



Department of
Land Use & Transportation

2021 Strategic Calendar



Photo: Ed Meeuwsen

Performance Measures



Administrative Services and Office of the Director

Forecast Road Fund balance accuracy

Objective: Ensure accurate Road Fund revenue forecasts, which are critical to planning for capital purchases, staff levels and other expenditures.

Timeframe: July 1 to June 30

Target: Deviation of 5% or less

FY 2019–20 Result: -17% deviation. Budget: \$41,100,100 | Actual \$33,262,952*

* Traffic counts fell significantly due to COVID-related shutdown in March, April and May. Revenues rebounded somewhat in June as traffic counts increased. Vehicle registration revenues were also affected by the March closure of Driver & Motor Vehicle Services.

Estimate beginning fund balances accurately

Objective: Ensure accurate midyear estimates, which are critical to estimating beginning fund balances for the upcoming fiscal year budget.

Timeframe: Midyear estimates of beginning fund balances for the upcoming fiscal year are prepared in January each year. The measurement of actual revenue received occurs at the end of each fiscal year.

Target: Deviation of 10% or less

FY 2019–20 Result: Road Fund 6% | Public Land Corner 0.3% | Current Planning -8% | Building -4% | Survey 13%*

* Higher actual revenues for the Survey Fund resulted in a larger-than-estimated deviation. Revenue increase attributed to work on a special addressing project.

Allocate a significant amount of Road Fund revenues budgeted for County road system maintenance, operation and improvement

Objective: Ensure a significant share of road fund revenues are dedicated to accomplishing annual road maintenance work program needs.

Timeframe: July 1 to June 30

Target: Minimum 70%

FY 2019–20 Result: Budgeted 68% | Actual 72%



Capital Projects Services

Expend budgeted capital construction funds

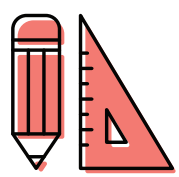
Objective: Expend budgeted capital construction funds on projects authorized by the Board of Commissioners

Timeframe: July 1 to June 30

Target: \$142,408,435

FY 2019–20 Result: \$100,914,097 (71%)*

* Several complex projects have required additional time for agency coordination.



Engineering, Traffic and Survey

Comply with self-imposed timelines for response and completion of service requests

Objective: Respond to requests for service in a timely manner. Initial response within seven days; responses completed within 30 days.

Timeframe: July 1 to June 30

Target: 100%

FY 2019–20 Result: 100%

Meet statutory time frame for processing Record of Survey

Objective: Review and file submitted Record of Survey in a timely manner to meet statutory requirements and ensure quality customer service.

Timeframe: July 1 to June 30

Target: 100%

FY 2019–20 Result: Initial Response: 100% | Closed within 30 days: 86%



Operations and Maintenance

Complete Board-adopted annual road maintenance work program

Objective: Accomplish Board-authorized road maintenance work program.

Timeframe: July 1 to June 30

Target: 100%

FY 2019–20 Result: 91%

Comply with self-imposed timelines for response and completion of service requests from the public

Objective: Respond to requests for service from the public in a timely manner. Initial response within seven days; responses completed within 30 days.

Timeframe: July 1 to June 30

Target: 100%

FY 2019–20 Result: Initial response within seven days: 90% | Closed within 30 days: 85%

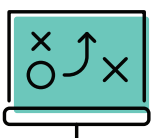
Avoid time-loss injury accidents

Objective: Avoiding time-loss accidents to benefit employees and taxpayers.

Timeframe: July 1 to June 30

Target: 0

FY 2019–20 Result: 0



Planning and Development Services

Complete Long Range Planning “Tier 1” work program

Objective: Accomplish the highest-priority Long Range Planning work, as established by the Board.

Timeframe: March 1, 2019-June 30, 2020

Target: 100%

FY 2019–20 Result: 100%*

*9 tasks were completed, 12 are multiyear projects/underway and five are ongoing.

Meet self-imposed timelines for initial residential and commercial building permit plan reviews

Objective: Process building plans in a timely manner to meet statutory and self-imposed requirements and help ensure quality customer service.

Timeframe: July 1 to June 30

Target: 100%

FY 2019–20 Result: 70% for Residential and Commercial

Meet statutory time frames for processing development applications (Current Planning)

Objective: Process development applications in a timely manner to meet statutory requirements and help ensure quality customer service.

Timeframe: July 1 to June 30

Target: 100%

FY 2019–20 Result: 98% (Rural 100%; Urban 96%)

Land Use & Transportation 2021 Goals

Collaborate

Foster opportunities for collaboration and partnership —internally and externally.

Be Strategic

Align the department's efforts and resources with our mission, goals and priorities.

Get Better Everyday

Don't be complacent. Strive for continuous improvement.

