FY 2021-22 Work Plan & 2020 Annual Report (draft)
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Mission Statement
The Community Development Department (CDD) facilitates orderly growth and development in the Deschutes County community through coordinated programs of Environmental Soils, Building Safety, Code Compliance, Coordinated Services, Planning and education and service to the public.

Purpose
The 2020 Annual Report and 2021-22 Work Plan highlight the department’s accomplishments, goals and objectives and are developed to:

- Report on achievements and performance
- Implement the Board of County Commissioners (BOCC) goals and objectives.
- Implement the Deschutes County Customer Service “Every Time” Standards.
- Effectively and efficiently manage organizational assets, capabilities and finances.
- Fulfill the department’s regulatory compliance requirements.
- Enhance the County as a safe, sustainable and highly desirable place to live, work, learn, recreate, visit and more; and
- Address changes in state law.

Adoption
The BOCC adopted this report on June XXth, 2021, after considering public, stakeholder and partner organization input and Planning Commission and Historic Landmarks Commission recommendations. The Work Plan often includes more projects than there are resources available. CDD coordinates with the BOCC throughout the year to prioritize and initiate projects. Projects not initiated are often carried over to future years.

Pandemic Operations
CDD provided services under the State’s health and safety framework following recommended safety measures to protect staff and customers while providing essential public services to support the Central Oregon economy.
**BOARD OF COUNTY COMMISSIONERS**
Anthony DeBone, Chair, January 2022
Phil Chang, Vice Chair, January 2024
Patti Adair, Commissioner, January 2022

**COUNTY ADMINISTRATION**
Tom Anderson, County Administrator | Erik Kropp, Deputy County Administrator

**PLANNING COMMISSION**
Les Hudson—At Large (Chair), 6/30/24
Jessica Kieras—Redmond Area (Vice Chair), 6/30/22
Susan Altman—Bend Area, 6/30/24
Scott Asla—South County Area, 6/30/24
Dale Crawford—At Large, 6/30/23
Maggie Kirby—Bend Area, 6/30/23
Steve Swisher—Sisters Area, 6/30/22

**HISTORIC LANDMARKS COMMISSION**
Kelly Madden,—Unincorporated Area (Chair), 3/31/24
Sharon Leighty—Unincorporated Area (Vice Chair), 3/31/22
Dan Ellingson—Pioneer Association, 3/31/22
Christine Horting-Jones—Ex-Officio, 3/31/24
Dennis Schmidling—City of Sisters (Secretary), 3/31/24
Rachel Stemach—Bend Area, 3/31/24

**HEARINGS OFFICERS**
Gregory J. Frank | Stephanie Hicks | Will Van Vactor | Cable Huston LLP

**BICYCLE AND PEDESTRIAN ADVISORY COMMITTEE**
Dave Thomson (Chair), 6/30/21
Christopher Cassard (Vice Chair), 6/30/21
Sam Handelman, 6/30/21
Wendy Holzman, 6/30/23
Ann Marland, 6/30/23
Scott Morgan, 6/30/23
Kenneth Piarulli, 6/30/23
Rick Root, 6/30/21
David Roth, 6/30/23
Mark Smith, 6/30/21
Rachel Zakem, 6/30/23
Mason Lacy, 6/30/23
David Green, 6/30/23
Mission Statement: Enhancing the lives of citizens by delivering quality services in a cost-effective manner.

Safe Communities (SC): Protect the community through planning, preparedness, and delivery of coordinated services.
- Provide safe and secure communities through coordinated public safety and crisis management services.
- Reduce crime and recidivism through prevention, intervention, supervision and enforcement.
- Collaborate with partners to prepare for and respond to emergencies, natural hazards and disasters.

Healthy People (HP): Enhance and protect the health and well-being of communities and their residents.
- Support and advance the health and safety of Deschutes County's residents.
- Promote well-being through behavioral health and community support programs.
- Help to sustain natural resources and air and water quality in balance with other community needs.
- Continue to support COVID-19 pandemic crisis response and community health recovery.

Economic Vitality (EV): Promote policies and actions that sustain and stimulate economic vitality.
- Support affordable and transitional housing options for vulnerable populations through availability of lands, project planning, and appropriate regulation.
- Administer land use policies that promote livability and economic opportunity.
- Maintain a safe, efficient and economically sustainable transportation system.
- Partner with organizations and manage County assets to attract business development, tourism, and recreation.
- Support regional economic recovery from the COVID pandemic.

Service Delivery (SD): Provide solution-oriented service that is cost-effective and efficient
- Ensure quality service delivery through the use of innovative technology and systems.
- Support and promote Deschutes County Customer Service “Every Time” standards.
- Promote community participation and engagement with County government.
- Preserve, expand and enhance capital assets, to ensure sufficient space for operational needs.
- Maintain strong fiscal practices to support short and long term county needs.
- Provide collaborative internal support for County operations.
This graph provides a snapshot of the County's growth since 1960 and the preliminary 50-year Portland State University, Oregon Population Forecast Program, through 2068.

### HISTORICAL AND PORTLAND STATE UNIVERSITY FORECAST TRENDS

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<th>Geographic Area</th>
<th>2000</th>
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*AAGR: Average Annual Growth Rate*
Fiscal Issues

- Ensure financial stability and sustained high quality services through establishing a financial contingency plan providing a clear course of action if CDD’s reserve funds decline.
- CDD’s revenue is not sufficient for the resources necessary to meet increasing service demands. CDD did not increase fees during the pandemic, and prior fee increases had been offset by marijuana revenues.
- CDD is responding to significantly increased inquiries regarding rural development opportunities. Many of these inquiries require research and in-depth responses, but do not result in permits and corresponding revenue. This “non-fee generating” work, a public good, is consuming limited resources to efficiently process permits.
- Increasing opposition to and appeals of land use applications, including those in compliance with Deschutes County Code are causing the Planning Division to subsidize hearings officer public hearing costs.
- Staff turnover is creating additional costs to and resource re-allocations from service delivery to training in the department.

Operational Challenges

- Sustaining high customer service levels while transitioning to and implementing new post-pandemic business operations such as continued full or partial remote working, potential shared work spaces with increasing staff levels, adherence to ongoing public health and safety measures and continued expansion of CDD online services and meeting technologies.
- Establishing new post-pandemic public hearing and engagement strategies with in-person and remote/online participation opportunities.
- Implementing new laws from the 2021 Legislative Session, including potentially major changes pertaining to rural ADU’s and wildfire mitigation.
- Processing complex and controversial code compliance cases, expanding the code compliance program to administer the County’s noxious weed program and implement new potentially modified solid waste codes.
- Addressing affordable housing through collaboration with cities, the County’s Property Manager, and exploring rural strategies.
- Re-opening satellite offices with relatively new permit technicians in high demand environments with significant permitting volumes and coordination in Sisters and La Pine.
- Coordinating with Human Resources to develop and implement strategies to retain and recruit staff.
- Continuing improvement of the department’s website and other electronic internal and external services to improve efficiencies and service delivery.
# Budget Summary

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# Organizational Chart

![Organizational Chart](image)

# Staff Summary

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<th>FY 2019</th>
<th>FY 2020</th>
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<th>FY 2022</th>
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<td>Total FTE's</td>
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<td>55.00</td>
<td>58.00</td>
<td>57.00</td>
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CDD is committed to a comprehensive approach to managing performance. The department achieves its goals and objectives by strategically establishing and monitoring performance measures and by adjusting operations based on results. The performance measures:

- Address service delivery expectations from the perspectives of CDD’s customers.
- Ensure the department fulfills its regulatory compliance requirements.
- Efficiently and effectively manages the organization’s assets, capacities and finances; and
- Preserve and enhance the County as a safe, sustainable and desirable place to live, visit, work, learn and recreate.

