

To request translation or disability-related accommodations, please contact us at **C4@clackamas.us | 971-469-1468.**

Si quiere solicitar servicios de traducción o adaptaciones para la discapacidad, contáctenos en/al **C4@clackamas.us | 971-469-1468.**

Чтобы запросить перевод или приспособления, связанные с инвалидностью, пожалуйста, свяжитесь с нами по: **C4@clackamas.us | 971-469-1468.**

Щоб попросити переклад або спеціальні послуги для осіб з особливими потребами, зверніться до нас, скориставшись такими контактними даними: **C4@clackamas.us | 971-469-1468.**

如需翻译服务或残障相关的协助，请与我们联系：**C4@clackamas.us | 971-469-1468**
。

Để yêu cầu dịch vụ dịch thuật hoặc điều chỉnh liên quan đến tình trạng khuyết tật, vui lòng liên hệ với chúng tôi qua **C4@clackamas.us | 971-469-1468.**



Meeting Date: Thursday, November 05, 2026

Meeting Time: 6:45 PM – 8:30 PM

Meeting Location:

Wilsonville Public Library, 8200 SW Wilsonville Road, Wilsonville, OR 97070

Zoom Option:

<https://clackamascounty.zoom.us/j/82715259067?pwd=ihC7agGabiyzwlInaUI4ffhKYn6m8a8.1>

AGENDA

6:45 PM	Call to Order, Pledge of Allegiance, and Introductions Presenters: Commissioner Paul Savas and Mayor Brian Hodson, Co-Chairs	Page 03
	Welcome from the Host Jurisdiction	Page 06
	Housekeeping – Action Item <ul style="list-style-type: none">• Approve October 01, 2026 Meeting Minutes	Page 10
7:00 PM	Clackamas Transit Development Plan Update Presenters: Karen Buehrig and Anthony De Simone, Clackamas County	Page 12
7:20 PM	Biennial STIF Check-In with Transit Providers Presenters: Kristina Babcock, Clackamas County; John Serra, TriMet	Page 20
7:45 PM	Transit and the Region’s Economic Future Presenters: John Serra, TriMet; Katharine Nester, EConorthwest	Page 35
8:15 PM	Values & Outcomes Update Presenters: Jaimie Lorenzini, Clackamas County	Page 50
8:25 PM	Other Business <ul style="list-style-type: none">• R1ACT Updates• JPACT Updates• MPAC Updates• December Social	
8:30 PM	Adjourn	

2026 Membership Roster



Current Voting Membership

SEAT	MEMBER	C4 EXEC	C4 METRO	C4 RURAL	JPACT	MPAC	R1ACT
CLACKAMAS COUNTY	Commissioner Paul Savas	Yes	Yes	Yes	Yes		Yes
CLACKAMAS COUNTY	Commissioner Diana Helm		Yes	Yes		Yes	
CANBY	Mayor Brian Hodson	Yes		Yes			Yes
CPOS	Pamela Burbach (Boring CPO)	Yes	Yes	Yes			
ESTACADA	Mayor Sean Drinkwine			Yes			
FIRE DISTRICTS	Matthew Silva (Estacada FD)	Yes					
GLADSTONE	Mayor Michael Milch	Yes	Yes				
HAMLETS	Mark Hillyard (Beavercreek)		Yes	Yes			
HAPPY VALLEY	Councilor Josh Callahan		Yes				
JOHNSON CITY	Luan Evans						
LAKE OSWEGO	Mayor Joe Buck		Yes		Yes	Yes	
MILWAUKIE	Councilor Will Anderson		Yes			Yes	
MOLALLA	Mayor Scott Keyser			Yes			
OREGON CITY	Commissioner Adam Marl		Yes			Yes	
PORTLAND	Vacant						
RIVERGROVE	Mayor Chris Barhyte		Yes				
SANDY	Councilor Rich Sheldon			Yes			
SANITARY DISTRICTS	Paul Gornick (OLWS)		Yes				
TUALATIN	Councilor Valerie Pratt		Yes				Yes
WATER DISTRICTS	Sherry French (CWD)	Yes	Yes			Yes	
WEST LINN	Mayor Rory Bialostosky		Yes				
WILSONVILLE	Mayor Shawn O'Neil		Yes				

Table 1: Current Voting Membership

Current Ex-Officio Membership

SEAT	MEMBER
MPAC CITIZEN REP	Ed Gronke
METRO COUNCIL	Councilor Christine Lewis
PORT OF PORTLAND	Daniel Eisenbeis
RURAL TRANSIT	Todd Wood (Canby Area Transit)
URBAN TRANSIT	John Serra (TriMet)

Table 2: Current Ex-Officio Members

Frequently Referenced Acronyms and Short-forms:

Related to the Clackamas County Coordinating Committee (C4)

C4MS:	C4 Metro Subcommittee
CTAC:	Clackamas Transportation Advisory Committee (C4 Transportation TAC)

Related to Metro and Metro Committees

JPACT:	Joint Policy Advisory Committee on Transportation (Metro)
TPAC:	Transportation Policy Advisory Committee (JPACT TAC)
MPAC:	Metro Policy Advisory Committee (Metro)
MTAC:	Metro Technical Advisory Committee (MPAC TAC)
RWAC:	Regional Waste Advisory Committee (Metro)
SHS RPOC:	Supportive Housing Services Regional Policy Oversight Committee (Metro)

Related to the Oregon Department of Transportation (ODOT) and Tolling

50/30/20:	Highway Trust Fund distribution between ODOT, counties, and cities
OTC:	Oregon Transportation Commission (ODOT policy decision body)
Region 1:	ODOT's geographic designation for the metro area + Hood River
R1ACT:	ODOT Region 1 Advisory Committee on Transportation
UMO:	ODOT's Urban Mobility Office

General Transportation Acronyms

DTD:	Clackamas County's Department of Transportation and Development
STIP:	State Transportation Improvement Plan (ODOT)
RTP:	Regional Transportation Plan (Metro)
TSP:	Transportation System Plan (Local – county and cities)
HCT:	High Capacity Transit
UPWP:	Urban Planning Work Program

General Housing and Land Use Acronyms

CFEC:	Climate-Friendly and Equitable Communities
HAPO:	Housing Accountability and Production Office
H3S:	Clackamas County's Health, Housing, and Human Services Department
HACC:	Housing Authority of Clackamas County
SHS:	Supportive Housing Services (Regionally approved funds for housing services)
OHCS:	Oregon Housing and Community Services
LCDC:	Land Conservation and Development Commission
DLCD:	Department of Land Conservation and Development
UGB:	Urban Growth Boundary
UGMA:	Urban Growth Management Agreement

Clackamas County *Performance Clackamas* Strategic Plan 2025-2030

Safe, Secure and Livable Communities

- *Affordable Housing:* By 2030, 900 affordable housing units will be developed, including an emphasis on the senior population and underserved parts of the County.
- *Jail:* By 2028, based upon best practices, the County will complete preliminary design concepts and estimates for a new Clackamas County Jail.

Vibrant Economy

- *Available Land for Business Development:* By 2028, in conjunction with our communities and partners, the County will work to increase available land to retain, expand and recruit new businesses.
- *Development Process:* By 2028, the County will conduct a review of all development regulatory processes to minimize burdens, providing an effective and timely permitting process for the community.
- *Childcare:* By 2027, in conjunction with our communities and community partners, the County will develop strategies to retain, expand and recruit new childcare opportunities.

Strong Infrastructure

- *Sunrise Corridor:* By 2030, funding for the next phase of the Sunrise Gateway Corridor/Hwy 212 project will be committed from federal, state, regional and local funding sources.
- *Transit:* By 2027, the County will provide a plan for what efficient, accessible and affordable transit looks like in Clackamas County.

Healthy People

- *Recovery Oriented System of Care (ROSC):* By 2027, the County will continue to address homelessness, mental health and substance use disorders through the completion and operations of the Clackamas County Recovery Campus.

Public Trust in Good Government

- *Best Practice Governance:* By 2026, convene a review committee to evaluate best practice county governance models.
- *Communications and Engagement:* By 2026, through the development of a strategic communications and engagement plan, the Clackamas County community will experience greater transparency and accountability from their County government.



Clackamas County Coordinating Committee (C4)

November 5, 2026



About Us

- ▶ 21,000+ people employed in Wilsonville
- ▶ 27,000+ people live in Wilsonville
- ▶ Nine routes: Four in town and connections to Canby, Happy Valley, Salem, Tualatin & Woodburn
- ▶ All service is free except to Salem and out of town medical trips
- ▶ Programs: Dial-A-Ride, Commute Options, Safe Routes to School



Awards, Recognition and Accomplishments

- ▶ SMART recently ranked **7th** nationally for quality of transit services and **4th** for ease of travel amongst cities surveyed in the 2026 National Community Survey
- ▶ SMART has ranked in the top 10 nationally for quality of service and ease of travel for 10 years running
- ▶ SMART received the **2022 System Innovation Award** for the successful Bus on Shoulder pilot program on I-5
- ▶ SMART received the **2019 System Innovation Award** for being the first transit agency in the State of Oregon to successfully deploy battery-electric buses
- ▶ SMART is the **only** Oregon-based transit agency authorized to operate on the shoulder of the Interstate (I-5 & I-205)
- ▶ SMART operates a one-of-a-kind regional welcome center
- ▶ SMART is poised for growth and added two new routes in 2026 - routes 10X & 12X
- ▶ SMART's Fleet Services Manager received statewide recognition for designing and building a low-cost CNG fuel delivery system



Our Customers

99 percent said SMART meets or exceeds their expectations in most recent survey

Customers gave SMART high ratings for

- ▶ Operator conduct (4.8/5)
- ▶ Safety (4.8/5)
- ▶ Vehicle Cleanliness (4.7/5)



SMART Transportation Options Programs

- ▶ Marketing and outreach with employers and commuters
- ▶ Walking school bus & bike bus
- ▶ Bike rodeos and bike adventure day camps
- ▶ Walk at lunch adventures
- ▶ Community bike rides



WILSONVILLE
OREGON

Looking Ahead

- ▶ Transit services that align well with the future Town Center redevelopment
- ▶ New no and low emission buses
- ▶ Technology upgrades
- ▶ Continuous improvement in the areas of ease of use and quality of service
- ▶ Study and plan for new transit services in the areas of Basalt Creek, Frog Pond, and Coffee Creek





Thank You

Thursday, October 01, 2026

Zoom

The C4 Meeting was recorded and the audio is available on the County's website at <https://www.clackamas.us/meetings/c4/c4meetings>. Minutes document action items approved at the meeting, as well as member discussion.

