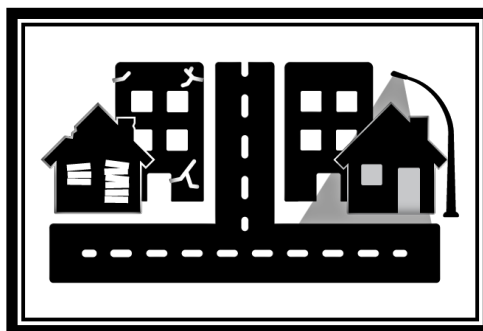
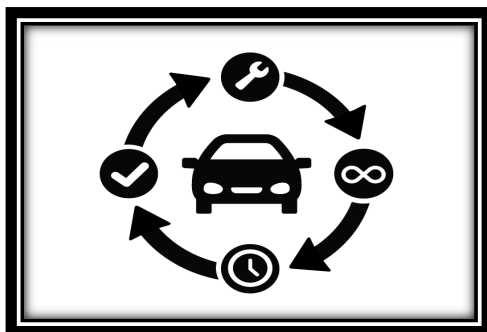


TRANSPORTATION & DEVELOPMENT



2020

PERFORMANCE

CLACKAMAS

STRATEGIC BUSINESS PLAN

7/1/2020

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INTRODUCTION

“If you don’t know where you’re going, any road will take you there.”

—Lewis Carroll, as paraphrased by George Harrison



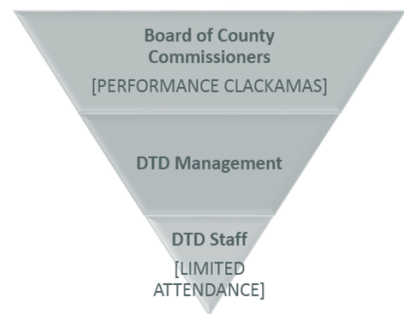
Over the years, DTD has benefitted from a variety of strategic planning processes, both department-wide and for individual divisions.

Strategic planning is important to the organization, to our staff and to our customers because the plan lays out department goals and provides a clear roadmap for achieving them. Staff at every level play an integral role in the success of the strategic plan because we need their knowledge, skills and abilities to reach our goals.

The first Performance Transportation & Development plan was developed in support of the County's *Performance Clackamas* Strategic Plan using the Managing for Results (MFR) strategic business planning process in fall 2014. At that time, a limited number of people were involved in creating the following components of the plan.

- Areas of strategic focus, department organizational structure, line of business and program development (DTD management: 16 participants)
- Purpose statement and performance measures [PSPM] (DTD staff: approximately 70 participants)
- Final review (DTD management: 16 participants)

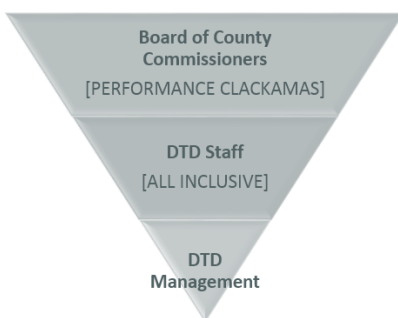
2014: BCC Strategic Planning →



A minor plan amendment was completed in February 2016 when the department organizational structure was modified.

Between June and December 2017, the Department of Transportation and Development (DTD) worked through a comprehensive periodic review of the department plan. The department chose to approach this planning process by building a strong foundation for the plan, and began by holding program meetings with front-line staff.

2017: DTD Periodic Review →



- Areas of Strategic Focus (DTD management: 11 participants)
- Program services, purpose statements and performance measures [PSPM] (DTD staff: 218 participants) [Over a four-month period, the department hosted 27 program meetings and involved 218 program staff in the review. The department was able to achieve 83% staff participation in the periodic review process.]
- Lines of business and strategic measures (DTD management: 11 participants)

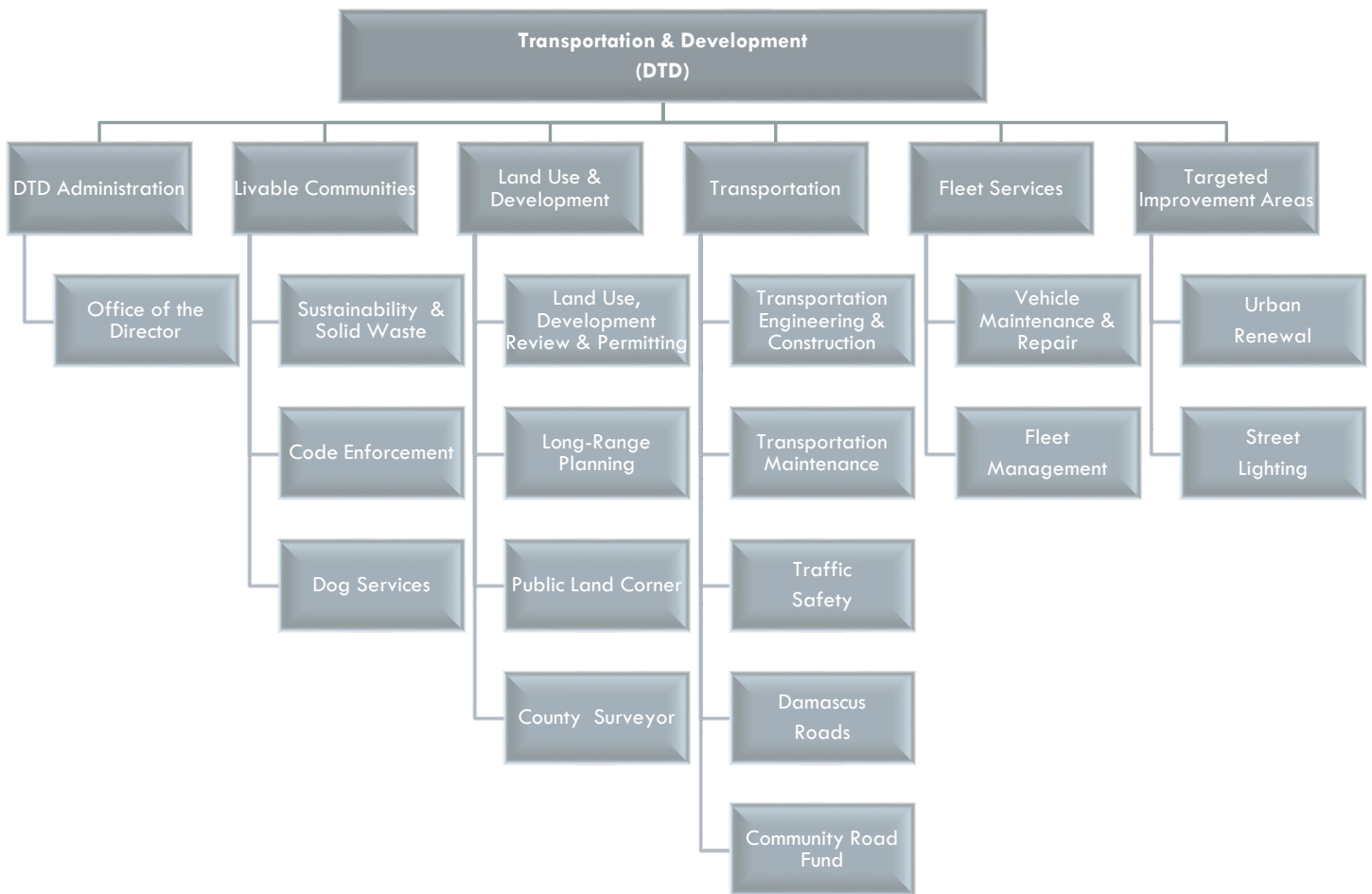
Another plan amendment was completed between September and December 2019 when the department organizational structure was modified to accommodate the consolidation of Fleet Services and the passage of the Community Road Fund.

DTD staff are responsible for providing a wide variety of vital services to Clackamas County residents and businesses in a respectful, dignified manner that acknowledges the needs and wishes of customers while staying true to the letter and the spirit of laws, codes and the commitment of the County to the well-being of its communities. That requires training, renewal, communication and professionalism.

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.**

DEPARTMENT PROGRAM STRUCTURE



ISSUE STATEMENTS: AREAS OF STRATEGIC FOCUS

EQUITABLE SERVICE DELIVERY | COMMUNITY ENGAGEMENT ¹

- 1. Failure to identify service barriers experienced by customers, if not addressed, could result in:**
 - ▶ Lost credibility with residents, customers and regional partners
 - ▶ Result in inequitable distribution of services to residents and customers
 - ▶ Reduced performance related to service delivery
 - ▶ Not having a work culture that values equity, diversity and inclusion when interacting with customers
 - ▶ The public not availing themselves of needed services
- 2. Failure to increase our understanding of communities served within Clackamas County, could result in:**
 - ▶ A lack of effective engagement of the community
 - ▶ A lack of community knowledge and understanding of services available to them
 - ▶ Community members being uninformed about a possible risk or opportunity
 - ▶ Decreased ability to gain support for projects and initiatives with significant benefits for all
 - ▶ Reactive engagement by the county with the community, rather than proactive information-sharing and education
 - ▶ Decreased continuity in service delivery and access to resources in the County
 - ▶ Customers not having an understanding of the services they are paying for

CUSTOMER SERVICE ²

- 3. Failure to analyze our customer feedback could result in a decline in customer service levels, without continually improving and enhancing our customer service, the lack of follow through may result in:**
 - ▶ Inability to improve the customer experience for those customer groups
 - ▶ Increased complaints to the BCC regarding department-managed services
 - ▶ Frustration and mistrust; customers reporting that they were not valued, heard or respected
 - ▶ Inefficient use of time and money
 - ▶ Customers not able to achieve their desired results
- 4. The inability to retain employees and recruit to achieve adequate staffing will make it difficult to meet customer needs and maintain customer service levels; if not addressed, these issues may result in:**
 - ▶ Project delays that cause an increase in consumer costs; customers not able to achieve their desired results
 - ▶ Decreased focus on customer service paired with a loss of knowledge of business expertise and people involved in customer service delivery
 - ▶ Increased staff burn-out and poor morale as remaining staff attempt to fill the service gap
 - ▶ Increase in the cost of staff replacement and staff integration; increased cost of training and decreased productivity of staff providing the training

¹ Diversity, equity and inclusion, focused on racial equity and addressing the unique differences between our urban and rural communities, continues to be an essential focus for the Department. Transportation and Development needs to continue, and expand on, our communications and community outreach regarding available services to make sure we are reaching all customers across the county. Recent social media campaigns and educational efforts have increased the use of our services and improved our ability to proactively communicate with the residents about projects, programs and services.

² With more than 410,000 customers, good customer service is always a top priority. Staff is very aware that, while they work to meet the needs of the customer across the counter, on the telephone or through email, they are also responsible for respecting the rights and needs of other customers who also rely on us to ensure that they, too, can live in a safe and well-designed community.

