

# Oregon Landscape Contractors Board

## Strategic Plan

July 2024 – June 2028



**Licensing Oregon Landscape Businesses Since 1972**



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## Executive Summary

### Agency Background and Scope

Oregon's Landscape Contractors Board (LCB) is a state agency established in 1972 to oversee the landscape industry throughout Oregon, licensing such businesses and individual professionals. The LCB is comprised of a small staff of state employees and a seven-person Board of Directors. Together they oversee landscape construction work in the industry in the interest of all stakeholders in Oregon. LCB staff are accountable to the LCB Board of Directors ("the Board").

Services provided by LCB staff include:

- Licensee applicant education and examination;
- License issuance;
- Regulation enforcement; and
- Claim dispute resolution.

These services foster the professionalism and competency of those in the industry and protect consumers and others in the community.

LCB is self-funded, receiving no recurring state or federal funding, and relies primarily on examination fees, licensure fees, and enforcement penalties for its financial resources.

### Agency Oversight

The Landscape Contractors Board ("the Board") is an oversight body for the LCB agency comprised of seven (7) members appointed by the Governor's Office for three-year renewable terms. Membership includes five industry professionals and two members of the public. This body is responsible for making informed decisions and policies. LCB staff are accountable to the Board for effective operations in service to the public.

The Board ensures fair treatment in settling disputes that may arise under its jurisdiction, with the philosophy that those who perform this type of work without being properly licensed should first be encouraged to obtain a license and correct any issues related to their services.

### Strategic Planning Process

In March 2024, the LCB engaged in a strategic planning retreat facilitated by Integrated Success Consulting (a Willamette Valley based organizational development company) to develop a multi-year plan to best serve stakeholders by leveraging and building upon the strengths of the organization.

Agency fundamentals of mission, vision, and core values were examined by considering current realities and trends and anticipated shifts as illuminated by the PESTLE analysis and subsequent discussion. The LCB met for a full-day retreat to accomplish the following:



- 1) Clarify agency fundamentals of mission, vision, and core values.
- 2) Craft the agency's first formal Equity Statement.
- 3) Develop a multi-year strategic plan to attain the articulated vision, serving stakeholders while exemplifying core values.
- 4) Identify 3-5 aspirational and realistic Key Strategic Initiatives to accomplish the plan.
- 5) Establish high-level strategic areas of focus in support of each Key Strategic Initiative.

Prior to the strategic planning retreat, feedback was gathered from external stakeholders via online questionnaires. Four external stakeholder groups responded. Themes that emerged from those responses were shared with strategic planning retreat participants and purposefully considered throughout development of this strategic plan.

Key stakeholders were invited to attend and participate in essential segments of the retreat: understanding key stakeholders' expectations, conducting a SWOT analysis, and articulating aspirations for what LCB at its best would look like from their perspective. Four external stakeholders accepted the invitation and were tremendously engaged, insightful, and impactful throughout. The staff and board of the Landscape Contractors Board wish to acknowledge their participation and express gratitude for their partnership.

Through a highly engaged and collaborative process during the retreat, the LCB defined their stakeholders along with expectations and needs of each stakeholder. Using this stakeholder lens, the LCB examined the previous mission, vision, and values of the agency, identifying key elements to retain and opportunities to refine and restate the LCB purpose, aspirational state, and guiding principles of engagement. Strong consensus emerged regarding protecting consumers and communities while effectively enrolling the industry and its participants in collaborative partnerships and supporting services.

Several common themes emerged that, ultimately, are embedded within the resulting Key Strategic Initiatives. The themes are: (1) providing equitable pathways to licensure; (2) using technology in service to stakeholders; (3) building and enhancing relationships and partnerships; and (4) enhancing LCB's visibility and reputation as a supportive subject-matter expert and partner.

In April 2024, Board members and agency staff reconvened for a work session to refine the Key Strategic Initiatives (Objectives) and High-Level Strategies (Goals), and to articulate the Actions necessary to achieve each Goal. Prior to the work session, LCB's external consultant contacted stakeholders who participated in the March 2024 retreat for confidential interviews pertaining to the Objectives and Goals. The consultant gathered their insights and recommendations, producing a summary of those interviews which was provided to Board members and agency staff participating in April's work session.