CDD’s 2021-22 performance measures align the department’s operations and work plan with BOCC annual goals and objectives and the County’s Customer Service “Every Time” Standards. [https://intranet.deschutes.org/Pages/Customer-Service-Standards.aspx](https://intranet.deschutes.org/Pages/Customer-Service-Standards.aspx). The following graphs represent a sample of CDD’s performance measures for 2020. For a complete review of performance measures, please follow this link: [https://deschutes.org/cd/](https://deschutes.org/cd/)

### 2020 Performance Management Results

- **Coordinated Services**: Building Permit Ready to Issue Turnaround Time
- **Percentage of Applications Submitted Online**: (Building Safety and Environmental Units)

#### Code Compliance

- **Voluntary Compliance**
- **Target Compliance**: 95%
- **Target High**: 92%

- **Cases Closed Within One Year**
- **Closed Case Turnaround**
- **Target Low**: 72%
- **Target High**: 81%
2020 Performance Management Results

**Building Safety**
- Field Inspector Average Stops per Day
- Inspections Completed Same Day as Requested

Performance Measure: Achieve an average of 6 to 10 inspection stops per day, per inspector.

Annual Average of 8.8 per Day - Target Achieved
Annual Average of 97.5% Completed - Target Achieved

**Environmental Soils**
- New System Permit Issuance Time
- Pre-cover Inspections Completed On Time

Performance Measure: Issue new onsite septic permits within 12 days of completed application.

Annual Average of 4.8 Days - Target Achieved
Annual Average of 97.2% Completed - Target Achieved

**Current Planning**
- Land Use Decisions With Prior Notice
- Land Use Decision Without Prior Notice

Performance Measure: Issue all administrative decisions with notice within 45 days of completed application.

Performance Measure: Issue all administrative decisions without notice within 21 days of completed application.
2020 Operations Improvement Highlights

- Continued to provide essential services to the public while implementing pandemic related safety measures, such as social distanced interactions, remote work and dispatch inspectors from home.
- Posted ePermitting "How to" videos explaining the permit process to County website and YouTube.
- Implemented use of a dashboard in our Code Compliance division allowing for live data assessments.
- Implemented use of standardized templates for administrative determinations.

2021-2022 Performance Measures By Division

**Building Safety**

- Achieve 6-10 inspection stops per day to provide quality service. (BOCC Goal & Objective SD-1)
- Achieve an average turnaround time on building plan reviews of 8-10 days to meet or exceed state requirements. (BOCC Goal & Objective SD-1)
- Achieve 50-80% of inspections scheduled online. (BOCC Goal & Objective SD-1)
- Achieve 90-100% of inspections completed the same day as requested. (BOCC Goal & Objective SD-1)
- Provide community training opportunities for online application submission to obtain a goal of 70% of application submittals conducted online. (BOCC Goal & Objective SD-1)

**Code Compliance**

- Improve voluntary compliance in Code Compliance cases from 85-90%. (BOCC Goal & Objective SC-1)
- Improve the resolution of Code Compliance cases within 12 months from 75-85%. (BOCC Goal & Objective SC-1)

**Coordinated Services**

- Expand community training opportunities for online application submission to obtain a goal of 65% of application submittals conducted online. (BOCC Goal & Objective SD-1)
- Achieve structural permit ready-to-issue turnaround time for Coordinated Services of 4 days. (BOCC Goal & Objective SD-1)

**Environmental Soils**

- Achieve compliance with the Alternative Treatment Technology (ATT) Septic System Operation and Maintenance (O&M) reporting requirements of 95% to protect groundwater. (BOCC Goal & Objective HP-3)
- Improve the issuance of onsite septic system permits from within 15 days of completed application to within 12 days of completed application. (BOCC Goal & Objective SD-1)
- Achieve 65% of inspections scheduled online. (BOCC Goal & Objective SD-1)
Environmental Soils, continued

- Achieve 65% of inspections scheduled online. (BOCC Goal & Objective SD-1)
- Achieve 90-100% of Pre-cover inspections completed the same day as requested. (BOCC Goal & Objective SD-1)

Planning

- Sustain the issuance of land use administrative decisions with notice within 45 days and without notice within 21 days of completed application. (BOCC Goal & Objective SD-1)
- City of Bend and Redmond Affordable Housing:
  - Amend the City of Bend Urban Growth Boundary to implement HB 4079, a pilot project to increase the supply of affordable housing units. (BOCC Goal & Objectives EV 1, EV 2, EV 3, EV 4 and HP 1)
  - Amend the City of Redmond Urban Growth Boundary to implement HB 2336, a pilot project to increase the supply of affordable housing units. (BOCC Goal & Objectives EV 1, EV 2, EV 3, EV 4 and HP 1)
- Complete DLCD Grants with public involvement to develop and consider recommendations to address wildfire hazard mitigation and Goal 5 wildlife habitat inventories to inform the 2021 Comprehensive Plan Update. (BOCC Goal & Objectives SC 3, HP 3, and EV 2)
Overview

Administrative Services consists of the Community Development Director, Senior Management Analyst, two Systems Analysts and one Administrative Assistant. The Administrative Services Division provides oversight for all departmental operations and facilities, human resources, budget, customer services, technology and performance measures. Systems Analyst staff are responsible for the integration of technology across all CDD divisions and coordinates with the cities as well as providing direct service to the public via application training and support, web-based mapping, reporting services and data distribution.

2020 Accomplishments

- Revised office operations to include social distancing as well as application quarantine.
- Implemented remote work options for approximately 75% of staff.
- Accelerated an equipment replacement schedule to enable staff to work remotely, issuing 39 new laptop computers.
- Completed videos of each division to inform online customers and County College students about CDD's purpose, programs and services.
- Provided online application training to contractors and homeowners.
- Published “how to” videos to our website and YouTube regarding online application submission for building and onsite permits.
- Updated Continuity of Operations Plan (COOP) which details department's plan to continue operation in the event of a disaster.
- Participated in a County led effort to create a county-wide plan for Pre-disaster Preparedness Plan.
- Updated CDD website, including division and project webpages.
- Created a property information report to identify all parcel requirements including associated fees related to development.
2021-22 Work Plan Projects

- Reconfigure Accela to improve code compliance case management and enable fines and fees to be recorded.
- Continue to participate in a County led effort to create a county-wide Pre-disaster Preparedness Plan.
- Explore expanding the Planning Division's webpage to provide more information about land use public hearings and opportunities for the public to submit comments on pending applications.
- Revise CDD Information Technology 5 year strategic plan to account for laptops purchased early as a result of pandemic operations during FY 21.
- Update COOP, if necessary, based on lessons learned from the pandemic.
- Propose revisions to CDD's Fee Waiver Policy.
- Coordinate with the Human Resources Department to evaluate, propose and implement strategies to attract and retain staff to meet increasing service demands in a highly competitive market.
- Explore and research opportunities to both increase CDD's sustainable business practices while maximizing the efficiency of operations in a cost effective manner.
- Reorganize and enhance CDD's web site to be more customer centric. Provide enhanced content that will allow customers to better understand CDD's polices and procedures and create an improved customer experience that acts as a guide for understanding the process of development in Deschutes County while also expanding online application instruction content.

