Washington County’s Department of Land Use & Transportation

2010 ANNUAL REPORT
Andrew Singelakis, Director

Serving the People of Washington County
New Leadership, New Challenges and New Opportunities

We welcomed Andrew Singelakis as our new Director in March 2010. He joined us after six years in Tucson, Arizona, the last four as the Deputy Director of Transportation. As Andrew took the reins, the Department of Land Use and Transportation (LUT) was facing a number of unprecedented challenges and opportunities.

Our Current Planning, Building Services and County Surveyor funds—all dependent on development fees—continued to struggle in 2010, resulting in another year of staffing reductions in those areas. On a positive note, 2010 was also the first full year we received additional revenues as a result of the state’s 2009 transportation funding bill (HB 2001), which increased vehicle registration fees and the weight mile taxes paid by commercial truckers. In January 2011, HB 2001 also increased the state tax on gasoline and diesel fuel (which had not increased since 1993) by six cents. Initially, we are using these additional funds to restore some of the road maintenance services cut in recent fiscal years.

Due in part to a one-time influx of federal stimulus funds, our 2010 construction season was one for the record books. Capital Project Management administered 21 projects—double the workload of a normal construction season. Our Engineering Section designed three bridges and three road projects while supporting a dozen projects under construction. We updated the Road Standards and street lighting policies. We also got our Traffic Operations Center up and running, providing real-time capabilities to monitor and adjust traffic signal timing at a limited number of intersections. Over time, we will add these capabilities to more of our signal network, improving traffic flow and reducing congestion. Meanwhile our Operations and Maintenance staff struggled to find paint for summer road striping due to a global road paint shortage!
Long Range Planning continued its work on several important long-term planning projects, including the North Bethany Community Plan and transportation funding strategy, the West Bull Mountain Concept Plan, and the regional urban and rural reserves effort.

In Fall 2010, Andrew appointed Steve Franks as Development Services Division Manager, with responsibility for the Current Planning and Building Services programs. Steve has taken the lead on an ongoing Development Review Process Improvement program to look for opportunities to streamline processes and enhance customer service throughout LUT.

Even as the economy remains challenging, Washington County continues to be a remarkably attractive place to live, work and do business. The staff of LUT take pride in our contributions to our residents’ quality of life.

Our mission is twofold:

1. Building and maintaining the best transportation system
2. Planning and protecting the uses of the land

Under the direction of the Board of County Commissioners, LUT works in coordination with our city, regional and state governments to provide a wide range of transportation, planning, permitting and road construction and maintenance services. Those primarily concerned with land use are in the Charles Cameron Public Services Building, 155 N. First Avenue in downtown Hillsboro. Those primarily concerned with transportation are located at the Walnut Street Center, 1400 SW Walnut Street on Hillsboro’s west end.

Read on to find out more about how we implement our mission...
**Administrative Services**

Administrative Services provides leadership and business support to the divisions of the Department of Land Use and Transportation. We collect, analyze and present information in support of effective management decision making, including strategic planning and policy development. Our support services include:

- coordinating public information, communication and media relations for the department;
- coordinating payroll, budget development, preparation for emergencies, and provisions for the safety of employees; and
- acting as the department’s liaisons with Finance, Human Resources and Information Technology Systems.

LUT operated in 2010 with a budget of $199.7 million and a staff of 307. Responding to the recessed economy, Administrative Services helped distressed enterprise funds implement strategic expenditure reductions, and worked collaboratively with other divisions and departments to mitigate staffing impacts.

2010 was the first full year of increased vehicle registration fee revenue from HB 2001, which resulted in an additional $2.8 million realized over the prior year. The department initiated a strategic planning process to identify appropriate allocation of these resources to address our infrastructure development and maintenance needs.

**Emergency Response**

Our department completed a Continuity of Operations Plan that will address essential business continuity services following a disaster. LUT staff assisted with the update of the county’s Natural Hazard Mitigation Plan, which was approved by FEMA, allowing us to apply for future FEMA disaster mitigation grants. We held a Department Operations Readiness Day for staff to familiarize themselves with their roles and responsibilities during an emergency and hosted a Winter Planning Meeting for our response partners around the county.

**Safety and Risk Prevention**

Our Safety Specialist regularly visited crews in the field, conducted safety committee meetings, and coordinated quarterly reviews of our buildings and equipment yard. He ensured that all safety compliance training and hearing tests were accomplished, along with semi-annual winter and summer safety training programs.

