8%
Personnel Services	1,228,012	1,396,724	1,880,743	1,634,114	2,016,837	136,094	7.2%
Materials & Services	459,024	343,588	394,448	381,048	385,637	(8,811)	-2.2%
Indirect Costs	91,763	92,098	102,831	102,831	104,885	2,054	2.0%
Cost Allocation Charges	258,708	312,786	310,074	310,074	375,383	65,309	21.1%
Capital Outlay	11,190	1,209	60,000	-	-	(60,000)	-100.0%
Operating Expenditure	2,048,697	2,146,405	2,748,096	2,428,067	2,882,742	134,646	4.9%
Reserve for Future Expenditures *	-	-	419,823	-	281,079	(138,744)	-33.0%
Contingency	-	-	251,939	-	228,531	(23,408)	-9%
Total Exp - Including Special Categories	2,048,697	2,146,405	3,419,858	2,428,067	3,392,352	(27,506)	-0.8%
General Fund Support (if applicable)	1,492,324	1,572,264	1,732,506	1,732,506	1,752,611	20,105	1.2%
Full Time Equiv Pos (FTE) Budgeted	18.30	20.30	20.30	20.30	20.30	-	0%
Full Time Equiv Pos (FTE) Filled at Yr End	16.80	17.00	17.00	19.30			
Full Time Equiv Pos (FTE) Vacant at Yr End	1.50	3.30	3.30	1.00			

Significant Issues and Changes

Planned efforts to increase dog licensing revenue using increased citations, a marketing campaign, improve processes and increase efficiencies program wide were partially implemented and also negatively impacted by vacancies in officer staffing and in general staffing and by changes to the veterinary clinic license vendor program. The changes to the vendor program that were necessitated by the need to improve cash handling practices, resulted in some vendors leaving the program. Advertising funds, printing funds and staff time will be used to promote and enforce dog licensing, and update the veterinary clinic license vendor program to encourage vendors to participate. The implementation of online licensing with the dog services database has increased the efficiency of online dog licensing. To realize the other efficiencies that the database can provide will require heavier time investment from the licensing officer, reducing that positions availability to cover duties in other vacancies.

Prior to the FY 2019-2020 5% general fund reduction, dog services planned to fill an officer vacancy, an animal health technician vacancy and begin replacement of vehicles that were over 13 years old. With the current projections and a large increase in allocated costs, the vehicle replacement will not occur, resulting in higher repair costs. 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 3rd Saturday of each month, licensed dogs may be brought to Dog Services to receive a free micro-chip at the partnering Good Neighbor Vet. Micro-chips help shelter staff reunite dogs with their families more quickly, which helps Dog Services achieve their goal of increasing the percentage of dogs returned to owners. In addition, this program increases dog licensing compliance.



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CLACKAMAS
C O U N T Y



Transportation



Line of Business Purpose Statement

The purpose of the Transportation line of business is to provide safety, maintenance, engineering, construction and operations services to users of the transportation system so they can travel safely and efficiently in Clackamas County.

Transportation & Development

Dan Johnson - Director

FTE 303.39

(301.39 + 2.0 PGA + 1.0 TS Embedded Employees)

Total Request \$ 125,614,513

General Fund Support \$ 5,681,270

Transportation

Mike Bezner - Asst. Dir.

Total Request

\$79,677,438

Gen Fund \$ 301,747

Transportation Engineering & Construction

Joel Howie - Mgr.

FTE 22

Total Request

\$9,081,938

Gen Fund \$ -

Transportation Maintenance

Randy Harmon - Mgr.

FTE 101

Total Request

\$49,359,201

Gen Fund \$ -

Traffic Safety

Joe Marek - Mgr.

FTE 10.1

Total Request

\$4,417,932

Gen Fund \$ 301,747

Damascus Roads

Randy Harmon - Mgr.

FTE 0

Total Request

\$3,848,801

Gen Fund \$ -

Countywide TSDCs

Total Request

\$11,100,839

HV Joint Subarea TSDCs

Total Request

\$1,868,727



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 proposes an operating budget of \$9,037,747. Revenues for the transportation construction program fluctuate based on available grants and the projects eligible for the funding opportunity. The resources will fund 41 transportation projects in various stages of design, right of way acquisition and construction, which includes:

- 2 ADA Projects
- 17 Road Projects
- 6 Bike/Pedestrian Projects
- 8 Safety Projects
- 8 Bridge Replacement/Repair Projects

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

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

Key Performance Measures

		FY 16-17 Actual	FY 17-18 Actual	FY 18-19 Target	FY 18-19 Actuals as of 12/31/18	FY 19-20 Target
 Result	% completed CIP contracts coming in within 110% of original contract value ¹	NEW	NEW	90%	75%	90%
 Result	% completed CIP contracts completed within original contract completion date ¹	NEW	NEW	90%	86%	90%
 Output	# projects managed	28	25	34	28	41
 Output	# road miles transferred ¹	0.44	0.59	5	2.77	1
 Result	% of funded capital projects on schedule ²	68%	79%	Discontinue	Discontinue	Discontinue
 Result	% of funded capital projects within budget ²	89%	87%	Discontinue	Discontinue	Discontinue
 Result	% of projects completed in 5-year Capital Improvement Plan ²	9% 4 of 41	12% 5 of 41	Discontinue	Discontinue	Discontinue
 Result	% of projects completed in 20-year Transportation System Improvement Plan ²	3% 4 of 129	4% 5 of 129	Discontinue	Discontinue	Discontinue

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

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

Program includes:

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



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 16-17 Actual	FY 17-18 Actual	FY 18-19 Amended Budget	FY 18-19 Projected Year End	FY 19-20 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance **	12,694,705	16,045,578	6,611,959	6,611,959	-	(6,611,959)	-100.0%
Prior Year Revenue	458,251	412,501	-	184,293	-	-	0%
Licenses & Permits **	4,269,355	2,383,778	165,000	388,000	242,000	77,000	46.7%
Federal Revenues	4,424,643	1,084,619	2,445,207	3,201,295	1,294,835	(1,150,372)	-47.0%
State Revenues * , ***	4,492,420	3,851,803	10,220,111	4,529,286	6,940,802	(3,279,309)	-32.1%
Local Government & Other Agencies	3,819	-	308,901	150,000	125,001	(183,900)	0.0%
Charges for Services ***	1,079,725	1,280,438	296,081	328,000	474,300	178,219	60.2%
Miscellaneous Revenue	693,638	705,832	-	-	-	-	0%
Other Financing Sources	267,371	10,000	2,000	-	-	(2,000)	-100.0%
Interfund Transfers	5,702,361	2,404,893	1,108,027	1,277,027	5,000	(1,103,027)	-99.5%
Operating Revenue	21,391,583	12,133,864	14,545,327	10,057,901	9,081,938	(5,463,389)	-37.6%
Total Rev - Including Beginning Bal	34,086,288	28,179,442	21,157,286	16,669,860	9,081,938	(12,075,348)	-57.1%
<i>* Includes Road Fund support; fund balance includes a Fee-In-Lieu of Road Improvement Pedestrian Fee Carryforward.</i>							
Personnel Services	2,150,814	2,432,859	2,849,041	2,447,228	3,152,744	303,703	10.7%
Materials & Services	579,325	403,010	464,025	405,075	528,961	64,936	14.0%
Indirect Costs	112,637	107,887	89,465	89,465	99,377	9,912	11.1%
Cost Allocation Charges	288,229	276,743	314,515	314,515	345,253	30,738	9.8%
Capital Outlay	11,169,370	3,363,309	10,975,477	7,402,776	4,911,412	(6,064,065)	-55.3%
Operating Expenditure	14,300,375	6,583,808	14,692,523	10,659,059	9,037,747	(5,654,776)	-38.5%
Debt Service **	4,214,143	-	-	-	-	-	0%
Special Payments **	-	4,428,700	-	-	-	-	0%
Interfund Transfers ***	2,367,902	2,363,561	6,010,801	6,010,801	-	(6,010,801)	-100.0%
Contingency **	-	-	453,961	-	44,191	(409,770)	-90.3%
Total Exp - Including Special Categories	20,882,420	13,376,069	21,157,285	16,669,860	9,081,938	(12,075,347)	-57.1%
General Fund Support (if applicable)	-	-	-	-	-	-	0%
Road Fund - Fund 215 *	2,404,617	3,758,229	3,879,380	3,879,380	5,993,340	2,113,960	54%
Full Time Equiv Pos (FTE) Budgeted	18.00	19.80	21.20	21.20	22.00	0.80	4%
Full Time Equiv Pos (FTE) Filled at Yr End	17.00	15.80	17.20	19.20			
Full Time Equiv Pos (FTE) Vacant at Yr End	1.00	4.00	4.00	2.00			

Significant Issues and Changes

The requested budget will provide the necessary resources for:

- \$4.911 M in contracted capital outlay (project planning, design, right of way acquisition and construction). This does not include staff time.
- We still need additional funding for capital needs. We forecast that we can only fund 15% of our 20-year TSP (Tier 1). We are forecasting over the next 20 years to spend \$28 million of the new HB 2017 funding on capital (safety and bike/ped).
- 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 proposes an operating budget of \$44,348,303, an increase from current funding levels. The majority of the funding comes from:

- A two year renewal of the Secure Rural Schools program; increasing annual revenues through FY 2019-20.
- An increase of \$3 million from FY 2017-18 from the Oregon State Highway Fund (includes money from state gas tax, truck weight mile fees, and vehicle registration fees) resulting from House Bill 2017, a 10-year phased in transportation funding package.