I. Attendance:

Members: **Clackamas County:** Paul Savas; Diana Helm; **Canby:** Brian Hodson; **CPOs:** Pam Burback; **Estacada:** Melissa Hill (Alt.); **Gladstone:** Michael Milch; **Hamlets:** Mark Hillyard; **Happy Valley:** Josh Callahan; **Johnson City:** Luan Evans; **Lake Oswego:** Joe Buck; **Metro:** Christine Lewis; **Molalla:** Scott Keyser; **Oregon City:** Adam Marl; **Transit (Rural):** Todd Wood; **Transit (Urban):** John Serra; Dwight Brashear (Alt.); **Tualatin:** Christen Sacco (Alt.); **Water District:** Sherry French; **Wilsonville:** Anne Shevlin (Alt.)

Staff: Jamie Lorenzini (PGA), Trent Wilson (PGA)

Guests: Jamie Stasny (Clackamas); Laura Edmonds (Clackamas); Megan Nugent (Clackamas); Rebecca Tabor (Clackamas); Sarah Eckman (Clackamas); Kevin McGrane (Happy Valley); Jaye Cromwell (Metro); Lisa Batey (Milwaukie); Kathleen Walker (Sandy); Everett Wild (Wilsonville); Rick Cook; Jeff Gudman

II. Housekeeping

September 03, 2026 meeting minutes approved.

PROTECT grant letter of support approved following clarifying questions.

III. Employment Land Supply

County staff presented on employment land supply in Clackamas County. The analysis revealed approximately 1,700 acres of buildable employment land across 930 parcels, though most parcels are smaller than 1 acre. Separately, the region is developing a Comprehensive Economic Development Strategy, which is due at the end of 2026. Committee members discussed implications of the findings, including the scope and specificity of data, data in other parts of the country, and what the data means for urban growth boundary expansions, rural areas, other efforts in the region, and Milwaukie, which is built out. Interest was also expressed in education and workforce development.

IV. Values and Outcomes Discussion Drafts

County staff discussed development of draft Values and Outcomes documents. The committee determined to discuss the transportation funding document first. Committee discussion centered on whether to name specific state highway corridors or use broader language, with some members suggesting an appendix for project descriptions; members also raised concerns about regional transit equity, particularly STIF distribution, transit silos, provider cost pressures,

and the need for stronger transit accountability language. C4 will continue reviewing the drafts, and members were asked to submit written feedback by October 23.

V. Other Business

- R1ACT – Upcoming bylaw review to meet new ODOT requirements
- JPACT – Report on regional transit workgroup discussions; Community Connector Transit Study; DC trip postponed
- MPAC - Approval of Community Connector Transit Study and RTP work plan, update on CEDS, discussion of 2050 distributed forecast

Adjourned at 8:29 pm

Clackamas County 2026-27 Transit Development Plan Update



Presentation for C4
5 November 2026



Transit Development Plan (TDP)

Plan purpose:

Guide future transit investments in the county and communicate a coordinated vision for transit service and access to transit across all of Clackamas County

Plan vision:

Provide guidance for an equitable, safe, convenient and connected transit network throughout Clackamas County that will support the health and well-being of individuals, communities, the economy and the environment.

Legal Requirements/Framework:

- New service must be in TDP or other plan **to qualify for STIF funding**
- TDP lays out plans for **renewal every five years**



First TDP – Adopted April 2021

Funding:

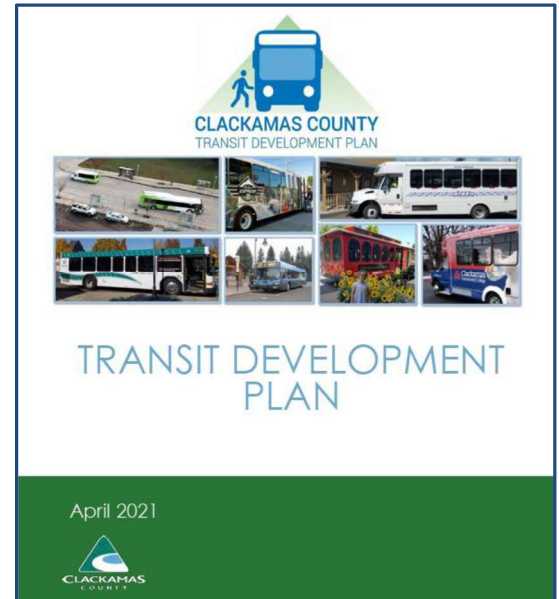
State of Oregon Transportation and Growth Management (TGM) planning grant

Recommendations:

- Short-, medium-, and long-term recommendations
- Infrastructure plan
- Land use and development strategies

Study Areas:

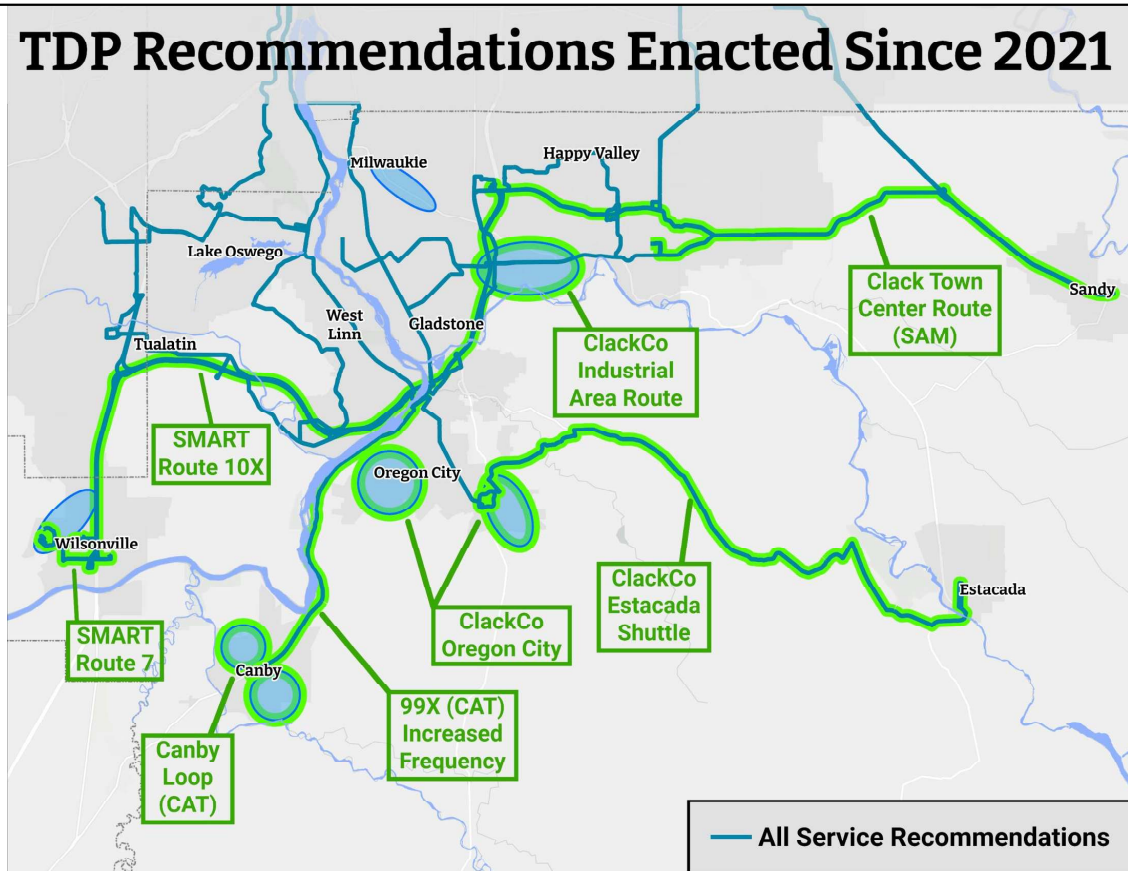
1. TriMet service district
2. Unincorporated Clackamas County with no transit service
3. Clackamas County served by small transit providers
 - Consider recommendations for connections between providers



Example Recommendations from 2021 TDP

ID	Corridor or Area	Runs per Day	Additional Runs	Recommendation
ST-1	Highway 43: Oregon City to Portland	47	48	Implement 15-minute service on Line 35, new service on Rosemont Road
ST-2	I-205: Oregon City to I-5 Interchange	0	47	Implement hourly service on Borland Road and hourly express service on I-205 (about 28 runs per day combined)
ST-3	East Tualatin	0	8	Hourly service provided by Borland Road route
ST-4	Jennings Lodge-Oak Grove-Oatfield	0	16	Jennings Lodge served by new Happy Valley-Oregon City service (about 8 runs per day)
ST-5	Milwaukie Industrial Area	33	31	Implement hourly shuttle service Expand Line 152 service hours (about 12 runs per day)

TDP Recommendations Enacted Since 2021



About the 2026-27 TDP Update Process



TDP Components / Sections

- Vision and Goals
- Baseline/Existing Conditions
- Needs Summary
- Future Service Network and Prioritization
- Infrastructure Plan
- Land Use Strategies and Development
- Funding and Implementation Options
- Monitoring Program

Key Output: Service Recommendations

Priority Tiering



Short-, medium-, and long-term recommendations

Service Type



Fixed route, flex route, service areas

Frequency



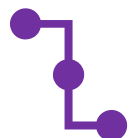
runs per day

Vehicle size



Larger vehicles, smaller vehicles, or a mix

Connections



Necessary connections to mobility hubs (existing or to be developed) and other key destinations

What's new this time?