**2010 injuries among all LUT staff:**

- **19 Recordable Injuries** (up 35.7% from 2009)
- **2 Lost Time Claims** (same as 2009)
- **185 Lost Time Days** (up 1133% from 2009 due to one injury)
- **5 Modified/Restricted Duty Injuries** (down 58.3% from 2009)
- **256 Modified Duty Days** (up 23.7% from 2009)
The Long Range Planning division serves four primary functions: (1) countywide transportation planning, (2) community land use planning for unincorporated areas of the county, (3) economic and demographic information generation, and (4) Geographic Information Systems (GIS) mapping. Division efforts are coordinated with the cities in Washington County and regional, state and federal partners. The division’s staff concentrates efforts on transportation and land use policies, including changes to the County’s Comprehensive Plan.

In 2010 staff processed five land use ordinances (including key elements of the multi-year North Bethany and Urban and Rural Reserves projects) and eight plan amendments (five approved, four of which featured technically challenging processes). Staff also worked on six complex projects such as Intergovernmental Agreements with Metro on Urban and Rural Reserves; funding for North Bethany infrastructure; and developing an illustrative concept plan for West Bull Mountain. These projects were adopted by the Board in 2010.

Efforts continued on the Urban and Rural Reserves process to identify lands where Metro could expand the Urban Growth Boundary (if needed) and conversely, where farm and forest lands and natural resources would be protected from urbanization for the next fifty years. Throughout the year, staff provided technical support for the Board’s adoption of an intergovernmental agreement with Metro and two supplements to that agreement.

Long Range Planning, in close cooperation with the Department of Housing Services, applied for federal and regional grants (secured in early 2011) to begin a three-year study of the Aloha-Reedville area. This effort will result in possible changes to the Comprehensive Plan along with funding strategies to encourage private and public investments to enhance this unincorporated community.

The division’s transportation staff continues to collaborate with Washington County cities, Metro, the Oregon Department of Transportation, and the U.S. Department of Transportation to improve the efficiency and connectivity of the county’s roadway system. Work continued on the Regional Transportation Plan, much of which will be considered as staff begins the county’s Transportation Plan update in 2011.
Development Services

The Development Services Division’s work focuses primarily on facilitating development and construction in the unincorporated portions of the county, in compliance with applicable plans and codes. Prior, during, and after permit issuance, we collaborate with our customers, other county divisions, and service providers such as Clean Water Services and fire, school, and park districts. In short, we work to help our citizens:

**Plan Responsibly. Build Safely. Live Well.**

**Current Planning Services** assists customers with the process of developing property in conformance with local plans and codes.

**Building Services** assists customers with the process of building, remodeling, and site work in conformance with state and local codes.

**Code Compliance** assists citizens regarding the potentially inappropriate use or condition of properties.

**A Year of Change: Responding to Trends and Customer Service Needs**

In October, we welcomed Steve Franks as our new Development Services Manager in the midst of a very challenging period. 2010 was the third year in a row of staffing reductions due to reduced activity levels and revenues. Three Current Planning staff members were transferred out of the division and Building Services staff was reduced by twelve positions through transfers, layoffs and attrition. In spite of these staffing reductions, Development Services staff worked diligently and creatively with property owners, developers, and banks to respond to the myriad challenges presented by new market realities.

After two years of significant declines, 2010 brought a slight increase in Development Services activity levels, in both the Current Planning and Building Services programs. We anticipate a slight increase in activity again in 2011. For the first time in several years, we processed more rural than urban land use applications in 2010, with Measure 49 and a large number of rural replacement dwelling applications contributing to this shift.

**Greening the Code**

In 2010, staff began a multi-year project to identify county code barriers to energy-efficient and sustainable development. A report will be completed in late 2011, with recommendations for potential code changes to help achieve more energy-efficient development. The project is funded by a U.S. Department of Energy grant.
In the fall of 2010, LUT initiated a study to identify opportunities to improve our development review processes and associated customer service practices. Goals of this study included:

- Ensure that procedures and interpretations are effective, consistent with state law, and best facilitate the county’s planning goals;
- Simplify and streamline our processes for both internal and external clients; and
- Ensure consistent delivery of quality customer service.

A report completed in early 2011 lays a foundation for continuous improvement initiatives for an ongoing department-wide “Process Improvement Program.” Development Services staff have a key role in leading this important work. We began streamlining our plan review and permitting processes in late 2010, and look forward to continuing this work in 2011.
Engineering and Surveying

Under the leadership of the County Engineer, Engineering and Surveying provides design and survey expertise, maintains the county road standards, maintains and replaces traffic control devices and handles traffic engineering. The County Surveyor maintains survey records, preserves property rights, and supports the County Engineer’s work. Our mission is to provide, operate, and maintain a safe and efficient county road system.