This revenue will provide the resources needed to perform paving and other surface treatments, including a \$10 million contract paving package on 35.47 miles of county roads during FY 19/20; while some roads will be improved above a PCI of 70, other roads are also deteriorating. Resources will also provide for drainage, vegetation, surface repair, signing, striping, signal, and bridge maintenance on our 1,400 mile road network. County crews will maintain 24-hour emergency response to inclement weather, natural disasters and will respond to nearly 800 service requests, which will provide the travelling public increased driver safety, a reduction in insurance claims and reduced wear and tear on their vehicles.

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

Key Performance Measures

		FY 16-17 Actual	FY 17-18 Actual	FY 18-19 Target	FY 18-19 Actuals as of 12/31/18	FY 19-20 Target
 Result	Maintain the average condition of paved county roads at 70 PCI (Pavement Condition Index) or higher ¹	NEW	58%	72	Annual Measure - No data avail.	70
 Output	# county road miles with a PCI (Pavement Condition Index) below 70 ¹	NEW	395	355	Annual Measure - No data avail.	355
 Output	# road miles paved (contract paving)	10.57	17.26	15.5	Annual Measure - No data avail.	35.47
 Output	# service request responses (e.g., high water, downed trees, potholes, dead deer)	896	475	800	322	800
 Result	% of County roads with adequately visible paving markings ²	92%	92%	Discontinue	Discontinue	Discontinue

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

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

Program includes:

Mandated Services

Shared Services

Grant Funding



Explanation

Mandated Services:

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

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 16-17 Actual	FY 17-18 Actual	FY 18-19 Amended Budget	FY 18-19 Projected Year End	FY 19-20 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	18,403,087	15,574,349	19,329,487	19,329,487	21,517,570	2,188,083	11.3%
Pior Year Revenues	-	82,400	-	-	-	-	0%
Federal Revenues	1,063,891	963,577	838,875	835,500	354,773	(484,102)	-57.7%
State Revenues *	25,045,749	20,438,869	20,656,264	24,880,311	22,626,578	1,970,314	9.5%
Local Government & Other Agencies	367,300	350,200	519,000	402,000	402,000	(117,000)	-22.5%
Charges for Services	547,445	563,352	639,288	510,000	348,000	(291,288)	-45.6%
Miscellaneous Revenue	240,946	260,537	162,780	285,280	310,280	147,500	90.6%
Other Financing Sources **	33,918	76,885	4,325,000	550,000	3,800,000	(525,000)	-12.1%
Interfund Transfers	-	-	3,388,204	3,388,204	-	(3,388,204)	-100.0%
Operating Revenue	27,299,249	22,735,820	30,529,411	30,851,295	27,841,631	(2,687,780)	-8.8%
Total Rev - Including Beginning Bal	45,702,336	38,310,169	49,858,898	50,180,782	49,359,201	(499,697)	-1.0%
<i>* Includes Road Fund support.</i>							
Personnel Services	8,938,407	9,623,669	12,096,405	10,293,686	12,042,601	(53,804)	-0.4%
Materials & Services	9,220,479	7,260,928	17,629,833	12,845,404	18,217,935	588,102	3.3%
Indirect Costs	354,648	448,938	472,131	472,131	498,558	26,427	5.6%
Cost Allocation Charges	991,816	1,017,041	1,154,492	1,154,492	1,394,209	239,717	20.8%
Capital Outlay	1,959,864	516,184	7,536,000	3,297,500	12,195,000	4,659,000	61.8%
Operating Expenditure	21,465,214	18,866,760	38,888,861	28,063,213	44,348,303	5,459,442	14.0%
Special Payments	19,000	66,400	600,000	600,000	375,000	(225,000)	0.0%
Interfund Transfers	3,334,459	-	-	-	-	-	0%
Reserve for Future Expenditures	-	-	754,046	-	1,000,000	245,954	32.6%
Contingency	-	-	9,377,024	-	3,635,898	(5,741,126)	-61.2%
Total Exp - Including Special Categories	24,818,673	18,933,160	49,619,931	28,663,213	49,359,201	(260,730)	-0.5%
General Fund Support (if applicable) ***	-	-	-	-	-	-	0%
<i>*** One-time Policy Level Proposal to cover workers compensation/casualty insurance increases FY 2015-16.</i>							
Road Fund - Fund 215 *	21,171,430	20,438,869	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	98.50	101.50	108.00	108.00	101.00	(7.00)	-6.5%
Full Time Equiv Pos (FTE) Filled at Yr End	84.50	86.50	94.00	102.00			
Full Time Equiv Pos (FTE) Vacant at Yr End	14.00	15.00	14.00	6.00			

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 2 years worth of evaluations of its road network based on the Pavement Condition Index rating. The current PCI for the county after 2 years of inspections is a PCI of 71. Under the PCI rating system, only a 10% representative sample of the road system is rated each year. Data accuracy will continue to improve with future data collections.

The \$3.635 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.*



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 proposes an operating budget of 4,417,932. 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. There is a modest increase with additional safety efforts.

Outcomes include over 6,000 safety education presentations to students, more than 250 heavy vehicle inspections, and response to 200 citizen safety concerns.

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

Key Performance Measures

		FY 16-17 Actual	FY 17-18 Actual	FY 18-19 Target	FY 18-19 Actuals as of 12/31/18	FY 19-20 Target
Result	By 2035, reduce the number of fatalities resulting from crashes on roads in Clackamas County to zero ¹	44	26	26	14	26
Result	Upgrade # signals each year to improve safety and efficient travel on roads countywide by 2024 ¹	NEW	11	10	Annual Measure - No data avail.	11
Output	# community engagement interactions related to traffic safety ^{1,3}	2,592	2,087	2,600	6,396	8,000
Output	# commercial vehicles inspected: of which, # inspections were voluntary ¹	185 : 2	259 : 3	250 : 20	Annual Measure - No data avail.	250 : 10
Output	# of temporary radar speed feedback sign placements ¹	27	11	25	2	25
Output	# citizen safety concerns addressed (i.e., clear vision areas,)	181	174	200	102	200
Result	Reduce three-year average number of fatalities resulting from crashes in Clackamas County from 24 in 2012 to 12 in 2022 ²	43	26	Discontinue	Discontinue	Discontinue
Output	# of students receiving Drive to Zero safety presentations ²	2,310	845	Discontinue	Discontinue	Discontinue
Output	# heavy vehicles inspected ²	221	232	Discontinue	Discontinue	Discontinue

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

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

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

Program includes:

Mandated Services ☒ Yes

Shared Services ☐ No

Grant Funding ☒ Yes



Explanation

Mandated Services:

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

Grant Funding:

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



Transportation Line of Business

Traffic Safety Program

Budget Summary

	FY 16-17 Actual	FY 17-18 Actual	FY 18-19 Amended Budget	FY 18-19 Projected Year End	FY 19-20 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	288,744	177,775	264,447	264,447	-	(264,447)	-100.0%
Prior Year Revenue	-	4,853	-	41,447	-	-	0%
Federal Revenues	5,299	33,568	10,000	70,000	170,000	160,000	1600.0%
State Revenues *	-	1,443,831	1,505,581	1,423,470	3,745,685	2,240,104	148.8%
Local Government & Other Agencies	30,729	30,608	50,000	50,000	40,000	(10,000)	-20.0%
Charges for Service	161,750	215,517	133,500	135,000	150,500	17,000	12.7%
Miscellaneous Revenue	10,000	7,500	10,000	35,000	10,000	-	0%
Other Financing Sources	-	-	15,000	15,000	-	(15,000)	-100%
Interfund Transfers	251,460	258,114	293,686	293,686	301,747	8,061	2.7%
Operating Revenue	459,238	1,993,991	2,017,767	2,063,603	4,417,932	2,400,165	119.0%
Total Rev - Including Beginning Bal	747,982	2,171,766	2,282,214	2,328,050	4,417,932	2,135,718	93.6%
<i>* Includes Road Fund support.</i>							
Personnel Services	1,088,156	1,285,222	1,388,488	1,350,026	1,528,755	140,267	10.1%
Materials & Services	374,707	439,475	471,770	439,851	836,617	364,847	77.3%
Indirect Costs	89,647	45,559	52,150	52,150	49,231	(2,919)	-5.6%
Cost Allocation Charges	102,194	179,576	150,055	150,055	190,257	40,202	26.8%
Capital Outlay	3,274	1,769	335,968	335,968	1,813,072	1,477,104	439.7%
Operating Expenditure	1,657,978	1,951,601	2,398,431	2,328,050	4,417,932	2,019,501	84.2%
Contingency	-	-	122,751	-	-	(122,751)	-100.0%
Total Exp - Including Special Categories	1,657,978	1,951,601	2,521,182	2,328,050	4,417,932	1,896,750	75.2%
General Fund Support (if applicable)	251,460	258,114	293,686	293,686	301,747	8,061	2.7%
Road Fund - Fund 215 *	909,996	1,443,831	1,423,470	1,423,470	3,745,685	2,322,215	163%
Full Time Equiv Pos (FTE) Budgeted	10.00	10.00	10.10	10.10	10.10	-	0%
Full Time Equiv Pos (FTE) Filled at Yr End	10.00	9.00	10.10	10.10			
Full Time Equiv Pos (FTE) Vacant at Yr End	-	1.00	-	-			

Significant Issues and Changes

The Traffic Safety program will receive \$276,747 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 capital safety projects funded by the Road Fund.

