

Communication Plan

Prepared for the County Road Program (CRP) of the
Association of Oregon Counties



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OVERVIEW



Executive Summary

Over the past 10 years, the need for increased funding for Oregon counties and the transportation areas of their Public Works departments has been paramount. Legislative attempts to find and implement new funding for road maintenance, preservation, construction, and improvements have not been successful. While labor, materials, contracting, and operational costs have dramatically increased, funding has remained stagnant. Counties have been tasked with maintaining their deteriorating road assets with limited resources. In addition, during this time the need to upgrade the cost accounting asset management system used by the 36 Oregon county public works departments, Integrated Road Information System (IRIS), became a priority for counties, regardless of any new transportation funding.

In late 2015, the County Road Program (CRP) of the Association of Oregon Counties (AOC), budgeted and added a new hybrid position of IRIS Training and Communications Specialist. This position would be utilized to implement external and internal communications to support transportation funding for the upcoming legislative session, and support existing users of IRIS in training and support as well as working toward a software upgrade. With the passage of HB 2017 (the "Transportation Package") and new accountability reporting requirements by counties and upgrades to the IRIS system, a coordinated communications plan was required by the County Road Program.

This plan is intended to address some of the key goals for educating and connecting internal and external audiences with the requirements of the state transportation package, the cost accounting software of IRIS and its upgrades, and pending changes and challenges. This is a living document and will be reviewed and adapted yearly as priorities change within the state and counties.



This plan has been developed with training and assistance from the Certified Public Communicator Program at Texas Christian University.

History of AOC

The Association of Oregon Counties (AOC) is a statewide organization representing Oregon's 36 counties. Established in 1906 to provide a forum for information sharing, AOC now provides a variety of functions and services aimed at supporting Oregon counties and the work they do.

The County Road Program (CRP) was established in 1990 as a cooperative program with the Oregon Association of County Engineers and Surveyors (OACES). Its purpose is to enhance county road capabilities through the development of management programs and shared technical assistance. The CRP is responsible for the Integrated Road Information System (IRIS).

IRIS provides Oregon's County Public Works Road departments with a comprehensive software suite of tools and reporting to help manage their road system and operations. IRIS is a cost accounting based software system of 8 modules and reports covering and tracking resources used in the maintenance and operations of the County Road Department. It allows users to track and report on resources including Labor, Materials, Equipment and Services. The first version of this software was developed and released to counties in 1993. Continual upgrades were done with a second major upgrade being released in 2003. Version 10 of IRIS is in production now with an early adopter release of late 2018.



Oregon Association of County Engineers & Surveyors (OACES)

In the early years of the Association of Oregon Counties, County Engineers and Land Surveyors began meeting to promote public works activities and promote the professional application of land surveying. In the late 1920's the group was formalized and elected its first President. The purpose of OACES is to promote public works activities, including the construction and maintenance of roads and appurtenances to recognized engineering standards in the counties; to promote the professional application of land surveying; to promote the ethical practices of the professions; and, by the exchange of ideas, give the counties in Oregon the advantages of these professions in all phases of county services. OACES is governed by a Board of 6 members, elected annually by the OACES members and made up of both Road Officials/Engineers from the counties as well as County Surveyors.



Bonneville-Vancouver Line, 1938



Bonneville-Vancouver Line, 1938



CRP Mission, Vision and Culture

On June 1 of 2017, the CRP team gathered for a retreat to discuss the culture of the organization and participate in a visioning exercise for the future of IRIS and the CRP.

Mission

The mission of the County Road Program is two-fold:

1. Deliver a consistent quality software product and service to Oregon's counties and
2. Provide advocacy, education and a nexus for county road departments.

Vision

10 Year Vision Statement: Our organization is the trusted central resource for information management solutions for all departments in local government.

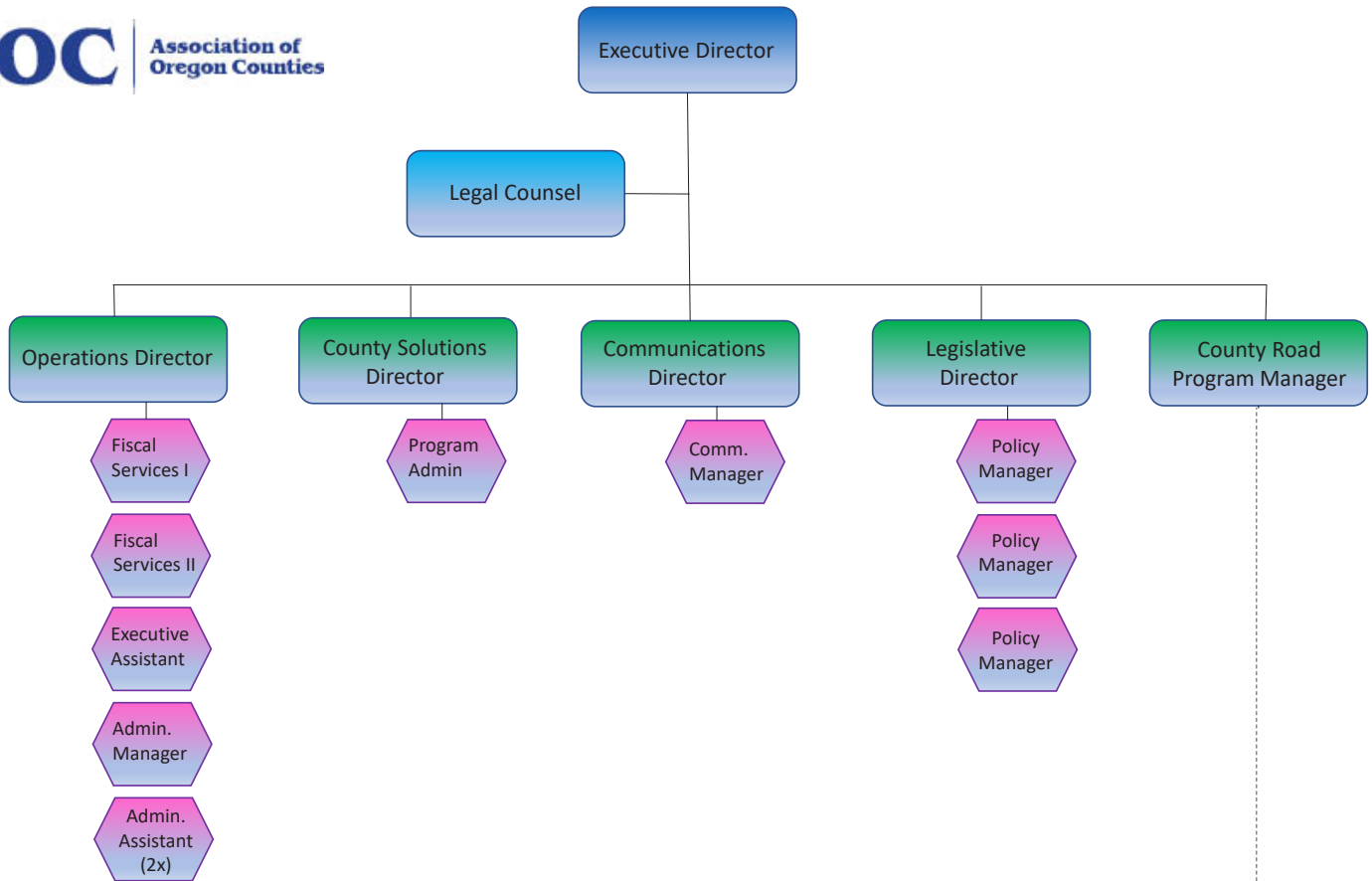
Our Culture

What makes our team successful is how we work together day-to-day and the environment we create.