SAFE ROADS | TRANSPORTATION ³

5. The public's increasing expectation that the transportation system will be safer and support a healthier community, if not met, will result in:

- ▶ Serious injuries and death; Increased use of emergency services
- ▶ Increasing pollution leads to an increased demand for social services and rising health care costs
- ▶ Longer travel times which increases greenhouse gas emissions
- ▶ Increased commutes will result in a loss of economic opportunity

EMERGENCY PREPAREDNESS | DISASTER RESPONSE ⁴

6. The lack of fully developed plans to help respond to a regional- or national-level disaster (such as the Cascadia earthquake) or to respond to a localized event (such as the 1996 flood), if not addressed, will result in:

- ▶ Hindered ability to deliver services; insufficient supplies and reduced staffing could cause a delay in assessing or repairing damaged infrastructure or restoring services
- ▶ Longer recovery period for the community; prolonged suffering in the event of an emergency
- ▶ Lack of executed contracts or agency agreements allowing for recovery assistance from contractors or outside agencies
- ▶ Inability to request state/federal reimbursement
- ▶ Regional disconnection

7. Since Transportation Maintenance is an important countywide emergency service provider that provides road access for all other emergency services, failure to relocate the Transportation Maintenance facilities out of the flood plain, will result in:

- ▶ Reduced ability for Transportation Maintenance crews to respond quickly, anywhere in the county, to provide safe passage to the public
- ▶ Inadequate space for current and future equipment and materials, staff and operational needs
- ▶ Loss of trust due to a prolonged recovery period for the community in case of an emergency; delayed response to community needs, while Transportation Maintenance focuses on flooding, embankment destabilization and the possible release of pollutants at its own site

³ Ensure long-term investments in infrastructure that will generate good-paying jobs that support families, ease commute times for many residents and help maintain a healthy environment. The public expects a safe transportation system that supports a healthy, thriving community. Historically we have had to cope with limited resources to maintain and operate the County's 1,400 miles of roads and 180 bridges. With the recent local investment in county roads, DTD will continue to focus on providing a safe, accessible and well-managed transportation system.

⁴ Transportation and Development plays an integral role in emergency preparedness and disaster response. We will continue to develop plans to help respond to a regional- or national-level disaster (such as the Cascadia earthquake) or to a localized event (such as the 1996 flood). Our focus on disaster operations will allow our department to provide crucial service coverage and response during a localized event.

8. Unchecked climate change combined with a lack of department action, if not addressed, will result in:

- ▶ Wildfires, reduced snowpack, increased vulnerability to pests, and increased summer temperatures, which have a direct impact on a variety of businesses.
- ▶ Infrastructure designs that are less energy efficient and not built or retrofitted to withstand the amplified hazards and stresses of a changing climate.
- ▶ Health impacts, and other threats that can undermine the safety and security of our communities.
- ▶ Risk to our natural resources from climate change with increased greenhouse gases.
- ▶ Impacts to environments supporting pollinators.
- ▶ Inability to provide leadership in the County-wide goal of carbon neutrality by 2050.

⁵ The County had renewed a commitment to achieve carbon neutrality by 2050, including development and implementation of a Climate Action Plan. By developing a sustainable approach to our actions and use of natural resources, we will generate prosperity and help secure and conserve resources for future generations.

STRATEGIC RESULTS

EQUITABLE SERVICE DELIVERY | COMMUNITY ENGAGEMENT ⁶

- 1. Department of Transportation and Development customers will experience, consistent and equitable service delivery across the county, as evidenced by:**
 - ▶ By 2022, the department will develop strategies for continual improvement of service delivery and engagement with underrepresented communities.
 - ▶ By 2024, underrepresented populations are better engaged and included in community conversations.
 - ▶ By 2024, DTD will increase outreach and engagement with underrepresented communities.
- 2. Department of Transportation and Development customers will experience improved engagement regarding projects and policies, as evidenced by:**
 - ▶ By 2021, implement project debriefs to improve outreach and community engagement efforts.
 - ▶ By 2022, DTD will see an increase in underrepresented communities participating in project and policy community engagement efforts.

CUSTOMER SERVICE ⁷

- 3. Department of Transportation and Development customers will experience a S.P.I.R.I.T. ⁸-oriented customer service approach, as evidenced by our exceptional customer service:**
 - ▶ 90% of people surveyed will continue to report they were happy with the level of service received.
 - ▶ Review available customer service data at least twice each year to identify patterns and correct service deficiencies that can be easily addressed.
- 4. Department of Transportation and Development customers will experience improved access to tools, services and information easily and intuitively through various forms of technology, as evidenced by:**
 - ▶ By 2021, electronic plan review (EPR) will be available for customers who submit commercial building permit applications, and a plan will be developed for EPR expansion to other permit application types.
- 5. Department of Transportation and Development will recruit and achieve adequate staffing, and will retain employees.**
 - ▶ By 2020, in partnership with Human Resources, develop and implement a Core Values (S.P.I.R.I.T) based workforce plan in order to grow a diverse organization that maintains and attracts a skilled workforce.

⁶ Diversity, equity and inclusion, focused on racial equity and addressing the unique differences between our urban and rural communities, continues to be an essential focus for the Department. Transportation and Development needs to continue, and expand on, our communications and community outreach regarding available services to make sure we are reaching all customers across the county. Recent social media campaigns and educational efforts have increased the use of our services and improved our ability to proactively communicate with the residents about projects, programs and services.

⁷ With more than 410,000 customers, good customer service is always a top priority. Staff is very aware that, while they work to meet the needs of the customer across the counter, on the telephone or through email, they are also responsible for respecting the rights and needs of other customers who also rely on us to ensure that they, too, can live in a safe and well-designed community.

⁸ Clackamas County Core Values. By incorporating all of these values – Service, Professionalism, Integrity, Respect, Individual Accountability and Trust – into our daily routines, we can better serve our customers, ourselves and our projects. We're always looking to improve. That's the Clackamas County SPIRIT. [<https://www.clackamas.us/countyadmin/spirit>]

SAFE ROADS | TRANSPORTATION ⁹

6. **By 2024, funding for the next Phase (from 122nd to 172nd) of the Sunrise Gateway multimodal corridor improvements will be committed from federal, state, and/or regional funding sources. [County Plan Result 2020]**
7. **Travelers on Clackamas County roads will experience safe roads in good condition, as evidenced by:**
 - ▶ By 2035, reduce the number of fatalities resulting from crashes on roads in Clackamas County to zero.
 - ▶ Maintain the average condition of paved county roads at 70 PCI (Pavement Condition Index)¹⁰ or higher.
 - ▶ By 2025, improve the average condition of urban local county roads to a PCI (Pavement Condition Index) of 65 or higher.
 - ▶ By 2020, the county will adopt appropriate statewide goal exceptions for the Arndt Road extension and include it in the County Transportation System Plan.

EMERGENCY PREPAREDNESS | DISASTER RESPONSE ¹¹

8. **Department of Transportation and Development customers will experience coordinated resources and efficient service response in the event of an emergency or disaster, as evidenced by:**
 - ▶ The Disaster Debris Management Plan that was developed will meet FEMA requirements for reimbursement by 2021.
 - ▶ By 2020, have Continuity of Operations Plan (COOP) staffing plans in place to identify necessary training to provide service coverage and response during a localized event (such as severe winter weather/flooding).
 - ▶ By 2022, Clackamas County will relocate Transportation Maintenance to a new facility.

⁹ Ensure long-term investments in infrastructure that will generate good-paying jobs that support families, ease commute times for many residents and help maintain a healthy environment. The public expects a safe transportation system that supports a healthy, thriving community. Historically we have had to cope with limited resources to maintain and operate the County's 1,400 miles of roads and 180 bridges. With the recent local investment in county roads, DTD will continue to focus on providing a safe, accessible and well-managed transportation system.

¹⁰ The Pavement Condition Index is a rating of the condition of the surface of the road; which directly influences the customer experience.

¹¹ Transportation and Development plays an integral role in emergency preparedness and disaster response. We will continue to develop plans to help respond to a regional- or national-level disaster (such as the Cascadia earthquake) or to a localized event (such as the 1996 flood). Our focus on disaster operations will allow our department to provide crucial service coverage and response during a localized event.

- 9. Climate change affects our health in many ways, and can undermine the safety and security of our communities. A balanced, sustainable approach to our natural resources will generate prosperity and help secure and conserve those resource for future generations. The County will reduce its own carbon footprint by achieving key results in the Climate Action Plan, which will result in:**
- ▶ By January 2022, a Climate Action Plan is adopted for our community with specific recommendations to reach to goal of being carbon neutral by 2050. [County Plan Result 2020]
 - ▶ By 2021, develop a countywide diesel engine replacement program.
- 10. A focus on the well-being of all our families and supporting economic development in our communities reflects the best of our character. Investing resources to achieve these goals will help ensure the safety and security of our residents, which will be evidenced by:**
- ▶ By 2021, Clackamas County will achieve a Community Rating System (CRS)¹³ score for flood safety of less than 10, resulting in substantial savings in flood insurance premiums for county residents.

¹² The County had renewed a commitment to achieve carbon neutrality by 2050, including development and implementation of a Climate Action Plan. By developing a sustainable approach to our actions and use of natural resources, we will generate prosperity and help secure and conserve resources for future generations.

The Sustainability & Solid Waste program is the County leader for climate action and sustainability. This group must take the lead as the County renews their commitment to climate action, makes decisions that move our jurisdiction toward carbon neutrality, and as other departments take ownership of their role in this effort.

¹³ The National Flood Insurance Program's (NFIP) Community Rating System (CRS) is a voluntary incentive program that recognizes and encourages community floodplain management activities that exceed the minimum NFIP requirements.

DEPARTMENT ADMINISTRATION

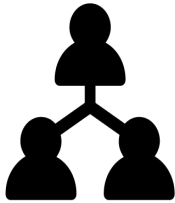
PROGRAM[S]

Office of the Director

PURPOSE STATEMENT – LINE OF BUSINESS

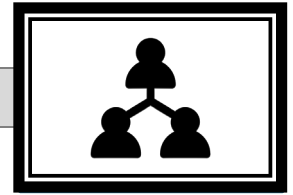
The purpose of the **Department Administration** line of business is to provide leadership, management, communication financial and emergency support services to **the Board of County Commissioners, decision-makers, department staff, other county departments, other agencies and the public**, so they can **provide well-managed programs so people can live, work, play and do business in Clackamas County safely and successfully.**

KEY RESULTS



OFFICE OF THE DIRECTOR

- By 2020, have Continuity of Operations Plan (COOP) staffing plans in place to identify necessary training to provide service coverage and response during a localized event (such as severe winter weather/flooding). [Strategic Result 8]
- By 2022, the department will develop strategies for continual improvement of service delivery and engagement with underrepresented communities. [Strategic Result 1]



PURPOSE STATEMENT

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

PERFORMANCE MEASURES

STRATEGIC RESULTS

- ▶ By 2020, have Continuity of Operations Plan (COOP) staffing plans in place to identify necessary training to provide service coverage and response during a localized event (such as severe winter weather/flooding). [Strategic Result 8]
- ▶ By 2020, in partnership with Human Resources, develop and implement a Core Values (S.P.I.R.I.T) based workforce plan in order to grow a diverse organization that maintains and attracts a skilled workforce. [Strategic Result 5]
- ▶ By 2021, implement project debriefs to improve outreach and community engagement efforts. [Strategic Result 2]
- ▶ By 2022, DTD will see an increase in underrepresented communities participating in project and policy community engagement efforts. [Strategic Result 2]
- ▶ By 2022, the department will develop strategies for continual improvement of service delivery and engagement with underrepresented communities. [Strategic Result 1]
- ▶ By 2024, underrepresented populations are better engaged and included in community conversations. [Strategic Result 1]
- ▶ By 2024, DTD will increase outreach and engagement with underrepresented communities. [Strategic Result 1]
- ▶ By 2024, funding for the next Phase (from 122nd to 172nd) of the Sunrise Gateway multimodal corridor improvements will be committed from federal, state, and/or regional funding sources. [County Plan Result 2020, Strategic Result 6]
- ▶ 90% of people surveyed will continue to report they were happy with the level of service received. [Strategic Result 3]
- ▶ Review available customer service data at least twice each year to identify patterns and correct service deficiencies that can be easily addressed. [Strategic Result 3]

RESULTS

- ▶ 90% performance evaluations completed within the last 12 months (using Clarify, Converse, Capture (C3))
- ▶ 50% of employees participating in safety training sessions each year
- ▶ 75% DTD MFR programs with a 2-5 year work plan in place

OUTPUTS

- ▶ # supplemental budgets processed (not including recognition of ACTUAL Beginning Fund Balance)

EFFICIENCIES

- ▶ DTD Admin FTE : Department FTE
- ▶ DTD Admin Budget : Department Budget

SERVICES: See *Appendix A: Program Services*. Listing begins on page 36.