Provide Quality Customer Service

Meet the needs of our community and customers courteously and efficiently.

Encourage Public Involvement

Encourage and welcome active public participation in our work.

Promote Equity and Inclusion

Involve our increasingly diverse workforce and community in planning for equitable outcomes.

Communicate Effectively

Effectively communicate our mission, how we implement it and our successes.

Support Sustainability

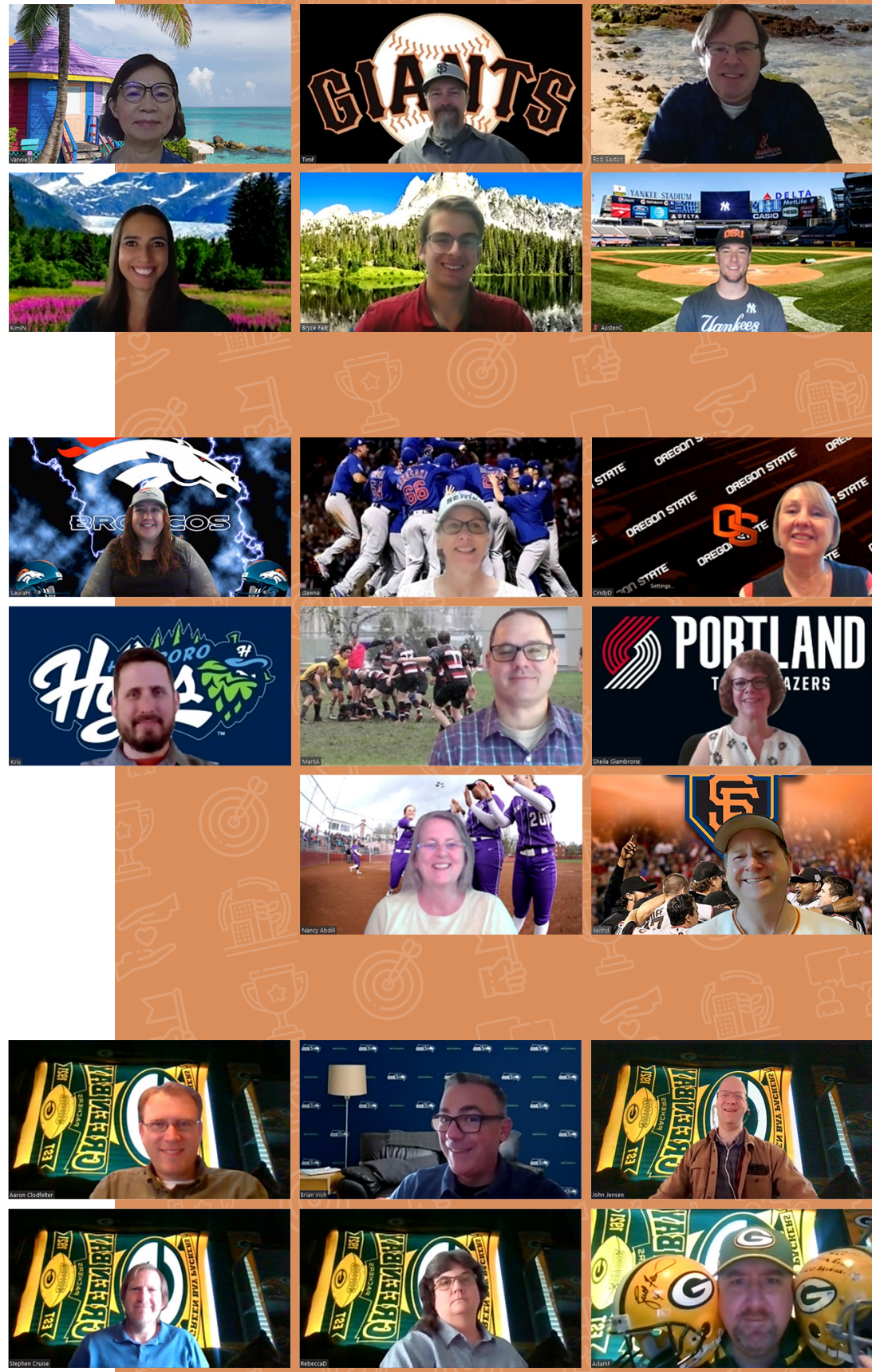
Support the Board's sustainability principles and objectives.

Make LUT a Great Place to Work—Now and For the Long Term

Foster a positive, team-oriented collaborative, respectful and inclusive work environment.

Get the Job Done

Do our best work every day. Exceed expectations.