Staff Directory

<table>
<thead>
<tr>
<th>Name</th>
<th>Position</th>
<th>Phone</th>
<th>Email</th>
</tr>
</thead>
<tbody>
<tr>
<td>Nick Lelack, AICP</td>
<td>Community Development Director</td>
<td>(541) 385-1708</td>
<td><a href="mailto:Nick.Lelack@deschutes.org">Nick.Lelack@deschutes.org</a></td>
</tr>
<tr>
<td>Tim Berg</td>
<td>Applications System Analyst III</td>
<td>(541) 330-4648</td>
<td><a href="mailto:Tim.Berg@deschutes.org">Tim.Berg@deschutes.org</a></td>
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<tr>
<td>Ines Curland</td>
<td>Application System Analyst I</td>
<td>(541) 317-3193</td>
<td><a href="mailto:Ines.Curland@deschutes.org">Ines.Curland@deschutes.org</a></td>
</tr>
<tr>
<td>Tracy Griffin</td>
<td>Administrative Assistant</td>
<td>(541) 388-6573</td>
<td><a href="mailto:Tracy.Griffin@deschutes.org">Tracy.Griffin@deschutes.org</a></td>
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Overview

Building Safety consists of one Building Safety Director, one Assistant Building Safety Official and sixteen Building Safety Inspectors. The Building Safety Division administers and implements the state and federal building codes through a process of education and a clear and consistent application of the specialty codes. The division provides construction plan reviews, consultation and inspection services throughout the rural county and the cities of La Pine and Sisters. The division also provides services to Lake, Jefferson, Klamath and Crook counties, the cities of Bend and Redmond, and the State of Oregon Building Codes Division on an as-needed basis.

2020 Accomplishments

✓ Issued 640 new single-family dwelling permits in 2020. The distribution of these new homes for Deschutes County’s building jurisdiction included:
  - Rural/unincorporated areas: 451
  - City of La Pine: 57
  - City of Sisters: 132

✓ Completed Major building plan reviews for:
  - MidOregon Credit Union in Sisters
  - Three new Multi-family apartments in Sisters
  - The Ski Inn
  - 260 Sun Ranch in Sisters
  - Two interior remodels for La Pine Fire Stations
  - The Cove Aquatic Center addition
  - West Core North Pool renovation and expansion
  - Bend Distillery Production Facility

✓ Continued to improve overall operational efficiencies and customer services by:
  - Implemented a new ePermitting “How to” tutorial in conjunction with Coordinated Services.
  - Hired two new Field Inspectors to fill vacancies.
  - Cross-trained all division staff to perform inspections in all four residential disciplines.

✓ Continued to lead efforts with the Central Oregon Chapter of the International Code Council to:
  - Achieve consistency in code implementation/administration among all jurisdictions.
  - Promote and participate in education among building/development and design professions.
2020 Accomplishments

- Actively participated in State and local code and rulemaking efforts related to:
  - Wildfire Mitigation Advisory Committee and ongoing support to the County’s consideration of adopting ORSC 327.4.
  - Tiny Homes on Wheels classifications as RV’s with Oregon Department of Transportation registration titles and not building department regulated.
  - Adoptions to major Chapter 1 changes in County Codes by adopting local ordinances.
- Participated in public, community and customer-specific education and outreach efforts such as OAR 918-480-0125 Uniform Alternate Construction Standards for mitigation due to a lack of firefighting water supplies.
- Coordinated with State and County staff to promote and educate customers on how to apply for online permits and inspections.
- Continued succession planning, cross-training and technology investments to maintain and improve efficiencies.
- Continued to serve in regional and statewide leadership positions to support Deschutes County and Central Oregon interests.
- Provided A-level electrical inspection services, electrical plan review and customer contact support for commercial and residential electrical questions for the City of Redmond.
- Implemented social distancing procedures to maintain our high customer service standards while experiencing a record setting business volume for new single family dwellings.

New Single Family Dwelling Permits
2021-22 Work Plan Projects

- Implement succession planning for future retirements and explore staffing needs due to unprecedented business needs.
- Provide certification cross-training for all new hires to maintain the division's goal of having fully certified residential inspection staff.
- Research ways to reduce the carbon footprint associated with field inspection duties such as:
  - Alternative fuel options and All-Wheel Drive electric vehicles
  - Charging stations for electric vehicles (each station has charging capabilities for 1-2 vehicles)
- Work with the Road Department to research viability of All Wheel Drive electric vehicles.
- Work with Oregon e-Permitting to help test the new app for inspections prior to the roll out.
- Investigate the use of drones and other technologies to accomplish high risk inspections such as:
  - Roof diaphragm nailing
  - Chimney construction
  - High lift CMU grouting
- Continue participation in the Planning Division led Wildfire Mitigation Advisory Committee (WMAC) process to consider adopting a new Wildfire Hazard Zone map, a local ordinance implementing additional construction standards to reduce hazards presented by wildfire (Oregon Residential Specialty Code (ORS) R327.4), and/or new defensible space requirements into Deschutes County Code.
- Produce new informational brochures as required by Oregon Administrative Rule (OAR) 918-020-0090 to help customers navigate code changes such as Energy Code and Daycare Facility updates.
- Host two or three Chemeketa Community College Building Inspection Technology students this summer for their Cooperative Work Experience which provides an opportunity to demonstrate the county's customer friendly, service oriented approach as a regulatory agency.
- Coordinate with the Human Resources Department to evaluate, propose and implement strategies to attract and retain staff to meet increasing service demands in a highly competitive market.
# Staff Directory

