



**DLCD**



## **Oregon Department of Land Conservation and Development**

**Budget Presentation to the  
Ways & Means  
Natural Resources Subcommittee  
SB 5528**

**February 3-4, 2025**

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**Alexis Hammer, J.D., Legislative and Policy Manager**

**Brandy Nichols, Chief Financial Officer**

# Presentation Overview

- **Agency Mission, History, Strategic Goals**
- **Agency Structure, Commission, Partners, Services**
- **Major Changes, Budget Drivers, Risks**
- **2025-27 Governor's Budget**
- **Legislation Needed to Implement Governor's Budget**
- **Agency Performance and Measures**
- **Reduction Options, Long-Term Vacancies, Efficiencies,**

# Mission and History





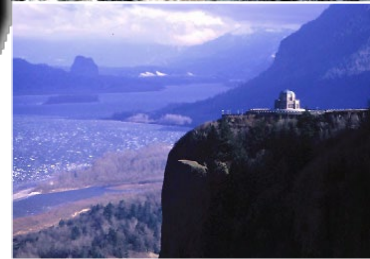
# Mission and History



The Department of Land Conservation and Development's mission:

To help communities plan for, protect, and improve the built and natural systems that provide a high quality of life.

In partnership with Oregonians and local governments, we foster sustainable and vibrant communities and protect our natural resources legacy.



A BRIEF HISTORY OF  
**OREGON'S  
LAND USE  
SYSTEM**

**SB 100 WAS SIGNED INTO LAW IN 1973.  
50 YEARS LATER, THE LAND USE SYSTEM THAT  
RESULTED HAS SHAPED THE STATE WE LIVE IN.**

## 1973

Governor Tom McCall Requests legislation establishing a statewide program for land use planning. A bipartisan team of legislators introduce SB 100 which passes into law on May 29, 1973.

## 1977

All 19 land use goals have been adopted by the LCDC.

## 1987

All Oregon cities and counties have completed a comprehensive land use plan in response to applicable goals.

## 1992

Amendments to Goals 3&4 designate Oregon's most valuable farmland.

## 1994

Additional protections adopted by rule to protect high-value farmland.

## 2005

Oregon legislature passes Senate Bill 82 "The Big Look" creating the Oregon Task Force on Land Use Planning. The task force is to make recommendations on land-use policy to the 2009 legislature.

## 2007

Oregon voters pass Ballot Measure 49, modifying Measure 37. The measure clarifies development rights and opportunities; limiting large developments, and protecting farmlands, forestlands, and groundwater supplies.

## 2013

HB 2253 provides for statewide population forecasting to be conducted by Portland State University.

## 2015

LCDC adopts rules to protect threatened Greater Sage Grouse in Central and Eastern Oregon, preventing the species being listed as endangered.

## 2018

LCDC approves Portland Metro urban and rural reserves, providing a 50-year future land supply for needed development and preserving rural lands outside the urban area.

## 2020

LCDC adopts rules implementing HB 2001 and 2003, ending exclusive single-family detached residential zoning in many Oregon cities.

## 2022

LCDC adopts rules requiring Oregon's eight Metropolitan areas to plan for climate-friendly, equitable development. Oregon leads the nation in climate action through land use planning.

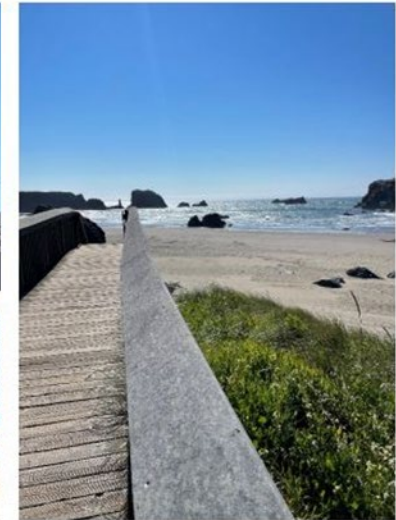
## 2024

LCDC adopts groundbreaking rules regarding Housing Production, Affordability, and Choice; Cultural Resources; Target Industries; and Farm and Forest Modernization.



# Strategic Goals

- **8-Year Strategic Plan (2023-2031)**
- **Built with staff, commission, and public input**
- **Five focus areas:**
  1. Ensure Equitable Planning and Engagement
  2. Invest in Robust Operations
  3. Build Community Resilience
  4. Promote Healthy and Equitable Communities
  5. Conserve Farm and Forest Lands, Coastal and Natural Areas



# Department Structure

## 103 Personnel:

- Planners
- Policy Analysts and Subject Matter Experts
- Financial and Contracting Specialists
- Administrative Support

