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Clackamas County
www.clackamas.us

Thursday, October 02, 2025

6:45 PM – 8:30 PM

Virtual Only

Zoom Link:

<https://clackamascounty.zoom.us/j/89553343744?pwd=7CHJEG4GdnEXkQpRf2ySdreYmnl7sR.1>

AGENDA

6:45 p.m. Pledge of Allegiance

Welcome & Introductions **Page 02**
Comm. Paul Savas & Mayor Brian Hodson, Co-Chairs

Housekeeping **Page 06**
 • Approval of September 4, 2025 C4 Minutes

6:50 p.m. Regional Emergency Transportation Routes Phase II **Page 08**
Opening Remarks: Councilor Christine Lewis, Metro
Presenting: Jeff Owen and Jay Wilson, Clackamas County
 • [ETR Draft Tiers – Interactive Viewer](#)

7:30 p.m. Update on Evacuation Planning **Page 17**
Presenting: Mike Bezner, Clackamas County

7:45 p.m. AMR Contract Updates **Page 18**
Presenting: Philip Mason-Joyner and Bill Conway, Clackamas County

8:00 p.m. Legislative Updates
Presenting: Trent Wilson, Clackamas County

8:15 p.m. Updates/Other Business
 • JPACT/MPAC Updates
 • [Library Task Force Updates](#)
 • [OHNA Rulemaking Calendar](#)

8:30 p.m. Adjourn

2025 General Information



Current Voting Membership

		C4 Exec	C4 Metro	C4 Rural	JPACT	MPAC	R1ACT
Clackamas County	Commissioner Paul Savas	●	●	●	●		●
Clackamas County	Commissioner Diana Helm		●	●			
Canby	Mayor Brian Hodson	●		●			●
CPOs	Kenny Sernach	●	●	●			
Estacada	Mayor Sean Drinkwine			●			
Fire Districts	Matthew Silva (Estacada Fire District)	●					
Gladstone	Mayor Michael Milch	●	●				
Hamlets	Mark Hillyard (Hamlet of Beaver Creek)			●			
Happy Valley	Councilor Josh Callahan		●				
Johnson City	Vacant						
Lake Oswego	Mayor Joe Buck		●		●	●	
Milwaukie	Councilor Will Anderson		●			●	
Molalla	Mayor Scott Keyser			●			
Oregon City	Commissioner Adam Marl		●			●	
Portland	Vacant						
Rivergrove	Councilor Doug McLean		●				
Sandy	Councilor Rich Sheldon			●			
Sanitary Districts	Paul Gornick (Oak Lodge Water Services)	●					
Tualatin	Councilor Valerie Pratt		●				●
Water Districts	Sherry French (Clackamas Water District)		●			●	●
West Linn	Mayor Rory Bialostosky		●				
Wilsonville	Mayor Shawn O'Neil		●				

Current Ex-Officio Membership

MPAC Citizen Rep	Ed Gronke
Metro Council	Councilor Christine Lewis
Port of Portland	Emerald Bogue
Rural Transit	Todd Wood (Canby Area Transit)
Urban Transit	Dwight Brashear (SMART)

Frequently Referenced Acronyms and Short-forms:

Related to the Clackamas County Coordinating Committee (C4)

C4 Metro Subcommittee

C4 I-205 Diversion Subcommittee

CTAC: Clackamas Transportation Advisory Committee (C4 Transportation TAC)

Related to Metro and Metro Committees

JPACT: Joint Policy Advisory Committee on Transportation (Metro)

MPAC: Metro Policy Advisory Committee (Metro)

TPAC: Transportation Policy Advisory Committee (JPACT TAC)

MTAC: Metro Technical Advisory Committee (MPAC TAC)

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

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

RTAC: ODOT's Regional Tolling Advisory Committee

STRAC: ODOT's State Tolling Rules Advisory Committee

EMAC: ODOT's Equity Mobility Advisory Committee (for tolling)

General Transportation Acronyms

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

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)

2025-2026 Focus Areas

At the [2025 C4 retreat](#), several topics were identified to inform C4's annual work program. Pursuant to this exercise, C4 members and alternates evaluated topical themes according to the level of urgency and scope (C4's ability to influence):