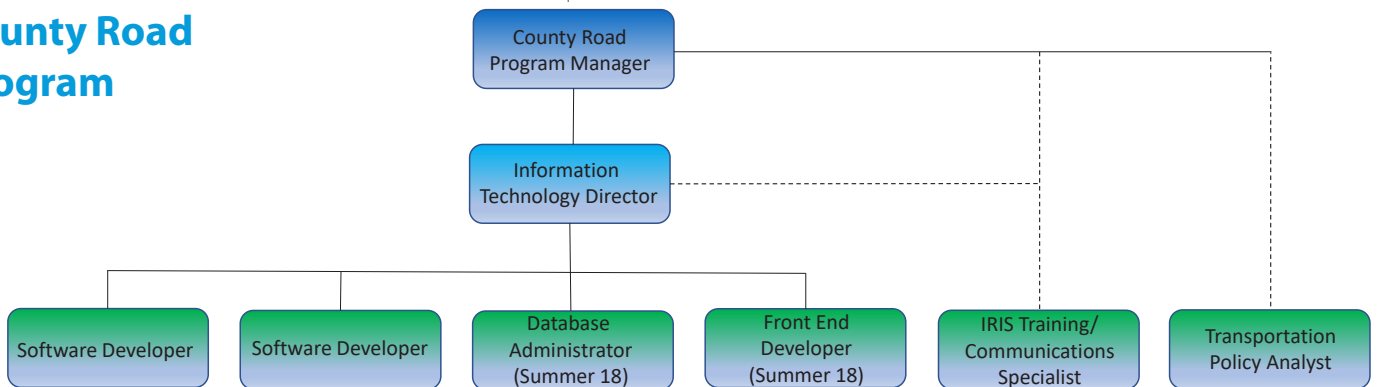
We value camaraderie, collaboration, personal interaction, being inclusive, hard work, dedication, reliability, loyalty. We are goal oriented with flexibility. We like video games, comics, and good conversation. We recognize relationships are reciprocal. Employees who work in the CRP agree to interact with each other in the following ways: Be inclusive, patient, respectful, reliable, open, honest, clear, acceptable of criticism and mistakes, open-minded and positive. We will ask questions, assume positive intent, hold one another accountable, swiftly address conflicts with professionalism, etc.



AOC/CRP Staff and Organizational Chart



County Road Program



CHANNELS OF COMMUNICATIONS



Channels of Communications

The Oregon Legislature meets in full session every two years on odd numbered years. During these times, increased information from various channels are used to disseminate information to key stakeholders in and out of the Capital. "Short" legislative sessions (even numbered years) are not normally times where large-scale messages are needed. However, some messages are always required for any potential legislation that could adversely affect Counties and their Transportation/Public Works areas. The Legislative Director for AOC and the County Road Program Manager should be the driving force behind message topic and types of information that need to be created and distributed.

Current channels of communications being utilized by CRP include: (Appx. 1)

- Web presence and sub pages for both CRP and OACES on AOC home page
- Digital Newsletter
- Surveys
- Print and Digital Informational Flyers
- Video clips
- On-line help system (currently not in place)

During the 2017 Legislative session, critical transportation package information was distributed to lawmakers, county commissioners, lobbyists, support staff, and many others. Examples include:

- County Road Brief: Oregon's County Road System (Appx. 2)
- County Road Brief: Funding Oregon's County Roads (Appx. 3)
- County Road Brief: How would county road departments expend more revenue (Appx. 4)
- County Road Brief: County Road Priorities (Appx. 5)
- OACES Benefits (Appx. 6)
- OACES Dues Proposal (Appx. 7)

Additional IRIS user informational channels are utilized to communicate specific information to front line IRIS Users. Examples include:

- IRIS Tip Overview (Appx. 8)
- IRIS v10 API Interface (Appx. 9)



CRP/IRIS SWOT Analysis

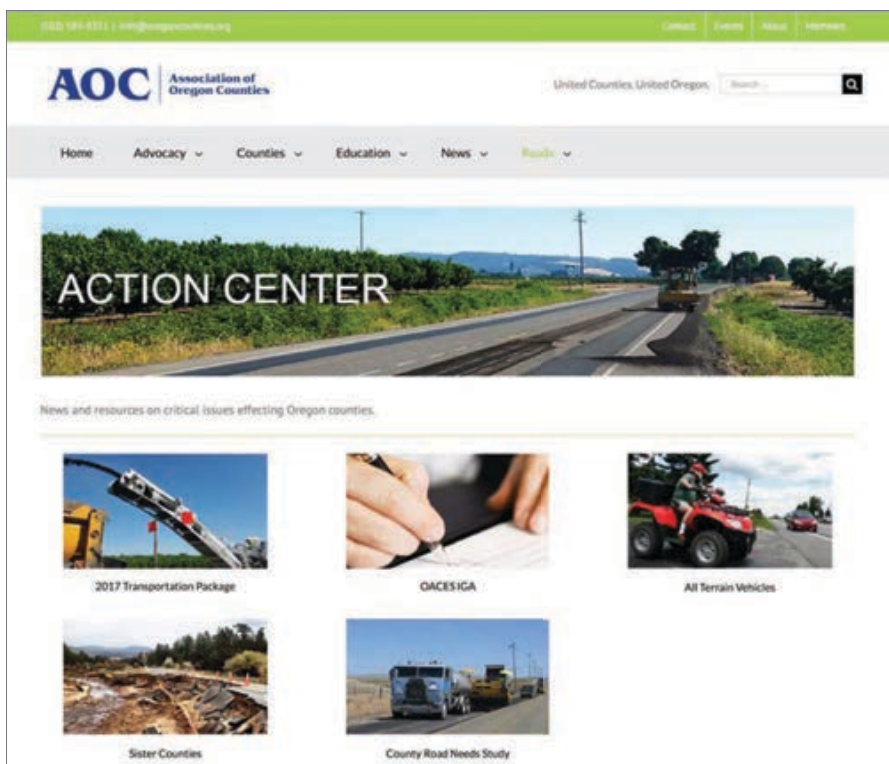
This communications plan looks at some of the current Strengths, Weakness, Opportunities, and Threats to open and improved communications of CRP and IRIS to our audiences. Changes and adaptations to this plan should address these areas of improvement.