- **Transportation Services**

The plan will include analysis of the needs and opportunities for Transportation Services to **serve individuals with disabilities, older adults, and persons with low incomes**

- **Board Strategic Goal**

*"By 2027, the County will provide a plan for what **efficient, accessible** and **affordable** transit looks like in Clackamas County."*

- **Funding for TDP Update**

Plan update funded with currently-available **STIF funds (via partnership with Clackamas County H3S)**, plus funding allocated by BCC to specifically examine **affordable** transit in detail

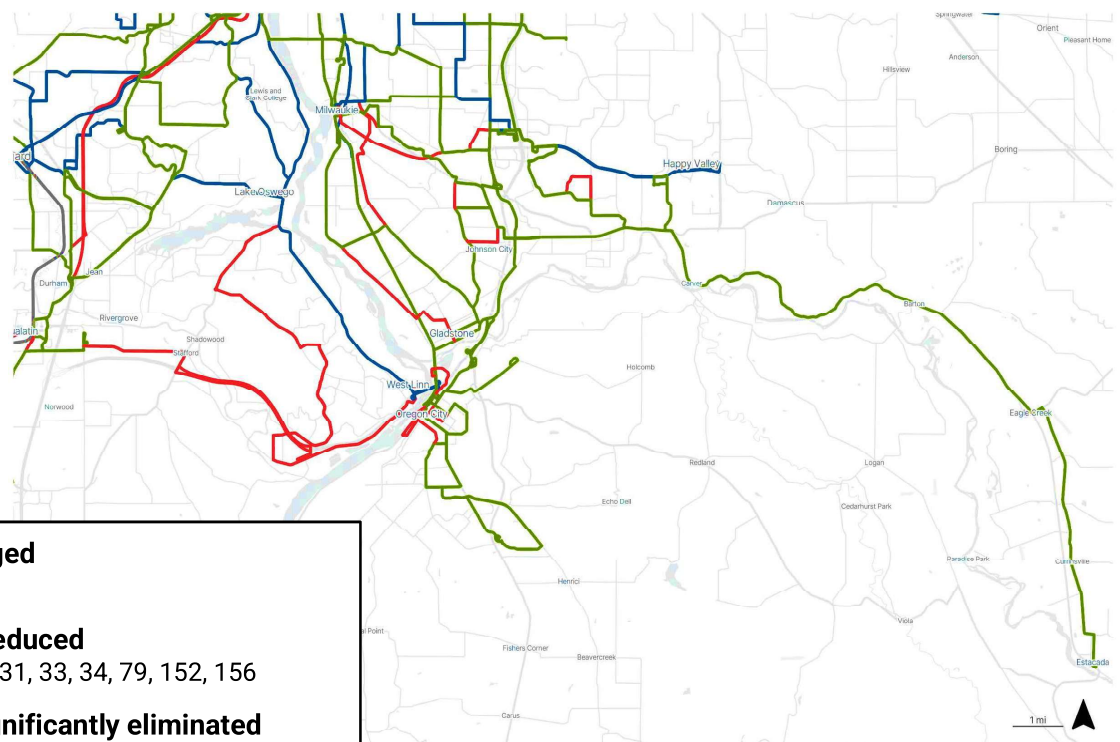
- **Service Landscape Changes**

TriMet service cuts have created new gaps that we will identify and where we will consider alternatives for service

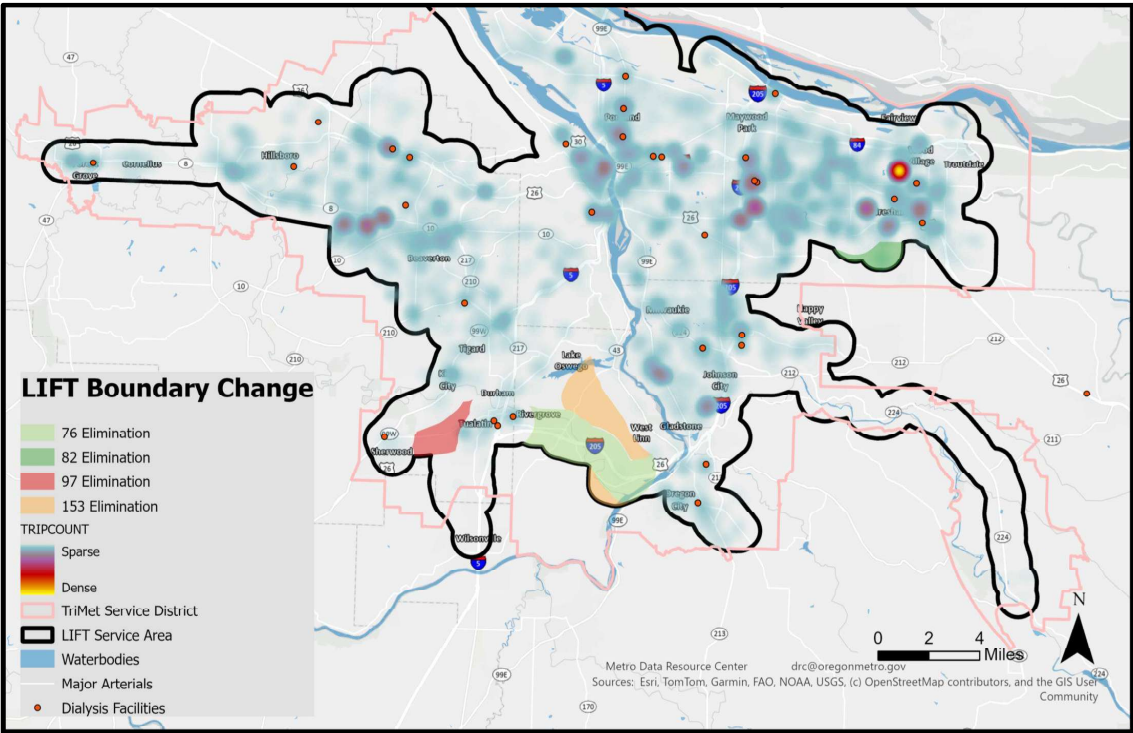
- **New TPR guidelines**

Public engagement will be enhanced, guided by **Transportation Planning Rule** requirements

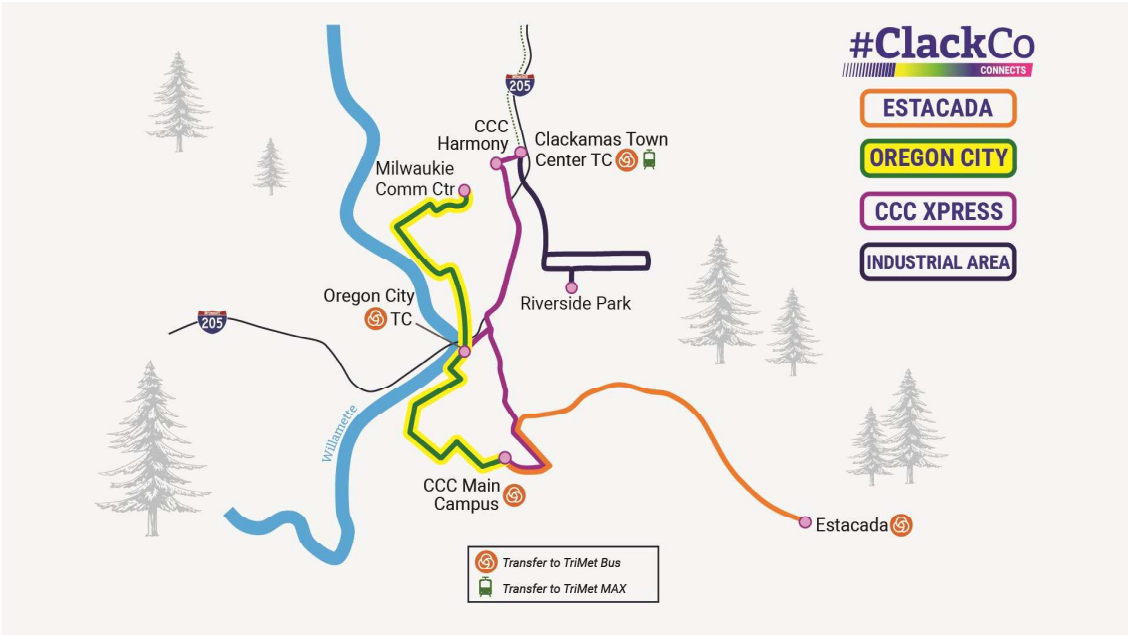
Focus Area: 2026 TriMet Service Changes



Focus Area: 2026 LIFT Service Changes



Addressing Service Gaps



Oregon City
re-route
backfills
some areas
left without
TriMet
service

Public Engagement



Work with project consultant to develop **engagement plan**



Convene **Project Advisory Committee** of community and agency stakeholders



Employ **public surveys and focus groups** to better understand community needs and concerns



All throughout the process, align with **Transportation Planning Rule** legal requirements

Next Steps

Phase one of the project will be underway
January through July 2027

Expected completion window
February through April 2028





Questions?

Karen Buehrig
karenb@clackamas.us

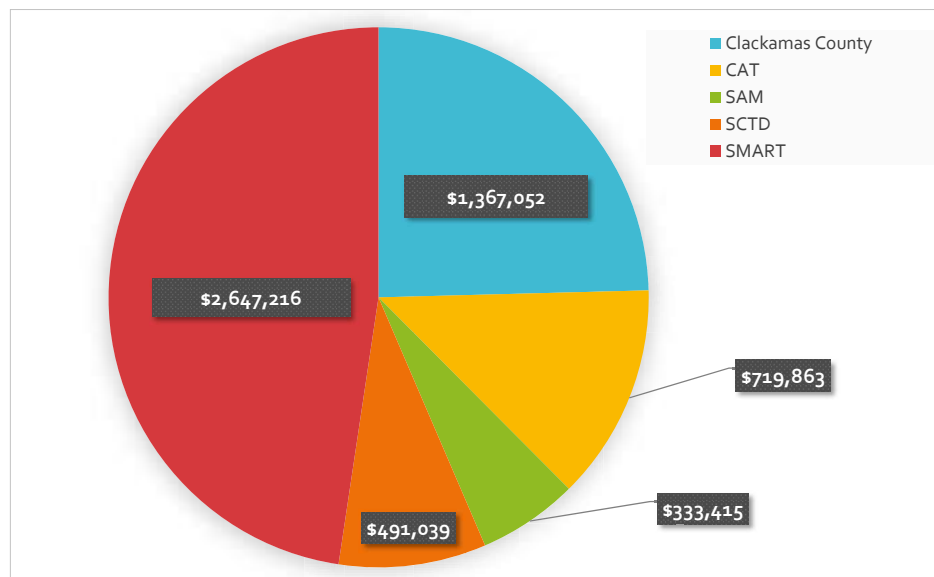
Anthony De Simone
adesimone@clackamas.us

Clackamas County Transit Providers

STIF Formula Funding – HB 2017

FY28-29 STIF
Funding

STIF FORMULA DOLLARS



STIF FUNDING CRITERIA

- **HB2017 Criteria 1:** Is the project eligible to receive STIF Funding (operations, mobility mgmt., planning, preventative maintenance, contingency, administration, construction, vehicle acquisition, capital assets, and operations reserve)?
- **HB2017 Criteria 2:** Does the project maintain existing service?
- **HB2017 Criteria 3:** Is the project a responsible use of public funds?
- **HB2017 Criteria 4:** Does the project benefit historically marginalized communities?



