

Department of Land Conservation and Development Technical Assistance and Outreach Needs Assessment

Submitted to:

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Executive Summary

Background

DLCD has invested many resources into the production of technical assistance and outreach materials for planning practitioners throughout Oregon. An evaluation of technical and outreach material needs among planning practitioners in Oregon was initiated in January 2002 through a partnership between the Department of Land Conservation and Development (DLCD), the Mid-Willamette Valley Council of Governments, and the University of Oregon's Community Planning Workshop (CPW). The impetus for this project lay in DLCD's interest in determining who was using their resources, how useful they perceived the resources to be, and what gaps currently exist.

Methods

The primary research tool was a survey mailed to planning practitioners and decision makers throughout Oregon. CPW distributed approximately 1,400 surveys to Oregon city and county planning commissioners, planning directors, and council of government staff. In total, 466 valid responses were received equaling a 32% response rate. In an effort to expand the population of respondents, CPW also created an abbreviated version of the mailed survey for web-based distribution. Organizations that interact with Oregon's land use planning system were targeted, and CPW analyzed the 71 responses to supplement the mailed survey results.

The survey included questions regarding the use and effectiveness of current DLCD web-based and written technical assistance and outreach materials. The survey inquired about the respondent's level of understanding in terms of local and statewide planning history and theory. Furthermore, questions were asked to determine the respondents' format preference, current sources of planning information, desired topics of technical assistance, and ideal level of interaction with DLCD.

Additional information was derived from three focus group meetings conducted in Salem and Redmond, Oregon. Focus group participants were recruited from survey respondents and personal solicitations. During each focus group meeting, questions were asked about preferences regarding the format of technical assistance, interaction with DLCD, and content suggestions for a planning commissioner training guide.

To substantiate the recommendations presented in this report, CPW conducted research among several important topic areas. Initially, research was conducted on planning challenges jurisdictions are facing

in Oregon and across the country, and the organization and responsibilities of planning commissions in Oregon. CPW then pursued a literature review to determine elements of effective technical assistance and outreach materials.

Key Findings

The following statements present key findings from the survey and focus groups and are organized by three broad topics: content, format, and interaction with DLCDC.

Technical Assistance and Outreach Content

- **Planning commissioners and city recorders/administrators lack knowledge about Oregon's land use planning program.** Planning commissioners and city recorders/administrators indicated they were the least knowledgeable about Oregon's land use planning program. In general, these two populations have the less training than planning directors, who rated their knowledge of planning topics high, and less experience than elected officials.
- **Survey respondents perceive citizens as involved in local planning, but lack knowledge about local and statewide planning issues.** Less than 30% of respondents agreed or strongly agreed that citizens were knowledgeable about local planning issues (10% for statewide issues), indicating a need to increase citizen knowledge about both local and statewide planning issues. Over 55% of respondents were neutral, disagreed or strongly disagreed that citizens are involved in local planning issues. Many respondents commented that citizens would only engage in planning when it directly affects them. DLCDC will be challenged to foster materials and use techniques to increase citizen knowledge about planning issues and increase involvement, even when their property is not directly affected.
- **Respondents indicate their jurisdictions intend to update a variety of plan elements and implementing measures.** When asked what elements that they think they would be updating in the next three years in their jurisdiction's comprehensive plan, majority of the respondents felt that in order of preference, they would update: zoning code, comprehensive plan, buildable lands inventory, and transportation system plan.
- **Respondents indicate their jurisdictions need a variety of technical assistance materials to cover a wide array of planning topics.** The responses from the survey show that the highest priority for technical assistance for general planning topics are economic development, growth management,

infrastructure development, transportation, and farm and forest land protection. In general, the need for these materials is uniform throughout the state.

- **Approximately half of all respondents' jurisdictions provide informative materials, provided by a wide array of sources, to educate citizens and encourage their involvement in planning.** Local jurisdictions distribute local planning brochures as well as information provided by DLCD and other state agencies. Moreover, approximately half of the respondents feel that general outreach to citizens about the planning process and concepts, as well as workshops, guides, and manuals for their jurisdictions' planning staff and elected/appointed officials about how to engage citizens in the planning process, would increase citizen knowledge about local and statewide planning issues and encourage them to be more involved.

Technical Assistance and Outreach Format

- **The preferred format of technical assistance and outreach materials is short brochures.** Survey respondents and focus group participants indicated that, in general, they would prefer written materials to be in the form of short brochures. Focus group respondents indicated that planning commissioners are less likely to read longer, technical documents than planning staff. However, with a planning program as complex as Oregon's, it may be unrealistic for DLCD to adequately cover many planning related items in a short brochure.
- **There is a high demand for local and regional workshops.** The survey data show that there is demand for local and regional workshops. The majority of focus group participants preferred workshops that were less than three hours and up to one hour commuting distance. According to the survey, there was more demand for local training workshops than the regional workshops. Focus group participants noted that regional workshops could be a potential medium to share examples of successful planning activities. The survey indicated that the most preferred topics for workshops are training for new planning commissioners, preparing legally defensible findings, updating zoning codes and other implementing ordinances.
- **The majority of survey respondents receive new planning information from their peers, other planning staff or planning commissioners.** The survey shows that that most common sources of planning information that exist currently for the respondents are 1) planning staff or planning commissioners, 2) talking to colleagues, 3) COG staff, and 4) newspaper articles. This data highlights the potential of

increasing partnerships with COGs, as well as the importance of the media in disseminating information.

DLCD Interaction

- **Of those who utilize DLCD resources, the majority of respondents find them useful or very useful.** Among survey respondents who utilize DLCD resources, 90% found DLCD materials to be useful overall. With the exception of one publication, the majority of respondents who have reviewed DLCD publications find them either useful or very useful. Furthermore, the overwhelming majority of respondents regard the DLCD website as useful or very useful. The issue at hand is the large percentage of planning staff and decision makers not taking advantage of DLCD written and web-based materials. Recommendations are targeted towards decision makers, as well as new planning staff because these groups indicated they did not utilize DLCD resources.
- **Local planning staff and decision makers are not utilizing written and web-based technical assistance and outreach materials available through DLCD and other planning-related sources.** When survey respondents were given an extensive list of current DLCD technical assistance publications, the majority of planning staff and decision makers alike had never reviewed them. Although planning staff are more likely than decision makers to utilize DLCD resources, the underlying theme of most survey question responses indicates a lack of awareness that DLCD resources exist. Focus group participants confirmed this sentiment and explained they would use DLCD and other planning-related resources if they knew of their existence.
- **DLCD relies heavily on their website to disseminate technical assistance and outreach materials, yet the majority of respondents are not accessing it.** DLCD provides a wealth of useful information through their website, however over half of survey respondents had never visited the website. For planning staff, the Internet is the third most preferred format for technical assistance and outreach materials; for decision makers, the Internet is the fourth most preferred format. Focus group participants indicated that if they knew what resources were available, and resources were quick and simple to find, they would utilize Internet resources more often. Online survey respondents overwhelmingly preferred (75%) the internet as a source of technical assistance and outreach materials.
- **Decision makers are not aware that DLCD's regional representatives are available as a resource.** Focus group participants, consisting largely of planning commissioners,

indicated a lack of awareness regarding their DLCD regional representative. For participants and survey respondents who did have contact with their regional representatives, there were several comments about how their representatives were over committed.

- **The majority of respondents prefer DLCD field visits to their local planning meeting or function at least one to two times per year.** The majority of statewide planning professionals indicated their preference for a DLCD regional representative to attend their planning commission or other local function at least once or twice per year. The southern and central Oregon regions in particular preferred additional interaction—nearly 40% of respondents in these regions indicated a preference of three or more site visits per year.

Recommendations

The recommendations proposed in this report draw on information from the survey, focus groups, advisory committee, and research on professional development, and present viable actions in response to CPW's key findings.

- **Develop a multi-faceted distribution plan for the resource directory created by CPW.** CPW created an extensive resource directory of technical assistance and outreach materials and services geared towards Oregon planning staff and decision makers. To capitalize on the resources that went into its production, distribution should be as widespread as possible, updated on a regular basis, and presented in a simple format.
- **Create a comprehensive technical assistance and outreach material marketing plan.** Although DLCD has spent considerable time and money on producing useful technical assistance and outreach materials on a variety of topics, the majority of planning professionals are not aware of their existence. A marketing plan geared towards informing both planning staff and decision makers of available materials will allow DLCD to focus on existing useful materials, rather than using resources to create new ones.
- **Reorganize DLCD website, and then promote it.** The DLCD website currently contains useful information, though it is difficult for some planning professionals to navigate. A large percentage of our survey respondents indicated they do not access the DLCD website or the Internet for planning information, however our focus group respondents confirmed that if they knew about a website and found it easy to navigate, they would use it frequently.

- **Develop an outreach program geared exclusively towards planning commissioners.** This population represents a large proportion of planning practitioners who are making important land use decisions, though generally lack a solid planning background. Planning commissioners are dedicated but busy people who require information to be presented in a simple and time-efficient manner. DLCD should devote resources to develop materials for planning commissioners to promote land use decisions aligned with the statewide planning goals.
- **Create local and regional training workshops on high priority planning topics.** Per the survey, there are various general and specific planning topics requested by planning staff and decision makers to be transformed into local or regional training workshops. Attendees should be taught what resources are currently available and how to use them.
- **Hire additional regional representatives.** Focus group participants commented on the fact that DLCD regional representatives are over burdened. They felt that regional representatives are responsive and helpful, but that there is not a lot of communication. Survey results indicated a preference among all regions for, at the very least, one to two visits to the local jurisdiction per year.
- **Increase interaction between DLCD and local jurisdictions staff and decision makers.** Both survey respondents and focus group participants commented on their relative lack of interaction and knowledge of their DLCD representative. Acknowledging that regional representative time is limited, they should explore opportunities to interact directly with both planning commissioners and local staff.
- **Create a plan for increasing public knowledge and involvement.** Survey respondents emphasized the need for citizen involvement while noting that it is difficult to entice people to get involved if their property is not directly affected by planning activities. DLCD should take steps to increase public involvement.

Within the body of the report, these recommendations also provide implementation activities, a timeline, an estimate of needed resources, and suggested partnerships. Activities can span the continuum between technical assistance and outreach, from layperson to seasoned planning practitioners. However, this report only scratches the surface of outreach needs for Oregon communities. Additional research should be dedicated to increasing educational efforts throughout Oregon.

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Chapter 1

Introduction

Background

In 1973, Oregonians passed laws to protect farm and forest lands and provide for the orderly planning of urban development. In an important piece of Oregon planning history, Senate Bill 100 (SB 100) established Oregon's statewide planning program and mandated the development of statewide planning goals. Moreover, SB 100 required all counties and incorporated cities to develop and adopt comprehensive land use plans and implementing ordinances consistent with the statewide goals. Finally, SB 100 created the administrative infrastructure necessary for implementation of the land use program, including the Land Conservation and Development Commission (LCDC) and the Department of Land Conservation and Development (DLCD).

As the administrative agency for Oregon's statewide land use program, DLCD is responsible for ensuring that local governments comply with applicable statutes and administrative rules. DLCD proposes new legislation, changes to statewide planning goals, and administrative rules to the LCDC and the Oregon legislature as necessary to manage the statewide planning program that protects Oregon's quality of life.

While DLCD's regulatory mission takes precedence, the Department has invested considerable time and resources into the development of technical assistance and outreach materials to help Oregon cities and counties maintain their comprehensive plans and adapt to changes in land use laws and economic and demographic trends. The DLCD 1999-2001 Biennial Report noted that providing technical assistance to cities and counties is one of the agency's most important functions.

DLCD's ability to provide *effective* technical assistance is significant for multiple reasons. The Biennial Report states that through the prompt delivery of technical assistance to cities and counties, they seek to prevent local land use issues from becoming major conflicts. This helps to avoid lengthy litigation while saving time and expense by helping local governments make sound land use planning decisions.

Planning at the local government level has become increasingly complicated, particularly for jurisdictions that do not have staff planners. Half of Oregon's incorporated cities (170 of 240)ⁱ have a population of less than 5,000. In many of these small jurisdictions, the city recorder or city administrator is often responsible for land use planning. City recorders and administrators, as well as city and county planning commissioners, often do not have a background in land use planning. Moreover, turnover of local appointed and elected decision

makers makes it difficult for local governments to maintain a current knowledge base on planning practice and policies.

DLCD recognizes the difficulties of maintaining active communications with 240 cities and 36 counties—particularly rural cities and counties. DLCDC presently has one staff member dedicated to communications; however, technical assistance and outreach is one of many responsibilities of the DLCDC Communications Officer. Field representatives also provide technical assistance and outreach; however, their ability to do so is limited by their responsibilities of reviewing plan amendments, monitoring periodic review processes, and other tasks. Despite the wealth of written and web-based technical assistance and outreach material produced by DLCDC and others, there is a lack of knowledge among planning professionals and decision-makers that these materials exist.

All of these trends point to the need to evaluate current technical assistance materials and determine not only where gaps exist, but what constitutes an effective resource and how can that resource be disseminated in the most efficient manner. This is particularly important in light of the complexity of the statewide land use program and the limited resources DLCDC has to engage in technical assistance and outreach. With a large statewide budget deficit projected in the next biennium, it is important to use state funds wisely. This report identifies the technical assistance needs of incorporated cities and counties in Oregon and provides recommendations that address these needs.

Purpose

To ensure that the history, context, and rationale behind the statewide planning goals are sustained, it becomes integral to identify where gaps exist so DLCDC staff can adapt technical assistance materials to match the needs of local city and county planning staffs and decision makers. Furthermore, one of the components of Statewide Goal 1 (Citizen Involvement) is to ensure the availability of “technical information” in a simplified and understandable format for all policy decisions. While Goal 1 is primarily targeted at local governments, this principle also applies to DLCDC. Thus, importance is placed on identifying outreach needs among the general public, as well as among professional planners and elected and appointed officials.

This study makes a distinction between the terms technical assistance and outreach (see sidebar). This distinction

What is technical assistance and outreach material?

Technical assistance is detailed information used by individuals who are actively involved in the planning profession.

Outreach material is basic information about the planning process targeted to the general public.

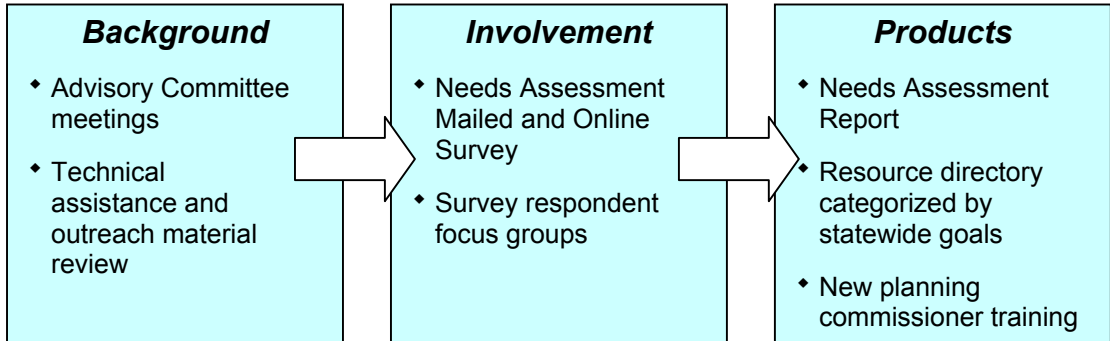
addresses both the content of materials and the audiences they target. Technical assistance materials are detailed and are primarily targeted at professionals and decision makers. Outreach materials are more general in nature and are targeted at laypersons or the general public.

