

DRAFT



## COMMUNITY DEVELOPMENT

# ANNUAL REPORT AND WORK PLAN



### PUBLIC COMMENT PERIOD: APRIL 3- JUNE 6

Send comments to:  
Nick.Lelack@deschutes.org  
117 NW Lafayette Ave., Bend, OR 97703

### PUBLIC HEARING SCHEDULE

1300 NW Wall Street, Bend, OR 97703  
Planning Commission: April 26, 5:30 p.m.  
Board of County Commission: June 6, 10:00 a.m.





The Community Development Department facilitates orderly growth and development in the Deschutes County community through coordinated programs of Land Use Planning, Environmental Soils, Building Safety, Code Enforcement, Education and Service to the public.

|  |    |
|--|----|
| Elected and Appointed Officials.....                           | 3  |
| Introduction.....  | 4  |
| Overview.....  | 6  |
| Executive Summary / Population Growth .....                    | 8  |
| Board of County Commissioner's 2018-19 Goals & Objectives..... | 9  |
| Community Development Performance Measures 2018-19 .....       | 10 |
| Administrative Services: Accomplishments and Work Plan .....   | 12 |
| Coordinated Services: Accomplishments and Work Plan.....       | 13 |
| Code Enforcement: Accomplishments and Work Plan .....          | 15 |
| Building Safety: Accomplishments and Work Plan .....           | 19 |
| Environmental Soils: Accomplishments and Work Plan .....       | 22 |
| Planning: Accomplishments and Work Plan .....                  | 25 |
| Community Involvement Report.....                              | 30 |
| Staff Directory .....  | 40 |



# Elected and Appointed Officials

## **BOARD OF COUNTY COMMISSIONERS**

Tony DeBone, Chair  
Philip G. Henderson, Vice Chair  
Tammy Baney, Commissioner

## **COUNTY ADMINISTRATION**

Tom Anderson, County Administration | Erik Kropp, Deputy County Administrator

## **PLANNING COMMISSION**

Dale Crawford - Redmond (Chair)  
Maggie Kirby - Bend (Vice Chair)  
Steve Swisher - Sisters  
Hugh Palcic - South County  
Jim Beeger - Bend  
Susan Tunno - Redmond  
Les Hudson - At Large

## **HISTORIC LANDMARKS COMMISSION**

Chris Horting-Jones, Chair - Unincorporated  
Sharon Leighty, Vice Chair - Unincorporated  
Kelly Madden - Ex-Officio  
Bill Olsen - Pioneer Association  
Dennis Schmidling, Secretary - City of Sisters  
Rachel Stemach - Ex-Officio

## **HEARINGS OFFICERS**

Liz Fancher | Gregory J. Frank | Stephanie Hicks | Dan Olsen | Will Van Vactor

## **BICYCLE AND PEDESTRIAN ADVISORY COMMITTEE**

Cheryl Howard - Chair  
Christopher Cassard - Vice Chair  
Brad Tower  
Katrina Lagenderfer  
Greg Svelund  
Ann Marland  
Mark Smith  
Katie Hammer  
Michelle DeSilva  
Rick Root  
Wendy Holzman  
Scott Ferguson  
Dave Thomson

# Introduction

## Purpose

The Annual Report & Work Plan highlights the department's 2017-18 accomplishments and 2018-19 Work Plan. The Annual Report & Work Plan is developed to:

- Report on the department's achievements and performance the prior year;
- 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.

Summaries of CDD's performance measure results are provided in each division's section as well as in the CDD Scorecard in the Appendix. A summary of the department's overall Work Plan is also provided in the Appendix.

## Adoption

The BOCC adopts the Annual Report & Work Plan 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.

## Deschutes County Community Development Locations



**MAIN OFFICE**  
117 NW Lafayette  
Ave. Bend

Mon., Tues., Thurs.,  
Fri. 8:00-5:00  
Wed. 9:00-5:00



**LA PINE CITY HALL**  
16345 Sixth Street

Monday & Thursday  
9:00-4:00



**REDMOND CITY  
HALL**  
437 SW 9th St.,  
Suite 202

Tuesday 8:00-  
4:30



**SISTERS CITY HALL**  
520 East Cascade  
Ave.

Tuesday & Friday  
9:00-4:00



# Department Overview



The Community Development Department (CDD) oversees building safety and electrical services, planning and zoning, environmental review, code enforcement and administrative services for Deschutes County. CDD consists of six divisions which provide coordinated planning and development services.

The divisions include the following:

- **ADMINISTRATIVE SERVICES**

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.

- **COORDINATED SERVICES DIVISION**

Provides coordination of permitting and “front line” direct services to customers at the main office in Bend and at the Redmond, Sisters and La Pine City Halls.

- **CODE ENFORCEMENT**

Code enforcement is responsible for investigating code violation complaints to ensure compliance with each of the codes and statutes administered by CDD, and provides direct service on contract to the City of La Pine for solid waste violations.

- **BUILDING SAFETY DIVISION**

Provides construction plan reviews, consultation and inspections to assure compliance with federal and state building codes in the rural County and cities of Sisters and La Pine.

- **ENVIRONMENTAL SOILS DIVISION**

Regulates on-site wastewater treatment systems (septic) and monitors environmental factors for public health and resource protection.

- **PLANNING DIVISION**

The Planning Division is separated into two operational areas, Current 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 community through updates to the comprehensive plan, changes to County Code and other special projects.

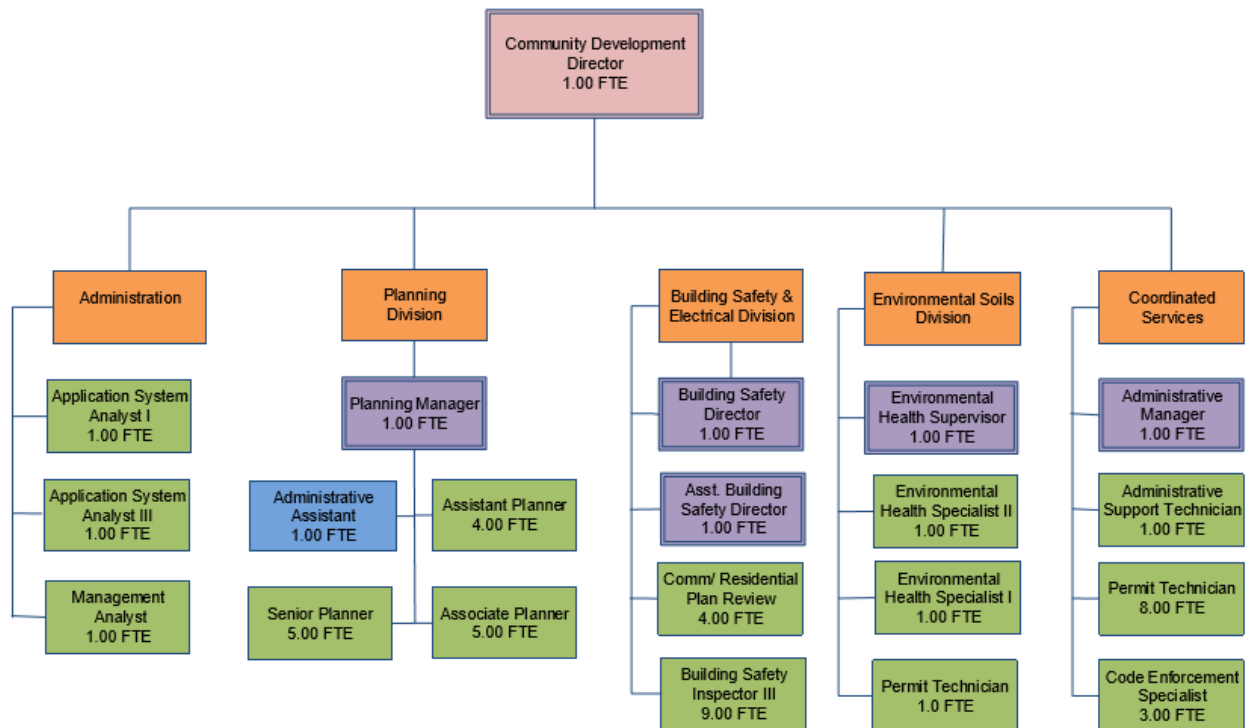


# Department Overview

## Staff Summary

|             | FY 2015 | FY 2016 | FY 2017 | FY 2018 | FY 2019 |
|-------------|---------|---------|---------|---------|---------|
| Total FTE's | 34.00   | 36.00   | 45.00   | 52.00   | 52.00   |

## Organizational Chart



## Budget Summary

|              | FY 2015     | FY 2016 <sup>1</sup> | FY 2017 <sup>2</sup> | FY 2018 <sup>3</sup> | FY 2019 <sup>4</sup><br>(requested) |
|--------------|-------------|----------------------|----------------------|----------------------|-------------------------------------|
| Resources    | \$7,833,348 | \$7,213,683          | \$8,420,357          | \$8,978,919          | \$10,657,457                        |
| Requirements | \$7,833,348 | \$7,213,683          | \$8,420,357          | \$8,978,919          | \$10,657,457                        |

<sup>1</sup> FY 16 Reserves: \$1,037,652

<sup>2</sup> FY 17 Reserves: \$1,375,000

<sup>3</sup> FY 18 Reserves: \$823,610

<sup>4</sup> FY 19 Reserves: \$472,679





## COMMUNITY DEVELOPMENT

# Key Department Issues

FY 2018 - 2019

Key CDD fiscal issues and operational challenges in FY 2018-19 are summarized below, as well as emerging departmental and community issues. These issues directly affect CDD's 2018-19 work plan.

## Fiscal Issues

- Ensure costs are fully accounted for and recovered through fees and other revenue sources.
- Ensure financial stability and ongoing operations through establishing a long term financial plan.

## Operational Challenges and Opportunities

- Maintaining high customer service levels with appropriate staffing levels.
- Responding to new regulations and laws as outcome of 2018/19 legislative sessions.
- Processing complex and controversial land use applications and decisions and code enforcement cases.
- Preparing for workforce turnover through succession planning and staff retention strategies.
- Addressing affordable housing.
- Improving website, development statistics, and other reports.