LIVABLE COMMUNITIES

PROGRAM[S]

Sustainability and Solid Waste + Code Enforcement + Dog Services

PURPOSE STATEMENT – LINE OF BUSINESS

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**.

KEY RESULTS



SUSTAINABILITY & SOLID WASTE

- By January 2022, a Climate Action Plan is adopted for our community with specific recommendations to reach to goal of being carbon neutral by 2050. [County Plan Result 2020, Strategic Result 9]

CODE ENFORCEMENT

- 85% violations investigated within twenty (20) business days.



DOG SERVICES

- By 2023, there will be 30,000 active dog licenses.



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 MEASURES

STRATEGIC RESULTS

- ▶ The Disaster Debris Management Plan that was developed will meet FEMA requirements for reimbursement by 2021. [Strategic Result 8]
- ▶ By January 2022, a Climate Action Plan is adopted for our community with specific recommendations to reach to goal of being carbon neutral by 2050. [County Plan Result 2020, Strategic Result 9]

RESULTS

- ▶ By 2025, 50% county-owned light passenger vehicles will be hybrids, electric or plug-in hybrids (excluding vehicles owned by the CCSO)
- ▶ 35% curbside collection recovery rate (# tons recycled / # tons disposed)
- ▶ 25% schools certified as Oregon Green Schools

OUTPUTS

- ▶ # customer consultations provided
- ▶ # contacts in the community
- ▶ # tons of disposal from # customers at Sandy Transfer Station
- ▶ # garbage and recycling pick-ups provided

SERVICES: See *Appendix A: Program Services*. Listing begins on page 38.

CODE ENFORCEMENT



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 MEASURES

RESULTS

- ▶ 85% violations investigated within twenty (20) business days
- ▶ 75% code violations resolved within 150 days of initial complaint

OUTPUTS

- ▶ # cases that go to hearing
- ▶ # closed Neighborhood Livability Project cases

DEMANDS

- ▶ # code enforcement complaints by type
- ▶ # Neighborhood Livability Project cases

SERVICES: See *Appendix A: Program Services*. Listing begins on page 40.



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 MEASURES

RESULTS

- ▶ By 2023, there will be 30,000 active dog licenses.
- ▶ 85% dogs saved (returned to owner, adopted or rescued)
- ▶ Fewer than 6% adopted dogs returned to Dog Services within 90-days.

OUTPUTS

- ▶ # active dog licenses
- ▶ # adopted dogs
- ▶ # dogs returned to owners

- ▶ # dog complaint cases
- ▶ # citations issued
- ▶ # dogs taken in to the shelter

SERVICES: See *Appendix A: Program Services*. Listing begins on page 42.

TRANSPORTATION

PROGRAM[S]

Transportation Engineering & Construction + Transportation Maintenance + Traffic Safety + Damascus Roads + Community Road Fund

PURPOSE STATEMENT – LINE OF BUSINESS

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**.

KEY RESULTS



TRANSPORTATION ENGINEERING & CONSTRUCTION

- 90% completed Capital Improvement Plan (CIP) contracts coming in under 110% of original contract value.

TRANSPORTATION MAINTENANCE

- By 2025, improve the average condition of urban local county roads to a PCI (Pavement Condition Index) of 65 or higher. [Strategic Result 13]



TRAFFIC SAFETY

- By 2035, reduce the number of fatalities resulting from crashes on roads in Clackamas County to zero. [Strategic Result 7]

DAMASCUS ROADS

- Maintain the average condition of paved Damascus roads at 70 PCI (Pavement Condition Index) or higher.



COMMUNITY ROAD FUND

- By 2022, begin construction of the first congestion relief project funded by the Community Road Fund (CRF).



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 MEASURES

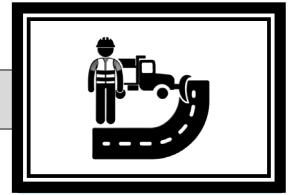
RESULTS

- ▶ 90% completed Capital Improvement Plan (CIP) contracts coming in under 110% of original contract value
- ▶ 90% completed Capital Improvement Plan (CIP) contracts completed before original contract completion date

OUTPUTS

- ▶ # projects managed
- ▶ # road miles transferred

SERVICES: See *Appendix A: Program Services*. Listing begins on page 44.



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 MEASURES

STRATEGIC RESULTS

- ▶ By 2022, Clackamas County will relocate Transportation Maintenance to a new facility. [Strategic Result 8]
- ▶ By 2025, improve the average condition of urban local county roads to a PCI (Pavement Condition Index) of 65 or higher. [Strategic Result 7]
- ▶ Maintain the average condition of paved county roads at 70 PCI (Pavement Condition Index)14 or higher. [Strategic Result 7]

RESULTS

- ▶ Maintain the average condition of inspected bridges scored as good condition at 26% or higher
- ▶ Maintain the average condition of inspected bridges scored as fair condition at 69% or higher

OUTPUTS

- ▶ Total Annual Cost of Illegal Dumping in the Right-of-Way

- ▶ # miles resurfaced
- ▶ # lineal feet striped

- ▶ Inclement weather preparation and response
 - # miles plowed/sanded
 - # miles treated with de-icer
 - # labor hours in emergency response mode

DEMANDS

- ▶ # county road miles with a PCI (Pavement Condition Index) below 70
- ▶ # service request responses

SERVICES: See *Appendix A: Program Services*. Listing begins on page 46.

¹⁴ The Pavement Condition Index is a rating of the condition of the surface of the road; which directly influences the customer experience.

TRAFFIC SAFETY



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 MEASURES

STRATEGIC RESULTS

- ▶ By 2035, reduce the number of fatalities resulting from crashes on roads in Clackamas County to zero. [Strategic Result 7]

RESULTS

- ▶ Upgrade 11 signals each year to improve safety and efficient travel on roads countywide by 2024.
- ▶ 85% commercial vehicles with 2 or fewer violations at the time of inspection.

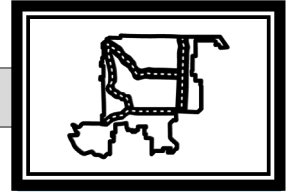
OUTPUTS

- ▶ # of temporary radar speed feedback sign placements

DEMANDS

- ▶ # requests for placement of a temporary radar speed feedback sign

SERVICES: See *Appendix A: Program Services*. Listing begins on page 48.



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 MEASURES

RESULTS

- ▶ Maintain the average condition of paved Damascus roads at 70 PCI (Pavement Condition Index) or higher.

OUTPUTS

- ▶ # safety projects completed
- ▶ # service request responses

SERVICES: See *Appendix A: Program Services*. Listing begins on page 49.

¹⁵ Damascus Roads tracks the use of State Highway Fund revenue received by Clackamas County to continue to maintain and operate roads in the City of Damascus for 10-years after the disincorporation of the City, per state law.



PURPOSE STATEMENT

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

PERFORMANCE MEASURES

RESULTS

- ▶ By 2020, complete the first local road paving package using CRF.
- ▶ By 2021, complete the first road safety project using CRF.
- ▶ By 2022, begin construction of the first congestion relief project funded by the CRF.

OUTPUTS

- ▶ \$ value of capital projects constructed
- ▶ \$ Community Road Fund leveraged by \$ other funding for capital projects
- ▶ \$ transferred to cities for investment on city road systems

- ▶ Strategic Investment Fund uses:
 - \$ leveraged by \$ other funding for projects of mutual interest
 - \$ to transfer # miles of roads to cities

- ▶ # local road miles paved with CRF funding
- ▶ # safety projects completed with CRF funding

SERVICES: See *Appendix A: Program Services*. Listing begins on page 50.

¹⁶ The Community Road Fund (CRF) tracks the use of the countywide Vehicle Registration Fee revenue. The revenue will be tracked through the Community Road Fund. As promised to the public, the revenue will be divided between the county and cities, as follows:

- 50% for the county to use on its roads for local road paving, safety and congestion relief projects
- 40% for cities to use on their roads, distributed based on population
- 10% for a Strategic Investment Fund to be used jointly by the county and cities on road transfers and transportation projects of mutual interest

FLEET SERVICES

PROGRAM[S]

Vehicle & Equipment Maintenance & Repair + Fleet Management

PURPOSE STATEMENT – LINE OF BUSINESS

The purpose of the Fleet Services line of business is to provide **fleet management and vehicle and equipment maintenance and repair** services to **public agencies** so they can **conduct business in safe, reliable and cost effective vehicles.**

KEY RESULTS



VEHICLE & EQUIPMENT MAINTENANCE & REPAIR

- Average turn-around time for routine preventative maintenance:
- Light vehicles: 1 calendar days [oil change, fluids and safety inspection]
- Heavy vehicles: 1 calendar days [oil change, fluids and safety inspection]

FLEET MANAGEMENT

- By 2021, develop a countywide diesel engine replacement program. [Strategic Result 9]



VEHICLE & EQUIPMENT MAINTENANCE & REPAIR



PURPOSE STATEMENT

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

PERFORMANCE MEASURES

RESULTS

- ▶ 90% customers happy with the service they received
- ▶ 80% preventative maintenance visits performed on-schedule

- ▶ Average turn-around time for routine preventative maintenance:
 - Light vehicles: 1 calendar days [oil change, fluids and safety inspection]
 - Heavy vehicles: 1 calendar days [oil change, fluids and safety inspection]

OUTPUTS

- ▶ # annual safety inspections performed
- ▶ # roadside repairs

SERVICES: See *Appendix A: Program Services*. Listing begins on page 53.



PURPOSE STATEMENT

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

PERFORMANCE MEASURES

STRATEGIC RESULTS

- ▶ By 2021, develop a countywide diesel engine replacement program. [Strategic Result 9]

RESULTS

- ▶ 75% new vehicles in customer possession within 30 calendar days of delivery
- ▶ 50% motor pool vehicles driven more than 8,000 miles per year
- ▶ 50% department lease and non-CCSO department owned vehicles driven more than 10,000 miles per year

OUTPUTS

- ▶ Average age of motor pool vehicles available
- ▶ # county owned vehicles, including:
 - # motor pool vehicles available for rental

DEMANDS

- ▶ # county owned vehicles, including:
 - # department lease vehicles
 - # department owned vehicles

SERVICES: See *Appendix A: Program Services*. Listing begins on page 51.