01 January 2021

12 December 2020

SUN	MON	TUES	WED	THU	FRI	SAT
06	07	01	02	03	04	05
13	14	08	09	10	11	12
20	21	15	16	17	18	19
27	28	22	23	24	25	26
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SUN	MON	TUES	WED	THU	FRI	SAT
					01 New Year's Day Office Closed	02
03	04 National Trivia Day	05	06 Technology Day	07	08 Bubble Bath Day	09
10	11 Clean Off Your Desk Day	12	13	14	15 National Hat Day	16
17	18 Martin Luther King, Jr. Day Office Closed	19	20	21	22	23
24 31	25 Bubble Wrap Appreciation Day	26	27	28	29 Puzzle Day	30

02 February 2021

SUN	MON	TUES	WED	THU	FRI	SAT
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Collaborate

Office of the Director

Partner with County departments, city, regional and state jurisdictions, schools and other agencies to leverage opportunities and work collaboratively on shared interests.

Administrative Services

Work with all divisions to enhance cross-divisional communication for facility permits.

Capital Project Services

Consistently seek opportunities to collaborate with partners on road improvement projects.

Engineering, Traffic and Survey

Regularly and consistently meet with internal and external partners to build trust and to understand needs, goals and opportunities of mutual interest.

Operations and Maintenance

Proactively reach out to staff in other workgroups when working on projects that impact (or could impact) more than one division.

Planning and Development Services

Strive to exceed the expectations of residents, the business community and developers by building stronger relationships through outreach, communication, collaboration and innovation.



02

February 2021

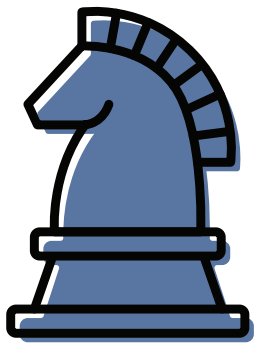
01 January

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24/31	25	26	27	28	29	30

SUN	MON	TUES	WED	THU	FRI	SAT
	01	02 Groundhog Day	03	04	05	06
07	08 Kite Flying Day	09	10	11 Make a Friend Day	12	13
14 Valentine's Day	15 President's Day Office Closed	16	17 Random Acts of Kindness Day	18	19	20
21	22	23	24 National Tortilla Chip Day	25	26 Tell a Fairy Tale Day	27
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03 March

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Be Strategic

Office of the Director

Function as a leader within the County and region by instigating and partnering in regional land use and transportation policy development discussions and implementation.

Administrative Services

Work closely with Human Resources to develop recruitment strategies, internal training program(s) and to conduct classification reviews to fill positions targeting technical, highly desired personnel.

Capital Project Services

Approach challenges by anticipating possible delays and thinking critically to identify solutions that align with division and department goals while meeting budgetary limitations.

Engineering, Traffic and Survey

Include Intelligent Transportation, ADA and bicycle-pedestrian elements in public and private projects' scopes.

Operations and Maintenance

Plan for the unexpected, and prepare for the worst.

Planning and Development Services

Work with other jurisdictions to leverage funding and opportunities to work collaboratively on projects.



03

March 2021

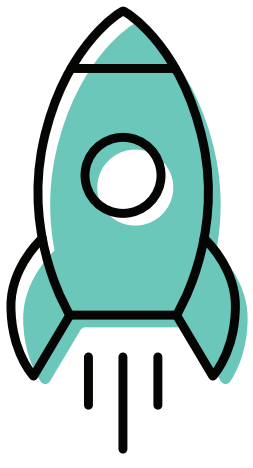
02 February

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SUN	MON	TUES	WED	THU	FRI	SAT
	01	02	03 World Wildlife Day	04 Grammar Day	05 National Employee Appreciation Day	06
07	08 International Women's Day	09 National Get Over It Day	10	11	12 Plant a Flower Day	13
14 Daylight Saving Time Begins	15	16	17 St. Patrick's Day	18	19 Let's Laugh Day	20 First Day of Spring
21	22	23	24	25	26	27
28	29	30 Take a Walk in the Park Day	31			

04 April

SUN	MON	TUES	WED	THU	FRI	SAT
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Get Better Every Day

Office of the Director

Help maximize employees' professional abilities by aligning their positions and work responsibilities with their talents and interests, when possible.

Administrative Services

Provide regular emergency operations training sessions to Department Operations Center staff.

Capital Project Services

Evaluate outcomes of all projects to continually refine practices to ensure ongoing positive outcomes.