## Emerging Issues

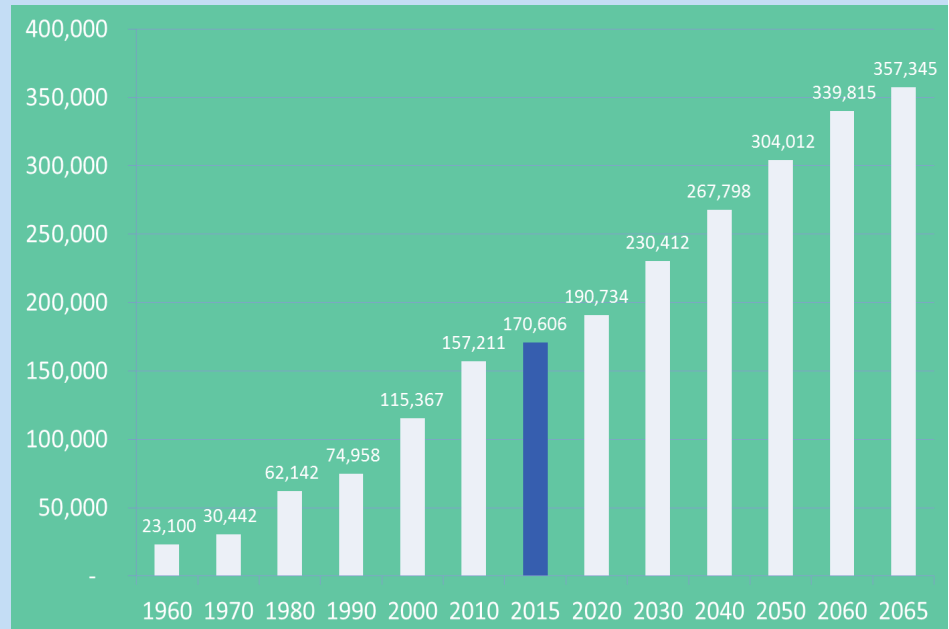
- Managing population growth and demographic changes
- Addressing a growing need for affordable housing
- Preserving and protecting natural resources, water quality and quantity
- Improving transportation systems
- Anticipating new economic and agricultural opportunities
- Maintaining and enhancing high quality of life
- Reducing natural hazard risks, preparing for disaster resilience
- Planning for healthy and safe communities
- Regional planning, coordination, partnerships
- Expanding recreational opportunities
- Facilitating access to health care and higher education

# Population Growth

## TOTAL DESCHUTES COUNTY POPULATION & FORECAST: 1960-2065

Central Oregon is a dynamic region and an extraordinary place to live, work, learn, recreate and visit as clearly demonstrated by the sustained population growth the region has seen over the past six decades.

This page 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

| Geographic Area  | 2000    | 2010    | AAGR<br>2000-2010 | 2018    | 2043    | 2068    |
|------------------|---------|---------|-------------------|---------|---------|---------|
| Deschutes County | 116,277 | 157,905 | 3.1%              | 187,621 | 301,999 | 432,930 |
| Bend             | 52,163  | 77,010  | 4.0%              | 91,373  | 162,336 | 255,291 |
| Redmond          | 15,524  | 26,508  | 5.5%              | 29,364  | 51,617  | 82,575  |
| Sisters          | 961     | 2,038   | 7.8%              | 2,691   | 5,169   | 8,431   |
| La Pine          | 899     | 1,653   | 6.3%              | 1,833   | 3,954   | 5,894   |
| Unincorporated   | 45,280  | 50,524  | 1.0%              | 62,360  | 79,236  | 80,739  |





*Enhancing the lives of citizens by delivering quality services in a cost-effective manner*

## **FY2019-20 Goals & Objectives**

### **SAFE COMMUNITIES**

*Protect the community through planning, preparedness and delivery of coordinated services*

1. Provide safe and secure communities through coordinated public safety services.
2. Reduce crime and recidivism through prevention, intervention, supervision and enforcement.
3. Collaborate with partners to prepare for and respond to emergencies and disasters

### **HEALTHY PEOPLE**

*Enhance and protect the health and well being of communities and their residents*

1. Support and advance the health and safety of Deschutes County's diverse populations.
2. Promote well-being through behavioral health and community support programs.
3. Help to sustain natural resources in balance with other community needs.

### **ECONOMIC VITALITY**

*Promote policies and actions that sustain and simulate economic vitality*

1. Support affordable housing options through availability of lands and appropriate regulation.
2. Administer land use programs that promote livability, and sustainability.
3. Maintain a safe, efficient and sustainable transportation system.
4. Partner with organizations and manage County assets to attract business development, tourism, and recreation.

### **SERVICE DELIVERY**

*Provide solution-oriented service that is cost effective and efficient.*

1. Ensure quality service delivery through the use of innovative technology and systems.
2. Support and promote Deschutes County Customer Service "Every Time" standards.
3. Promote community participation and engagement with County government.
4. Preserve and enhance capital assets and strengthen fiscal security.
5. Provide collaborative internal support for County operations.



## COMMUNITY DEVELOPMENT

# Performance Measures

The Community Development Department's 2018-19 goals are reflected in the performance measures below. These performance measures strategically and comprehensively align all of CDD's operations with the Board of County Commissioners' (BOCC) 2018-19 Goals and Objectives and the County's Customer Service Standards.

The performance measures address service delivery expectations from the perspective of CDD's customers; ensure the department fulfills its regulatory compliance requirements; effectively manage 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 performance measures implement the BOCC's FY 2018-19 goals and objectives. Each performance measure references the applicable BOCC goal and objective.

For example, CDD performance measure 4, which is to achieve 85% voluntary compliance in Code Enforcement cases, implements the BOCC's Safe Communities Objective 1 to provide safe and secure communities through coordinated public safety and services will include the reference "SC-1" in bold type.

- **SAFE COMMUNITIES (SC)**
- **HEALTHY PEOPLE (HP)**
- **ECONOMIC VITALITY (EV)**
- **SERVICE DELIVERY (SD)**

## All CDD

1. Complete single family dwelling permit process from Application Acceptance to Ready to Issue in 30 days. (SD-1)
2. Complete commercial structural permit process from Application Acceptance to Ready to Issue in 35 days. (SD-1)
3. Achieve a customer feedback rating of 2.9 (out of 3.0) or better. (SD-2)

## Coordinated Services and Code Enforcement

4. Achieve 85% voluntary compliance in Code Enforcement cases. (SC-1)
5. Resolve 75% of Code Enforcement cases within 12 months. (SC-1)
6. Complete Code Enforcement Procedures Manual amendments. (SC-1)
7. Complete structural permit Ready-to-Issue turnaround time of 4 days. (SD-1)

## Building Safety

8. Achieve an average of 6-10 stops at different construction job sites per day for each Building Inspector. Each stop may consist of multiple inspections. (SD-1)
9. Achieve an average turnaround time on building plan reviews of 8-10 days. (SD-1)





## COMMUNITY DEVELOPMENT

# Performance Measures (Cont.)

## Environmental Soils

- 9. Issue new onsite septic system permits within 15 days of receiving a complete application. (SD-1)
- 10. Achieve compliance with the ATT operation and maintenance reporting requirements of 95%. (HP-3)

## Planning

- 11. Issue all planning administrative (staff) decisions for land use actions requiring prior notice within 45 days of determination of complete application. (SD-1)
- 12. Issue all planning administrative (staff) decisions for land use actions that do not require prior notice within 21 days of determination of complete application. (SD-1)
- 13. Coordinate with cities regarding growth management. (EV-1, EV-2, EV-3, EV-4, HP-1)
- 14. Coordinate with the City of Bend to implement the Bend Airport Master Plan.( EV-2, EV-4)
- 15. Coordinate with the City of Redmond to entitle a large lot industrial site. (EV-4)
- 16. Re-evaluate agricultural land designations. (EV-2, SD-3)
- 17. Complete Sisters Country Vision Plan in coordination with the City of Sisters and Central Oregon Intergovernmental Council. (EV-2)

iPad 11:45 AM

**Please Leave us Feedback!**

What was your overall impression of our service today?

Poor Good Great

Please rate our:

Timeliness:

Poor Good Great

Courteousness/Respectfulness:

Poor Good Great

Knowledge:

Poor Good Great

Submit

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# Administrative Services

## Overview

Administrative Services provides oversight for all departmental operations and facilities, human resources, budget, customer services, technology and performance measures.

Administrative Services includes the Community Development Director, Senior Management Analyst, two Systems Analysts, and one Administrative Assistant.

## Accomplishments

- Monitored new performance measures to evaluate the efficiency and effectiveness of departmental operations and processes.
- Completed departmental Business Processes Audit and implemented 90% of recommendations.
- Implemented new accounting, human resources, and timekeeping software.
- Began remodel of CDD lobby to improve safety, customer services, and efficiency.
- Distributed performance measure reports to internal and external customers.
- Complete implementation of Business Processes Audit recommendations.
- Worked with the County's database administrator to implement the use of genealogy within Accela and DIAL, allowing reverse chronological research of parcel changes.

## Work Plan

- Complete remodel CDD lobby to improve safety, customer services, and efficiency.
- Monitor a new performance measure to target the number of days from building permit acceptance to ready to issue of 30 days.
- Implement CDD information technology strategic plan.
- Update CDD website, including division and project webpages.
- Create a new web-based CDD newsletter to report department news, development statistics, performance measure results, notable quasi-judicial land use decisions, long range planning updates, and department news.





# Coordinated Services

## Overview

The Coordinated Services Division provides service to customers at the main office in Bend, as well as in City Halls in Redmond, La Pine and Sisters. The Division consists of nine permit technicians. Staff work to ensure minimal wait times, provide accurate information to the public and ensure the efficient operation of the front counter and coordination among all divisions. Staff also perform basic building plan reviews.

## Accomplishments



- Permit Technicians currently staff three satellite offices one day per week each, increasing to two days per week due to permit volumes. The ability to be co-located in each jurisdiction's city hall has greatly enhanced communication while processing permits. A significant number of projects have been initiated in cities, requiring a substantial amount of staff time. The Redmond satellite office continues to see only a minimal number of customers each week.
- There was increased use of our online permitting services this past year.
- Maintained a high level of customer service during a period of increased activity and new staff training.
- In coordination with Administrative Services, Coordinated Services continues to assess equipment used by staff to ensure operational needs are met. The team developed project lists that will enhance service, staff efficiency and communications.

### Projects included:

- Providing smart phones to building and environmental health inspectors and code enforcement technicians in the field to provide real-time inspection results; making data available to inspectors in the field; and improving communication, photography and printing tools;
- Reviewing business processes and procedures and making several adjustments to accommodate and fully utilize Accela.
- Continued to create efficiencies using the Accela



# Coordinated Services (cont.)

permitting software. As the software evolves and new tools become available, Deschutes County continues to be a statewide leader in offering training opportunities to our customers and regional agency partners using the software.