LAND USE & DEVELOPMENT

PROGRAM[S]

Land Use, Development Review & Permitting + Long Range Planning + Public Land Corner + County Surveyor

PURPOSE STATEMENT – LINE OF BUSINESS

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.**

KEY RESULTS



LAND USE, DEVELOPMENT REVIEW & PERMITTING

- By 2021, electronic plan review (EPR) will be available for customers who submit commercial building permit applications, and a plan will be developed for EPR expansion to other permit application types. [Strategic Result 4]

LONG-RANGE PLANNING

- By 2020, the county will adopt appropriate statewide goal exceptions for the Arndt Road extension and include it in the County Transportation System Plan. [Strategic Result 7]

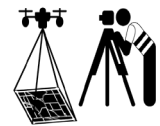


PUBLIC LAND CORNER

- 60 public land corners, identified as part of the annual work program, were restored.

COUNTY SURVEYOR

- # lots or parcels created through recording of subdivision or partition plat.





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 MEASURES

STRATEGIC RESULTS

- ▶ By 2021, electronic plan review (EPR) will be available for customers who submit commercial building permit applications, and a plan will be developed for EPR expansion to other permit application types. [Strategic Result 4]
- ▶ By 2021, Clackamas County will achieve a Community Rating System (CRS)¹⁷ score for flood safety of less than 10, resulting in substantial savings in flood insurance premiums for county residents. [Strategic Result 10]

RESULTS

- ▶ \$ value of constructed improvements
- ▶ # square feet constructed

- ▶ 90% commercial, industrial and multi-family land use decisions (design review) issued within 45 calendar days of the application being deemed complete
- ▶ 50% septic evaluations completed within 45 calendar days of application submittal
- ▶ 80% new, single-family dwelling building permits ready to be issued within 60 calendar days of application submittal
- ▶ 40% new commercial, industrial and multi-family site development permits issued within 60 calendar days of application submittal

- ▶ # development-related interactions (customer inspections/inquiries) provided

OUTPUTS

- ▶ # utility permits issued, requiring # hours of coordination

SERVICES: See *Appendix A: Program Services*. Listing begins on page 54.

¹⁷ The National Flood Insurance Program's (NFIP) Community Rating System (CRS) is a voluntary incentive program that recognizes and encourages community floodplain management activities that exceed the minimum NFIP requirements.

LONG-RANGE PLANNING



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 MEASURES

STRATEGIC RESULTS

- ▶ By 2020, the county will adopt appropriate statewide goal exceptions for the Arndt Road extension and include it in the County Transportation System Plan. [Strategic Result 7]

RESULTS

- ▶ By 2025, complete 1,005 of ADA ramp retrofits, as outlined in the adopted ADA Transition Plan
- ▶ 75% of the adopted work program completed within the planned year

OUTPUTS

- ▶ # projects on the Long-Range Planning Work Program completed

SERVICES: See *Appendix A: Program Services*. Listing begins on page 59.



PURPOSE STATEMENT

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

PERFORMANCE MEASURES

RESULTS

- ▶ 60 public land corners, identified as part of the annual work program, were restored.
- ▶ 90% corners set within seven (7) business days of County Surveyor approval

OUTPUTS

- ▶ # corner restorations completed
- ▶ # corner maps filed

SERVICES: See *Appendix A: Program Services*. Listing begins on page 60.

¹⁸ The grid system that defines property ownership boundaries, both privately or publicly owned within the state, are marked by Public Land Corners, so it is imperative that they be maintained in the most prudent manner. Clackamas County is responsible for the maintenance of more than 6,400 public land corners. Clackamas County receives dedicated funding for this purpose and this program allows us to be accountable for this work.



PURPOSE STATEMENT

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

PERFORMANCE MEASURES

RESULTS

- ▶ 75% first review comments issued to plat surveyor within 45 calendar days of submittal

OUTPUTS

- ▶ # lots or parcels created through recording of subdivision or partition plat
- ▶ # subdivision and partition plats approved
- ▶ # record of survey reviews/filings
- ▶ # customer inquiries

SERVICES: See *Appendix A: Program Services*. Listing begins on page 61.

TARGETED IMPROVEMENT AREAS

PROGRAM[S]

Urban Renewal + Street Lighting

PURPOSE STATEMENT – LINE OF BUSINESS

The purpose of the **Targeted Improvement Areas** line of business is to provide **capital improvement, development and neighborhood enhancement** services to **residents, property owners, businesses and visitors** so they can **enjoy a safe, thriving and well-planned community**.

KEY RESULTS



URBAN RENEWAL

- 85% budgeted expenses directed to capital-related construction.
- Clackamas Industrial Area (CIA)*
- Clackamas Town Center Area (CTC)*
- North Clackamas Revitalization Area (NCRA)*

STREET LIGHTING

- 95% streetlights operational during random surveys.





PURPOSE STATEMENT

The purpose of the **Urban Renewal** program is to **provide capital improvements, development opportunities and neighborhood enhancement programs to benefit residents, businesses and visitors in and around the urban renewal areas so they can enjoy an economically and socially vibrant community.**

PERFORMANCE MEASURES

RESULTS

- ▶ \$ in housing stabilization investments in the North Clackamas Revitalization Area
 - # sewer hookup grants awarded
 - # home repair grants awarded

- ▶ 85% budgeted expenses directed to capital-related construction
 - *Clackamas Industrial Area (CIA)*
 - *Clackamas Town Center Area (CTC)*
 - *North Clackamas Revitalization Area (NCRA)*

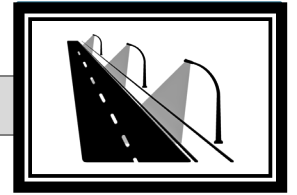
OUTPUTS

North Clackamas Revitalization Area (NCRA)

- ▶ # sewer hookups

SERVICES: See *Appendix A: Program Services*. Listing begins on page 62.

STREET LIGHTING



PURPOSE STATEMENT

The purpose of the **Street Lighting** program is to provide **light installation, construction, maintenance and operation** services to **the public** so they can **travel safely**.

PERFORMANCE MEASURES

RESULTS

- ▶ 75% streetlight maintenance requests completed within five (5) business days.
- ▶ 95% streetlights operational during random surveys.

OUTPUTS

- ▶ Average # days a repaired street light was malfunctioning before the PGE repair was completed
- ▶ # street lighting service repairs

SERVICES: See *Appendix A: Program Services*. Listing begins on page 64.

GLOSSARY

To help participants and observers better understand this work program, definitions of a number of key words and phrases used throughout the process are listed below.

Customer: An individual or group of individuals whose best interests are served by, or who receives or uses, the services that the department delivers and who experiences the intended benefit.

Issues: A circumstance that will have a major impact on the customers served by the department.

Issue Statements: A statement that summarizes the issues and trends that will have a major impact on the customers served by the department over the next 2-5 years. The statement has two parts: 1) describes the issue or trend and how it is increasing, decreasing or continuing, and 2) describes how that trend, if the status quo continues unabated, is projected to impact customers and the department over the next 2-5 years.

Key Result Measures: A set of performance measures contained within each line of business comprised of one result measure from each of the programs in that line of business.

Lines of Business (LOB): A set of programs that have a common purpose or result. LOBs create the business profile of the department; they express in terms of broad result areas the particular mix of services that the organization is offering to the public in order to achieve its mission.

Managing for Results: An entire organization, its management system, its staff and the organizational culture (beliefs, behavior and language) are focused on achieving results for the customer.

Mission Statement: A clear, concise statement of purpose for the entire department, focused on the broad, yet distinct, results the department will achieve for its customers.

Performance Measures: A balanced "family of measures" that includes at least one of the following:

Result: measures the degree to which customers experience the expected benefit, as a consequence of having received the services that the department delivers.

Output: measures the amount of service provided or number of units produced or processed.

Demand: total units of a service expected to be demanded, requested or required by the customer.

Efficiency: expenditure/cost per output or result.

Program: A set of services that have a common purpose or result.

Program Purpose Statement: Clear, concise and results-oriented statement bringing together the name, the service provided the customer and the result customers are expected to experience.

Services: Tangible and intangible "things" or deliverables that the program provides to customers.

Strategic Result: The significant results the department must accomplish over the next 2-5 years to proactively respond to the critical trends, issues and challenges on the horizon.

APPENDIX A: PROGRAM SERVICES

DEPARTMENT ADMINISTRATION

ADMINISTRATION

- Complaint consultations
- Contract approvals
- Development negotiations
- Division program audit coordinations
- Division program assessments
- Expert witness testimonies
- Fee/fine modifications
- Inter-departmental collaborations
- Intergovernmental agreement negotiations
- Jurisdictional coordination collaborations
- Mediation, arbitration, lawsuit coordinations
- Public records request responses
- Title II (ADA) compliance reviews
- Title VI (Civil Rights) compliance reviews
- Federal program compliance reviews
- Personnel discipline consultations
- Grievance responses
- Human Resources reports
- Labor negotiations
- Workforce transition and retirement analyses
- Technical software integrations
- Staff training session/resource consultations
- Workforce development session/resource consultations*
- Workforce planning analyses

BUDGETING, FINANCIAL MANAGEMENT, PLANNING

- Budgets
- Countywide internal service payments
- Daily deposits and refunds
- Debt collections
- Debt service analyses
- External customer billings
- Financial analysis reports
- Financial forecasts
- Funding presentations
- Interfund bills
- Internal allocations
- Journal entries
- Payment approvals
- Staffing scenario analyses

COMMUNICATION AND DECISION SUPPORT

- Grant feasibility checklists
- Grant lifecycle form reviews
- BCC presentations
- BCC query responses
- BCC talking points
- Presentation materials
- Presentations (budget, program, etc.)
- Staff reports and presentations for the BCC
- State legislative action reviews
- Articles for county publications
- Community Planning Organization meetings
- Communication consultations
- Communication plans
- Communication strategies meetings
- Edited documents
- Countywide email messages
- How-to videos
- Letters/emails
- MAP-IT meeting minutes
- Media questions responses
- Meeting/public hearing notices
- Newsletter articles
- News releases
- Newsletters
- PGA consultations
- Photographs of DTD events
- Project notifications
- Project open houses
- Public and staff surveys
- Media interviews
- Public meeting facilitations
- Public meeting coordinations
- Public service announcements
- Social media posts
- Switchboard/phone responses
- Video scripts
- Web Management Team facilitations
- Website facilitations
- Website postings
- Written complaint responses

EMERGENCY PREPARATION & RESPONSE

- Building evaluation/damage assessments
- Infrastructure damage assessments
- Communication plans
- Communication plan implementations
- Continuity of Operations Plans (COOP)
- Continuity of Operations Plan (COOP) implementations
- Disaster debris management plans
- Disaster debris management plan implementations
- Emergency animal sheltering plans
- Emergency animal sheltering plan implementations
- Road emergency operation plans
- Road emergency operation plan implementations
- Emergency traffic control plans
- Emergency traffic control plan implementations
- Emergency operations command responses
- Emergency PIO teams
- Mutual aid agreements
- Public assistance cost tracking
- Response drills

SUSTAINABILITY & SOLID WASTE

RECYCLING, WASTE REDUCTION & SUSTAINABLE PRACTICE CONSULTATIONS

- Business consultations
- Public agency consultations
- County consultations
- Multi-family residential community consultations
- Single-family residential consultations
- School consultations
- Waste reduction and sustainable practice consultation services
 - Employer training sessions
 - Outreach materials
 - Staff training sessions
 - Presentations
 - Reports
 - Waste evaluations