## Contents of This Report

This strategic plan report first focuses on the fundamentals of mission, vision, core values, and commitment to equity; followed by an analysis of stakeholders' expectations, internal strengths and gaps, external opportunities and obstacles, key strategic initiatives, and a framework of supporting strategies. The report culminates with recommendations related to implementation. An Appendix containing a list of retreat participants is attached.



## Foundational Strategic Elements

### Mission

During the planning retreat, the LCB examined the core purpose for the agency's existence, the work the organization is tasked with and for whom. Based on those informed discussions, the existing mission statement was affirmed:

#### Our Mission

The Oregon Landscape Contractors Board is a state agency with a strong commitment to serve the public, consumers, and licensees of the State of Oregon. The primary mission of the Board is consumer protection. We achieve this by promoting contractor competency in the landscape industry through five (5) major program areas:

- Education
- Examinations
- Licensing
- Claims and Dispute Resolution
- Enforcement

### Vision

Participants discussed the purpose of a vision statement, in general, and then reviewed the LCB's existing statement. In the end, modifications were made to that statement to make it more compelling and concise while retaining its original intent. It now reads:

#### Our Vision

We elevate the standard of professionalism and integrity in the industry.  
We efficiently serve all stakeholders and are a model of effective and compassionate administration working on behalf of the public's interest.



## Core Values

Retreat participants reviewed the then-current stated values. Recognizing that core values express what is important to the organization and how individuals carry out its mission and vision, participants affirmed their stated core values acknowledging them as non-negotiable and actionable.



## Equity Statement

During LCB's Strategic Planning Retreat on March 8, 2024, participants (LCB agency staff and LCB board members) set some guidelines for LCB's first Equity Statement. Participants were clear that LCB's equity statement should speak to ensuring equity for all stakeholders: the Public, Consumers, Applicants, Licensees, and agency staff. Participants also agreed that LCB's equity statement should address a broad audience and be inclusive in the communities referenced to avoid an unintended perception of excluding any group or protected class.

Having a diverse and representative Board of Directors and external partnerships was also important to include in LCB's statement. There was also consensus that the ideal equity statement would refer to commitment and actions, and the Strategic Plan would be in harmony with those elements.



### Landscape Contractors Board Equity Statement:

“The **Oregon Landscape Contractors Board** (LCB) is committed to ensuring an equitable landscaping contractor licensure and related consumer protection system for all people in Oregon. We believe that all Oregonians, regardless of their background or identity, deserve equitable access to LCB services.

#### **Our Commitment:**

LCB is committed to addressing the systemic inequities that have historically marginalized certain groups of people. We commit to actively dismantle these barriers, in particular in relation to access to opportunities within the industry. We commit to ensuring fair access to landscape contractor licensure and consumer protections. We foster a welcoming and respectful workplace and service-oriented space where everyone feels valued and empowered to contribute their unique perspectives.

#### **Our Actions:**

- **Diverse agency, Board, and partnerships:** The Board leads with a sense of inclusion. We strive for a staff, board of directors, and community partnerships that reflect the richness of the communities we serve, helping to ensure all voices and perspectives are heard and inform our work. We build a team that reflects the communities we serve, promoting equitable access to licensure and consumer protection. We collaborate with diverse partners to ensure our services reach everyone in Oregon. We recognize Native tribe’s water and salmon rights in Oregon and the industry impacts on both.
- **Inclusive practices:** We are continually developing policies, procedures and systems that promote equitable access to our services and resources related to licensure and consumer protection.
- **Accessible resources:** We continuously seek to provide targeted resources and support to applicants, licensees, and consumers from historically excluded communities.

We are committed to continuous improvement and strive to be a leader in promoting equity in all we do.”





## Assessing the Environment and Expectations

### PESTLE Analysis

An analysis of external factors that could affect LCB and how they conduct business was prepared prior to the March strategic planning retreat. Specific factors included Political, Economic, Social, Technological, Legal and Environmental. Board members and agency staff received the data prior to retreat so that an informed discussion could ensue. Participants discussed what resonated with them most and what changes or additions they would incorporate related to their shared insights. The discussion and analysis informed the development of the Strategic Plan.

**NOTE:** Key external stakeholders joined LCB’s strategic planning retreat to share their insights about Stakeholders; LCB’s organizational internal Strengths and Weaknesses and external Opportunities and Threats; and share their vision for LCB’s at its best.