Stimulus Funded Improvements in 2010

The American Recovery and Reinvestment Act (ARRA) funded many improvements in Washington County Projects started in 2009 with installation of 32 solar powered school zone flashing units. Accomplishments in 2010:

- Re-timed traffic signals on 20 major county corridors for improved traffic flow
- 372 flashing yellow arrows installed at 174 key intersections
- 142 interior-illuminated signs replaced with reflective signs saving $50K in electricity annually
- 85 intersections upgraded with emergency vehicle pre-emption
- 1,420 count-down pedestrian signals installed at crossings
- 80 intersections converted to video traffic signal detection
- 49 intersection traffic controllers upgraded enabling future Intelligent Transportation System features

Statistics for 2010

Community Development

- 89 Public Land Corners re-monumented, 118 maintained, and GPS mapping control performed at 145 locations
- 86 plats (subdivisions, condos, and partitions) reviewed and approved
- 194 records of survey reviewed
- 16 traffic analysis staff reports associated with land development proposals
- 194 development inspections completed and 35 developments finalized
- 17 public road improvement projects currently in design or construction
Neighborhood Streets Program

- 14 neighborhood safety campaigns conducted
- 4 neighborhood meetings held
- 1 speed hump removed for half-street improvement and replaced with speed cushion
- 10 locations had speed display sign posted for a period of 1 month or more

Staff Recognition

County Engineer Greg Miller (right) was named ‘Engineer of the Year’ by the Oregon Association of County Engineers and Surveyors (OACES) for his long time support of OACES and for the excellent work the Engineering and Surveying Division has done under his leadership. OACES also gave Awards of Merit to County Surveyor Jim Elam and Survey Supervisor Linda Rigutto, both of whom are appreciated by their counterparts around the state.

Traffic Signals and Street Lights

- 200 non-SDL street lights repaired
- 3,148 traffic signal inspections/repairs
- 404 traffic signaling devices maintained (284 signals, 30 flashers, and 90 school flashers)

Safety Improvements

- Installed rectangular rapid flashing beacons at pedestrian crosswalk on Bethany Blvd. at St. Andrews
- Installed flashing yellow beacons at pedestrian crosswalk
- Installed 2 solar powered poles and 1 speed display sign
- 1,324 new requests received for traffic signs and striping as well as other operational and safety issues

School Safety

- Submitted an application for a Safe Routes to School infrastructure grant requesting $410,882 for improvements
- Relocated 3 solar School Zone flasher assemblies
- Worked with 5 school districts, with 74 schools (including 14 private schools), affecting 131 county roads, to help kids get to and from school safely

Special Event Permits

- 45 applications for running or bicycle races received, 33 permits issued
- 12 permits issued for parades
- 3 permits issued for film/video events
- 27 block parties approved
- 16 road closures processed
Capital Project Management

The Capital Project Management (CPM) division oversees the development, design, and construction of major transportation improvement projects throughout the county, including roads, sidewalks, bikeways, bridges and drainage facilities.

Capital Construction in 2010

We administered a record number of projects in 2010, including the ARRA stimulus-funded projects listed in the Engineering and Surveying section. CPM was a critical partner with Engineering and Surveying in preparing, bidding, and managing construction of the ARRA projects. Washington County pursued ARRA projects that would result in environmental and energy saving benefits. In addition to reducing energy consumption, the completed projects will ease congestion, help improve air quality, and provide a safer traveling environment for vehicles, bicycles and pedestrians.

We also completed a number of projects funded through the county’s Major Streets Transportation Improvement Program (MSTIP)—the innovative funding program that gives county residents local control of improvements to their transportation network.

MSTIP funding is determined annually by the Board of County Commissioners as part of the county’s budgeting process. It is anticipated the annual MSTIP allocation will be approximately $30 million through 2013.

Other funding sources for road improvements in Washington County are the Transportation Development Tax, state funds (OTIA, transportation enhancement, bike/pedestrian grants, gas tax allocation), and federal funds. However, the heart of the CPM work program is MSTIP.