- Deschutes County has created an Accela ePermitting Advisory Group that will be looking at the future of State ePermitting systems and how it can best fit the needs of the jurisdictions statewide. This is both an opportunity to discuss system issues and to offer suggestions for improvements to meet Deschutes County's needs. The state has been supportive of this group and its suggestions.

## Performance Measures

- Percentage of permits applied for at counter target is 40%. Results: 70.1%. Did not achieve performance measure.

## Work Plan

- Continue to coordinate and conduct public outreach and education on Accela and related elements to increase customer use of ePermitting, and encourage submittal of applications for participating jurisdictions.
- Continue to monitor customer and permit volumes in City of Sisters and City of La Pine to ensure resources are allocated to those locations ensuring customers are served in a timely and efficient manner.
- Increase customer and public education on Accela and online permit applications in coordination with Information Systems staff to achieve performance measure.
- Continue to explore options for improving efficiencies for permit applications submittals.
- Work with the new City of La Pine Community Development Director to improve efficiencies for reviewing building permit applications, the issuance of complex permits and Certificate of Occupancies for properties located in the City.
- Continue working with the City of Sisters to improve efficiencies in review of permit applications and issuance of those permits.
- Serve on statewide ePermitting committee, participate in national Accela conference, and pursue other actions to ensure Accela meets Deschutes County's needs.
- Continue to cross train permit technicians to perform simple plan reviews and participate in statewide permit technician training programs and Central Oregon Planners Network Training.
- Achieve 25% of all permits being submitted electronically, with the exception of planning applications (the capability does not yet exist).
- Establish and monitor a new performance measure—the target number of days for structural permit ready to issue turnaround time for Coordinated Services of four days.



# Code Enforcement

## Overview

The Code Enforcement program consists of three Code Enforcement Specialists plus a volunteer. The program is managed by the Coordinated Services Administrative Manager and is supported by a law enforcement technician from the Sheriff's Department and operating divisions. Code Enforcement is responsible for investigating code violation complaints associated with building, land use, onsite wastewater disposal and solid waste codes (by contract with the Solid Waste Department). The program's overriding goal is to achieve voluntary compliance. If necessary, citations are issued for prosecution in Circuit Court or before a Code Enforcement hearings officer.

The program continues to adapt to the County's challenges of growth and diversification, incorporating new measures to ensure timely code compliance. With the legalization of marijuana, Code Enforcement has been the leading entity for receiving and investigating signed and anonymous complaints. Code Enforcement closely coordinates with CDD divisions, the Sheriff's Office, the District Attorney's Office, and state agencies to achieve code and legal compliance of marijuana operations.

Voluntary compliance remains the Code Enforcement program's core objective and staff continue to refine best practices to achieve this outcome. However, an ever-growing number of cases require further code enforcement action because of lagging correction or non-compliance. Through the continuing development and refinement of *Procedures for Administrative Civil Penalty*, Code Enforcement is obtaining expedited compliance from citations, a contrast to court adjudication and greater cost recovery.

A disconcerting trend is the necessity for County abatement in some cases. In abatement, the County affects the cure of violations with prioritization on cost recovery. Abatement action is reserved for matters of chronic nuisance and public health and safety. In response to this trend, Code Enforcement is closely coordinating with other County departments in the development and enactment of abatement plans.

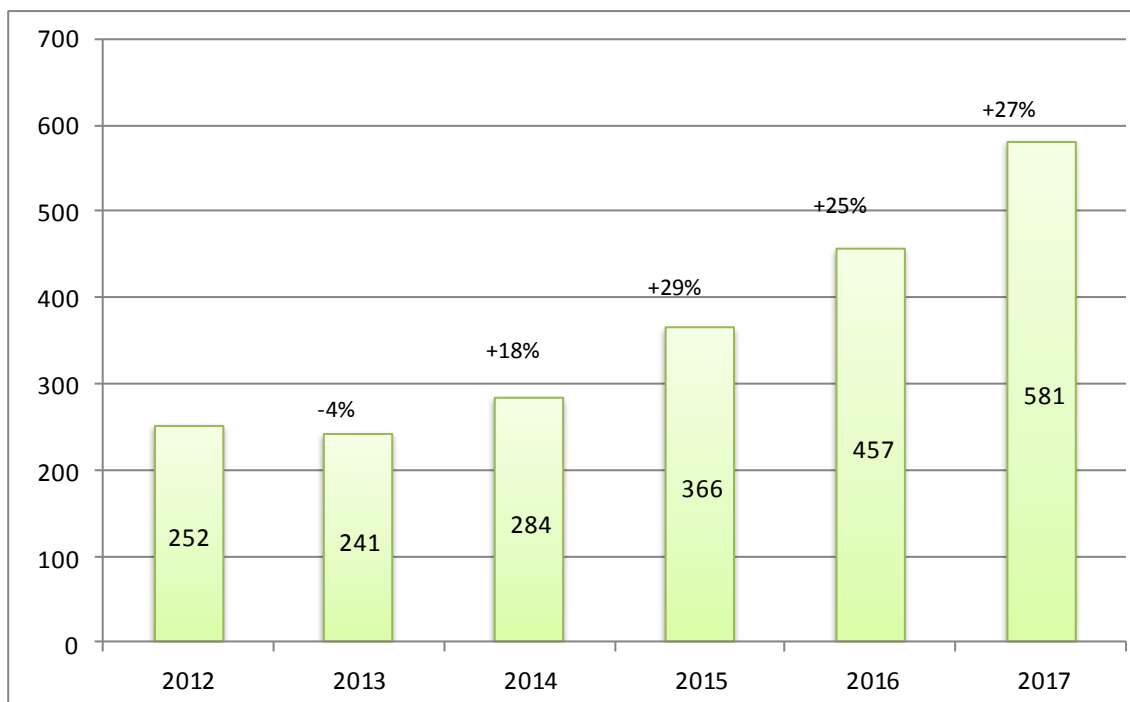


# Code Enforcement (cont.)

## Accomplishments

- Code enforcement resolved 450 cases in 2017.
- Staff found that using volunteers in the proactive code enforcement program was once again a great success. Volunteers directly enhanced the program's productivity and efficiency through reviews of Temporary Use Permits for compliance with conditional use decisions, including medical hardships, removal of manufactured homes for storage permits and for living in RVs.
- Successfully coordinated with the inmate work crew to resolve solid waste cases. This partnership between two County departments helps resolve difficult cases and helps homeowners come into compliance. The County Road Department is also involved in helping to abate properties with hazardous structures.
- Created a new anonymous marijuana complaint form, providing parties the option to submit the anonymous complaints.
- Created a new case type for marijuana complaints in order to monitor those cases. This will allow for easier and consistent reporting.
- Staff started issuing a "Notice of Civil Penalty" before a Hearings Officer rather than Circuit Court. This new process has allowed staff to schedule multiple hearings per day, which expedites cases. It also allows staff to have a lien placed on the property if the property owner has not complied with County Code and pursue further action, as needed.

## NEW CODE ENFORCEMENT CASES



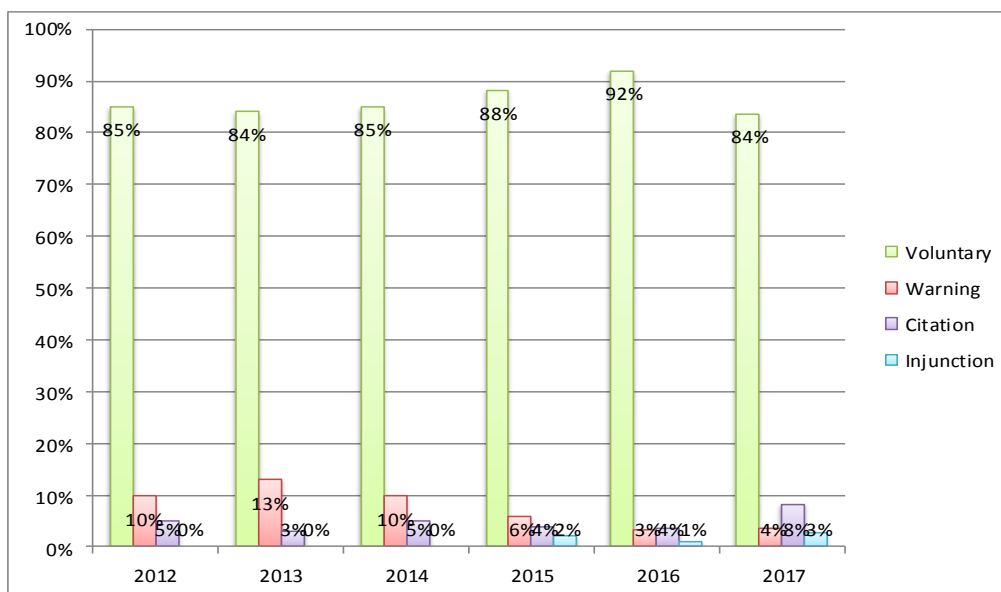


# Code Enforcement (cont.)

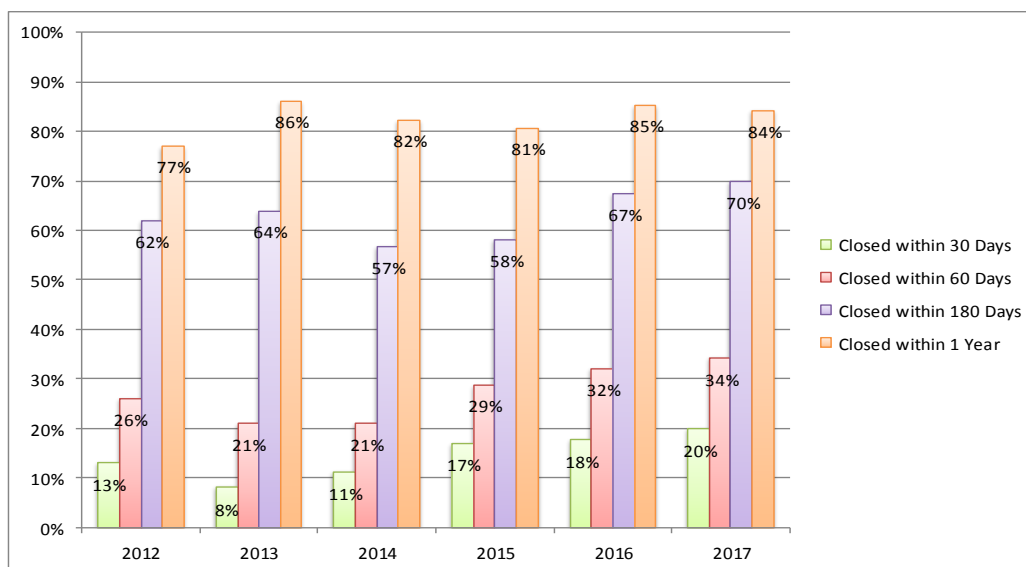
## Performance Measures

- Achieve 85% voluntary compliance. Table 1 below shows the program is within range of achieving this performance measure with 83.66% of cases resolved voluntarily.
- Resolve cases within 12 months of opening a case. Table 2 shows that 84% of cases were closed within 12 months. The program is in within range of achieving this performance measure.

