PLANNING DEPARTMENT
2016
ANNUAL REPORT

Keith L. Cubic
Planning Director
DOUGLAS COUNTY PLANNING
A PROGRAM COMMITTED TO
POSITIVE RESULTS
Douglas County
Planning Department
Annual Report for 2016

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2016 In Review

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Douglas County Planning Department
Annual Report for 2016

2016 IN REVIEW
2016 IN REVIEW
Planning Department Services

The Department places focus on recognizing that change happens and strives to keep things moving to achieve positive results and full compliance with applicable laws. The Department continuously monitors change to be able to adapt quickly and prevent programs from becoming stale. This approach maintains a contemporary focus that is consistent with changes in laws. The Planning Department believes change is an adventure and provides new opportunities.

Results are important in everything. Results come from effective time management, emphasizing your highest priorities, professional staff contributions, high standards, a single minded focus when needed, building and maintaining trust, competence and character. The Planning Department is continuously increasing effectiveness which is an important component of quality local government administration. Highlights of 2016 results include:

**PLANNING PROGRAM**

**TOTAL REGULATORY ACTIVITY:** Total regulatory activity in 2016 was down about 10%. While total program activity: planning, city assistance, on-site services, environmental health, mailroom is up about 6.5% in 2016.

**COUNTER ACTIONS:** 1,632 actions completed.

**LAND USE APPLICATIONS:** 225 completed together with 251 supporting pre-application conferences and required notice activity to complete the actions. Considering other ministerial actions there was a total of 756 land use actions, up 4.5% over 2015.

**ADVISORY COMMITTEES ACTIVITY:** The Planning Commission met ten times, considering both quasi-judicial and legislative items. Other groups supported by the Planning Department and meetings included: Hearings Officer ~ 1; Committee for Citizen Involvement ~ 4; Historic Resource Review Committee ~ 4; Emergency Medical Services Committee ~ 4; Planning Advisory Committees ~ 10; and, city Planning Commission and Council meetings ~ 22.

**PROCESSING TIME:** Average processing time for land use applications was 41 days in 2016. Swiftest were variances at about 22 days and the longest were land partitions at about 57 days. In 2016 conditional use permits were swifter however, boundary line adjustments were longer in comparison to 2015.

**PUBLIC MEETINGS:** Legal notices, staff reports, agendas, minutes, findings, proof of mailing, public meeting notices for all 45 public meetings conducted in 2016 were completed by Planning Department staff.

**BOARD OF COMMISSIONER AGENDA ITEMS:** The Planning Department staffed 23 Board of Commissioner agenda items in 2016.

**CLIENT CONTACTS:** In 2016 we experienced over 22,000 direct (phone/counter) client contacts and including electronic (webpage/emails) over 72,500 client contacts. This is a 2% increase in client contacts in 2016.
CUSTOMER COMMENT CARDS: In 2016, customer comment cards resulted in a 85% rating of exceeding expectations, a reduction from 2015. This has been largely attributed to the length of time for processing applications. Increasing that rating and processing time reduction will be a focus in 2017!

COORDINATION ACTIONS: There were only 3 annexations or reannexation actions while city and agency coordination actions increased to 41 actions in 2016.

ON-SITE SERVICES ACTIVITY: In 2016 permitting and final inspections remained level at 340. The program continues to be operational as a self-supporting activity in 2016.

OTHER PROGRAMS

ENVIRONMENTAL HEALTH ACTIVITY: Program activity includes licensing and inspections (restaurants, food carts, traveler's accommodations, public pools and spas, schools, day cares and camps), plan reviews, illness and animal bite investigations, drinking water system inspections and food handler training. Overall, inspection activities were up 35% over 2015 at 2,692.

AMBULANCE SERVICE AREA (ASA) ACTIVITY: The Emergency Medical Services Committee (EMSC) and/or subcommittee met four times in 2016. The update of the ASA Plan and Ordinance were completed with adoption by the Board of Commissioners in 2016. EMSC support, ASA provider coordination and review of franchise selection procedures continued throughout the year.