Additional outcomes from the traffic safety program include:

- The newly adopted (March 28, 2019) Traffic Safety Action Plan sets infrastructure, outreach and policies to achieve a goal of Zero Fatal and Serious Injury Crashes by 2035.
- Implementing an innovative partnership between H3S and DTD to jointly fund a position to examine safety and public health for road infrastructure projects.
- Increasing the focus on Traffic Signal Management and Operations (TSMO) through new adaptive traffic signal control 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 heavy 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 proposes an operating budget of \$1,868,000. 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 and includes long range planning, transportation maintenance and traffic safety activities. The FY 2019-2020 budget includes funding for 7.69 miles of slurry seal, a 3.16 mile contract paving package, a culvert extension, inlet and outfall rehab, shoulder safety improvements, completion of the 20-year Transportation System Plan, 242/Borges road realignment, 222/Tillstrom 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 16-17 Actual	FY 17-18 Actual	FY 18-19 Target	FY 18-19 Actuals as of 12/31/18	FY 19-20 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	NEW	72	70	Annual Measure - No data avail.	70
 Output	# road miles paved (contract paving)	NEW	NEW	8	Annual Measure - No data avail.	3.16
 Output	# service request responses (e.g., high water, downed trees, potholes, dead deer)	NEW	NEW	10	8	15
 Result	By 2020, complete the Transportation System Plan for the area to identify needed capital projects ^{1,2}	NEW	NEW	Underway	Underway	Discontinue

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

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

Program includes:

Mandated Services

Shared Services

Grant Funding



Explanation Mandated Services:

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



Transportation Line of Business

Damascus Roads Program

Budget Summary

	FY 16-17 Actual	FY 17-18 Actual	FY 18-19 Amended Budget	FY 18-19 Projected Year End	FY 19-20 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	-	3,398,083	3,998,551	3,998,551	2,843,801	(1,154,750)	-28.9%
State Revenues	531,301	666,730	788,535	787,954	790,000	1,465	0.2%
Local Government & Other Agencies	-	-	-	40,000	200,000	200,000	0%
Charges for Service	2,854,339	-	-	-	-	-	0%
Miscellaneous Revenue	18,874	-	20,000	20,000	15,000	(5,000)	-25.0%
Operating Revenue	3,404,514	666,730	808,535	847,954	1,005,000	196,465	0%
Total Rev - Including Beginning Bal	3,404,514	4,064,813	4,807,086	4,846,505	3,848,801	(958,285)	0%
Materials & Services	6,431	24,930	665,713	718,000	890,000	224,287	33.7%
Capital Outlay	-	-	1,416,810	1,284,704	978,000	(438,810)	-31.0%
Operating Expenditure	6,431	24,930	2,082,523	2,002,704	1,868,000	(214,523)	0%
Interfund Transfers	-	41,332	-	-	-	-	0%
Reserve for Future Expenditures	-	-	2,350,000	-	1,068,132	(1,281,868)	-54.5%
Contingency	-	-	374,563	-	912,669	538,106	143.7%
Total Exp - Including Special Categories	6,431	66,262	4,807,086	2,002,704	3,848,801	(958,285)	0%
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.

Long range transportation planning staff are managing the development of a 20-year Transportation System Plan for the Damascus area since proposed transportation projects are required to be in a TSP to be eligible for regional funding. 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 staff have a road repair and maintenance program for this area, that will focus on:

- Adoption of a Transportation System Plan (TSP) for the area.
- Safety improvements
- Paving
- Chip seal / slurry seal / crack seal
- Brushing, ditching, sweeping, pothole repair, etc.



Transportation Line of Business

Countywide TSDCs

Budget Summary

	FY 16-17 Actual	FY 17-18 Actual	FY 18-19 Amended Budget	FY 18-19 Projected Year End	FY 19-20 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	-	-	8,195,129	8,195,129	9,291,339	1,096,210	13.4%
Licenses & Permits	-	-	1,000,000	1,750,000	1,750,000	750,000	75.0%
Charges for Service	-	-	17,500	14,500	14,500	(3,000)	-17.1%
Miscellaneous Revenue	-	-	45,500	45,000	45,000	(500)	-1.1%
Interfund Transfers	-	-	297,705	297,705	-	(297,705)	-100.0%
Operating Revenue	-	-	1,360,705	2,107,205	1,809,500	448,795	0%
Total Rev - Including Beginning Bal	-	-	9,555,834	10,302,334	11,100,839	1,545,005	0%
Materials & Services	-	-	124,000	85,790	59,026	(64,974)	-52.4%
Indirect Costs	-	-	8,950	8,950	16,248	7,298	81.5%
Cost Allocation Charges	-	-	4,183	4,183	20,935	16,752	400.5%
Capital Outlay	-	-	12,950	3,000	10,000	(2,950)	-22.8%
Operating Expenditure	-	-	150,083	101,923	106,209	(43,874)	0%
Interfund Transfers	-	-	1,721,536	909,072	1,555,000	(166,536)	-9.7%
Reserve for Future Expenditures	-	-	6,500,000	-	7,500,000	1,000,000	15.4%
Contingency	-	-	1,184,215	-	1,939,630	755,415	63.8%
Total Exp - Including Special Categories	-	-	9,555,834	1,010,995	11,100,839	1,545,005	0%
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. The current budget includes a \$1.55 million transfer out to support capital projects (ADA improvements, Arndt Road planning, Clackamas Regional Connections and the Clackamas River - Springwater Rd bridge).

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

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

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



Transportation Line of Business

HV Joint Subarea TSDCs

Budget Summary

	FY 16-17 Actual	FY 17-18 Actual	FY 18-19 Amended Budget	FY 18-19 Projected Year End	FY 19-20 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	-	-	-	-	1,851,427	1,851,427	0%
Licenses & Permits	-	-	50,000	10,000	5,000	(45,000)	-90.0%
Miscellaneous Revenue	-	-	12,209	12,300	12,300	91	0.7%
Interfund Transfers	-	-	1,888,401	1,888,401	-	(1,888,401)	-100.0%
Operating Revenue	-	-	1,950,610	1,910,701	17,300	(1,933,310)	0%
Total Rev - Including Beginning Bal	-	-	1,950,610	1,910,701	1,868,727	(81,883)	0%
Materials & Services	-	-	11,500	1,500	1,500	(10,000)	-87.0%
Indirect Costs	-	-	8,949	8,949	-	(8,949)	-100.0%
Cost Allocation Charges	-	-	2,825	2,825	135	(2,690)	-95.2%
Operating Expenditure	-	-	23,274	13,274	1,635	(21,639)	0%
Special Payments	-	-	-	46,000	46,000	46,000	0%
Reserve for Future Expenditures	-	-	1,427,336	-	1,421,703	(5,633)	-0.4%
Contingency	-	-	500,000	-	399,389	(100,611)	-20.1%
Total Exp - Including Special Categories	-	-	1,950,610	59,274	1,868,727	(81,883)	0%
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 Happy Valley Subarea TSDC program holds the dedicated funding collected from developers to help add capacity to the County road system in prior boundary of the Happy Valley Joint TSDC district. Money is transferred out of this program into the Transportation Engineering & Construction and the Long Range Planning program to support eligible capital projects.

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

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



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CLACKAMAS
C O U N T Y



Fleet Services



Line of Business Purpose Statement

The purpose of the Fleet Services line of business is to provide fleet management; vehicle rental, acquisition, and documentation; vehicle life cycle care; fuel; and disposition services to County employees so they can conduct business in safe, reliable and cost effective vehicles.

Transportation & Development

Dan Johnson - Director

FTE 303.39

(301.39 + 2.0 PGA + 1.0 TS Embedded Employees)

Total Request \$ 125,614,513

General Fund Support \$ 5,681,270

Fleet Services

Mike Bezner - Asst. Dir.

Total Request
\$6,680,317

Gen Fund \$ -

Vehicle Maintenance & Repair

Warren Gadberry - Mgr.
FTE 21.1

Total Request
\$4,046,494

Gen Fund \$ -

Motor Pool

Warren Gadberry - Mgr.
FTE 0.5

Total Request
\$89,341

Gen Fund \$ -

Permanent Rental

Warren Gadberry - Mgr.