**CANBY
AREA
TRANSIT**

TODDWOOD



Canby Area Transit

A division of the City of Canby

Population: 18,171 (2020)

Services:

99x from Woodburn to Oregon City Monday through Saturday

Canby Loops service Monday through Saturday

Demand response and paratransit service Monday through Saturday

Clackamas County IGA for demand response and paratransit service Monday through Friday

Ridership:

Weekday: 99x – 53,775 / Loop – 30,580 / DR – 8,966

Weekend: 99x – 6,655 / Loop – 3,636 / DR – 1,551

FY26-27 STIF Impact

- Saturday Services (Fareless):
 - Continued to operate services on Saturday
 - Includes fixed route from Woodburn to Oregon City
 - Includes demand response and paratransit services
- City Loop (Fareless):
 - Began October 2023
 - Operates Monday-Saturday
 - Serves Canby High School
 - Most of Canby's parks and businesses



FY28-29 STIF Plans

- Continuation of Saturday services at current levels
 - Route 99X
 - Demand response and Paratransit
 - Fareless
- Continuation Local Canby Loop Route
 - Monday through Saturday
 - Operate at least 12 hours per day
 - Serve Canby High School as well as most Canby Parks and businesses
 - Fareless



KRISTINA BABCOCK

Clackamas County

Health, Housing and
Human Services
(H3S)

Clackamas County Transportation Programs

Public
Transportation
58,764 in FY26

Mt Hood Express

Village Shuttles

Last Mile Shuttles
31,875 rides in FY26

Free public use

Elderly and Disabled
Transportation
49,146 rides in FY26

Demand response
services

65+ and/or
experiencing a
disability

FY26-27 STIF Impact

Expansion of transit service in Clackamas County

- Last mile shuttles w/Regional Coordination Dollars
- Estacada
- Oregon City route changes
- Shuttle technology purchases

Increased demand response services for Dialysis and Medical Rides

Increased coordination of services between transit providers (fare integration / integrated website)

Mt Hood area:

- Continued additional service on the Mt Hood Express
- New vehicles
- Transit Hub Study

- Continued funding for existing MHX service
- Provide increased demand response services for Seniors and Persons with disabilities (TRP and Senior Centers and Small Providers)
- Match funds for purchase of two buses (1 for MHX and 1 for TRP)
- Transit Hub Development
- Address missing connections identified in the Transit Development Plan (TDP)
- Regional Coordination Projects

FY28-29 STIF Plans



ANDI HOWELL

Department in Sandy, OR

Sandy Population 12,261

Known as Sandy Area Metro (SAM)

Ridership: 102,540

All in-town fixed routes and ADA rides, free of charge

\$1.00 out-of-town medical rides

- SAM Gresham Route
- SAM Clackamas Town Center
- SAM Estacada Route
- SAM In-town Shopper Shuttle
- SAM rides General Public Dial-A-Ride
- Out-of-town Non-Emergency Medical rides



FY26-27 STIF Impact

CONTINUED SERVICE ENHANCEMENTS:

Continued expanded hours on 3 routes:

SAM Gresham (1 hour/Mon-Friday)

SAM Estacada (1 hour/Mon-Saturday)

SAM Shopper (2 hours/Mon-Friday)

REGIONAL COORDINATION

SAM Clackamas Town Center (6 runs day/6 days per week)

CAPACITY PLANNING/CONSTRUCTION PROJECT

Funding set aside for future expansion planning and construction of driver training/break area and maintenance bay at the Sandy Operations Center

PROGRAM CONTINGENCY

Approved category to cover cost of preserving service.

ADMINISTRATIVE COSTS

Cover costs of administering STIF program, including project/plan development, ongoing operating costs, procurement, surveys of services, expand facilities and audit

FY28-29 STIF Plans

CONTINUED SERVICE ENHANCEMENTS:

- Continue expanded hours on 3 routes:
 - SAM Gresham
 - SAM Estacada
 - SAM Shopper
- Saturday Shopper Shuttle (5 runs)

BUS STOP AMENITY PROJECT:

- Replace two bus shelters along Hwy 26
- Improve shelters, shelter access, and shelter lighting

CONTINUED REGIONAL COORDINATION

- SAM Clackamas Town Center Route
- (9 runs per day/6 days per week)

PROGRAM CONTINGENCY:

- Approved category to cover cost of preserving service if revenue sources fall or operation costs rise.

MAINTENANCE & ADMINISTRATIVE COSTS:

- Preserve fleet in state of good repair
- Cover costs of administering STIF program, including project/plan development, ongoing operating costs, procurement, surveys of services, expand facilities and audit



MIKE STRAUCH



Operating in Clackamas County since 1989
Serving a large rural area of 100 square miles, with a population more than 20,000



4 Routes

- Clackamas Community College
5:00am – 8:30pm, M-F
8:00am – 5:00pm, Sat
- Canby Area Transit Center
6:30am – 6:15pm, M-F
- City of Molalla
8:30am – 5:30pm, M-F
9:00am – 4pm, Sat
- City Express
10:00am – 5:00pm, M-F



Deviated Fixed-Route service open to the public

City Bus Route deviates from the regular fixed-route up to ¾ of a mile. Service is free.
\$1 fare for service to Canby and Clackamas Community College.



FY26-27 STIF Impact

- Additional service:
 - Clackamas Community College – Additional bus added to route M-F
 - Molalla – new City Express service, M-F 10am – 4pm
 - Canby – extended service morning and evening
- Introduce tools to improve rider information, simplify trip planning, and provide riders access to real-time vehicle arrival information through Passio GO and Ride Clackamas apps.
- Newer efficient vehicles to maintain service reliability and reduce fuel consumption.
- Introduction of District's first Electric Vehicle
- Installation of Generator System



FY28-29 STIF Plans

Maintaining current services for our riders:

City of Molalla Loop and City Express Service that is heavily utilized by older adults and people with disabilities

Canby Route

CCC Route

Improve additional rider features such as bus shelters and electronic schedule boards.

Continue to provide rides for older adults and disabled riders



DWIGHT BRASHEAR

SMART is owned and operated by the City of Wilsonville

Gave 191,660 rides in FY2026

Nine routes: Four in town and connections to Canby, Salem, Tualatin, Clackamas & Woodburn

Programs: Dial-A-Ride, Transportation Options

All service is free except to Salem



FY26-27 STIF Impact

- Started new route to Woodburn in January 2026
- Started new route to Clackamas Town Center May 2026
- Supported customer service at the transit center
- Continued regional connectivity to Tualatin and Salem
- Continued out-of-town medical Dial-a-Ride service
- Purchased electric Ford Transit van
- Updated bus stop signage



FY28-29 STIF Plans

- Continue regional service to Tualatin, Woodburn, Clackamas, & Salem
- Continue out of town Dial-a-Ride service for medical appointments
- Electric and CNG vehicles for replacement to support state of good repair
- Bus stop and amenities to improve access and promote ridership
- Continue including funds to administer the STIF program and contingency for operations and capital



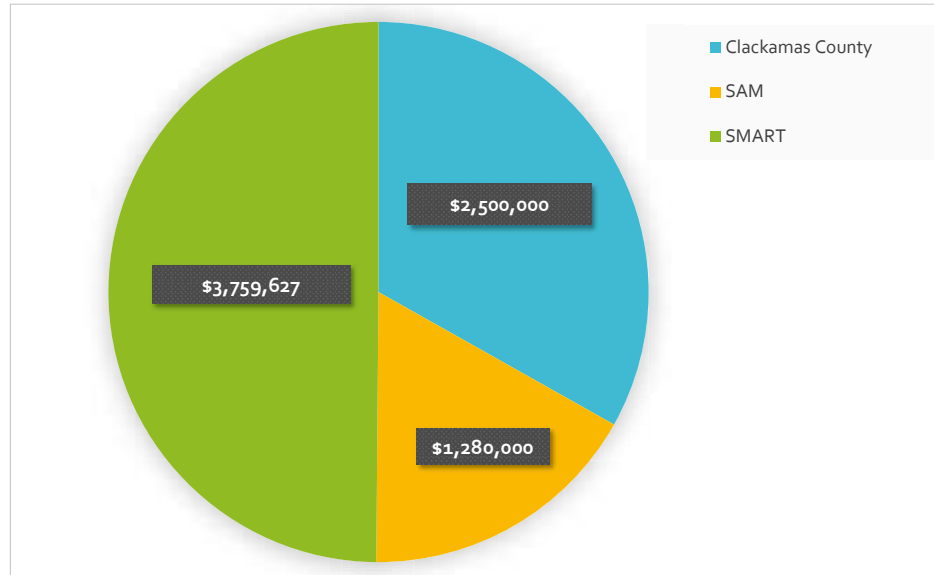
Transit Providers

STIF Regional Coordination Funding

Fixed 12% of STIF Funds

FY28-29 STIF Funding

STIF REGIONAL COORDINATION DOLLARS



Clackamas County

#ClackCo Shuttles

- Oregon City – 5,479
- Clackamas Industrial – 18,790
- CCC Xpress – 6,010
- Estacada – 1,596

Oregon City route re-worked in August 2026

Operations, administration, maintenance, and vehicle acquisitions

Sandy Area Metro



Clackamas Town Center Route (CTC)

8 runs/day
Monday – Saturday
10,000



Adding 3-4 runs in 28-29 funding cycle



Funding operations and maintenance

SMART

2X - Tualatin

- Funding operations
- Monday – Saturday
- 30 min headways
- 74,000

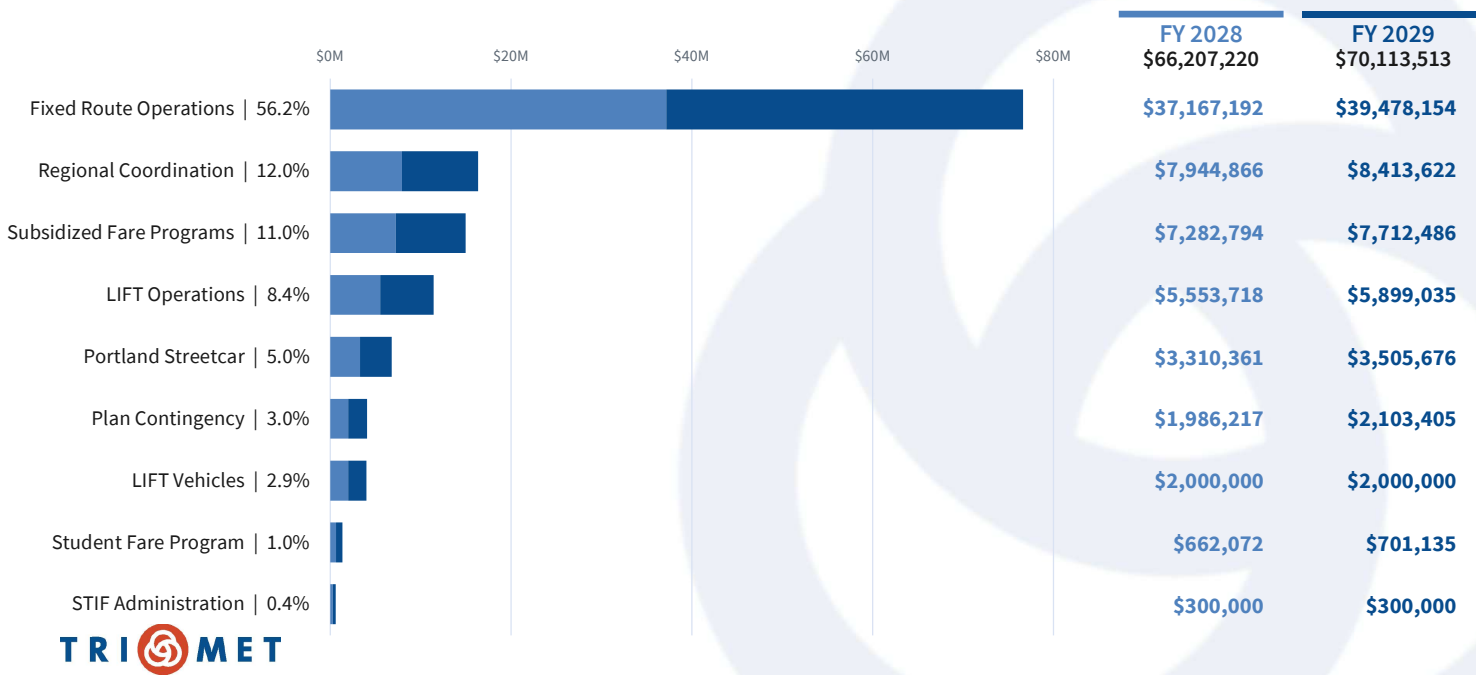
10x – Clackamas Town Center

- Funding operations
- Monday – Friday
- Expanding to provide Saturday service
- 1 hour headways
- 28,000

Regional Coordination is funding the portion in TriMet's service district only

FY28–29 STIF Spending by Program

TWO-YEAR TOTAL \$136,320,733



Questions?
Comments?