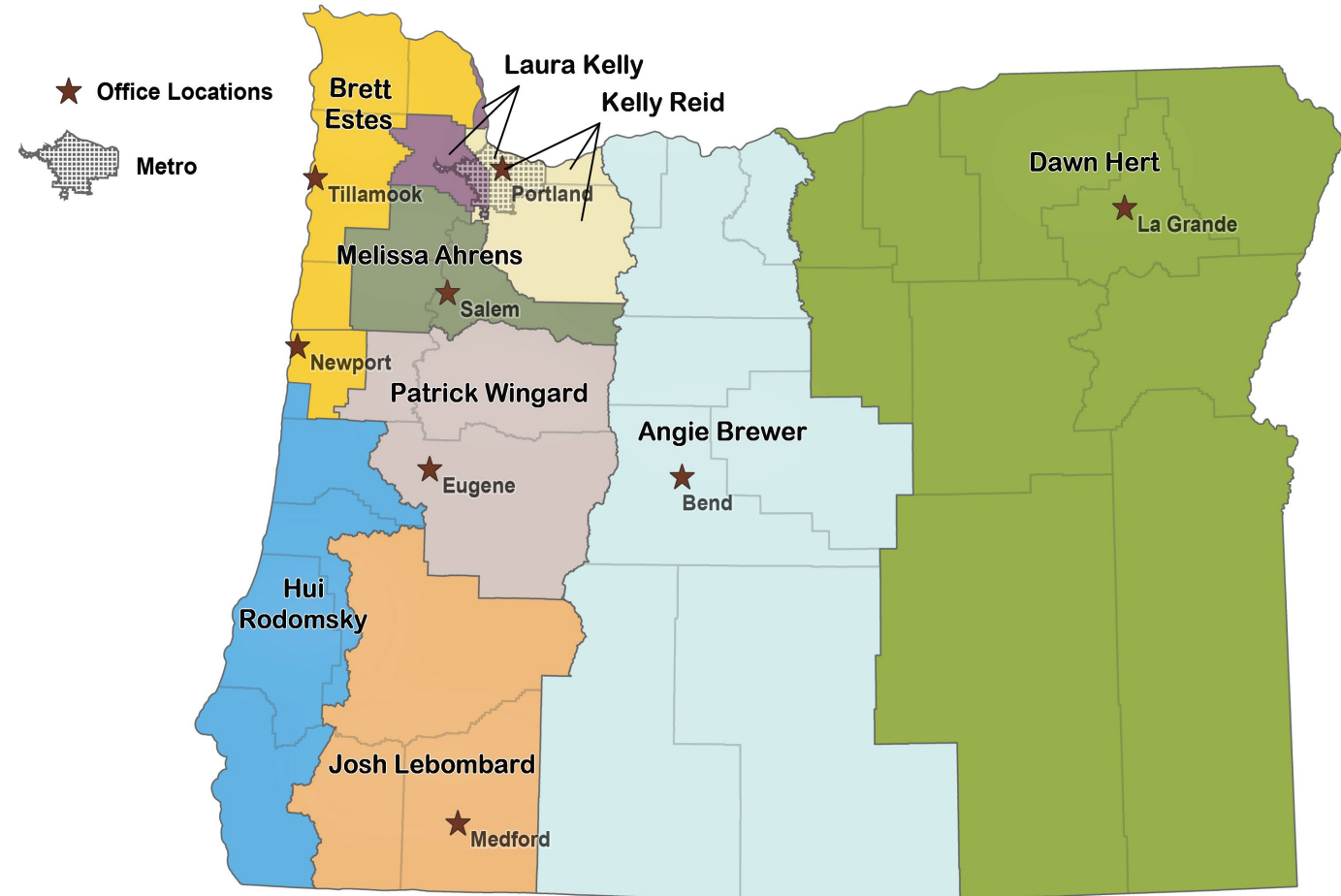
## Seven Divisions:

- Director's Office
- Housing Accountability and Production Office
- Housing Services
- Planning Services
- Community Services
- Ocean/Coastal Services
- Administrative Services

## Role:

- Community and Tribal Engagement
- Acknowledge Local Plans & Amendments
- Interpret Rules; Ensure Consistency with Law
- Partner with Local Jurisdictions

## DLCD Regional Representatives





# Land Conservation and Development Commission (LCDC)



Left to Right:  
Barbara Boyer; Vice Chair Allan Lazo;  
Stuart Warren; Mark Bennett;  
Lianne Thompson; Ellen Porter;  
Chair Anyeley Hallová



# Role of the Commission



Rulemaking

Policy/Program Guidance

Budget Development Input

Committee Appointments:

- Citizen Involvement Advisory Committee
- Local Officials Advisory Committee
- Grants Advisory Committee

# The Land-Use System Operates as a Partnership

- Statutory Roles for Department and Commission
- 36 Counties
- 241 Cities
- 9 Federally Recognized Tribes
- Metro Regional Government
- Advocacy and Community-Based Organizations, a broad spectrum of stakeholders and public
- State and Federal Agencies
- Coastal - Network

# Role of Local Partners

## Comprehensive Plans

- Housing Needs Assessments/Housing Capacity Analyses
- Housing Production Strategies
- Economic Opportunity Analyses
- Capital Improvement Plans
- Transportation Plans
- Estuary Management Plans
- Natural Hazards Mitigation Plans
- Wildfire Plans