The purpose of this project is to evaluate current technical assistance and outreach needs of local governments throughout Oregon, make recommendations for improving existing usage of materials, and create some new materials based on the needs identified. This report concentrates primarily on the technical assistance and outreach needs of planning professionals in Oregon, primarily planning directors (representative of the staff they supervise), and planning commissioners. City administrators and elected officials were surveyed in jurisdictions that do not have a planning director or planning commission. Because our research focused on professionals, the needs analysis deals primarily with technical assistance materials. Outreach needs were researched on a limited basis, primarily through questions of perceived need by planning directors and planning commissioners. The recommendations are prioritized to provide DLCD with a basis for allocating future resources for technical and outreach activities.

Methodology

Community Planning Workshop (CPW) used a variety of methods to gather information from groups likely to need technical assistance and outreach materials. Specifically, CPW conducted surveys and focus group meetings, facilitated advisory committee meetings, and developed a needs analysis report to help DLCD prioritize technical assistance and outreach materials and services for local governments. **Figure 1-1** shows the process of the Technical Assistance and Outreach Material Needs Assessment project.

Figure 1-1. Needs Assessment Project Process



Source: CPW, 2002

The research methods and contributions to the report include:

Input from the project advisory committee. One of CPW's initial tasks was to organize an advisory committee that would convene several times over the course of project to provide expertise and guidance. The committee was comprised of twelve planning professionals who represented a diverse range of roles and geographic locations. This committee included DLCD staff, private consultants, city and county planning staff, planning commissioners, and a representative from DLCD's Citizen Involvement Advisory Committee. Committee members helped compile a list of critical planning issues and finalize survey questions. Committee members were also instrumental in devising focus group questions.

Literature review. CPW reviewed literature on the planning communication challenges cities and counties are facing in Oregon and across the country. In addition, CPW team members researched the organization and responsibilities of planning commissions of selected counties and cities in Oregon.

Statewide and national planning technical assistance and outreach materials review. CPW inventoried and reviewed planning-related technical assistance and outreach materials available through DLCD. Research included other local, state, and national organizations that provide technical assistance and outreach materials in a variety of formats: general websites, PDF documents, CD-ROM, and available for purchase.

Technical assistance and outreach needs assessment survey. CPW conducted a survey of all Oregon city and county planning directors and commissioners, as well as council of government staff. CPW obtained the mailing list of planning directors and COGS from DLCD, and the list of planning commissioners from the Oregon Government Standards and Practices Commission. Planning Commissioners were of particular interest to DLCD in this study as they are responsible for making local land use decisions. Moreover, this is the first statewide survey of planning commissioners that we are aware of. A copy of the survey is in **Appendix A**.

The survey included questions regarding the use and effectiveness of technical assistance products and outreach. Furthermore, the survey included questions addressing a broad range of issues including:

- The level of understanding of local and statewide planning programs and Oregon's planning history;
- The use and effectiveness of existing DLCD technical assistance and outreach materials;
- Specific technical assistance topic areas that local staff and commissioners need information, such as the planning process, state policies, transportation, housing, economy, resource lands,

citizen involvement, coastal issues, serving as a planning commissioner, and other issues;

- Preferred format of outreach materials (printed, electronic, web base, power point etc) and dissemination methods; and
- Specific suggestions on technical assistance/outreach materials.

Other data collected included: the respondent's planning role and number of years in that role, the jurisdiction the respondent represented, the current population of the jurisdiction, the number of full-time planning staff working for their jurisdiction, and how frequently they visited the Internet for planning related purposes.

The survey was conducted between March 1 and March 22, 2002. Any responses obtained after that date were not included in the statistical analysis, but their comments and other qualitative responses were included in our conclusions and recommendations. CPW distributed a total of 1,442 surveys. We received 466 valid responses, which equals a 32% response rate.

Online survey. CPW created an abbreviated version of the mailed survey and posted it online (See **Appendix B**) in an effort to expand the population that could provide information about technical assistance and outreach needs. CPW actively sought participation from a diverse group of organizations that interact with Oregon's land use planning program. CPW contacted organizations that ranged from council of government offices to the Oregon Building Industry Association to the League of Oregon Cities. The survey was accessible online between April 2 and April 26 and received 71 responses.

Focus groups. CPW held three focus group meetings: two in Salem, Oregon on April 30, 2002, and one in Redmond, Oregon on May 7, 2002. The purpose of the focus group meetings was to explore technical products, services, and help prioritize technical assistance and outreach efforts. Focus group participants were recruited from respondents of the survey and personal solicitations. All three meetings were comprised of approximately seven individuals, including one council of government staff person, twelve planning commissioners and six planning staff. During each focus group meeting, questions were asked about preferences regarding the format of technical assistance, interaction with the Department of Land Conservation and Development, and content for a planning commissioner training guide.

Technical assistance and outreach products. Based on survey and focus group results, CPW produced two technical assistance products. The first product is a directory of technical assistance and outreach materials available through the Internet. This resource directory is targeted to Oregon planning professionals as well as citizens interested in planning and includes links to state, national, and international organizations that produce planning-related materials available in a variety of formats. The directory also describes the resources in terms of

degree of technicality, available formats, cost, and other key characteristics.

The second technical assistance product consists of a PowerPoint presentation targeted specifically to new planning commissioners. This presentation provides basic information that planning commissioners need in order to be effective. This includes information on Oregon's planning program, the role and responsibilities of a planning commissioner, ethical and legal issues, and where commissioners can find additional planning information.

Organization of the Report

The remainder of this report is organized into four chapters:

Chapter Two, Theory of Professional Development and Outreach, provides a general summary of scholarly literature related to professional development and communication theory and strategies. This chapter also provides an overview of outreach strategies employed by the Department of Land Conservation and Development.

Chapter Three, Characteristics of Survey and Focus Group Participants, describes the demographic characteristics of survey respondents and focus group participants.

Chapter Four, Evaluation of Existing DLCD Technical Assistance and Outreach, presents survey information on existing DLCD-produced assistance materials. The chapter also describes the preferred interaction of survey respondents and focus group participants with DLCD.

Chapter Five, Needs Assessment, identifies content and formatting technical assistance and outreach needs from the quantitative and qualitative data CPW collected over the course of the project.

Chapter Six, Conclusions and Recommendations, describes conclusions derived from survey and focus group data. This chapter will also provide a prioritized list of recommendations, and highlight two technical assistance products developed in conjunction with the needs analysis report.

The report also includes two appendices:

Appendix A contains a copy of the mailed survey instrument.

Appendix B contains a copy of the online survey instrument and discussion of the online survey results.

Chapter 2

Theory of Professional Development and Outreach

An important component of analyzing the technical assistance and outreach needs of planning practitioners is to determine the elements that make assistance effective. There are numerous bodies of research within the field of professional development that demonstrate a relationship between specific characteristics of assistance and the probability that an individual will apply a new skill or piece of knowledge to their own jobs. Thus, technical assistance that integrates these specific elements will likely have an effect on two levels: planning practitioners will become more efficient, and DLCD will create a more effective partnership with local governments. It is important to note that some planning issues, such as aggregate mining on farmland, will remain major conflicts regardless of the amount of technical assistance provided. More technical assistance may allow for better formulated decisions, but not everyone may be happy with the result.

This chapter reviews current theories of professional development and communications strategies that will then be incorporated into the conclusions and recommendations that follow the survey results.

Effective Technical Assistance

A considerable amount of research has been devoted to the field of professional development. Within these fields, researchers have tested various elements of technical assistance to determine the most effective techniques. One result stemming from this research is known as adult learning theory, a method of helping adults learn. This theory, proposed by Malcolm Knowles in 1980, is premised on the notion that “adults are self-directed learners who are unique based upon their personal experiences.”ⁱⁱ

Prior to adult learning theory, the old model of helping adults learn a new skill or information was a lecture-based training session. This type of training consisted of an “outside expert” delivering information to a passive audience. This type of forum was criticized because researchers found that “only 5% of learners will transfer a new skill into practice as a result of theory alone [via lecture].”ⁱⁱⁱ In the same study, researchers found that 90% of adult learners “will transfer a new skill into use if theory, demonstration, practice, feedback, and ongoing coaching are provided as elements of a professional development program.”^{iv} In other words, for individuals to retain new skills and information and apply it

to their jobs, effective technical assistance should consist of several different and interactive training elements.

In the adult learning theory model, the “outside expert” acts as a facilitator who develops a series of activities to involve the audience and helps the audience guide their own education. Whether technical assistance is provided in the format of a training workshop or a written or web-based resource, the following guidelines derived from adult learning theory offer proven effective results^v:

- **Adults need real-world applications.** The training will have more meaning to the participants if they feel as if they can use what they have learned.
- **Adults want to be treated as competent professionals.** Participants need some control over the specifics of the what, how, why, when, and where details of their learning.
- **Adult learning involves egos.** Professional development opportunities should be structured to allow support from peers and to reduce the fear of judgment while participants are learning to apply new skills.
- **Adults need constructive feedback on their efforts to learn and apply new skills.** Constructive feedback is an effective way to promote the correct application of the new skill as well as instill confidence in adults.
- **Adults benefit from professional development that is on going,** rather than a “one-shot approach.”
- **Adults benefit from the opportunity to learn from colleagues.** Adults are able to relate their experiences to that of their peers, rather than an unknown “expert.”
- **Adults benefit from professional development activities that allow them to participate in small-group activities** that provide opportunities for application, analysis, synthesis, and evaluation.
- **Adult learners are unique with a wide range of skills and experiences.** Individual needs and differences must be accommodated.
- **The transfer of learning must be facilitated.** Coaching and other kinds of follow-up support are needed to help adult learners transfer learning into daily practice so that it is sustained.

The traditional method of training has lacked an attention to individual needs and participant’s desire for self-determination. “Making professional development meaningful means paying attention to the adult need to determine the content and structure of training options and allowing for a selection from a variety of professional development choices.”^{vi} Thus, the information stemming from this research provides

the background and justification for conducting a survey to assess the technical assistance and outreach needs of planning professionals.

The tenets of adult learning theory are applied in a program implemented by the U.S. Department of Transportation. The Local Technical Assistance Program (LTAP) has provided training, technical assistance, and technology transfer products to local transportation agencies over the last 15 years. “Local LTAP centers provide low-cost or free training; publish newsletters; circulate publications, videotapes, and software; and offer technical assistance on transportation topics for local agency personnel.”^{vii} Adhering to recommendations set forth from adult learning theory, LTAP integrates a variety of different elements among their technical resources.

LTAP also prepared a strategic planning workbook to be utilized by local LTAP centers, which incorporates the Department of Transportation’s national vision, mission, goals, and strategies. The workbook presents a systematic approach to resolving a specific issue, encourages outreach to current and potential stakeholders, and proposes recommendations to streamline the process of the specific issue. Another component of the workbook include sample strategic planning documents from five local LTAP centers. In conjunction with the workbook, LTAP has suggested creating performance benchmarks as well as providing training in methods of performance measurement. Program implementation has incorporated real world applications, constructive feedback through performance measurement, and on-going support.

Another body of research points to the significant impact funding and technical assistance has on effective citizen participation mechanisms. A case study examined the relationship between the effectiveness of a citizen participation group, the Regional Citizens’ Advisory Council in Alaska, and their use of resources. As a precursor to the study, several other bodies of research examined the solitary effect of technical assistance and found contradictory information: some found that access to technical expertise and staff resources increased citizen councils’ efficiency, while other studies found citizen groups had little effect despite access to technical assistance. The results from this study, however, suggest “that the success of a participatory mechanism in a given policy domain depends not only on its internal resources, but also on external political support from other groups with authority (or influence) within that policy domain.”^{viii} Thus, for outreach materials to be effective, citizens must have access to technical resources and receive support from their local government as well as DLCD.

In summary, DLCD should focus on technical assistance and outreach approaches that consist of:

- Active, rather than passive, learning opportunities;
- A diversification of technical assistance and outreach formats;

- Interactive workshops that present real-world applications of planning issues around Oregon;
- Model guidelines for resolving planning issues; and
- Informing planning practitioners about DLCD staff, material, and any other resources available to them.

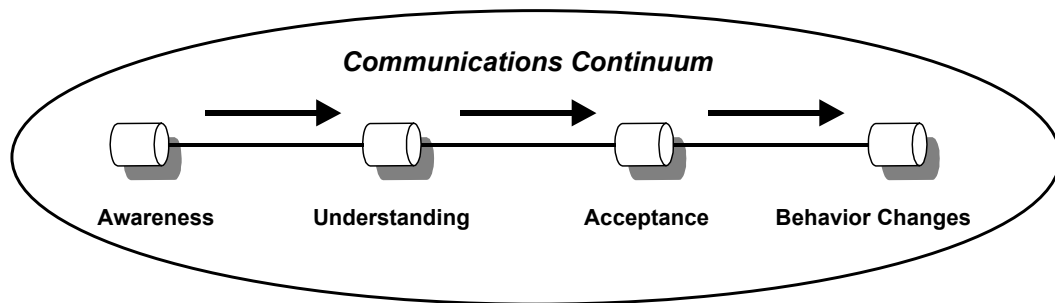
Communication Models

Communication is one of the most important aspects of technical assistance and outreach. Successful materials and services will be geared for a specific audience. That audience must then be made aware of the existence of materials and use them.

Behavioral Change

Public communication campaigns are more successful when they recognize and plan for the steps an individual can take during the adoption of a recommended action.^{ix} **Figure 2-1** highlights a few of the key steps in the continuum of persuasive communication that leads to behavior change. The success of future DLCD outreach campaigns, workshops, and projects rests in the public’s awareness and understanding of the importance of both the local and statewide planning programs. Additionally, citizens must acknowledge that planning decisions are important even if they are not directly affected. If behavior change is the intended outcome, public awareness campaigns must answer the following question for citizens, “What is in it for me?”

Figure 2-1. Communication Process



Communication Process

There are five essential elements for communicating effectively to a target audience. These five features include the following:

- The **source** of the message must be credible;
- The **message** must be appropriately designed;
- The **channel** for communicating the message must be carefully selected;
- The **audience** must be clearly defined; and
- The recommended action to the audience must be clearly stated with a **feedback** channel established for questions, comments, and suggestions.

DLCD should consider these features when creating new materials and creating a communication strategy for new technical assistance and outreach materials.

Leveraged Communication Strategy

DLCD has developed and will continue to develop partnerships with organizations such as the Governor's office, ODOT, and the Oregon Chapter of the American Planning Association in an effort to leverage its communication program regarding planning issues. Leveraged communication has been successfully used to cultivate partnerships with key organizations in order to more effectively and efficiently reach specific segments of the target audience.^x For example, the Transportation and Growth Management Program (TGM)—a partnership between DLCD and ODOT—maintains an extensive Web site of technical assistance documents products by TGM. Documents such as *Tools of the Trade* are a valuable resource for communities facing growth management issues. This leveraged communication strategy is an important one because it is a clear example of how pooled resources result in better technical assistance and outreach materials.