1. **Transportation** [Combined urgency/impact score: 21]
E.g., Roads, funding tools, investment priorities
2. **Housing Production & Homeless Services** [Combined urgency/impact score: 21]
E.g., Supportive Housing Services, rural solutions, supporting older adults
3. **Infrastructure** [Combined urgency/impact score: 17]
E.g., Strategies to finance, extend useful life
4. **Transit** [Combined urgency/impact score: 12]
E.g., Influencing plans/programs, partnership opportunities, solutions toolbox
5. **Economic Development** [Combined urgency/impact score: 12]
E.g., Industrial land supply, workforce, prosperity, convention center
6. **Advocacy** [Combined urgency/impact score: 8]
E.g., Legislative summit, consistent messaging, pursuit of grant awards
7. **Measures 5 & 50** [Combined urgency/impact score: 7]
E.g., Local revenue options; possible fixes

C4 members affirmed findings on September 4, 2025, articulating a desire for C4 to operate as a thought partner in the development of solutions and an advocacy partner to achieve solutions. Feedback from C4 will be utilized by the C4 Executive Committee to inform ongoing committee planning and operations. To contact the Executive Committee, email C4@clackamas.us.

Thursday, September 04, 2025
Development Services Building (Zoom Hybrid)
 Main Floor Auditorium, Room 115
 150 Beaver Creek Road, Oregon City, OR 97045

Attendance:

(*) Denotes virtual attendee

Members: **Canby:** Brian Hodson; Traci Hensley* (Alt.); **Clackamas County:** Paul Savas; Diana Helm; **CPOs:** Kenny Sernach, Pamela Burbach (Alt.); **Gladstone:** Michael Milch; Mindy Garlington* (Alt.); **Hamlets:** Mark Hillyard; **Happy Valley:** Josh Callahan*; **Metro:** Christine Lewis*; **Milwaukie:** Will Anderson; Lisa Batey (Alt.); **Molalla:** Eric Vermillion* (Alt.); **Oregon City:** Adam Marl; **Sanitary District:** Paul Gornick; **Transit (Urban):** Dwight Brashear*; **Tualatin:** Valerie Pratt; **Water District:** Sherry French; **West Linn:** Rory Bialostosky*

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

Guests: Jamie Stasny (DTD); Laura Terway (Happy Valley); Trevor Sleeman* (ODOT); Dayna Webb (Oregon City); Jeff Gudman*

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.

Agenda Item	Action
Housekeeping	June 5 minutes approved. Diana Helm introduced to C4.
Performance Clackamas: 2025-2030 Strategic Plan	Comm. Helm and Savas outlined the 2025-2030 strategic plan. In discussion, members raised interest in transit, including the Oregon City Transit Center location, transit-supportive land use patterns, Metro 2040 Vision refresh, distribution of STIF funding, and the strategic benefits of participating in cap-and-trade conversations. Members also raised interest in the future jail location, affordable housing within the context of the transportation system, economic development (workforce needs, city UGB expansions, economic land in rural areas), governance (e.g., districting, ranked choice voting), and childcare.
C4 Work Program	C4 received the results of a recent member survey about possible work program priorities. Members affirmed the outcomes. In discussion, interest was raised in C4 operating as a thought partner to develop solutions and an advocacy arm to achieve solutions. There is also interest in improving relationships with legislators.
Legislative Updates	Trent Wilson provided updates on federal transportation reauthorization, the special session at the state legislature, and a possible information

	hearing on the Sunrise Corridor.
Updates/Other Business	<p>JPACT – No meeting in August. Some members are going to DC to advocate for federal reauthorization of transportation dollars.</p> <p>MPAC – No meeting in August.</p> <p>Library Task Force – Contact Mayor Milch and Comm. Savas with any questions.</p> <p>Rotational Meetings – C4 members expressed interest in rotational meetings. There is also interest in receiving a tour of the new county courthouse and the Sunrise Corridor.</p>

Adjourned at 8:29 pm

Regional emergency transportation routes (ETR) update | Phase 2

Prioritizing and tiering the network routes

Disasters, both natural and human-caused, can happen anytime, and the transportation system needs to be prepared to withstand them and support lifesaving and life-sustaining activities.

Project overview

New technology, data and mapping have greatly expanded the region's understanding of potential hazard risks, including earthquakes, wildfires, landslides, floods, volcanoes and other extreme weather events.