Engineering, Traffic and Survey

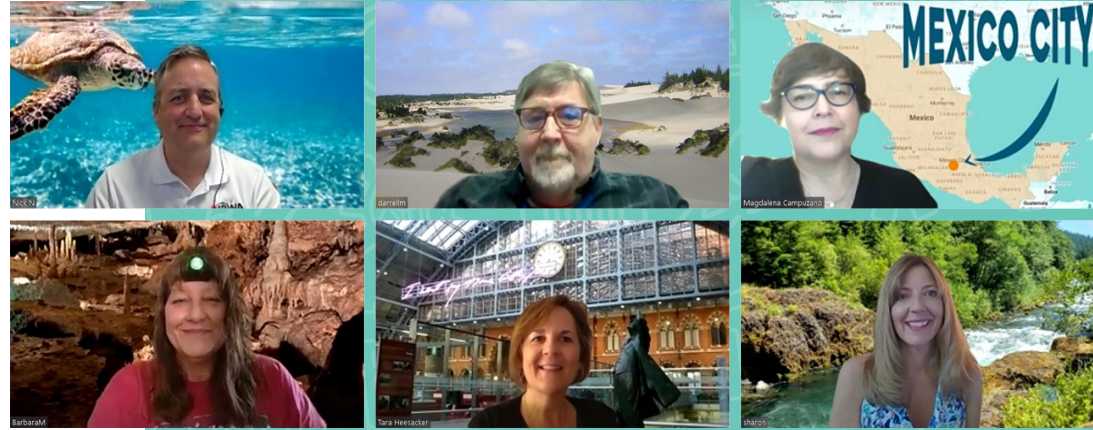
Use technology to streamline communication and automate business processes to improve workflow and efficiency.

Operations and Maintenance

Don't settle for "good enough." Strive for excellence with every task.

Planning and Development Services

Routinely review customer-service levels and make workflow adjustments as needed.



04 April 2021

03 March						
SUN	MON	TUES	WED	THU	FRI	SAT
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SUN	MON	TUES	WED	THU	FRI	SAT
				01 April Fool's Day	02 National Peanut Butter and Jelly Day	03
04	05 National Walking Day	06	07	08 Zoo Lovers Day	09	10 Siblings Day
11	12	13	14	15 Tax Day	16	17
18	19	20 Look Alike Day	21 Administrative Professionals Day	22 Earth Day Take Your Child to Work Day	23	24
25	26	27 National Tell a Story Day	28 World Day for Safety and Health at Work	29 International Dance Day	30 Honesty Day	

05 May						
SUN	MON	TUES	WED	THU	FRI	SAT
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23/30	24/31	25	26	27	28	29



Provide Quality Customer Service

Office of the Director

Strive to efficiently and effectively meet the needs of internal and external stakeholders.

Administrative Services

Use the Planning and Development Services Division's twice-yearly Development Forums as opportunities to listen to our customers and enhance the facility permit process. Evaluate web-based tools to accept public thoughts and comments.

Capital Project Services

Respond promptly, accurately and politely to questions and concerns from those living, working and traveling in Washington County.

Engineering, Traffic and Survey

Promptly respond to e-mails, phone calls and requests for information.

Operations and Maintenance

Perform our work and treat our customers as if we were competing for their business.

Planning and Development Services

Improve compliance with performance measures by utilizing the best attributes of staff in the right areas and matching customer needs with staff skill sets.

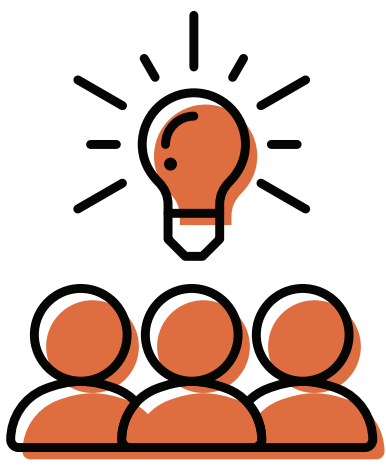


05 May 2021

04 April						
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SUN	MON	TUES	WED	THU	FRI	SAT
						01 May Day
02	03	04 Star Wars Day	05 Cinco de Mayo	06	07	08
09 Mother's Day	10	11 Eat What You Want Day	12	13	14 Dance Like a Chicken Day	15 Washington County Public Works Fair
16	17	18	19	20	21	22
National Public Works Week						
23 30	24 31 Memorial Day Office Closed	25	26	27	28 National Road Trip Day	29

06 June						
SUN	MON	TUES	WED	THU	FRI	SAT
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Encourage Public Involvement

Office of the Director

Use online open houses to supplement in-person open houses and further expand public outreach, particularly to those with limited English proficiency.

Capital Project Services

Provide online and in-person venues to share information and to increase overall awareness of transportation projects, issues and activities in Washington County.