FTE 0.5
Total Request
\$661,107

Gen Fund \$ -



Fleet Services Line of Business

Vehicle Maintenance & Repair Program

Purpose Statement


The purpose of the Vehicle Maintenance and Repair program is to provide preventative maintenance, repair, tire, and body shop services to County employees so they are driving safe vehicles provided to them in a timely and cost effective manner.

Performance Narrative Statement

The Vehicle Maintenance and Repair Program proposes an operating budget of \$3,863,495, an increase of prior funding levels. This is a significant increase over current spending levels because with the integration of fleet services into DTD, we have merged the 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 16-17 Actual	FY 17-18 Actual	FY 18-19 Target	FY 18-19 Actuals as of 12/31/18	FY 19-20 Target
	Result % vehicle preventative maintenance completed and returned to service within one work day. ¹	53%	97%	80%	77%	80%

¹ Fleet Services line of business was merged into the Department of Transportation & Development on January 12, 2019; this is a new measure in DTD budget.

Program includes:

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

Explanation





Fleet Services Line of Business

Vehicle Maintenance & Repair Program

Budget Summary

	FY 16-17 Actual	FY 17-18 Actual	FY 18-19 Amended Budget	FY 18-19 Projected Year End	FY 19-20 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	-	233,586	-	200,000	17,234	17,234	-
Charges for Service	1,338,137	1,289,849	1,350,000	1,350,000	4,029,260	2,679,260	198.46%
Operating Revenue	1,338,137	1,289,849	1,350,000	1,350,000	4,029,260	2,679,260	198.46%
Total Rev - Including Beginning Bal	1,338,137	1,523,435	1,350,000	1,550,000	4,046,494	2,696,494	199.74%
Personnel Services	741,945	771,401	838,463	807,449	2,491,173	1,652,710	197.11%
Materials & Services	604,113	575,533	607,055	573,538	1,168,618	561,563	92.51%
Indirect Costs	-	-	-	-	38,315	38,315	-
Cost Allocation Charges	120,567	131,967	151,779	151,779	165,389	13,610	8.97%
Capital Outlay	-	-	-	-	-	-	0%
Operating Expenditure	1,466,625	1,478,901	1,597,297	1,532,766	3,863,495	2,266,198	141.88%
Contingency	-	-	-	-	182,999	182,999	-
Total Exp - Including Special Categories	1,466,625	1,478,901	1,597,297	1,532,766	4,046,494	2,449,197	153.33%
General Fund Support (if applicable)	-	-	-	-	-	-	0%
Full Time Equiv Pos (FTE) Budgeted	7.00	8.30	8.30	8.30	21.10	12.80	154.22%
Full Time Equiv Pos (FTE) Filled at Yr End	7.00	8.30	8.30	8.30			
Full Time Equiv Pos (FTE) Vacant at Yr End	-	-	-	-			

Significant Issues and Changes

This will be the first year of operations as a Division within the Department of Transportation and Development. This year we will be reevaluating 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 should help 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.
- 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. Even with the increase to \$115/hour, we are offering an average savings of \$22/hour from local dealership rates.



Fleet Services Line of Business

Motor Pool Program

Purpose Statement


The purpose of the Motor Pool Program is to provide periodic short-term County vehicle rental services to County employees so they can have a cost effective alternative to using underutilized permanently assigned or personal vehicles for County business.

Performance Narrative Statement

The Motorpool Program proposes an operating budget of \$89,341. These resources will allow us to serve the drivers of County vehicles and provide them with pool vehicles when a vehicle that is permanently assigned to their department may not be available or may not meet their needs. Currently about 80% of the total motor pool vehicles are being used at any given time.

We continually assess the needs of the County to make sure we have safe reliable motorpool vehicles available which includes retiring older, less reliable vehicles and replacing them with newer vehicles.

Key Performance Measures

		FY 16-17 Actual	FY 17-18 Actual	FY 18-19 Target	FY 18-19 Actuals as of 12/31/18	FY 19-20 Target
	Result % motor pool vehicles requested ¹	85%	71%	100%	79%	100%

¹ Fleet Services line of business was merged into the Department of Transportation & Development on January 12, 2019; this is a new measure in DTD budget.

Program includes:

Mandated Services

Shared Services

Grant Funding

Explanation





Fleet Services Line of Business

Motor Pool Program

Budget Summary

	FY 16-17 Actual	FY 17-18 Actual	FY 18-19 Amended Budget	FY 18-19 Projected Year End	FY 19-20 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	-	158,211	63,257	63,257	49,341	(13,916)	-22.00%
Charges for Services	-	30,333	35,532	30,000	40,000	4,468	12.57%
Other Financing Sources	-	-	15,000	-	-	(15,000)	-100.00%
Operating Revenue	-	30,333	50,532	30,000	40,000	(10,532)	-20.84%
Total Rev - Including Beginning Bal	-	188,544	113,789	93,257	89,341	(24,448)	-21.49%
Personnel Services	-	66,605	70,587	49,837	41,160	(29,427)	-41.69%
Materials & Services	-	3,963	30,255	31,100	32,488	2,233	7.38%
Indirect Costs	-	-	-	-	3,462	3,462	-
Cost Allocation Charges	-	5,943	7,544	7,544	12,231	4,687	62.13%
Capital Outlay	-	-	25,000	-	-	(25,000)	-100.00%
Operating Expenditure	-	76,511	133,386	88,481	89,341	(44,045)	-33.02%
Contingency	-	-	-	-	-	-	0%
Total Exp - Including Special Categories	-	76,511	133,386	88,481	89,341	(44,045)	-33.02%
General Fund Support (if applicable)	-	-	-	-	-	-	0%
Full Time Equiv Pos (FTE) Budgeted	-	0.75	0.75	0.75	0.50	(0.25)	-33.33%
Full Time Equiv Pos (FTE) Filled at Yr End	-	0.75	0.75	0.75	-	-	-
Full Time Equiv Pos (FTE) Vacant at Yr End	-	-	-	-	-	-	-

Significant Issues and Changes

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

While housed in Finance, a market study was performed to compare the County motor pool rates to those of the State of Oregon and private rental car companies. We found that Clackamas County rates fell below those of the State and most commercial rental car companies, so we increased the rental rates to match the State of Oregon. After an average increase of 34% to our old rates, which ranged from \$30/hour to \$80/hour; the daily rental rates now range from \$45/hour for a sedan to \$80/hour for a 15 passenger / lift van.

We offer hourly rates for vehicles that are taken for less than 5-hours, and offer daily rates for longer rentals.



Fleet Services Line of Business

Permanent Rental Program

Purpose Statement


The purpose of the Permanent Rental Program is to provide long-term County vehicle rental services to County employees so they can have a cost effective alternative to using underutilized department owned or personal vehicles for County business.

Performance Narrative Statement

The Permanent Rental Program proposes an operating budget of \$347,919. These resources will allow us to serve the departments of Clackamas County to ensure they have the correct vehicles to meet their needs and provide them with vehicles when a vehicle that is permanently assigned to their department may not be available or may not meet their needs.

We continually assess the needs of the County to make sure county employees are provided with safe reliable vehicles, which includes retiring older, less reliable vehicles and replacing them with newer vehicles.

Key Performance Measures

		FY 16-17 Actual	FY 17-18 Actual	FY 18-19 Target	FY 18-19 Actuals as of 12/31/18	FY 19-20 Target
	Result % vehicles in the fleet assigned to the permanent rental program. ¹	49%	49%	60%	48%	50%

¹ Fleet Services line of business was merged into the Department of Transportation & Development on January 12, 2019; this is a new measure in DTD budget.

Program includes:

Mandated Services

Shared Services

Grant Funding

Explanation





Fleet Services Line of Business

Permanent Rental Program

Budget Summary

	FY 16-17 Actual	FY 17-18 Actual	FY 18-19 Amended Budget	FY 18-19 Projected Year End	FY 19-20 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	-	-	-	-	154,652	154,652	-
Charges for Service	-	468,534	475,000	491,704	506,455	31,455	6.62%
Operating Revenue	-	468,534	475,000	491,704	506,455	31,455	6.62%
Total Rev - Including Beginning Bal	-	468,534	475,000	491,704	661,107	186,107	39.18%
Personnel Services	-	66,602	70,587	49,837	42,061	(28,526)	-40.41%
Materials & Services	-	-	50,255	35,105	36,613	(13,642)	-27.15%
Indirect Costs	-	-	-	-	3,462	3,462	-
Cost Allocation Charges	-	5,943	7,545	7,545	15,783	8,238	109.18%
Capital Outlay	-	134,196	200,000	200,000	250,000	50,000	25.00%
Operating Expenditure	-	206,741	328,387	292,487	347,919	19,532	5.95%
Contingency	-	-	50,000	-	313,188	263,188	526.38%
Total Exp - Including Special Categories	-	206,741	378,387	292,487	661,107	282,720	74.72%
General Fund Support (if applicable)	-	-	-	-	-	-	0%
Full Time Equiv Pos (FTE) Budgeted	-	0.75	0.75	0.75	0.50	(0.25)	-33.33%
Full Time Equiv Pos (FTE) Filled at Yr End	-	0.75	0.75	0.75			
Full Time Equiv Pos (FTE) Vacant at Yr End	-	-	-	-			

Significant Issues and Changes

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

Over the next year, DTD will be looking into the existing permanent rental contracts and following up with customers to discuss the plan for vehicle replacements. Some analysis will need to be done on this program to determine what revenue was used to support the initial vehicle purchase for each workgroup and how the replacement will be funded at the end of life for the current vehicles.



