

3B. Project Readiness – DRAFT Scope of Work

Clackamas County Land Suitability Assessment

Task 0. Consultant Selection and Initial Agreements (September – December 2025)

Clackamas County will select a consultant through a Request for Proposals (RFP) process to assist with the Land Suitability Study (LSA) project. This task will define the project scope, schedule, and budget that will be used for the consultant contract and Intergovernmental Agreement (IGA).

Deliverables: RFP including scope, schedule, and budget, consultant contract, signed IGA.

Task 1: Project Kickoff and Management (January – February 2026)

Clackamas County staff and the consultant team will hold a project kickoff meeting to review and refine the scope, schedule, and roles and responsibilities. Agenda items will include establishing project coordination and invoicing protocols, collecting needed background materials, identifying stakeholders, and confirming engagement tools and strategies. The consultant will prepare a summary of the kickoff meeting.

The Project Management Team (PMT) will hold monthly project coordination meetings to track progress on key tasks and deadlines, and update the schedule as needed. The consultant will prepare PMT agendas and meeting notes.

The Interagency workgroup will form and meet including a representative from each of the cities adjacent to or including the areas subject to the assessment.

Deliverables: Kickoff meeting summary, invoicing framework, stakeholder list, engagement tools and strategies, agendas and meeting notes for 2 PMT meetings, agenda and meeting notes for Interagency workgroup meeting.

Task 2: Critical Issues and Land Feasibility (March – June 2026)

Building on the Industrial Site Readiness Study and other past efforts, Clackamas County will compile data and document site characteristics required for target industries. The County will interview a variety of stakeholders, including jurisdictional representatives, service providers, and private developers to discuss critical issues that relate to suitability. The County will prepare Critical Issues Memo that summarizes stakeholder interview and key findings.

Concurrently, the County will conduct a buildable land inventory (BLI) for urban reserves and rurally zoned land within the UGB (Study Area) to document critical land characteristics. The inventory data will also be used to identify suitable locations for residential and commercial development. The findings will be summarized in a memo and visualized using a GIS tool.

Deliverables: Critical Issues Memo, BLI Memo, GIS tool, agendas and meeting notes for 8 PMT meetings.

Task 3: Serviceability Analysis (July – September 2026)

Task 3 will identify factors influencing serviceability, such as road, water, sewer, and stormwater constraints. This study will include a high level scoring system to represent potential serviceability. Findings from Task 3 will be summarized in a memo that identifies opportunities and challenges within the Study Area.

The Interagency workgroup will be convened to review findings from Tasks 2 and 3 and identify up to three pilot areas for deeper analysis.

Deliverables: Opportunities and Challenges Memo, serviceability scoring system, Interagency workgroup meeting agenda and meeting notes, pilot areas for further analysis, agendas and meeting notes for 6 PMT meetings.

Task 4: Pilot Areas Analysis (October – December 2026)

Task 4 involves a detailed feasibility assessment of the (up to) three pilot areas identified in Task 3. Memos addressing site characteristics, transportation, water, sewer, and other development constraints will be prepared, assigning values to areas based on identified challenges. These findings will guide an informed evaluation of the potential for development in the selected pilot areas. Criteria from the Industrial Site Readiness Study will be applied to GIS tools to assess suitability of land for employment and industrial uses. A summary memo will document the findings and evaluate how identified areas align with regional industrial and employment goals.

Deliverables: Site suitability assessment memos, Pilot Sites: Industrial Site-Suitability memo, agendas and meeting notes for 6 PMT meetings.

Task 5: Draft Report and Stakeholder Engagement (January – March 2027)

A draft report summarizing the findings from each of the previous tasks will be developed. The County will convene the Interagency workgroup, and may conduct a series of focus group meetings and/or stakeholder forums to gather feedback and refine the draft report. This phase will emphasize partnerships to acknowledge and develop potential solutions to identified serviceability challenges and the real costs of infrastructure investments.

Deliverables: Draft report, focus group and forum agenda and summaries, revised draft report, agendas and meeting notes for 6 PMT meetings.

Task 6: Final Development-Ready Land Report (April – May 2027)

The final task will produce a user-friendly report summarizing the findings and data generated through the previous tasks.

Deliverables: User friendly Final report and related GIS tool, technical appendices, agendas and meeting notes for 4 PMT meetings.