Engineering, Traffic and Survey

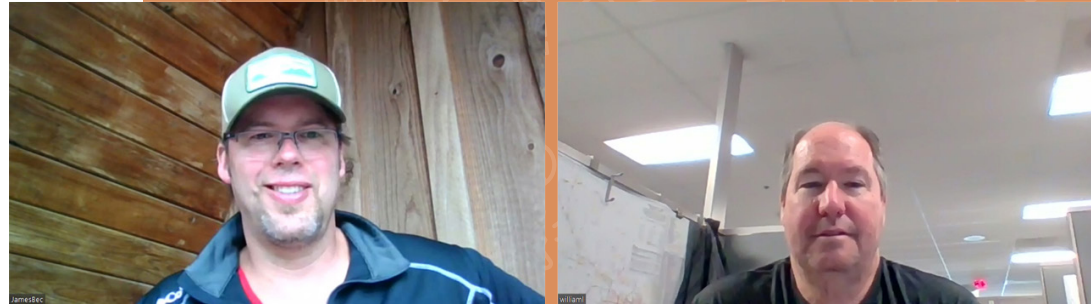
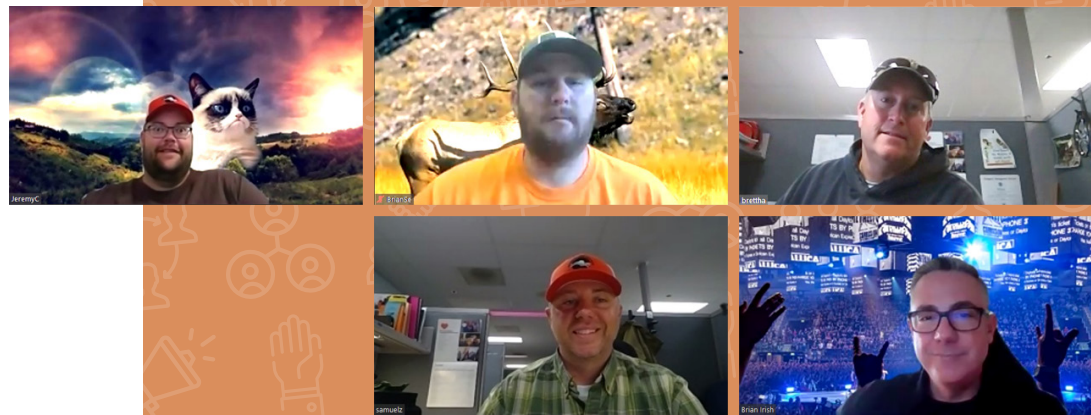
Update web content more consistently to improve public information and engagement.

Operations and Maintenance

Fill vacancies on citizen advisory committees, such as URMDAC and RROMAC.

Planning and Development Services

Increase opportunities for the public to provide verbal, electronic and written input.



06 June 2021

05 May						
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23/30	24/31	25	26	27	28	29

SUN	MON	TUES	WED	THU	FRI	SAT
		01 Say Something Nice Day	02	03 World Bicycle Day	04 National Donut Day	05
06	07	08 Best Friends Day	09	10	11 Make Life Beautiful	12
13	14 Flag Day	15	16	17 National Eat Your Vegetables Day	18	19 Juneteenth
20 First Day Of Summer Father's Day Summer Solstice	21 Selfie Day	22	23	24	25	26
27	28	29	30 Social Media Day			

07 July						
SUN	MON	TUES	WED	THU	FRI	SAT
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Promote Equity and Inclusion

Office of the Director

Develop partnerships with community organizations to connect with populations that have been historically underrepresented.

Administrative Services

Support training initiatives in equity and inclusion.

Capital Project Services

Use our cultural, gender, personality, age and other uniquenesses to increase our division's strengths.

Engineering, Traffic and Survey

Provide employee touchpoints to encourage personal interaction and mutual understanding.

Operations and Maintenance

Embrace the thoughts, ideas and suggestions of our community members, respecting their opinions and letting them know we value their input.

Planning and Development Services

Identify resources to communicate effectively with our increasingly diverse community.



WASCHO SQUARES



07 July 2021

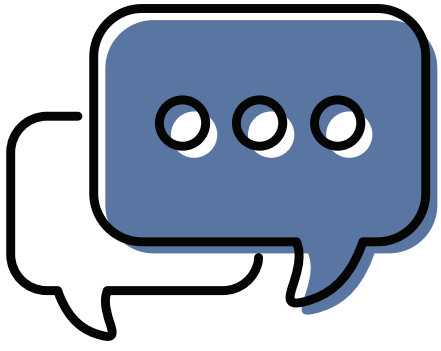
06 June

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27	28	28	30			

SUN	MON	TUES	WED	THU	FRI	SAT
				01	02	03
04 4th of July	05 4th of July Observed Office Closed Washington County's Birthday (178 years old)	06 Hillsboro Tuesday Night Market	07	08	09 National Sugar Cookie Day	10
11	12	13	14	15 Give Something Away Day	16	17 Celebrate Hillsboro
18	19	20	21	22	23 Washington County Fair	24
25	26	27	28	29	30	31
Washington County Fair					International Day of Friendship	

08 August

SUN	MON	TUES	WED	THU	FRI	SAT
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Communicate Effectively

Office of the Director

Build stronger internal communication channels among divisions to eliminate "silos."

