



Oregon

John A. Kitzhaber, M.D., Governor

Department of Land Conservation and Development

635 Capitol Street NE, Suite 150

Salem, Oregon 97301-2540

Phone: (503) 373-0050

Fax: (503) 378-5518

www.oregon.gov/LCD

November 7, 2014

TO: Land Conservation and Development Commission

FROM: Jim Rue, Director
Carrie MacLaren, Deputy Director

SUBJECT: **Agenda Item 6, November 13-14, 2014, LCDC Meeting**

STRATEGIC PLAN

I. AGENDA ITEM SUMMARY

The Department of Land Conservation & Development (DLCD and/or department) has revised and updated its strategic plan. The department recommended that the Land Conservation & Development Commission (LCDC and/or commission) hold a public hearing on this agenda item and provide feedback to the department on whether the plan aligns with the commission's priorities. Although not required, the department recommends that the commission approve the strategic plan.

For additional information about this report, please contact Carrie MacLaren, Deputy Director, at 503-934-0051, or by email at carrie.maclaren@state.or.us.

I. BACKGROUND AND PURPOSE

The department is currently operating under a strategic plan created in 2010, which revised the mission and laid out the strategic goals. While that plan also identified several strategic initiatives, it did not attempt to represent a comprehensive view of department activities, such as would be necessary for work plan level development.

Various versions and modifications of the strategic initiatives have appeared in the department's budget, reports, publications, and website. Simultaneously, the state has put more effort into aligning programs and initiatives, and articulating outcomes, such as in the 10-Year Plan. Thus, the department determined it was time to update and expand the utility of the strategic plan, and to commit to a stable and commonly understood direction for the department. The strategic plan is intended to be a "living" document that helps communicate the agency's direction, while at the same time evolving over time as state and local needs and priorities change.

The format of the strategic plan contains a mission statement (modestly reorganized), guiding principles as identified in statute and derived from the Big Look Task Force, strategic goals, and a series of strategies to achieve those goals. The strategic planning process was largely a

department exercise, to bring cohesion and direction. During the course of the process, which included an opportunity for public comment, several issues rose to the top, and have been captured under the heading “Emerging Themes.” These themes include:

- Improve public understanding of the statewide planning program and expand the department’s capacity to provide outreach and education.
- Increase community and economic development assistance to rural communities in collaboration with Regional Solutions Teams.
- Streamline urban growth boundary (UGB) processes, and increase the capacity at both the state and local level to focus on creating livable communities within UGBs.
- Increase leadership and support for local and state initiatives to create resilient communities and mitigate the effects of natural hazards and climate change.
- Improve capacity to gather, analyze, and distribute data and information to local jurisdictions and other stakeholders, and to guide policy development.

While these themes have not been identified as priorities, they will serve as orienting goals for the department’s work. More specifically, as the department implements the strategies identified in the plan, it will do so in light of these themes, seeking to create synergies and a higher likelihood of realization.

II. PUBLIC COMMENT

The department received valuable public comment on the June draft strategic plan. A synthesis of those comments, as well as department responses, is included as Attachment B. Copies of the public comments are included in Attachment C. A redline comparing the substantive changes is included as Attachment D.

Most of the comments were quite positive, appreciating the attempt to create a more public-friendly document explaining the scope of the state land use planning program, its many partners, and the desired outcomes. In addition to this general support, most comments offered specific recommendations and changes, which we have attempted to capture in the synthesis in Attachment B. One repeated comment was a desire for more detail, including greater clarity for outcomes and timelines. Given the breadth of the strategic plan, and the fact that many strategies require more development before implementation, it is not possible to provide the requested level of detail in a consistent manner. But, to address the interest and desire for involvement and input, the department will make additional information public when we begin to work on individual strategies, and will seek to improve collaboration and coordination with local governments, stakeholders and other interested persons.

On policy matters, three sets of dynamics appear:

- Needs of rural communities, vis-à-vis urban communities, with a desire to no lose sight of rural issues;
- Development vis-à-vis resource protection, with a desire to not lose sight of development opportunities and benefits as well as the role natural resources play in economic development, particularly for rural Oregon; and
- The department’s provision of technical assistance and grant funding, vis-à-vis department regulatory responsibility, with a desire to not lose sight of regulatory responsibility while also providing communities with additional capacity and flexibility.

While these are not new, they reflect the tension and the spectrum of the department’s obligations to communities and local governments in Oregon. Most of the changes made to the June draft are an attempt to address this dynamic.

III. DEPARTMENT RECOMMENDATION

The department recommends the commission review the proposed Strategic Plan after taking public testimony, and provide feedback to the department on whether the plan aligns with the commission’s priorities. Finally, although not required, the department requests that the commission approve the strategic plan.

ATTACHMENTS

- A. Proposed Strategic Plan (November 2014)
- B. Synthesis of Public Comments
- C. Collection of Public Comments Received
- D. Redline comparing June 2014 Draft with Proposed Strategic Plan (substantive changes)
- E. Link: [10-Year Plan](#)¹
- F. Link: [Department’s Current Strategic Plan](#)²

¹ <http://www.oregon.gov/COO/Ten/Pages/index.aspx>

² http://www.oregon.gov/LCD/Pages/about_us.aspx