Communication between stakeholders is essential in order to pave the way for coordination. The better agencies and working groups are able to communicate, the better the coordinating efforts will be. DLCD can bolster limited resources and generate activity that could not be accomplished by a single entity working independently. It is logical for agencies with similar goals and objectives to work together to accomplish tasks. This coordinated effort can lead to significant savings for agencies in terms of both time and money. The multi-jurisdictional and regional implications of many planning issues are also another reason that coordination is key. Planning models call for coordinated efforts because of their requirements for public and stakeholder participation. Coordination can have an impact on future implementation and successful outcomes of projects. Coordinated

communication strategies will have an impact on the success of future planning activities.

Communication Strategies

By combining and applying key communication strategies and practices, DLCD can more effectively raise awareness, understanding, and acceptance in an effort to minimize the potential for major land use conflicts. The following information briefly highlights the key practices and theories from a number of disciplines that can be integrated into the communication strategies.

Audience Selection

Because DLCD has so many diverse audiences, developing strategies for communication for individual audiences is essential. DLCD audiences can be segmented into two categories: captive and non-captive.^{xi}

Captive audiences are those who are motivated to listen to a message because of external factors such as a grade, certificate, diploma, or license, it is part of their job, there is money at stake, or future advancement depends on it. Communicating with this audience can involve more formal methods and can be more technically based because the audience has the background to understand the various messages. Examples of DLCD's captive audiences are state agency employees and local planning staff.

Non-captive audiences are those who are motivated to listen to a message because of interest, fun, entertainment, self-enrichment, self-improvement, or to better their lives. Elected and appointed decision-makers, as well as the general public are examples of DLCD's non-captive audiences. Communicating with each of these different audiences requires a different approach. For example, when speaking with planning staff about the need for transportation improvements, technical issues regarding increased system capacity may be most important. On the other hand, when talking with citizens, focusing on family safety or improved commuting times might be a more effective means of conveying the message regarding these same improvements.

In order for citizens and decision makers to absorb information outlined in outreach or technical materials, informal approaches must be taken. Non-captive audiences are subject to a wealth of information in any given day, so simplicity and creativity become crucial factors for a successful campaign. In order for a successful risk reduction program to take place, the communication messages must catch and hold this audience's attention.

This audience requires that technical information be made more entertaining. Some suggestions for achieving this include:^{xii}

- Use active verbs—Avoid using passive wording, such as *was, be, am, is, are, were, being, been*.
- Link science to human history—relate message to people of a different time (i.e. zoning was originally a public health issue by keeping the industrial uses away from residential areas.)
- Use vehicles to make topics more interesting—communication about planning activities in the context of some overriding scene, setting, or situation.
- Use contrived situations—create hypothetical scenarios to get your message across.
- Show cause and effect—show the direct relationships in order to get your audience to better understand the issue.
- Use visual metaphors to describe complex ideas—using maps to explain the difference between a floodplain and a floodway.
- Use overriding analogy—use the same analogy throughout your message to convey an entire idea.
- Use personification—use human characteristics to make planning messages more entertaining.

Overview of DLCD Technical Assistance and Outreach Strategies

A review of DLCD technical assistance and outreach strategies finds that DLCD uses the following techniques:

- **Website** – General information, links to useful information, downloadable documents.
- **Staff Resources** – Regional representatives and topic specialists are available on a limited basis (due to time constraints) to provide one-on-one technical assistance guidance. Technical feedback often comes in the form of letters or memos in response to proposed planning activities, such as proposed plan amendments and periodic review work tasks.
- **Workshops** – Limited workshops are available by DLCD, most often by partnering with other agencies or organizations, such as the Transportation Growth Management Program (DLCD and ODOT) and the Oregon Planners Institute Conference.
- **Written Materials** – A small number of short brochures are available. Much of DLCD's written materials are in the form of extensive manuals and present a great deal of technical information.
- **Media Outreach** – Limited press releases.

When compared to adult learning planning theories, DLCD's technical assistance and outreach activities fall short, especially when it comes to workshops, face-to-face contact and follow-up. However, DLCD has accomplished a great deal with all of the technical assistance and outreach materials and activities listed above to help with the successful adherence to statewide regulations. It is important to note that training local planning professionals and decision makers is not the DLCD's primary role. Universities and the American Planning Association take on much of the planning education. However, augmenting DLCD's regulatory role with training and outreach activities can make land use decision-making more effective and successful. More importantly, DLCD technical assistance and outreach efforts reach a key audience that often lacks training in land use planning, including city administrators, planning commissioners, and the public.

There are relatively few opportunities, such as regional workshops or seminars that bring professionals together to learn from each other, learn about other successful real world experiences, or to facilitate new planning skills. In general, distribution of DLCD's materials is dependent on local staff and decision makers visiting DLCD's website or requesting materials, though regional representatives and other DLCD staff conduct distribute materials on a limited basis. DLCD's current technical assistance and outreach strategies are characterized by a "one-shot" approach, instead of on-going training and feedback in the use of these materials.

It should be noted that compliance with statewide regulations takes precedence over training and technical assistance activities for DLCD staff. Many of the deficiencies in technical assistance and outreach are due to a lack of human and financial resources. But even with limited resources, there are a number of steps the department can take to improve technical assistance and outreach, as described in the conclusions and recommendations in Chapter 6.

Chapter 3

Characteristics of Survey and Focus Group Participants

In this chapter, we describe the characteristics of the written and online technical assistance and outreach survey and the focus groups. Key variables include planning role and years in the position, jurisdiction, size of jurisdiction, and region.

Targeted Audience

The written survey was targeted towards planning directors and staff responsible for planning locally, and planning commissioners. They were asked specific questions about local and statewide land use planning programs, planning issues facing their jurisdictions, comprehensive plan updates, citizen involvement, technical assistance needs, effectiveness of existing technical assistance materials, interaction with DLCD and format and type of materials that jurisdictions currently use. Apart from these specific questions, respondents were also asked to give feedback on specific topics such as citizen involvement efforts, DLCD materials, and funding opportunities.

In an effort to expand the population of respondents, CPW created a shorter version of the written survey for online distribution. The online survey was posted on the Community Services Center website with links from DLCD and several other organizations. It was advertised on the Oregon Chapter of the American Planning Association's listserv, the Oregon Planners Network (OPN), approximately three times, as well as on several listservs known to team and advisory committee members. A total of 71 people completed the online survey.

Focus group participants were solicited from the survey recipients. A focus group response sheet was included in each survey and 112 respondents also indicated they would be willing to participate in a focus group. Participants included planning staff, consultants, commissioners, and one council of government staff person.

Written Survey

The written survey is the primary source of data for the needs analysis. A total of 276 city and county planning directors and city recorders were mailed written surveys with a mailing list provided by DLCD. Approximately 1,100 planning commissioners were mailed surveys with

a mailing list provided by the Oregon Government Standards and Practices Commission (OGSPC).

Forty-one percent of planning directors and city recorders responded to the survey and approximately 27% of planning commissioners completed and returned the survey. Overall, the results of the survey are weighted towards planning commissioner responses, since they represent over 60% of the total respondents, as shown in **Table 3-1**. However, CPW sent the majority of surveys to planning commissioners because DLCD has a primary interest in gauging their opinions.

Table 3-1. Survey Responses Based on Planning Role

Planning Role	Total Count	% of Total Respondents
Planning Director/Staff	78	16.7%
City Administrator/Recorder	34	7.3%
Planning Commissioner	292	62.7%
Elected Official	10	2.4%
Council of Government Staff	2	0.4%
Other	17	3.6%
Undeclared	32	6.9%
Total	466	100.0%

Source: Technical Assistance and Outreach Needs Analysis Survey, CPW, 2002

CPW analyzed responses according to the level of experience of respondents. Respondents with less than two years experience were compared with those with more than two years experience. The two year mark was chosen with the assumption that most people involved in planning acquire at least a basic understanding of the issues they are dealing within a two year period. Nineteen percent of planning commissioners have one year of experience or less. Those with two years of experience or less make up one-third of all planning commissioners, as shown in **Table 3-2**. The relative inexperience among planning commissioners reflects a basic lack of planning knowledge reflected in survey and focus group results discussed later in this report.

Based on interviews with local planning staff, the average term of a planning commissioner is four years, occasionally renewed for a second term. While it is not known exactly how many new planning commission members are appointed each year, with a total of over 1,100 planning commissioners, it is possible that the total is between 200-300.

Table 3-2. Written Survey Responses Based on Level of Experience

Role	Experience			
	Total Count	<2 Years	Total Count	>2 Years
Planning Director/Staff	27	32.9%	55	67.1%
City Administrator/Recorder	10	31.3%	22	68.8%
Planning Commissioner	100	33.4%	199	66.6%
Elected Official	4	40.0%	6	60.0%
Council of Government Staff	0	0.0%	2	100.0%
Other	5	21.7%	18	78.3%
Total	146	32.6%	302	67.4%

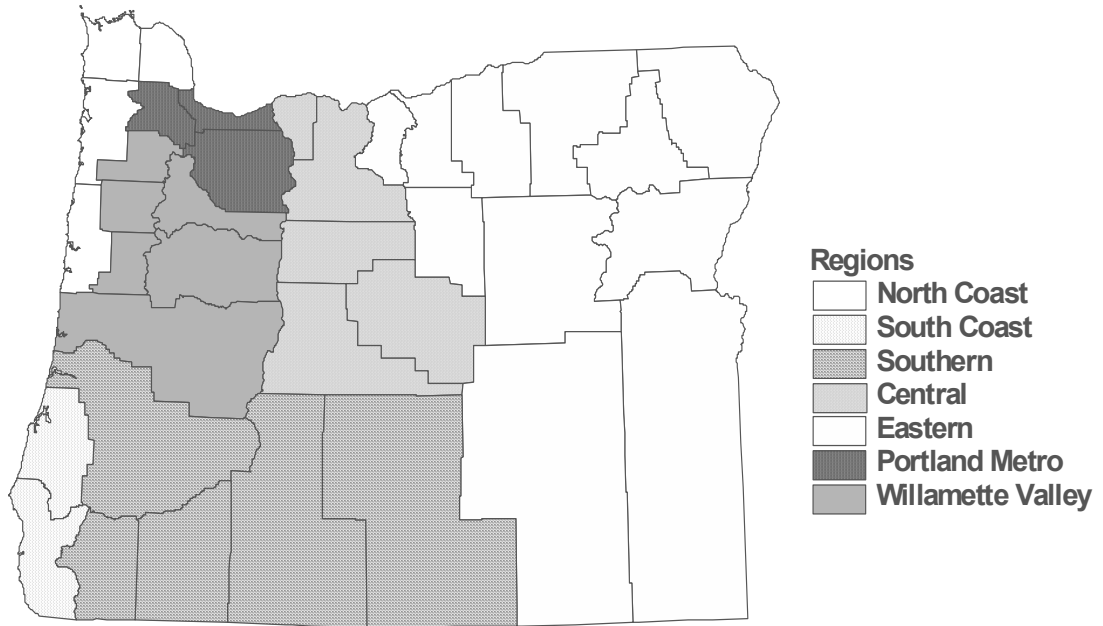
Source: Technical Assistance and Outreach Needs Analysis Survey, CPW, 2002

CPW analyzed survey results based on regions that correlate approximately with those covered by DLCDC regional representatives. **Figure 3-1** depicts the geographical representation of the regions used in our survey analysis.

The counties comprised within the regions include:

- **North Coast:** Clatsop, Columbia, Lincoln, and Tillamook
- **South Coast:** Coos and Curry
- **Southern:** Douglas, Jackson, Josephine, Klamath, and Lake
- **Central:** Crook, Deschutes, Hood River, Jefferson, and Wasco
- **Eastern:** Baker, Gilliam, Grant, Harney, Malheur, Morrow, Sherman, Umatilla, Union, Wallowa, and Wheeler
- **Portland Metro:** Clackamas, Multnomah, and Washington
- **Willamette Valley:** Benton, Lane, Linn, Marion, Polk, and Yamhill

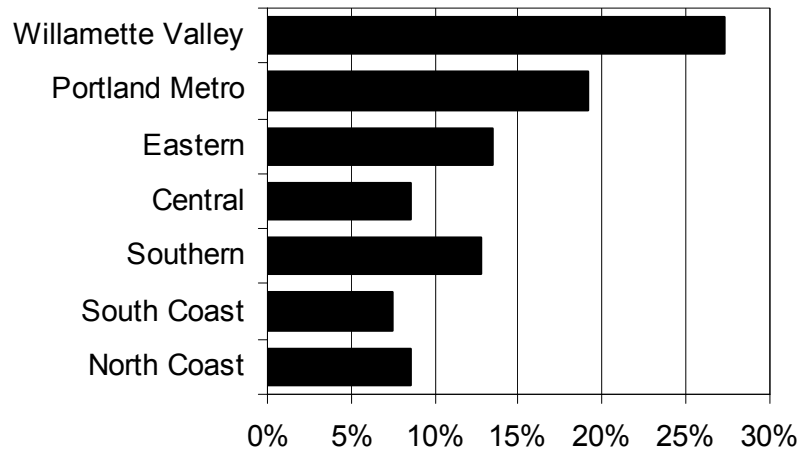
Figure 3-1. Map of Regional Classification, County Map of Oregon



Source: Community Planning Workshop, 2002

As shown in **Figure 3-2**, the largest percentage of respondents were from the Willamette Valley and Portland Metro regions.

Figure 3-2. Survey Responses Based On Region



Source: Technical Assistance and Outreach Needs Analysis Survey, CPW, 2002

CPW analyzed responses by the size of the jurisdiction the respondent represents. Respondents representing cities with a population less than 2,500 or a county with a population less than 15,000 are classified as small. All others are classified as large jurisdictions.^{xiii} In general, smaller jurisdictions have fewer human and financial resources dedicated to planning activities than larger jurisdictions. Cities and

counties in the small category are currently exempt from periodic review.

The majority of the respondents are from cities or counties with populations less than 15,000, as shown in **Table 3-3**.

Table 3-3. Survey Responses Based on Population Size

	Cities		Counties	
	Total Count	% of Total Respondents	Total Count	% of Total Respondents
Less than 2,500	107	33.4%	3	3.1%
2,501-15,000	147	45.9%	14	14.3%
15,001-40,000	33	10.3%	34	34.7%
40,001-100,000	26	8.1%	24	24.5%
More than 100,000	7	2.2%	23	23.5%
Total	320	100.0%	98	100.0%

Source: Technical Assistance and Outreach Needs Analysis Survey, CPW, 2002

In summary, survey respondents are primarily planning commissioners, one-third have less than two years of experience, they live mainly in the Willamette Valley and Portland Metro regions and they represent cities and counties with a population less than 15,000 people.

Online Survey

The online survey was designed to increase the audience to assess technical assistance and outreach needs as perceived by the wider Oregon planning community. **Table 3-4** shows the respondents planning role and **Table 3-5** shows respondents by region. Because of the low number of respondents, all analysis in Appendix B includes all responses and is not broken down by role or region.