Transit and the Region's Economic Future

Why transit matters to riders, businesses, communities, and Oregon's economy

November 2026



Our Region Has Changed

- Remote work has changed commute patterns
- Downtown vacancies have weakened a core transit destination
- People travel at different times and to different places
- Changes in employment and ridership (coupled with inflation) strain transit revenues

Transit Must Respond

- Adapt service to how people live and work today
- Support Central City recovery and access to jobs
- Sustain essential service while we plan with regional partners
- Build a sustainable funding model for the service our region needs



The Challenge

Without \$158 million in additional annual revenue, our budget deficit will force us to cut more than 30% of bus and rail service by 2030.



TriMet Regional Economic Impact Summary Findings

September 2026



Study Key Questions

- ◆ **Peer performance.** How does TriMet compare with transit agencies serving broadly similar metropolitan areas?
- ◆ **Housing feasibility.** How does access to TriMet's public transit services affect the feasibility of future housing development?
- ◆ **Cost savings.** How do TriMet services generate benefits to residents in the region?
- ◆ **Economic contribution.** How does TriMet contribute to the regional and statewide economy and what is the impact of further service level cuts?

Study Parameters

Spending analysis

- ✓ All services and spending within TriMet's budget

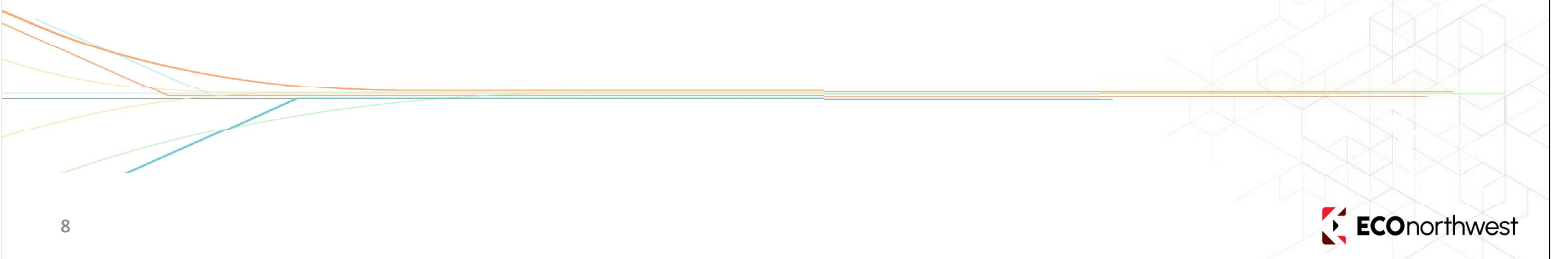
Transit analysis

- ✓ TriMet's fixed route system
- ✓ All other transit services within Metro's Regional Travel Demand Model
- ✗ Demand-response services, such as paratransit

The transit analysis parameters are dictated by the capabilities of the Metro Regional Travel Demand Model, which cannot exclude other regional transit services without producing unrealistic results, because many of these services connect to and depend on TriMet's network.

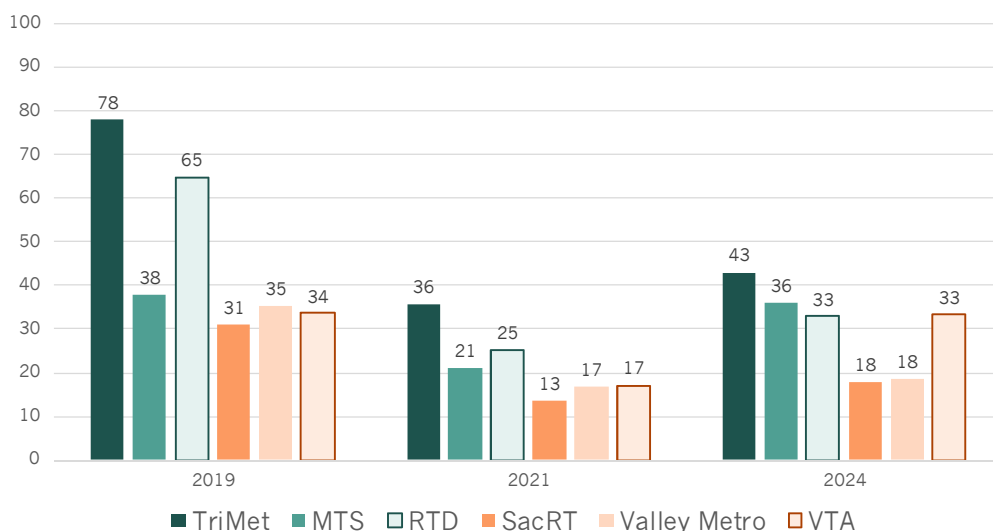
- 1 TriMet is the highest-ridership system among its western peers and delivers rides at below-average cost per trip.
- 2 Increasing service cuts could reduce multifamily market feasible capacity by up to half across the region
- 3 An efficient return on state resources, with economic activity supported by TriMet generating \$90 million in annual state revenue compared to \$51 million from STIF
- 4 TriMet's distinctive economic value is regional productivity; service cuts cannot simply be offset by reallocating public spending elsewhere.
- 5 The cuts already made have been minimally disruptive; the next increment decreases benefits exponentially, causing lasting economic disruption

Performance



TriMet consistently serves more trips per resident than peers

Average Monthly Unlinked Passenger Trips Per 100 Residents
Across All Service Modes, 2024



20% more

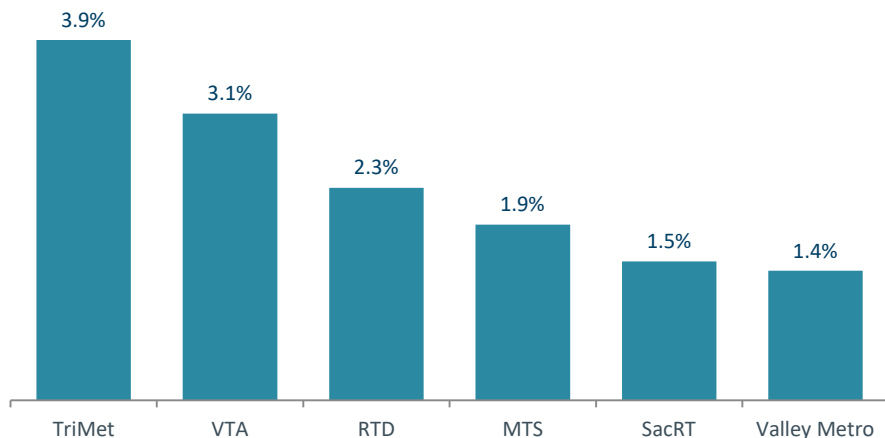
trips per resident than the next-highest peer.

Source: FTA National Transit Database 2024; EConorthwest analysis.

As the economy shifts to hybrid, TriMet remains the peer leader in commute trip share

Compared with five western peer agencies operating both bus and light rail modes.

Share of workers commuting by transit, 2024



~61% of regional employment in industries requiring in-person attendance

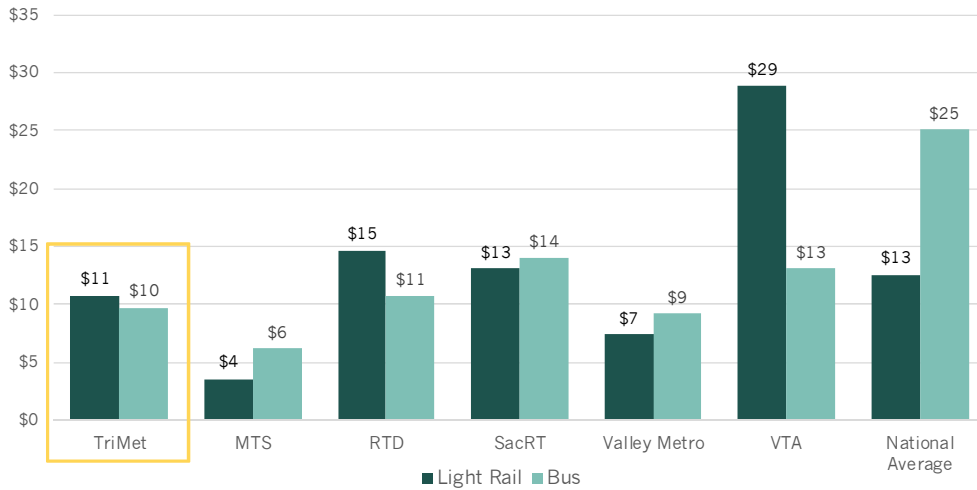
The second-highest work-from-home share (21%)

The lowest share commuting by car, truck or van (70%)

Source: ACS 1-year 2024; EConorthwest analysis. Peer group: Valley Metro (Phoenix), MTS (San Diego), RTD (Denver), SacRT (Sacramento), VTA (San Jose).

Per trip costs are below national averages

Cost per Passenger Trip by Mode, 2024



\$307

Annual operating cost per resident

Cost per trip for light rail and bus is below national averages of \$13 and \$25, and below most peers.

Source: FTA National Transit Database 2024; ECONorthwest analysis.