CONSULTATIONS FOR BUSINESSES, SCHOOLS, PUBLIC AGENCIES, MULTI-FAMILY COMMUNITIES, AND RESIDENTS

- Recycling consultations
- Food waste prevention & composting consultations
- Business recycling requirement verifications
- Classroom presentations
- Referrals for energy efficiency or water conservation
- Door-to-door outreach events
- Employer training sessions
- Decals & posters for recycling and garbage
- Employee training sessions
- Presentations
- Reports
- Waste evaluations and audits
- School waste reduction mini-grants
- Certifications
 - Leaders in Sustainability (businesses) certifications
 - Oregon Green School certifications

COLLECTION PROGRAMS & ADMINISTRATION

- Administrative rule updates & amendments
- City franchise administration and fee consultations
- Collection service customer support & interventions
- Collection service complaint resolutions
- Recycling business licenses
- County code amendments
- Development plan reviews (garbage/recycling)
- Fee notification letters
- Franchise award notifications
- Franchise fee collections
- Garbage/recycling pick-up oversight
- Garbage/recycling system plans
- Garbage/recycling system reviews
- Garbage/recycling service level adjustments
- Law and regulation interpretations
- Refuse and Recycling Association meetings
- Reports
- Sandy Transfer Station garbage and recycling oversight
- Solid Waste Commission meetings

COMMUNITY OUTREACH AND EDUCATION

- Advertisements
- Community contacts
- Community presentations
- Community clean-ups
- Education and outreach materials & campaigns
- Electronic and published newsletters and articles
- Event recycling consultations
- Event recycling containers
- Master Recycler volunteers coordination
- Master Recycler volunteer trainings
- Illegal dump clean-ups (via Dump Stoppers support)
- Problem property cleanups (via Neighborhood Livability support)
- Repair Fairs

SUSTAINABILITY COORDINATION*

- Action Plan for a Sustainable Clackamas County updates
- Community climate action plans
- Green building consultations (in partnership with Building Codes)

SUSTAINABLE COUNTY OPERATIONS*

- Sustainable policies and operations / climate plans
- Greenhouse gas emissions inventories
- Employee trainings
- Energy management plans & policies
- Red Soils Campus farm stand dates
- Green team facilitations

CUSTOMER INTERACTIONS | MEETINGS

- Conflict resolutions
- Phone / Email / Counter inquiries
- Customer information databases
- Customer information referrals
- Email/social media information responses
- Project management facilitations
- Telephone information responses

LEGISLATIVE SESSION

- BCC policy sessions
- Legislative reviews
- Legislative testimonies

PLANNING AND PARTNERSHIPS

- Chamber of Commerce/business partnerships
- City partnerships
- County partnerships
- Disaster Debris plan updates
- Intergovernmental agreements (IGAs)
- Metro annual waste reduction plans
- Regional planning meetings
- Regional partnerships
- State partnerships

CODE ENFORCEMENT

CODE EDUCATION & ENFORCEMENT

*Common violations are listed below. There is a partial list of violations under each code.

*Building Codes Division Codes**

- Accessory structures built without a permit education
- Accessory structures built without a permit enforcement
- Building code education
- Building code enforcement
- Dangerous building code education
- Dangerous building code enforcement
- Electrical code education
- Electrical code enforcement
- Mechanical code education
- Mechanical code enforcement
- Plumbing code education
- Plumbing code enforcement

*Land Use Planning Codes**

- Commercial activity in residential zone education
- Commercial activity in residential zone enforcement
- Grading activity (near regulated streams & rivers) education
- Grading activity (near regulated streams & rivers) enforcement
- Home occupation education
- Home occupation enforcement
- Land use approval condition requirement education
- Land use approval condition requirement enforcement
- Livestock education
- Livestock enforcement
- Multiple dwelling education
- Multiple dwelling enforcement
- Occupied travel trailer (RV) education
- Occupied travel trailer (RV) enforcement
- Single-family dwelling to duplex conversion education
- Single-family dwelling to duplex conversion enforcement
- Vegetation removal (near regulated streams & rivers) education
- Vegetation removal (near regulated streams & rivers) enforcement

*Grading Code Violations**

- Fill brought in without permit education
- Fill brought in without permit enforcement
- Fill removed without permit education
- Fill removed without permit enforcement
- Onsite grading without permit education
- Onsite grading without permit enforcement

*Road Use Codes**

- Development permit (sidewalks, etc.) education
- Development permit (sidewalks, etc.) enforcement
- Site distance education
- Site distance enforcement
- Unauthorized street sign education
- Unauthorized street sign enforcement
- Unpermitted driveway education
- Unpermitted driveway enforcement
- Illegal dumps in the right of way education
- Illegal dumps in the right of way enforcement
- Parking in the right of way education
- Parking in the right of way enforcement
- Easement education
- Easement enforcement

*Septic & Onsite Wastewater Codes**

- Failing septic system enforcement

*Solid Waste Codes**

- Graffiti education
- Graffiti enforcement
- Household garbage education
- Household garbage enforcement
- Illegal dumping education
- Illegal dumping enforcement
- Inoperable vehicles education
- Inoperable vehicles enforcement
- Organic household debris education
- Organic household debris enforcement
- Non-organic household debris education
- Non-organic household debris enforcement
- Tire storage education
- Tire storage enforcement
- Unlicensed vehicles education
- Unlicensed vehicles enforcement
- Waste management education sessions

*Combined Code Violations**

- Occupied travel trailer (RV) + solid waste education
- Occupied travel trailer (RV) + solid waste enforcement
- Structure built without permits + multiple occupied dwellings education
- Structure built without permits + multiple occupied dwellings enforcement
- Transient camp + solid waste education
- Transient camp + solid waste enforcement

COMPLIANCE & ENFORCEMENT ACTIONS

- Citations
- Collections
- Compliance letters
- Field investigations
- Historical research
- Hearings
- Voluntary compliance actions

CUSTOMER INTERACTIONS | MEETINGS

- Active file reports
- BCC inquiries
- Case file database
- Complaint responses
- Complaint file status updates
- Dispute resolution referrals
- Email/counter/phone/field information responses
- Historical research complaint investigations
- Interagency inquiries
- Intra-agency inquiry responses
- Information referrals
- Media responses
- Pending file reports
- Public information request responses
- Public inquiry responses
- Priority issue responses
- Realtor inquiries
- Resolution responses
- Telephone information responses
- Newsletter articles
- Social media posts
- BCC policy session staff reports
- BCC business meeting staff reports

LEGISLATIVE SESSION

- Legislative reviews

DOG SERVICES

ADOPTION SERVICES

- Adoptable dog promotions
- Adopted dogs
- Adoption consultations
- Adoption packets
- Animal behavior assessments
- Customer / dog matches
- Dog returns
- Fostered dogs
- Rescue coordinations

CANINE GOOD CITIZEN (CGC)

- Preparation sessions
- Certifications
- Tests
- Gold star licenses

CUSTOMER INTERACTIONS

- Agency referrals
- Complaint follow-ups
- Counter inquiry responses
- Customer consultations
- Customer resource referrals
- Educational contacts
- Email inquiry responses
- Lost/found dog consultations
- Lost/found adoption web page notifications
- Mediation referrals
- Newsletter articles
- Outreach sessions
- Owner surrender consultations
- Phone inquiry responses
- Public consultations
- Public records request responses
- Social media inquiry responses
- Website inquiry responses

DOG CARE

- Animals transported for medical care
- Deceased dog disposal
- Dog enrichment sessions
- Dog feedings
- Dog health records
 - Generated
 - Maintained
 - Provided upon transfer or adoption
- Dog intake exams
- Dog potty walks
- Dog medications
- Dog preventive medical treatments
- Dog supply disbursements (public assistance – providing collars, food, leashes, dog coats, etc.)
- Donated dog food pick-ups
- Emergency shelters
- Emergency dog supply distributions
- Euthanized dogs
- Maintained kennels
- Microchipped dogs
- Sheltered dogs
- Shelter medical status updates
- Spayed/neutered dogs
- Spay/neuter subsidies
- Vaccinations
- Veterinary treatments for sheltered dogs

FINANCIAL SERVICES

- Adoption collections
- Daily deposits
- Default letters
- Fee collections
- Fine collections
- Shelter fee collections
- Payment collections

FUNDRAISING & VOLUNTEERS

- Fundraising events
- Volunteer recruitments
- Appreciation events
- Volunteer coordinations
- Orientation sessions
- Training sessions

INSPECTIONS & INVESTIGATIONS

*Common violations are listed below. This is a partial list of violations under each code.

- Inspections
 - Enforcement
 - Multiple dog license
 - Recue entity

- Investigations
 - Aggressive dog
 - Barking dog
 - Dog running at large
 - Licensing
 - Menacing
 - Neglect
 - Welfare and neglect

PROGRAM ADMINISTRATION

- Confined injured dog pick-ups
- Confined stray dog pick-ups
- Dangerous dog designations
- Dangerous dog investigations
- Deceased dog removals (from public right of way)
- Dogs impounded
- Dogs quarantined
- Dog quarantine releases
- Dog supply disbursements (public assistance – providing collars, food, leashes, dog coats, beds, etc.)
- Interagency coordinations
- Law enforcement support responses
- Mediation referrals
- Non-confined injured dog pick-ups
- Non-confined stray dog pick-ups
- Ordinance revisions
- Records maintained
 - Activity reports
 - Impounds
 - Licensing
 - Rabies vaccinations
 - Spay/neuter
 - Medical
- Site visits
- Staff coverage back-ups
- Staff training sessions
- Stray and injured dog transports
- Violation resolutions

LICENSING

- Licensing reminder notifications
- Issued licenses
 - Animal rescue entities
 - Multiple-dog owners
 - Dogs
- Licensing outreach campaigns
- License renewals
- License renewal notifications

TRANSPORTATION ENGINEERING & CONSTRUCTION

CAPITAL IMPROVEMENT PROJECT (CIP) FUNDING SOURCES

- Developer contribution collections (fee in lieu of [FILO])
- Funding agreements
 - Scopes of work
 - Estimates
 - Applications
 - Agreements
- Grants
 - Scopes of work
 - Estimates
 - Applications
 - Agreements
- Local Improvement District (LID) facilitations
- System Development Charge consultations

CONSTRUCTED INFRASTRUCTURE

- ADA improvements
- As-built plans
- New and replaced bridges
- Bridge painting projects
- Bridge rehabilitation projects
- Contracted paving projects
- Construction surveys
- New and replaced culverts
- Design specifications
- Design plans
- Environmental impact mitigation surveys
- Fish passage upgrades
- New and replaced landscapes
- New and replaced pedestrian facilities [sidewalks, bike lanes, multi-use pathways]
- Retaining walls
- New and replaced roads
- Safety improvements
- Scour protection projects [bridge, roads, walls, culverts]
- New and replaced storm water systems
- Street lights
- Topographic surveys
- New or upgraded traffic signals