**TABLE 1—COMPLIANCE**



**TABLE 2—CASE TURNAROUND**



# Code Enforcement (cont.)

## Work Plan

- Achieve 85% voluntary compliance in Code Enforcement cases.
- Resolve 85% of Code Enforcement cases within 12 months.
- Continue coordinating with the Sheriff's Office, District Attorney, Legal Counsel, and Planning staff to track, process, and resolve marijuana complaints in a timely fashion and revisit the approach to marijuana code violations with the BOCC.
- Update the Code Enforcement Policy and Procedure Manual and County Code, if applicable, to implement:
  - \* BOCC direction on the approach to marijuana code enforcement and associated procedures to process violations;
  - \* Land use procedures code amendments;
  - \* Other housekeeping amendments to reflect business practices.
- Continue to utilize the inmate work crew to resolve solid waste cases where the property owner is unable to comply with County Code due to medical issues.
- Continue proactive efforts in investigation of illegal second dwellings, review temporary use permits, and follow up on replacement dwellings.
- Continue to establish relationships with homeowners' associations, including offering to speak at meetings to share information and enforcement operating procedures.
- Survey other jurisdictions and incorporate innovative enforcement practices where appropriate. This effort includes direct involvement with the Oregon Code Enforcement Association (OCEA) conference participation and networking.
- Administer the Volunteer Program, focusing on reviewing temporary land use approvals for medical hardships which require the submittal of annual reports and similar cases.
- In cooperation with the Building Safety Division, participate in the development of a text amendment on the County Outdoor Lighting Ordinance. The amendment will update tables to include compact florescent lighting and LED options.
- Consider proactive review and enforcement of non-compliance with land use decision's conditions of approval.
- Create a tracking system for code enforcement cases submitted and processed as part of the land use application process. Submit report to the BOCC in early 2019.
- Refine property abatement process to cure violations.



# Building Safety

## Overview

The Building Safety Division interprets and enforces the state-mandated building codes through a process of education and a clear and fair application of the specialty codes. The Division provides all of these services throughout the rural county, the Cities of La Pine and Sisters, and various services to Lake, Jefferson, Klamath and Crook counties, the Cities of Bend, Redmond and the State of Oregon Building Codes Division on an as needed basis. The Division consists of the Building Safety Director, Assistant Building Safety Director, and 15 Building Inspectors.

## Accomplishments

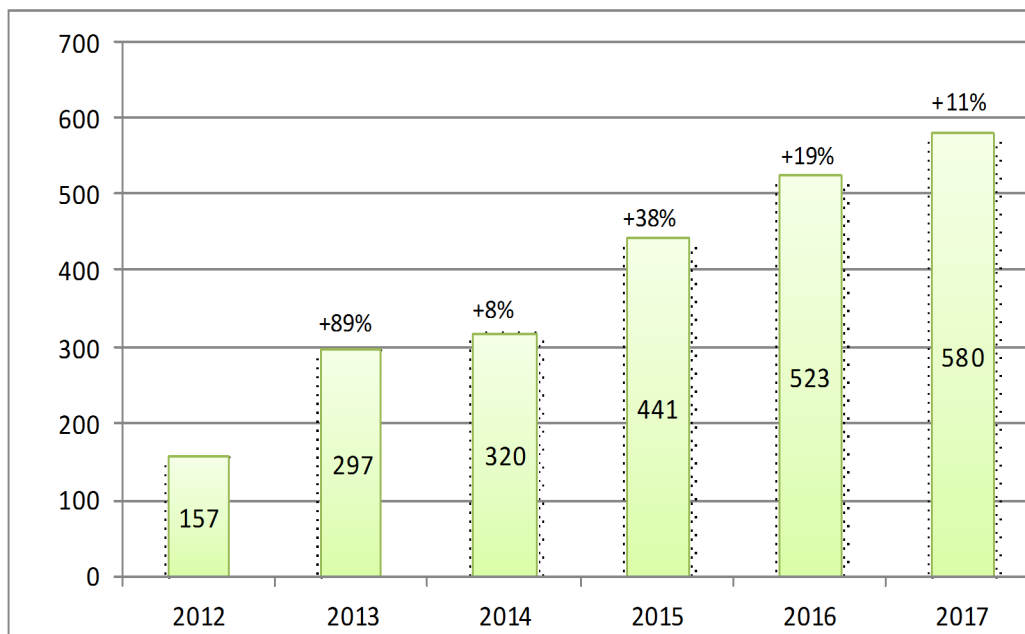
- Issued 580 new single-family dwelling permits in 2017 for all Deschutes County building jurisdictions. These include 43 new homes in City of La Pine and 91 new homes in the City of Sisters.
- Nominated Angie Havinear as Oregon Building Officials Association as Permit Technician of the Year. Ms. Havinear earned the award.
- Continued to enhance Accela's capabilities through identifying issues, articulating business needs and finding solutions and opportunities with this emerging building inspection software.
- Continued to cross-train all staff members to improve efficiencies.
- Continued to diversify division staff with the hiring of our newest Fire & Life Safety Plans Examiner.
- Hired the division's first licensed Architect as a Fire & Life Safety Plans Examiner.
- Facilitated the approval of the Sisters' Assisted Living Facility.
- Participated in the preconstruction meetings for dozens of marijuana related facilities.
- Participated in the construction process for The Cloud Chaser, Mt. Bachelor's newest ski lift.
- Participated in the construction process for a new medical facility in La Pine.
- Maintained inspector certifications.
- Presented to:
  - CCB licensed contractors through CCB's local educational program at COCC.



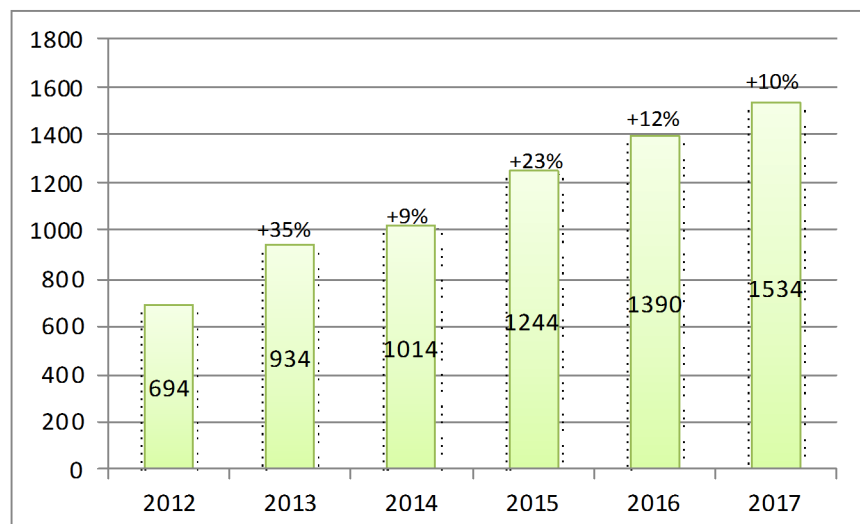
## Building Safety (cont.)

- A well-attended educational program that included all local building jurisdictions and the local design professional community through a partnership with the local International Code Council chapter.
- Local chapter of International Association of Plumbing and Mechanical Officials.
- Redmond Proficiency Academy Tiny House class in 2017.

### NUMBER OF NEW HOMES



### NUMBER OF PERMITS ISSUED





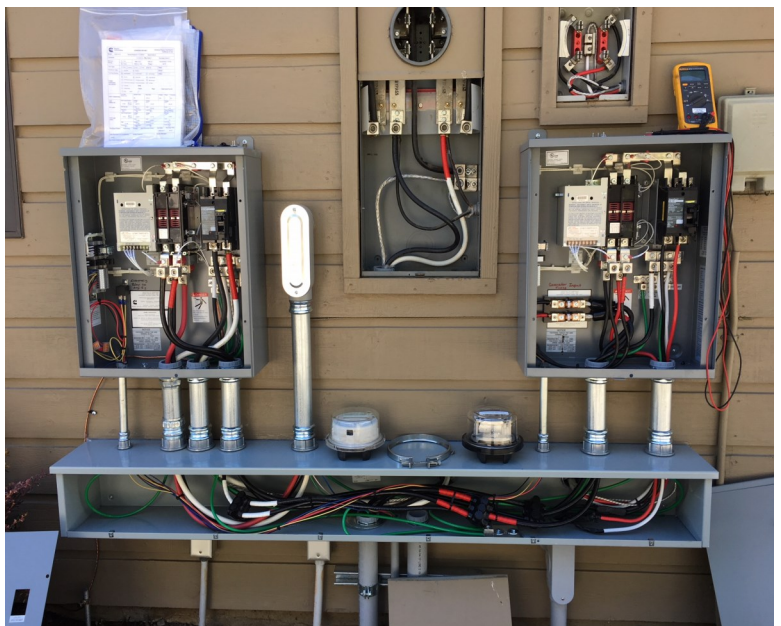
# Building Safety (cont.)

## Performance Measures

- Achieve 6-10 stops at different construction job sites per day for each building inspector. Each stop consists of multiple inspections. Achieved: 10.28.
- Complete 2-4 residential plan reviews per day per plans examiner. Achieved: 1.3.
- Percentage of permits applied for electronically: 20%-40%. Achieved 29.9%
- Percentage of inspections scheduled electronically: 50%-80%. Achieved 60.4%.
- Residential plan review turnaround time in days: 2-8. Achieved 12.32.
- Inspections completed same day as requests: 90-100%. Achieved 98.9%.

## Work Plan

- Manage staffing resources to meet increased business demands, particularly with a diversity of projects in Sisters and La Pine.
- Continue succession planning, cross-training, and technology and vehicle investments to maintain and improve efficiencies.
- Achieve an average of 6-10 stops at different construction job sites per day for each building inspector. Each “stop” includes multiple inspections.
- Achieve an average turnaround time on building plan reviews of 2-8 days.
- Coordinate with Information Systems staff to promote and educate customers on how to apply for permits and inspections electronically.
- Participate in public, community, and customer-specific education and outreach efforts.
- Continue to serve in regional and statewide and statewide leadership positions to support Deschutes County and Central Oregon interests.