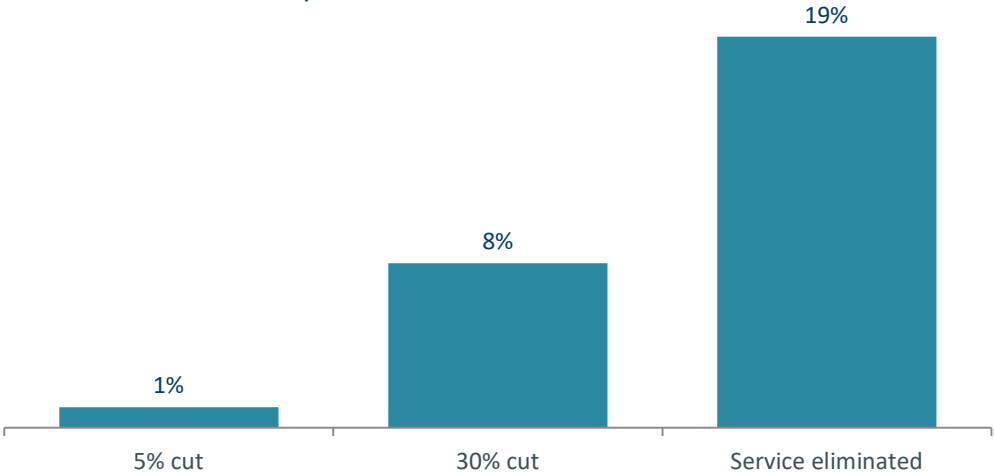
Transit and Housing

Public transit increases housing production capacity feasibility

Lower car ownership lets developers build fewer parking stalls — which lets more units per acre pencil.

Reduction in market-feasible housing capacity

Tri-county with current market conditions



Source: MapCraft analysis for ECONorthwest. Ranges reflect current market conditions

Market capacity is not a forecast

Market feasible capacity is a theoretical ceiling on market-driven supply. Developers will not pursue all of them — but they cannot pursue what is not feasible.

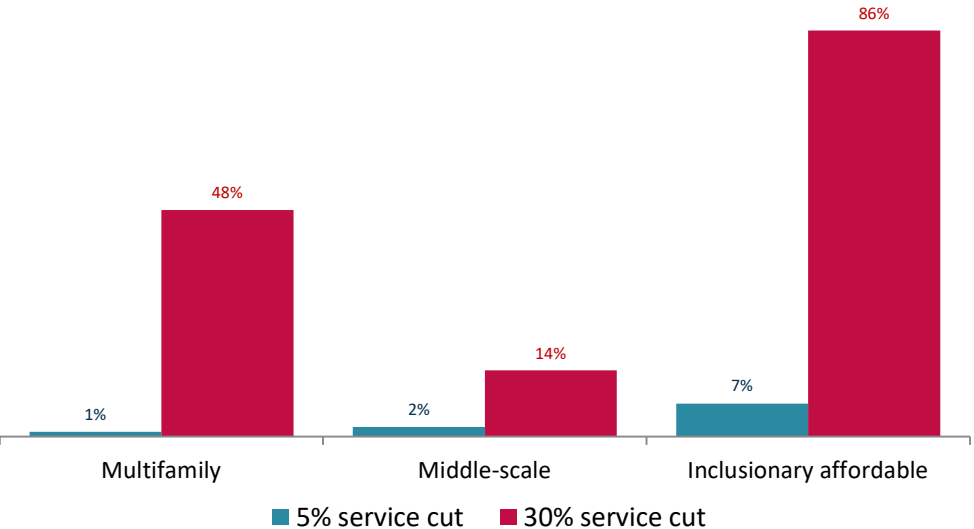
How it is modeled

Parcel by parcel, against physical dimensions, zoning requirements and tri-county market conditions.

30% service cuts reduces multifamily market development capacity by up to half

Reduction in market feasible housing capacity

(upper bound of modeled range)



Multifamily

5+ unit apartments and condos

Middle-scale

Duplexes, triplexes, townhomes

Inclusionary affordable

Inclusionary housing requirements for 20+ unit buildings inside the City of Portland

Subsidized affordable production was not modeled but is likely to be affected through higher parking demand raising per-unit costs and consuming developable area.

Source: MapCraft analysis for ECONorthwest. Chart shows the upper bound of each modeled range; ranges reflect alternative market conditions.

Household Transit Benefits

15



How do you calculate the benefits from public transit?

How it works

- Transit service removes personal vehicle trips from the road network
- Fewer vehicle miles means less congestion and shorter travel times
- Drivers and freight operators save time and money whether or not they ride
- Fewer miles driven also means fewer collisions and lower emissions
- Households have less need to own and park a car

How we estimated it

Framework	USDOT benefit-cost analysis guidance
Travel inputs	Metro Regional Travel Demand Model — VMT and VHT with and without TriMet service
Vehicle costs	AAA 2026 weighted-average cost per mile
Value of time	ODOT 2025 passenger and freight values
Emissions	EPA 2023 social cost of carbon
Housing Opportunities	MapCraft analysis

Public transit saves tri-county residents at least \$489.4 million annually

Riders and non-riders both save



Vehicle operating costs	\$162.9M	\$215 / household	Equal to owning and operating ~13,840 vehicles
Travel time	\$323.3M	\$426 / household	Avoids 8M+ added hours of vehicle travel each year
Avoided collisions	\$3.3M	\$4 / household	A 30% cut would eliminate 80% of this benefit
Total household savings	\$489.4M	\$645 / household	Before counting any economic contribution

Source: ECONorthwest analysis, USDOT benefit-cost guidance. Excludes ~\$12M in annual avoided-emissions benefits (41,379 MT CO2e) and Clark County benefits of \$34.5M. Freight receives \$11.1M in travel-time savings.

Public transit generates widespread benefits, including for non-riders

TWO EMPLOYMENT REVENUE STREAMS



WHAT HOUSEHOLDS GET BACK



Source: ECONorthwest analysis; TriMet FY2025 payroll tax receipts; ACS 1-year 2024 household counts.

Quantifying Economic and Fiscal Impacts

19



Two channels generate economic impacts

THE SPENDING CHANNEL

Payroll, purchases, capital

TriMet pays wages, buys goods and services, and invests in capital. That spending circulates through the regional economy and supports employment and business activity across many industries. Similar in impact to other public sector spending.

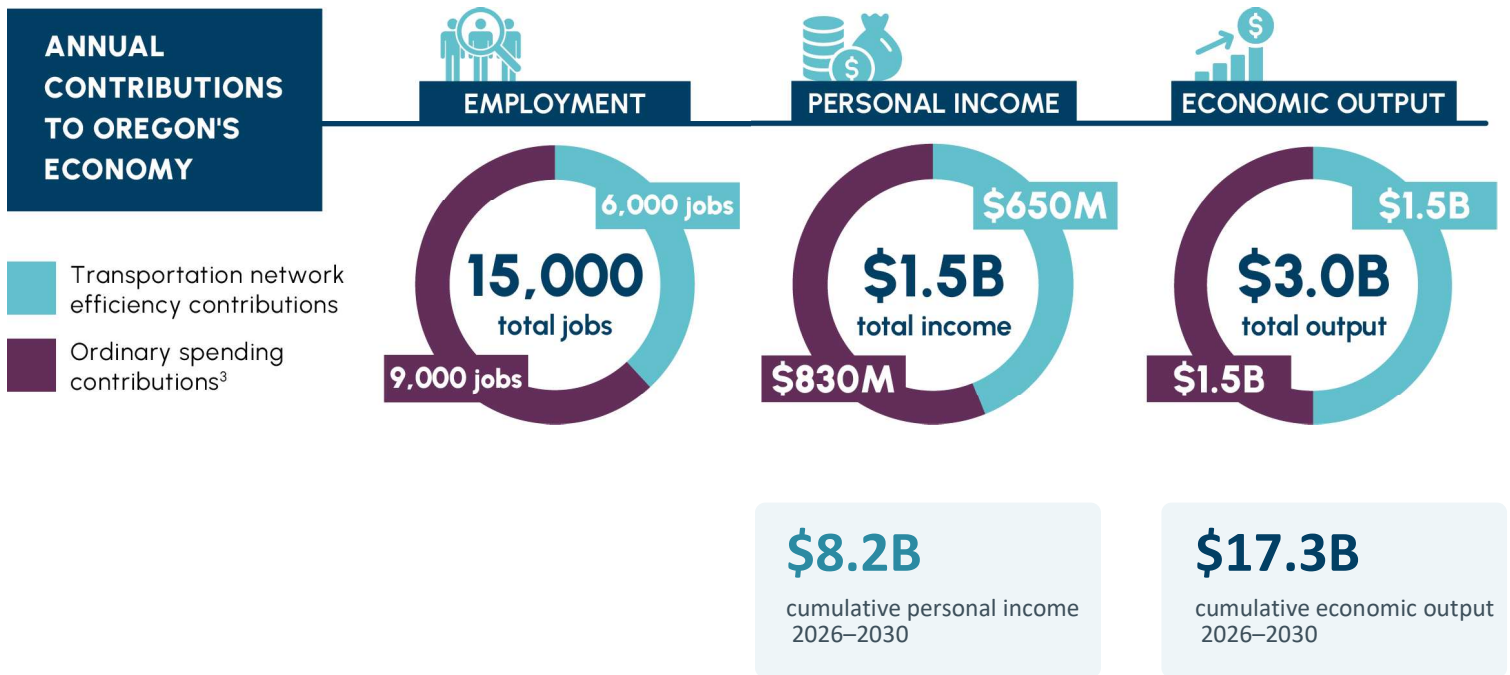
THE TRANSPORTATION NETWORK CHANNEL

Mobility and productivity

- Expands the labor market workers can reach and the pool employers can hire from
- Preserves roadway capacity for freight and trips that must be made by car
- Frees household resources otherwise spent on transportation

The transportation network channel differentiates investment in transit from other public spending.

Measuring TriMet's existence value -- Impacts through 2030



Source: REMI TranSight 2023; ECONorthwest analysis. Statewide, in 2026 dollars. Five-year averages: 16,240 retained jobs and 12,540 retained residents per year.

Without the economic activity supported by TriMet, growth would be 10% lower in 2030

Projected growth in Oregon real economic output, 2026–2030



\$37.5B

The amount Oregon's real economic output is projected to grow between 2026 and 2030.

\$3.7B

10% of the projected growth - how much smaller that 2030 economy would be without TriMet

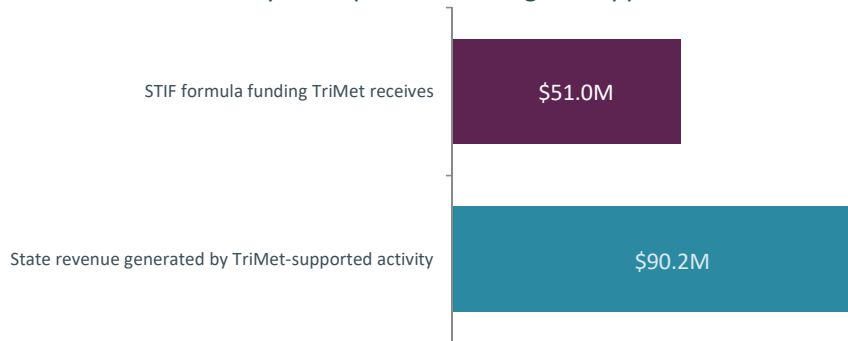
~6 months

Of statewide economic growth at the projected pace, forgone over five years without TriMet.