Fleet Services Line of Business

Fleet Management Program

Purpose Statement


The purpose of the Fleet Management program is to provide assessment, procurement, replacement, policy, vehicle rental, and fuel purchasing, billing and reporting services to County employees so they can have access to reliable and cost effective vehicles and 24/7 access to fuel at below-retail prices.

Performance Narrative Statement

The Fleet Management Program proposes an operating budget of \$1,857,611. 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.

The reduction in budget for the program is largely due to the direct purchase of CCSO's planned vehicles from their own fund in partnership with Fleet Services. While the instability of fuel prices continue to create budget challenges, 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 16-17 Actual	FY 17-18 Actual	FY 18-19 Target	FY 18-19 Actuals as of 12/31/18	FY 19-20 Target
 Result	% fuel gallons purchased by customers at a 5 cents per gallon or greater savings compared to retail prices (less taxes). ¹	100.00%	99.96%	90%	Annual Measure - No data avail.	100%

¹ Fleet Services line of business was merged into the Department of Transportation & Development on January 12, 2019; this is a new measure in DTD budget.

Program includes:

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

Explanation





Fleet Services Line of Business

Fleet Management Program

Budget Summary

	FY 16-17 Actual	FY 17-18 Actual	FY 18-19 Amended Budget	FY 18-19 Projected Year End	FY 19-20 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	362,085	8,483	380,758	180,758	138,370	(242,388)	-63.66%
Charges for Services	1,883,699	1,614,571	2,200,000	1,646,102	1,695,005	(504,995)	-22.95%
Miscellaneous Revenue	3,755	48,187	-	-	-	-	0%
Other Financing Sources	12,241	56,618	61,476	25,000	50,000	(11,476)	-18.67%
Interfund Transfers	1,000,859	1,071,806	1,476,979	1,476,979	-	(1,476,979)	-100.00%
Operating Revenue	2,900,554	2,791,182	3,738,455	3,148,081	1,745,005	(1,993,450)	-53.32%
Total Rev - Including Beginning Bal	3,262,639	2,799,665	4,119,213	3,328,839	1,883,375	(2,235,838)	-54.28%
Personnel Services	270,905	150,671	168,101	116,145	213,894	45,793	27.24%
Materials & Services	1,596,946	1,889,697	2,588,938	2,173,189	1,591,106	(997,832)	-38.54%
Indirect Costs	-	-	-	-	5,540	5,540	-
Cost Allocation Charges	47,145	24,845	22,635	22,635	47,071	24,436	107.96%
Capital Outlay	818,875	708,798	878,500	878,500	-	(878,500)	-100.00%
Operating Expenditure	2,733,871	2,774,011	3,658,174	3,190,469	1,857,611	(1,800,563)	-49.22%
Contingency	-	-	290,758	-	25,764	(264,994)	-91.14%
Total Exp - Including Special Categories	2,733,871	2,774,011	3,948,932	3,190,469	1,883,375	(2,065,557)	-52.31%
General Fund Support (if applicable)	-	-	* 10,000	* 10,000	-	-	0%
Full Time Equiv Pos (FTE) Budgeted	4.00	1.20	1.20	1.20	1.90	0.70	58.33%
Full Time Equiv Pos (FTE) Filled at Yr End	4.00	1.20	1.20	1.20	-	-	-
Full Time Equiv Pos (FTE) Vacant at Yr End	-	-	-	-	-	-	-

Significant Issues and Changes

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

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.

DTD is working with Finance to develop a new method for auctioning used vehicles and equipment. 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.



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CLACKAMAS
C O U N T Y



Land Use & Development



Line of Business Purpose Statement

The purpose of the Land Use & Development line of business is to provide planning, property information and permitting services to residents, property owners, the development community and businesses so they can experience a safe, thriving and well-planned community, make informed decisions, invest and develop property.

Transportation & Development

Dan Johnson - Director

FTE 303.39

(301.39 + 2.0 PGA + 1.0 TS Embedded Employees)

Total Request \$ 125,614,513

General Fund Support \$ 5,681,270

Land Use & Development

Cheryl Bell - Asst. Dir.

Total Request

\$28,805,605

Gen Fund \$ 3,355,776

Land Use, Development Review & Permitting

Cheryl Bell - Asst. Dir.

FTE 76.65

Total Request

\$23,498,439

Gen Fund \$ 2,005,746

Long-Range Planning

Jennifer Hughes - Mgr.

FTE 7.15

Total Request

\$2,488,697

Gen Fund \$ 749,255

Public Land Corner

Ray Griffin - Mgr.

FTE 4

Total Request

\$1,573,694

Gen Fund \$ -

County Surveyor

Ray Griffin - Mgr.

FTE 8

Total Request

\$1,244,775

Gen Fund \$ 600,775



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 proposes an operating budget of \$16,678,340. These resources will provide the ability to respond to the 300,000 development inquiries from the development community, of whom more than 90% are happy with the level of service they received. DTD estimates the permitting of 6 million square feet of constructed improvements, with an estimated value of \$400 million during fiscal year 2019-2020.

Permitting activity remains strong, although we foresee the possibility of a downturn in the next fiscal year according to state and national economists. Building Codes, Land Use Planning, Septic & Onsite Wastewater and Engineering Development Review combine to make up this program; staff in this program will issue approximately 20,000 permits and will perform more than 45,000 inspections in the coming year.

The task force assigned to help facilitate development, with members from each group in Development Services, will be working with a contractor to develop packages with self-help videos, applications and checklists for some of the more complex application processes over the next year. This focus comes as we embark on the ePlan initiative, which will help customers be more self-sufficient when applying after hours.

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

Key Performance Measures

		FY 16-17 Actual	FY 17-18 Actual	FY 18-19 Target	FY 18-19 Actuals as of 12/31/18	FY 19-20 Target
 Key Measure	% of new, single-family dwelling building permits ready to be issued within 60 calendar days of application submittal ^{1,2}	NEW	NEW	80%	69%	80%
 Key Measure	\$ value of constructed improvements permitted ^{1,5}	\$ 386,841,735	\$ 424,508,759	\$ 400,000,000	\$ 249,649,126	\$ 400,000,000
 Key Measure	# square feet constructed ^{1,6}	6,748,312	6,476,426	5,500,000	3,203,388	6,000,000
 Result	% of people surveyed who were happy with the level of customer service received ¹	89%	97%	90%	95%	90%
 Result	% of commercial, industrial, and multi-family land use decisions (design review) issued within 45 days of application submittal ⁴	93%	34%	85%	26%	85%
 Result	% of new, single-family dwelling building permits picked up within 60 calendar days of application submittal ²	46%	48%	66%	32%	66%
 Output	# development related permits issued	21,000	21,419	25,000	8,498	20,000
 Output	# development related interactions (inspections/inquiries) provided ¹	296,620	311,761	300,000	156,113	300,000

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

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

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

⁴ 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.