CITY ASSISTANCE PROGRAM ACTIVITY: The program continued serving three cities. Services to cities resulted in various legislative updates, training workshops, preapplication conferences and about 176 completed quasi-judicial, administrative and ministerial land use actions.

MAILROOM ACTIVITY: The Mailroom processed approximately 140,000 pieces of out-going mail and all incoming mail in 2016. Major users were: Tax Office, State Courts, Management & Finance, Planning, Sheriff's Office, Assessor and District Attorney (in that order).

REGULATION COMPLIANCE: This program experienced a staff change again in 2016. There were 196 enforcement actions acted upon during the year. The number of violation actions was down as a result of the transition of staffing. The program's focus continues to be on collaborative compliance and is only punitive when violations relate to a health hazard, flagrant or notorious violation situations.

Our programs are administered with a focus on client success, compliance with applicable and new laws, and tailoring to meet our citizens needs. We strive to achieve program goals and results. The maintenance of providing high quality public assistance, program education and overall high standards for our citizens will be a continuing focus for all programs administered in 2017.

Keith L. Cubic
Douglas County Planning Director
2016 Planning Department ACCOMPLISHMENTS

ASSOCIATION OF OREGON COUNTY PLANNING DIRECTORS
LEADERSHIP SEMINAR
MARCH, 2016

Important Lessons Learned in Leadership
Keith L. Cudic Planning Director

DOUGLAS COUNTY
LAND USE and DEVELOPMENT ORDINANCE

Dennis

DOUGLAS COUNTY LOCAL PARKS MASTER PLAN

SOUTHERN OREGON REGIONAL PLOT PROGRAM (SCRPPE) PROJECT SUMMARY REPORT MINORITY REPORT Pilot Project Counties: Douglas County Jackson County Josephine County Disenfranchised County: Douglas County

Douglas County STREET DIRECTORY
January 2016 Douglas County Planning Department
PROGRAM ACTIVITY
The Planning Department has maintained a Customer Comment Card Program since February 1995. The responses that the Department has received are very helpful in maintaining and improving the Department’s goal of customer service with Great Spirit. The comment card system is designed to focus our attention and energies on customer service, to obtain feedback and to assist us in strengthening public service. The Customer Service Program is on-going and gives the Department another outreach to our community.

In 2016, all comment cards received rated service in three categories: exceeding, meeting or below expectations. For the year, 85% of comments indicated exceeding expectations, with a 94% exceeding or meeting response. Our policy is to give the best service possible, to focus on win-win success and when saying no to do so respectfully, in a timely manner, and providing options if possible. The Planning Department reviews each comment, evaluates it and responds to each client who took the time to fill out a card. Public participation via our comment cards is important! It is an outreach and feedback system that benefits operations and clients. In 2017, special focus will be placed on strengthening the exceeding expectations ratings.
TOTAL CLIENT CONTACTS

In 2016, the Planning Department continued to support a high volume of counter contacts. An average of 62 incoming telephone calls and 27 walk-in clients per day. The following charts, based upon daily average client services, reflect the Planning Department’s total counter contacts.

DIRECT CONTACTS PER DAY = 89

TOTAL AVERAGE DAILY CONTACTS

Client contacts can range from five minutes to 90 minutes. Most counter contacts can be resolved in 15 minutes. Pre-application conferences may run to two hours. An estimated average client contact is calculated at 15 minutes. In 2016, the Planning Department responded to about 22,000 counter or telephone contacts. 2016 staff resources for client contacts based on the average counter contact time is about 2 FTEs required on a daily or annual basis to respond to Department customer counter contacts.
In addition, the Planning Department received a daily average of 200 electronic contacts daily in calendar year 2016. When counter contacts and electronic contacts are combined, the Planning Department provided client service to 72,500 in 2016. The totals are reflected in the following chart:

2016 ANNUAL CONTACTS

![Bar chart showing 22,000 office contacts, 50,200 electronic contacts, totaling 72,500]

LAND USE ACTIVITY

The County has a continuing focus on positive results and legislative amendments that emphasize deregulation, simplification and streamlining where the law allows.