Administrative Services

Work with other local and regional emergency management partners to strengthen response capabilities.

Capital Project Services

Foster an environment of upward communication where employees are encouraged to provide feedback to managers and supervisors to create a better workplace.

Engineering, Traffic and Survey

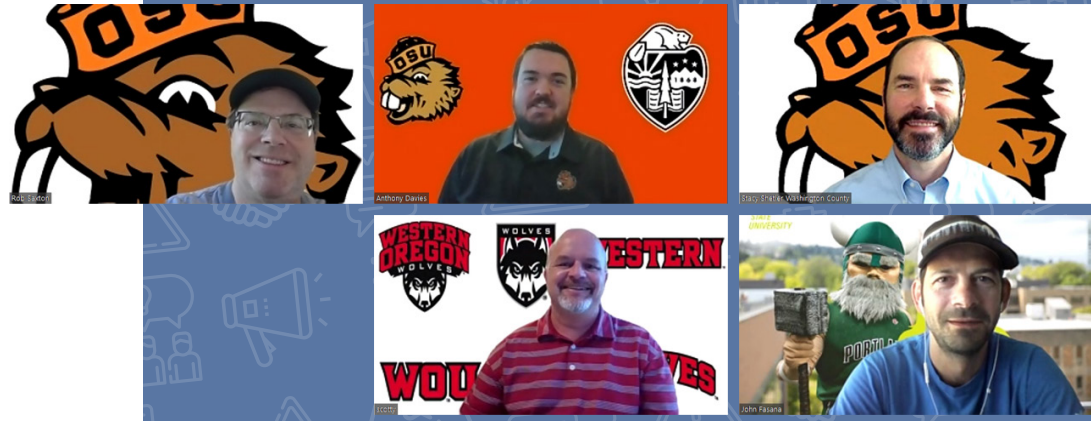
Proactively communicate change through multiple channels and provide person-to-person feedback loops.

Operations and Maintenance

Share information and keep people updated so they don't feel left out.

Planning and Development Services

Employ electronic newsletters and videos to inform the public of progress on projects.



07 July

SUN	MON	TUES	WED	THU	FRI	SAT
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08

August 2021

SUN	MON	TUES	WED	THU	FRI	SAT
01 Washington County Fair	02	03	04	05	06 Wiggle Your Toes	07 THPRD Big Truck Day
08	09 National Book Lovers Day	10 National Lazy Day	11	12	13 International Left-handers' Day	14
15	16 Tell a Joke Day	17	18	19 Bethany Safety Fair	20	21
22	23	24	25	26 National Dog Day	27 Just Because Day	28
29	30	31				

09 September

SUN	MON	TUES	WED	THU	FRI	SAT
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Support Sustainability

Office of the Director

Provide all employees and divisions with resources, training and information to encourage opportunities to practice sustainability.

Administrative Services

Purchase "green" office supplies and use recycled office materials as available.

Capital Project Services

Explore opportunities to incorporate sustainable practices in our road projects that may result in a cost savings and/or better our environment.