MANAGED PROJECTS

- Agency coordinations
- Construction inspections
- Consultants hired
- Contracted project management services
- Daily inspection reports
- Environmental impact mitigations
- Project awards
- Project bids
- Project cost estimates
- Project development procedures
- Project development procedure reviews
- Project implementations
- Project plan reviews
- Quality control reviews
- Quality assurance reviews
- River hydraulics permit reviews
- River hydrology/hydraulics assessments
- Statements of work
- Scopes of work
- Storm water permit reviews
- Storm water analyses
- Structure type, size and location assessments
- Structure type, size and location permit reviews
- Utility coordinations
- Value engineering reviews

RIGHT-OF-WAY SERVICES

- Easement acquisitions
- Government corner preservation support activities
- Legal descriptions
- Map exhibits
- Property/easement valuations
- Property/easement acquisitions
- Property corner preservations
- Property sales
- Relocations
- Revocable encroachment permit reviews
- Rights of entry
- Right-of-way surveys

PROJECT PUBLIC INVOLVEMENT NOTIFICATIONS

- Comment responses
- Comments reviewed
- Door hangers
- Mailers
- Public meetings
- News releases
- Notification letters and emails
- Public consultations
- Project webpages
- Social media posts

TECHNICAL REPORT REVIEWS

- Archeological
- Historical
- Structure type, size and location assessments
- Environmental monitoring
- Environmental study reviews
 - Air quality analysis
 - Biological assessments
 - Environmental permit applications
 - Geotechnical assessments
 - Hazardous material assessments
 - Noise studies
 - River hydrology/hydraulics assessments
 - Site assessments
 - Storm water analyses
 - Wetland reviews
- Topographical surveys
- Traffic studies

CUSTOMER INTERACTIONS | MEETINGS

- Counter information responses
- Email information responses
- On-site project consultations
- Public information request responses
- Telephone information responses

OTHER GENERAL SURVEY TASKS

- Agency coordinations
- Boundary surveys
- Public road gate approvals
- Public road gate investigations
- Public road gate reviews
- Map filings
- Private survey consultations
- Property access evaluations
- Quality control reviews
- Research reports
- Acquisitions reviews
- Easement reviews
- Revocable road permits investigations
- Revocable road permits reviews
- Road complaint responses
- Road acceptances
- Road vacations
- Road transfers
- Slide monitorings

TRANSPORTATION MAINTENANCE

GENERAL SERVICES

- Service request responses
- Transportation maintenance consultations

BRIDGES

- Bridge retrofits
- Bridge scour repairs
- Bridge structural repairs
- Bridge preservations
- Bridges inspected

EMERGENCY RESPONSE

- Emergency services responses
- Emergency operations support responses
- Snow removals
- De-iced / sanded roads

ENVIRONMENTAL QUALITY

- Community service work crews (right-of-way)
- Road adoptions (Adopt-a-Road)
- Dead deer pick-ups
- Graffiti removals
- Illegal dumps removed

FERRY OPERATION

- Coast Guard-inspected ferry
- Ferry maintenance fixes
- Ferry trips

FLEET OPERATIONS

- Vehicle purchases
- Vehicle repairs
- Vehicle tows
- After-hours responses
- Preventive maintenance visits
- Field repairs
- Vehicle inspections
- Tools/equipment/parts/materials purchased
- Parts and materials distributions
- Welding and fabrication projects

GUARDRAIL

- Guardrail repairs
- Guardrail replacements

ROAD SHOULDERS

- Roadside landscapes maintained
- Road shoulder repairs
- Bike/pedestrian facilities maintained

ROAD STATUTE ADMINISTRATION

- Vacated roads (return land to the original owner)
- Road legalizations
- Road transfers

ROADWAY TREATMENTS

- Road reconstructions
- Road miles paved
- Surface repairs
- Roads Chip-sealed
- Roads Crack-sealed
- Pothole repairs
- Gravel road gradings

SUPPORT SERVICES

- Maintenance program financial reports
- Maintenance program reports
- Maintenance project plans (roads, bridge, traffic, signals, engineering, etc.)
- Email inquiry responses
- Phone inquiry responses
- Pavement management analyses
- Environmental compliance reports (BMPs)
- Road system information reports (RIMS)
- Infrastructure assessments

SURFACE WATER MANAGEMENT

- Ditch cleanings
- Drainage structure cleanings
- Culvert repairs
- Culvert replacements
- Street cleanings

TRAFFIC OPERATIONS

- Pavement markings
- Road sign procurements / installations
- Custom sign fabrications
- Sign repairs / removals
- Rumble strips installations
- Signals installed / maintained

UTILITIES

- Utility locates

VEGETATION CONTROL

- Roadside herbicide applications
- Roadside mowings
- Roadside tree trimmings

DRAINAGE

- Landslide repairs

TRAFFIC SAFETY

MOTOR CARRIER ENFORCEMENT

- Annual over-dimensional permits
- Commercial truck safety inspections
- Commercial truck trip permits
- Law enforcement assistance responses
- On-site corporate education and outreach sessions*
- Permitted truck trips monitored
- Voluntary commercial vehicle inspections

SYSTEM DESIGN & CONSTRUCTION

- ADA signal approach designs
- ADA push button designs
- Field inspections
- Flasher designs
- Flasher reviews
- Flasher inspections
- Guardrail designs
- Guardrail approvals
- Intelligent Transportation System (ITS) designs
- Intelligent Transportation System (ITS) reviews
- Intelligent Transportation System (ITS) inspections
- Post-project evaluations
- Signage designs
- Signage approvals
- Signal designs
- Signal reviews
- Signal inspections
- Signal timings
- Striping designs
- Striping approvals
- Tourist destination sign approvals
- Tourist destination sign locations
- Traffic control plan designs
- Traffic control plan reviews
- Wayfinding (travel option) sign designs (bus, bike, walk)

OUTREACH & EDUCATION

- Drive to Zero education events
- Flyers/brochures
- Public service announcements (PSAs)

PERMITTING

- Film permit reviews
- Special event permit reviews

TRANSPORTATION SAFETY

- City contract service providers
- Compliance notifications
 - Sidewalks
 - Bicycles
 - Road vegetation
- Conflict resolutions
- Counter inquiries
- Crash investigations
- Immediate response road hazard investigations
- Railroad crossing consultations
- Road concern investigations
- Road concern investigation responses
- Road safety audits
- Safety priority lists
- School zone investigations
- Speed zone investigations
- Traffic counts
- Traffic system asset management inventory lists
- Traffic system asset management as-built drawings
- Traffic system evaluations
- Transportation Safety Action plans
- Travel condition webcams
- Portable radar sign placements
- Portable radar sign request lists

LONG RANGE PLANNING

- Meetings/Interactions
 - Long-range planning public engagement sessions
 - Meeting facilitations
 - Pedestrian-Bicycle Advisory Committee meeting facilitations
 - Planning Commission meetings
 - Planning Commission public hearings
 - Regional & local meeting representations

- Plans
 - Capital improvement plans
 - Project alternative plans
 - Transportation safety plans
 - Coordinated transportation system plans (other agencies)

- Other
 - Regional long-range forecasts (population / employment)
 - Transportation modeling projects
 - Transportation project prioritizations

SEE SERVICES LISTED FOR THE FOLLOWING PROGRAMS:

- Transportation Maintenance
- Transportation Engineering & Construction
- Traffic Safety

COMMUNITY ROAD FUND (CRF)

ROADWAY TREATMENTS

- Road reconstructions
- Road miles paved
- Surface repairs
- Pavement markings
- Road sign procurements / installations
- Custom sign fabrications
- Signals installed / maintained

SYSTEM DESIGN & CONSTRUCTION

- ADA signal approach designs
- ADA push button designs
- Field inspections
- Flasher designs
- Flasher reviews
- Flasher inspections
- Guardrail designs
- Guardrail approvals
- Intelligent Transportation System (ITS) designs
- Intelligent Transportation System (ITS) reviews
- Intelligent Transportation System (ITS) inspections
- Post-project evaluations
- Signage designs
- Signage approvals
- Signal designs
- Signal reviews
- Signal inspections
- Signal timings
- Striping designs
- Striping approvals
- Traffic control plan designs
- Traffic control plan reviews

CONSTRUCTED INFRASTRUCTURE

- ADA improvements
- As-built plans
- Contracted paving projects
- Construction surveys

- Design specifications
- Design plans
- New and replaced roads
- Street lights
- Topographic surveys

RIGHT-OF-WAY SERVICES

- Easement acquisitions
- Government corner preservation support activities
- Legal descriptions
- Map exhibits
- Property/easement valuations
- Property/easement acquisitions
- Property corner preservations
- Property sales
- Relocations
- Revocable encroachment permit reviews
- Rights of entry
- Right-of-way surveys

SUPPORT SERVICES

- Email inquiry responses
- Phone inquiry responses
- Pavement management analyses
- Infrastructure assessments

PROJECT PUBLIC INVOLVEMENT NOTIFICATIONS

- Comment responses
- Comments reviewed
- Door hangers
- Mailers
- Public meetings
- News releases
- Notification letters and emails
- Public consultations
- Project webpages
- Social media posts

FLEET MANAGEMENT

FLEET MANAGEMENT

- Acquisitions
 - Equipment acquisitions
 - New vehicles located
 - Used vehicles located
 - Vehicle acquisitions
- Annual asset reports
- Annual rate reviews
- Authorized driver list updates
- Budget estimates
- Contract renewals
- Customer budget consultations
- Customer consultations
- Customer recommendations
- DEQ tests
- Diesel reports
- DMV submittals
- Donated vehicles
 - Acceptance
 - CCSO donated vehicle disposition
 - Inspections
- Dispositions
 - Equipment
 - Vehicles
- DOT safety inspections
- Executed contracts
- Fuel program
 - Fuel card subsidy purchases
 - Card lock trainings
 - Contracts negotiated
 - Fire Marshall inspections
 - Invoices
- Heavy truck contracts
- IGA renewals
- Keys managed
- Licensed vehicles

LICENSES

- Light vehicle replacement analysis
- Maintenance records
- Manufacturer recalls
- Oversize fleet
 - Permits
 - Inspections
 - Reporting
- Procurements
 - Timely payments
 - Timely cost authorizations

- Policies and procedures
- Process diagrams
- Purchases
- Rebates
- Registrations
- Reports
- Restitution estimates
- Safety equipment sales
- Safety Inspections
 - Light vehicles
 - Heavy vehicles
- Seized vehicles
 - Acceptances
 - Inspections
- Specifications written
 - Large equipment
 - New vehicles
 - New equipment
 - Trailers
 - Uncommon vehicles
- Surplus vehicle dispositions
- Surplus revenue returns
- Titles managed
- Totaled vehicle inspections
- Tracked certifications
- Training sessions
- Usage reports
- Vehicle acceptances
- Vehicle deliveries
- Vehicle dispositions
- Vehicle pickups
- Vendor purchase notifications
- Warranty records
- Written specifications

MOTOR POOL

- Annual rate reviews
- Rental coordinations
 - Equipment rentals
 - Large equipment rentals
 - Multi-passenger van rentals
 - Short-term special use vehicle rentals
- Vehicles available
 - Hybrid vehicles available
 - Newer vehicles available
- Vehicle cleanings

- Vehicle fuelings
 - Vehicle rentals
 - Vehicle repairs

DEPARTMENT LEASE

- Annual rate reviews
- Fixed rate monthly invoices
- Fixed rate monthly bill reviews
- Program reviews
- Repair tickets