Coordinated emergency management planning helps mitigate the risks these hazards pose to the public health and safety of communities and the region's economic prosperity and quality of life. Identifying emergency transportation routes is a critical element of emergency preparedness for the region.

First designated in 1996, regional Emergency Transportation Routes (ETRs) are travel routes that, in case of a major regional emergency or natural disaster, would be prioritized for rapid damage assessment and debris-removal to aid the movement of first responders, people who need medical care, fuel, supplies and equipment.

Outcomes from Phase 1

From 2019 to 2021, Metro partnered with the Regional Disaster Preparedness Organization (RDPO) on the first phase of the project to reassess and update the designated RETRs for the five-county Portland-Vancouver metropolitan region, which includes Clackamas, Columbia, Multnomah and Washington counties in Oregon and Clark County in Washington. Before that, the last update occurred in 2006.

The primary outcome of the first phase was a regionally-accepted network made up of **1,204 miles over 195 total routes connecting over 75% of state and regional critical infrastructure and essential facilities.**



There were 89 new routes totaling 305 miles added to the network. Visit the [RDPO project page](#) to view the route maps and detailed regional ETR data charts.

Criteria across the following three dimensions were used to identify the best regional routes for emergency response during a seismic event

- **Connectivity and access** to regional assets and from state to local routes
- **Route infrastructure resilience** to multiple natural hazards
- **Equitable access** to vulnerable and isolated communities

Desired outcome for Phase 2

This second planning phase will build on the previous work on regional ETRs by developing a tiering methodology and prioritization framework to inform which routes among the identified regional ETRs should be evaluated, cleared and opened first, next and last in a catastrophic scenario; and to guide on-going maintenance and capital investments to ensure top tier routes are increasingly resilient.



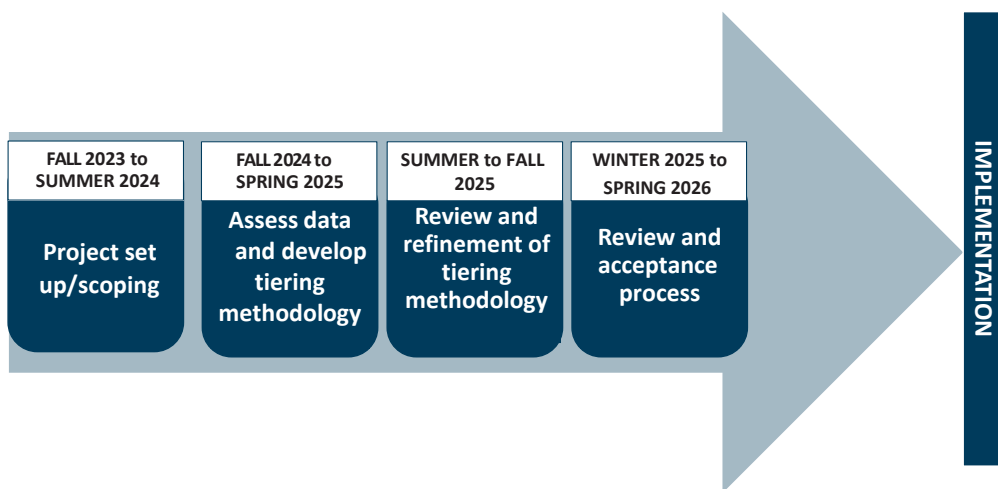
Metro RDPO

Regional Disaster Preparedness Organization



Project timeline and decision-making

Phase 2 scoping began in fall 2023 and the project is expected to be completed in spring 2026. Project recommendations will be brought forward for review and endorsement consideration by regional policymakers, including the RDPO Steering Committee, the RDPO Policy Committee, the Metro Council, Metro Joint Policy Advisory Committee on Transportation (JPACT) and the Southwest Regional Transportation Council (RTC).



Project phases

- **Fall 2023 to summer 2024:** Project set up and scoping
- **Fall 2024 to spring 2025:** Assess data and develop tiering methodology
- **Summer to fall 2025:** Review and refinement of tiering methodology
- **Winter 2025 to spring 2026:** Review and acceptance process

Partnerships and collaboration

The regional ETR update project is co-led by the Regional Disaster Preparedness Organization (RDPO) at the City of Portland and Metro and will be supported by a number of local, regional and state partners, as well as a consultant.

As in Phase 1, Phase 2 will rely on existing RDPO and Metro technical committees and working groups, as well as briefings to county-level technical coordinating committees to engage individual cities within each county in a coordinated manner.