Engineering, Traffic and Survey

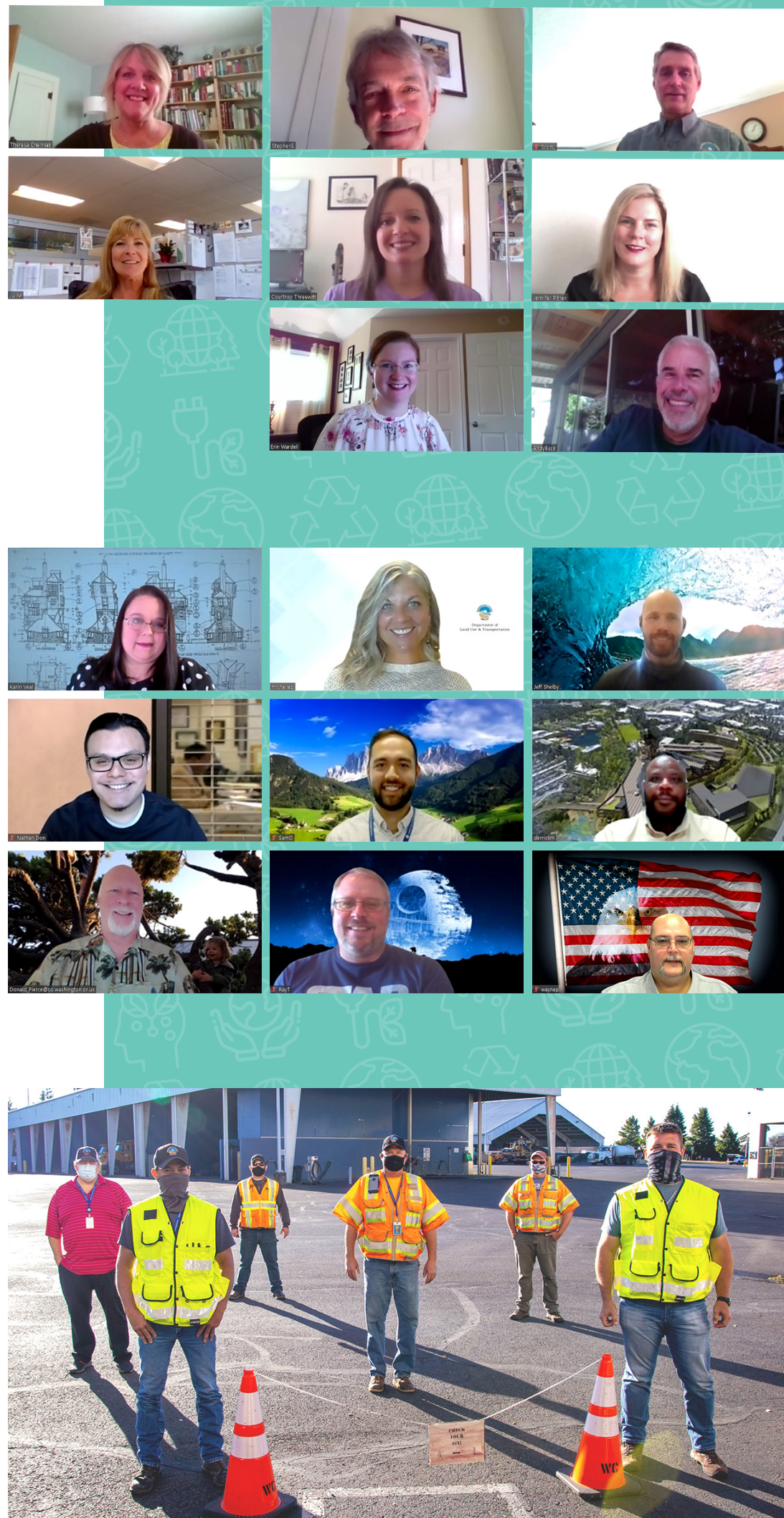
Use technology to enable telecommuting options and electronic recordkeeping to reduce the use of paper.

Operations and Maintenance

Reduce the number of records created from paper and encourage the use of electronic tools.

Planning and Development Services

Increase the number of online, fillable forms to continue to reduce paper consumption.



09 September 2021

08 August

SUN	MON	TUES	WED	THU	FRI	SAT
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22	23	24	25	26	27	28
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SUN	MON	TUES	WED	THU	FRI	SAT
			01	02	03	04
05	06 Labor Day Office Closed	07	08	09 National Teddy Bear Day	10 Swap Ideas Day	11 Patriot Day
12 National Grandparents Day	13	14	15	16 Step Family Day	17	18
19	20	21 International Day of Peace	22 First Day of Fall	23	24 National Punctuation Day	25 Comic Book Day
26	27 National Family Day	28	29 National Coffee Day	30		

10 October

SUN	MON	TUES	WED	THU	FRI	SAT
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Make LUT a Great Place to Work

Now and for the Long Term

Office of the Director

Foster a workplace climate of respect, acceptance and trust through transparency and open-door policies.

Administrative Services

Focus on employee development and succession planning.

Capital Project Services

Use team-building events to enhance collaboration through strengthened relationships.

Engineering, Traffic and Survey

Encourage a work environment where appreciation is expressed liberally and courtesy is extended habitually.

Operations and Maintenance

Provide employees with the tools and resources to be successful in their roles, and then recognize employees who exceed expectations.

Planning and Development Services

Improve cross-training opportunities to foster knowledge and professional growth for staff.



10 October 2021

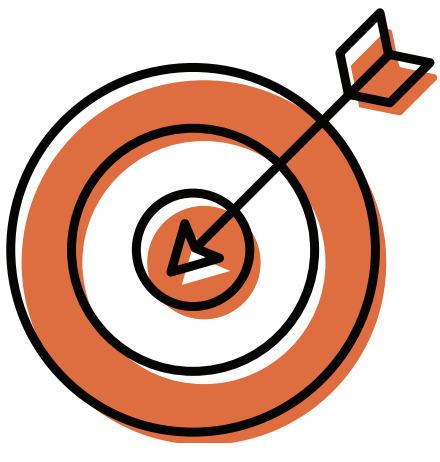
09 September

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SUN	MON	TUES	WED	THU	FRI	SAT
					01 World Smile Day	02
03	04 Child Health Day	05	06	07	08	09
10	11 Columbus Day Native American Day	12	13 Train Your Brain Day	14	15	16 Boss's Day
17	18	19	20	21	22 National Nut Day	23
24 31 Halloween	25	26	27	28	29 National Cat Day	30

11 November

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Get the Job Done

Office of the Director

Help employees to prioritize tasks to meet or beat deadlines.