Strengths	Weakness
<ul style="list-style-type: none"> • Long term institutional knowledge of system and creation • Responsiveness to customers • Good personal relationships with county road staff • Long term affiliation with OACES • Relationships with Road Department office staff and those utilizing IRIS software • Consistent meetings and communication between CRP and County Road Departments • Well attended Spring and Fall conferences 	<ul style="list-style-type: none"> • Limited programming staff to provide customized support to county requests • Different priorities across counties pulls limited resources away from overall product • Members have found workarounds to procedures rather than consistent business processes • Limited knowledge of CRP and IRIS system by County Commissioners and what it provides to counties • Agreement on best business practices for IRIS procedures • Distance between counties and needs create difficulty for frequent in person training
Opportunity	Threats
<ul style="list-style-type: none"> • Upgrade of IRIS to web-based system • Utilize technology for training opportunities • Implement new social media tools for county communication • Upgrade of web presence and HTML newsletter • Creation of easy/efficient report to make State road reporting requirement consistent and quick • More frequent messages to County Commissioners on CRP and IRIS 	<ul style="list-style-type: none"> • Larger, more affluent counties desire to “do it on their own” • No standard “requirement” for counties on operation of roads • Alternative options for data collection • Responsiveness of upgrade and roll-out • Not engaging with less engaged members • Not being aware of staff turnover leading to crisis management vs succession planning

Social Media Policy

As part of the Association of Oregon Counties, the CRP will adhere to the AOC Social Media Policy. Currently only a web page and HTML newsletter are being utilized by the County Road Program. Any additional tools will need to adhere to the AOC Social Media Policy.

- Social Media Policy (Appx. 10)



Newsletter

www.oregoncounties.org

GOALS



Goal 1: Increased awareness of IRIS and CRP Program

Objective: Create a basic understanding of services and benefits provided by the County Road Program to County elected officials, appointed judges, and new Road Department Managers of the IRIS program to their Public Works and Road Departments.

Strategy: Utilize existing communication channels to to distribute information to county elected officials, affiliated AOC members and Public Works officials to increase penetration of materials/information.

Tactic:

Year 1:

- Create and insert informational article/update on IRIS into "Oregon Trails" (AOC all member) newsletter
 - Insert on a quarterly basis to begin
- Insert IRIS upgrade status article into OACES newsletter
 - Insert on a monthly basis

Measurement:

- Reach click rate of 3% for specific IRIS/CRP articles.

Year 2:

- Update County College training materials and presentation of CRP/IRIS

The County College program began in 2006 in partnership with the Oregon State University Extension Service, and originally ran every year. Since the 2009 class, it has run every other year in odd years. Designed primarily for new commissioners and high-level staff, the program offers a comprehensive overview of the responsibilities and authorities of a county, and a county commissioner or judge, including legal, government ethics, public meetings and records, parliamentary procedure and much more. The class also covers the primary service areas of community & economic development, finance, human services, infrastructure & public works and public safety, in addition to sessions on leadership and management (risk management, communications, emergency management, personal and courthouse security, etc.).

- Present information at 2019 County College training sessions
 - Current class schedule is every other year (2019 next class)
- Provide feedback loop for stakeholders after CRP/IRIS presentations and information delivery
 - Email
 - Survey
 - Personal Contact
- Create targeted flyer for County elected officials illustrating how IRIS has assisted in reporting requirements of HB2017 (Transportation Funding Package) and funding that is part of the Highway Transportation Fund coming to counties.
 - Distribute targeted flyers on a quarterly basis
- Survey potential participants prior to County College trainings as to their level of understanding of IRIS and what it can do for their county.

Measurement:

- Achieve survey results of "increased my understanding of what IRIS is and can do for my county" to "Agree" or higher by 20% of respondents
 - County elected officials
 - AOC affiliate agencies

Year 3:

- Create video tutorials/promotional clips on IRIS software
 - Establish YouTube channel for future IRIS help
- Send promotional clips to Stakeholders
 - Email
 - Links in newsletters, promotional flyers, etc.
 - On AOC/CRP/OACES Website pages
- Give CRP/OACES presentation to Stakeholders at AOC Annual Conference

Measurement:

- Achieve open rate of 5% after posting or sending notification to Stakeholders. Currently no measurement is being taken for this matrix.
- Achieve 3% open rate on IRIS web pages by 1 month after AOC presentation.

Goals

Goal 2: Implement a web-based upgrade to existing IRIS system for new and current users

Objective: Provide an easily accessible system to access the IRIS software for every county and allow non-road related departments/agencies access to system.

Strategy: Develop a web-based software interface and programming accessible from a Google Chrome browser.

Tactic:

Year 1:

- Advertise and hire a Database Administrator and Front-End Developer (customer experience and interface developer) to upgrade base system.
- Demonstrate web and screen interface at OACES Conferences, OACES Meetings, Webinars
- Solicit front line users for beta test group
 - Surveys
 - Group email distribution
- Research and recommend a tool to interface with users to view and take over their IRIS system when training or problem solving is needed.
 - Surveys
 - User Groups
 - Product trials
- Keep stakeholders informed on progress of upgrade
 - Group Emails
 - Targeted HTML newsletter/flyer
 - Video demonstration

Measurement:

- Beta users identify usability issues needing change prior to system wide roll-out.

Year 2:

- Begin upgrade county by county with in-person training.
- Develop on-line assistance presentations for key functions with new YouTube channel for IRIS 10 Help
 - Camtasia as tool

- Develop and provide written “help” for critical functions to distribute to and are accessible to IRIS users.
 - Web page hosted/linked
 - Leave behind at training
- Communicate key upgrade information or functions via OACES Newsletter and OACES website.
 - Targeted email distributions to front line users
- Provide API portal to county IT staff and outside developers to access IRIS data by county for use within county.
 - GIS mapping
 - Financial System information pull for easier payroll, Accounts Payable, Accounts Receivable.
- Implement interface tool for Counties using IRIS to report their Road Pavement Management Index and Bridge Condition reporting as required by HB 2017 for future Road Fund distributions.
- Integrate AOC style guide into ongoing communications and customer facing information.

Measurement:

- Transition 12 counties to upgraded version of IRIS.

Year 3:

- Utilize transactional specific user groups to develop enhancements needed for system.
 - Specific Reporting needs by county
 - Specialized Permits
- Integrate non-road/public works departments into IRIS system for specific area use
 - County/Regional Transit Services
 - Solid Waste
 - Incorporated city Cost Accounting and Asset Management tracking

Measurement:

- Add 3 separate county services / departments not affiliated with Roads into IRIS within 1 year from introduction of services.
- Accurately track and bill departments on a quarterly basis for support and software services based on agreed to and signed service contracts.

Goals

Goal 3: Improve general communications between AOC departments/areas and CRP

Objective: Facilitate a more integrated communications strategy between AOC policy areas and departments and the County Road Program.

Strategy: Utilize existing channels of communications that departments are familiar with to insert information and connections between CRP and Legislative, Public Safety, Governance, Health and Human Services, Veterans, and Natural Resources policy departments.

Tactic:

Year 1:

- Have scheduled touch base meetings with AOC Communications staff
 - Quarterly frequency
- Newsletters
 - Oregon Trails is a tool that has been used for several years to reach a larger audience than the OACES newsletter; distributed to all AOC counties, commissioners, judges, business affiliates and elected officials.
- County College is an overall training program presented by AOC that provides information from all policy areas within AOC. This helps illustrate the interdependency and need for open communications between all policy managers and departments.
- Legislative/Board Committee meetings are monthly meetings that gives representatives from each county and policy managers timely information and updates.

Measurement:

- Achieve open rate of 5% within first year of placement on IRIS and CRP articles in Oregon Trails newsletter.

Goal 4: Develop and implement a department specific Crisis Communications Plan for the County Road Program and IRIS

Objective: Currently AOC has an overall Crisis Communications plan but it does not address some specific needs or areas that could potentially occur within the County Road Program and IRIS systems.