Table 3-4. Online Respondents by Role

	Number	Percent
Academic	7	10%
Arch/landscape arch	1	1%
City planner	16	23%
County planner	10	14%
Consultant	9	13%
Non-profit	4	6%
Real estate	2	3%
State employee	4	6%
Other	9	13%
No profession indicated	9	13%
Total	71	100%

Source: Technical Assistance and Outreach Needs Analysis Survey, CPW, 2002

Table 3-5. Online Respondents by Region

Region	Percent
North Coast	3%
South Coast	2%
Portland Metro	39%
Willamette Valley (Non Metro)	44%
Southern Oregon	6%
Central Oregon	5%
Eastern Oregon	2%

Source: Technical Assistance and Outreach Needs Analysis Survey, CPW, 2002

Focus Groups

Focus group participants were recruited from respondents of the survey and personal solicitations. All three meetings were comprised of approximately seven individuals, including one council of government staff person, twelve planning commissioners, and seven planning staff.

- Focus Group 1: 4 City Planning Commissioners
1 County Planning Commissioner
1 Council of Government Staff
1 Planning Consultant
- Focus Group 2: 4 City Planning Commissioners
2 City Planning Directors
1 County Staff Planner
- Focus Group 3: 3 City Planning Commissioners
1 City Planning Director
1 City Senior Planner
1 County Staff Planner

Chapter 4

Evaluation of Existing DLCD Technical Assistance and Outreach

This chapter presents an evaluation of selected DLCD technical assistance and outreach materials, as well as perceptions of the interaction between DLCD and local jurisdictions. Data from the written survey and focus groups are the basis of analysis in this chapter and Chapter 4. Appendix A contains the written survey and comments.

DLCD Publications

DLCD has developed many technical assistance and outreach publications on a variety of subjects to help guide the efforts of those involved in comprehensive land use planning. A current inventory of technical and outreach materials identified on DLCD's website include the following: general information on Oregon's statewide goals; legal assistance regarding the Land Use Board Of Appeals (LUBA), the Oregon Administrative Rules (OAR), the Oregon Revised Statutes (ORS), and archived land use court rulings; Oregon Coastal Zone Management program laws and regulations; citizen involvement guides; and resources specific to DLCD's departments—Natural Hazards, Rural Lands Planning, and Transportation and Growth Management.

CPW identified a considerable number of these publications and asked survey respondents to indicate whether they have reviewed them, and if so, how useful they found them. **Table 4-1** shows the percentage of respondents by category, who have or have not reviewed selected DLCD publications. For most publications, the majority of both planning staff and decision makers had not reviewed these publications. Three publications under the rubric of Urban Design were used more than other DLCD materials among staff planners. These publications were: Model Development Code and User's Guide for Small Cities, Neighborhood Street Design Guidelines, and Smart Development Code Handbook and Appendix. The key finding obtained from the data is the percentage of staff planners and decision makers that have never reviewed these useful publications.

Table 4-1. Reviewed DLCD Publications, Staff and Decision Makers

DLCD PUBLICATIONS	PLANNING STAFF		DECISION MAKER	
	Yes	No	Yes	No
GROWTH MANAGEMENT				
Coordinated Population Forecasting Bulletin	20%	80%	9%	91%
Inside the Boundaries (pdf)	14%	86%	3%	97%
Planning for Residential Growth: A Workbook for Oregon's Urban Areas	36%	64%	14%	86%
GENERAL PLANNING				
A Guide to Land Use Planning for Aggregate in Oregon	22%	78%	18%	82%
Overview of Local Government Planning Functions	27%	73%	22%	78%
Tools of the Trade Handbook	33%	67%	10%	90%
CITIZEN INVOLVEMENT				
How to Put the People in Planning	32%	68%	11%	89%
How to Put the People in Planning: Citizen Initiated Enforcement Orders	10%	90%	5%	95%
HAZARD PLANNING				
Appraisal of Chronic Hazard Alleviation Techniques	2%	98%	1%	99%
Natural Hazards Technical Resource Guide	35%	65%	5%	95%
URBAN DESIGN				
Commercial and Mixed Use Development Code Handbook	40%	60%	11%	89%
Infill and Redevelopment Code Handbook	39%	61%	7%	93%
Model Development Code and User's Guide for Small Cities	55%	45%	13%	87%
Neighborhood Street Design Guidelines	57%	44%	19%	82%
Smart Development Code Handbook and Appendix	51%	49%	14%	86%
TRANSPORTATION				
Implementing the Oregon TPR	32%	68%	13%	87%
The Principles of a Balanced Transportation Network: Implementing the Oregon Transportation Planning Rule	26%	74%	7%	93%
COASTAL PLANNING				
A Citizens Guide to Oregon's Coastal Management Program	17%	83%	9%	91%
Chronic Coastal Natural Hazards Model Overlay Zone	10%	90%	2%	98%
Erosion Impacts Along the Oregon Coast Report	10%	90%	4%	96%
Rational Analysis of Setback Distances: Applications to the Oregon Coast	8%	92%	1%	99%
The Water Quality Model Code and Guidebook	18%	82%	3%	97%

Source: Technical Assistance and Outreach Needs Analysis Survey, CPW, 2002

Table 4-2 shows the percentage of respondents who have reviewed DLCD publications and how useful they find them. Of those who had reviewed the publications, an overwhelming majority found them to be useful or very useful. “How to Put the People in Planning: Citizen Initiated Enforcement Orders”, was the only publication to receive a significant percentage of respondents who indicated it was not useful.

It is difficult to quantify how many people should be consulting DLCD’s technical assistance and outreach materials. Many jurisdictions may only tackle one or two planning activities per year where technical assistance materials would be helpful. The relatively high rate of use among the urban design manuals may indicate that these issues are currently the most common planning activities being addressed among local jurisdictions. However, the overwhelming message from survey comments and focus group participants was that many planning professionals are unaware that these materials exist. Many respondents proclaimed they were eager to review DLCD materials.

Table 4-2. Usefulness of Specific DLCD Publications

DLCD PUBLICATIONS	NOT USEFUL	USEFUL	VERY USEFUL	TOTAL RESPONSES
GROWTH MANAGEMENT				
Coordinated Population Forecasting Bulletin	22%	71%	7%	41
Inside the Boundaries (pdf)	6%	88%	6%	16
Planning for Residential Growth: A Workbook for Oregon's Urban Areas	11%	77%	12%	73
GENERAL PLANNING				
A Guide to Land Use Planning for Aggregate in Oregon	12%	68%	20%	65
Overview of Local Government Planning Functions	9%	81%	10%	80
Tools of the Trade Handbook	12%	71%	17%	58
CITIZEN INVOLVEMENT				
How to Put the People in Planning	20%	57%	23%	60
How to Put the People in Planning: Citizen Initiated Enforcement Orders	41%	53%	6%	17
HAZARD PLANNING				
Appraisal of Chronic Hazard Alleviation Techniques	25%	50%	25%	4
Natural Hazards Technical Resource Guide	6%	68%	26%	50
URBAN DESIGN				
Commercial and Mixed Use Development Code Handbook	7%	67%	26%	66
Infill and Redevelopment Code Handbook	11%	70%	19%	53
Model Development Code and User's Guide for Small Cities	4%	58%	38%	83
Neighborhood Street Design Guidelines	14%	65%	20%	98
Smart Development Code Handbook and Appendix	8%	61%	31%	78
TRANSPORTATION				
Implementing the Oregon TPR	9%	80%	11%	56
The Principles of a Balanced Transportation Network: Implementing the Oregon Transportation Planning Rule	10%	74%	16%	38
COASTAL PLANNING				
A Citizens Guide to Oregon's Coastal Management Program	11%	68%	21%	28
Chronic Coastal Natural Hazards Model Overlay Zone	25%	67%	8%	12
Erosion Impacts Along the Oregon Coast Report	29%	64%	7%	14
Rational Analysis of Setback Distances: Applications to the Oregon Coast	12%	88%	0%	8
The Water Quality Model Code and Guidebook	18%	76%	6%	17

Source: Technical Assistance and Outreach Needs Analysis Survey, CPW, 2002

Overall Usefulness of DLCD Materials

A key objective of this project is to provide DLCD with an evaluation of their present technical assistance and outreach efforts. This evaluation is largely based on survey results.^{xiv} CPW's mailed survey found that the majority of respondents were not utilizing materials available from DLCD.

- Overall, survey results showed that nearly 60% of respondents had not used *any* written or web-based materials provided by DLCD.
- However, of all survey respondents who utilize DLCD materials, 90% thought they were useful, while only 10% thought they were not useful.

Table 4-3 depicts a regional distribution of respondent perceptions regarding DLCD materials. From a regional perspective, the results are somewhat different than what one might expect. Planning professionals from jurisdictions in the Willamette Valley represent the largest percentage of respondents who do not use written or web-based DLCD materials (68%). Planning professionals from eastern Oregon represent both the smallest percentage of those not using DLCD materials (47%), and the largest percentage of those who find the materials useful (46%).

Table 4-3. Usefulness of DLCD Materials, Regional Distribution

Region	Useful	Not Useful	Do Not Use DLCD Materials
North Coast	40%	0%	60%
South Coast	41%	6%	53%
Southern Oregon	40%	3%	57%
Central Oregon	34%	11%	55%
Eastern Oregon	46%	7%	47%
Portland Metro	38%	1%	61%
Willamette Valley	29%	3%	68%

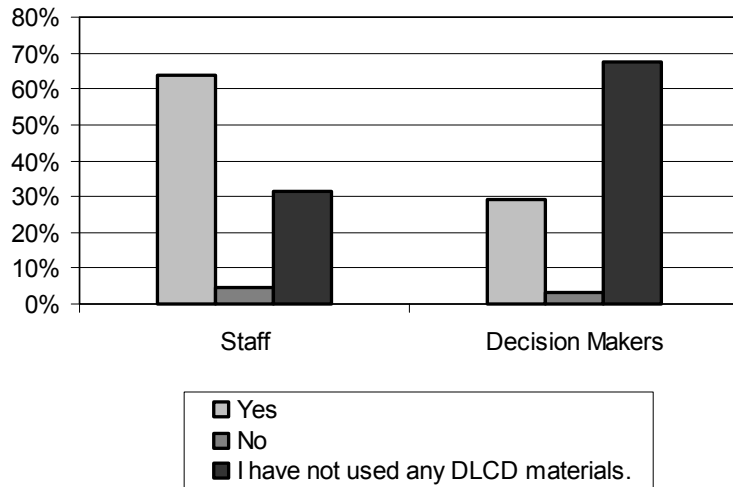
Source: Technical Assistance and Outreach Needs Analysis Survey, CPW, 2002

Figure 4-1 compares the difference between planning staff and decision makers' perceptions of the usefulness of DLCD materials. In reviewing the survey data regarding the overall effectiveness of written and web-based DLCD materials, the professional role of respondents was the most telling variable. Collectively, a respondent's professional role produced a striking contrast that determined the level of usage of DLCD materials.

- Planning directors, staff, and council of government staff were more than twice as likely than planning commissioners and decision makers to have used DLCD materials.

- For respondents who had used DLCD materials, approximately 90% of staff and decision makers alike found them to be useful.

Figure 4-1. Usefulness of DLCD Materials, Staff & Decision Makers



Source: Technical Assistance and Outreach Needs Analysis Survey, CPW, 2002

Only a few survey respondents commented that they do not need technical assistance to do their job. However, numerous respondents made note of both requiring additional resources and not realizing the wealth of existing DLCD materials available to them.

It is important to note that the survey sample is heavily weighted by planning commissioner responses (63% of all responses were from planning commissioners). Focus group participants underscored the fact that planning commissioners are volunteers that depend on local staff planning professionals for information. Since planning commissioners make land use decisions, it is important for DLCD to ensure they have the knowledge and

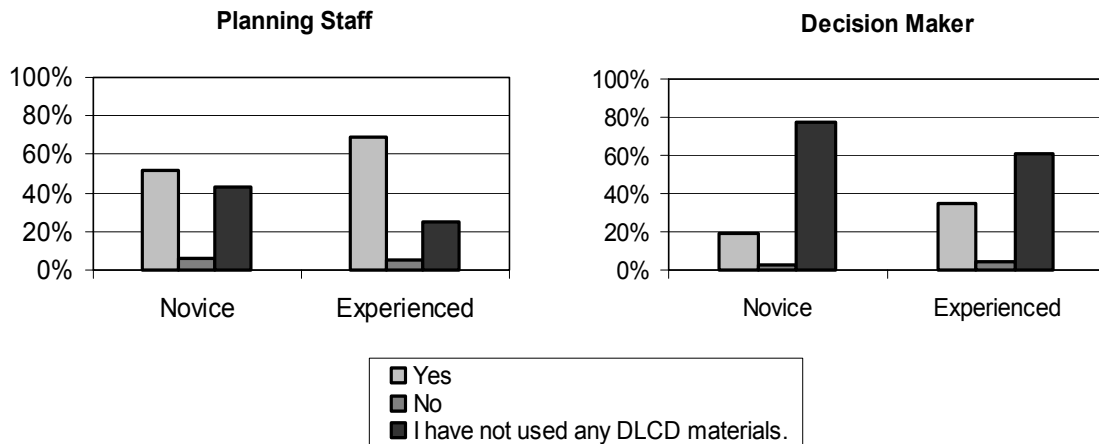
access to key technical planning information that allows them to make decisions based on sound planning principles and that are consistent with state law. Planning commissioners usually do not have a background in planning and volunteer their time. It is important to provide technical information in a simplified format that is easily understood, if DLCD wants to effectively reach planning commissioners.

Survey Comments from Planning Commissioners

“I have been a city council member for 12 years and have now been on the planning commission for 2 years and I have never realized that there was such a Department as the DLCD.”

“We (Commissioners) were not aware this resource material was available, or that there was a web site for planning issues.”

Figure 4-2. Usefulness of DLCD Materials, Length of Job Experience



Source: Technical Assistance and Outreach Needs Analysis Survey, CPW, 2002

CPW analyzed perceptions of usefulness by how long respondents had been in their role. **Figure 4-2** shows that respondents with more than two years of experience are more likely to use DLCD materials and find them useful, regardless of their planning role. However, staff with less than two years experience (51%) are more likely to use DLCD materials than decision makers with over two years experience (35%). These results provide justification for DLCD to target decision makers, but especially those with less than two years of experience.

Planning commissioners with less than two years of experience are common given high turnover rates. Several comments from the survey alluded to the fact that new planning commissioners often have little planning experience, little knowledge about where to find resources, yet are expected to immediately start making important land use decisions.

In assessing the difference among small and large jurisdictions, the survey results show almost no difference. Approximately 60% of respondents representing small and large jurisdictions have not used any DLCD materials. Individuals from large jurisdictions were only slightly more likely to perceive DLCD materials as not useful (4.6%), compared to individuals from small

**Survey Comments from
New Planning Commissioners**

“I am new as a planning commissioner, so I am very green. I feel I need lots of education and hands on training to develop into a successful and unbiased public servant.”

“As a new elected official I have a large need for information but lack access. I had never heard about many of the publications you offer.”

“I’ve only been on the Commission a little over two years. I don’t feel like I have many skills in this position. I do sell real estate and understand some issues from that perspective. I was only asked one question when I applied to be appointed: “How do you feel about growth?” Other than that, I was on.”

jurisdictions (2.6%), and approximately 37% of respondents from small and large jurisdictions found them useful. Thus, when comparing jurisdictional size regarding the overall usefulness of DLCD materials, the differences are negligible.