# Environmental Soils

## Overview

The Environmental Soils Division is staffed one Environmental Health Supervisor, one Environmental Health Specialist, one Environmental Health Specialist Trainee and one on-call inspector who provide site evaluations, design review, permitting, inspection, education and coordination with DEQ for onsite wastewater treatment and dispersal systems. Additional support staff include a permit technician. Staff also inspect sewage pumper trucks, report on the condition of existing wastewater systems, maintain an Operations and Maintenance tracking system, provide the public with information on wastewater treatment systems and regulations, and investigate sewage hazards. Staff are also engaged in the proactive pursuit of protecting the groundwater in Deschutes County.



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## Accomplishments

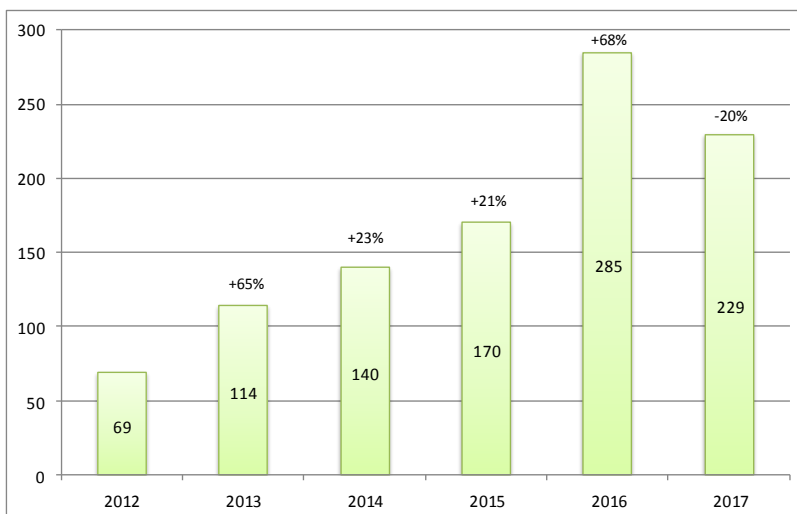
- Assessed 229 sites for onsite wastewater treatment and dispersal systems, a decrease of approximately 20% from 2016, and issued 1,361 permits and authorizations for new and existing onsite treatment and dispersal systems, an increase of 11% from 2016. Assessed sites in 2016 included two new subdivisions. In general, applications are more complex and technical compared to recent previous years.
- Regularly coordinated with Department of Environmental Quality (DEQ), including the hydrologist in the Western Region office, to determine the circumstances in South County requiring protective onsite wastewater systems. Staff continued to support and work with DEQ staff on South Deschutes/Northern Klamath Groundwater Protection Steering Committee recommendations.
- Continued coordination with the Deschutes County/NeighborImpact Loan Partnership program that provides financial assistance to South County property owners when a nitrogen-reducing ATT system is required to repair a failing onsite system.
- Made available to property owners in South County a rebate of \$3,750 per property for upgrading conventional onsite systems to nitrogen reducing pollution reduction systems. No property owners pursued this opportunity in 2017.
- Coordinated with the City of Bend to assess sites eligible for onsite wastewater treatment and dispersal

# Environmental Soils (cont.)

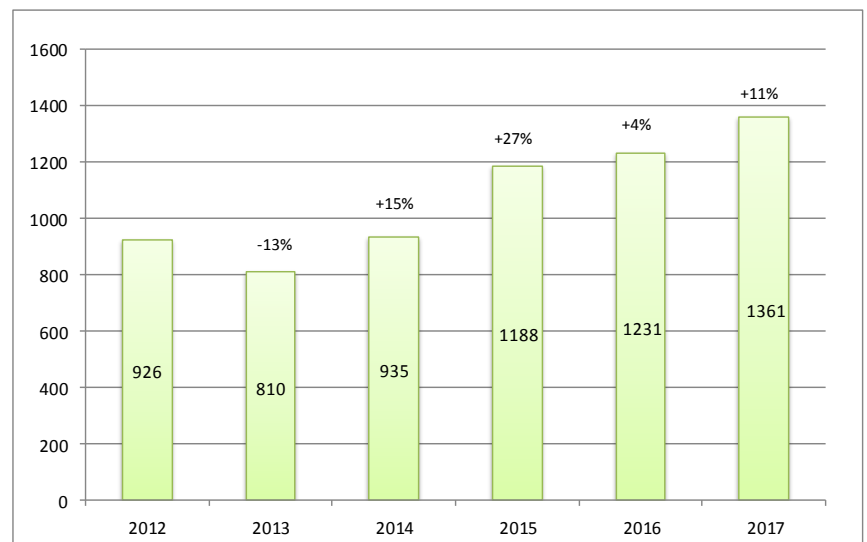
systems due to their distances from a sewer collection facility. Coordinated on proposed developments with City staff.

- Updated Operation & Maintenance database for systems required to have service agreements and annual reporting. Achieved 96.5% compliance on 657 accounts. Multiple Environmental Soils staff are familiar with the database and most communications with service providers occur electronically.

## SITE EVALUATIONS



## SEPTIC PERMITS ISSUED



## Performance Measures

- New septic system permit process control turnaround time: 5-15 days. Achieved: 11.02.



# Environmental Soils (cont.)

- Percentage of permits applied for electronically: 15%-50%. Achieved: 5.5%.
- Percentage of inspections scheduled electronically: 35%-65%. Achieved 37.9%
- Pre-cover inspections completed same day as request: 90-100%. Achieved 94.9%.

## Work Plan



- Continue to maintain or exceed service level goals and permit application processing time for site evaluations, design review and inspection of onsite wastewater treatment and dispersal systems.
- Achieve a 10-day turnaround for new construction permits.
- Prioritize addressing sewage health hazards and protecting public health and the environment.
- Continue working with the DEQ on permitting protective onsite wastewater systems in South Deschutes County.
- Participate with DEQ in the pursuit of groundwater protection solutions and possible implementation of the South Deschutes/ Northern Klamath Groundwater Protection Steering Committee recommendations.



- Provide financial assistance opportunities when needed and appropriate to assist South Deschutes County property owners who do not qualify for conventional loans to upgrade conventional onsite systems to nitrogen reducing pollution reduction systems (Nitrogen Reducing System Rebates and the NeighborImpact Non-conforming Loan partnership).
- Participate in the City of Bend Storm Water Public Advisory Group.
- Continue coordination with the City of Bend and DEQ regarding the southeast sewer interceptor and sewer expansion, and the impact on homeowners with onsite wastewater systems.
- Maintain and update the South Deschutes County Groundwater Protection Annual Report.



- Participate in DEQ Accela task force to improve efficiency and clarity with the electronic permit system across the onsite program.
- Participate in the Upper Deschutes Agricultural Water Quality Management Area Local Advisory Committee.
- Coordinate with Information Systems staff to promote and educate customers on electronic permit submittals and inspection scheduling.
- Long-Term Projects: Update the DEQ contract for the Onsite Wastewater Treatment System Program to be more consistent with current rules and requirements (current contract dates from 1981).





# Planning

## Overview

The Planning Division consists of two operational areas: Current Planning and Long Range Planning. The Division consists of 16 employees: a Community Development/Planning Director, 1 Planning Manager, 3 Senior Planners, 1 Senior Transportation Planner, 6 Associate Planners, 4 Assistant Planners, and an Administrative Assistant

**CURRENT PLANNING** is 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 Enforcement to respond to complaints and monitor conditions of approval for land use permits; performing road naming duties and assisting with addressing; and 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** is 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.

Three specific disciplines support both Current and Long-Range planning, including transportation, wetlands/floodplains, and Information Systems.

**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 (COACT) Technical Advisory Committee.

**FLOODPLAIN AND WETLANDS PLANNING** is responsible for providing comments and expertise on land use applications, code enforcement, and general property inquiries that require development, fill, or

# Planning (cont.)

removal in mapped floodplain and wetlands. 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 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, and the US Forest Service.

## Accomplishments

### COMPREHENSIVE PLAN AND ZONING TEXT AMENDMENTS

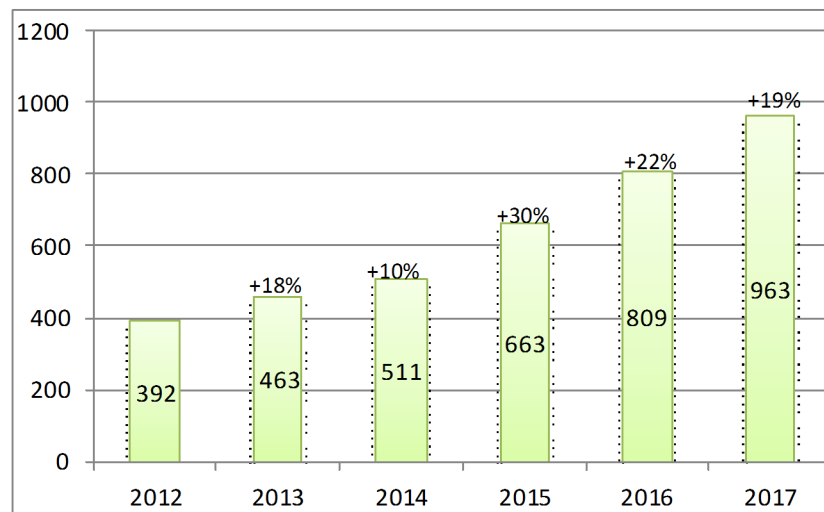
The Planning Division processed:

- Plan amendment and zone change re-designating a property zoned Exclusive Farm Use to Multiple Use Agriculture near the eastside of Bend.
- Plan amendment and zoning text amendment relating to churches within the Wildlife Area Combining Zone.
- Plan amendment and zone change re-designating a property zoned Surface Mining to Multiple Use Agriculture near Bill Martin Road.
- Zone Text amendments addressing lot of record standards and process.
- New urban holding zone for lands recently brought into Bend's Urban Growth Boundary, but not yet annexed. Also included minor amendments to Deschutes County's sign and subdivision ordinances.

### LAND USE BOARD OF APPEALS

- Six appeals were filed with the Land Use Board of Appeals in 2017, compared to eight in 2016. Staff also processed in 2017 a LUBA remand pertaining to Thornburgh Destination Resort.

### LAND USE APPLICATIONS



# Planning (cont.)

## MARIJUANA BUSINESSES

The following marijuana applications received approval in 2017:

- 24 for marijuana production
- Two for marijuana processing
- Three for marijuana wholesaling
- One for marijuana retail

The Board of Commissioners also heard five appeals in 2017 pertaining to marijuana production and processing.