Administrative Services

Work closely with Human Resources to enhance recruitment strategies to fill positions.

Capital Project Services

Provide employees with tips and training on organization, prioritization, time management and other tools to help increase focus and productivity.

Engineering, Traffic and Survey

Provide the training and tools needed to be effective and efficient.

Operations and Maintenance

Fill vacant positions in order to deliver the full breadth of services to our customers.

Planning and Development Services

Regularly deploy staff to major job sites to complete inspections more efficiently.



11

November 2021

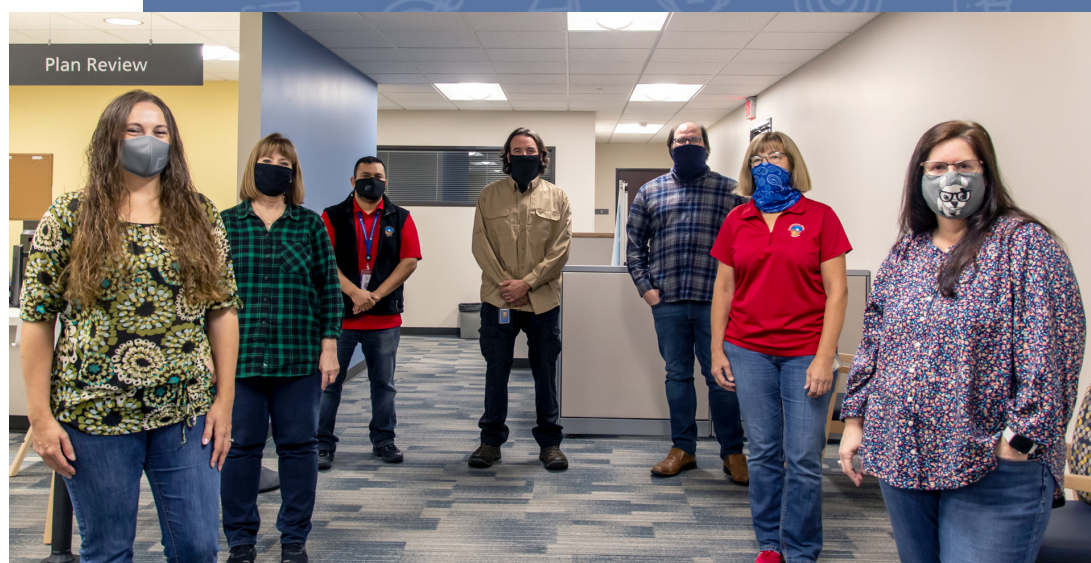
10 October

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24/31	25	26	27	28	29	30

SUN	MON	TUES	WED	THU	FRI	SAT
	01	02	03 Stress Awareness Day	04	05 Donut Day	06
07 Daylight Saving Time ends	08	09	10 Forget-Me-Not Day	11 Veterans Day Office Closed	12	13 World Kindness Day
14	15 America Recycles Day	16	17	18	19 Play Monopoly Day	20
21	22	23	24	25 Thanksgiving Day Office Closed	26	27
28 Hanukkah Begins	29 Electronic Greetings Day	30				

12 December

SUN	MON	TUES	WED	THU	FRI	SAT
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“There are far better things ahead than any we leave behind.”

- C.S. Lewis

12 December 2021

11 November

SUN	MON	TUES	WED	THU	FRI	SAT
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28	29	30				

SUN	MON	TUES	WED	THU	FRI	SAT
			01	02	03	04 National Cookie Day
05	06 Hanukkah Ends	07 Pearl Harbor Remembrance Day	08	09	10 Human Rights Day	11
12 Day of the Horse	13	14	15	16	17 Ugly Christmas Sweater Day	18
19	20	21 First Day of Winter Winter Solstice	22	23 National Regifting Day	24 Christmas Eve Christmas Observed Office Closed	25 Christmas
26 Kwanzaa Begins	27	28 National Fruitcake Day	29	30	31 New Year's Eve New Year's Day Observed Office Closed	01 New Year's Day

01 January 2022

SUN	MON	TUES	WED	THU	FRI	SAT
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23/30	24/31	25	26	27	28	29



“The future depends on what we want to be in the present.”

- Mahatma Gandhi