DLCD Website Usage

Survey results show a minority (32%) of respondents use the DLCD website. This is somewhat surprising given that 95% of respondents indicated they have Internet access.

- Of respondents who access the DLCD website, 68% find it somewhat useful, 20% find it very useful, and 1% found it not useful. The remaining percentage of respondents selected “not applicable” despite saying they use the website occasionally or often.

Although many survey respondents and focus group participants had not used the DLCD website or other websites to access planning-related materials, focus group participants indicated their willingness to explore Internet resources if they knew the website existed. Furthermore, focus group participants were more apt to visit a website if they knew the types of resources available and the specific location within the website where they could locate the resource.

Focus group participants expressed considerable support for use of the Internet as a resource. Participants commented on the need for a directory of Internet addresses for planning websites. Both Salem groups agreed that the Internet was an excellent source of information. They also commented on the need for the DLCD website to have a links section to general information, such as the Oregon Blue Book.

Moreover, focus group participants felt that it was sometimes difficult to find information on the DLCD website. Participants also felt that lack of time to search for materials and to download large documents was also a barrier. They suggested creating an abstract for downloadable materials for conducting searches of websites on the Internet. Respondents were also interested in examples of what other jurisdictions were doing, and whether this information could be available on the Internet.

Website Usage Statistics

Ninety-five percent (95%) of all mailed survey respondents have access to the Internet, yet:

- ♦ 63% have never visited the DLCD website
- ♦ 48% never use the Internet to access planning-related materials

Table 4-4 shows use of the DLCD website across regions. Data from Eastern Oregon shows a larger percentage of respondents who occasionally or often use the website (45%) than any other region.

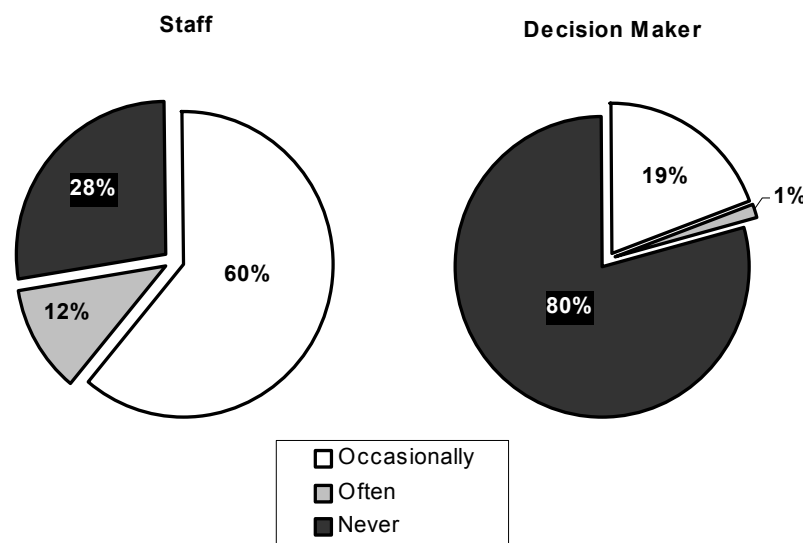
Table 4-4. Frequency of Visits to DLCD Website, Regional Distribution

Region	Occasionally	Often	Never
North Coast	27%	5%	68%
South Coast	19%	6%	75%
Southern Oregon	28%	0%	72%
Central Oregon	24%	5%	71%
Eastern Oregon	44%	2%	54%
Portland Metro	36%	4%	60%
Willamette Valley	24%	4%	72%

Source: Technical Assistance and Outreach Needs Analysis Survey, CPW, 2002

Figure 4-3 shows the frequency of use of the DLCD web site by staff and decision makers. It is remarkable to note the stark contrast among staff and decision makers. Among decision makers (primarily planning commissioners), 80% never visit the website and thus, never use the resources and information contained in it.

Figure 4-3. Frequency of Visits to DLCD Website, Staff & Decision Makers



Source: Technical Assistance and Outreach Needs Analysis Survey, CPW, 2002

Of those respondents who utilize the DLCD website as a planning resource, most planning staff *and* decision makers found it to be “somewhat useful” or “very useful.” When the data was analyzed according to the respondent’s planning role and length of experience, the following key points emerged:

- Of **staff planners** who visited the DLCD website occasionally or often, 73% found it somewhat useful, and 27% found it very useful;
- Of **decision makers** who visited the DLCD website occasionally or often, 76% found it somewhat useful, and 22% found it very useful;
- There was little difference of opinion between **staff planners with less than two years experience and more than two years experience** who visited the DLCD website. Approximately 75% of respondents in both groups stated that the website was somewhat useful and 25% said it was very useful; and
- Approximately 75% of **decision makers** found the DLCD website to be somewhat useful, with the remaining 25% claiming the website to be very useful.

Among small and large jurisdictions, the rates of usage are nearly identical. Sixty-seven percent of respondents from small jurisdictions and 63% of large jurisdictions never use the DLCD website. Approximately 30% of individuals from small cities and counties occasionally or often use the DLCD website, while 34% of individuals from large jurisdictions occasionally or often use the website. Finally, about 4% of respondents from both small and large jurisdictions do not have Internet access.

DLCD Material and Staff Resources

Respondents were asked to comment on the adequacy of DLCD technical and outreach materials as well as DLCD staff resources.

- The regions most satisfied with technical and outreach materials were Eastern (67%) and Southern Oregon (63%), and the Portland Metro region (64%).
- Among all regions, Central Oregon had the largest percentage of respondents who thought DLCD material resources were inadequate (44%). Ironically, 44% of Central Oregon respondents also indicated material resources were adequate, so that region appears to be polarized in their opinion of DLCD’s material resources.

In reviewing survey responses concerning DLCD staff resources, the only notable conclusion involves the North and South Coast regions. For both regions, 20% more respondents found DLCD staff resources to be adequate or more than adequate, when compared with all other regions. **Table 4-5** shows the regional distribution of survey responses regarding materials and staff resources.

Survey analysis conducted on the variables of professional role and level of experience revealed the following information:

- Among **staff planners**, 27% felt that DLCD technical and outreach materials were inadequate; 50% felt they were adequate; and 5% felt they were more than adequate;
- Among **decision makers**, 20% felt that DLCD technical and outreach materials were not adequate, 27% felt they were adequate; and 3% felt they were inadequate. As an aside, 50% responded that they were not sure;
- Regarding DLCD staff resources, 19% of the **staff planners** viewed them as not adequate, 58% felt they were adequate, and 5% responded that they were more than adequate;
- Similar to staff planners, 19% of **decision makers** also viewed DLCD staff resources as not adequate, 27% said they were adequate, and 5% felt they were more than adequate. 50% responded that they were not sure;

Among planning staff, there was a noticeable difference of opinion related to their years of experience. Thirty-two percent (32%) of experienced staff think that DLCD materials are not adequate compared with 19% of novice planning staff, while 24% of experienced staff think that DLCD staff resources are not adequate compared with 8% of novice planning staff.

Among decision makers, the level of experience did not suggest any difference of opinion regarding DLCD material resources. However, there was a slight difference of opinion regarding staff resources, with nearly 60% of novice decision makers responding that they were not sure whether DLCD resources were adequate or inadequate. These results are not surprising given results from previous survey questions and focus group comments indicating decision makers' lack of awareness regarding DLCD materials.

Table 4-5. Adequacy of DLCD Material and Staff Resources, Regional Distribution

	Technical/Outreach Materials			Staff Resources		
	Not Adequate	Adequate	More than Adequate	Not Adequate	Adequate	More than Adequate
North Coast	40%	50%	10%	17%	57%	26%
South Coast	35%	59%	6%	19%	52%	29%
Southern Oregon	37%	61%	2%	37%	49%	15%
Central Oregon	44%	44%	12%	42%	54%	4%
Eastern Oregon	33%	62%	5%	26%	61%	13%
Portland Metro	36%	62%	2%	27%	68%	5%
Willamette Valley	39%	52%	8%	35%	56%	8%

Source: Technical Assistance and Outreach Needs Analysis Survey, CPW, 2002

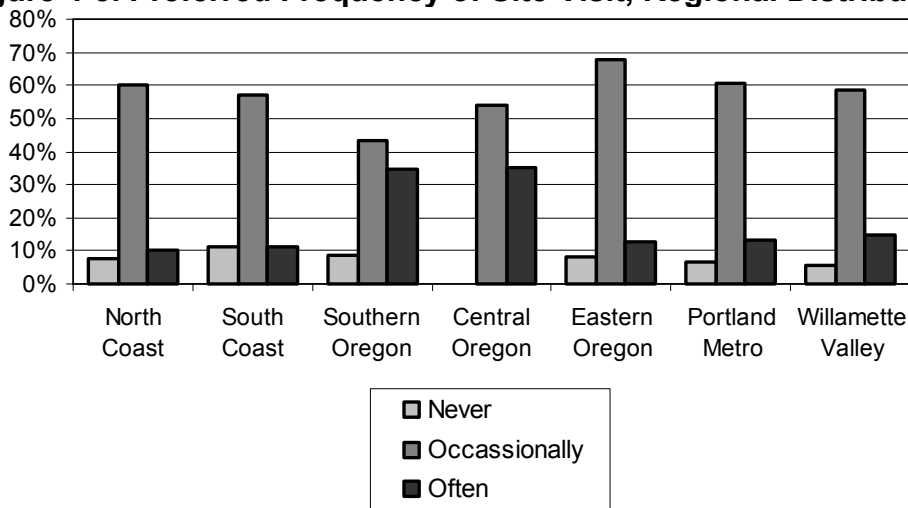
DLCD Field Visits

The Central and Southern Oregon region respondents both showed support for more frequent DLCD staff presence at planning meetings. Most regions wanted a DLCD representative to visit at least once or twice per year.

Figure 4-5 shows the regional distribution of data regarding site visits from DLCD regional representatives.

During the focus group meetings, almost all participants commented that they felt that DLCD regional representatives are over burdened. They felt that regional representatives are responsive and helpful, but that there is not a lot of communication. Redmond focus group participants felt their DLCD representatives were particularly over committed because of the vast geographical area they covered. One participant commented that there should be at least two more field representatives in Eastern Oregon.

Figure 4-5. Preferred Frequency of Site Visit, Regional Distribution



Source: Technical Assistance and Outreach Needs Analysis Survey, CPW, 2002

An evaluation of planning role regarding DLCD regional representative visits revealed similar results.

- Among **planning staff**, 63% would like their regional representative to visit planning meetings once or twice per year, and 12% prefer three or more visits per year.
- For **decision makers**, 55% would prefer visits once or twice per year, and 19% prefer three or more visits per year.

When length of experience is considered, there is not a significant difference among planning staff regarding this issue. A slightly higher percentage of decision makers with more than two years of experience preferred an occasional site visit. Fifty-nine percent (59%) of experienced decision makers selected a preference for a site visit once or twice a year, compared with 50% of novices. A slightly higher percentage of novice

decision makers (20%) prefer a visit three or more times per year, compared with those with more experience (18%).

When comparing jurisdictional size, representatives from smaller jurisdictions preferred one to two visits (64%) as compared to representatives from larger jurisdictions (55%). However, a greater percentage of those from large jurisdictions (20%) prefer more frequent visits compared with those from small jurisdictions (13%).

DLCD Interaction Regarding Technical Issues

The regions that expressed the highest level of satisfaction concerning contact with DLCD are the Portland Metro and the Willamette Valley. The Central and Eastern Oregon regions tend to find overall interaction with DLCD on technical issues helpful. With the exception of Central Oregon, however, the majority of the respondents statewide do not contact DLCD for assistance with technical issues. **Table 4-6** shows the regional distribution based on interaction with DLCD staff.

Table 4-6. Overall DLCD Interaction, Regional Distribution

Region	Not Helpful	Somewhat Helpful	Very Helpful	Do Not Contact DLCD
North Coast	3%	21%	26%	41%
South Coast	6%	14%	17%	46%
Southern Oregon	9%	19%	17%	43%
Central Oregon	13%	5%	45%	29%
Eastern Oregon	0%	11%	24%	34%
Portland Metro	3%	12%	16%	61%
Willamette Valley	7%	17%	12%	55%

Source: Technical Assistance and Outreach Needs Analysis Survey, CPW, 2002

Survey Comments Regarding Local DLCD Interaction

“It would be great to have a DLCD staff person come to one of our planning commission meetings and let us know what services they can provide, literature available, and means of access...DLCD support could be as simple as visibility of staff, send samples of literature, workshops with the planning commission, sources of grants, etc.”

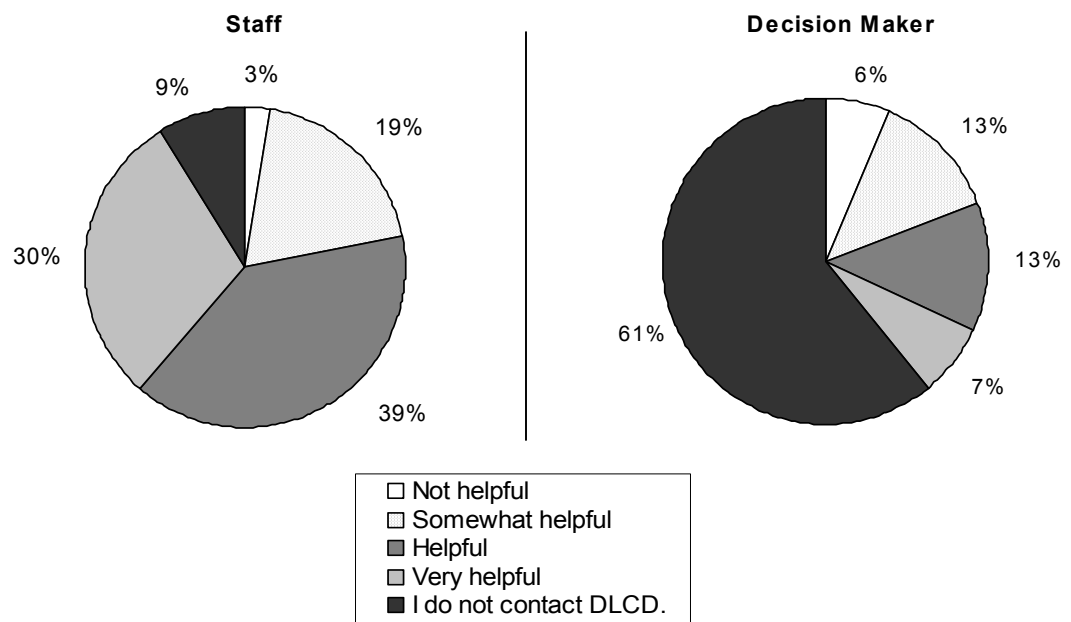
“Extra staff is financially not a possibility for us. Therefore, low cost or free local training would probably be a better use of our limited funds. It would also be helpful if there was more than one DLCD person available to answer questions for our region. [The regional representative] does a great job and has been very helpful to me personally, but I think his services are really stretched thin.”

“Most of the public cannot identify DLCD among the myriad of state agencies. As a result of staff shortages DLCD has little presence at the local level.”