<table>
<thead>
<tr>
<th>Name</th>
<th>Position</th>
<th>Phone Number</th>
<th>Email</th>
</tr>
</thead>
<tbody>
<tr>
<td>Randy Scheid</td>
<td>Building Safety Director</td>
<td>(541) 317-3137</td>
<td><a href="mailto:Randy.Scheid@deschutes.org">Randy.Scheid@deschutes.org</a></td>
</tr>
<tr>
<td>Chris Gracia</td>
<td>Assistant Building Official</td>
<td>(541) 388-6578</td>
<td><a href="mailto:Chris.Gracia@deschutes.org">Chris.Gracia@deschutes.org</a></td>
</tr>
<tr>
<td>Krista Appleby</td>
<td>Building Inspector III</td>
<td>(541) 385-1701</td>
<td><a href="mailto:Krista.Appleby@deschutes.org">Krista.Appleby@deschutes.org</a></td>
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<tr>
<td>Keri Blackburn</td>
<td>Building Inspector III</td>
<td>(541) 388-6577</td>
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<tr>
<td>David Farrin</td>
<td>Building Inspector III</td>
<td>(541) 385-1702</td>
<td><a href="mailto:David.Farrin@deschutes.org">David.Farrin@deschutes.org</a></td>
</tr>
<tr>
<td>Anthony Friesen</td>
<td>Building Inspector III</td>
<td>(541) 213-0653</td>
<td><a href="mailto:Anthony.Friesen@deschutes.org">Anthony.Friesen@deschutes.org</a></td>
</tr>
<tr>
<td>Owen Gilstrap</td>
<td>Building Inspector III</td>
<td>x1640</td>
<td><a href="mailto:Owen.Gilstrap@deschutes.org">Owen.Gilstrap@deschutes.org</a></td>
</tr>
<tr>
<td>Erik Johnson</td>
<td>Building Inspector I</td>
<td>(541) 480-8940</td>
<td><a href="mailto:Erik.A.Johnson@deschutes.org">Erik.A.Johnson@deschutes.org</a></td>
</tr>
<tr>
<td>Brandon Jolley</td>
<td>Building Inspector III</td>
<td>x1625</td>
<td><a href="mailto:Brandon.Jolley@deschutes.org">Brandon.Jolley@deschutes.org</a></td>
</tr>
<tr>
<td>John Kelley</td>
<td>Building Inspector III</td>
<td>X1642</td>
<td><a href="mailto:John.Kelley@deschutes.org">John.Kelley@deschutes.org</a></td>
</tr>
<tr>
<td>Michael Liskh</td>
<td>Building Inspector III</td>
<td>x1627</td>
<td><a href="mailto:Michael.Liskh@deschutes.org">Michael.Liskh@deschutes.org</a></td>
</tr>
<tr>
<td>Brian Moore</td>
<td>Building Inspector III</td>
<td>(541) 385-1705</td>
<td><a href="mailto:Brian.Moore@deschutes.org">Brian.Moore@deschutes.org</a></td>
</tr>
<tr>
<td>Todd Russell</td>
<td>Building Inspector III</td>
<td>x1644</td>
<td><a href="mailto:Todd.Russell@deschutes.org">Todd.Russell@deschutes.org</a></td>
</tr>
<tr>
<td>Laurie Wilson</td>
<td>Building Inspector III</td>
<td>(541) 383-6711</td>
<td><a href="mailto:Laurie.Wilson@deschutes.org">Laurie.Wilson@deschutes.org</a></td>
</tr>
</tbody>
</table>
Overview

Code Compliance consists of four Code Compliance Specialists and one volunteer. The program is managed by the Coordinated Services Administrative Manager and is supported by a law enforcement deputy from the Sheriff's Department and operating divisions. The Code Compliance Division is responsible for investigating code violation complaints to ensure compliance with land use, onsite wastewater disposal, building and solid waste codes (by contract with the Solid Waste Department), and provides direct service on contract to the City of La Pine for solid waste violations. The program's overriding goal is to achieve voluntary compliance. If necessary, citations are issued for prosecution in Circuit Court or before a Code Compliance Hearings Officer. The program continues to adapt to the County's challenges of growth and diversification, incorporating new measures to ensure timely code compliance.

While voluntary compliance is the primary objective, an ever-growing number of cases require further code compliance action because of delayed correction or non-compliance. Through the continuing development and refinement of departmental procedures for administrative civil penalty, Code Compliance is obtaining compliance from citations rather than court adjudication resulting in greater cost recovery. A disconcerting trend is the need for County abatement in some cases. In abatement, the County corrects the violations with the priority on compliance. Abatement action is reserved for matters of chronic nuisance and public health and safety. In response to this trend, Code Compliance is closely coordinating with other County departments in the development and enactment of abatement plans.

2020 Accomplishments

- During 2020, 863 new cases were received and 767 cases were resolved. This is a 15% decrease in new cases from the previous year.
- Provided community education through regular presentations to local real estate groups and title companies.
- Partnered with the Solid Waste Department to implement the use of a voucher system offering financial assistance to customers meeting eligibility criteria in order to facilitate timely compliance.
- Continued to partner with departments within the County to resolve difficult cases. Coordination between departments ensures efficiency of operations and avoids overlapping efforts, thus allowing staff to conduct a thorough investigation on behalf of community members.
- Created a dashboard for code compliance metrics such as “Cases Opened and Closed by Year”, “Current Active Cases” and “Current Assigned Cases by Staff Member”, allowing an assessment of live data and the opportunity to adjust cases and staff as necessary.
- Coordinate with Planning, Building Safety and Environmental Soils division to redefine the County's process for decommissioning unlawful second dwellings.
2021-22 Work Plan Projects

- Explore enforcing the Noxious Weed program.
- Enhance involvement in Oregon Code Enforcement Association (OCEA) next annual conference through presentation participation.
- Create training program for new staff.
- Continue to conduct public outreach to real estate professionals and organizations, homeowners associations, etc., to share information regarding the code compliance program and current issues.
- Automate the process for medical hardship notification and out-of-compliance Operation and Maintenance (O&M) contracts performed by code compliance volunteers.
- Modify procedures as necessary during and temporarily following the pandemic.
- Partner with Building Safety to propose a revised policy on undocumented structures.

Annual Cases Opened and Closed
<table>
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<th>Staff Directory</th>
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<tr>
<td><strong>Christopher Beem</strong></td>
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<tr>
<td><strong>Joseph Graziano</strong></td>
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<tr>
<td><strong>John Griley</strong></td>
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Overview
Coordinated Services consists of an Administrative Manager, nine Permit Technicians and an Administrative Support Technician. The Coordinated Services Division provides permitting and “front line” direct services to customers at the main office in Bend as well as in the La Pine and Sisters City Halls. While coordinating with all divisions, staff ensure accurate information is provided to the public, while minimizing wait times and ensuring the efficient operation of the front counter and online portal.

2020 Accomplishments
- Permit Technicians continued to provide exceptional customer service during the pandemic.
- Implemented a more efficient staff training process.
- Created a manual of Standard Operating Procedures as an additional resource for Permit Technicians for consistency and succession planning.
- Reconfigured the City of La Pine permitting process to include implementation of tools within the Accela permitting software. Utilizing Accela in this manner allows all communication between organizations to occur electronically for documentation regarding Planning approvals and approvals to issue a Certificate of Occupancy.
- Increased electronic permit submittals through public education and outreach to licensed professionals. During 2020, CDD received 39.7% of applications online in comparison to 26.5% in 2019.
- Created an application in partnership with IT staff to display alert messages when online permits have been submitted, payments have been applied or documents have been uploaded, resulting in increased processing efficiencies.
- Continued succession planning for the retirement of one long term staff with the hiring of a replacement Permit Technician. Cross-training staff allows the division to maintain high customer service standards during this transition.
- As Accela continued to evolve and new tools became available, Deschutes County continued to be a statewide leader in offering training opportunities to customers and regional agency partners. Coordinated Services has hosted in-house, one-on-one training opportunities and posted videos to the website in an effort to facilitate a streamlined permitting process.
- Revised daily cash balancing procedures to enhance proper internal controls.
- Revised internal refund process to improve efficiencies.
- Implemented process to electronically scan building plans to property development record.
2020-21 Work Plan Projects

- Update and revise the Standard Operating Procedures manual as processes change.
- Increase customer, contractor and public education of Accela and online permit applications to streamline permit processes.
- Continue to improve training program for new hires to include training efficiencies.
- Revise lead permit technician role.
- Cross-train staff on property record maintenance.
- Complete scanning building plans to the property development record.
- Coordinate with the Human Resources Department to develop and implement new permit technician job classifications and categories to reflect the department’s business needs (e.g., staffing satellite offices with experienced permit technicians) and providing opportunities for advancement.