## Develop and Adopt Amendments (500+/Year!)

## Implementing Measures

- Zoning, Ordinances, Permitting
- Funding
- Construction

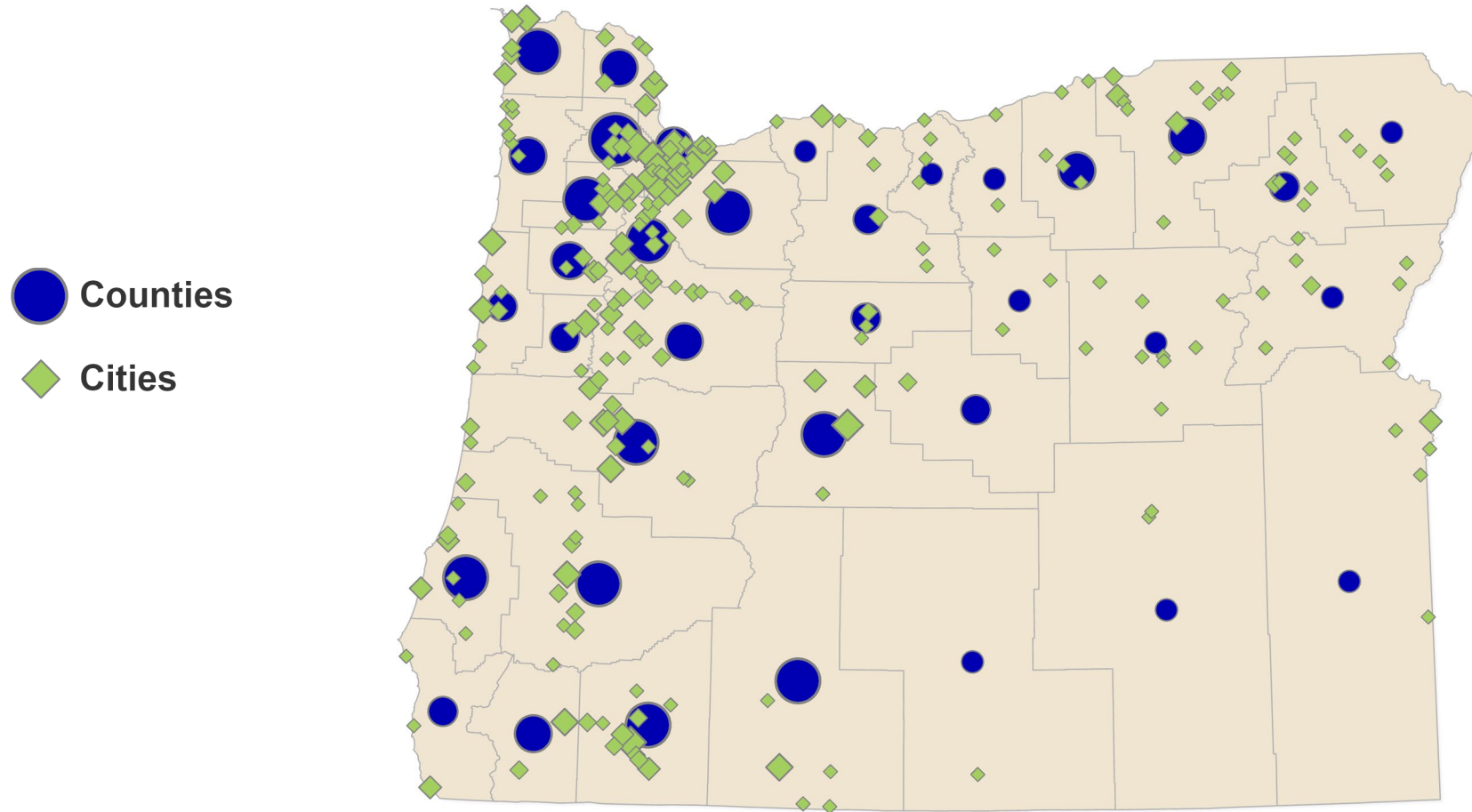
## Oregon's 19 Land Use Planning Goals





# Post Acknowledgment Plan Amendments (PAPAs)

Comprehensive Plan Amendments Adopted Since 1987 (Approximately 20,000)



# How DLCDD Partners with Local Governments



## Technical Assistance

- 9 regional staff
- 15 staff experts in economic development, housing, transportation, farm & forest, coastal resources, rural communities, urbanization, natural resources, etc.



## Model Codes

- Accessory Dwelling Units
- Middle Housing
- Model Housing Code
- Small City Code
- Tsunami Hazards Overlay
- Flood Hazard Overlay



## Guidance Documents

- Housing Choices
- Infill Development
- Funding Walking & Biking Improvements
- Natural Hazards