To address Oregon’s “simply complicated” land use laws Douglas County has developed three types of land use actions. Land use actions in 2016 were 45% ministerial, 51% administrative, and 4% quasi-judicial. Ninety-seven percent of all actions were processed at the staff level to make the system work and to maintain the strong customer service focus. The more complex and often contentious cases are processed as administrative and quasi-judicial applications. Contested cases require significant increases in staff workload especially related to notices, meetings and development of staff reports.
Overall, program activity increased in 2016 however, regulatory actions decreased slightly. Notable changes were the following: Up in 2016 were land use actions, planning advisory committee activity, coastal actions, city land use activity, environmental health reviews, client contacts; slightly lower activity was in on-site services, mailroom, addressing and enforcement. Other services and activities of note during the year were:

- HRRC program grant, committee and administration
- Coastal program administration
- Citizen Involvement & Planning Advisory Committee program maintenance
- City Assistance program continuation for Myrtle Creek, Winston and Sutherlin
- Local Parks Master Plan project update
- Natural Hazard Mitigation Plan project update
- GIS system and data maintenance
- Southern Oregon Regional Pilot Program Task 8 project completion
- Community Wildfire Protection Plan maintenance, monitoring and administration
- Legislative update to the Land Use & Development Ordinance
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TOTAL REGULATORY ACTIONS
DOUGLAS COUNTY PLANNING  
TOTAL REGULATORY ACTIONS  
2016

<table>
<thead>
<tr>
<th>ITEMS PROCESSED AT THE COUNTER: WORKSHEETS, FLOODPLAIN REVIEWS, AGENCY REFERRALS, COVENANTS, NON-STRUCTURAL WORKSHEETS, EXTENSIONS, LOT OF RECORD LETTERS</th>
<th>1,632</th>
</tr>
</thead>
<tbody>
<tr>
<td>PRE-APPLICATION CONFERENCES</td>
<td>251</td>
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<tr>
<td>LAND USE APPLICATIONS: MINISTERIAL, ADMINISTRATIVE, QUASI-JUDICIAL</td>
<td>225</td>
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<tr>
<td>ENFORCEMENT ACTIONS ACTED UPON</td>
<td>196</td>
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<tr>
<td>SPECIAL DISTRICT ANNEXATION ACTIONS</td>
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<tr>
<td>COORDINATION PROGRAM ACTIONS</td>
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<tr>
<td>LOMAS: FEMA FLOODPLAIN MAP REVISIONS</td>
<td>14</td>
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<tr>
<td>ADDRESSES ISSUED: COUNTY, CITY</td>
<td>194</td>
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<td>NEW ROAD NAMES, SIGNS, &amp; SUBDIVISION ADDRESS SYSTEMS</td>
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<td>BOARD OF COMMISSIONER LAND USE HEARINGS OR APPEALS</td>
<td>6</td>
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<td>FORMAL DIRECTOR DETERMINATIONS, TRAINING GUIDES &amp; SWPP PARTICIPATION</td>
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<tr>
<td>MEETINGS OF GOVERNING BODIES: PC, HRRC, CCI, HO, EMSC</td>
<td>23</td>
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<tr>
<td>BOARD OF COMMISSIONER AGENDA ITEMS</td>
<td>23</td>
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<td>LEGAL AND MEETING NOTICES</td>
<td>112</td>
</tr>
<tr>
<td>MAJOR INVENTORIES, ATLASES OR PUBLICATIONS</td>
<td>9</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>2,737</strong></td>
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IN 2015, THE PLANNING DEPARTMENT WAS RESPONSIBLE FOR 3,061 REGULATORY ACTIONS IN THE ADMINISTRATION OF DOUGLAS COUNTY'S PLANNING PROGRAM.  

<table>
<thead>
<tr>
<th>ACTIONS BREAKDOWN</th>
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<tbody>
<tr>
<td>MONTH</td>
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<tr>
<td>WEEK</td>
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<tr>
<td>DAY</td>
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</tbody>
</table>

(52 WEEKS x 5 DAYS - 9 HOLIDAYS = 251)
PLANNING DEPARTMENT ORGANIZATION
By Keith L. Cubic, Director

One of the strengths of the Douglas County Planning Program proves to be its committed staff. Planning Department functions are organized into three sections: PLANNING SERVICES, SPECIAL PROGRAMS, and SUPPORT SERVICES. Each of these sections offers a variety of services specific to its area of expertise. The services of the special programs section experience the greatest changes on an annual basis. In our administration we focus on positive results for the citizens of Douglas County.