Respondents in different planning roles had different levels of interaction with DLCD staff. **Figure 4-6** shows this contrast among planning staff and decision makers. Approximately 19% of novice planning staff do not contact DLCD, with 62% finding interaction with DLCD helpful or very helpful, 14% finding it only somewhat helpful, and 5% finding it not helpful at all. Planning staff with more experience tend to utilize DLCD staff for help with technical issues more often; only 5% never contact DLCD. Nearly 75% of planning staff with more than two years experience find the interaction helpful or very helpful, 19% find it only somewhat helpful and 1% find it not helpful at all.

The majority of decision makers, those with less than two years experience (72%) and more than two years experience (52%), do not interact with DLCD on technical issues. Only 12% of novice decision makers find the interaction helpful or very helpful, and 25% of experienced decision makers find the interaction helpful or very helpful.

Figure 4-6. Overall DLCD Interaction, Staff & Decision Makers



Source: Technical Assistance and Outreach Needs Analysis Survey, CPW, 2002

Chapter 5

Technical Assistance and Outreach Needs Assessment

Survey respondents were asked their opinion regarding the most important technical assistance and outreach materials and services they would like to receive. To augment this data, CPW conducted brainstorming sessions with the advisory committee and asked specific content and format questions of the focus group participants. This chapter presents content and format needs identified by all three groups.

Content of Technical Assistance and Outreach Materials and Services

DLCD currently has a large number of materials that cover a variety of topic areas and this section of analysis identifies needs for new topic areas to develop as well as the disconnect between existing materials and technical assistance and outreach needs in jurisdictions across Oregon. Following is a summary of the key conclusions of CPW's research:

- Overall, city recorders and planning commissioners have a relative lack of knowledge about Oregon's land use planning program;
- Citizens are perceived to be involved, but uninformed about local and statewide planning issues;
- Future planning activities as reported by survey respondents include updates of the zoning and development code, comprehensive plan, transportation plan, and urban growth boundary expansions; and
- The most requested topics for technical assistance materials are training for new planning commissioners, legislative changes to Oregon Revised Statutes (ORS), economic development, and urban growth boundary expansions.

Knowledge of Land Use Planning

The survey asked a series of questions regarding respondents knowledge of land use planning, including knowledge of Oregon's planning history, land use planning theory, Oregon's planning program and their local land use planning program. As shown in **Table 5-1**, over 60% of written survey respondents agreed or strongly agreed they had a working knowledge of the land use planning topics, with the exception of Oregon's land use planning

program. Almost 30% were neutral regarding their knowledge of Oregon’s land use planning program. This topic garnered the highest percent of respondents that either disagreed or strongly disagreed that they did not have a thorough understanding (25%). This trend was not reflected by the online survey, over 65% of online survey respondents agreed or strongly agreed they had a working knowledge and thorough understanding of all land use planning topics.

Table 5-1. Knowledge of Land Use Planning

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Not Sure
I have a working knowledge of Oregon’s planning history	4.4%	12.8%	15.9%	42.6%	22.1%	2.2%
I have a working knowledge of general land use planning theory	2.4%	7.5%	15.4%	50.9%	22.8%	1.1%
I have a thorough understanding of Oregon’s land use planning program	4.0%	21.0%	28.1%	30.8%	13.8%	2.2%
I have a thorough understanding of my local planning program	1.8%	9.5%	15.5%	39.2%	32.6%	1.3%

Source: Technical Assistance and Outreach Needs Analysis Survey, CPW, 2002

When analyzing knowledge of Oregon’s land use planning by role, planning directors rated their knowledge highest among all respondents; 78% either agreed or strongly agreed that they had a thorough understanding. City administrators and planning commissioners rated their knowledge much lower, suggesting a need to target city administrators and planning commissioners regarding Oregon’s land use planning program.

Citizen Involvement

Oregon’s statewide planning Goal 1 stresses the importance of citizen involvement. Each city and county is required to have a citizen involvement program. Approximately half of the written survey respondents indicated that their jurisdictions provide informative materials to educate citizens about land use planning and encourage their involvement. Planning brochures, produced by the local jurisdiction, were the top item distributed locally (34%), followed by DLCDC publications (29%), other state agency materials (24%), and local jurisdiction web-based materials (21%).

Overall, respondents of the written survey feel local citizens are involved in local issues, but unknowledgeable about local and statewide planning issues. As shown in **Table 5-2**, a total of 46% of respondents either disagreed or strongly disagreed compared to 29% of respondents that agreed or strongly agreed that their citizens were knowledgeable about local planning issues. That discrepancy was even wider for knowledge of

statewide planning issues, 60% (disagreed or strongly disagreed) versus 19% (agreed or strongly agreed). Approximately a quarter of all respondents felt neutral on the three subjects. Over 40% of respondents either agreed or strongly agreed that their citizens are involved locally.

Table 5-2. Citizen Knowledge and Involvement

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Not Sure
Citizens in my jurisdiction are knowledgeable about local planning issues	7.0%	39.3%	23.0%	25.9%	2.9%	2.0%
Citizens in my jurisdiction are knowledgeable about statewide planning issues	15.2%	44.7%	25.6%	9.9%	9.0%	3.7%
Citizens in my jurisdiction are involved in local planning issues.	6.1%	23.3%	26.1%	37.9%	5.0%	1.5%

Source: Technical Assistance and Outreach Needs Analysis Survey, CPW, 2002

The following activities are the top four activities that respondents indicated would increase citizen knowledge and involvement:

- Outreach activities to engage citizens in the planning process (53%)
- General outreach materials about the planning process and concepts (52%)
- Workshops for local staff and decision makers on how to engage citizens in the planning process (51%)
- Guides and manuals for local staff and decision makers about how to engage citizens in the planning process (45%)

Survey Comments

“My greatest concern is planning staff fear of community involvement and desire to avoid and contentious issues – also terrified to appear anti-development so are not meeting their “fiduciary” responsibilities in helping planning commission know array of possibilities to have best possible quality development – we are rubber stampers.”

“I have found most people don’t care about land use planning unless it impacts them or their property rights. Some minority of the population with time and interest seems to be participating and leading policy direction...It is difficult to get the silent majority involved.”

Many respondents of the survey commented that citizens rarely get involved in planning issues unless it directly affects them or their property. Most of the comments about citizen involvement encouraged local jurisdictions to make the extra effort to engage citizens, relating the need for a public awareness campaign about planning issues.

Future Planning Activities

Survey respondents were asked what kinds of planning activities their jurisdiction would conduct within the next three years. **Table 5-3** shows the top activities as updating the zoning and development code and an overall update of the comprehensive plan (respondents could choose more than one item).

Table 5-3. Planning Activities Local Jurisdictions Will Complete in the Next Three Years

Planning Activity	Percent
Update of zoning and development code	56%
Overall update of comprehensive plan	44%
Buildable lands inventory	39%
Transportation system plan	39%
Downtown revitalization plan	39%
Urban growth boundary expansion	37%
Natural resource inventory (Goal 5)	29%
Public facility planning	24%
Economic opportunities analysis	24%
Citizen involvement	23%
Coordinating population projections	21%
Hazard planning	16%
Urban reserve planning	14%
Applying the unincorporated communities rule	10%

Source: Technical Assistance and Outreach Needs Analysis Survey, CPW, 2002

Differences between staff and decision makers were negligible. Both staff and decision makers anticipated updating their local jurisdiction's zoning and development code within the next three years.

General Planning Technical Assistance and Outreach Topics

Survey respondents were asked about the need for written technical assistance materials compared to workshops for the same materials on ethical, legal, and a few general planning topics. Survey results show that almost all respondents felt there was a strong need for training materials for new planning commissioners in both written materials (94%) and

workshops (85%). Of the 93% of respondents that indicated a need for written materials regarding legislative changes to Oregon Revised Statutes, 59% indicated they would like a workshop. Other high ranking written materials include:

- Ongoing training materials (86%);
- General planning information and process for new residents (84%);
- Updating zoning code and ordinances (82%); and
- Preparing legally defensible findings (80%).

Of those items listed above, corresponding workshops were most desired by respondents for legally defensible findings (67%) and updating the zoning code and implementing ordinances (66%).

Planning directors and staff who responded to the survey preferred written materials instead of workshops for every technical assistance topic listed in the survey. Although, it is important to note that the majority of respondents preferred both types of assistance. The following list includes the most commonly mentioned written and workshop topics for *planning staff*:

- **Written Materials:** Legislative changes to the Oregon Revised Statutes (94%); preparing legally defensible findings (90%); training materials for new planning commissioners (90%); and on-going training materials (87%).
- **Workshops:** Training materials for new planning commissioners (82%); preparing legally defensible findings (72%); updating zoning codes and ordinances (61%); and on-going training (55%).

Similar to planning staff, decision makers preferred written materials instead of workshops for all topics listed on the survey. Preference for a new planning commissioners training workshop was significantly higher for this group than any other topic. The following list includes the most commonly mentioned written and workshop topics for *decision makers*:

- **Written Materials:** Training materials for new planning commissioners (94%); legislative changes to the Oregon Revised Statutes (93%); on-going training materials (86%); and general planning information and process materials for new residents (85%).
- **Workshops:** Training materials for new planning commissioners (85%); updating zoning codes and ordinances (67%); preparing legally defensible findings (65%); citizen involvement (65%); and legislative changes to the Oregon Revised Statutes (64%).

Survey respondents were asked to rank of list of 14 general planning topics about which they would like to receive more information about. Responses broke the list into three tiers. Between 44 and 53% of all respondents indicated the issues in the first tier were one of their first, second or third choices, 27%-30% choose options in the second tier and between 3% to 19% choose options in the third tier. Survey respondents ranked economic

development, growth management and infrastructure development as the top planning issue their local jurisdiction will face within the next three years.

First Tier

- Economic development
- Growth management
- Infrastructure development

Second Tier

- Farm and forest land protection
- Transportation

Third Tier

- Natural resource protection
- Housing
- Legal issues, takings
- Coastal planning
- Wetlands
- Citizen involvement
- Natural hazards
- Goal exception
- Mineral and aggregate planning

Survey respondents were asked to choose among a list of 10 more specific planning topics. Between 41% and 74% of respondents choose the first tier as one of their top three choices, 3% to 29% choose one of the second tier as one of their top three choices.

First Tier

- Urban growth boundary expansion
- Transportation system plans
- Water and sewer planning
- Riparian, wetland, and open space protection

Second Tier

- Urban growth management agreement
- Post-acknowledgement plan amendments and periodic review
- Model ordinances
- Natural hazards
- Enterprise zones
- Transit oriented development

Even though some of these items were rated low overall, they are extremely important to some jurisdictions. An example is mineral and aggregate planning, which ranked low on the general planning topics list. However, siting aggregate sites has caused a great deal of controversy in many areas through out the state.

Format of Technical Assistance and Outreach Materials

DLCD's technical assistance and outreach materials will achieve greater success if they are targeted for specific audiences. It is important to tailor these materials to fit the needs of practitioners of Oregon's land use planning program. A number of questions on the surveys asked where and in what format respondents would prefer to receive information. Format includes the composition of these materials such as brochures, manuals etc, the mode of distribution like internet, direct mailing etc, and the most effective means of delivery such as workshops versus written materials. Quantitative data was evaluated by qualitative inquiries of the advisory committee and focus groups. This analysis should help DLCD target regions and groups that have specific technical assistance and outreach needs.

The preferred format of materials is summarized in **Table 5-4**.

Table 5-4. Preferred Format of Technical Assistance Materials

Format	Percent
Short brochures (limited, key facts)	68%
Local training workshops	59%
Regional training workshops	37%
Internet websites	35%
Computer files (Word, Adobe Acrobat, PowerPoint, PDF)	25%
CD-Rom	24%
Video training sessions	22%
Extensive manuals (paper-based)	22%

Source: Technical Assistance and Outreach Needs Analysis Survey, CPW, 2002

Written Materials

Overall, short written materials were rated highest on survey questions that asked respondents to rank or indicate which types of materials they felt were the most effective. When asked whether respondents preferred the same information delivered through written materials or workshops, they indicated a preference for written materials for every topic, with a difference of 9 to 47 percentage points.

Another question asked respondents to select the preferred format for technical assistance and outreach materials. The preferred format was

short brochures (limited key facts). Participants of one focus group thought there should be a general handout to explain the planning process to the public, and guidance on how to participate and speak to the issues, when participating in land use process.

Manuals (paper based) were ranked last with only 22% percent of respondents indicating this was a preferred form of technical assistance. Even among planning directors, extensive manuals ranked seventh out of the eight formats. This data corresponds to the low level of usage of manuals produced by DLCD (see Chapter 3), however, among those that have reviewed DLCD's manuals, 80% or more generally find them to be useful or very useful. The urban design manuals received the highest rating of use among planning directors with upwards of 57% of respondents having reviewed the materials.

Workshops

Overall, workshops rated second to written materials as a preferred method of receiving information. Workshop topics that rated high include new commissioner training, preparing legally defensible findings and workshops for staff and planning commissioners on how to engage citizens in the planning process.

Focus group participants echoed survey data and emphasized the need to train planning commissioners. They expressed the importance of understanding the history and context of making planning decisions in Oregon as well as an overview of the Oregon planning program, a list of resources, explanation of standards, and how the legal framework applies to planning decisions. Most of the participants agreed that mock hearings are an important tool for training and planning commissioners must learn how to ask specific types of questions to get the correct answer.

Participants in one focus group suggested DLCD create a guide on how to conduct a mock hearing (so new commissioners could practice). Additional topics to include in the training manual should include due process, quasi-judicial and ex-parte contact, conflict resolution and collaboration.

Focus group participants also felt that planning staff has undue influence on planning commissioners and their decisions. Salem focus group members thought training for new commissioners should include the responsibilities of different groups, such as neighborhood groups and activists. They continued by saying that training should include a "frequently asked questions" section for planning commissioners.

Most of the focus group participants felt that training must be held locally and that this effort must be a continuing effort and should involve training and continuing education in more in-depth subject matter at a later date. They stated that workshops should be 2 to 3 hours in length, and that they would be willing to drive about an hour to go to a workshop. Workshops should offer a presentation, an interactive session, and include real world, successful examples. The first Salem focus group thought the presentation

should be posted on the DLCD website, and that field representatives should conduct trainings.

The importance of workshops for citizen involvement was highlighted in both the survey and the focus groups. About half of the survey respondents felt that workshops for community planning staff and decision makers to engage citizens in the planning process would increase citizen knowledge and increase participation.

Digital Distribution of Materials

CPW posed several questions regarding the use of internet and digital files as a planning resource, including access to the internet, the internet as a planning resource, availability of infrastructure to support this media, frequency of use of the internet to search for planning related information, and the effectiveness of DLCD website as a resource guide. A majority of the planning staff and professionals (65%) do not use the internet for planning related purposes. Internet use specific to DLCD's website is discussed at length in Chapter 3.

Most Common Source of Information

Planning staff and decision makers receive planning information from a wide variety of sources. The number one source of information is from other planning staff or planning commissioners (68%), followed by talking to colleagues (APA, peers, etc.) (49%), staff at the local COG (46%), and newspaper articles (45%). While it is likely that technical assistance and outreach materials will be focused on local staff and planning commissioners, it is important to take advantage of both COGs and the media as important mediums for distributing planning information.