Office Locations & Hours

Main Office—117 NW Lafayette Ave, Bend, OR 97703
Monday, Tuesday, Thursday, Friday 8:00 AM—5:00 PM, Wednesday 9:00 AM—5:00 PM

La Pine City Hall—16345 Sixth St., La Pine, OR 97739
Thursday 9:00 AM—4:00 PM

Sisters City Hall—520 E. Cascade St., Sisters, OR 97759
Tuesday 9:00 AM—4:00 PM

Staff Directory

<table>
<thead>
<tr>
<th>Name</th>
<th>Title</th>
<th>Phone Number</th>
<th>Email</th>
</tr>
</thead>
<tbody>
<tr>
<td>Angie Havniear</td>
<td>Administrative Manager</td>
<td>(541) 317-3122</td>
<td><a href="mailto:Angela.Havniear@deschutes.org">Angela.Havniear@deschutes.org</a></td>
</tr>
<tr>
<td>Tara Alvarez</td>
<td>Permit Technician</td>
<td>(541) 383-4392</td>
<td><a href="mailto:Tara.Campbell-Alvarez@deschutes.org">Tara.Campbell-Alvarez@deschutes.org</a></td>
</tr>
<tr>
<td>Katie Borden</td>
<td>Permit Technician</td>
<td>(541) 385-1741</td>
<td><a href="mailto:Katie.Borden@deschutes.org">Katie.Borden@deschutes.org</a></td>
</tr>
<tr>
<td>Michelle Conklin</td>
<td>Permit Technician</td>
<td>(541) 388-6681</td>
<td><a href="mailto:Michelle.Conklin@deschutes.org">Michelle.Conklin@deschutes.org</a></td>
</tr>
<tr>
<td>Ian Cullen</td>
<td>Permit Technician</td>
<td>(541) 388-6680</td>
<td><a href="mailto:Ian.Cullen@deschutes.org">Ian.Cullen@deschutes.org</a></td>
</tr>
<tr>
<td>Ami Dougherty</td>
<td>Permit Technician</td>
<td>(541) 385-3217</td>
<td><a href="mailto:Ami.Dougherty@deschutes.org">Ami.Dougherty@deschutes.org</a></td>
</tr>
<tr>
<td>Lindsey Holloway</td>
<td>Permit Technician</td>
<td>(541) 388-6596</td>
<td><a href="mailto:Lindsey.Holloway@deschutes.org">Lindsey.Holloway@deschutes.org</a></td>
</tr>
<tr>
<td>Terese Jarvis</td>
<td>Permit Technician</td>
<td>(541) 383-4435</td>
<td><a href="mailto:Terese.Jarvis@deschutes.org">Terese.Jarvis@deschutes.org</a></td>
</tr>
<tr>
<td>Jennifer Lawrence</td>
<td>Permit Technician</td>
<td>(541) 385-1405</td>
<td><a href="mailto:Jennifer.L.Lawrence@deschutes.org">Jennifer.L.Lawrence@deschutes.org</a></td>
</tr>
<tr>
<td>Marilyn Tiboni</td>
<td>Administrative Support Technician</td>
<td>(541) 385-1409</td>
<td><a href="mailto:Marilyn.Tiboni@deschutes.org">Marilyn.Tiboni@deschutes.org</a></td>
</tr>
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</table>
Overview

Environmental Soils consists of one Environmental Health Supervisor, three Environmental Health Specialists II, and one Permit Technician. The Environmental Soils Division regulates on-site wastewater treatment systems (septic) to assure compliance with state rules, and monitors environmental factors for public health and resource protection. They provide site evaluations, design reviews, permitting, inspections and education and coordination with the Oregon Department of Environmental Quality (DEQ) for onsite wastewater treatment and dispersal systems. Staff inspects sewage pumper trucks, reports on the condition of existing wastewater systems, maintains an Operation and Maintenance tracking system, provides the public with information on wastewater treatment systems and regulations and investigates sewage hazards to protect public health and the environment. Staff are also engaged in the proactive pursuit of protecting the groundwater in Deschutes County and continue to work with DEQ on permitting protective onsite wastewater systems in South Deschutes County.

2020 Accomplishments

✓ Assessed 296 sites for onsite wastewater treatment and dispersal systems, a decrease of 7.5% from 2019, and issued 1,643 permits and authorizations for new and existing onsite treatment and dispersal systems, a decrease of 2% from 2019. Assessed sites included several new subdivisions. Applications continue to increase in complexity and technical requirements.

✓ Repaired 279 failing or substandard systems correcting sewage health hazards and protecting public health and the environment.

✓ Increased electronic permit submittal and inspection scheduling through outreach and education of customers, particularly licensed professionals. During 2020, the division received 43.6% of applications online compared to 21.6% in 2019.

Onsite Permits Issued
2020 Accomplishments

✓ Provided eight property owners in South County with rebates of $3,750 per property for upgrading conventional onsite wastewater treatment systems to nitrogen-reducing pollution reduction systems.

✓ Provided assistance and information regarding onsite wastewater treatment systems in Terrebonne to Parametrix, engineering consultant, for the Terrebonne Sewer Feasibility Study.

✓ Coordinated with the City of Bend staff and DEQ regarding the septic to sewer program, and the impact on homeowners with onsite wastewater systems.

✓ Participated in the Upper Deschutes Agricultural Water Quality Management Area Local Advisory Committee and the City of Bend Storm Water Public Advisory Group.

✓ Worked with DEQ on permitting protective onsite wastewater systems in South Deschutes County. Participated in dozens of variance hearings for modified advanced treatment systems on severely limited sites.

✓ Coordinated with DEQ on multiple variances. The overall process has been improved with more complete and detailed proposals and plans going forward.

✓ Adapted to COVID-19 limitations by remote working, electronic permitting, computer technologies, electronic communications and deploying from home. Staff was able to sustain performance measures, permit and inspection turnaround times and maintain high service levels demonstrating resilience, team work and professionalism to continue to serve the community.
2020-21 Work Plan Projects

- Coordinate with DEQ for a South County Groundwater sampling event and funding of a planned existing network of wells.
- Work with DEQ staff on planning for and funding off long term and regular well sampling events approximately every 10 years to monitor changes in water quality in the aquifer.
- Continue technical support as necessary toward the completion of the Terrebonne Sewer Feasibility Study.
- Participate in the Upper Deschutes Agricultural Water Quality Management Area Local Advisory Committee.
- Continue to participate in the City of Bend Storm Water Public Advisory Group and the Upper Deschutes Agricultural Water Quality Management Area Local Advisory Committee (Oregon Department of Agriculture).
- Provide financial assistance opportunities to South County property owners to upgrade conventional systems to nitrogen reducing pollution reduction systems through Nitrogen Reducing System Rebates and the NeighborImpact Non-conforming Loan Partnership.
- Review current groundwater protection policies for South County and continuing variance applications with DEQ onsite staff to ensure goals of water resource protection are addressed. Highest risk areas may need greater scrutiny.
- With development occurring in the new neighborhood in La Pine, review financial assistance programs for groundwater protection efforts.
- Update the DEQ contract for the Onsite Wastewater Treatment System Program to be more consistent with current rules and requirements (the current contract dates from 1981).
- Amend Deschutes County Code Chapter 11.12, Transferable Development Credit Program to implement changes from BOCC Resolution 2019-040.
- Coordinate with the Human Resources Department to evaluate, propose and implement strategies to attract and retain staff to meet increasing service demands in a highly competitive market.