Source: REMI TranSight 2023; ECONorthwest analysis. Months-of-growth figure applies the five-year average growth rate to the 2030 difference.

TriMet returns 77% more revenue than it receives in state funding

2025 one-year impacts – Funding vs. Supported Economic Activity



77% more
state revenue generated than
TriMet receives in STIF.

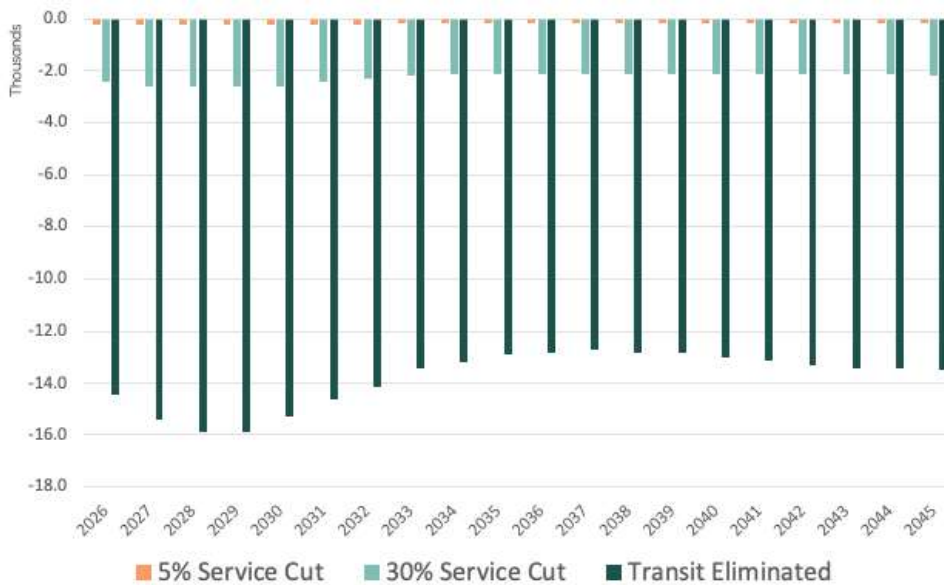
The study did not model the effect of eliminating or reducing STIF funding itself. What it establishes is that in the most recent year analyzed, TriMet supported activity contributing more revenue to the state than it received from it.

Source: REMI TranSight 2023; Oregon Legislative Revenue Office, 2026 Oregon Public Finance Basic Facts; EConorthwest analysis. Statewide estimates.

Impact of Service Level Cuts

Economic losses are permanent, doesn't recover to baseline

Estimated Annual Employment Difference from Baseline
by Service Reduction Scenario, 2026–2045



Employment

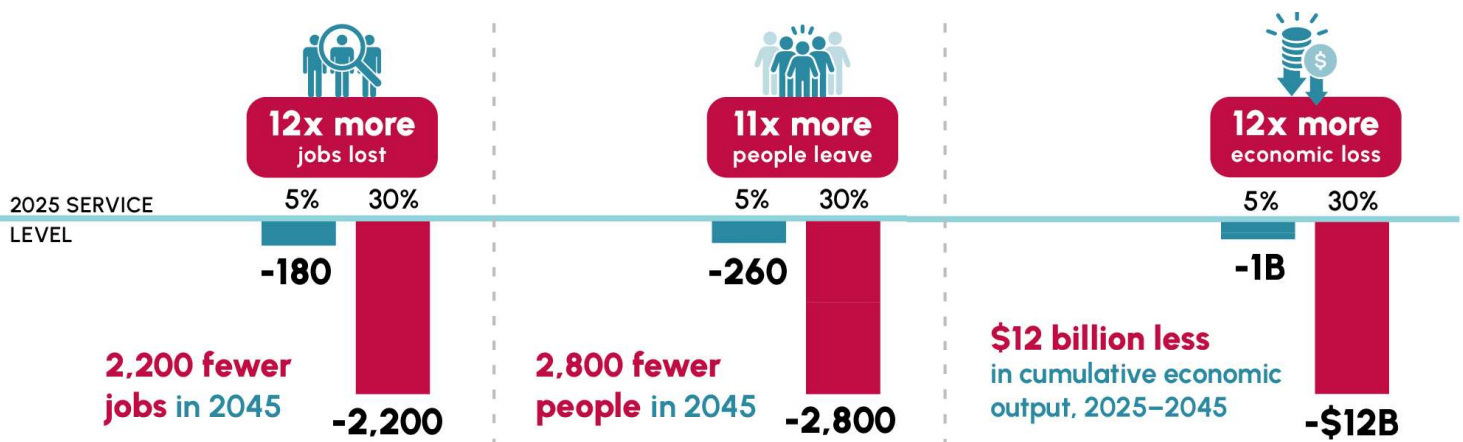
Falls immediately, peaks in year two or three, then partially recovers as workers and businesses adjust — settling on a lower path and staying there through 2045.

Population

Responds more slowly and recovers less. By 2045: ~2,900 fewer residents under a 30% cut, ~17,700 without TriMet service.

Further rounds of service cuts would have an outsized impact

A 30% service reduction produces **10–12x** the economic losses of a 5% service cut by 2045.



The fiscal impact is amplified under increased service level cuts



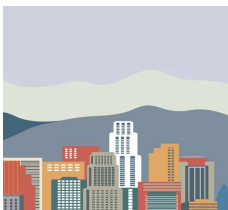
\$2.4 billion
in cumulative state tax
revenue over 20 years

\$120M per year, on average

Estimated additional state tax revenue supported by TriMet over the next 20 years.

Revenue the state forgoes under each scenario over 20 years

	Total	Average Per Year
5% service cut	-\$39M	-\$2M
30% service cut	-\$384.1M	-\$21M
Service eliminated	-\$2.4B	-\$120M



Los Angeles



Portland



Seattle



Boise

Transit Supports the Future We Want

- Economic competitiveness
- Access to jobs
- Housing production and affordability
- A healthier climate
- Thriving and connected communities



29

A Shared Regional Agenda

1. Maintain essential transit service as our economy recovers.
2. Work together to shape transit around how people live and travel today.
3. Build a sustainable funding model for the service our region needs.

Our request to you: Make increased transit funding a legislative priority and help shape this regional agenda.



Memo

Date: November 05, 2026
To: C4 Members & Interested Parties
From: C4 Staff
RE: Values and Outcomes November Update

Action Requested

Discussion only.

Background

The Clackamas County Coordinating Committee (C4) has expressed interest in collaborating to advance joint advocacy documents on economic development and transportation policies. These documents are intended to reflect shared “values and outcomes” on economic development and transportation funding ahead of the 2027 state legislative session. C4 has developed similar documents previously, representing the “Communities of Clackamas County”.

Update

In October, C4, CTAC, and the Community Partners Table were invited to provide feedback on first-draft documents, with the option to submit additional comments by email by 10/23.

- C4 discussed first-draft language on 10/1. Discussion focused on whether to name corridors in the transportation funding document and accountability in transit.
- CTAC discussed first-draft transportation language on 10/1. Discussion focused on whether to name corridors *or funding mechanisms* in the transportation funding document.
- The Community Partners Roundtable (jurisdictional EcDev staff) discussed first-draft economic development language on 10/13. Discussion touched on the structure and risk of funding tools, and informational comments for awareness.

On November 5, C4 will receive a running engagement report and second-draft edits based on feedback received thus far. Revised drafts are anticipated to come back to C4 into the winter.

11/5 Topics for C4 Feedback

1. Do second-draft edits address the concerns you raised in October?
2. Is anything missing from the discussion draft documents?
3. Do you need more information about any of the policy concepts?

**DRAFT Joint Values and Outcomes
for Economic Development
by the Communities of Clackamas County**

Approved on March XX, 2027

The communities listed here are united in support of a resilient regional ~~economy-economic~~ ecosystem that provides long-term economic security for all. We believe that thriving businesses are necessary to generate family-wage jobs, sustain public services, and support community vitality. We are working toward these outcomes by prioritizing business retention, expansion, and attraction; fostering a diverse mix of industry; ensuring the availability and optimal use of employment land; and cultivating a strong workforce. The communities of Clackamas County submit these shared values to guide legislative solutions that strengthen Oregon's economic future.

Commented [JL1]: Deleted extra word to get everything on one line.

These values are not an endorsement of any specific bill.

To ensure efficient implementation of policy changes, legislative solutions should...

- Be developed in collaboration with local voices and jurisdictions
- Protect and retain local authority to implement place-based solutions
- Reduce regulatory impediments for businesses
- Provide resources to effectively market employment land

To retain existing businesses, legislative solutions should...

- Explore targeted tax relief for the business community to spur living-wage jobs
- Preserve existing business incentives for retention, expansion, and recruitment
- Simplify and improve access to state incentive tools, including but not limited to Opportunity Zones and Enterprise Zones

To grow existing businesses, legislative solutions should...

- Prioritize funding for workforce training, development, and retention
- Enhance relationships between education institutions and industry sectors
- Develop strategies to retain, expand, and seek new childcare opportunities

To attract new businesses, legislative solutions should...

- Prioritize evaluation of site suitability and development potential, Simplify the land use system to reflect site suitability, and ensure an adequate supply of development-ready sites
- Appropriate infrastructure funding at levels sufficient to meet development needs, and structure funding to minimize accessibility barriers for local governments
- Prioritize transportation, water, and sewer projects that support employment areas and new housing

- Provide and fund tools that enable the availability and ~~creation~~ aggregation of larger employment land parcels

DRAFT

DRAFT Joint Values and Outcomes
for the 2027 State Legislative Transportation Package
by the Communities of Clackamas County

Approved on March XX, 2027

The jurisdictions named here support a seamless, functional transportation system that prioritizes safety and the reliable movement of people and goods.

We acknowledge that without adequate transportation funding to address maintenance and capital projects in our communities, our collective transportation system will continue to struggle, maintenance projects will become capital projects, and our transportation systems will fail to meet public expectations and uses. As the state legislature considers funding solutions to address state and local needs, the values and outcomes named here will be the foundation of our advocacy.

These values are not an endorsement of any specific bill.

To ensure an equitable, balanced, and seamless system for all, a transportation package should...

- Protect and retain the 50/30/20 revenue formula from the State Highway Fund
- **Discussion Idea 1: Prioritize operations and maintenance funding**
- Increase safety and mobility for all travel modes and reduce diversion from highways onto local roads

To ensure maximum and efficient utilization of public dollars, a transportation package should...