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

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

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 16-17 Actual	FY 17-18 Actual	FY 18-19 Amended Budget	FY 18-19 Projected Year End	FY 19-20 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	5,829,594	7,170,480	8,691,950	8,691,950	9,718,309	1,026,359	11.8%
Licenses & Permits	7,155,922	8,526,132	7,425,500	8,411,157	7,600,142	174,642	2.4%
State Revenues *	-	373,727	1,618,510	1,257,748	1,815,602	197,092	12.2%
Local Government & Other Agencies	106,051	111,470	80,000	143,000	130,000	50,000	62.5%
Charges for Services	2,223,945	2,249,855	1,827,087	2,564,441	1,974,095	147,008	8.0%
Fines & Penalties	23,649	38,634	40,000	5,100	9,000	(31,000)	-77.5%
Miscellaneous Revenue	215,057	320,725	250,998	255,796	245,545	(5,453)	-2.2%
Other Financing Sources	2,893	2,805	-	-	-	-	0%
Interfund Transfers	2,775,534	3,118,889	2,424,514	2,424,514	2,005,746	(418,768)	-17.3%
Operating Revenue	12,503,051	14,742,237	13,666,609	15,061,756	13,780,130	113,521	0.8%
Total Rev - Including Beginning Bal	18,332,645	21,912,717	22,358,559	23,753,706	23,498,439	1,139,880	5.1%
<i>* Includes Road Fund support for the Engineering Development Review function.</i>							
Personnel Services	8,460,950	8,861,885	10,063,443	9,684,881	10,608,731	545,288	5.4%
Materials & Services	1,878,644	2,004,021	2,225,811	2,460,046	2,583,580	357,769	16.1%
Indirect Costs	459,807	607,245	524,047	524,047	500,118	(23,929)	-4.6%
Cost Allocation Charges	767,964	906,221	908,423	908,423	1,272,711	364,288	40.1%
Capital Outlay **	148,908	241,296	1,952,000	348,000	1,713,200	(238,800)	-12.2%
Operating Expenditure	11,716,273	12,620,668	15,673,724	13,925,397	16,678,340	1,004,616	6.4%
Interfund Transfers **	-	324,039	110,000	110,000	-	(110,000)	-100.0%
Reserve for Future Expenditures	-	-	5,390,557	-	4,895,000	(495,557)	-9.2%
Contingency	-	-	1,184,278	-	1,925,099	740,821	62.6%
Total Exp - Including Special Categories	11,716,273	12,944,707	22,358,559	14,035,397	23,498,439	1,139,880	5.1%
General Fund Support (if applicable) ***	2,775,534	2,823,889	2,324,514	2,324,514	2,005,746	(318,768)	-13.7%
<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	575,107	373,727	1,257,748	1,257,748	1,815,602	557,854	44%
Full Time Equiv Pos (FTE) Budgeted ***	77.00	77.00	76.00	76.00	76.65	0.65	1%
Full Time Equiv Pos (FTE) Filled at Yr End	68.00	72.00	72.00	76.00			
Full Time Equiv Pos (FTE) Vacant at Yr En	9.00	5.00	4.00	-			
<i>*** 1.0 Service District Specialist budgeted in this program provides support for Clackamas County Street Lighting Service District (CCSD1).</i>							

Significant Issues and Changes

- Building Codes has reduced revenue projections by 10% to account for the potential downturn of the economy. The building division permit center will be remodeled this spring to better accommodate the permit team in their work with the public. The building division has worked with the application developer CityGov to design and implement new applications to provide better permit information and access for field inspectors as well as an inspection scheduling application (IOS and Android) for customers.
- Land Use Planning began a project to update, reformat and modernize the program's 50-plus supplemental land use application forms will result in improved communication with our customers regarding our permitting requirements.
- The Septic program staff is fully trained and staff possess the necessary certifications; with this the group hopes to exceed the target of 50% of Site Evaluations completed within 60 days from receipt of a completed application submittal. In addition, the increase in fully trained staff allows for review of Land Use applications in a more timely fashion, providing feedback on any necessary wastewater requirements to applicants earlier in the review process. Septic staff continue to complete reviews on over 85% of Construction/Alteration/Repair permits within 20 days from the receipt of a completed application submittal.

** This budget continues resources for the implementation of an electronic plans review system which will allow for a more integrated development review process and will require a significant investment in technology and training. The system will improve the customer experience, recognize efficiencies in the process, provide a mechanism for customers to track the status of their permits during review and provide a vehicle for partner agency representatives to log on from remote locations to sign-off on permits.



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 proposes an operating budget of \$2,122,924, an increase of our current funding level. These resources provide our customers (residents, businesses, local, regional and state partners, as well as County decision-makers) with the opportunity to participate, review, discuss, comment and guide recommendations on 14 long range planning projects, including:








Land Use Projects:

- Zoning & Development Ordinance (ZDO) Audit; the final phase is focusing on special districts and development standards.
- Park Avenue Station Development Design Standards.
- Draft and adopt regulations for short-term rentals
- Annual ZDO Maintenance Package: updates to implement required changes adopted at the state and regional levels and respond to time-sensitive or minor issues identified by staff
- Develop multi-year work plan to address Board of County Commissioner priorities, such as housing, economic development or natural resources.

Transportation Projects:

- Pursue a Statewide Goal Exception for the Arndt Road Extension.
- Determine the Feasibility of a Pedestrian and Bikeway Bridge Between Oak Grove and Lake Oswego
- Stafford Area Preliminary Infrastructure Feasibility Analysis (SAPIFA).
- Participate in the Barton Park Complex Master Plan.
- Develop a Transit Development Plan.

Key Performance Measures

		FY 16-17 Actual	FY 17-18 Actual	FY 18-19 Target	FY 18-19 Actuals as of 12/31/18	FY 19-20 Target
 Key Measure	% of projects in the annual Long-Range Planning Work Program completed annually ^{1,3}	80%	40%	80%	Annual Measure - No data avail.	80%
 Output	\$ outside funding secured ^{1,5}	\$225,500	\$476,033	\$500,000	Annual Measure - No data avail.	\$300,000
 Output	\$ county funding required to match grant funding ^{1,5}	\$23,159	\$24,000	\$51,350	Annual Measure - No data avail.	\$30,810
 Demand	# projects on the annual Long-Range Planning Work Program ^{1,4}	11	10	14	Annual Measure - No data avail.	12
 Result	% of planning projects underway that are related to land use issues such as employment land, Urban Growth Boundary (UGB), and urban and rural reserves ²	12%	17%	Discontinue	Discontinue	Discontinue
 Result	% of planning projects initiated in the last 5 years that have resulted in updates to plans and/or initiation of capital project investments ²	70%	78%	Discontinue	Discontinue	Discontinue
 Output	# local, state and regional planning group meetings (such as MTAC, JPACT, OTC, C4) at which Clackamas County is represented ²	164	81	Discontinue	Discontinue	Discontinue

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

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

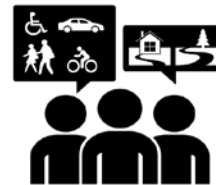
³ FY17-18 performance is influenced by retirements and employment changes in the transportation planning team. Two multi-year projects are not expected to be completed until next year. The long-range planning work program has not yet been approved by the commissioners. Beginning FY 2019-20 multi-year 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 FY16-17, only land use planning projects were included; beginning FY17-18 transportation projects were added.

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

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-division ordinances needed to put the plan into effect (OAR 660-015).

Grant Funding:

- Long Range Planning Program grant funding includes several projects that are supported through grant funding. The Stafford Area Preliminary Infrastructure Feasibility Assessment (SAPIFA) and the Park Ave Development and Design Standards have been awarded Metro 2040 Grant funds and require a 10.27 percent match, which is being funded through General Funds. This requirement will be met using staff work as an in-kind match.
- The Oak Grove to Lake Oswego Pedestrian and Bikeway Bridge Feasibility Project was awarded Active Transportation Project Development 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 16-17 Actual	FY 17-18 Actual	FY 18-19 Amended Budget	FY 18-19 Projected Year End	FY 19-20 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	44,092	66,012	460,740	460,740	417,354	(43,386)	-9.4%
Prior Year Revenue	-	-	-	9,755	-	-	0%
Federal Revenues	3,206	49,729	52,000	63,000	5,000	(47,000)	-90.4%
State Revenues *	-	655,910	790,613	666,308	857,088	66,475	8.4%
Local Government & Other Agencies	10,000	-	297,500	150,000	386,000	88,500	29.7%
Charges for Services	12,345	15,445	45,000	31,300	24,000	(21,000)	-46.7%
Interfund Transfers	295,144	504,039	550,000	550,000	799,255	249,255	45.3%
Operating Revenue	320,695	1,225,123	1,735,113	1,470,363	2,071,343	336,230	19.4%
Total Rev - Including Beginning Bal	364,787	1,291,135	2,195,853	1,931,103	2,488,697	292,844	13.3%
<i>* Includes Road Fund support for the Long Range Transportation Planning function.</i>							
Personnel Services	801,090	744,793	1,005,011	1,015,311	1,072,063	67,052	6.7%
Materials & Services	107,407	215,249	688,746	401,059	882,606	193,860	28.1%
Indirect Costs	32,121	35,641	30,175	30,175	35,613	5,438	18.0%
Cost Allocation Charges	38,537	110,773	67,204	67,204	92,642	25,438	37.9%
Capital Outlay	-	-	110,000	-	40,000	(70,000)	-63.6%
Operating Expenditure	979,155	1,106,456	1,901,136	1,513,749	2,122,924	221,788	11.7%
Reserve for Future Expenditures	-	-	11,571	-	15,000	3,429	30%
Contingency	-	-	283,146	-	350,773	67,627	23.9%
Total Exp - Including Special Categories	979,155	1,106,456	2,195,853	1,513,749	2,488,697	292,844	13.3%
General Fund Support (if applicable) **	295,144	550,000	500,000	500,000	749,255	249,255	49.9%
<i>** FY 15-16 included the Paving offset PLP; this was moved to Engineering Development Review in FY 16-17. 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 *	659,380	655,910	666,308	666,308	857,088	190,780	29%
Full Time Equiv Pos (FTE) Budgeted	5.70	5.70	7.15	7.15	7.15	-	0%
Full Time Equiv Pos (FTE) Filled at Yr End	4.70	5.70	5.15	6.15			
Full Time Equiv Pos (FTE) Vacant at Yr End	1.00	-	2.00	1.00			

Significant Issues and Changes

This budget represents a shift in the Long-Range Planning work program from a one-year to a two-year plan to more effectively deploy limited staff resources. The plan is to reallocate 0.4 FTE at a management level to the land-use component of this program in order to respond to community demand and Board of County Commissioners interest in a more robust land use planning focus.