The Planning Department provides technical assistance and information to the public and local officials, administers the County land use regulations, and supports a variety of planning associated programs. This responsibility involves nine principal functions which are listed as follows:

1. **Staff support to governing bodies** (Board of Commissioners, Planning Commission, Committee for Citizen Involvement, Historic Resource Review Committee, Planning Advisory Committees, Emergency Medical Services Committee), including research, development of proposals, arranging public hearings, and serving as technical advisors on development and land use matters to fulfill state and local laws and administration of related programs.

2. **Administration of the County's Land Use and Development Ordinance (LUDO)** including zoning, land divisions, PUDs, comprehensive plan amendments, addressing, citizen involvement program, cultural and historic resource conservation, and maintenance of the LUDO.

3. **New development management** through the clearance of all building and mobile home placement permits and clearance of a wide range of state agency land use authorizations to certify activity complies with state local planning as required by state and local laws.
4. **Long range planning**, special studies, CWPP, NHMP, inventories, comprehensive plan update and maintenance, statewide planning involvement, relations with Land Conservation and Development Commission, coordination with special districts and cities, and coastal planning.

5. **Mapping including comprehensive plan maps, GIS system mapping, zoning atlas, and addressing.** Includes: maintaining and updating comprehensive plan and zoning maps, management of addressing system, road naming, special purpose maps, administration of floodplain program, community rating system and maps, other miscellaneous resource mapping data and brochures.

6. **Contracted services and grant programs**, land use administration, development management and governing body support for the city assistance program. DEQ contract for administration of on-site services for review and permitting of sewage treatment systems. Administration of the Environmental Health Licensing Program under the County contract with the Oregon Health Authority. Special program grant administration related to projects and activities administered by the Department for which an outside funding source is used (historic resources, hazard studies, MSAG program).

7. **Public assistance** such as pre-application conferences, counter responses, public presentations, coaching and problem solving on land use applications and procedures required to comply with state and local laws.

8. **Special project support** to the Board of Commissioners or County in general, in areas associated with planning or the related expertise of the Department staff in organizational issues, citizen involvement, development of legislation or policy, and the ambulance service administration on behalf of the County.

9. **Miscellaneous technical functions** which include preparation of required compatibility statements and reports, computer data base, notices, findings, procedural and review requirements, and other technical activities related to the County planning program.
The Department's major functions are contained within this listing. Most are required to comply with Oregon's planning laws and contract program laws. The nine functions listed characterize the most common work responsibilities.

The major components of Oregon land use law governing the Planning Department activities are Oregon Revised Statutes (ORS), Oregon Administrative Rules adopted by state agencies to carry out the ORS, Douglas County LUDO, the Douglas County Code and the Board of Commissioner's standard for excellence and public service.

The Department places emphasis on quality services, timely and accurate information, and on win-win outcomes. Not all requests can be approved, options are always considered. The Planning Department is constantly striving to improve, streamline and apply our program to achieve a better future. The Planning Department is active in issues of statewide planning, Land Conservation and Development Commission activities, the laws related to contract services and represents rural Oregon on statewide issues.

For the Planning Department, 97% of personnel are mandated by state laws or the LUDO and 3% of personnel are based on other assigned County duties. In the bigger picture, for all programs administered by the Planning Department, 73% of staff are required by mandates of law, 19% by contract and 7% by other assigned County duties.