Other agencies and groups will be engaged and consulted as key stakeholders due to their roles in emergency response and/or critical infrastructure and social services for vulnerable populations, including community-based organizations and RDPO discipline-specific work groups.

This project is a collaboration between public, private and non-profit stakeholders, co-led by the five-county, bi-state Regional Disaster Preparedness Organization (RDPO) and Oregon Metro, the metropolitan planning organization designated by the Governor of Oregon to serve the urban portions of Clackamas, Multnomah and Washington counties.

Funding for this project is being provided by an Urban Areas Security Initiative grant.

Questions?

For more information contact:

Carol Chang

Senior planning coordinator
RDPO
carol.chang@portlandoregon.gov

John Mermin

Senior transportation planner
Oregon Metro
john.mermin@oregonmetro.gov

rdpo.net/emergency-transportation-routes



RDPO
REGIONAL DISASTER
PREPAREDNESS ORGANIZATION



Metro

REGIONAL EMERGENCY TRANSPORTATION ROUTES PHASE II

TPAC | October 3, 2025



RETR Phase II | TPAC October 3, 2025



PROJECT BACKGROUND

Emergency Transportation Routes

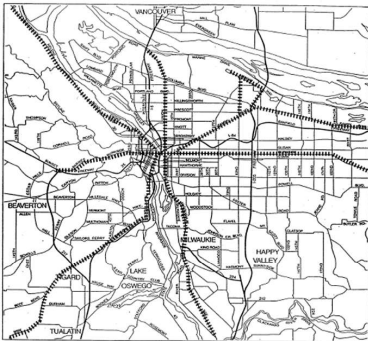
ETRs are priority surface roads targeted during an emergency for:

- rapid damage assessment
- debris clearance or repair
- life-saving and life-sustaining response activities

An ETR designation may also factor into long term maintenance and investment decisions.

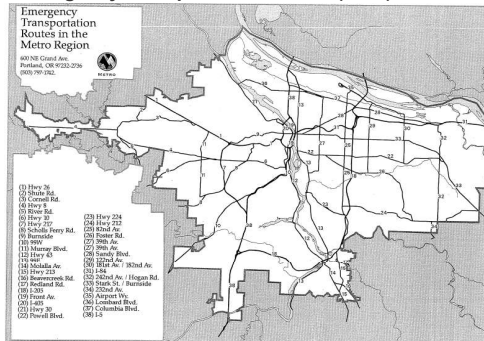
Brief History

Designated Emergency Lifeline Corridors (1994)



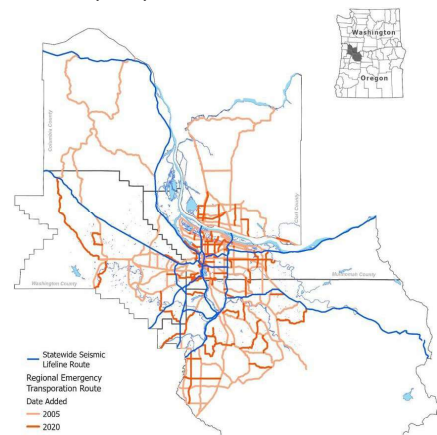
- 3 counties
- 6 routes identified
- Mainly N/S, E/W

Emergency Transportation Routes (1996)



- 3 counties
- First ETRs
- Relatively simple criteria – flat, state owned, low land slide potential

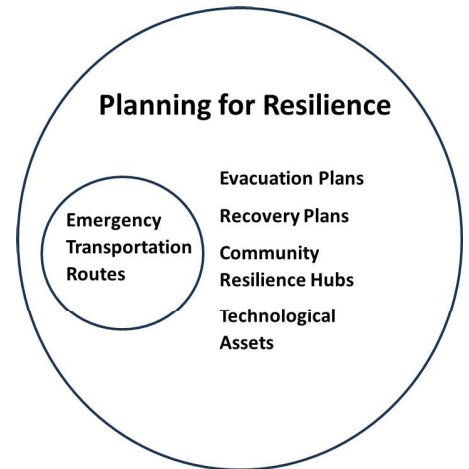
RETRs (2021)



- Expanded to 5 counties
- Considered connectivity & access, route resilience, community & equity