- Diversify **(Discussion Idea 2) and index** revenue sources and funding tools for local and state agencies
- Maximize our opportunity to leverage federal funds
- **Discussion Idea 3: Ensure that funding tools are considered and advanced in collaboration with cities and counties to avoid disproportionate economic impacts or unfair burdens on people and communities**

To advance projects that build public trust and accountability, a transportation package should...

- Be developed in collaboration with local voices and jurisdictions
- Build trust through budget transparency, cost-saving measures, and limiting administrative costs
- **Discussion Idea 4: Strengthen ODOT's capacity to deliver projects, conduct meaningful public engagement, and implement best practices**

To provide accessibility and funding to multimodal facilities and services, a transportation package should...

- **Discussion Idea 5A: Expand last-mile transit options in Clackamas County, particularly in areas without existing service**
- **Discussion Idea 5B: Optimize administration of the State Transportation Improvement Fund to maximize the efficiency of existing state transit dollars**
- Complete multimodal network gaps, including missing transit connections, sidewalks, and bike lanes
- Invest in transit and paratransit so that it is an equitable, safe, convenient, and connected travel option
- ~~Promote trust, accountability, and coordination between transit providers and local governments. Identify sustainable long-term funding for micro-transit and first- and last-mile transit solutions~~

To support housing production and economic opportunities, a transportation package should...

- **Discussion Idea 6: Invest in transformative projects like the Sunrise Corridor and other state-owned facilities, like OR 43 and OR 211, to address growth in urban, suburban, and rural communities. Identify**

funding pathways for planned projects on state facilities – including but not limited to the Sunrise Corridor, OR-43, OR-99E, and OR-211 – made necessary by growth in nearby communities

- Improve safety and reduce congestion on roads and bridges that connect urban and rural communities

DRAFT

Table 1 Explanation of Policy Discussion Ideas

Updated 10/28/26 to agree with second-draft track change edits.

Source and Explanation	Discussion Idea Number	Text Suggestion
C4 Retreat: Participants expressed broad support for prioritizing funding for maintenance and preservation.	1	Add “Prioritize emergency response, operations and maintenance funding”
Staff Consult: Indexing provides long-term funding stability.	2	Add “and index”
Staff Consult: Set expectations for potential funding tools.	3	Add “Ensure that funding tools are considered and advanced in collaboration with cities and counties to avoid disproportionate economic impacts or unfair burdens on people and communities”
C4 Retreat: Participants expressed a desire for additional accountability and trust building.	4	Add “Strengthen ODOT’s capacity to deliver projects, conduct meaningful engagement, and implement best practices”
C4 Retreat: Transit providers expressed a need for funding. STIF funding increases were met with opposition. There was, however, broad interest in modifying administration of the STIF program.	5A & 5B	Add “Expand last-mile transit options in Clackamas County, particularly in areas without existing service” Add “Maximize the efficiency of existing state transit dollars”
Staff Consult: Original language only cited Sunrise. Staff suggests broadening language for geographic diversity.	6	Add “Identify funding pathways for planned projects on state facilities – including but not limited to the Sunrise Corridor, OR-43, OR-99E, and OR-211 – made necessary by growth in nearby communities”

Engagement Tracker

Tracking ID	Date	Body	Structure	Key Feedback	Next Steps
E-01	10/1/2026	CTAC	Project staff provided a high level overview, solicited initial feedback	Consider naming a few funding tools we like, and a few we don't. Be careful of adding named corridors - it's a slippery slope.	Present suggested edits to C4 on 11/5
E-02	10/1/2026	C4	Project staff provided a high level overview, solicited initial feedback	Primary concerns center on whether to name specific corridors and the role of accountability in transit.	Present suggested edits to C4 on 11/5
E-03	10/13/2026	Community Partners Roundtable	Project staff provided a high level overview of EcDev V&O, solicited initial feedback	Primary concerns include engagement with unincorporated communities and the structure (risk level) of funding programs.	Present suggested edits to C4 on 11/5

Transportation Feedback

Tracking ID	Date	Meeting	Source of Feedback	Description of Gap/Issue	Relates to...	Staff Notes
R-13	10/1/2026	C4	Clackamas County	Add language addressing trust and accountability in transit. Current wording is too general; need explicit mention of accountability issues.	"To advance projects that build public trust and accountability, a transportation package should..."	Under "To provide accessibility and funding to multimodal facilities and services, a transportation package should....," suggest the addition of a new bullet point to read " <u>Promote trust, accountability, and coordination between transit providers and local governments</u> "
R-14	10/1/2026	C4	TriMet	Keep talking about trust, it's showing up in action but not sure how to quantify it. Consider mentioning the regional coordination program.	"To advance projects that build public trust and accountability, a transportation package should..."	
R-15	10/1/2026	C4	SMART/Wilsonville	It is problematic when transit is viewed in siloes. Consider a more holistic "transit without borders" concept.	"To advance projects that build public trust and accountability, a transportation package should..."	
R-16	10/1/2026	C4	Canby Area Transit	Rising costs are unsustainable and the state "Qualified Entity" structure is outdated. Advocate for more equitable distribution mechanisms. Makes it hard to serve areas outside of a jurisdiction.	"To advance projects that build public trust and accountability, a transportation package should..."	
R-01	10/1/2026	CTAC	Happy Valley	Will the document speak to Road User Charges?	Discussion Idea 3	Suggest document remain silent on specific funding tools, except that <i>any</i> tool under consideration should be advanced in collaboration with local governments.
R-02	10/1/2026	CTAC	Wilsonville	Will the document speak to Tolling? If we're going to name specific funding mechanisms, consider listing a few we like and a few we don't.	Discussion Idea 3	
R-21	10/6/2026	Email	Wilsonville	C4 should discuss whether mentioning specific funding mechanisms is an advantageous strategy; it may be helpful for legislators to understand where we stand, but on the other hand it may shoehorn our position as concepts are still being evaluated. If C4 decides to mention specific funding mechanisms, it should also include mechanisms that we do not support and our reasons why (high administrative costs, encourages diversion, unbalanced between users, diminishing funding source, etc.)	Discussion Idea 3	
R-10	10/1/2026	C4	Lake Oswego	Consider softening or revising references to optimizing STIF funding. State may shift toward cap-and-trade revenue for transit. STIF may not be meaningfully changed this session; premature to assume availability.	Discussion Idea 5	Suggest removing reference to STIF.
R-03	10/1/2026	CTAC	Wilsonville	Be cautious of naming specific corridors. It's a slippery slope.	Discussion Idea 6	Suggest reframe of Discussion Idea 6. <u>Original Language:</u> Invest in transformative projects like the Sunrise Corridor and other state-owned facilities, like OR-43 and OR-211, to address growth in urban, suburban, and rural communities. <u>Suggested NEW Language:</u> Identify funding pathways for planned projects on state facilities – including but not limited to the Sunrise Corridor, OR-43, OR-99E, and OR-211 – made necessary by growth in nearby communities
R-04	10/1/2026	C4	Wilsonville	Remove reference to specific projects. New language to read : "Invest in transformative projects to address growth in urban, suburban, and rural communities." We know our local needs, but maybe helpful for legislators.	Discussion Idea 6	
R-05	10/1/2026	C4	Clackamas County	Keep reference to specific projects. Rationale: Maintains local funding expectations, prevents stranded investments, aligns with state housing/EcDev goals.	Discussion Idea 6	
R-06	10/1/2026	C4	Sandy	Keep reference to specific projects. Rationale: Rural communities rely heavily on these corridors; Metro region already receives attention, rural communities benefit from specificity.	Discussion Idea 6	
R-08	10/1/2026	C4	Oregon City	Lean toward excluding specific named corridors, but if they are included, add Highway 99E for consistency. Legislators know local geographies.	Discussion Idea 6	
R-09	10/1/2026	C4	Lake Oswego	Keep named projects. Named projects have active planning projects. May benefit legislators	Discussion Idea 6	
R-11	10/1/2026	C4	Metro	Keep reference to specific projects, but add an appendix with a brief explanation/update on each project. We have 19 legislators.	Discussion Idea 6	
R-12	10/1/2026	C4	CPOs	Echo Paul Savas. Include Oregon City's project, and other communities' needs.	Discussion Idea 6	
R-17	10/1/2026	C4	Water Districts	Can we say something to the effect of 'including but not limited to'	Discussion Idea 6	

Transportation Feedback

Tracking ID	Date	Meeting	Source of Feedback	Description of Gap/Issue	Relates to...	Staff Notes
R-18	10/1/2026	C4	Gladstone	If we leave out specific sites, we should add a few more adjectives before "growth" to emphasize economic growth along with population/housing.	Discussion Idea 6	
R-19	10/1/2026	C4	Metro	Would we ever include the Locks investment?	Discussion Idea 6	
R-20	10/6/2026	Email	Wilsonville	Remove mention of specific projects or add all projects on/near state highways that would unlock housing and business growth, not just a select few. Suggested new language: "Invest in transformative projects on or adjacent to state highway facilities that help address strain from growth in urban, suburban, and rural communities."	Discussion Idea 6	
R-07	10/1/2026	C4	Gladstone	Ensure internal consistency between the emphasis on O&M and the document's later focus on specific capital projects. Avoid mixed signals about priorities.	General	
R-22	10/20/2026	-	C4 Staff	Document clean up.	Multimodal Services Section	Suggest deleting "Identify sustainable long term funding for micro-transit and first- and last-mile transit solutions." Language is redundant. Discussion 5A calls for expanded last-mile transit options in Clackamas County.

Economic Development Feedback

Tracking ID	Date	Meeting	Source	Feedback	Relates to...	Staff Notes
R-01	10/1/2026	C4	Gladstone	Maybe use "regional economic ecosystem" in line one to emphasize interdependence and strategic coordination.	Preamble	Suggest accepting.
R-02	10/6/2026	Email	Wilsonville	Economic Development fourth section ("attract new"): change the first bullet to "Prioritize evaluation of site suitability and development potential, and ensure and adequate supply of development-ready sites" to more clearly emphasize suitability as a metric.	Section 4	Suggest accepting.
R-03	10/6/2026	Email	Wilsonville	Economic Development fourth section ("attract new"): in the last bullet, replace "enable the creation" with "enable the aggregation."	Section 4	Suggest accepting <i>and</i> adding "availability."
R-04	10/13/2026	Community Partners Roundtable	Oregon Employment Department	How are you defining communities? How will unincorporated folks be represented?	General	No text change recommended.
R-05	10/13/2026	Community Partners	Wilsonville	Appropriating sufficient funding is important, but the funding structure (risk) matters, too. Business Oregon programs are traditionally reimbursement-based, and cities make investments in the hope that jobs arrive. It makes it hard for policymakers to spend those dollars.	Section 4, Point 2	Suggest adding ", and structure funding to minimize accessibility barriers for local governments"
R-06	10/13/2026	Community Partners Roundtable	Clackamas Workforce Partnership	Will be seeking \$10m via Sen. Meek for workforce development. 9 workforce boards.	General	No text change recommended.