Staff Directory

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<thead>
<tr>
<th>Name</th>
<th>Position</th>
<th>Phone</th>
<th>Email</th>
</tr>
</thead>
<tbody>
<tr>
<td>Todd Cleveland</td>
<td>Environmental Health Supervisor</td>
<td>(541) 617-4714</td>
<td><a href="mailto:Todd.Cleveland@deschutes.org">Todd.Cleveland@deschutes.org</a></td>
</tr>
<tr>
<td>Kevin Hesson</td>
<td>Environmental Health Specialist II</td>
<td>(541) 322-7181</td>
<td><a href="mailto:Kevin.Hesson@deschutes.org">Kevin.Hesson@deschutes.org</a></td>
</tr>
<tr>
<td>Larry Howard</td>
<td>Environmental Health Specialist II</td>
<td>(541) 330-4666</td>
<td><a href="mailto:Larry.Howard@deschutes.org">Larry.Howard@deschutes.org</a></td>
</tr>
<tr>
<td>Kiley Rucker-Clamons</td>
<td>Environmental Health Specialist II</td>
<td>(541) 383-6709</td>
<td><a href="mailto:Kiley.Rucker-Clamons@deschutes.org">Kiley.Rucker-Clamons@deschutes.org</a></td>
</tr>
</tbody>
</table>
Overview
Planning consists of one Planning Director, one Planning Manager, two Senior Planners, one Senior Long Range Planner, one Senior Transportation Planner, six Associate Planners, three Assistant Planners and one Administrative Assistant. The Planning Division consists of two operational areas: Current Planning and Long Range Planning. Current Planning processes individual land use applications and provides information to the public on all land use related issues. Long Range Planning addresses the future needs of the county through updates to the comprehensive plan, changes to the County Code and other special projects.

Current Planning
Responsible for reviewing land use applications for compliance with Deschutes County Code (DCC) and state law, including zoning, subdivision and development regulations, and facilitating public hearings with Hearings Officers and the BOCC. Staff is also responsible for verifying compliance with land use rules for building permit applications and septic permits; coordinating with Code Compliance to respond to complaints and monitor conditions of approval for land use permits; performing road naming duties; providing assistance at the public information counter, over the telephone and via email; and addressing in the rural County and City of Redmond under contract.

Long Range Planning
Responsible for planning for the future of Deschutes County, including developing and implementing land use policy with the BOCC, Planning Commission, community and partner organizations. It is in charge of updating the County Comprehensive Plan and zoning regulations, coordinating with cities and agencies on various planning projects taking place in the region, including population forecasts with Portland State University and cities. Staff also monitors and participates in annual legislative sessions, and serves on numerous local, regional and statewide committees primarily focusing on transportation, natural resources, growth management and economic development.

Transportation Planning
Provides comments and expertise on land use applications, calculates System Development Charges (SDC’s) as part of land use application review process or upon request; provides comments to the County’s Risk Management Department regarding traffic issues for permitted events; participates in the annual County Capital Improvement Plan (CIP) process with the Road Department; applies for grants for enhanced bicycle and pedestrian facilities in coordination with the Bicycle and Pedestrian Advisory Committee (BPAC); participates in Oregon Department of Transportation (ODOT) funded refinement planning; coordinates road issues with Bureau of Land Management (BLM) and the United States Forest Service (USFS) for urban interface plans; and serves on several local and regional transportation committees, most notably BPAC, the Bend Metropolitan Planning Organization Technical Advisory Committee, and Central Oregon Area Commission on Transportation Technical Advisory Committee (TAC).

Floodplain & Wetlands Planning
Responsible for providing comments and expertise on land use applications, code compliance, and general property inquiries that require development, fill, or removal in mapped floodplain and wetland areas. Staff maintains certification as an Association of State Floodplain Managers (ASFPM) Certified Floodplain Manager to provide customers with up-to-date and accurate information regarding Federal Emergency Management Agency (FEMA) regulations, surveying requirements, and construction requirements. Coordination is frequently required with external agencies including FEMA, US Army Corps of Engineers, Oregon Department of State Lands, Oregon Department of Fish and Wildlife (ODFW), and the USFS.
2020 Accomplishments

- Counter coverage averaged 197 customer visits a month compared to 365 in 2019. The decrease is largely due to revised office hours resulting from the pandemic restrictions.
- Since the pandemic started in March, staff responded to over 2,000 emails and 3,400 phone call inquiries. This equates to over 200 emails and 340 phone calls a month over a 10-month period.
- Received 869 land use applications compared to 891 in 2019.
- The Planning Division received 29 non-farm dwelling applications compared with 23 for 2019.
- 17 final plats were recorded in 2020 or are in the process of being recorded, creating a total of 97 residential lots.
- No applications were received in 2020 for marijuana business due to the opt-out ordinance. The BOCC heard one LUBA remand pertaining to marijuana production.
- Due to COVID-19, starting in April, the Planning Division successfully transitioned to electronic meetings for pre-application, Hearings Officer, Historic Landmarks Commission, and Planning Commission proceedings. Significant efforts were made to ensure each body, applicants, and members of the public could utilize this new technology. Meetings were also available by phone. Staff utilized social distancing protocols when members of the public met in-person. Throughout this transition, this division continued to meet its performance measures related to processing land use applications.

Land Use Applications
2020 Accomplishments

Fifteen (15) land use applications were reviewed by Hearings Officers in 2020 compared to 15 in 2019. They include:

- Accessory Farm Dwelling
- Bend Airport Text Amendment
- Cinder Storage Structure
- Cluster Development
- Lot of Record Verification (2 applications)
- Redmond Urban Growth Boundary Amendment
- Guest Ranch Modification
- Hydro-Electric Facility
- Declaratory Ruling
- Plan Amendment / Zone Change
- Private Airstrip
- Footbridge
- Tentative Plat
- Type 3 Home Occupation

The BOCC conducted 14 quasi-judicial land use hearings or proceedings in 2020 compared to 16 in 2019. Four involved appeals heard by the Board (*):

- Marijuana Production (LUBA Remand)*
- Hydroelectric Facility*
- Tentative Plat*
- Thornburgh Resort Golf Course*
- Bend Airport Text Amendment
- Goal 11 Exception
- Lower Bridge Mine Site Rezoning
- Noise Variance (2 applications)
- Plan Amendment / Zone Change
- Redmond UGB Adjustment
- Road Naming (2 applications)
- Termination of Improvement Agreement

Seven (7) appeals were filed with the Land Use Board of Appeals (LUBA) in 2020, compared to 6 in 2019:

- Lower Bridge Planned Unit Development
- Structure Related to Farm Use
- Thornburgh Destination Resort Golf Course
- Religious Land Use and Institutionalized Persons Act (RLUIPA) Amendments
- Marijuana Production (Reconsideration)
- Marijuana Production Interpretation / Land Use Decision
- Marijuana Production (LUBA Remand)
2020 Accomplishments

The Planning Division processed two applicant-initiated Plan Amendments, one Zone Change and two zoning text amendments in 2020:

- Plan amendment and zone change for a property at Deschutes Junction.
- Plan amendment adjusting the Redmond Urban Growth Boundary for an Affordable Housing Project.
- Zoning text amendment to permit a general category of retail/rental store, office and service establishment as a use permitted outright subject to site plan review and providing parking exceptions.
- Zoning text amendment to streamline review of personal use hangars, reduce front and rear yard setback, allow parking in the front yard, and adopt Oregon Administrative Rule (OAR) and Federal Aviation Administration (FAA) definitions.