ETR Project Overview

- Joint Metro and RDPO led effort
- Phase 1 work (2019 – 2021) updated the network in 5-county region
- Phase 2 work (2024 – 2026) prioritize and tier network routes (called out in Metro's RTP chapter 8)
 - Data review and assessment
 - Workshops and engagement
 - Develop and apply methodology
- Out of scope - evacuation or recovery planning, establishing operational guidelines, funding decision

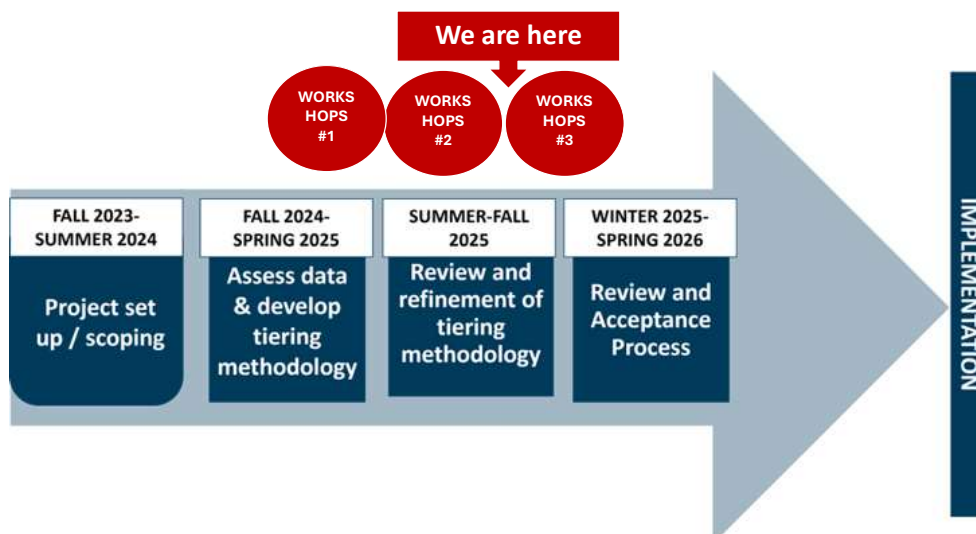


APPROACH & TIMELINE

Engagement Approach

- Quarterly project work group
- Hold technical workshops to develop and refine prioritization criteria
- Engage community organizations to get input from disaster vulnerable populations
- Briefings to technical and policy group at Metro (TPAC, MTAC, JPACT, Council) and RDPO committees / work groups

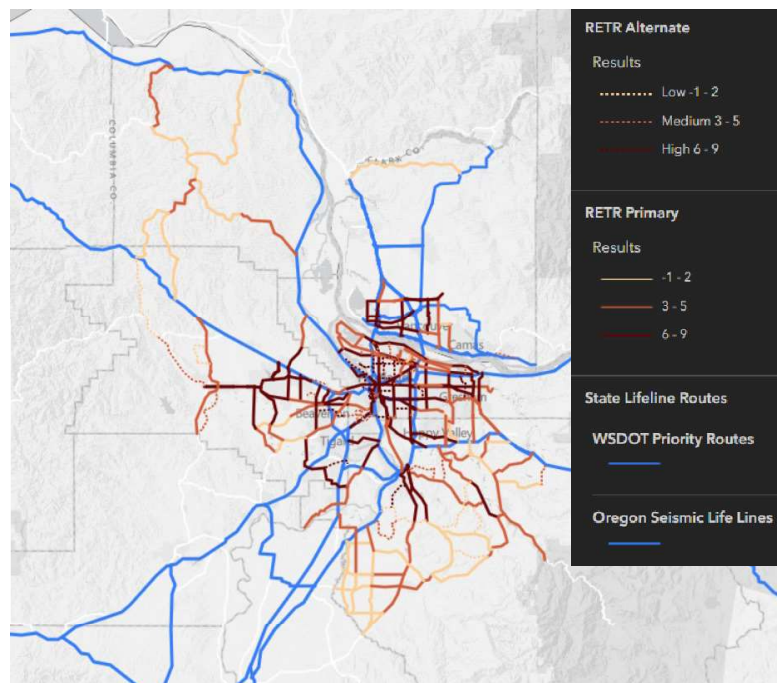
Timeline



Scoring Criteria

Category	Criteria	Buffer distance
Life saving/Sustaining	Hospitals	2 miles
	Police Station	1 mile
	Fire Station	1 mile
Connectivity	Connection to the State Seismic Lifeline Routes	NA
	Principal arterials & Highways	NA
	Minor arterials	NA
	Bridges*	NA
Public works & resources	Public Works Facilities	2 miles
	Fueling Centers	2 miles
	Water treatment & distribution sites	2 miles
Other Key Destinations	Airports	2 miles
	Debris Management Sites	2 miles
	Emergency Operations Centers	2 miles