## Data Availability

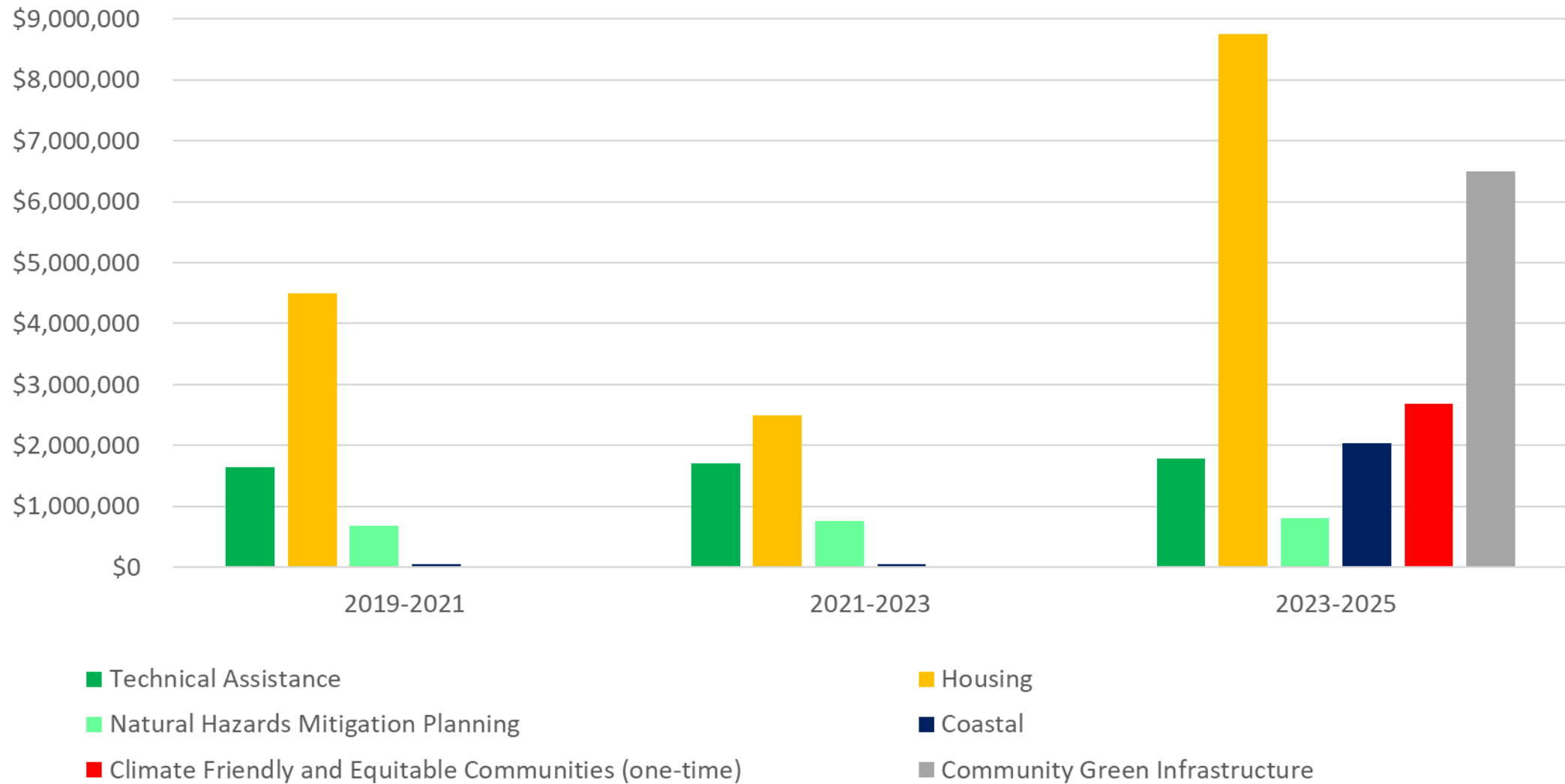
- Population Forecasts
- Online mapping/ GIS applications
- Online reporting for cities and counties
- Simplified UGB Calculator



## Grants / Direct Assistance

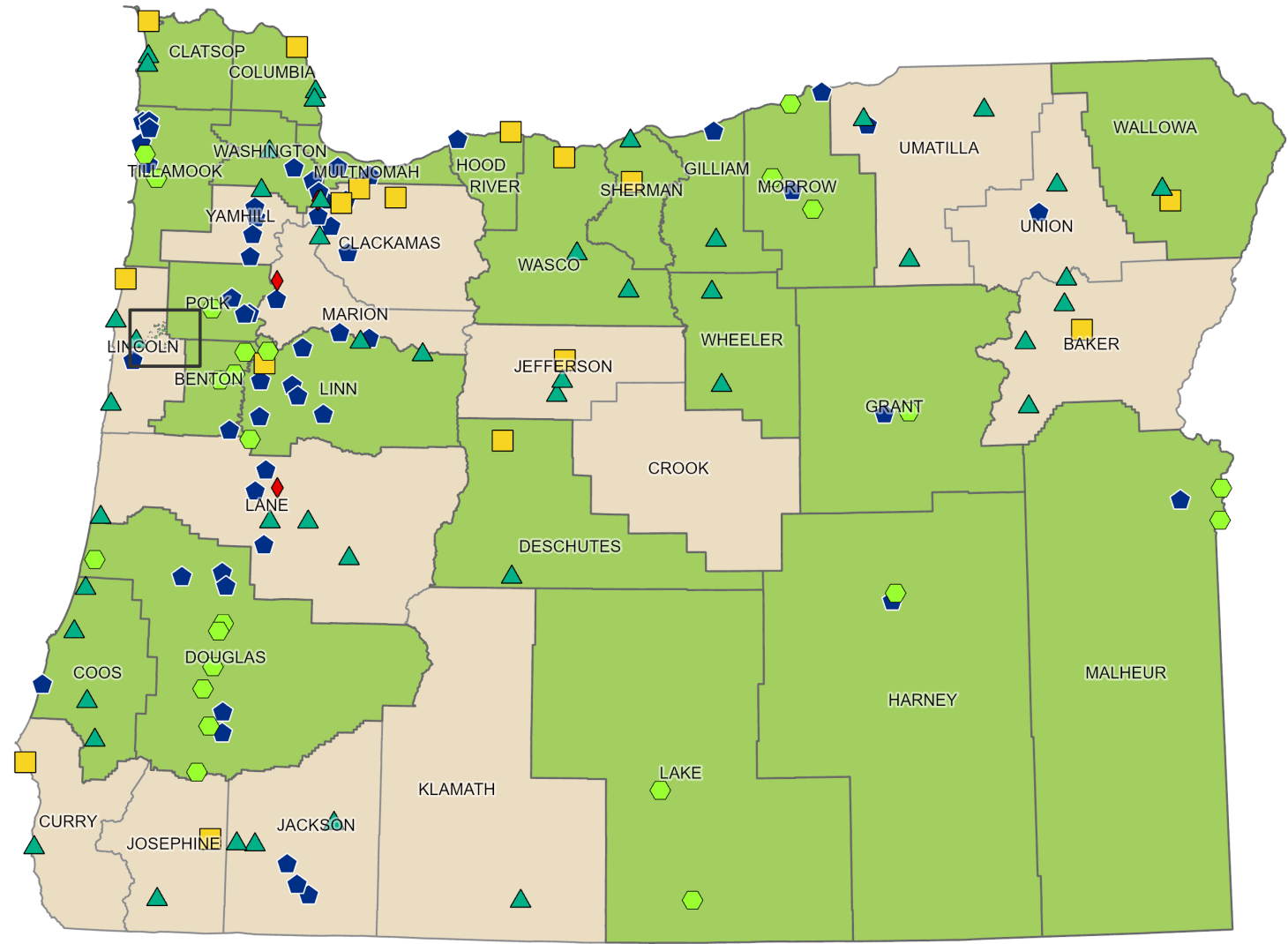
- Cities & Counties
- Housing
- Economic Development
- Transportation & Growth Mgt.
- Coastal Grants
- Planning and Natural Hazard Mitigation Grants