Legislative Amendments

The BOCC considered:

- **Historic Preservation Amendment**—Staff-initiated legislative amendments to update the County's Historic Resource Inventory and Historic Preservation Ordinance to comply with the State's Historic Preservation rule.
- **Nonprime Resource Lands Amendments**—Staff-initiated legislative amendments to Deschutes County's Comprehensive Plan to establish eligibility criteria to re-designate six specific areas currently designated Exclusive Farm Use or Forest Use to Nonprime Resource (NPR) Lands.

The BOCC adopted:

- **Child Care Amendments**—Staff-initiated legislative amendments to permit child care uses as a use permitted outright subject to site plan review.
- **Housekeeping Amendments**—Staff-initiated legislative amendments to correct minor errors in the Deschutes County Code and Comprehensive Plan.
- **Spring River Rural Commercial Zone Amendment**—Applicant-initiated legislative amendment allowing office and retail as outright permitted uses subject to site plan review; clarifying front yard setbacks; and parking requirement exceptions.
2020 Accomplishments
Legislative Amendments (continued)

✓ Sunriver Business Park / Employee Housing Amendment—Application legislative amendment allowing employee housing as an outright permitted use in the Sunriver Business Park Zoning District.

✓ Titles 1 and 15 Amendments—Staff-initiated legislative amendment to incorporate changes to the Oregon State Structural Code and Oregon Fire Code.

✓ US 20 Transportation System Plan Amendments / Roundabouts —Application initiated by the Oregon Department of Transportation (ODOT) to add roundabouts at US20/Cook-O.B. Riley Roads and US20/Old Bend-Redmond Highway intersections.

✓ US 97 Transportation System Plan Amendments—Application initiated by ODOT to add reference to J-turns to language on frontage road on US 97 between Bend and Redmond and delete text requiring Vandevert Road be disconnected from US 97.

Grants

Certified Local Government Grant
Planning staff completed an 18-month $11,500 Certified Local Government (CLG) Grant from the State Historic Preservation Office to assist Deschutes County with its historic preservation programs.

Technical Assistance Grant
Planning staff is administering an 18-month $20,000 Technical Assistance (TA) Grant from the Department of Land Conservation and Development (DLCD) to incorporate Wildfire Mitigation Advisory Committee recommendations into the Comprehensive Plan and development code and begin updating Goal 5 wildlife habitat inventories.

TGM Grant
Planning staff received a $75,000 Transportation and Growth Management (TGM) Grant to update the Tumalo Community Plan and implement the rural trails portion of the Sisters Country Vision Action Plan.

Coordination with Other Jurisdictions, Agencies and Committees

Bicycle and Pedestrian Advisory Committee (BPAC)
BPAC met 11 times, commenting on regional Transportation System Plan updates, trail connections between cities and recreation areas, and ODOT projects, among others.

Oregon Department of Transportation (ODOT)
Participated in Terrebonne Refinement Plan Technical Advisory Committee (TAC); Parkway Facility Management Refinement Plan TAC; Wickiup Jct. Refinement Plan (with City of La Pine); Bend US 97 North Corridor Planning; TAC for potential US 97 interchange slightly north of Bend; stakeholder committee for US 20/Cook Ave. roundabout project; served as Central Oregon representative to Governor’s Advisory Committee on Motorcycle Safety.
2020 Accomplishments

Coordination with Other Jurisdictions, Agencies and Committees

U.S. Fish & Wildlife Service
Deschutes County staff participated in the Deschutes Basin Habitat Conservation Plan (HCP) as a cooperating agency.

Mitigation and Enhancement Committee
Convened a Mitigation and Enhancement Committee meeting to receive updates from the Oregon Department of Fish and Wildlife (ODFW) and Central Oregon Irrigation District (COID).

City of Bend
Coordinated with City staff regarding:
- Bend Airport Master Plan.
- Bend UGB Amendment / Urban Reserve Work Program.
- City of Bend/Bend Metropolitan Planning Organizations on update of Bend Transportation System Plan (TSP).

City of La Pine
Coordinated with City staff regarding:
- Reviewed land use applications for effects on county road system.
- Participated in Wickiup Junction Refinement Plan.
- Assisted in preparing TGM grant to update the master plan for County-owned property in the New Neighborhood, aka Crescent Creek neighborhood.

City of Redmond
Coordinated with the City staff regarding:
- HB 2336, Affordable Housing Pilot Project and a UGB Amendment.
- Updates to their TSP and potential extension of 19th Street to planned US 97/Quarry Road interchange.
- The City of Redmond and Property and Facilities on an application adjusting the Redmond UGB.

City of Sisters
Coordinated with the City staff regarding:
- Participated in discussions for implementing Sisters Country Visioning Plan.
- Participated in City of Sisters Comprehensive Plan Update.
2021-22 Work Plan Projects

Development Review

- Issue all administrative (staff) decisions for land use actions that do not require prior notice within 21 days of determination of a complete application.
- Issue all administrative (staff) decisions for land use actions requiring prior notice within 45 days of determination of a complete application.

Natural Resources / Implementation

- **Natural Hazards**—Develop a work plan to amend the Comprehensive Plan and County Code requiring defensible space and fire-resistant building materials (R327.4).
- **Wildlife Inventories**—Develop a work plan to amend the Comprehensive Plan and Zoning Code to incorporate new Goal 5 wildlife habitat inventories from ODFW.

Comprehensive Plan Update (2040)

- Develop a scope, schedule and budget, and explore hiring consultant team to initiate a multi-year process to update the Comprehensive Plan.
- Initiate Comprehensive Plan Update in Fall 2021.
- Engage Terrebonne and Newberry County residents to determine if community plans, goals, and policies meet the current and future needs of the area and whether there is an interest and readiness for a community plan update.

Transportation Growth Management (TGM) Grant

- Update the Tumalo Community Plan.

City of Bend Affordable Housing

- Amend the City of Bend Urban Growth Boundary (UBG) to implement HB 4079, affordable housing project.

City of Bend Urban Growth Boundary Amendment / Urban Reserve Area (URA)

- Coordinate with City of Bend to update the UGB or establish an URA to protect rural lands for future urbanization and facilitate future UBG expansions.

City of Bend Airport

- Update and adopt the Bend Airport Master Plan (BAMP) and amend the County's Comprehensive Plan and Development Code to incorporate the updated BAMP and implementation measures to allow new airport-related businesses.
2021-22 Work Plan Projects, continued

City of La Pine Coordination
- Participate with Property Management and the City of La Pine process to update and amend the County-owned New Neighborhood comprehensive plan designations, master plan and implementing regulation, if initiated by the city.

City of Redmond Coordination
- Coordinate with City of Redmond to implement their Comprehensive Plan update.

City of Sisters Coordination
- Participate in the implementation of Sisters Country Vision Plan and City of Sisters Comprehensive Plan Update.

Growth Management Committees
- Coordinate and/or participate on Deschutes County BPAC, Project Wildfire, and Deschutes County Mitigation and Enhancement Committee.

Historic Preservation—CLG Grant
- Administer the 2020-2021 CLG Grant from the State Historic Preservation Office.
- Develop policy and procedures manual for the Historic Landmarks Commission.