### Stakeholders

Working from a shared definition of “Stakeholders” as individuals, groups, or other entities that are affected by LCB’s work, have influence or power related to our success, or otherwise have an interest in the deliverables of our work, participants reviewed a list of stakeholders as developed through LCB’s 2020 strategic planning work.

Through conversation with participating stakeholders during our 2024 strategic planning retreat, a sixth category was articulated specifically: Educational/Community Services. Additionally, the industry segment of Trade Associations was expanded to specifically include “Vendors.” “Expectations” of the Applicants & Licensees category was enhanced. Insights are provided in the following table.



## Stakeholders: Roles and Expectations

Stakeholder	Role	Expectations/Needs of Us
<b>Consumers</b>	Protected party; potential victims; claimants	Protection; mediation for resolution; timely response; honesty; ensure minimum competency is met prior to licensing
<b>Applicants &amp; Licensees</b>	LCB services customer; rule/regulations compliant party; fee payer; pollution prevention covering consumers, LCB and community; LCB brand representative	Access to education and exams; streamlined processes; consumer protection; free mediation; LCB brand is meaningful; consumer confidence in the license
<b>Trade Associations</b>	Education, awareness, and professionalism in the industry	Engagement; minimum competency; education; cooperative vendor relationships
<b>Government Entities</b>	State legislators propose legislation/rules; government policy advisors providing guidance; enforcer and advisor to ensure justice	Implement laws, regulations, and adopt rules; respond and provide information to queries for guidance
<b>Other Boards &amp; Agencies</b>	Work together; enact laws impacting LCB	Transparency and collaboration; support and enforce laws and rules (ex: electricians, plumbers, construction)
<b>Educational/Community Services</b>	Education, LCB and licensure awareness, and access related to the industry	Transparency, collaboration, and open communication to best serve potential licensees

## SWOT Analysis

A SWOT Analysis is a common strategic planning tool for assessing the internal (Strengths and Weaknesses) and external (Opportunities and Threats) environment. By taking stock of the strengths and opportunities, the LCB's internal gaps and external obstacles may be mitigated or overcome. In the retreat discussions, some terminology was modified to create a strengths-oriented perspective.

Reflecting on successes made possible today by the work of the prior strategic plan actions, participating stakeholders, agency staff, and board members alike recognized the positive impact one hire has had on the work, reputation, and positive influence of the LCB. The hiring of a Licensing Specialist who is fluent in Spanish and English and has a strong connection to the Hispanic community and landscaping industry, was called out repeatedly as a strength.

## Strengths & Weaknesses

Participants – external stakeholders, board members, and agency staff -- brainstormed internal strengths and then the weaknesses (gaps or areas that needed improvement) to successfully



carry out the organization’s Mission and Vision. Once brainstormed lists were complete, each participant selected three strengths and three areas for improvement that they believed to be most impactful to the LCB’s success. Those characteristics perceived as most impactful are found at the top of each list.

Strengths	Weaknesses (Gaps or Areas for Improvement)
<b>1 - Assistance available in Spanish</b>	<b>1 – Non-English testing and educational resources</b>
<b>1 - Insightful, committed, and supportive staff</b>	<b>2 – Staff workload sustainability</b> (particularly Spanish-language speakers)
<b>2 - Consumer protection focus</b>	<b>3 – Clarity of licensing scope and options</b>
<b>3 - Board is knowledgeable, professional, and dedicated</b>	<b>3 – Self-Funding</b> (diversity of revenue streams)
<b>3 - Knowledgeable support and guidance given to stakeholders</b>	<b>4 – Institutional knowledge capture</b>
<b>4 - Compassionate yet committed enforcement</b>	<b>5 – Leveraging resource partnerships</b>
Willingness to educate the consumer	Clarity of agency scope (LCB vs CCB)
Solution-focused mindset	Website effectiveness
Open to change	
Open communication	
Claims process with mediation (free to consumers)	
Board's semi-independent status	



## Opportunities & Threats (Obstacles)

Working in small groups before reporting to the entire group for input, participants brainstormed external opportunities and obstacles (or threats) to successfully executing the LCB's Mission and Vision. By far, the Opportunity that stood out as having the greatest energy to improve and leverage was LBC building community partnerships to enhance services and make them more accessible. Of significant interest was LBC becoming more visible and positioning the agency as a resource and collaborative partner with all stakeholders.