# History of DLCD Assistance for Local Governments






# Public Partners that Received Local Planning Assistance 2023-25



**Awarded to Cities**

- ◆ Climate Friendly & Equitable Communities Grants
- Housing Grants
- ⬡ Natural Hazards Mitigation Planning
- ▲ Technical Assistance Grants

 Confederated Tribes of Siletz Indians: Cape Foulweather Acquisition Grant

- ◆ Cities Receiving Multiple Grants
- Counties Receiving One or More Grants

# Major Changes, Budget Drivers, Risks

- **Agency Growth**

# Major Changes, Budget Drivers, Risks

- Agency Growth
- Emphasizing Equity

## Putting the People in Planning

Long standing guidance document revised in 2019 to guide communities in meeting their commitments to Goal 1: Community Involvement.

## Equitable Engagement Toolkit

Coming 2025! This toolkit is designed to empower Oregon planners with a range of best practices for equitable community engagement, including a mapping tool to help identify priority populations.

## Strategic Focus

Promote racial equity and anti-discrimination strategies in Oregon's land-use planning program to acknowledge and counteract past discrimination practices, prevent future injustices, and provide more equitable outcomes.

## DEI Committee

Staff work to integrate DEI best practices into agency policies and programs.

## Racial Equity Framework for Decision Making

Comprehensive policy-development tool created by staff and commission to foster intentional change



## Climate-Friendly and Equitable Communities Rulemaking

CFEC rules set new equitable engagement standards for communities to use as they implement DLCD's policies around housing and transportation.

## Community Involvement Advisory Committee

The CIAC promotes widespread community engagement in all phases of the land use planning process. The CIAC provides DLCD staff with feedback on community engagement methods and outcomes.

## Tribal Engagement

DLCD actively participates in government-to-government relations with Oregon's federally recognized tribes. DLCD's commitment to tribal engagement is separate from DEI work but is an integral element of our policy development and relationship building across the state