## NON-FARM DWELLINGS

The Planning Division received 21 nonfarm dwelling applications in 2017, compared with 39 for 2016.

## PARTITION AND SUBDIVISION PLATS

Fifteen final plats were recorded in 2017 or are in the process of being recorded, creating a total of 48 residential lots.

## PROMINENT APPLICATIONS

Noteworthy land use applications in 2017 included, a solar photovoltaic system, dog kennel; temporary use/medical hardship dwelling, Mazama Bed and Breakfast/Campground, at-risk youth school, water ski lake/cluster development, lot of record (Kine), Thornburgh LUBA remand, and marijuana production, processing and retail applications.



## Performance Measures

- Process land use applications without prior notice in 14-35 days; target 21 days. Achieved. 28.7 days.
- Process land use applications with prior public notice in 30-60 days; target 45 days. Achieved 33.8 days.

## Work Plan

**AGRICULTURAL LANDS RE-EVALUATION & POTENTIAL RE-DESIGNATION:** Re-evaluate agricultural lands, including serving on state committee(s) to define non-resource lands, initiate a local non-resource lands project, and monitor Douglas County's non-resource lands project.

**COMMUNITY & AREA PLANS:** Complete Sisters Country Vision Plan. Engage Tumalo, Terrebonne, Newberry Country, and/or Deschutes Junction residents to determine if community plans, goals, and policies meet the current and future needs of the area. Only one or two such planning efforts may be initiated each fiscal year.

# Planning (cont.)

**AFFORDABLE HOUSING:** Consider developing a County housing strategy based on Tillamook and Coos County's plans. Participate in state committee(s) to consider rural accessory dwelling units.

**DESCHUTES JUNCTION:** Initiate amendment to the Comprehensive Plan that allows for new rural industrial designations.

**MARIJUANA REGULATIONS:** Update the County's marijuana land use program.

**NATURAL RESOURCES / WATER:** Complete the series of regional panel experts addressing water resource and conservation issues with a particularly emphasis on the relationship to land use and population growth and development. Consider initiating a review of County Goal 5 inventories and protection programs.

**GRADING ORDINANCE:** Consider and evaluate whether to develop a grading ordinance.

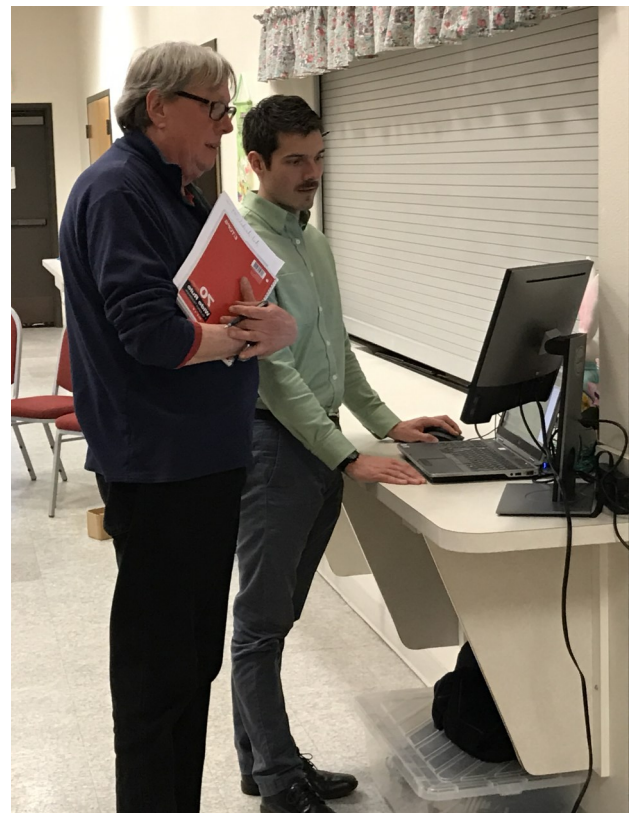
**GROWTH MANAGEMENT COORDINATION:** Coordinate with cities, County departments, state agencies and organizations to develop and implement growth management plans.

**CENTRAL OREGON LARGE-LOT INDUSTRIAL LAND NEED:** Continue to coordinate with the City of Redmond to initiate a UGB amendment for a regional large lot industrial campus.

## TRANSPORTATION

- Continue to coordinate with the City of Bend to amend the County's Comprehensive Plan and Development Code to allow new airport-related businesses at the Bend Airport through a streamlined permitting process.
- Initiate County Transportation System Plan (TSP) update in coordination with County Road Dept. if funded by the Oregon Dept. of Transportation.
- Serve on the US 97 Parkway facilities management plan technical advisory committee.
- Participate in the County Road Dept.'s Transportation Safety Action Plan (TSAP) process.
- Initiate amendment to DCC 17.16.105 and related code sections regarding access requirements to rural subdivisions.

**NATURAL HAZARDS:** Consider implementing the recommendations from the University of Oregon's Community Service Center's review of County Codes and policies regarding wildfire mitigation.





# Planning (cont.)

**OUTDOOR MASS GATHERING PERMIT AMENDMENTS:** Amend Deschutes County Code 8.16 pertaining to Outdoor Mass Gatherings in coordination with County Legal Counsel.

## **HISTORIC PRESERVATION—CERTIFIED LOCAL GOVERNMENT (CLG) GRANT:**

- Administer the 2017-18 CLG Grant from the State Historic Preservation Office, including managing the Sisters historic inventory project, and supporting Historic Preservation Month.
- Apply for 2019-2020 CLG Grant, including coordinating with the Historic Landmarks Commission and City of Sisters on priority projects to including in the grant proposal.

## **PLANNING COMMISSION & HISTORIC LANDMARKS COMMISSION POLICY & PROCEDURES**

**MANUALS:** Develop policy and procedures manuals for the Planning Commission and Historic Landmarks Commission with subcommittees of each body. The purpose of the manual is provide a helpful reference guide pertaining to each commission's unique purpose, authorities, roles, decision making processes, applicable laws/regulations and documents, public meeting requirements, etc.

## **ONGOING ANNUAL PROJECTS**

- Consider implementing legislative amendments stemming from laws enacted by the 2017 and 2018 Oregon Legislative Sessions
- Population Forecast: Coordinate with the County Assessor and Administration Office to complete the Portland State University, Population Research Center, annual Housing Unit and Population Questionnaire.

## **TRACKING SYSTEMS: DEVELOP, MAINTAIN, AND IMPROVE TRACKING SYSTEMS FOR:**

- Comprehensive Plan and Community/Area Plan implementation activities, updates, necessary revisions, and potential areas for new plans.
- Destination Resort overnight lodging units.
- Limited Use Permits: Agri-tourism and other commercial events and activities.
- Marijuana Annual Reports.
- Non-farm dwellings.
- Medical Hardships.
- Conditions of Approval, as necessary



# 2017 Deschutes County Community Involvement Report

## Background



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 over 40 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 2017. 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.

## 2017 Community Involvement Accomplishments



### CURRENT PLANNING

Administering the zoning code requires the Current Planning Division to process individual land use applications, zoning review and sign-off for building and septic permits. Current planners maintain legally prescribed turnaround times on land use applications (150-days) and provide customer service through assistance at the front counter, phone conversations, and appointments. Phone messages are returned within 24 hours.

### MARIJUANA REGULATORY ASSESSMENT

In June 2016, the Deschutes County Board of Commissioners (BOCC) adopted eight ordinances to regulate the marijuana production, processing, wholesaling, and retail industries. Recognizing the unique development patterns in the rural county, regulations mitigate sight, sound, odor, water, waste disposal, and access, among others. They are unique among Oregon counties in three ways:

1. Discretionary standards allow the industry to utilize emerging technologies for growing and processing marijuana to demonstrate regulatory compliance;



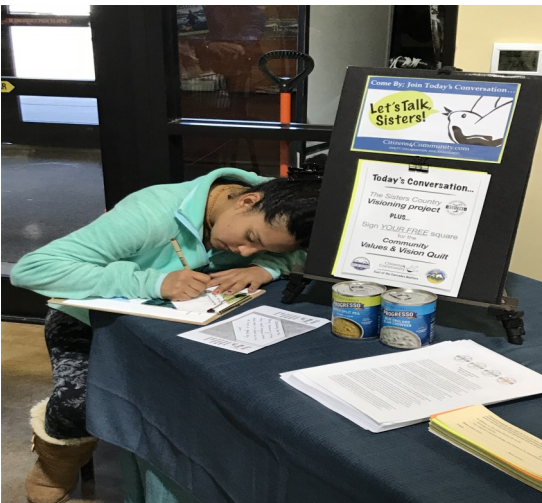
## 2017 Deschutes County Community Involvement Report



2. Applications require notification to neighboring property owners which provide opportunities for public involvement in land use proceedings; and,
3. Development standards take into consideration rural zoning, lot patterns, a high desert climate, and agricultural practices.

After adopting the ordinances, the BOCC committed to re-evaluating the marijuana regulations. The purpose of the regulatory assessment is twofold:

- Summarize comments from stakeholder, residents, interested parties, and state agencies and law enforcement regarding the effectiveness of the marijuana regulations; and
- Identify regulatory options.



Commencing in October 2017, the Community Development Department (CDD) prepared an *Existing Conditions Report*. It described the marijuana applications submitted to Deschutes County from September 2016 through September 2017. The document also summarized the County's marijuana regulations and code enforcement philosophy. Upon its release, CDD initiated a public involvement process to identify prevailing opinions among industry representatives, stakeholders, and residents.