**PLANNING SERVICES**

In the administration of the LUDO focus is placed on client success, full compliance with state and local laws and a positive experience. Staff also assists the Planning Commission and Board of Commissioners on land use issues. The primary work areas of the section include: counter services, pre-application conferences, and processing administrative & quasi-judicial actions. Staffing of the historic resources and coastal planning programs, support of local planning advisory committees and the Committee for Citizen Involvement are other important roles. Responsibility for legislative updates to the LUDO and *Comprehensive Plan* (Plan), specialty planning activities, land use administration for contracted cities (Myrtle Creek, Sutherlin and Winston) and floodplain program administration are program activities. Many of the duties synthesize statewide land use planning regulations, federal
agency regulations, and other state and local agency regulations into a client
focused local program. Duties also include: maintain and update the Plan,
elements, support documents and inventories; and, the maintenance of
planning mapping, geographic information system, digital mapping and the
official zoning maps. On-Site Services, subsurface sewage system permitting
under an intergovernmental agreement with DEQ, MSAG/E911, GIS map and
data maintenance under an intergovernmental agreement with Office of
Emergency Management, and, grant programs, various planning related
special programs that are integrated into Oregon’s land use program (CWPP,
Coastal) are also administered within the Planning Services activity area.
Staff, together with the Director, represents the County in statewide
involvement and legislative activities.

SUPPORT SERVICES

Program duties relate to support activities for operations. Actions are focused
on synchronization, compliance with legal requirements and customer service.
Primary work areas are: public assistance, general Department assistance
and coordination, administration of public notices and meetings laws, and
maintenance of office procedures handbooks. Administration of the customer
comment card program, special surveys and annual report. Records
management and assistance to clients with general information, scheduling
of appointments, records requests, and information assistance is also
included. Regulation enforcement is a part of this office activity. The
Planning Department supervises a collaborative program for regulatory
enforcement. It is designed to coordinate compliance. The service provides
assistance on solid waste, subsurface sewage, building, planning, and public
works compliance issues. Additional duties include administration of the
special district annexation and creation process, addressing, addressing
atlas, operating the County Mailroom, and monitoring the Department
webpage.

SPECIAL PROGRAMS

The Planning Department administers a range of programs in addition to land
use management and administration. They are directly tied to the Planning
Department’s management expertise and related duties. They have a similar
regulatory focus to the Planning Department. They include:
- Environmental Health, administration of licensing program for public facilities, lodging and food and drinking water providers under an intergovernmental agreement with Oregon Health Authority. This program is funded by revenue related to inspections and licensing.

- Emergency Medical Services, administration of Douglas County’s ambulance service ordinance and plan, franchise program and staffing of the Emergency Medical Services Committee.

- City Assistance Program, the Planning Department, by contract, serves planners for three of our 12 cities. The program was expanded in 2015 to include the third city. The program is funded by the cities. It is a mutually beneficial activity and enhances coordination and quality planning services for the citizens of the Myrtle Creek, Sutherlin and Winston.

This activity also includes staffing for and administration and management of grant programs and Board of Commissioner special projects. Special program activity can also include representation of Douglas County in a range of related statewide planning program activities including: OARs, ORS, legislation, DLCD relations, state agency coordination and consultation with the AOC and NACO on planning and development policy issues.
2016 - 2017 PLANNING DEPARTMENT ORGANIZATIONAL CHART

Planning Director/Administration
FTE 2

Personnel Administration / Budget / Support to Governing Bodies
Public Assistance / Grant Administration / Statewide Planning
Southern Oregon Regional Pilot Program / Ambulance Service Program

Support Services
FTE 3.5
Public Meetings & Notices
Records
Customer Service
Addressing
Office Management
Special District Annexations
Enforcement

Planning Services
FTE 8.5
Administer LUDO
New Development Management
Long Range Planning
Mapping & GIS
Historic Resource Program
Floodplain Administration
CWPP & NHMP
Coordination Program
Pre-Application Conferences
Citizen Involvement & PAC Program
MSAG / E-911 GIS
On-Site Services
Coastal Planning

Special Programs
FTE 7
City Assistance
Environmental Health
EMS & Ambulance Franchises
County Mailroom
County Forester
PROGRAM ADMINISTRATION

LAND USE MANAGEMENT

- LAND USE ADMINISTRATION
- PLANNING COMMISSION
- CITIZEN INVOLVEMENT (PAC & CCI)
- BOARD OF COMMISSIONERS SUPPORT
- COASTAL PLANNING
- CITY ASSISTANCE
- HISTORIC RESOURCE REVIEW COMMITTEE
- FLOODPLAIN MANAGEMENT
- INVENTORIES/MAPS/GIS
- CWPP
- MSAG/E911 SUPPORT
- OSS PROGRAM