Opportunities	Threats (Obstacles)
<b>Build strong, collaborative partnerships</b> with community services, educational institutions, and trade associations	<b>Economic downturn</b>
<b>Enhance outreach efforts to build awareness and cultivate a positive agency image</b> (ex: social media for consumers and licensees and potential applicants)	<b>Social media</b> (questioning agency reputation, relevance)
<b>Explore sponsorships, grants, and certification partners</b>	<b>Technological changes</b> (hacking risks and testing relevancy given changing codes, etc.)
<b>Proactive in outreach</b> to municipalities, etc.	<b>Misalignment with external stakeholders</b>
<b>Education</b> (to gain visibility across consumers and industry; partner in educational opportunities)	<b>Legislative changes that impact the industry</b> (influencing LCB enforcement workload)
<b>Today's economy</b> (strategic investment of financial instruments)	<b>Uncontrollable expenses</b> (i.e., Agency bears cost of judicial appeals and state government mandates)
<b>More frequent communication</b>	<b>Climate change, natural disasters, and pandemics</b>



## Aspirations

At the conclusion of external stakeholders' segment of LCB's strategic planning retreat, they were asked to share their hopes (aspirations) for what LCB would be known for five years from now, from their perspective. The following is what these external stakeholders conveyed:

- Market and advertise to distinguish value of licensed contractors versus non-compliant contractors.
- Continue to provide guidance for self-improvement of non-compliant contractors.
- Advocate for positive decision-making.
- Model/be a leading example of professionalism in the industry.
- Streamline and uncomplicate options and licensing processes.
- LCB is known by those in the industry.
- Streamline time to take all tests (approx. 12 hours now; requiring multiple trips and higher costs/expense – becomes equity access issue).
- Have the staffing level to do the work in a timely manner and without burnout.
- Utilize others to do some applicant training.
- Offer landscape business start-up support/guidance.

These aspirations helped inform the creation of LCB's strategic plan.



## Key Strategic Initiatives

As the group prepared to develop Key Strategic Initiatives, Board/staff discussed what they heard from participating stakeholders, and what that meant for their work going forward. Participants did a “gallery walk” to view all the work produced and insights gathered. Participants brainstormed strategic initiatives that would support their aspirations. Through an interactive process, the brainstormed list was explored and prioritized. Honoring the work of the prior strategic plan, participants reviewed the 2020-2025 initiatives, considering whether any should be moved into the new plan in some manner.

Ultimately three (3) Key Strategic Initiatives were identified as critical to achieving LCB’s Vision:

### Key Strategic Initiatives

1. Provide equitable pathways to licensure.
2. Adopt technology to increase educational opportunity awareness, access, and payments.
3. Develop and enhance relationships with all stakeholders.



## Initiative Goal Metrics & High-Level Supporting Strategies

In developing high level strategies to support each Key Strategic Initiative, participants considered stakeholders, timeframes, needed resources, potential obstacles, and associated mitigating measures. Participants also considered the potential impact to the LCB's goal of racial equity.

### Strategic Initiative #1

#### **Provide equitable pathways to licensure.**

Metric: Beginning FY 2024-25, evaluate current industry demographics alongside state demographics on an annual basis, including year over year, monitoring diversity of licensees in parity with state population demographics. LCB will see a 10% increase in the total number of Spanish language tests taken and passed, demonstrating quality of translated resources and exams.

#### High Level Strategies:

- 100% Spanish study and testing materials option.
- Reduce barriers to completing testing in a manner that does not lower standards for entry into the industry.
- Measure licensee demographics on an ongoing basis.

#### *Racial Equity Impact Assessment:*

- Potential Unintended Consequences – Expectations from other language groups that take us beyond agency resources to address.
- Potential Benefits – Increased accessibility to Spanish speakers, less cost to applicants, more accessible to disenfranchised populations, higher rate of passing exams.



## Strategic Initiative #2

### **Adopt technology to increase educational opportunity awareness, access, and payments.**

Metric: By May 2028 appropriate technology is in place, communicated, and utilized, resulting in 20% increase in traffic to current website and social media sites, and ACH and other payment platforms available.

#### High Level Strategies:

- Develop and create media to assist in licensing processes for English and Spanish speaking populations.
- Enhance payment processing program.
- Develop social media and improve the website to increase agency visibility to public.

#### *Racial Equity Impact Assessment:*

- Potential Unintended Consequences – None identified.
- Potential Benefits – Increases access for everyone (including Spanish speakers), adding payment options for unbanked populations; reaches diverse populations.