Chapter 6

Conclusions and Recommendations

This chapter includes two sections: conclusions and recommendations. The first section covers general conclusions regarding technical assistance and outreach needs drawn from the needs assessment activities. The recommendations are based on the conclusions and many address more than one conclusion. CPW notes if recommendations can be implemented with existing staff and resources, or if additional resources are required.

The results of CPW's research activities suggest a broader question: What is the appropriate role of DLCDC in providing technical assistance and outreach? On its face, this seems a simple question to answer. However, many audiences with different information needs and levels of knowledge exist. These audiences include:

- Professional planners
- City administrators and recorders
- Decision makers (County commissioners, city councilors, planning commissioners, etc.)
- State agency staff (DLCDC as well as other state agencies)
- Legislators
- The public

Each of these groups has a different perspective and level of understanding of planning. Moreover, each of these groups has a different reason for accessing planning information and interacting with the DLCDC and LCDC.

A corollary to the first question is: to what extent should DLCDC engage in *active* versus *passive* outreach activities? Much of what the Department has done to date can be considered passive outreach. Websites and technical documents are easily available to individuals that know where to find them and have the time and inclination to review them. Moreover, survey results suggest that people that access these resources generally find them useful.

The needs assessment also underscores the importance of ease of information access. In short, audiences prefer simple, easy to access information over complex information that is difficult to access. Planning, however, is a relatively technical and complex process—particularly in Oregon. The discipline is rife with acronyms and jargon. The legal framework of the statewide planning program does not make the process any simpler. One of the first principles of finding information is knowing

what to look for. The technical jargon of planning presents a formidable barrier for most laypersons.

The points discussed above suggest different strategies are appropriate for different audiences. With these strategies, however, come real costs: someone has to take responsibility for the development and implementation of technical assistance and outreach activities. Given the limited resources DLCD has to accomplish its regulatory mission, any strategy pursued must have minimum assurances of being both efficient and effective.

Activities can span the continuum between technical assistance and outreach; audiences from layperson to seasoned planning practitioners. One audience that has largely been untapped by previous DLCD efforts is decision makers. The results of research activities conducted as part of this study suggest this is an area where substantial need exists and one that can have real and lasting benefits in achieving the broad goals of Oregon's statewide planning program.

DLCD should also consider targeting city recorders and administrators of small towns in technical assistance and outreach materials and services, as many of these professionals have little or no planning experience, yet are responsible for planning activities. The *City Recorders Guide to Land Use Planning* is an excellent resource for small communities, but many city recorders and administrators are unaware of this resource.

Finally, this report only tangentially addresses *outreach* needs for Oregon communities and citizens. Additional research should be dedicated to increasing educational efforts regarding land use and the statewide land use planning program throughout Oregon.

Organization of Conclusions and Recommendations

The conclusions are organized by the following themes: (1) content; (2) format; and (3) DLCD interaction. Recommendations include general information about the recommendation, timeline, resources needed (estimate), and suggested partnerships (if applicable).

Conclusions

Technical Assistance and Outreach Content

Conclusion 1. Planning commissioners and city recorders/administrators lack knowledge about Oregon's land use planning program.

Survey results suggest planning commissioners and city recorders/administrators were the least knowledgeable about Oregon's land use planning program. In general, these two populations had less training than planning directors, who rated their knowledge of planning topics high, and less experience than elected officials.

This conclusion implies that DLCDC should consider additional outreach activities that target planning commissioners and city recorders and administrators. CPW's research indicates these two groups have different information needs and should be targeted separately.

Conclusion 2. Survey respondents perceive citizens as involved in local planning, but lacking knowledge about local and statewide planning issues.

Less than 30% of respondents agreed or strongly agreed that citizens were knowledgeable about local planning issues (10% for statewide issues), indicating a need to increase citizen knowledge about both local and statewide planning issues (e.g., outreach activities). Over 55% of respondents were neutral, disagreed or strongly disagreed that citizens are involved in local planning issues. Many respondents commented that citizens would only engage in planning when it directly affects them or their property. DLCDC will be challenged to create materials and use techniques to increase citizen knowledge about planning issues and increase involvement on a broader scale.

This conclusion implies additional outreach activities to educate Oregon citizens about land use planning could be beneficial but difficult to do.

Conclusion 3. Respondents indicate their jurisdictions intend to update a variety of plan elements and implementing measures.

When asked what elements that they think they would be updating in the next three years in their jurisdiction's comprehensive plan, a majority of the respondents felt that in order of preference, they would update their: zoning codes, comprehensive plan, buildable lands inventory, and transportation system plan.

This conclusion implies communities would have a need for financial technical assistance for planning activities they intend to complete in the short term.

Conclusion 4. Respondents indicate their jurisdictions need a variety of technical assistance materials to cover a wide array of planning topics.

The responses from the survey indicated that the highest priority for technical assistance under general planning topics was economic development, growth management, infrastructure development, transportation, and farm and forest land protection. In general, the need for technical assistance about these topics is uniform throughout the state.

When asked to rank a list of specific planning topics, the top five topics (in order) are; a) transportation, b) riparian protection, c) wetland and open space protection, d) urban growth boundary expansion, and e) water and sewer planning.

This conclusion implies that DLCDC should continue its efforts in providing a wide array of technical assistance materials and should conduct targeted outreach to specific audiences desiring those materials.

Conclusion 5. Approximately half of all respondents' jurisdictions provide informative materials, provided by a wide array of sources, to educate citizens and encourage their involvement in planning.

Local jurisdictions distribute local planning brochures as well as information provided by DLCD and other state agencies. Moreover, approximately half of the respondents feel that general outreach to citizens about the planning process and concepts, as well as workshops, guides, and manuals for their jurisdictions' planning staff and elected/appointed officials about how to engage citizens in the planning process, would increase citizen knowledge about local and statewide planning issues and encourage them to be more involved.

This conclusion shows that some local governments are conducting outreach activities. This finding also implies opportunities for shared responsibility between DLCD and local governments for citizen outreach and suggests opportunities for DLCD to leverage limited resources through partnerships with local governments.

Technical Assistance and Outreach Format

Conclusion 6. The preferred format of technical assistance and outreach materials is short brochures.

Survey respondents and focus group participants indicated that, in general, they would prefer written materials to be in the form of short brochures. Focus group respondents indicated that planning commissioners are less likely to read longer, technical documents than planning staff. However, with a planning program as complex as Oregon's, it may be unrealistic for DLCD to adequately cover many planning related items in a short brochure.

This conclusion implies a tiered approach to outreach. Many planning requirements and issues are too complex to be addressed in short brochures, however, DLCD should consider use of short brochures in combination with larger technical documents.

Conclusion 7. There is a high demand for local and regional workshops.

The survey data show that there is demand for local and regional workshops. The majority of focus group participants preferred workshops that were less than three hours and up to one hour commuting distance. According to the survey there was more demand for local training workshops than the regional workshops. Focus group participants noted that regional workshops could be a potential medium to share examples of successful planning activities. The survey indicated that the most preferred topics for workshops are training for new planning commissioners, preparing legally defensible findings, updating zoning codes and other implementing ordinances.

This conclusion implies DLCD should consider local training workshops targeting specific audiences and specific topics.

Conclusion 8. The majority of survey respondents receive new planning information from their peers, other planning staff or planning commissioners.

The survey shows that the most common sources of new planning information that exist currently for the respondents were from; 1) planning staff or planning commissioners, 2) talking to colleagues, 3) COG staff, and 4) newspaper articles.

This finding implies that planning professionals are using their network of contacts to receive information. This approach has obvious limitations. This data highlights the potential of increasing partnerships with COGs, as well as the importance of the media in disseminating information.

DLCD Interaction

Conclusion 9. Of those who utilize DLCD resources, the majority of respondents find them useful or very useful.

Among survey respondents who utilize DLCD resources, 90% found DLCD materials to be useful overall. With the exception of one publication, the majority of respondents who have reviewed DLCD publications found them either useful or very useful. Furthermore, the overwhelming majority of respondents regard the DLCD website as useful or very useful. The issue at hand is the large percentage of planning staff and decision makers not taking advantage of DLCD written and web-based materials. Recommendations are targeted towards decision makers, as well as new planning staff because these groups indicated they did not utilize DLCD resources.

This finding implies that DLCD needs to find ways to better inform its target audiences about where and how to access technical assistance materials. The DLCD Web site is an obvious approach; however, additional outreach is needed to better publicize the Web site and its resources.

Conclusion 10. Local planning staff and decision makers are not utilizing written and web-based technical assistance and outreach materials available through DLCD and other planning-related sources.

When survey respondents were given an extensive list of current DLCD technical assistance publications, the majority of planning staff and decision makers alike had never reviewed them. Although planning staff are more likely than decision makers to utilize DLCD resources, the underlying theme of most survey question responses indicates a lack of awareness that DLCD resources exist. Focus group participants confirmed this sentiment and explained they would use DLCD and other planning-related resources if they knew of their existence.

Similar to conclusion 10, this conclusion implies that DLCD needs to find better ways to inform its target audiences about where and how to access technical assistance materials.

Conclusion 11. DLCD relies heavily on their website to disseminate technical assistance and outreach materials, yet the majority of respondents are not accessing it.

DLCD provides a wealth of useful information through their website, however over half of survey respondents had never visited the website. For planning staff, the Internet is the third most preferred format for technical assistance and outreach materials; for decision makers, the Internet is the fourth most preferred format. Focus group participants indicated that if they knew what resources were available, and resources were quick and simple to find, they would utilize Internet resources more often.

This conclusion suggests that DLCD should expand its outreach efforts, including better publicizing its Web site.

Conclusion 12. Decision makers are not aware that DLCD's regional representatives are available as a resource.

Focus group participants, consisting largely of planning commissioners, indicated a lack of awareness regarding their DLCD regional representative. For participants and survey respondents who did have contact with their regional representatives, there were several comments about how their representatives were over committed.

This conclusion suggests that DLCD can do a better job of publicizing regional staff availability as a resource—particularly to smaller jurisdictions.

Conclusion 13. The majority of respondents prefer DLCD field visits to their local planning meeting or function at least one to two times per year.

The majority of statewide planning professionals indicated their preference for a DLCD regional representative to attend their planning commission or other local function at least once or twice per year. The southern and central Oregon regions in particular preferred additional interaction – nearly 40% of respondents in these regions indicated a preference of three or more site visits per year.

This conclusion underscores the preference to have a real person present and interpret information rather than having to sift through technical documents for needed information.

Recommendations

Recommendation #1: Develop a multi-faceted distribution plan for the resource directory created by CPW.

CPW has created an extensive resource directory of technical assistance and outreach materials and services geared towards Oregon planning staff and decision makers. To capitalize on the resources that went into its production, distribution should be as widespread as possible, updated on a regular basis, and presented in a simple format.

Ideas for Implementation

- Create a searchable database on the web.
- Print the resource directory once every two years and mail it to all planning staff and commissioners.
- Create CD-ROM's for each jurisdiction and distribute by mail.
- Create downloadable document on the web (pdf).
- Print a limited number of resource directories and distribute by request and at workshops and other events.

Timeline: The directory can be posted immediately to the DLCDC website. Printing and distribution of paper and CD-ROM's should be conducted within the next 6-12 months.

Resources: Current staff, additional resources necessary for printing and mailing, CD-ROM creation and distribution.

Partnerships: DLCDC should consider partnering with the Oregon Chapter of the American Planning Association

Recommendation #2: Create a comprehensive technical assistance and outreach material marketing plan.

Although DLCDC has spent considerable time and money on producing useful technical assistance and outreach materials on a variety of topics, the majority of planning professionals are not aware of their existence. A marketing plan geared towards informing both planning staff and decision makers of available materials will allow DLCDC to focus on existing useful materials, rather than using resources to create new ones.

Additionally, DLCDC should focus on marketing high demand technical assistance materials, including the urban design materials (i.e. Model Development Code and User's Guide for Small Cities) and transportation related materials. DLCDC should aggressively promote the use of citizen involvement guides, especially "Putting the People in Planning" as it

addresses many of the survey and focus group needs to inform the public about the planning process.

Ideas for Implementation

- Publicize (through the mail) existing technical assistance and outreach materials, as well as the DLCD website, especially targeted to planning commissioners and new planning staff.
- Encourage planning commissioners to subscribe to the Oregon Planner's Network (OPN), hosted by the Oregon Chapter of the American Planning Association.
- Create an email listserv (or distribute over OPN) comprised of DLCD staff and local planning staff and commissioners to disseminate information on new technical assistance and outreach materials, updates on statewide planning activities, and notification of upcoming training workshops using email.
- Create an email newsletter to distribute over an email listserv (either DLCD or OPN) that include planning information and specific examples of successfully completed planning projects.
- Create a media campaign, including press releases, op ed, editorial visits, etc. to increase planning related news articles. These news articles should emphasize the positives of planning to the greatest extent possible.
- Provide appropriate technical materials to jurisdictions upon approval of periodic review work programs or when jurisdictions propose to conduct specific planning activities. Use the survey database generated by CPW to identify which jurisdictions are proposing to conduct specific studies and proactively contact them or provide technical assistance materials.

Timeline: A letter or postcard advertising the website should be sent out as soon as possible. This piece could also encourage local staff and decision makers to subscribe to OPN or to a specific DLCD listserv. An email newsletter could also be created immediately.

Resources: Current staff, additional resources necessary for printing and mailing of letters or postcards.

Partnerships: DLCD should consider partnering with the Oregon Chapter of the American Planning Association to coordinate dissemination of information electronically.

Recommendation #3: Reorganize DLCD website, and then promote it.

The DLCD website currently contains useful information, though some individuals have expressed that it is difficult to navigate. A large percentage of survey respondents indicated not accessing the DLCD

website or the Internet in general to find planning information, however our focus group respondents confirmed that if they knew about a website and found it easy to navigate, they would use it frequently.

Ideas for Implementation

- Include a section for “Breaking News,” where information on land use program changes and new resources could be highlighted.
- DLCD may wish to consider conducting a focus group specifically on the usefulness of the website, walking participants through each section of the website and asking for suggestions to make it more user friendly.
- Create a feedback mechanism for users to comment on the usefulness of DLCD resources.
- Add the CPW Resource Directory with a searchable feature and the opportunity to add locally produced resources.
- Promote DLCD website and the resources contained therein through email alerts and/or direct mailings.
- Post this report on the DLCD website.

Timeline: Evaluation and updating the website may take 3 to 9 months, depending on staff resources.

Resources: Additional resources may be necessary to reorganize the website. Programming may be necessary to create a feedback mechanism for technical assistance materials.

Partnerships: DLCD could work with local universities and community colleges for help updating the website.

Recommendation #4: Develop an outreach program geared exclusively towards planning commissioners.

DLCD has never focused on interaction with planning commissioners, yet this group is probably the most influential group in terms of implementation of the Oregon land use system. Planning commissioners expressed they lacked good information, and that they also had difficulty finding information. A significant minority indicated they do not seek out planning-related information.

DLCD may want to include city recorders and administrators in their outreach to planning commissioners. Many small town city recorders and administrators have similar backgrounds, training, and experience as planning commissioners. Materials and services produced with planning commissioners in mind would most likely be appropriate for city recorders and administrators.