Strategy: A CRP/IRIS Crisis Communications plan must be twofold: Addressing a Functional Systems Crisis (IRIS system goes down and is unavailable for a period of time) as well as a Reputational Crisis (a media event or inquiry regarding funding, a county commission meeting, audit into CRP operations and expenditures, etc.).

Tactic:

Year 1:

- Designate Crisis Communications Team Members
- Identify and designate appropriate spokespersons, Primary and Secondary based on type of crisis
- Develop and implement media protocols
- Identify support staff to handle inquiries
 - Develop statement/response
 - Develop and utilize Crisis Management Call Log
 - Develop tracking mechanism for calls
- Write prepared statement on event
- Create press release template and store on server where all Crisis Communications staff can access
- Create press release on event if warranted
- Implement messaging system to communicate with internal users
 - Group email distributions
 - Text messaging
 - Web posting
- Pro-actively contact key stakeholders on event and outcome/solutions
- Collect and catalog media contacts and requests
- Prepare and distribute Primary and Secondary Contact list
 - Phone/email

- Debrief on crisis to determine what went well and poorly to improve upon in future crisis
 - Create and utilize evaluation form
- Develop and distribute Crisis Communication Fact Sheet
 - Central area on server
 - Specifics
 - Develop tool for electronic capture and retrieval
- Develop and distribute Messaging Worksheet on event
 - All Support Staff
 - Key Stakeholders
 - Communications Team
 - Area Managers
- Create and maintain a central contact list of relevant staff, officials, partners, vendors, media and make accessible.
- Create and maintain a folder of photo, video, assets need with ability to access and distribute remotely.
- Collect and maintain critical links and passwords for web, email administration, newsletter, media outlets and secure in accessible folder/area.
- Follow up with departments to gather information about repeated issues/concerns presented to staff via customer or media base.
- Conduct surveys to garner specific feedback about user experiences
 - Gmail Survey
 - Phone Surveys
 - Event follow up/Conference evaluations

Measurement:

- Conduct Crisis Communications training for internal staff.
- Adapt Crisis Communication tools based on training feedback.

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Channels of Communications

Channel/Tool	Sub-Category	Page	Audience	Measurement
Web				
	CRP Page	Home	<ul style="list-style-type: none"> • Road Officials • Policy Managers • Commissioners • Citizens 	Page Views
		IRIS	<ul style="list-style-type: none"> • County Staff • Commissioners • Citizens 	Page Views
		Action Center	<ul style="list-style-type: none"> • Road Officials • Policy Managers • Commissioners • Citizens 	Page Views
		County Road Manual	<ul style="list-style-type: none"> • Road Officials 	Page Views
		Studies and Surveys / Environmental	<ul style="list-style-type: none"> • County Public Works • Commissioners • Policy Managers • Citizens 	Page Views
Web				
	OACES	Home	<ul style="list-style-type: none"> • OACES Members • Transportation Officials (State, City and County) • Citizens • Private Contractors 	Page Views
Web				
	OACES	Board Agenda and Minutes	<ul style="list-style-type: none"> • OACES Members • Citizens • Commissioners • Policy Managers 	Page Views
Web				
	OACES	Conferences	<ul style="list-style-type: none"> • OACES Members • Contractors • Citizens 	Page Views
		Meetings	<ul style="list-style-type: none"> • OACES Members • Contractors • Citizens 	Page Views
		Membership Directory	<ul style="list-style-type: none"> • OACES Members • Contractors • Citizens 	Page Views
		OACES Newsletters	<ul style="list-style-type: none"> • OACES Members • Contractors • Citizens 	Page Views
		Surveyor Resources	Surveyors, OACES Members	Page Views

Channels of Communications

Channel/Tool	Sub-Category	Page	Audience	Measurement
Surveys				
			<ul style="list-style-type: none"> • OACES Members • Surveyors • IRIS users 	Opens, Number of Responses
Digital Newsletter/Web Posting				
	OACES newsletter (225 current subscribers)		<ul style="list-style-type: none"> • OACES Members • Transportation Officials (State, City and County) • Citizens • Private Contractors 	Opens, Click-through
Print and Digital Informational Flyers				
	Individual County Information		<ul style="list-style-type: none"> • County Commissioners • Legislators • Citizens 	
Help System (Currently not in place)				
	YouTube Channel	IRIS Help	<ul style="list-style-type: none"> • County Road Staff • IRIS Users 	Currently not in place



Oregon's County Road System

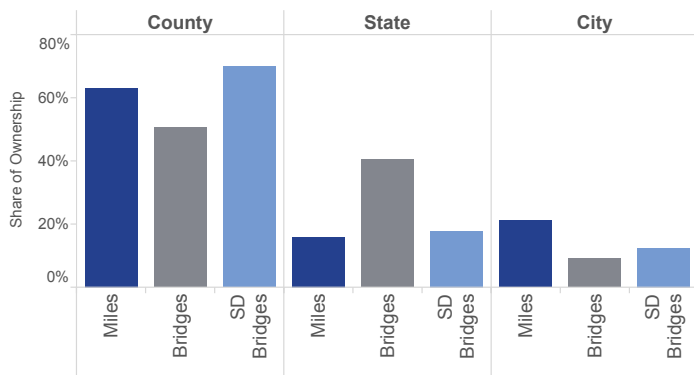
Oregon's 36 counties maintain more roads and bridges than any other jurisdiction

Data

The county road network is a critical component of Oregon's integrated transportation system. Oregon's cities, counties and Department of Transportation maintain the statewide road system, which amounts to 52,759 centerline miles of roadway. Including local access roads within counties, counties are responsible for 63 percent (33,120 miles) of Oregon's non-federal road network. When looking at the roads counties directly maintain, 10,468 miles are unpaved, indicating a surface of gravel, cinder, dirt or other natural surfaces. Although these surfaces are cheaper to construct, they are often more expensive to maintain over time and can provide a less safe and comfortable ride.

Oregon's counties maintain 3,420 bridges over 20', amounting to 50 percent of Oregon's bridges. Of the county bridges, 249 are structurally deficient (SD), which generally means the bridge is in need of rehabilitation or replacement and vehicles could be restricted from using the bridge. It is imperative SD bridges be improved. Counties must bear a larger share of this burden than other jurisdictions because counties own 68 percent of all the SD bridges statewide. Beyond the big bridges, counties also maintain 1,290 bridges below 20' and 86,890 culverts, which have significant maintenance needs of their own. All of these facilities are crucial to the transportation of goods and people throughout our state.