### Strategic Initiative #3

#### **Develop and enhance relationships with all stakeholders.**

Metric: By 2028, satisfaction surveys of organization partners will be conducted, demonstrating an average rating of “meets expectations” or higher with LCB engagement. Stakeholder partnerships will be developed in all of Oregon’s five geographic regions (NW, SW, Central, NE, SE).

High Level Strategies:

- Evaluate current stakeholder partnerships.
- Identify new industry and community stakeholders to engage and begin building relationships.

*Racial Equity Impact Assessment:*

- Potential Unintended Consequences – Focuses on Spanish and English – other languages not represented.
- Potential Benefits – Increases access to largest language groups, embraces community partners who know the needs of the communities they serve; reaches and serves diverse populations.



## Actions Supporting Strategic Objectives

During the April 25, 2024 work session of the LCB – members and agency staff - specific actions were identified to advance LCB toward accomplishing each high-level supporting strategy. This table provides transparency to specific projects designed to attain specific strategic objectives.

Initiatives/Strategies/Projects and Actions	
I.	<b>Provide equitable pathways to licensure.</b>
1.	<b>100% Spanish study and testing materials option.</b>
a.	Identify replacement for Sauter and Western Garden books. (not available in Spanish)
b.	Board to verify the Spanish test is appropriately translated.
c.	Verify all study and testing diagrams are available in Spanish.
2.	<b>Reduce barriers to completing testing, in a manner that does not lower standards for entry into the industry.</b>
a.	Determine appropriate overall examination length needed to evaluate licensees' comprehension of required material. Potentially condense or reduce exam time requirement and/or number of exam sections.
b.	Research third party providers for exam preparation classes and testing.
c.	Research third party providers to determine feasibility of LCB offering online exams.
3.	<b>Measure licensee demographics on an ongoing basis.</b>
a.	Research best practices for gathering and storing demographic data.
b.	Send survey to existing licensees to gather demographic data.
c.	In December of every year compare demographic data to previous years and report to board every January.
II.	<b>Adopt technology to increase educational opportunity awareness, access, and payments.</b>
1.	<b>Develop and create media to assist in licensing processes for English and Spanish speaking populations.</b>
a.	Create Educational videos for training and testing.
b.	Research for resources (individuals and community college classes that are supported)
2.	<b>Enhance payment processing program.</b>
a.	Create a payment platform interface to the agency
b.	ACH payments in process with new database Platform
3.	<b>Develop social media and improve websites to increase agency visibility to public.</b>
a.	Provide Video links on our Website and Facebook
III.	<b>Develop and enhance relationships with all stakeholders.</b>
1.	<b>Improve consumer and industry outreach</b>
a.	Develop outreach plan to better educate consumers, including a review of current publications
b.	Give a presentation in Spanish once a quarter, and continue with the regular English presentation schedules
c.	Create recorded licensing presentation in English and Spanish to post on the website
d.	100% translation of agency licensing forms and research ways to translate the whole website into Spanish



	2.	<b>Identify new industry and community stakeholders to engage and evaluate current stakeholder partnerships</b>
	a.	Identify at least one community organization in each of five regions in Oregon (NW, NE, SE, SW, Central) who can partner to be resources for future licensees.
	b.	Identify state and local agencies that would benefit from understanding LCB programs and LCB would benefit from cross-communication
	c.	Identify trade associations such as designers, arborist, and irrigation associations, with related scope of work and interests



## Potential Priorities

Throughout the March 2024 strategic planning retreat, a list of potential priorities emerged throughout the day, including the time when external stakeholders were participating with LCB staff and board members. Not all the ideas on this list were fully explored, rather it is a repository to reference in further build out and implementation of this plan and/or possible future initiatives. Many of these ideas were incorporated at the “Action” level of strategic initiatives. The order of ideas on this list are not indicative of importance nor priority. “Potential Priorities” identified were:

1. Explore partnerships with other states to influence creation/translation of all study materials to Spanish language.
2. Create videos explaining licensure options and processes in Spanish and English.
3. Utilize Artificial Intelligence to bridge language barriers.
4. Streamline and/or enhance clarity of licensing options.
5. Explore grants and other sources to increase resources to fund educational programs and other relevant LCB projects. (Including Pathways Grant.)
6. Conduct Board meetings and/or “listening sessions” in different regions across the state to raise awareness, enhance accessibility, and develop collaborative relationships. (This is designed to augment the reach of LCB beyond live virtual meeting access.)