Capital Projects substantially completed in 2010:

- Cornelius Pass Road (Quatama to Frances St)
- Saltzman Road (Cornell to Bauer Woods)
- Highway 99W/Hall Blvd/Greenburg Rd
- Banks/Vernonia Trail improvements
- Banks/Sellers Road intersection
- SW 185th Avenue (Shaw to Kinnaman)
- Kaiser/Bethany intersection
- Kaiser/Laidlaw intersection
- Tualatin-Sherwood Road/Gerda intersection
- Susbauer Road railroad crossing

For the past several years, our taxpayers have benefitted from a highly competitive bidding environment. Extremely favorable bids on our 2010 capital projects enabled CPM to advance several projects that previously lacked adequate funding. As an additional benefit, the projects administered by CPM have helped sustain the local consulting and contracting communities.
Operations and Maintenance

Operations and Maintenance maintains and repairs roads, bridges and drainage ways; tends roadside vegetation; and oversees private construction activities that occur within the public right-of-way.

Total Road Miles Maintained (centerline miles)

County Road System Statistics

- 1280 total centerline miles
- 1055 miles paved
- 225 miles gravel
- 189 bridges
- 2,999 culverts (> 6”)
- 863 miles of drainage ditches
- 36 miles of guard rail.

Maintenance activities performed on the county road system in 2010:

- 960 lane miles of road striping
- 49.5 miles of paving by contractors and county crews
- 211 miles of gravel roads graded
- 386 miles of vegetation maintenance
- 422 shoulder miles of ditch maintenance

Paving Award for Bald Peak Road

The Asphalt Pavement Association of Oregon awarded Washington County the First Place Quality Award for asphalt pavement construction in the Rural Road Category, for paving of Bald Peak Road. The Operations Division designed and managed the paving overlay. The road work was performed by Baker Rock Resources during the summer of 2009.
Service Requests:
About one-third of the maintenance work accomplished during the last year resulted from resident requests. There were a total of 1439 requests and the top five categories were:

- Vegetation removal – 341 (sight distance, obstructing street/ sidewalk, etc.)
- Pothole filling – 163
- Dead animal pickup – 125 (only large animals that create a hazard)
- Trash pickup – 81
- Gravel road grading – 69

The number of service requests per year has remained fairly consistent over the last three years and the top five request categories have remained the same over the last four years, except for an unusually high number of requests for snowplowing during the winter of 2008-09.

Bridge Condition: Overall Average Sufficiency Rating

Sufficiency ratings were developed by the FHWA to serve as a prioritization tool to allocate funds. Ratings vary from 0 percent (poor) to 100 percent (new). The formula considers structural adequacy, functional obsolescence, and its level of service to the public. The average age of Washington County’s bridges continues to increase and sufficiency ratings have declined; however, with increased funding provided by HB2001, an additional $2 million will be allocated to bridge replacements in FY2011-12.

Pavement Condition Index

<table>
<thead>
<tr>
<th>Functional Class</th>
<th>2009 PCI</th>
<th>2010 PCI</th>
</tr>
</thead>
<tbody>
<tr>
<td>Urban Arterial</td>
<td>90</td>
<td>75</td>
</tr>
<tr>
<td>Urban Collector</td>
<td>89</td>
<td>77</td>
</tr>
<tr>
<td>Rural Arterial</td>
<td>93</td>
<td>77</td>
</tr>
<tr>
<td>Rural Collector</td>
<td>92</td>
<td>82</td>
</tr>
<tr>
<td>Rural Local</td>
<td>93</td>
<td>75</td>
</tr>
<tr>
<td>Neighborhood Route</td>
<td>87</td>
<td>83</td>
</tr>
<tr>
<td>Urban Local</td>
<td>88</td>
<td>85</td>
</tr>
<tr>
<td>Non-URMD-eligible Local</td>
<td>81</td>
<td>71</td>
</tr>
<tr>
<td>System Average</td>
<td>90</td>
<td>80</td>
</tr>
</tbody>
</table>

The Pavement Condition Index (PCI) is a numerical rating between 0 and 100 (new) to indicate the condition of the road’s structure and surface. Several factors contribute to the declining average pavement condition, most notably reduced expenditures for major paving projects, which fell from a high of $2.7 million in FY2008-09 to under $800,000 in FY2009-10; however, with increased funds provided by HB2001 the proposed spending for paving in FY2011-12 is $2.9 million.
Urban Road Maintenance District (URMD)

URMD is the funding mechanism for preventative maintenance of public urban local roads outside of cities. Property owners in URMD pay $0.2456 per $1,000 assessed value. Currently, there are 426 miles of URMD-eligible roads. In 2010, the district spent $1.55 million on maintenance activities. The cost to administer the district in comparison to maintenance activities was 9.88 percent.