- Structuring the long-range planning work program around a needed update of the Comprehensive Plan in order to capitalize on synergies between multiple projects related to the same broad topics. The project list is still being developed for upcoming fiscal year, with anticipated acknowledgement by the BCC by May 2019.
- To support the coordination function of the Long Range Planning program, a new Regional Coordination position is included within the budget. This new staff position will focus on regional issues, coordinating with other jurisdictional partners, strengthen 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.
- The county continues to work with its partners and the state to gather support for providing increased access to I-5 from Canby. A project to complete the required State land use goal exception is expected to be underway in the fourth quarter of FY 2018-2019 and continue into FY 2019-2020; Countywide Transportation System Development Charge funding will help support the Arndt Road planning project.



Land Use & Permitting Line of Business

Public Land Corner Program

Purpose Statement

The purpose of the Public Land Corner program is to provide corner location, restoration and preservation services to landowners, utilities, other agencies, 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 proposes an operating budget of \$737,048. 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 16-17 Actual	FY 17-18 Actual	FY 18-19 Target	FY 18-19 Actuals as of 12/31/18	FY 19-20 Target
	Result	% of corners set within seven (7) business days of County Surveyor approval ¹	NEW	100%	90%	100%	90%
	Key Measure	# of the total 2,500 corners, identified as part of the annual work program, were restored ^{2,3}	36	42	60	Annual Measure - No data avail.	60
	Output	# site inspection hours (protecting corners / preservation) ¹	NEW	NEW	200	63	150
	Result	% of Public Land Corners assigned to staff that are completed with maps and have County Surveyor approval within 120 calendar days ³	51%	33%	Discontinue	Discontinue	Discontinue
	Output	# of Public Land Corner assigned to staff ³	79	45	Discontinue	Discontinue	Discontinue

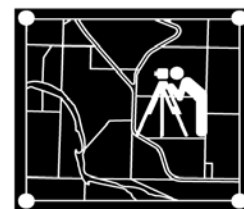
¹ DTD Completed a Periodic Plan Review in FY 2018. These measures were added to the plan.

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

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

Program includes:

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



Explanation

Mandated Services:

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



Land Use & Permitting Line of Business

Public Land Corner Program

Budget Summary

	FY 16-17 Actual	FY 17-18 Actual	FY 18-19 Amended Budget	FY 18-19 Projected Year End	FY 19-20 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	759,959	982,844	1,037,238	1,037,238	958,944	(78,294)	-7.5%
Charges for Services	787,768	670,615	712,000	605,000	602,000	(110,000)	-15.4%
Miscellaneous Revenue	15,459	20,980	14,000	10,500	12,750	(1,250)	-8.9%
Operating Revenue	803,227	691,595	726,000	615,500	614,750	(111,250)	-15.3%
Total Rev - Including Beginning Bal	1,563,186	1,674,439	1,763,238	1,652,738	1,573,694	(189,544)	(0)
Personnel Services	398,085	478,415	527,468	527,468	551,963	24,495	4.6%
Materials & Services	77,815	73,658	95,437	77,256	89,872	(5,565)	-5.8%
Indirect Costs (Internal Dept Chgs)	21,857	18,165	27,291	27,291	18,465	(8,826)	-32.3%
Cost Allocation Charges	49,208	66,962	61,779	61,779	76,748	14,969	24.2%
Capital Outlay **	33,378	-	25,000	-	-	(25,000)	0.0%
Operating Expenditure	580,343	637,200	736,975	693,794	737,048	73	0.0%
Reserve for Future Expenditures	-	-	735,395	-	669,924	(65,471)	-8.9%
Contingency	-	-	290,868	-	166,722	(124,146)	-42.7%
Total Exp - Including Special Categories	580,343	637,200	1,763,238	693,794	1,573,694	-189,544	-10.7%
General Fund Support (if applicable)	-	-	-	-	-	-	0%
Full Time Equiv Pos (FTE) Budgeted	4.50	4.00	4.00	4.00	4.00	-	0%
Full Time Equiv Pos (FTE) Filled at Yr End	4.50	4.00	4.00	4.00			
Full Time Equiv Pos (FTE) Vacant at Yr End	-	-	-	-			

Significant Issues and Changes

To improve efficiencies in the field and in the office, we have implemented new technology including electronic instruments and Global Positioning System (GPS) equipment. Our efforts to contain cost; including reliance upon the reserve and steady revenue collections will help maintain the fund balance of this program for future years; however, the current fee of \$10 for each recorded document was established in 1985 and has not been legislatively approved for an increase since that time.

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.

11 Counties, including Clackamas County filed a lawsuit for \$50 million against MERS (Mortgage Electronic Registration System); however, this lawsuit was dismissed. The premise of the lawsuit is that agencies did not receive the filing fee when lots were recorded through MERS. Unfortunately, the county will not see any of the lost revenues due this loophole.

*** 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 Office 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 is proposing an operating budget at the maintenance level of \$1,244,775.

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 1,068 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 plat submittals to maintain at the same level as the current year.

Key Performance Measures

		FY 16-17 Actual	FY 17-18 Actual	FY 18-19 Target	FY 18-19 Actuals as of 12/31/18	FY 19-20 Target
 Result	% of first review comments issued to plat surveyor within 45 calendar days of submittal ^{1,4}	98%	100%	95%	100%	90%
 Key Measure	# lots or parcels created through recording of subdivision or partition plat ¹	954	1,375	1,500	537	1,068
 Output	# subdivision and partition plats approved ¹	138	155	150	71	156
 Output	# customer inquiries ^{1,2}	2,404	2,753	6,000	1,511	2,750
 Demand	# Record of survey reviews/filings ³	409	435	Discontinue	Discontinue	Discontinue

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

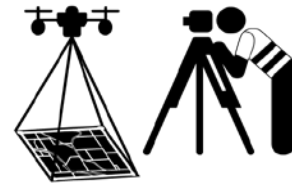
² During the periodic review in FY 2018, the plan was to track emails as part of the customer inquiries; however, this information was not reported. The performance includes contact made in-person or by phone.

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

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

Program includes:

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



Explanation

Mandated Services:

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



Land Use & Permitting Line of Business

County Surveyor Program

Budget Summary

	FY 16-17 Actual	FY 17-18 Actual	FY 18-19 Amended Budget	FY 18-19 Projected Year End	FY 19-20 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Licenses & Permits	188,014	177,699	175,000	201,600	185,500	10,500	6.0%
Charges for Services	576,574	504,210	503,863	418,500	450,200	(53,663)	-10.7%
Miscellaneous Revenue	6,289	9,591	7,000	8,200	8,300	1,300	18.6%
Interfund Transfers	-	26	-	2	-	-	0%
Operating Revenue	770,877	691,526	685,863	628,302	644,000	(41,863)	-6.1%
Total Rev - Including Beginning Bal *	770,877	691,526	685,863	628,302	644,000	(41,863)	-6.1%
<i>* County Surveyor program includes General Fund support.</i>							
Personnel Services	791,063	912,914	1,026,711	967,177	970,106	(56,605)	-5.5%
Materials & Services	158,478	110,699	111,268	108,403	100,725	(10,543)	-9.5%
Indirect Costs	38,966	41,258	45,307	45,307	43,725	(1,582)	-3.5%
Cost Allocation Charges	117,747	138,375	110,519	110,519	130,219	19,700	17.8%
Capital Outlay **	29,505	-	62,706	67,500	-	(62,706)	-100.0%
Operating Expenditure	1,135,759	1,203,246	1,356,511	1,298,906	1,244,775	(111,736)	-8.2%
Interfund Transfers ***	-	75,000	10,000	10,000	-	(10,000)	-100.0%
Total Exp - Including Special Categories	1,135,759	1,278,246	1,366,511	1,308,906	1,244,775	(121,736)	-8.9%
General Fund Support (if applicable) ****	364,882	586,721	680,648	680,648	600,775	(79,873)	-11.7%
<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	7.50	8.50	9.00	9.00	8.00	(1.00)	-11%
Full Time Equiv Pos (FTE) Filled at Yr End	6.50	7.50	7.00	8.00			
Full Time Equiv Pos (FTE) Vacant at Yr End	1.00	1.00	2.00	1.00			

Significant Issues and Changes

The County Surveyor program budget for FY 2019-20 reflects a 5% decrease in the general fund maintenance level budget; in order to help offset this reduction, we are decreasing the FTE by 1.0 position through attrition. 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.