Comparison Between Jurisdictions

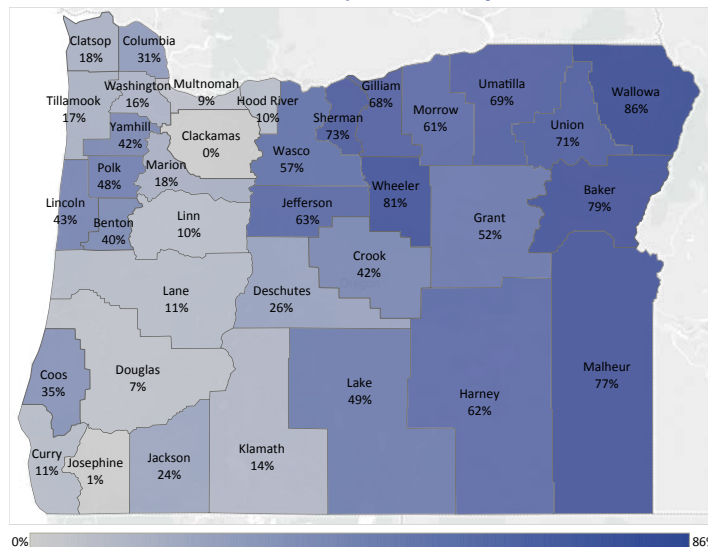


SD = Structurally Deficient

Description

Oregon's county road systems are as diverse as the state. In some parts of the state, booming populations have forced counties to confront shifts in land use and development patterns that require adaptation of a traditionally rural transportation system in to something nearly urban. Other counties in Oregon must work with their agricultural or forest industries to maintain export capacity and retain jobs in their area. Almost all county roads are routes for school buses, mail carriers and emergency vehicles.

Share of County Roads Unpaved



Oregon's counties also vary considerably by climate; county roads are damaged in both coastal floods and wildland fires. County roads provide essential links for commerce and economic activity including: local food to market delivery, access to Oregon's deep-water ports and the freight rail network, routes to recreational areas and tourist attractions, and connectivity between city streets and state highways. Regardless, all of Oregon's counties are working to make their transportation systems safer, less congested, and more efficient in moving people, goods and services.

Visit us at [OACES.OregonCounties.org](https://www.OACES.OregonCounties.org) for more County Road Briefs.

For more information, contact: **Brian Worley** | County Road Program Policy Analyst | 503.810.9902 | bworley@oregoncounties.org

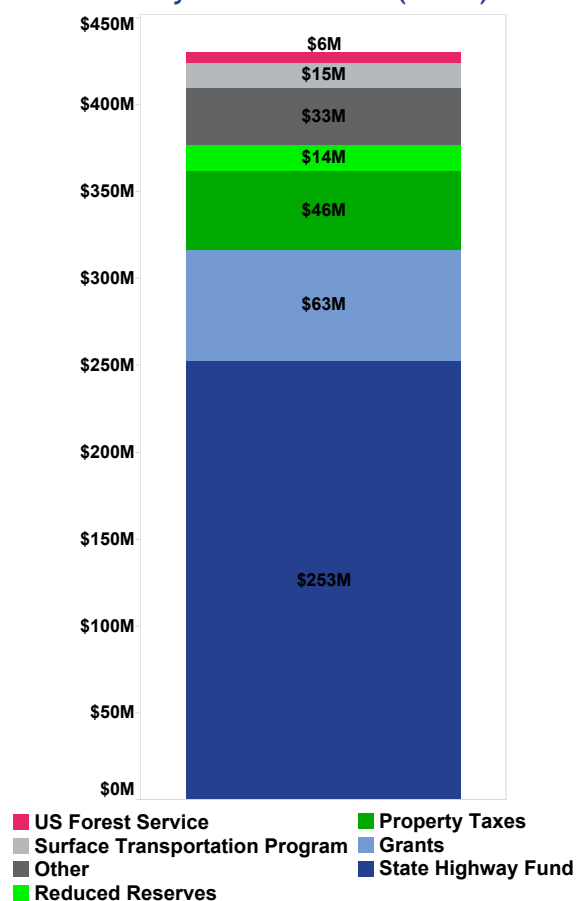
Funding Oregon's County Roads

Oregon's counties leverage a variety of funding sources to maintain and preserve infrastructure investments

Local

Oregon's counties have a handful of options on how to raise their own revenue for transportation funding. Transferring general fund property tax revenues to the road department is statutorily prohibited, except where those funds are explicitly dedicated to particular road projects when proposed to the voters. Instead, counties can institute local gas taxes, vehicle registration fees (VRF), system development charges and a variety of other mechanisms to fund their local road system (see "Other" in chart). Multnomah and Washington Counties have local gas taxes, and Multnomah County has a local VRF, which is dedicated to the Sellwood Bridge replacement project.

County Road Revenues (FY 15)



State

The primary state funding mechanism is the State Highway Fund (SHF), of which counties receive approximately 25 percent of the funds total revenue. This county share is allocated to each county based on their proportion of the statewide vehicle registrations. Revenue for the SHF is raised through the state gas tax, vehicle registration fee, weight-mile tax, motor vehicle license and road use assessment fees. The Oregon constitution restricts these funds to the construction, repair and operation of the statewide public road system, with at least 1 percent required to be expended on bicycle and pedestrian facilities. Counties also receive state funding through various grant programs.

Federal

Funding from the federal government comes in a variety of forms. The most flexible type of federal funding is from the Surface Transportation Program (STP), which can be used for almost any transportation service, except routine maintenance. Nearly all of the STP funds counties receive are exchanged with SHF dollars through an ODOT program called "Fund Exchange" where counties send \$1 dollar of federal STP funds in exchange for \$0.94 in SHF dollars. This allows counties to use the revenue on their highest priority work, maintenance and preservation, at a small cost. The remaining federal funds counties receive for transportation are allocated through various grant application processes, such as the Federal Land Access Program (FLAP). The FLAP program routinely funds the repair and preservation of county roads connecting population centers with recreational areas and economic generators on federal land. Unfortunately, the 10.27 percent match requirement placed on counties to receive much of the federal funding prevents many counties from accepting or applying for all of the funding they could otherwise receive.

Since 2000, Congress has assisted Oregon's rural counties that have large federal forests with payments in a program called "Secure Rural Schools" (SRS). These funds were directed to counties to make up for the lost revenue previously coming from timber harvest receipts, which had declined heavily over the past two decades. With the expiration of SRS, counties anticipate funding dropping from over \$100 million at the peak, down to only \$6 million when based solely on receipts.

Visit us at OACES.OregonCounties.org for more County Road Briefs.

For more information, contact: **Brian Worley** | County Road Program Policy Analyst | 503.810.9902 | bworley@oregoncounties.org

How Would Oregon's County Road Departments Expend More Revenue?

Introduction

Oregon's county road departments are in need of a significant increase in funding. The 2014 County Road Needs Study projects a county road funding shortfall of \$505M per year.

In anticipation of a 2017 Transportation Package, three different levels of annual funding increases were created: \$300 Million (similar to the 2009 Jobs & Transportation Act), \$900 Million (similar to the State of Washington's recent package), and \$600 Million (in between the other two levels).

For information about the 2014 County Road Needs Study please go to RNS.OregonCounties.org.

Assumptions

The graph below estimates how counties could expend additional revenues. It uses the following assumptions:

- All maintenance and repair of county infrastructure would be prioritized first, followed by all pavement preservation projects, and finally capital construction.
- Within each category, expenditures are ranked by smallest to largest costs, not in order of priority.

These assumptions are made to demonstrate how new revenues could impact the current county road needs and will not necessarily hold true. However, it is anticipated that the majority of new funds would be spent on maintenance and preservation projects.