Draft Tiering Results



Feedback on Draft Results

- Ensure tier 1 routes form a connected grid that is more evenly distributed across region.
- Incorporate equity/vulnerable populations and population density layers qualitatively
- Remove bridges from criteria
- If data allows, add medical clinics (not just hospitals) and community resilience hubs to the criteria

Feedback on Draft Results *Cont'd*

- Ensure hospitals and PDX airport have at least one Tier 1 route connecting to them.
- Requests to adjust the tiering level on specific routes.
- Requests to add new routes to the map
- Coordinate with SW Washington stakeholders regarding differences in timing / terminology



NEXT STEPS

- Briefings of Metro and RDPO committees in October
- Final CBO and technical workshops in late Oct/early Nov.
 - *Nov 12 TPAC workshop – in person/hybrid*
- Two more project workgroup meetings – Dec and Feb
- Endorsement process – Spring 2026
 - Resolution to “Accept” project findings for consideration in 2028 RTP update



THANK YOU!

John Mermin, Metro
john.mermin@oregonmetro.gov

Carol Chang, Regional Disaster Preparedness Organization (RDPO)
carol.chang@portlandoregon.gov

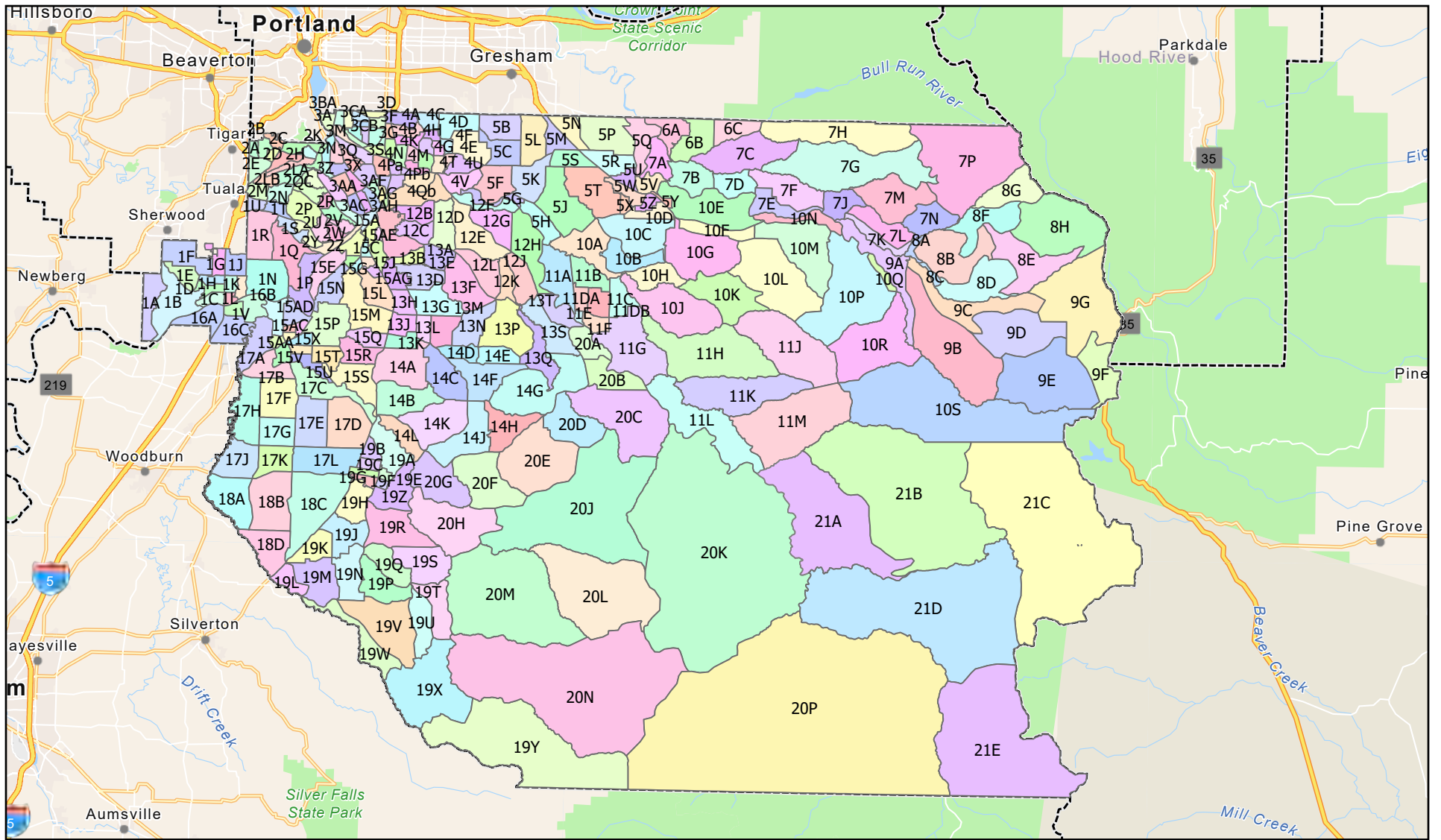


Figure 11

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Clackamas County Board of Commissioners Approves New Performance-Based Contract with American Medical Response (AMR)

OREGON CITY, Or. – The Clackamas County Board of Commissioners on Thursday adopted a new performance-based contract with American Medical Response Northwest, Inc. (AMR) to provide ambulance services to the Clackamas ambulance service area. The contract will remain in effect until June 30, 2035 unless it is terminated or extended.

With this performance-based contract, AMR will be held accountable for meeting specific standards, including response times and quality of care. While previous contracts imposed penalties for missed response times, the new contract also offers incentives for strong clinical performance. This new approach encourages continuous improvement and offers greater flexibility in addressing challenges.