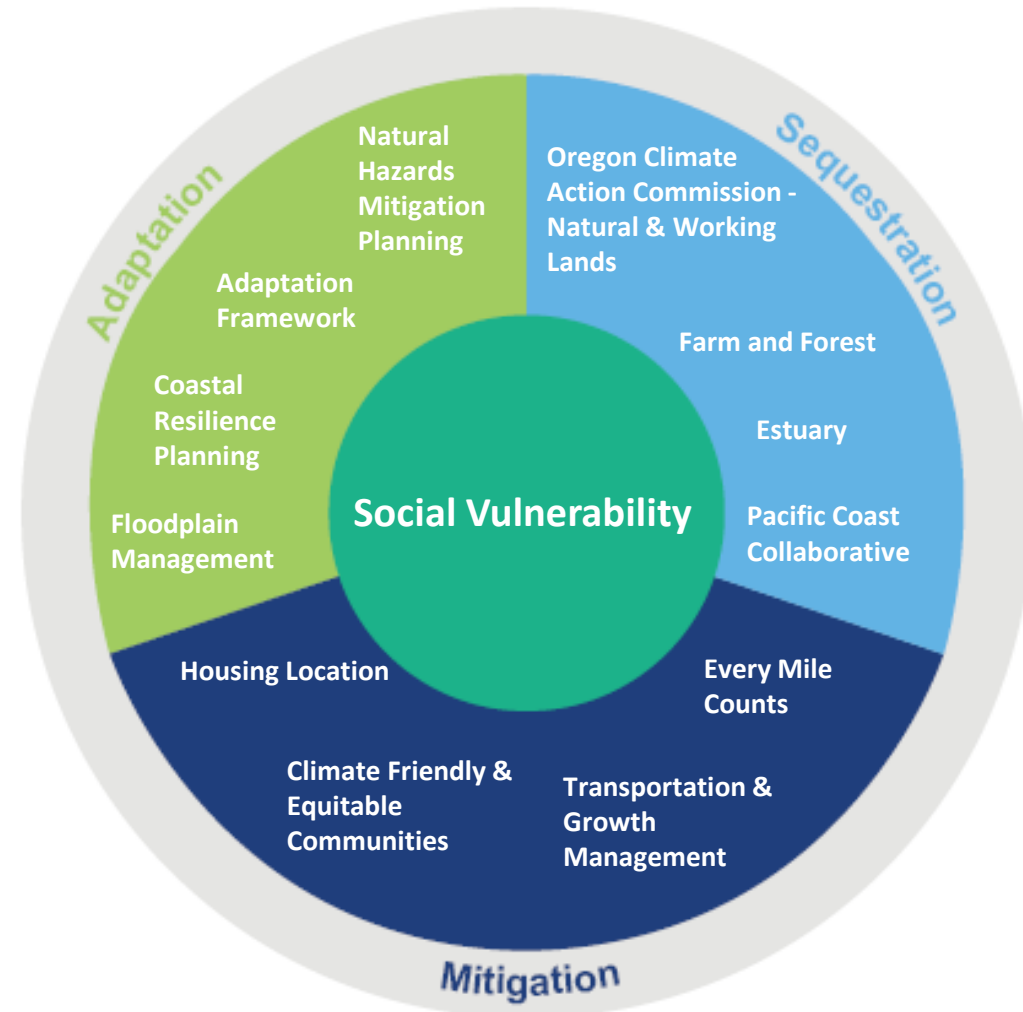
# Major Changes, Budget Drivers, Risks

- Agency Growth
- Emphasizing Equity
- **Housing Production**



# Major Changes, Budget Drivers, Risks

- Agency Growth
- Emphasizing Equity
- Housing Production
- **Climate Adaptation**



# Major Changes, Budget Drivers, Risks

- Agency Growth
- Emphasizing Equity
- Housing Production
- Climate & Natural Hazards
- **Capacity of Local Partners**





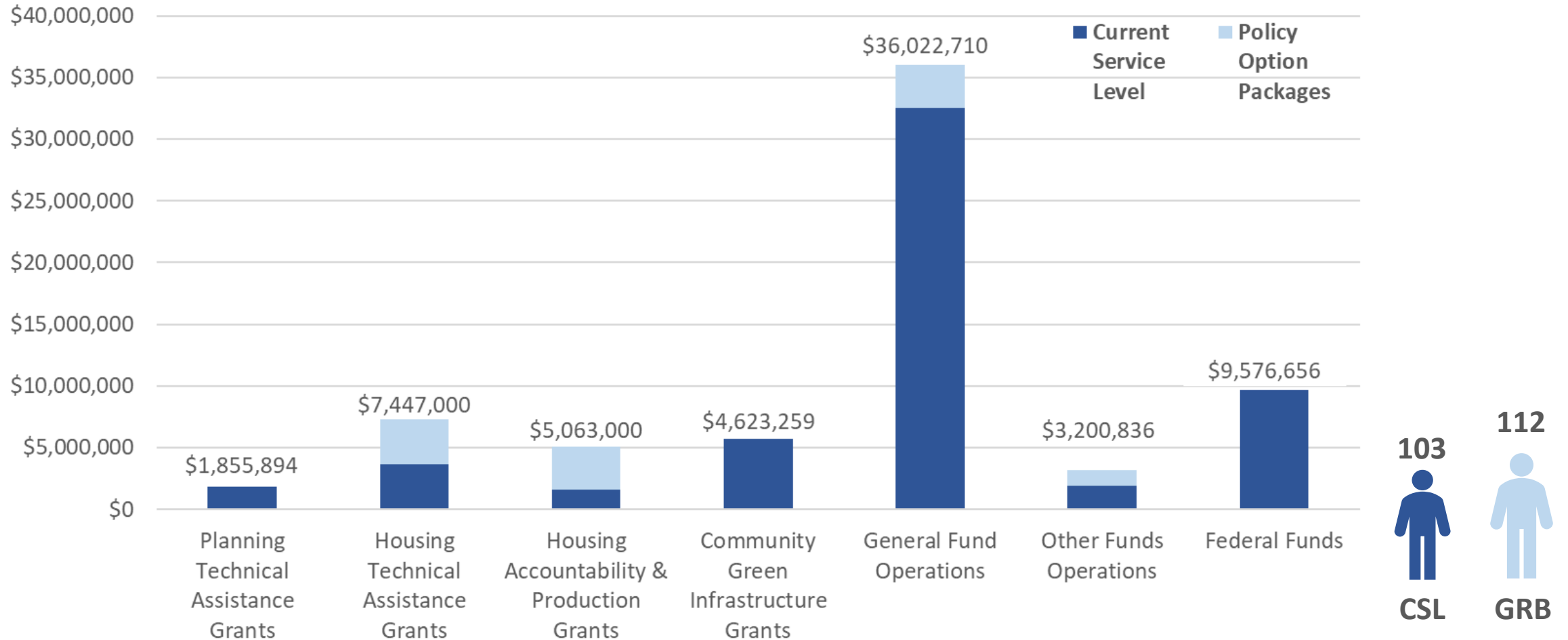
# Major Changes, Budget Drivers, Risks

- Agency Growth
- Emphasizing Equity
- Housing Production
- Climate & Natural Hazards
- Capacity of Local Partners
- **Availability of Federal Funds**