## Planning, Implementation, Performance Monitoring, and Accountability

With the successful conclusion of one-day strategic planning that was both deep and wide in focus, the LCB invested in a subsequent partial day work session to develop a specific action plan. The LCB has developed methods to ensure the plan is successfully executed and provides for monitoring performance, accountability, and transparency to their work.

Three overarching categories of implementation activities are: Planning, Roles, and Monitoring.

### Planning:

For effective implementation, it is essential that specific actions be identified to advance LCB toward accomplishing each high-level supporting strategy. Determining who is accountable for each action step and establishing a timeline for completion ensures progress and visibility.

Typically, strategic initiatives are cascaded down to the staff, assuring buy-in and contribution throughout the organization. In this case, the number of staff of the agency is quite small. Because every staff person participated in the strategic planning session, everyone understands the “big picture” and why it matters. Staff engagement throughout the strategic planning retreat and subsequent work session exemplified expertise and commitment.

LCB staff may develop specific action plans, ensuring everyone is clear about their commitments and how to raise concerns about obstacles as they arise.

### Roles for Implementation:

The **Administrator** serves as the internal point person who shepherds the process, ensures resources are aligned with the strategic intent of LCB, develops an effective communication plan, and oversees the use of appropriate technology and tools to build, maintain, track, and organize momentum.

Having a **Board member** serve as the “champion” for each Key Strategic Initiative helps keep each Initiative on track. The “champion” may lead periodic check-ins with the staff team charged with executing the Initiative to review progress and discuss successes, obstacles, and measures to mitigate obstacles.

Each Key Strategic Initiative has an assigned “**lead**” (staff ) who is responsible for oversight of the initiative, including coordinating all efforts and reporting action steps progress. LCB staff may develop specific action plans, ensuring everyone is clear about their commitments and how to raise concerns about obstacles as they arise.



### Monitoring and Evaluating:

The following outlines the elements of LCB's process for performance monitoring, accountability, and ensuring transparency:

- **Create** a plan for communicating this strategic plan to external stakeholders, including related trade associations, government agencies, non-profits serving racially diverse groups, licensees, consumers, and other stakeholders. Feedback from and partnerships with external stakeholders will be valuable in the execution of the strategic plan.
  - Periodic check-in conversations with key stakeholders will be conducted to assess progress and inquire about what is working well and what challenges have surfaced.
- Hold those responsible for specific deliverables accountable. To assess progress on strategic initiatives, assigned "champions" (or "leads") will hold regular group strategy meetings involving individuals with action-step accountability.
- Conduct strategic check-in meetings that provide opportunities for coaching and improvement of specific areas that impact deliverables. Check-ins for this agency include:
  - Administrator and Board, particularly initiative "champions"
  - Administrator and initiative "leads"
  - "Leads" and initiative team members (accountable individuals)
  - Standing agenda item as part of LCB all staff meetings
  - A regular agenda item as part of the LCB's Board meetings, which provides public transparency as such meetings are accessible to the public and posting recordings of the meetings on the agency's website.
- Utilize the Strategic Initiative Tracker tool provided by Integrated Success Consulting, to update the Board on progress and challenges, and seek guidance or assistance required at quarterly Board meetings.



## Appendix



## 2024 Strategic Plan Development Participants

### Board Members

**Micha Sinclair, Chair**

Rejuvenation Artisans  
Landscapes, LLC

**Pat Darragh, Vice Chair**

Public Member

**Nicole Dunbar**

Foster Tree Service

**Janet Johnson**

Public Member

**Jose Lopez**

JB Landscape & Maintenance  
Services, LLC

**Molly McDowell**

*(virtual)*Water Whys Irrigation,  
LLC

### Staff Members

**Annie von Domitz**

Administrator

**Kim Gladwill-Rowley**

Program Manager

**Michael Hintz**

Investigator/Mediator

**Kellie Mingus**

Program Specialist

**Juanita Montes-Romero**

Licensing Specialist

**Celina Rowley**

Office Assistant

### Invited Stakeholders

**Kevin Carr**

International Society of  
Arboriculture

**April Chastain**

Clackamas Community College

**Eric Sanchez**

Hispanic Metropolitan Chamber

**Mauricio Flores**

Oregon Landscape Contractors  
Association

**Jeff Cope**

Past LCB Board member