The Urban Road Maintenance District Advisory Committee (URMDAC) was formed in late 2010 and will work with county staff and advise the Board of Commissioners on issues related to road maintenance provided by the district. URMDAC members will review and make recommendations regarding service levels and annual work programs, assist in evaluating the cost effectiveness and efficiency of URMD and advise on continuation of URMD and/or other long-range funding opportunities for road maintenance. Their first meeting was held in January 2011.

<table>
<thead>
<tr>
<th>Service Request Labor Hours by Activity</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Scheduled</strong></td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td><strong>Unscheduled</strong></td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td>Vandalism</td>
</tr>
<tr>
<td>Emergency</td>
</tr>
<tr>
<td>Accident</td>
</tr>
<tr>
<td><strong>Total</strong></td>
</tr>
</tbody>
</table>

Scheduled work includes planned preventive maintenance identified in the Annual Road Maintenance Work Program. Unscheduled work includes requests for service and response to citizen complaints.

Service District for Lighting (SDL)

SDL is the funding mechanism for street lighting on urban local roads outside of cities. In 2010:

- 11,016 street lights included
- 42,055 street light customers billed
- 482 street light outages reported and repaired
- 54 trees trimmed
- 1 shield requested and installed

Scheduled work includes planned preventive maintenance identified in the Annual Road Maintenance Work Program. Unscheduled work includes requests for service and response to citizen complaints.
Looking Ahead to 2011

2011 will again be a year of challenges and opportunities for the department. Under the leadership of Director Andrew Singelakis, we have embarked on a department-wide strategic planning process and established the following draft goals, which will be refined in 2011. These goals reflect a need to continue providing a high level of service to our customers with static or declining resources.

**Strategic Planning**
Prepare and adopt a 5-year LUT Strategic Plan, to be updated each year in advance of budget preparation.

**Customer Service Orientation**
Continue to develop and maintain a strong customer service orientation, for both internal and external customers.

**Continuous Improvement and Efficiency**
Strive for continuous improvement and efficiency in all aspects of our department.

**Public Involvement and Outreach**
Encourage and welcome active public participation in all the work we do.

**Continue Existing Programs**
Continue all mandatory programs and those that provide demonstrated benefit to the public in a cost-effective way.

**Communication**
Effectively communicate our mission, how we implement it, and our successes – internally, to the Board, and to our customers and stakeholders.

**New/Expanded Program Emphases**
Support Board direction to emphasize specific areas of concern, and work proactively with the County Administration and the Board to identify issues where LUT can be part of the solution.

**Embrace Sustainability**
Support the Board’s sustainability principles and objectives as outlined in Resolution & Order 09-93.

**Embrace our Similarities and Differences**
Embrace the increasingly diverse nature of our workforce and our community.

**Make LUT a Great Place to Work – now and for the long term**
Support and nurture staff to continue making LUT a great place to work, which will enable us to achieve our goals.
Thinking About Getting Involved?

Resident Committees
LUT also has citizen committees to help guide our work. Some are permanent, like the Planning Commission, the Rural Roads Operations and Maintenance Advisory Committee and the new Urban Road Maintenance District Advisory Committee. Some are temporary, as when a focus group is set up to provide guidance on a particular project. If you would like to learn more, call 503-846-4963 or e-mail lutdir@co.washington.or.us.

Citizen Participation Organizations
One way for citizens to be informed and have an impact on land use and transportation issues is to get involved in their local Citizen Participation Organization (CPO). There are 15 CPOs in Washington County, organized geographically. They are coordinated by Oregon State University’s County Extension Office. Go to http://extension.oregonstate.edu/washington or call 503-821-1128 to get on their mailing list and receive meeting information.

Adopt-A-Road
If you’d rather help in a more outdoors, hands on way, consider Adopting a Road for litter pickup or landscape maintenance. You and your colleagues can choose a stretch of roadway in which you can take special pride. There were 113 miles adopted and 95 Adopt-A-Road cleanups in 2010; it is LUT’s largest volunteer effort. We have four active landscape maintenance groups at the following locations: (1) Cornell Road, (2) Oleson Road, (3) Park Way at Parkwood Drive and (4) Murray Boulevard. Call Adopt-A-Road at 503-846-7623 or go to http://www.co.washington.or.us/LUT/Divisions/Operations/adopt-a-road.cfm.