Housekeeping Amendments
- Complete housekeeping amendments to ensure County Code complies with State law.

Housing Strategies
- Support the County's transitional housing initiative with the Bend Heroes Foundation.
- Initiate Comprehensive Plan and/or Zoning Text amendments to comply with and implement new or revised state laws. If rural accessory dwelling units are allowed in state law, implementation will become a major work plan project, causing delays in some projects.
- Explore options and approaches to establish new and expand existing RV parks and campgrounds, including on County-owned lands.

Legislative Session (2021-22)
- Participate in legislative or rulemaking work groups to shape state laws to benefit Deschutes County.

Transportation System Plan (TSP) Amendments
- Complete County TSP update in coordination with Road Department and ODOT.

Nonprime Resource Lands
- Explore other approaches to correcting land designations for six rural residential areas and lands on the east side of Bend, such as Regional Problem Solving as previously suggested by DLCD.
2021-22 Work Plan Projects, continued

Rural Economic Development

- Support rural economic development such as agri-tourism and similar uses, including identifying costs of permitting and code compliance (e.g., commercial building standards).
- Support, as necessary, USDA certified meat processing facilities.

Zoning Text Amendments

- Explore options to regulate hemp in rural residential zones.
- Minor variance 10% lot area rule for farm and forest zoned properties.
- Nonfarm dwelling code to be consistent with State Law.
- Outdoor Mass Gatherings to be addressed more thoroughly.
- Outdoor and Greenhouse Lighting Control Ordinance to comply with new technologies and Dark Skies best practices.
- Re-platting.
- Sign code to become consistent with federal law.
- Amendments to DCC 17.48, Design and Construction Specifications.

Staff Directory

<table>
<thead>
<tr>
<th>Name</th>
<th>Title</th>
<th>Phone</th>
<th>Email</th>
</tr>
</thead>
<tbody>
<tr>
<td>Peter Gutowsky</td>
<td>Planning Manager</td>
<td>(541) 385-1709</td>
<td><a href="mailto:Peter.Gutowsky@deschutes.org">Peter.Gutowsky@deschutes.org</a></td>
</tr>
<tr>
<td>Kyle Collins</td>
<td>Associate Planner</td>
<td>(541) 383-4427</td>
<td><a href="mailto:Kyle.Collins@deschutes.org">Kyle.Collins@deschutes.org</a></td>
</tr>
<tr>
<td>William Groves</td>
<td>Senior Planner</td>
<td>(541) 388-6518</td>
<td><a href="mailto:William.Groves@deschutes.org">William.Groves@deschutes.org</a></td>
</tr>
<tr>
<td>Chenelle Hale</td>
<td>Administrative Assistant</td>
<td>(541) 617-4707</td>
<td><a href="mailto:Chenelle.Hale@deschutes.org">Chenelle.Hale@deschutes.org</a></td>
</tr>
<tr>
<td>Brandon Herman</td>
<td>Associate Planner</td>
<td>(541) 385-1704</td>
<td><a href="mailto:Brandon.Herman@deschutes.org">Brandon.Herman@deschutes.org</a></td>
</tr>
<tr>
<td>Caroline House</td>
<td>Assistant Planner</td>
<td>(541) 388-6667</td>
<td><a href="mailto:Caroline.House@deschutes.org">Caroline.House@deschutes.org</a></td>
</tr>
<tr>
<td>Matt Martin</td>
<td>Associate Planner</td>
<td>(541) 330-4620</td>
<td><a href="mailto:Matt.Martin@deschutes.org">Matt.Martin@deschutes.org</a></td>
</tr>
<tr>
<td>Nathaniel Miller</td>
<td>Assistant Planner</td>
<td>(541) 317-3164</td>
<td><a href="mailto:Nathaniel.Miller@deschutes.org">Nathaniel.Miller@deschutes.org</a></td>
</tr>
<tr>
<td>Anthony Raguine</td>
<td>Senior Planner</td>
<td>(541) 617-4739</td>
<td><a href="mailto:Anthony.Raguine@deschutes.org">Anthony.Raguine@deschutes.org</a></td>
</tr>
<tr>
<td>Tarik Rawlings</td>
<td>Associate Planner</td>
<td>(541) 317-3148</td>
<td><a href="mailto:Tarik.Rawlings@deschutes.org">Tarik.Rawlings@deschutes.org</a></td>
</tr>
<tr>
<td>Cynthia Smidt</td>
<td>Associate Planner</td>
<td>(541) 317-3150</td>
<td><a href="mailto:Cynthia.Smidt@deschutes.org">Cynthia.Smidt@deschutes.org</a></td>
</tr>
<tr>
<td>Audrey Stuart</td>
<td>Assistant Planner</td>
<td>(541) 388-6679</td>
<td><a href="mailto:Audrey.Stuart@deschutes.org">Audrey.Stuart@deschutes.org</a></td>
</tr>
<tr>
<td>Hether Ward</td>
<td>Associate Planner</td>
<td>(541) 388-6504</td>
<td><a href="mailto:Hether.Ward@deschutes.org">Hether.Ward@deschutes.org</a></td>
</tr>
</tbody>
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2020

Statewide Planning Goal 1, Citizen Involvement, requires cities and counties to create a citizen involvement program that provides opportunities for community participation in land use planning processes and decisions.

Land use legislation, policies and implementation measures made by Oregonians nearly 50 years ago helped shape Oregon’s urban and rural environments. Likewise, choices made today will ultimately shape these areas in the future. Successful land use planning occurs through an open and public process that provides room for information gathering, analysis and vigorous debate. Deschutes County’s Community Involvement program is defined in Section 1.2 of the Comprehensive Plan.

This chapter identifies the County Planning Commission as the committee for citizen involvement. It also contains the County’s Community Involvement goal and corresponding five policies that comply with Goal 1. This report briefly discusses the noteworthy community involvement actions undertaken by the Planning Division in 2020. The report is intended to provide county residents and stakeholders with a tool to assess its effectiveness and offer additional suggestions the County can utilize to ensure that its diverse communities remain actively involved in land use planning discussions.
Planning Commission
The Planning Commission convened 18 time to consider:
✓ Child Care Amendments
✓ Comprehensive Plan Update / Orientation to Statewide Planning Goals
✓ Department of Land Conservation and Development (DLCD) Technical Assistance Grant / Update / Progress Report
✓ Historic Preservation Amendments
✓ Housing Strategy Report
✓ Joint BOCC / Planning Commission Work Session
✓ NPR Lands Comprehensive Plan Amendments
✓ ODOT Redmond / Bend Safety Improvements and S. Century Dr./Vandevert Road
✓ ODOT Highway 20 / TSP Amendment
✓ Planning Division Draft FY 2020-21 Annual Work Plan
✓ Sisters Comprehensive Plan Update
✓ Spring River Rural Commercial Zone Amendments
✓ Title 15, Building and Construction Text Amendments
✓ WMAC Recommendations
✓ Wildfire Mitigation Project / Open House

Historic Landmarks Commission
Convened 5 times in 2020 to consider:
✓ CLG Grant Application
✓ Goal 5 Historic Preservation Model Ordinance
✓ Historic Preservation Month
✓ National Register Program in Oregon
✓ Planning Division Draft FY 2020-21 Annual Work Plan