Statewide Package Size		\$300 M	\$600 M	\$900 M	Equivalent
County Share					Gas Tax Increase
Expenditure	Annual	\$90 M	\$180 M	\$270 M	
I. Maintenance	System Management	\$2,809,143			
	Other	\$6,791,115			
	Grading & Re-Rocking	\$7,073,361			
	Traffic Control	\$7,575,489			
	Storm Response	\$7,732,326			
	Bridge & Guard Maint.	\$8,310,614			
	Pavement Repairs	\$12,516,585			
	Drainage	\$12,706,915			
	Shoulder & Vegetation	\$13,369,965			
	I Total:	\$78,885,513			\$ 0.09
II. Preservation	Seal Coats	\$24,709,793			
	Overlays	\$67,356,572			
	I & II Total:	\$170,951,877			\$ 0.20
III. Capital Construction	Fish Passage	\$2,059,500			
	Intersection	\$6,338,725			
	Bike/Pedestrian	\$9,742,200			
	Safety	\$15,407,935			
	Other	\$17,003,550			
	Bridge	\$96,520,096			
	Road Construction	\$187,172,732			
I, II & III Total:		\$505,196,616			\$ 0.58

Jackson County Road Priorities



County Information

Population: 212,567

Square Miles: 2,801

Federal / State Land
Ownership: 47%

Road Data

Total Road Miles: 963

Gravel Road Miles: 215

Paved Roads in Good
Condition: 73%

Bridges: 318

Structurally Deficient
Bridges: 3

Road Funding (FY 16)

State Highway Fund:
\$13,485,000

Federal Surface Trans-
portation Program:
\$584,000

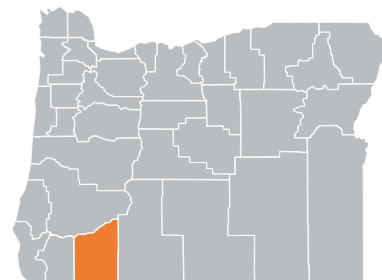


OregonCounties.org/RoadFunding

Background

Home to Southern Oregon University and the Shakespearean Festival, Jackson County relies upon forest products, tourism and agricultural industries.

The 2014 County Road Needs Study found Oregon's Counties need an additional \$505 million per year in funding.

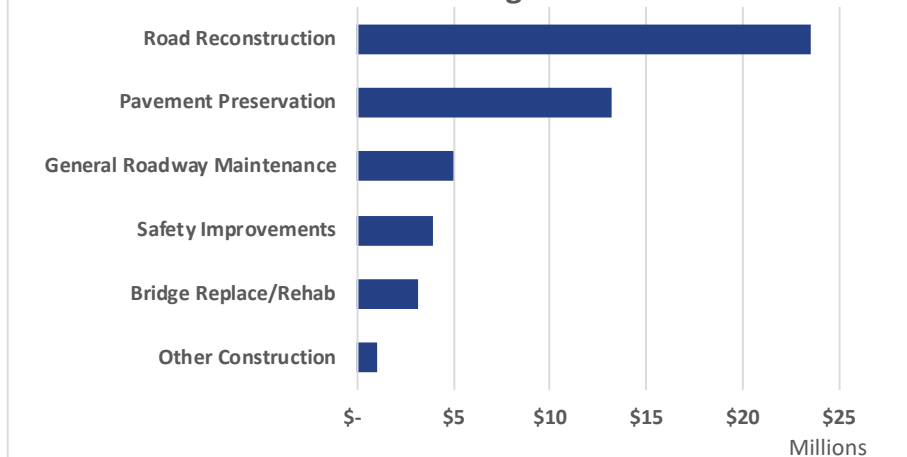


Spending

The example projects below assume counties continue to receive 30 percent of any new statewide transportation package and that the package amounts to \$600 million per year in new funding. Based on these assumptions, Jackson County would expect to receive \$49.8 million in new revenue over five years and would prioritize:

- **Road Reconstruction:** With new funding, Jackson County would invest in the reconstruction and enhancement of a variety of key county corridors. From a full road reconstruction, to the addition of bicycle lanes, shoulders and realignments of the roadway, Jackson County would fill critical needs in the county road network.
- **Pavement Preservation:** Jackson County faces challenges in maintaining its pavement condition, with 27 percent of their roads rated average or worse. Roads in these categories may have signs of deterioration which result in a less safe and less comfortable ride. To address this, Jackson County has prioritized the preservation of their pavement through chip seals, overlays and pavement repairs. Pavement preservation is also extremely cost-effective: without regular preservation treatments, roads would eventually need to be reconstructed at a 6 to 14 times higher cost.
- **Safety Improvements:** In an innovative use of new resources, Jackson County would purchase a striping truck and durable striping materials which would significantly improve visibility of centerline and edgelines, reducing the likelihood of roadway departure crashes. Traditional paint does not last as long, or work as well. Further, Jackson County would expend new funding to improve and repair traffic signs and guard rails.

How Jackson County Would Spend \$49.8 Million in New Road Funding Over 5 Years



Contact: Mike Eliason | Transportation Policy Manager | 971.218.0945 | meliason@oregoncounties.org



Oregon Association of County Engineers & Surveyors (OACES)

OACES is a professional membership organization for Oregon's County Engineers, Public Works Directors, Road Masters, Surveyors and other engineering and surveying industry members.

The purpose of OACES is to:

- Promote public works activities, including the construction and maintenance of roads and appurtenances to recognized engineering standards in the counties;
- Promote the professional application of land surveying;
- Promote the ethical and best practices of these professions;
- Exchange ideas, give all counties in Oregon the advantages of these professionals, enhance all phases of county services.

OACES Membership Benefits

Bi-Weekly Newsletter

- The OACES newsletter is a robust publication featuring: grants, training opportunities, partner conferences, news and industry updates.

Website

- The newly redesigned OACES website contains a database of past conference presentations, upcoming meetings and agendas, the OACES membership roster, external resources, links, and more!

A Voice in Salem and Washington D.C.

- As a member, we take your concerns and priorities and put them in front of our State and Federal representatives, ensuring that the voices of all of Oregon's Counties are heard.
- State and Federal agencies frequently look to OACES for recommendations and appointments to various boards and commissions. Members are part of the selection process and eligible for appointment to these boards and commissions.

Conferences and Meetings

- In the Spring and Fall, OACES holds conferences around the state where in-depth discussions and training take place on critical environmental, engineering and operational needs. OACES conferences are designed as a free-flowing exchange of ideas, and help to establish policy priorities.
- Monthly OACES meetings give members more networking opportunities with their peers to access best practices, problem resolution and alternatives, and new industry information.

Membership Surveys

- OACES members can request a survey be conducted on an issue of particular concern or interest in their community, and receive feedback from their peers around the state. Survey results are included in a database ranging back nearly a decade, with members able to access content touching on maintenance, contracting, engineering, labor relations, among others.

www.OregonCountyRoads.org



Oregon Association of County Engineers & Surveyors (OACES)

Proposed Dues Structure

Current Dues Structure:

Projected Annual Revenue: \$26,580

Projected Annual Deficit: -\$29,520

County Dues:

• Public Works:

○ Under \$1,000,000:	\$350
○ \$1,000,000 to \$5,000,000:	\$450
○ Over \$5,000,000:	\$550

• Surveyors:

○ Under \$100,000:	\$0
○ \$100,000 to \$499,000:	\$100
○ \$500,000 to \$1,000,000:	\$200
○ Over \$1,000,000:	\$300

Membership Dues:

• County Memberships:

○ Voting:	\$40
○ Associate	\$40
○ Life	\$0

• Affiliate Memberships:

○ Agency:	\$40
○ Business:	\$100
○ Honorary Life:	\$0

Proposed Dues Structure:

The current dues structure will remain in place through 2018. The full dues increase will take effect in January, 2020, with a 50% stair-step increase in January, 2019.