# 2025-27 Governor's Budget for DLCD

2025-27 Governor's Budget for DLCD: \$67,789,355

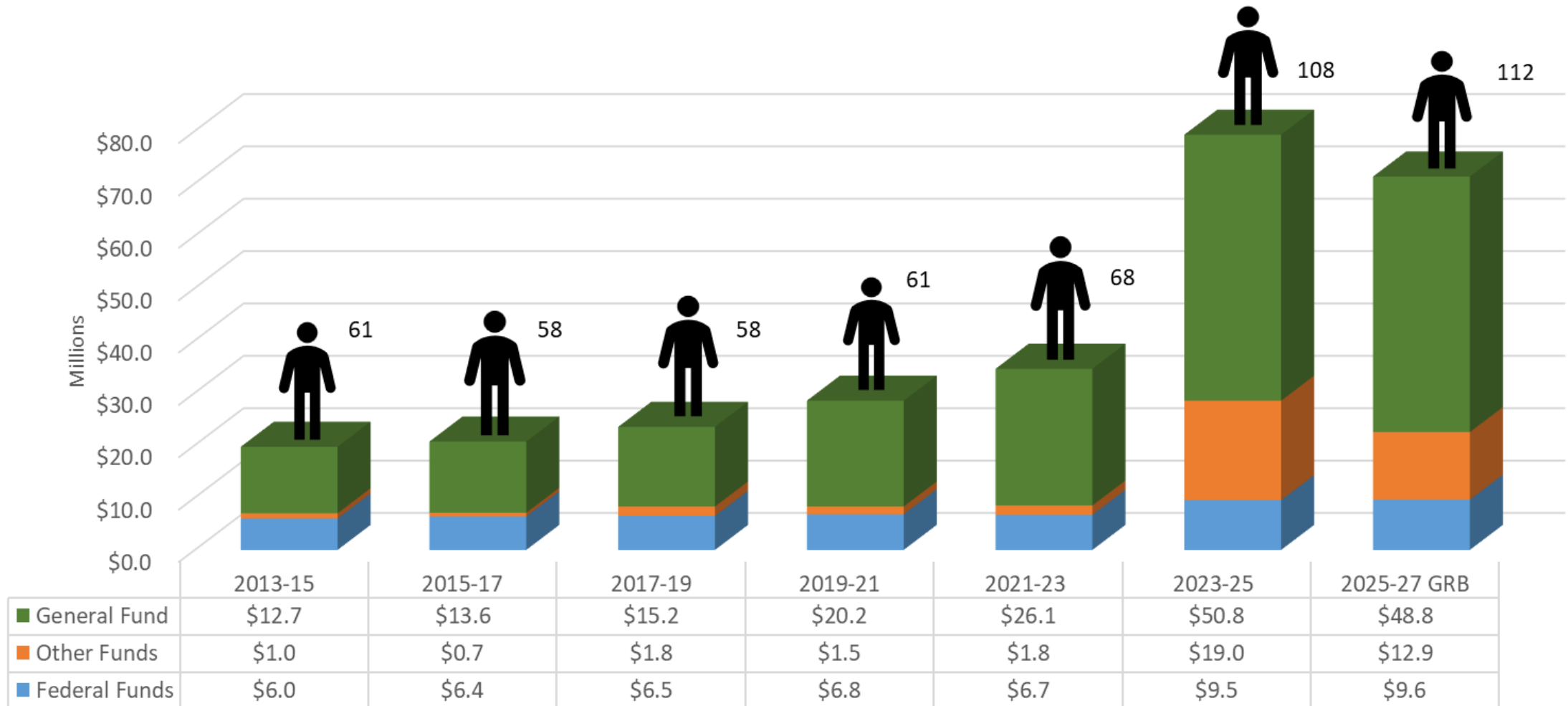


# 2025-27 Governor's Budget for DLCD

2025-27 Governor's Recommended Budget Policy Option Packages		
Policy Option Package Title	General Fund Requested	Positions Included
100: DLCD Budget Adjustments	\$508,400	2
101: Repurpose Community Green Infrastructure Grant Funds	\$0	4
501: Continue Housing Accountability and Production Grant Funds	\$3,528,069	0
503: Increase Housing Planning TA Funding	\$1,700,000	0
504: TA Funding for Wetlands Planning	\$500,000	0
505: Eliminate Middle Housing Barriers	\$3,984,592	3
506: Track Housing Production by Program	\$300,000	0
507: Support Housing Planning in Metro Unincorporated Urban Lands	\$300,000	0
<b>Total</b>	<b>\$10,821,061</b>	<b>9</b>