ADMINISTRATION

- PUBLIC MEETINGS & NOTICES
- BOARD OF COMMISSIONERS AGENDA ITEMS
- CLIENT CONTACTS & CUSTOMER COMMENTS
- SPECIAL DISTRICTS
- DOCUWARE/ARCHIVES/PUBLIC RECORDS
- ADDRESSING
- BUDGET & OFFICE ADMINISTRATION
- WEBSITE
- GRANT PROJECTS
- REGULATION ENFORCEMENT
- MAILROOM
- EMSC & AMBULANCE FRANCHISE PROGRAM & ORDINANCE

SPECIAL PROGRAMS

- CITY ASSISTANCE
- ENVIRONMENTAL HEALTH
- AMBULANCE SERVICE ORDINANCE ADMINISTRATION
- COUNTY FORESTER
ADVISORY COMMITTEES

The Planning Department provides staff support to a variety of citizen’s advisory groups. They are an integral part of local land use planning. The groups are appointed by the Board of Commissioners and represent our citizens in helping to establish policy and make land use decisions or are established as part of a planning program or grant administration citizen involvement duty. Major committees and commissions involving Planning Department support include:

DOUGLAS COUNTY PLANNING COMMISSION: Seven-member group who participates in land use policy and code administration decisions on behalf of the county citizens.

HISTORIC RESOURCE REVIEW COMMITTEE: Seven-member advisory committee to the Board of Commissioners, Planning Commission and Planning Department with a focus on implementing Douglas County’s historic resources program.

COMMITTEE FOR CITIZEN INVOLVEMENT: Seven-member advisory committee to the Board of Commissioners, Planning Commission and Planning Department for issues related to implementing Statewide Planning Goal 1 and the County’s citizen involvement program.

PLANNING ADVISORY COMMITTEES (6): Which are regional groups comprising of five to nine members advising the County on a wide-range of land use or other matters.

COMMUNITY WILDFIRE PROTECTION PLAN (CWPP): Fifteen-member technical advisory group who assist in updating the CWPP. This implements a portion of the SWPGs, FEMA requirements and Emergency Economic Stabilization Act of 2008.

SOLID WASTE ADVISORY COMMITTEE (SWAC): The Planning Director serves as a member of this seven-member group. The SWAC advises the Public Works Department and Board of Commissioners on administration and policy issues related to the solid waste program.

WINSTON, MYRTLE CREEK & SUTHERLIN PLANNING COMMISSIONS: Through the City Assistance Program, these three groups participate in land use policy and code administration decisions at the city level on behalf of city citizens.

SOUTHERN OREGON REGIONAL PILOT PROGRAM (SORPP) TECHNICAL ADVISORY COMMITTEE (TAC): A special eight member TAC to advise Douglas County, through the Planning Department, on the LCDC Technical Assistance Grant to create a proposed amendment to the SWPP differentiating resource lands from non-resource lands in southern Oregon and as a possible statewide model for future change. (Project completed in 2016)

EMERGENCY MEDICAL SERVICES COMMITTEE: Nine-member group responsible for coordination of ambulance service administration consistent with the Douglas County Ambulance Plan and Ordinance.

NATURAL HAZARDS MITIGATION PLAN (NHMP) COMMITTEES (3): These committees help develop the NHMP, advise on related issues and are a component of the project grant requirement.
ANNUAL REPORT RESOURCES

- Planning Services 2016 Annual Report
- Support Services Annual Report 2016
- 2016 Annual Report On-Site Services
- Environmental Health Program 2016 Annual Report
- 2016 Citizen Involvement Program Year End Report
- 2016 Historic Resources Year End Report
- Title III 2016/17 Quarterly Reports
- 2016 Customer Service Report
- Mailroom Activity Report 2016
- Addressing 2016 Year End Report
- 2016 Comprehensive Plan Programs, Projects and GIS Year End Report
- 2016 Coastal Activity Report
- 2016 City Assistance Program Year End Reports
- 2016 Annual Report Regulation Enforcement Program(s)