	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>
Projected Annual Revenue:	\$26,580	\$26,580	\$42,095	\$57,610
Projected Annual Deficit:	-\$29,520	-\$29,520	-\$14,005	+\$1,510

County Dues:

• Public Works:

	<u>2019</u>	<u>2020</u>
○ Under \$1,000,000:	\$550	\$750
○ \$1,000,000 to \$5,000,000:	\$725	\$1,000
○ Over \$5,000,000:	\$875	\$1,200

• Surveyors:

○ Under \$100,000:	\$25	\$50
○ \$100,000 to \$499,000:	\$150	\$200
○ \$500,000 to \$1,000,000:	\$300	\$400
○ Over \$1,000,000:	\$450	\$600

Membership Dues:

• County Memberships:

○ Voting:	\$60	\$80
○ Associate	\$60	\$80
○ Life	\$0	\$0

• Affiliate Memberships:

○ Agency:	\$60	\$80
○ Business:	\$150	\$200
○ Honorary Life:	\$0	\$0



OACES Proposed Dues Structure

Membership Dues: There are two groups of members in OACES: **county** and **affiliate memberships**.

- **County Memberships:** *Counties must also pay the “County Dues” listed below.*
 - **Voting (Current: \$40/person, 2019: \$60/person, 2020: \$80/person):** Two voting members from each county, Public Works Division, and the Surveyors Division.
 - **Associate (Current: \$40/person, 2019: \$60/person, 2020: \$80/person):** County employees who wish to be members of OACES but are not the primary voting member for their county.
 - **Life (Free):** A former voting or associate member can be anointed a life member by the OACES Board.
- **Affiliate Memberships:** *The OACES Board of Directors must approve all affiliate memberships.*
 - **Agency (Current: \$40/person, 2019: \$60/person, 2020: \$80/person):** Individuals employed by government agencies who are interested in or associated with OACES.
 - **Business (Current: \$100/business, 2019: \$150/business, 2020: \$200/business):** Businesses with an interest in or associated with OACES. Business affiliates are eligible to send multiple people to OACES functions.
 - **Honorary Life (Free):** Individuals who have contributed immeasurably to the welfare of OACES.

County Dues: Each county is also assessed county dues, one for each division based on the size of their budget.

● Public Works: Road Fund Revenue of:	<u>Current</u>	<u>2019</u>	<u>2020</u>
○ Under \$1,000,000:	\$350	\$550	\$750
○ \$1,000,000 to \$5,000,000:	\$450	\$725	\$1,000
○ Over \$5,000,000:	\$550	\$875	\$1,200
● Surveyors: Surveyor General Fund, Land Corner Preservation Fund Revenue of:			
○ Under \$100,000:	\$0	\$25	\$50
○ \$100,000 to \$499,000:	\$100	\$150	\$200
○ \$500,000 to \$1,000,000:	\$200	\$300	\$400
○ Over \$1,000,000:	\$300	\$450	\$600

National Association of County Engineers (NACE) Membership Dues: NACE dues are based on the population of a county, with an unlimited number of individual memberships for that county. One person is designated as the voting member for NACE. The OACES voting member will be the designee unless otherwise requested.

- **County Population:**
 - Under 50,000: \$200
 - 50,000 to 150,000 \$350
 - 150,000 to 250,000 \$500
 - 250,000 to 500,000 \$750
 - Over 500,000 \$1,000



Oregon Association of County Engineers & Surveyors (OACES) 2018-19 Proposed Dues Structure

Annual Dues for: CLATSOP COUNTY (Example)

County:	<u>Current</u>	<u>2019</u>	<u>2020</u>
Public Works Division (<i>Based on Road Fund Revenue</i>)	\$450	\$725	\$1,000
Surveyors Division (<i>Based on Surveyor General Fund, Land Corner Preservation Fund Revenue</i>)	\$100	\$150	\$200
NACE (<i>Based on Population</i>)		\$200	\$200
Individual:			
Voting Member (<i>one from each Division</i>)	\$40	\$60	\$80
Each Non-Voting Member	\$40	\$60	\$80

Clatsop County Billing:

<i>County Membership Dues</i>	<u>Current</u>	<u>2019</u>	<u>2020</u>
Public Works	\$450	\$725	\$1,000
Surveyors	\$100	\$150	\$200
NACE	\$200	\$200	\$200
<i>Individual Membership Dues</i>			
Public Works (<i>2 members, 1 voting, 1 non-voting</i>)	\$80	\$120	\$160
Surveyors (<i>1 voting member</i>)	\$40	\$60	\$80

Total County Annual Billing	\$870	\$1,255
\$1,640		

For details on County Dues/Size breakdown, OACES Membership Categories, Business Affiliates, NACE charges go to <http://tinyurl.com/z97fp3w>



County Road Program

Integrated Road Information System (IRIS)

IRIS provides Oregon's County Public Works - Road departments with a comprehensive software suite of tools and reporting to help manage their road system and operations

What Is IRIS?

IRIS is a cost accounting based software system of 8 modules and reports covering and tracking resources used in the maintenance and operations of the County Road Department. It allows you to track and report on resources like

- Labor
- Material
- Equipment
- Services

And do so at a wide level of detail including

- Project
- Activity
- Task
- Date
- Road Conditions and more

Modules Available:

Currently 31 counties are using modules of IRIS 9.0. Modules used are based on county need rather than dictated by AOC-CRP

- Accounts Payable
- Accounts Receivable
- Cost Accounting
- Equipment Management
- Road Inventory
- Streetwise (Pavement Mgmt)
- Service Requests
- Vegetation Management

Reports and Information

Visit the page link below to view examples of some IRIS standard reports.

Road Cost Summary Report					Date Printed
Date Range Between 1/1/2017 and 2/1/2017					
Labor	Equipment	Material	Services	Other	
\$0.00	\$0.00	\$125.79	\$0.00	\$0.00	
\$69.66	\$147.00	\$52.96	\$0.00	\$0.00	
\$52.26	\$0.00	\$178.02	\$0.00	\$0.00	
\$1,071.24	\$488.95	\$102.25	\$0.00	\$0.00	
\$386.37	\$376.08	\$237.60	\$0.00	\$0.00	
\$1,579.53	\$1,012.03	\$696.61	\$0.00	\$0.00	

Visit us at IRIS.OregonCounties.org

For more information, contact: Greg Lang | IRIS Trainer and Communications | 503.701.5004 | glang@oregoncounties.org
County Road Program | 544 Ferry Street NE. Salem, Oregon 97301 | 1-855-843-5176



County Road Program

Integrated Road Information System (IRIS) Application Programming Interface (API)

What Is the IRIS 10 API?

IRIS 10 API is a programming interface that will allow Counties, internal IT developers, and outside contract developer agencies the means to access current IRIS data directly then integrate it into internally developed programs for individual use.