# DLCD Budget History

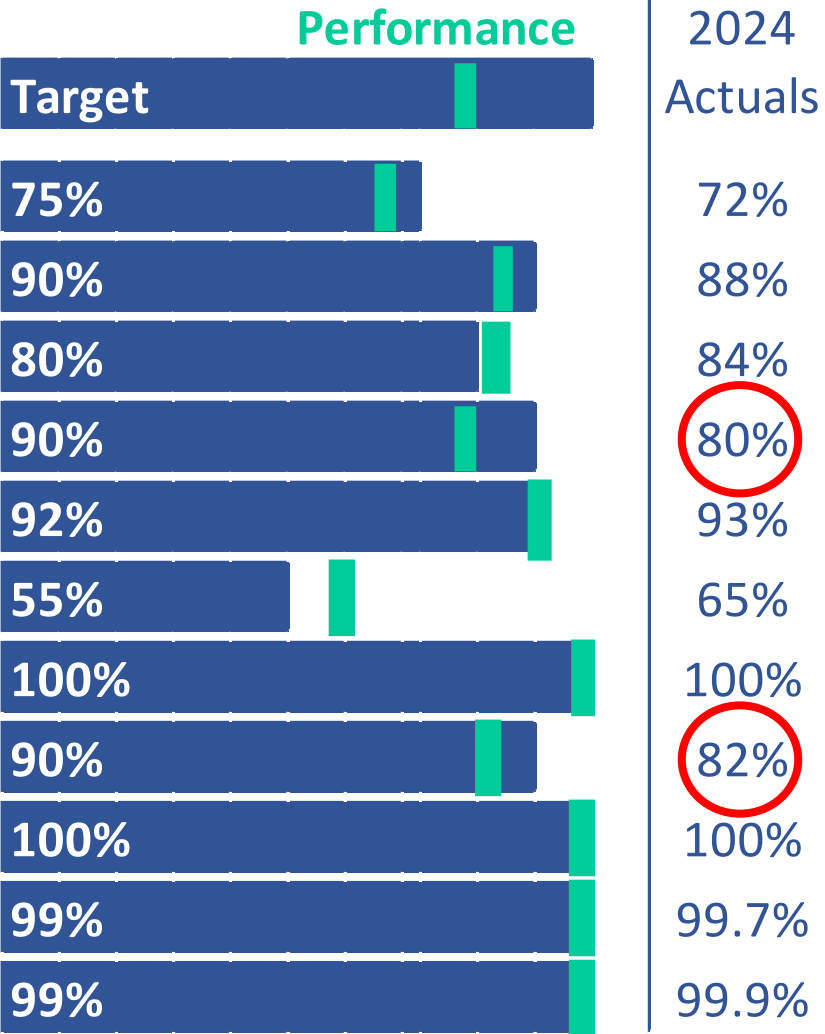


# Legislation Needed to Implement 2025-27 Governor's Budget

## **HB 2138, relating to land use**

- Introduced on behalf of Governor Tina Kotek's Office
- Amends various provisions of middle housing and middle housing land division statute to facilitate housing development
- Directs DLCD to do rulemaking on middle housing in the 2025-27 biennium
- DLCD Policy Package 505 -> fiscal impact for HB 2138

# Agency Performance & Measures



## Key Performance Measures - 2024

KPM #	Measure
1	Employment Land Supply
2	Housing Land Supply
3	Public Facilities Plans
5	Transit Supportive Land Use
6	Transportation Facilities
9	Urban Growth Boundary Expansion
10	Grant Awards
11	Customer Service
12	Commission Best Practices
13	Farm Land
14	Forest Land



# Customer Service Survey Feedback

In my experience, DLCD is one of the best staffed and managed agencies in the state. The leadership is excellent, and the staff are always willing to work with me and are willing to reach out to other staff to get answers. Much appreciated.

Great thinkers, writers, problem-solvers and collaborators who know how to communicate their expertise in ways that are understandable and respectful + interesting!

Sometimes things really get buried or lost on the DLCD website.

[Staff email] responses include links, attachments, or legislative references when explaining or sharing information. Tone of emails from all reps I thought to mention 100% of the time convey a positive environment, create a customer atmosphere where there are no stupid questions and convey a genuine interest in being helpful. You can tell this is the culture of the organization and shows in their hiring, training, and service levels.

While I don't always receive responses as quickly as I'd like, I fully realize that the dedicated people at DLCD have a lot on their plates and are moving as fast as they can. Calling it "good" rather than "excellent" is a comment on the need for more staff, not a criticism of the people I interact with.

The folks I've interacted with at DLCD are great - very knowledgeable and professional.

It would be great to have more GIS support, especially to standardize information across time and various counties.

I think DLCD is a bit understaffed, and Reps often have very large areas to cover.

# Summary of 10% General Fund Reduction Options

Activity or Program	Description of Reduction	Amount	Rank
<i>General Fund</i>			
Grants Program	Reduction to Planning Technical Assistance grants, which provide land use planning assistance to local governments. Reduction to Housing Technical Assistance grants, which provide funding to support local government housing and urbanization-related planning projects. This would decrease the department’s ability to provide needed funding assistance to local governments.	\$2,932,910	1
Planning Program	Reduction would eliminate up to three staff positions (3.0 FTE).	\$905,090	2

No reductions included in the Governor’s Recommended Budget.

# Long-Term Position Vacancies and Efficiencies

## Long-Term Vacancies:

- No positions vacant for twelve months or longer

## Efficiencies:

- Use of Teams & Zoom technology, reducing travel costs for meetings
- Eliminated landlines and desk PCs
- Staff numbers have grown but real estate footprint has not



**Thank You!**



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