“When someone in our community needs an ambulance, it’s so important that it arrives quickly and that they receive quality care,” said Clackamas County Chair Craig Roberts. “Ambulance response times have been a region-wide struggle over the past few years, but I am pleased that recently here in Clackamas County we have been seeing positive trends. This new contract with AMR will help ensure that those positive trends continue and that AMR meets clinical performance metrics in addition to response time requirements. Innovative programs like nurse navigation also help ensure that residents get the quality care they need.”

Notable additions to the contract include:

- Clinical performance metrics with built-in incentives
- Updated response time requirements (with rewards and penalties)
- [Nurse navigation](#) (launched in 2024) and secure transport services
- Data dashboards, electronic charting and upgraded technology
- Enhanced compliance and performance improvement processes
- Option to allow Basic Life Support (BLS) ambulances
- Increased transparency and accountability

Due to the rising cost of health care, patient rates are increasing. As part of the new contract, AMR agreed to continue providing their Compassionate Care Program, which provides assistance to those experiencing financial hardship.

In 2023, AMR was placed on a performance improvement plan at the direction of the Clackamas County Board of Commissioners for failing to meet performance requirements.

At the time, emergency medical services across the region were facing challenges with ambulance response times, primarily due to staffing shortages.

AMR has made significant investments in its workforce over the past two years, including scholarships and work-study programs to attract and support new emergency medical technicians (EMTs) and paramedics. Currently, AMR in Clackamas County is fully staffed and has consistently met the required response time standards for the past five months.

The previous contract expired on April 30, 2025, triggering provisions that required AMR to continue services for up to 90 days or until a new agreement was in place. That contract was a one-year extension of a contract that was set to expire on May 1, 2024. The extension was granted to enable AMR to overhaul its operations in order to comply with response time requirements.

“Getting this contract to the finish line has taken a lot of hard work, and I want to thank everyone at Clackamas County and everyone at AMR who made it happen,” said Clackamas County Health, Housing and Human Services Deputy Director Philip Mason-Joyner.