### PLANNING COMMISSION

The Deschutes County Planning Commission held 22 meetings in 2017 discussing an assortment of issues, including:

- Text amendment to allow existing buildings as a medical hardship in the Forest Zone
- Fifty-year history of agricultural lands in Deschutes County
- Planning Division annual work plan
- Destination Resort overnight lodging unit tracking
- Community open houses and workshops in Sisters, La Pine, and Redmond discussing flood plain amendments
- Bend Urban Holding Zone
- Lot of Record amendments
- Flood Plain Zone amendments
- Wildlife Area Combining Zone amendments
- Deschutes Basin work group update
- Sisters Country retreat
- Code Enforcement work session





# 2017 Deschutes County Community Involvement Report

## HISTORIC LANDMARKS COMMISSION

The Historic Landmarks Commission held 5 meetings in 2017 discussing:

- Certified Local Government grant
- May Preservation Month
- Cline Falls Kiosk
- Hindman Barn stabilization
- Northwest Deschutes County tour
- Training on Certified Local Government and the National Register of Historic Places
- Nomination of Central Oregon Canal Segment for the National Register of Historic Places





# Planning Commission Tour of Sisters Country, Fall 2017





# Historic Landmarks Commission tour of Sisters Country & Cline Falls, Fall 2017





# Appendix 1: CDD Performance Measures Scorecard



## Deschutes County Community Development Performance Measures - Customer Perspective

1/1/2017 To 12/31/2017



Meeting Target



Within Range



Not Meeting Target

| Planning Division  | Lower Limit | Target  | Upper Limit | Number of Days To Process | Score |
|--|-------------|---------|-------------|---------------------------|-------|
| Days To Process Administrative Determination Applications Without Prior Notice | 14 Days     | 21 Days | 35 Days     | 29.6                      | ✓     |
| Days To Process Administrative Determination Applications With Prior Notice    | 30 Days     | 45 Days | 60 Days     | 72.9                      | ✗     |

| Building Division  | Lower Limit | Target | Upper Limit | Number of Days To Process | Score |
|--|-------------|--------|-------------|---------------------------|-------|
| Residential Plan Review Turnaround Time - Number of Days | 2 Days      | 5 Days | 8 Days      | 12.91                     | ✗     |

| Building Division  | Lower Limit | Target | Upper Limit | % Completed On Time | Score |
|--|-------------|--------|-------------|---------------------|-------|
| Inspection Request Completed By Inspector On Day Requested By Customer | 90%         | 95%    | 100%        | 98.9%               | ✓     |

| Environmental Soils Division   | Lower Limit | Target | Upper Limit | % Completed On Time | Score |
|--|-------------|--------|-------------|---------------------|-------|
| Pre-Cover Inspection Request Completed By Inspector On Day Requested By Customer | 90%         | 95%    | 100%        | 94.9%               | ✓     |



## Deschutes County Community Development Performance Measures - Internal Organizational Assets

1/1/2017 To 12/31/2017



Meeting Target



Within Range



Not Meeting Target

| Coordinated Services                                    | Lower Limit | Target | Upper Limit | % Applied For At Permit Counter | Score |
|---|-------------|--------|-------------|---------------------------------|-------|
| Percentage of Permits Applied For At The Permit Counter | 60%         | 40%    | 20%         | 70.1%                           | ✗     |

| Building Division                                | Lower Limit | Target | Upper Limit | % Applied For Online | Score |
|--|-------------|--------|-------------|----------------------|-------|
| Percentage of Permits Applied For Electronically | 20%         | 40%    | 60%         | 29.9%                | !     |

| Building Division  | Lower Limit | Target | Upper Limit | % Scheduled Electronically | Score |
|--|-------------|--------|-------------|----------------------------|-------|
| Percentage of Building Division Inspections Scheduled Electronically | 50%         | 65%    | 80%         | 61.2%                      | !     |

| Environmental Soils Division  | Lower Limit | Target | Upper Limit | % Applied For Online | Score |
|---|-------------|--------|-------------|----------------------|-------|
| Percentage of Environmental Soils Division Permits Applied For Electronically | 15%         | 35%    | 50%         | 6.9%                 | ✗     |

| Environmental Soils Division  | Lower Limit | Target | Upper Limit | % Scheduled Electronically | Score |
|---|-------------|--------|-------------|----------------------------|-------|
| Percentage of Environmental Soils Division Inspections Scheduled Electronically | 35%         | 50%    | 65%         | 39.9%                      | !     |

# Appendix 1: CDD Performance Measures Scorecard



## Deschutes County Community Development Performance Measures - Internal Processes

1/1/2017 To 12/31/2017



Meeting Target



Within Range



Not Meeting Target

| Code Enforcement                 | Lower Limit | Target | Upper Limit | Compliance Rate | Score |
|----------------------------------|-------------|--------|-------------|-----------------|-------|
| Achieving Voluntary Compliance   | 75%         | 85%    | 100%        | 85.0%           |       |
| Resolving Cases within 12 Months | 75%         | 85%    | 100%        | 83.2%           |       |

| Building Division  | Lower Limit | Target  | Upper Limit | Avg. Stops Per Day | Score |
|--|-------------|---------|-------------|--------------------|-------|
| Residential Building Inspections - Number of Stops Per Day | 6 / Day     | 8 / Day | 10 / Day    | 10.28              |       |

| Building Division   | Lower Limit | Target  | Upper Limit | Plan Reviews Per Day | Score |
|---|-------------|---------|-------------|----------------------|-------|
| Residential Plan Review - Average Number of Plan Reviews Per Examiner Per Day | 2 / Day     | 3 / Day | 4 / Day     | 2.7                  |       |

| Environmental Soils Division                                 | Lower Limit | Target  | Upper Limit | Days To Issue Permit | Score |
|--|-------------|---------|-------------|----------------------|-------|
| New System Permit Process Control - Turn Around Time in Days | 5 Days      | 10 Days | 15 Days     | 11.0                 |       |

## APPENDIX 2: WORK PLAN PROJECTS: SUMMARY MATRIX

| DIVISION                |   |
|-------------------------|---|
| ADMINISTRATIVE SERVICES | <ol style="list-style-type: none"> <li>1. Complete implementation of Business Processes Audit recommendations.</li> <li>2. Complete remodel CDD lobby to improve safety, customer services, and efficiency.</li> <li>3. Monitor a new performance measure to target the number of days from building permit acceptance to ready to issue of 30 days.</li> <li>4. Implement CDD information technology strategic plan.</li> <li>5. Update CDD website, including division and project webpages.</li> <li>6. Create a new web-based CDD newsletter to report department news, development statistics, performance measure results, notable quasi-judicial land use decisions, long-range planning updates, and department news.</li> </ol>  |
| COORDINATED SERVICES    | <ol style="list-style-type: none"> <li>1. Continue to coordinate and conduct public outreach and education on Accela and related elements to increase customer use of ePermitting, and encourage submittal of applications for participating jurisdictions.</li> <li>2. Continue to monitor customer and permit volumes in City of Sisters and City of La Pine to ensure resources are allocated to those locations ensuring customers are served in a timely and efficient manner.</li> <li>3. Continue to explore options for improving efficiencies for permit applications submitted online.</li> <li>4. Work with the new City of La Pine Community Development Director to improve efficiencies for reviewing building permit applications, the issuance of complex permits and Certificate of Occupancies for properties located in the City.</li> <li>5. Continue working with the City of Sisters to improve efficiencies in review of permit applications and issuance of those permits.</li> <li>6. Serve on statewide ePermitting committee, participate in Accela conferences, and pursue other actions to ensure Accela meets County's needs.</li> <li>7. Continue to cross train permit technicians to perform simple plan review, participate in permit technician and planning training programs.</li> <li>8. Achieve 25% of all permits being submitted electronically, with the exception of planning applications (the capability does not yet exist).</li> <li>9. Achieve a 4-day turnaround time for structural permit ready to issue.</li> </ol>   |
| CODE ENFORCEMENT        | <ol style="list-style-type: none"> <li>1. Achieve 85% voluntary compliance in Code Enforcement cases.</li> <li>2. Resolve 85% of Code Enforcement cases within 12 months.</li> <li>3. Continue coordinating with the Sheriff's Office, District Attorney, Legal Counsel, and Planning staff to track, process, and resolve marijuana complaints timely, and revisit the approach to marijuana code violations with the BOCC.</li> <li>4. Update the Code Enforcement Policy and Procedure Manual and County Code, if applicable, to implement: <ul style="list-style-type: none"> <li>· BOCC direction on the approach to marijuana code enforcement and associated procedures to process violations;</li> <li>· Land Use Procedures code amendments;</li> <li>· Other housekeeping amendments to reflect business practices.</li> </ul> </li> <li>5. Continue to utilize the inmate work crew to resolve solid waste cases where the property owner is unable to comply with Code due.</li> <li>6. Continue proactive efforts in investigation of illegal second dwellings; review temporary use permits, and follow up on replacement dwellings.</li> <li>7. Continue to establish relationships with homeowners' associations, including offering to speak at meetings to share information and enforcement operating procedures.</li> <li>8. Survey other jurisdictions and incorporate innovative enforcement practices where appropriate. This effort includes direct involvement with the Oregon Code Enforcement Association (OCEA) conference participation and networking.</li> <li>9. Administer the Volunteer Program, focusing on reviewing temporary land use approvals for medical hardships which require the submittal of annual reports and similar cases.</li> <li>10. In cooperation with the Building Safety Division, participate in the development of a text amendment on the County Outdoor Lighting Ordinance. The amendment will update tables to include compact florescent lighting and LED options.</li> <li>11. Consider proactive review and enforcement of non-compliance with land use decision's conditions of approval.</li> <li>12. Create a tracking system for code enforcement cases submitted and processed as part of the land use application process. Report results to BOCC.</li> <li>13. Refine property abatement process to cure violations.</li> </ol> |

| APPENDIX 2: WORK PLAN PROJECTS: SUMMARY MATRIX |   |
|--|---|
| DIVISION                                       |   |
| BUILDING SAFETY                                | <ol style="list-style-type: none"> <li>1. Manage staffing resources to meet increased business demands, particularly with a diversity of projects in Sisters and La Pine.</li> <li>2. Continue succession planning, cross-training, and technology and vehicle investments to maintain and improve efficiencies.</li> <li>3. Achieve an average of 6-10 stops at different construction job sites per day for each building inspector. Each "stop" includes multiple inspections.</li> <li>4. Achieve an average turnaround time on building plan reviews of 8-10 days.</li> </ol>  |
| ENVIRONMENTAL SOILS                            | <ol style="list-style-type: none"> <li>1. Continue to maintain or exceed service level goals and permit application processing time for site evaluations, design review and inspection of onsite wastewater treatment and dispersal systems.</li> <li>2. Achieve a 10-day turnaround for new construction permits.</li> <li>3. Prioritize addressing sewage health hazards and protecting public health and the environment.</li> <li>4. Continue working with the DEQ on permitting protective onsite wastewater systems in South Deschutes County.</li> <li>5. Participate with DEQ in the pursuit of groundwater protection solutions and possible implementation of the South Deschutes/Northern Klamath Groundwater Protection Steering Committee recommendations.</li> <li>6. Provide financial assistance opportunities when needed and appropriate to assist South Deschutes County property owners who do not qualify conventional loans to upgrade conventional onsite systems to nitrogen reducing pollution reduction systems (Nitrogen Reducing System Rebates and the NeighborImpact Non-conforming Loan partnership).</li> <li>7. Participate in the City of Bend Storm Water Public Advisory Group.</li> <li>8. Continue coordination with the City of Bend and DEQ regarding the southeast sewer interceptor and sewer expansion, and the impact on homeowners with onsite wastewater systems.</li> <li>9. Maintain and update the South Deschutes County Groundwater Protection Annual Report.</li> <li>10. Assess staffing needs to maintain service levels based on workloads.</li> <li>11. Participate in DEQ Accela task force to improve efficiency and clarity with the electronic permit system across the onsite program.</li> <li>12. Participate in the Upper Deschutes Agricultural Water Quality Management Area Local Advisory Committee.</li> </ol> |