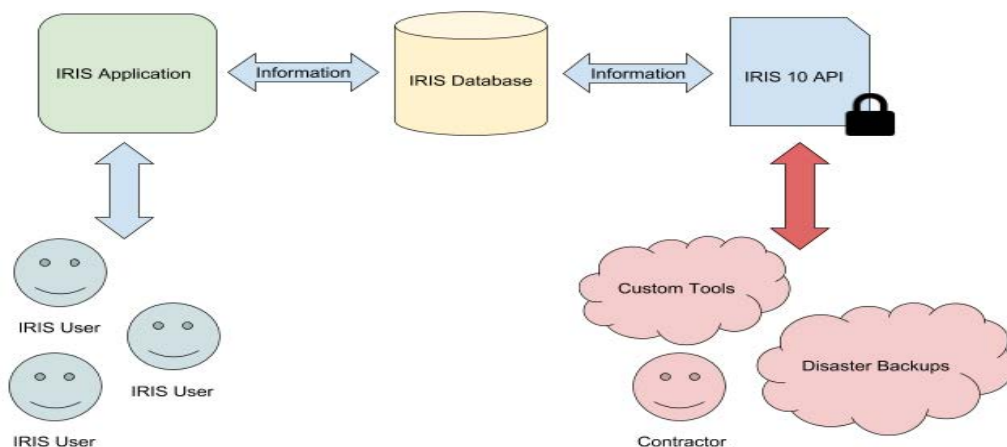
Why is it being developed?

With new accountability measures from the Transportation Package there is a need to access data, identify locations of Sign, Culverts, Road Features, and much more. Getting this data in and out of IRIS is critical and an API is needed to freely access this information.

How does it work?

The CRP IRIS development team is creating the software interface to get data out of the IRIS database and send it to the individual counties and requesters.

- Counties will allow access to individual requests
- Authorization codes will be integrated in the data request
- Internal Developers or Contract developers will take the data and integrate into programs/applications they develop



To get involved in the Beta testing, contact [Greg Lang](#) at 503-701-5004 to discuss your proposal.

For more information, contact: Greg Lang | IRIS Trainer and Communications | 503.701.5004 | glang@oregoncounties.org
County Road Program | 544 Ferry Street NE. Salem, Oregon 97301 | 1-855-843-5176



Social Media Policy – Use of Social Media

While social media sites started as informal, unofficial avenues of communication, the popularity and efficiency of this mode of interaction has caused many public sector agencies to incorporate social media as an official part of their overall communications strategies.

Recognizing that social media resources can be an effective way to reach members and citizens, it is in the Association of Oregon Counties best interest to leverage the social media resources available to us.

However, it is extremely important that the Association of Oregon Counties take a measured, strategic approach to the implementation of social media to avoid potentially damaging consequences such as the presence of out-of-date information, the failure to provide appropriate information to members and citizens who have requested it or the misrepresentation of Association of Oregon Counties policies, services or values.

Accordingly, this policy addresses how and when social media sites should be established, and procedures for ensuring that information on those sites is accurate and timely.

DEFINITIONS

Social Media

Generally, social media is any site or online process designed to facilitate simple and streamlined communication between users. Social media sites differ from conventional communication media such as online newspapers and magazines in that they tend to be less structured and complex, and more friendly, personal, and intimate in nature, and they tend to offer tools which allow for quick, unfiltered, and often spontaneous communication opportunities.

Social Network

For the purposes of this document, the term “social network” or “social networking” refers to any interaction between a participant and any site deemed by Association of Oregon Counties to be social media, including, but not limited to: Facebook, LinkedIn, Twitter and YouTube. Interaction is not limited to accessing the website of such social media sites, but also sending to or receiving from such sites any emails, text messages or any other electronic interaction.

Official

In terms of this policy, ‘official’ refers to any site or process set up by Association of Oregon Counties, its employees, agents or contractors, which serves to communicate



sanctioned Association information or engage citizens in discussion about topics, services or processes under the auspices of the Association.

ESTABLISHMENT OF SOCIAL MEDIA

An official Association of Oregon Counties social media site may only be established with the approval of the Executive Director or designee. This helps to ensure that information posted on official Association social media sites or tools meet all applicable codes, policies, procedures and laws pertaining to them, and that the structure of the official social media site or tool is consistent with the strategic goals of the Association.

It is important to note that simply because the ability exists to create a presence on a social media site, that it is by no means immediately appropriate to do so. An official presence on a social media site should only be considered when the message and the audience are appropriate to the social media environment. It is also good to realize that more is not necessarily better. A single well designed social media site can be much more manageable and considerably more effective at communicating a range of information than multiple special-purposed sites.

GRANT OF ACCESS

Any official Association of Oregon Counties social media site may be accessed by a Association public information officer, technology services personnel or other authorized parties to communicate official information or to make corrections to inappropriate or inaccurate information. The Association reserves the right to temporarily or permanently disable any social media site which is in violation of any Association network security policy or otherwise causes a threat to the security of Association systems.

APPROPRIATE USE

Social media sites offer a wide variety of communication options, some of which may quickly become complex in the light of First Amendment rights, public records laws, Freedom of Information Act requests, and others.

With that in mind, the following shall apply to any official social media site.

- **Advertising.** Whenever possible, third party advertisements are to be disabled on any official Association social media site.
- **Comments.** On any social media site where members of the public may comment, it is understood that an official reply to such comment is not required. Further, any comment that is profane, threatening or otherwise inappropriate may be removed from the site.



- **Photos, Videos, and other Multimedia.** No photos, videos or other multimedia files may be posted to an official social media site unless the Association or its agents have expressed permission by the copyright holder to do so, or ownership of said files belongs to the Association. Unless properly disclaimed on the official social media site, no such files may be contributed by users without expressed written permission of the copyright holder of said files.
- **Alerts and Emergency Information.** All information of an emergency nature must be approved by a department head, manager or emergency coordinator before it may be disseminated on an official social media site.
- **Personal Information.** Official social media sites shall not be used to send out or promote any information of a non-association-approved nature. All information posted by the Association or its agents must be for the purpose of communicating county information or services. This does not preclude the Association from posting information on general community items of interest or events.
- **Prohibited Information.** No content may be placed on an official Association social media site which violates existing Association policies including, but not limited to, sexual harassment, discrimination and harassment, workplace violence, or other adopted Association policies. This includes content that is sexually explicit, that creates a hostile work environment, or that promotes hatred or violence. As allowed or required by law, comments or other materials placed on a county social media tool or site which violate any of these policies must be removed immediately.
- **Disclaimers.** All official Association social media sites must prominently display applicable social media disclaimers and legal statements as determined by the Association's legal counsel.
- **Branding.** All official Association social media sites must maintain Association branding. At a minimum, the Association logo shall be prominently displayed on each site and there will be a statement proclaiming that each site is the "official [insert name of social media platform] of Association of Oregon Counties."

LOCATION OF INFORMATION

The Association of Oregon Counties website located at www.oregoncounties.org is to be the primary source of information of an Association nature. Supplementary sites, such as social media sites and tools, should introduce information, and link to the Association of Oregon Counties website for complete and detailed information.

Departments or divisions who have official websites other than www.oregoncounties.org must use their official site as the primary source of information.



APPLICABILITY OF OTHER POLICIES

Association of Oregon Counties employees, agents, volunteers, and contractors are still bound by all other applicable policies, procedures, and laws (including public records law) pertaining to the creation and maintenance of an official social media site or tool.

Association of Oregon Counties

July 25, 2017

Mike McArthur, Executive Director

Rob Bovett, Legal Counsel

[original signed]