Media contact: Scott Anderson, Clackamas County Public Information Officer

Phone: 503-742-4374

Email: pio@clackamas.us



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Clackamas County Emergency Medical Services (EMS) & AMR Ambulance Service Agreement

H3S / Clackamas County Public Health Division



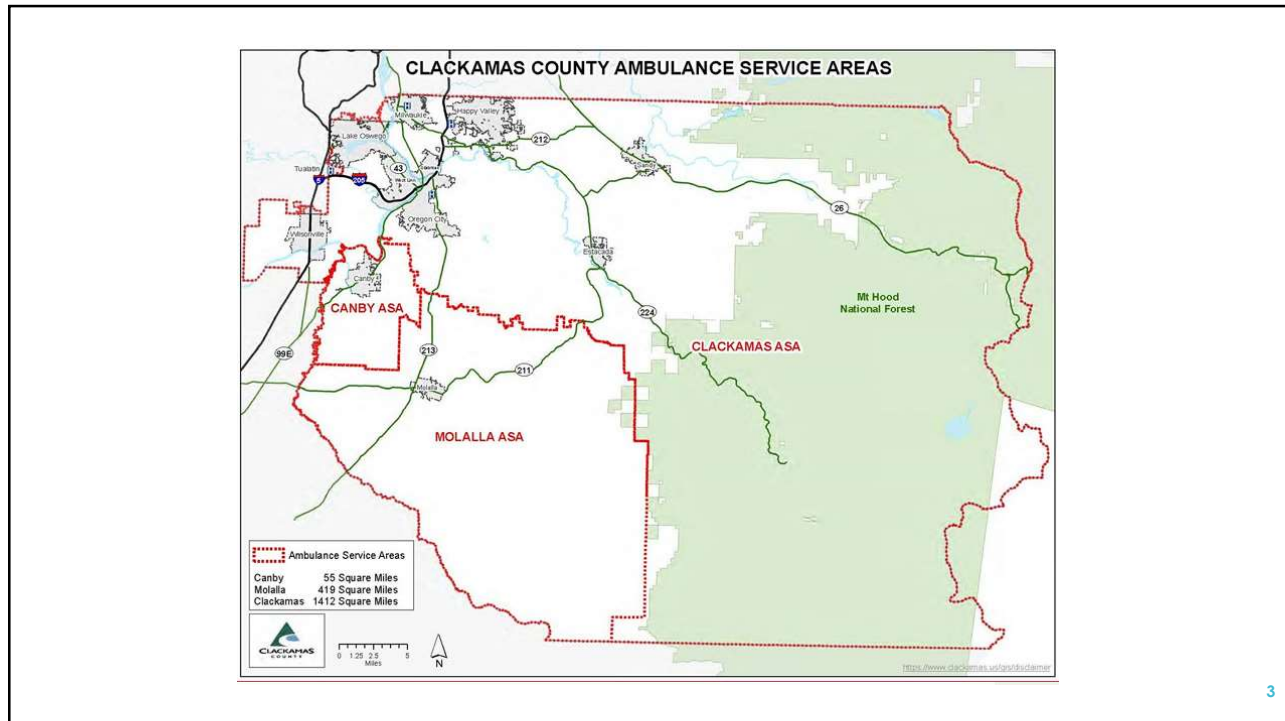
Public Health
Prevent. Promote. Protect.

Health, Housing
& Human Services
CLACKAMAS COUNTY

Role of EMS in Clackamas County



- State law tasks Clackamas County, through the Local Public Health Authority, with responsibility to provide EMS transport coverage to residents.
- The Ambulance Service Plan establishes this coverage with 3 Ambulance Service Areas:
 - Clackamas ASA
 - Canby ASA
 - Molalla ASA



Ambulance Service Contract

History / Background

Clackamas County and AMR have been actively negotiating a new performance-based contract since 2023

The current contract for ambulance services expired April 30, 2025, triggering the "Lame Duck" provisions which require AMR to continue providing services up to 90 days (until 7/31/25)

The most significant items that delayed negotiations were costs for patient rates and liquidated damages (fines)

Costs for operating and administering emergency medical services have increased and the built-in funding has not kept pace

Health, Housing & Human Services
CLACKAMAS COUNTY

Public Health
Prevent. Promote. Protect.

Ambulance Service Contract Highlights



- Agreement is performance-based with a strong emphasis on meeting defined performance measures
- Compassionate Care Program
- Clinical performance standards with incentives
- Revised response time requirements with incentives and liquidated damages (fines)
- Nurse navigation and secure transport services
- New compliance review processes to increase transparency
- New technology and equipment (data dashboards, electronic charting systems, etc.)
- Option to allow Basic Life Support (BLS) ambulances