VEHICLE MAINTENANCE & REPAIR

- Accident report estimates
- Annual rate reviews
- Automated repair/maintenance reminders
- Body work
 - Repairs
 - Estimates
- Custom fabrications (catch basin grates, frames, vehicles)
- Data sharing links
- Decal installations
- DEQ inspections
- DEQ reports
- Hazmat disposals
- New equipment setups
 - Vehicle setup standards
- Parts
 - Basic inventory items
 - Safety supplies
- Reports generated
- Seasonal equipment preparations
- Scrap metal disposals (recycling)
- Specialized installation criteria sheets
- System generated scheduling reminders
- Training sessions
- Vehicles decommissioned for auction
- Vehicles detailed
- Vehicle lockbox installations
- Waste oil pickups
- Preventative maintenance appointments
 - Alternative repair shifts
 - CCSO boat/trailer/jet ski/ATV maintenance tickets completed
 - Intermittent use vehicles
 - PM schedules
 - Recalls
 - Safety equipment (extinguishers, first aid, accident packets and spill kits)
 - Specialized equipment repairs [side-by-side / SAR / snowmobile]
 - Timely repairs
 - Vehicle services
 - Vehicle repairs
 - Vehicle inspections
 - Warranty repairs
 - Weekly preventative maintenance schedules

SERVICE CALLS

- Outside repair coordinations
- Outside tow coordinations
- Roadside assistance calls
- Roadside repairs
- Schedule coordinations
- Loaners and rental car coordinations
- Vehicle tows

CANBY FERRY

- Ferry boat maintenance appointments
- Ferry boat repairs
- Ferry guideline repairs

INSPECTIONS

- Inspections
 - Accidents
 - Damaged vehicles
 - DEQ inspections
 - DOT carrier [annual, class 8 or over 26k GVW]
 - Drug inspections
 - Equipment (aerial, schools, etc.)
 - Fatality accidents
 - Intermittent use vehicles
 - Safety inspection repairs
 - Safety (vehicles, radios, cameras)
 - Tire
 - Used vehicle pre-purchase Inspections

LAND USE, DEVELOPMENT REVIEW & PERMITTING

BUILDING CODES DIVISION

MEETINGS

- Pre-application meetings
- Design consultations
- District consultations
- District coordinations
- Jobsite meetings
- Land use meetings
- Complex project facilitation meetings
- Interagency compliance meetings
- Interagency inspection meetings
- Project meetings
- Professional organization meetings

PERMITTING

- Agricultural exemption permits
- Alternate Means and Method (AMM) reviews
- Building permits
- Issued Certificates of Occupancy
- Change of Use/Occupancy permits
- Commercial building plan reviews
- Commercial electrical plan reviews
- Commercial plumbing plan reviews
- Contractor licensing verifications (CCB)
- Deferred submittal reviews
- Demolition permits
- Design revision reviews
- Driveway inspections
- Electrical permits
- Electrical inspections
- Electrical master permits
- Electrical master permit inspections
- Electrical minor label permits
- Electrical minor label inspections
- Equine exemption permits
- Fire/life safety system inspections
- Fire/life safety system permits
- Fire/life safety system plan reviews
- Forest exemption permits
- Grading inspections
- Grading permits
- Grading plan reviews
- Home occupation reviews
- Low energy electrical permits
- Manufactured dwelling park plan reviews
- Manufactured dwelling park permits
- Manufactured dwelling park inspections

PERMIT COORDINATION

- Manufactured dwelling set-up inspections
- Marijuana exemption permits
- Mechanical inspections
- Mechanical permits
- Mechanical plan reviews
- Medical gas inspections
- Medical gas permits
- Medical gas plan reviews
- Minor labels (electrical/plumbing)
- Permit fee quotes
- Plumbing plan reviews
- Plumbing permits
- Plumbing inspections
- Plumbing minor label permits
- Plumbing minor label inspections
- Prescriptive solar permits
- Request for Information (RFI) reviews
- Residential building plan reviews
- Residential electrical plan reviews
- Residential plumbing plan reviews
- RV park permits
- Setback inspections
- Site plan reviews
- Soils classifications
- Solar permits
- Solar plan reviews
- Structural/building inspections
- Structural plan reviews
- Temporary certificates of occupancy
- Tenant improvement permits
- Third party inspection verifications
- Violation inspections

AGENCY INTERACTIONS

- District meetings
- Interagency compliance meetings
- Interagency inspection meetings
- Intergovernmental Agreements (IGA)
- Intradepartmental coordination meetings
- Regional coordinations

CUSTOMER INTERACTIONS | MEETINGS

- Complex project facilitation meetings
- Conflict resolutions
- Counter inquiries
- Customer information databases
- Customer information referrals
- Design consultations
- Email information responses
- Historical research complaint investigations
- Immediate issue responses
- Jurisdiction information responses
- Jurisdictional responsibility research
- Jobsite meetings
- Pre-application submittal meetings
- Post-land use approval transition meetings
- Project / fee process review and assessments
- Project assessments
- Project management facilitations
- Project meetings
- Realtor inquiries
- Social media information responses
- Telephone information responses

LEGISLATIVE SESSION

- BCC hearings
- Legislative reviews

TECHNOLOGY

- Electronic permit applications
- Fax inspection requests
- Online residential fee estimates
- Online service transactions
- Telephone inspection requests [IVR]
- Website development meetings
- Website property information responses
- Website tutorials

RECORDS | RESEARCH | DATA REVIEW

- Archived permits
- Customer information databases
- Field book maps / records
- Geographical hazard [landslide] research reports
- Geographical hazard research reports
- Geotech reports
- Historical aerial photo records
- Maps
- Online (linked) resource references
- Recorded plats [subdivision, partition, condominium, cemetery]
- Reference library resources
- Resource references [online]
- Street maps
- Tax lot maps
- Tax maps

OTHER

- 811 inquiry responses
- Court testimonies [violations]
- IGAs
- Jurisdiction information
- Jurisdictional research reports
- Regional coordination

ENGINEERING DEVELOPMENT REVIEW

PERMITTING

- Ag/equine/forest exemption reviews
- Agricultural site reviews
- Building permit reviews
- Building - Commercial reviews
- Building - Residential reviews
- Certificate of Occupancy reviews
- Comprehensive plan amendments
- Contractor licensing verifications
- Demolition permit reviews
- Development permits
- Development inspections
- Entrance permits
- Entrance permit inspections
- Fire/life safety inspections
- Grading plan reviews
- Grading permits
- Grading inspections
- Land use public notice reviews
- Manufactured dwelling installation reviews
- Manufactured dwelling installation permit reviews
- Manufactured dwelling park permits
- Manufactured dwelling park reviews
- Manufactured dwelling parks plan reviews
- Right-of-way inspections
- Right-of-way permits
- RV Park / Campground reviews
- Plat reviews
- Revocable encroachment permits
- Site plan reviews
- Type I land use permit reviews
- Type II land use permit reviews
- Type III land use permit reviews
- Utility inspections
- Utility permits

PUBLIC HEARINGS

- BCC land use hearing testimonies
- Design review hearing testimonies
- Land Use Hearings Officer hearing testimonies
- Planning Commission hearing testimonies

CUSTOMER INTERACTIONS

- Conflict resolutions
- Counter inquiry responses
- Customer information responses
- Email information request responses

- Immediate issue responses
- Jurisdiction information responses
- Map exhibits
- Permit fee quotes
- Public records request responses
- Social media information request responses
- Telephone information request responses
- Transportation system information responses
- Complex project facilitation meetings
- Project management facilitations
- Development review meetings
- Interagency compliance meetings
- Interagency inspection meetings
- Jobsite meetings
- Land use meetings
- Post-land use approval transition meetings
- Pre-application meetings
- Project meetings
- Regional coordination

TECHNOLOGY

- Electronic permit applications
- Online utility service transactions
- Searchable permit database tools
- Website development meetings
- Website property information inquiry responses

TECHNICAL REVIEW & ANALYSIS

- As-Built plan reviews
- Design modification reviews
- Feasibility statement reviews
- Fee-in-Lieu Of (FILO) reviews
- Geotechnical report reviews
- Outside agency land use reviews
- Pavement design reviews
- Request for Information (RFI) reviews
- Right-of-way and easement dedication reviews
- Roadway design modifications
- Speed study reviews
- Storm water analysis reviews
- Technical report reviews
- Third party inspection reviews
- Traffic impact study reviews
- Transportation performance projections

LAND USE PLANNING

RECORDS | RESEARCH | DATA REVIEW

- Archived permit reviews
- Capital Improvement Program (CIP) project information reviews
- Community and area plan reviews
- Customer information database reviews
- Geographical hazard research report reviews
- Historical county road record reviews
- Historical aerial photo record reviews
- Historical research complaint investigations
- Road map reviews
- Recorded plats (subdivision, partition, condominium, cemetery) reviews
- Reference library reviews
- Resource reference reviews
- Survey maps record reviews
- Tax map reviews

OTHER

- Address verifications
- Developer built road improvements
- Intergovernmental Agreements (IGAs)
- Local improvement district (LID)
- Zone of benefit (ZOB) reviews
- City planning contracts
- Certificate of Occupancy inspections
- Customer information referrals
- GIS mailing label data lists
- Intergovernmental agreements
- Parcel inquiry tracker reports

REVIEWS

- Building permit reviews
- Certificates of Occupancy reviews
- Demolition permit reviews
- Driveway permit reviews
- Entrance permit reviews
- Grading permit reviews
- Manufactured dwelling park permit reviews
- Manufactured dwelling installation permit reviews

LAND USE APPROVALS

- Ag/Equine/Forest exemption permits
- Feasibility studies
- Floodplain development permits
- Land Use Compatibility Statement (LUCS) reviews
- Location approval letters
- Lot of record determinations
- Outside agency land use reviews
- Type I land use reviews
 - Marijuana production
 - Property line adjustments
 - Development on slopes
- Type II land use reviews
 - Temporary dwellings for care
 - Home occupations
 - Partitions
- Type III land use reviews
 - Conditional uses
 - Major subdivisions
 - Zone changes
- Wetland permit reviews

LAND USE MEETINGS & PUBLIC HEARINGS

- BCC business meetings
- BCC land use hearings
- BCC policy sessions
- Hearings Officer hearings
- Historic review hearings
- Land use public notices
- Planning Commission hearings

LEGISLATIVE SESSION

- BCC work sessions
- Legislative reviews
- Legislative testimonies

MEETINGS

- Community meetings
- Complex project facilitations
- Design Review Committee meetings
- General land use meetings
- Interagency coordination meetings
- Interagency compliance meetings
- Interdepartmental meetings
- Pre-application meetings
- Planning Commission meetings
- Post-land use approval transition meetings
- Regional coordination meetings

RECORDS/RESEARCH/DATA

- Addresses
- Archived permits
- Community plans
- Design plans
- Dock research reviews
- Drafting exhibits
- Farm-forest reports
- Geographic hazard research records
- Geographic hazard research maps
- Historic aerial photo records
- Historic landmark inventory records
- Jurisdiction information records
- Maps
- Natural resource inventories
- Resource references
- Road names
- Tax map copies
- Water resource delineations

RESPONSES

- Interagency responses
- Counter inquiry responses
- Email information request responses
- Immediate issue responses
- Interdepartmental responses
- Fax information request responses
- Public records requests responses
- Realtor inquiry responses
- Telephone information request responses
- Written information responses
- Zoning verification letters