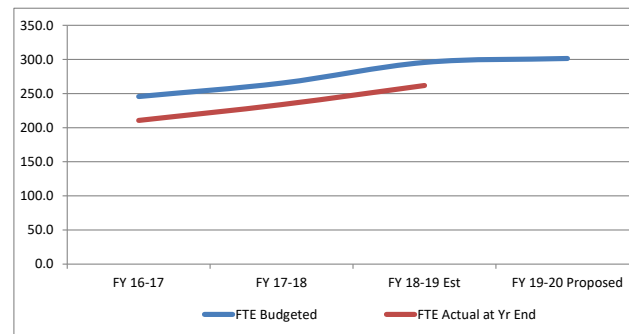
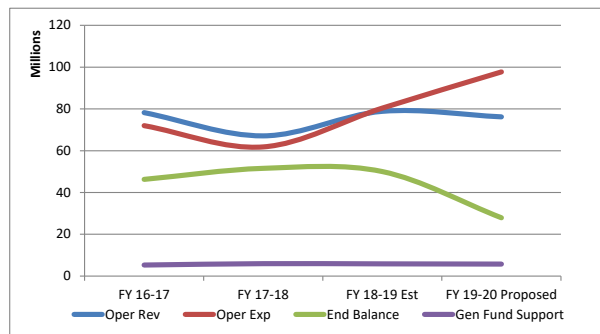
We added the resources to the FY 2018-19 to try to hire a temporary employee who will assist with scanning, if a qualified candidate becomes available. Performing this work will allow the public to view records online and provide an opportunity for professionals to complete their research needs without making a trip to the office.

*** Capital Outlay in FY 2016-17 reflects the purchase of a new Theodolite, a surveying instrument with a rotating telescope for measuring horizontal and vertical angles. The FY 2018-19 reflects two vehicle replacements.*

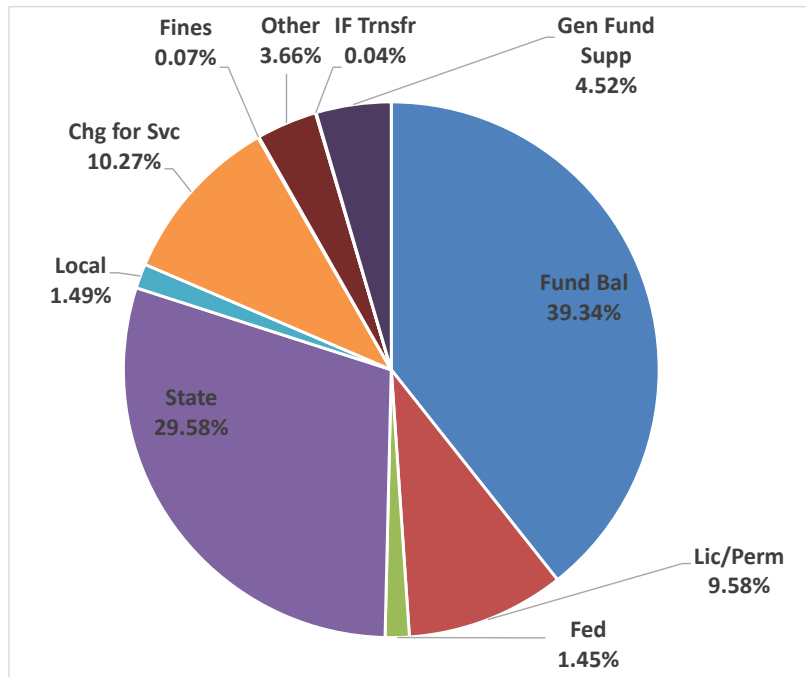
**** The proposed \$75,000 transfer in FY 2017-18 reflects a pre-payment toward the department wide electronic plan review initiative that kicked off in FY 2018-19. The proposed \$10,000 transfer in FY 2018-19 is to cover equipping two new vehicles with lights and other safety equipment; because we are unsure we will be able to complete the vehicle setup before the end of the fiscal year.*

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

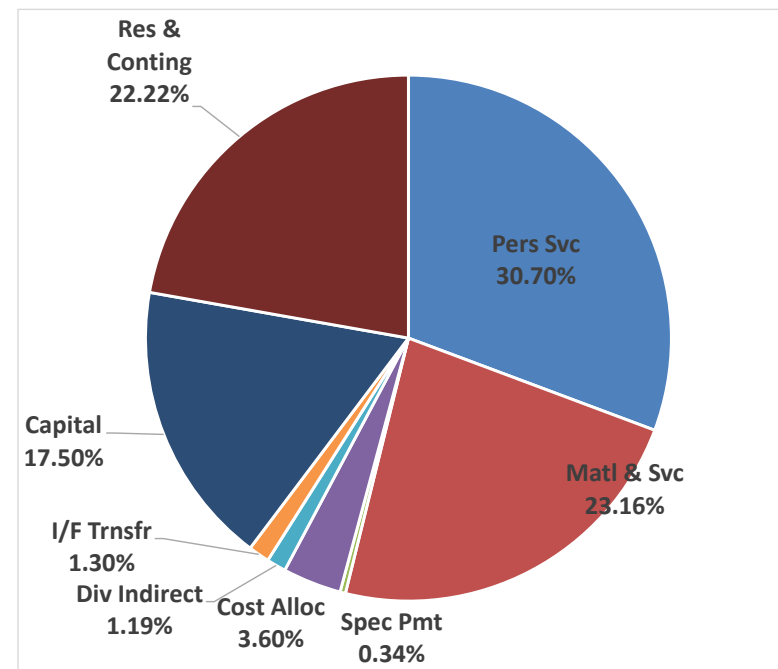
	FY 16-17	FY 17-18	FY 18-19 Amended Budget	FY 18-19 Projected Year End	FY 19-20 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	40,041,705	46,279,000	51,562,911	51,562,911	49,418,323	-2,144,588	-4.2%
Prior Year Revenue	458,251	499,754	0	235,495	0	0	0%
Taxes	0	0	0	0	0	0	0%
Licenses & Permits	13,814,745	13,293,491	10,967,500	12,966,757	12,029,642	1,062,142	9.7%
Federal Grants & Revenues	5,497,038	2,131,494	3,346,082	4,169,795	1,824,608	-1,521,474	-45.5%
State Grants & Revenues	30,089,237	27,463,586	36,154,258	33,760,642	37,154,043	999,785	2.8%
Local Grants & Revenues	937,343	916,758	1,678,901	1,378,613	1,868,001	189,100	11.3%
Charges for Service	13,682,404	11,284,995	10,629,752	10,556,684	12,903,251	2,273,499	21.4%
Fines & Penalties	114,672	140,718	124,500	75,978	84,500	-40,000	-32.1%
Other Revenues	1,634,247	1,616,693	5,022,513	1,365,601	4,595,875	-426,638	-8.5%
*General Fund support to Surveyor	364,882	586,721	680,648	680,648	600,775	-79,873	-11.7%
Interfund Transfers	11,630,185	9,164,539	13,472,992	13,651,992	5,135,495	-8,337,497	-61.9%
Operating Revenue	78,223,004	67,098,749	82,077,146	78,842,205	76,196,190	-5,880,956	-7.2%
% Change	NA	0	22.3%	17.5%	-3.4%		
Personnel Services	27,433,469	29,670,400	35,672,551	32,225,404	38,561,891	2,889,340	8.1%
Materials & Services	16,056,700	14,602,054	27,565,317	21,498,952	29,087,066	1,521,749	5.5%
Special Payments	51,247	4,511,333	500,000	646,000	421,000	-79,000	-15.8%
Cost Allocation Charges	3,051,205	3,478,816	3,578,135	3,578,135	4,525,138	947,003	26.5%
Debt Service	4,214,143	0	0	0	0	0	0%
Division Indirect Costs	1,268,482	1,467,435	1,431,438	1,431,438	1,495,811	64,373	4.5%
Interfund Transfers	5,702,361	2,878,932	7,917,337	7,114,873	1,630,000	-6,287,337	-79.4%
Capital Outlay	14,208,102	5,205,870	23,401,443	13,891,948	21,985,684	-1,415,759	-6.0%
Operating Expenditure	71,985,709	61,814,840	100,066,221	80,386,750	97,706,590	-2,359,631	-2.4%
% Change	NA	-14.1%	61.9%	30.0%	21.5%		
Reserve for Future Expenditures	0	0	18,490,468	0	17,405,262	-1,085,206	-5.9%
Contingency	0	0	15,083,368	0	10,502,661	-4,580,707	-30.4%
Total Expenditure	71,985,709	61,814,840	133,640,057	80,386,750	125,614,513	-8,025,544	-6.0%
Ending Balance (if applicable) (includes Reserve & Contingency)	46,279,000	51,562,909	33,573,836	50,018,366	27,907,923	-5,665,913	-16.9%
General Fund Support (if applicable) Surveyor pay for Fleet Services	5,291,847	5,950,522	5,854,324 10,000	5,751,099 10,000	5,681,270	-173,054	-3.0%
Full Time Equiv Positions (FTE) Budgeted	245.6	265.3	295.6		301.4	5.8	2.0%
Full Time Equiv Positions (FTE) Filled at Yr End	210.6	233.8		261.8			
Full Time Equiv Positions (FTE) Vacant at Yr End	35.0	31.5		33.8			



Transportation and Development Combined Funds FY 19-20 Proposed Budget



Resources



Requirements