1. **Agricultural Lands Re-Evaluation & Potential Re-Designation:** Re-evaluate agricultural lands, including serving on state committee(s) to define non-resource lands, initiate a local non-resource lands project, and monitor Douglas County's non-resource lands project.
2. **Community & Area Plans:** Complete Sisters Country Vision Plan, Engage Tumalo, Terrebonne, Newberry Country, and/or Deschutes Junction residents to determine if community plans, goals, and policies meet the current and future needs of the area. Only one or two such planning efforts may be initiated each fiscal year.
3. **Affordable Housing:** Consider developing a County housing strategy based on Tillamook and Coos County's plans. Participate in state committee(s) to consider rural accessory dwelling units.
4. **Deschutes Junction:** Initiate amendment to the Comprehensive Plan that allows for new rural industrial designations.
5. **Marijuana Regulations:** Implement the BOCC's direction to monitor or amend existing regulations.
6. **Natural Resources / Water:** Complete series of panel experts addressing water resource and conservation issues with a particularly emphasis on the relationship to land use and population growth and development. Consider initiating a review of County Goal 5 inventories and protection programs.
7. **Grading Ordinance:** Consider and evaluate whether to develop a grading ordinance.
8. **Growth Management Coordination:** Coordinate with cities, County departments, state agencies and organizations to develop and implement growth management plans.
9. **Central Oregon Large-Lot Industrial Land Need:** Continue to coordinate with the City of Redmond to initiate a UGB amendment for a regional large lot industrial campus.
10. **Natural Hazards:** Consider implementing the recommendations from the University of Oregon's Community Service Center's review of County Codes and policies regarding wildfire mitigation.
11. **Outdoor Mass Gathering Permit Amendments:** Amend Deschutes County Code 8.16 pertaining to Outdoor Mass Gatherings in coordination with County Legal Counsel.
12. **Historic Preservation—Certified Local Government (CLG) Grant:** Administer the 2017-18 CLG Grant from the State Historic Preservation Office, including managing the Sisters historic inventory project, and supporting Historic Preservation Month.
13. **Apply for 2019-2020 CLG Grant:** Coordinate with the HLC and City of Sisters on priority projects to including in the grant proposal.
14. **Planning Commission & Historic Landmarks Commission Policy & Procedures Manuals:** Develop policy and procedures manuals for the Planning Commission and Historic Landmarks Commission with subcommittees of each body. The purpose of the manual is provide a helpful reference guide pertaining to each commission's unique purpose, authorities, roles, decision making processes, applicable laws/regulations and documents, etc.
15. **Legislative Amendments:** Consider implementing amendments stemming from laws enacted by the 2017 and 2018 Oregon Legislative Sessions
16. **Population Forecast:** Coordinate with the County Assessor and Administration Office to complete the Portland State University, Population Research Center, annual Housing Unit and Population Questionnaire.
17. **Transportation:**
  - Continue to coordinate with the City of Bend to amend the County's Comprehensive Plan and Development Code to allow new airport-related businesses at the Bend Airport through a streamlined permitting process.
  - Initiate County Transportation System Plan (TSP) update in coordination with County Road Dept. if funded by the Oregon Dept. of Transportation.
  - Serve on the US 97 Parkway facilities management plan technical advisory committee.
  - Participate in the County Road Dept.'s Transportation Safety Action Plan (TSAP) process.
  - Initiate amendment to DCC 17.16.105 and related code sections regarding access requirements to rural subdivisions.
18. **Tracking Systems:** Develop, maintain, and improve tracking systems for: Comprehensive Plan and Community/Area Plan implementation activities; updates, necessary revisions, and potential areas for new plans; Destination Resort overnight lodging units; Limited Use Permits; Agri-tourism and other commercial events and activities; Marijuana Annual Reports; Non-farm dwellings; Medical Hardships; and Conditions of Approval, as necessary

## Appendix 3: Staff Directory

| Name                 | Title                              | Phone          | Email                              |
|----------------------|------------------------------------|----------------|------------------------------------|
| Nick Lelack, AICP    | Community Development Director     | (541) 385-1708 | Nick.Lelack@deschutes.org          |
| Krista Appleby       | Building Inspector I               | (541) 385-1701 | Krista.Appleby@deschutes.org       |
| Tim Berg             | Applications System Analyst III    | (541) 330-4648 | Tim.Berg@deschutes.org             |
| Keri Blackburn       | Permit Technician                  | (541) 388-6577 | Keri.Blackburn@deschutes.org       |
| Todd Cleveland       | Environmental Health Supervisor    | (541) 617-4714 | Todd.Cleveland@deschutes.org       |
| Kyle Collins         | Assistant Planner                  | (541) 383-4427 | Kyle.Collins@deschutes.org         |
| Rainer Doerge        | Building Inspector III             | (541) 385-1702 | Rainer.Doerge@deschutes.org        |
| Scott Farm           | Building Inspector III             | (541) 385-1402 | Scott.Farm@deschutes.org           |
| Lori Furlong         | Administrative Manager             | (541) 317-3122 | Lori.Furlong@deschutes.org         |
| Brandon Gilmore      | Applications System Analyst I      | (541) 317-3193 | Brandon.Gilmore@deschutes.org      |
| Owen Gilstrap        | Building Inspector III—Electrical  | (541) 388-6614 | Owen.Gilstrap@deschutes.org        |
| Chris Gracia         | Assistant Building Official        | (541) 388-6578 | Chris.Gracia@deschutes.org         |
| Tracy Griffin        | Administrative Assistant           | (541) 388-6573 | Tracy.Griffin@deschutes.org        |
| John Griley          | Code Enforcement Specialist        | (541) 617-4708 | John.Griley@deschutes.org          |
| William Groves       | Senior Planner                     | (541) 388-6518 | William.Groves@deschutes.org       |
| Peter Gutowsky       | Planning Manager                   | (541) 385-1709 | Peter.Gutowsky@deschutes.org       |
| Judy Hackett         | Permit Technician                  | (541) 385-1713 | Judy.Hackett@deschutes.org         |
| Angie Havniear       | Permit Technician                  | (541) 330-4611 | Angela.Havniear@deschutes.org      |
| Tim Heck             | Building Inspector III             | (541) 388-1047 | Tim.Heck@deschutes.org             |
| Zech Heck            | Associate Planner                  | (541) 385-1704 | Zechariah.Heck@deschutes.org       |
| Rodney Hines         | Permit Technician                  | (541) 383-6710 | Rodney.Hines@deschutes.org         |
| Larry Howard         | Environmental Health Specialist II | (541) 330-4666 | Larry.Howard@deschutes.org         |
| Steven Jensen        | Building Inspector III—Plumbing    | (541) 385-1700 | Steven.Jensen@deschutes.org        |
| Brandon Jolley       | Building Inspector III             | (541) 322-7182 | Brandon.Jolley@deschutes.org       |
| Diane Justus         | Admin Support Technician           | (541) 385-1730 | Diane.Justus@deschutes.org         |
| Jennifer Lawrence    | Permit Technician                  | (541) 385-1405 | Jennifer.L.Lawrence@deschutes.org  |
| Michael Liskh        | Building Inspector III             | (541) 388-1047 | Michael.Liskh@deschutes.org        |
| Izze Liu             | Associate Planner                  | (541) 388-6554 | Isabella.Liu@deschutes.org         |
| Nicole Mardell       | Associate Planner                  | (541) 317-3157 | Nicole.Mardell@deschutes.org       |
| Matt Martin          | Associate Planner                  | (541) 330-4620 | Matt.Martin@deschutes.org          |
| Nate Miller          | Assistant Planner                  |                | Nate.Miller@deschutes.org          |
| Brian Moore          | Building Inspector III             | (541) 323-5221 | Brian.Moore@deschutes.org          |
| Lisa Petersen        | Permit Technician                  | (541) 317-3188 | Lisa.Petersen@deschutes.org        |
| Sherri Pinner        | Management Analyst                 | (541) 385-1712 | Sherri.Pinner@deschutes.org        |
| Anthony Raguine      | Senior Planner                     | (541) 617-4739 | Anthony.Raguine@deschutes.org      |
| Tarik Rawlings       | Assistant Planner                  |                | Tarik.Rawlings@deschutes.org       |
| Jacob Ripper         | Senior Planner                     | (541) 385-1759 | Jacob.Ripper@deschutes.org         |
| Kiley Rucker Clamons | Environmental Health Specialist I  | (541) 383-6709 | Kiley.Rucker-Clamons@deschutes.org |

## Appendix 3: Staff Directory

|                  |                               |                |                                  |
|------------------|-------------------------------|----------------|----------------------------------|
| Peter Russell    | Senior Transportation Planner | (541) 383-6718 | Peter.Russell@deschutes.org      |
| Todd Russell     | Building Inspector III        | (541) 385-1700 | Todd.Russell@deschutes.org       |
| Randy Scheid     | Building Safety Director      | (541) 317-3137 | Randy.Scheid@deschutes.org       |
| Martha Shields   | Permit Technician             | (541) 385-1706 | Martha.Shields@deschutes.org     |
| Tanya Saltzman   | Associate Planner             |                | Tanya.Saltzman@deschutes.org     |
| Cynthia Smidt    | Associate Planner             | (541) 317-3150 | Cynthia.Smidt@deschutes.org      |
| Dan Smith        | Code Enforcement Specialist   | (541) 325-1710 | Dan.Smith@deschutes.org          |
| Dan Swarthout    | Building Inspector III        | (541) 385-1745 | Dan.Swarthout@deschutes.org      |
| Chris Tiboni     | Code Enforcement Specialist   | (541) 383-4397 | Christopher.Tiboni@deschutes.org |
| Jennifer Tidwell | Permit Technician             | (541) 385-1714 | Jennifer.Tidwell@deschutes.org   |
| Hether Ward      | Assistant Planner             |                | Hether.Ward@deschutes.org        |
| Laurie Wilson    | Building Inspector I          | (541) 383-6711 | Laurie.Worley@deschutes.org      |
| Richard Wright   | Building Inspector III        | (541) 617-4746 | Richard.Wright@deschutes.org     |