TECHNOLOGY

- GIS layer modification coordinations
- Website development meetings

SEPTIC & ONSITE WASTEWATER

- Pre-application meetings
- Design meetings
- Jobsite meetings
- Land use meetings
- Interagency compliance meetings
- Septic construction inspections
- Septic compliance inspections
- Existing system evaluations
- Hearings Officer land use hearings

- Counter inquiry responses
- Immediate issue responses
- Telephone & email information requests
- Commercial building plan reviews
- Grading plan reviews
- Manufactured dwelling parks plan reviews
- Outside agency land use reviews
- Plat (field checks) reviews
- Request for Information (RFI) reviews
- Residential building plan reviews
- Septic Operation & Maintenance (O&M) report compliance actions
- Onsite septic permits
- Septic site evaluations
- Pumper truck inspections
- Septic records responses
- Investigation responses
- Contractor licensing verifications
- Septic permitting process handouts
- GIS layer modifications
- Land use compatibility statements
- Permit fee quotes
- Regional coordination
- Soils classifications

LONG-RANGE PLANNING

GENERAL SERVICES

- Annual work programs
- BCC planning consultations
- GIS analytics
- GIS presentations
- GIS maps
- Intergovernmental agreements
- State legislative bill analysis

LAND USE PLANNING PROGRAM

- Land Use planning grant applications
- Urban Growth Management Agreements (UGMAs)
- Land Use plans
 - Area specific
 - City
 - Urban growth concept
- Plan amendments
 - Comprehensive Plan amendments
 - Zoning & Development Ordinance (ZDO) amendments

TRANSPORTATION PLANNING PROGRAM

- County employee commute option consultations
- Regional long-range forecasts (population / employment)
- Transportation planning grant applications
- Transportation project prioritizations
- Travel option project implementations (bike, signage, etc.)
- Transportation plans
 - ADA transition plans
 - Active Transportation plans
 - Capital improvement plans
 - Freight plans
 - Road design plans
 - Safe Routes to School plans
 - Transit plans

MEETINGS/INTERACTIONS

- Meetings
 - Agendas
 - Minutes
 - Presentations
 - Facilitations
 - Background materials
- Public engagement and outreach meetings
 - Community Planning Organization (CPO)
 - Neighborhood
 - Task force
 - Technical advisory committee
 - Transportation System Plan (TSP)
- Meeting facilitations
 - Pedestrian-Bicycle Advisory Committee
 - Board of County Commissioners
 - Clackamas Transportation Advisory Committee (CTAC)
 - Planning Commission
- Planning Commission work sessions
- Planning Commission hearings
- Regional & local meeting representations
 - Clackamas County Business Alliance (CCBA)
 - Clackamas County Coordinating Committee (C4_)
 - Metro Joint Policy Advisory Committee on Transportation (JPACT)
 - Metro Technical Advisory Committee (MTAC)
 - Oregon Tourism Council (OTC)
 - Regional Transportation Plan (RTP)

PUBLIC LAND CORNER

PUBLIC LAND CORNERS

*PLC – Also known as ‘monuments’.

- US Public Land Corner preservations
- US Public Land Corner restorations
- US Public Land Corner locates

- Corner location consultations
- Pre-work notification letters
- Property access education sessions
- Corner placements

- Pre-construction corner reviews
- Pre-construction corner notifications
- Post-construction corner reviews
- Post-construction corner notifications
- Corner preservation assignments
- Corner preservation placements
- Damaged corner repairs
- Geographically-assigned preservations

- Corner restoration assignments
- Corner restoration research reports
- Corner restoration data review meetings
- Corner restoration approvals
- Corner restoration placements
- Corner locations
- Prioritized corner restorations (requested by customer)
- Prioritized corner restorations (initiated by PLC because of planned development activity)
- Geographically-assigned corner restorations

- GIS coordinate establishments
- GIS map updates

RECORDS/RESEARCH/DATA

- Survey field books
- Field envelopes
- Resource references
- Survey maps records
- Tax maps
- US Public Land Corner records
- Road records
- Historical survey records
- General Land Office [Bureau of Land Management] records

CUSTOMER INTERACTIONS | MEETINGS

- Conflict resolutions
- Counter inquiry consultations
- Customer [utility / surveyor / landowner] consultations
- Corner [monument] tracking activity [how / why assigned] database entries
- Corner [monument] tracking legal support entries
- Email information responses
- Historical research investigations
- Immediate issue responses
- Telephone information responses
- Project management consultations

LEGISLATIVE SESSION

- Legislative reviews

TECHNOLOGY | *PLANNED, NOT YET IN PLACE.

- Clackamas County Information Systems (CCIS) data updates
- Customer Relations Database [CRM]* - Accela notes by parcel

COUNTY SURVEYOR

CEMETERY PLATS

- Cemetery plat reviews
- Plat name approvals
- Cemetery plat approvals
- Cemetery plat recordings

CONDOMINIUM PLATS

- Condominium plat reviews
- Plat name approvals
- Condominium plat approvals
- Condominium plat recordings

PARTITION PLATS

- Partition plat reviews
- Partition plat approvals
- Partition plat recordings

SUBDIVISION PLATS

- Subdivision plat reviews
- Plat name approvals
- Field check data collections
- Field check data confirmations
- Remaining (delayed) monumentations
- (until site construction is completed)
- Subdivision plat approvals
- Subdivision plat recordings

GENERAL SERVICES

- Plat boundary survey reviews
- Plat boundary survey filings
- Plat annotations
- (data corrections or additions)
- Property line adjustment | re-plat filings
- Record of survey filings

RESEARCH

- Archived documents
- Certified map copies
- Database quality control reviews
- GPS map projections
- Research library document uploads
- Self-help programs

CUSTOMER INTERACTIONS | MEETINGS

- Customer assistance facilitations
- Counter information responses
- Customer resource information consultations
- Email information responses
- Conditional email resubmittals
- Problem-solving facilitations
- Project facilitations
- Telephone information responses

URBAN RENEWAL

CAPITAL CONSTRUCTION

- Agency coordinations
- Bike lane design plans
- Bridge design plans
- Capital construction funds
- Constructed bike lanes
- Constructed bridges
- Constructed roads
- Constructed safety improvements
- Constructed sidewalks
- Construction inspections
- Consultants hired
- Contract management facilitations
- Constructed drainages
- Drainage design plans
- Environmental impact mitigations
- Environmental monitoring reports
- Environmental permits
 - River hydraulics
 - Geotechnical
 - Storm water
 - Type, size and location
- Landscapes
- Managed projects
- ODOT project funding coordinations
- Project awards
- Project bids
- Project cost estimates
- Project implementations
- Project plan reviews
- Quality compliance reviews
- Right-of-Way services
 - Easement acquisitions
 - Property sales
 - Relocations
 - Property acquisitions
 - Surveys
- Road design plans
- Road surveys
- Safety improvement plans
- Sidewalk design plans
- Technical reports
 - Archeological
 - Geotechnical
 - Historical
- Utility coordinations
- Value engineering reviews

DISTRICT ADMINISTRATION

- Bond analyses
- Budgets
- Complaint consultations
- Contract approval reviews
- Countywide internal service payments
- Development negotiations
- External customer billings
- Financial analysis reports
- Financial forecasts
- Funding presentations
- Grant feasibility checklists
- Inter-departmental collaborations
- Interfund bills
- Intergovernmental agreement negotiations
- Internal allocation cost distribution models
- Jurisdictional coordinations
- Jurisdictional collaborations
- Mediation settlements
- Monitoring report reviews (\$ - monthly)
- Payment approvals
- Pro-forma analysis reviews
- Project feasibility analyses
 - Annual work programs
 - Funding procurements (grants)
 - Intergovernmental agreements
 - Transportation project prioritizations
 - Travel options
- Public records request responses
- Rent collections
- Rent analyses
- Service agreement negotiations
- Supplemental budgets
- Title VI - ADA compliance designs
- Time card approvals
- Timesheet / job cost system reconcilements

CUSTOMER INTERACTIONS

- Conflict resolutions
- Counter inquiries
- Customer information referrals
- Emails
- Letters
- Social media information responses
- Telephone information responses
- Written complaint responses
- Outreach visits

MEETINGS & COMMUNICATION

- Articles for County publications
- BCC presentations
- BCC queries responses
- BCC talking points
- Edited reports
- Meetings
 - Community Planning Organizations
 - Complex project facilitations
 - Design
 - District
 - Interagency coordination
 - Jobsite
 - Planning Commission presentations
 - Pre-application
 - Project
 - Regional & local representations
- Meeting notices
- Plan coordinations
 - Area specific land use plans
 - Capital improvement plans
 - Safe Route to School plans
 - Transportation system plans
 - Zoning & Development Ordinance update consultations
 - County Code update participations
- Presentations (budget, program, etc.)
- Presentation materials
- Project management facilitations
- Project notifications
- Project open houses
- Policy session worksheets
- Public hearing notices
- Public meeting facilitations
- Public meeting presentations
- Public meeting coordinations
- Public meetings
- Public surveys
- Reports
- Staff reports and presentations to the BCC
- State legislative action reviews

PROGRAMS

- Home rehabilitation loans
- Property enhancement grants
- Sewer hookup assessment grants (Safety Net Program)
- Critical repair grants (mobile homes)
- ADA accessibility grants
- Down payment assistance loans

OWNED PROPERTY

- Development agreement negotiations
- Development facilitations
- Maintenance services
- Marketing plans

STREET LIGHTING

BUDGET | PROGRAM ADMINISTRATION

- Budgets
- Countywide internal service payments
- District rule and regulation updates
- External customer billings
- Financial analysis reports
- Financial forecasts
- Internal allocations
- Law and regulation interpretations
- Payment approvals
- Payment processing systems*
- Reports

CUSTOMER INTERACTIONS | OUTREACH

- BCC query responses
- Complaint consultations
- Complaint follow-ups
- Counter inquiry responses
- Customer information databases
- Education and outreach sessions (CPO)
- Email inquiry responses
- Fee adjustment communications
- Letters
- Emails
- Social media posts
- Maps
- Media question responses
- Meeting facilitations
- Meeting notices
- Phone inquiry responses
- Public involvement / notification
 - feedback responses
 - flyers / brochures
 - mailers
 - meetings
 - newsletter articles
 - public service announcements
 - social media
 - surveys
 - website postings

DISTRICT INFRASTRUCTURE MANAGEMENT

- Agency coordinations
- District annexations
- District inventory reviews
- District audits
- Existing infrastructure inspections
- Graffiti removal coordinations
- Infrastructure damage assessments
- Jurisdictional coordinations
- Jurisdiction information
- Jurisdictional responsibility research reports
- Permit reviews
- Permit sign-offs
- Petition requests
- Plan reviews
- Road hazard investigations
- Service price quotes
- Site visits
- Utility coordinations
- Utility inspections

NEW LIGHT INFRASTRUCTURE

- Project open houses
- Project consultations
- Consultants hired
- Constructed street lights
- Managed projects
- Project awards
- Project implementations
- Project plan reviews
- Project bids
- Project cost estimates
- Capital construction funding consultations
- ODOT project funding consultations

PUBLIC HEARINGS | MEETINGS

- Advertisements
- Design meetings
- Fee-setting resolutions
- Pre-application meetings
- Presentation materials
- Presentations (budget, program, etc.)
- Staff reports and presentations to the BCC
- Public hearing notices
- Public meeting presentations