Ideas for Implementation

- Regularly obtain address listings for planning commissioners through the Oregon Government Standards and Practices Commission (OGSPC), and publicize DLCD resources available to them. DLCD may want to ask the OGSPC to ask commissioners for their email address in order to facilitate email alerts.
- Develop a distribution plan for the CPW-produced “Training for New Planning Commissioners” PowerPoint presentation. This can either be mailed on CD-ROM, available as a VHS video to check out, on slides for a slide show, or presented in a workshop setting by a DLCD regional representative.
- Create a planning commissioner area on the DLCD Web site, open to the public, but used as a tool for commissioners to discuss planning issues and share resources.

Timeline: Planning Commissioner mailing list is an ongoing activity as it is updated yearly. The “Training for New Planning Commissioners” should be available in July 2002 and can be distributed immediately to regional representatives.

Resources: Current staff, though additional staff that could create partnerships and organize workshops would be beneficial.

Partnerships: DLCD should consider partnering with CPW, the Oregon Chapter of the American Planning Association, Councils of Government, the League of Oregon Cities, the Association of Oregon Counties, and the League of Women Voters as likely organizations that conduct local trainings.

Recommendation #5: Create local and regional training workshops on high priority planning topics.

Survey results indicated there are various general and specific planning topics requested by planning staff and decision makers to be transformed into local or regional training workshops. Attendees should be taught what resources are currently available and how to use them.

Ideas for Implementation

- DLCD may want to collaborate with other agencies and organizations that have expertise in specific topics or access to local staff and commissioners. Possible partnerships include the Oregon Economic and Community Development Department, Oregon Downtown Association, Oregon Department of Transportation, Housing and Urban Development, Department of Environmental Quality, and Councils of Governments.

- Incorporating the tenets of adult learning theory, the workshops should include active learning opportunities, such as: demonstration, practice, and feedback. Small group exercises and real-world examples are effective components as well.
- Offer half to full day workshops that accommodate planning professionals within a 2-hour commute radius.
 - Timeline:** Planning for workshops can take three or more months to organize. DLCD should consider technical assistance workshops at the annual Oregon Planning Institute.
 - Resources:** Current staff, though additional staff that could create partnerships and organize workshops would be beneficial.
 - Partnerships:** Possible partnerships include CPW, the Oregon Economic and Community Development Department, Oregon Downtown Association, Oregon Department of Transportation, Housing and Urban Development, Department of Environmental Quality, and Councils of Government.

Recommendation #6: Hire additional regional representatives.

Focus group participants commented on the fact that DLCD regional representatives are overstretched. They felt that regional representatives are responsive and helpful, but that there is not a lot of communication. Survey results indicated a preference among all regions for, at the very least, one to two visits to the local jurisdiction per year.

Ideas for Implementation

- Recommend additional staff authority to the legislature during the next legislative session.
 - Timeline:** 2003 Legislative session.
 - Resources:** Significant resources to hire additional staff
 - Partnerships:** No partnerships recommended

Recommendation #7: Increase interaction between DLCD and local jurisdictions staff and decision makers.

Both survey respondents and focus group participants commented on their relative lack of interaction and knowledge of their DLCD representative. Acknowledging that regional representative time is limited, they should explore opportunities to interact directly with both planning commissioners and local staff.

Ideas for Implementation

- Publicize the fact that DLCD regional representatives can be utilized as a resource;
- Create an interactive regional map to determine regional representative's territory on the DLCD website;
- Encourage DLCD regional representatives to attend local planning meetings and functions at least once per year;
- Encourage DLCD regional representative, as well as specialized staff (i.e. transportation, hazards) to give training workshops; and
- Hire additional regional representatives.

Timeline: Can be implemented immediately.

Resources: Limited implementation possible with current resources. Higher rate of success with additional regional representatives and specialized staff.

Partnerships: Possible partnerships with the League of Oregon Cities, Association of Oregon Counties and Oregon Chapter of the American Planning Association.

Recommendation #8: Create a plan for increasing public knowledge and involvement.

Survey respondents emphasized the need for citizen involvement while noting that it is difficult to entice people to get involved if their property is not directly affected by planning activities. DLCD should take steps to increase public involvement.

Ideas for Implementation

- Partner with other organizations to test messages and strategies for increasing public involvement;
- Disseminate "Putting the People in Planning" to local jurisdictions to increase knowledge about the planning process;
- Continue to work with the statewide and local Citizen Involvement Advisory Committees on activities to increase citizen involvement; and
- Conduct workshops with local staff and decision makers to increase citizen involvement, workshops for citizens to improve their knowledge of the planning process and local and statewide planning issues.

Timeline: Planning workshops and creating partnerships could take between three months to a year.

Resources: Limited implementation possible with current resources. Higher rate of success with additional regional representatives and specialized staff.

Partnerships: Possible partnerships with CPW, the League of Oregon Cities, Association of Oregon Counties, and the Oregon Chapter of the American Planning Association.

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- ⁱ Population Research Center website. Portland State University. Final July 1, 2001 Estimates – Oregon, Its Counties and Incorporated Cities. <http://www.upa.pdx.edu/CPRC/>.
- ⁱⁱ “Helping Adults Learn.” Galbo, Cindy.
- ⁱⁱⁱ Ibid.
- ^{iv} Ibid.
- ^v “The Essentials of Best Practice in Professional Development fro Sustained Change Model.” Speck, Marsha. ERS Spectrum, Spring 1996.
- ^{vi} “Helping Adults Learn.” Galbo, Cindy.
- ^{vii} “One LTAP strategic plan implemented 57 ways.” Bennett, Anna K. Public Roads, January/February 1998.
- ^{viii} “Resources, Political Support, and Citizen Participation in Environmental Policy: A Reexamination of Conventional Wisdom.” Busenberg, George. Society and Natural Resources, September 2000.
- ^{ix} McGuire, William. 1981. *Theoretical Foundations of Campaigns*. In *Public Communication Campaigns* (Edited by R.E. Rice and W.J. Paisley). Sage Publications. Beverly Hills, CA
- ^x Nichols, Mary. 1993. *Lessons from Radon*. EPA Journal 19(4): 36 - 37
- ^{xi} Ham, S. 1992. *Environmental Interpretation*. North American Press: Golden, Colorado.
- ^{xii} Ibid.
- ^{xiii} These thresholds are consistent with the population thresholds in SB 543 that exempt cities with populations under 2,500 and counties with populations under 15,000 from periodic review.
- ^{xiv} The survey results include perceptions of planning staff and decision makers. Thus, the results do not represent the perceptions or outreach needs of the general public.

Appendix A

Mailed Survey Responses

Introduction

Community Planning Workshop sent out over 1,400 surveys to planning directors and commissioners throughout Oregon.

The Technical Assistance and Outreach Material Needs Assessment survey included several opportunities for respondents to provide written comments. The comments are presented in the order they were transcribed and are organized within broad categories by each survey question.

Technical Assistance and Outreach Needs Analysis Survey

Thank you for taking a few moments to fill out this survey. The information you provide will aid the Community Planning Workshop (CPW) and the Department of Land Conservation and Development (DLCD) in developing and delivering technical assistance and public information materials and services that target the planning topics you feel are most critical in your jurisdiction. We estimate it will take approximately twenty minutes to complete this survey. When you are done, please return the entire survey in the postage paid envelope provided.

First, we would like to ask you some general questions regarding land use planning.

Q-1. In 1973, the Oregon legislature passed new laws to protect farm land and provide for the orderly planning of new development. This legislation created the Land Conservation and Development Commission, the Department of Land Conservation and Development, and authorized the adoption of statewide goals. Senate Bill 100 also included a provision that every incorporated city and county create a comprehensive plan that complies with the (19) statewide planning goals. The comprehensive plan, created by each community, includes information, policies, and maps that guide local land-use decisions. According to the scale below, please indicate your level of agreement with the following statements:

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Not Sure
I have a working knowledge of Oregon's planning history.	1	2	3	4	5	N/S
I have a working knowledge of general land use planning theory.	1	2	3	4	5	N/S
I have a thorough understanding of Oregon's land use planning program.	1	2	3	4	5	N/S
I have a thorough understanding of my local land use planning program.	1	2	3	4	5	N/S

Now, we would like to ask some general questions about citizen involvement in your jurisdiction.

Q-2. Does your jurisdiction provide informative materials to educate citizens about land use planning and encourage their involvement?

- Yes
- No (Skip to Q-4)
- Don't know

Q-3. If you answered yes to Q-2 (above), what informative materials does your local planning office provide? Please check all that apply.

- Publications developed by DLCD
- Other state agency material (ODOT, etc.)
- Web-based material provided by your jurisdiction
- Planning brochures your jurisdiction has developed
- Don't know
- Other (specify) _____

Q-4. Oregon’s statewide planning Goal 1 stresses the importance of both citizen involvement and providing the opportunity for citizens to be involved in all phases of the land use planning. According to the scale below, please indicate your level of agreement with the following statements:

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Not Sure
Citizens in my jurisdiction are knowledgeable about local planning issues.	1	2	3	4	5	N/S
Citizens in my jurisdiction are knowledgeable about statewide planning issues.	1	2	3	4	5	N/S
Citizens in my jurisdiction are involved in local planning issues.	1	2	3	4	5	N/S

Q-5. Which of the following workshops and resources do you believe would increase citizen knowledge about local and statewide planning issues and encourage them to become more involved in local planning issues? Please check all that apply.

- Workshops for your community’s planning staff and elected/appointed officials on how to engage citizens in the planning process
- Guides and manuals for your community’s planning staff and elected/appointed officials about how to engage citizens in the planning process
- General outreach materials about the planning process and concepts
- Outreach activities to engage citizens in the planning process
- Provide planning information in Spanish
- Other (specify) _____
- None of these resources or materials listed would help local citizens become more knowledgeable and involved.

Q-6. If you are using techniques that are successful in involving your jurisdiction’s citizens, describe what they are and why they are working so well.

Next, we would like to ask some questions about future planning activities in your jurisdiction.

Q-7. What elements of your comprehensive plan do you anticipate you will update in the next 1– 3 years? Please check all that apply.

- | | |
|---|--|
| <input type="checkbox"/> Applying the Unincorporated Communities Rule | <input type="checkbox"/> Transportation system plan |
| <input type="checkbox"/> Buildable lands inventory | <input type="checkbox"/> Urban growth boundary expansion |
| <input type="checkbox"/> Coordinating population projections | <input type="checkbox"/> Urban reserve planning |
| <input type="checkbox"/> Downtown revitalization plan | <input type="checkbox"/> Overall update of comprehensive plan |
| <input type="checkbox"/> Economic opportunities analysis | <input type="checkbox"/> Update of zoning and development code |
| <input type="checkbox"/> Hazard planning | |
| <input type="checkbox"/> Public facility planning | |
| <input type="checkbox"/> Natural resource inventory (Goal 5) | |
| <input type="checkbox"/> Citizen involvement | |

Other (specify) _____

Q-8. Of the elements you marked in Q-7, which activity do you anticipate you will need the most technical assistance completing? _____

Now, we would like to ask some questions about your technical assistance needs.

Q-9. On which of the following topics would you prefer to receive technical assistance? Please indicate your preference for written materials, workshops, or both, and circle all that apply.

	Written Materials		Workshops	
	Yes	No	Yes	No
Citizen involvement	Yes	No	Yes	No
General planning information and process materials for new residents	Yes	No	Yes	No
How to conduct a hearing	Yes	No	Yes	No
Legislative changes to the Oregon Revised Statutes (ORS)	Yes	No	Yes	No
Ongoing training materials	Yes	No	Yes	No
Preparing legally defensible findings	Yes	No	Yes	No
Quasi-judicial process	Yes	No	Yes	No
Training materials for new planning commissioners	Yes	No	Yes	No
Updating zoning codes and other implementing ordinances	Yes	No	Yes	No
Other (specify)	Yes	No	Yes	No

Q-10. On a scale of 1 to 3, how important is it for your jurisdiction to have access to information on the following general planning issues?

Index #		Not Important	Important	Very Important	Not Sure	Not Applicable
1	Coastal planning	1	2	3	N/S	N/A
2	Economic development	1	2	3	N/S	N/A
3	Farm and forest land protection	1	2	3	N/S	N/A
4	Growth management	1	2	3	N/S	N/A
5	Housing	1	2	3	N/S	N/A
6	Infrastructure development/funding	1	2	3	N/S	N/A
7	Legal issues, takings	1	2	3	N/S	N/A
8	Mineral and aggregate planning	1	2	3	N/S	N/A
9	Natural hazards	1	2	3	N/S	N/A
10	Transportation	1	2	3	N/S	N/A
11	Wetlands	1	2	3	N/S	N/A
12	Citizen involvement	1	2	3	N/S	N/A
13	Goal exception	1	2	3	N/S	N/A
14	Natural resource protection	1	2	3	N/S	N/A
15	Other (specify)	1	2	3	N/S	N/A

Q-11. Choosing from the planning issues in Q-10 (above), please list the index number corresponding with the top three general planning issues that your community will face in the next three years.

1. _____ 2. _____ 3. _____

Q-12. On a scale of 1 to 3, how important is it for your jurisdiction to have technical assistance materials and/or workshops for the following specific planning issues?

Index #		Not Important	Important	Very Important	Not Sure	Not Applicable
1	Urban growth boundary expansion	1	2	3	N/S	N/A
2	Post-acknowledgement plan amendments and periodic review	1	2	3	N/S	N/A
3	Transportation system plans	1	2	3	N/S	N/A
4	Urban Growth Management agreement	1	2	3	N/S	N/A
5	Transit oriented development	1	2	3	N/S	N/A
6	Natural hazard planning	1	2	3	N/S	N/A
7	Water and sewer planning	1	2	3	N/S	N/A

8	Riparian, wetland and open space protection	1	2	3	N/S	N/A
9	Model ordinances	1	2	3	N/S	N/A
10	Enterprise zones	1	2	3	N/S	N/A
11	Other (specify)	1	2	3	N/S	N/A

Q-13. Choosing from the planning issues in Q-12 (above), please list the index number corresponding with the top three specific land use issues that your community will face in the next three years.

1. _____

2. _____

3. _____

Now, we would like to ask some questions about how Department of Land Conservation and Development (DLCD) resources are used.

Q-14. Do you feel that the technical assistance/outreach material and DLCD staff available to you are:

Technical/Outreach Materials

- Not adequate
- Adequate
- More than adequate
- Not sure

Staff Resources

- Not adequate
- Adequate
- More than adequate
- Not sure

Q-15. How often do you visit the Department of Land Conservation and Development (DLCD) website and how useful do feel it is?

Frequency

- Never
- Occasionally (about once per month)
- Often (once or more per week)
- No Internet access

Usefulness

- Not useful
- Somewhat useful
- Very useful
- Not applicable

Q-16. How frequently would you like your DLCD regional representatives to attend your planning commission meetings or other local functions?

- Never
- Occasionally (once or twice per year)
- Often (three or more times per year)
- Not sure

Q-17. Overall, how would you rate your interactions with DLCD staff on technical issues?

- Not helpful
- Somewhat helpful
- Helpful
- Very helpful
- I do not contact DLCD

Q-18. Overall, do you feel that written and web-based materials provided by DLCD are useful?

- Yes
- No
- I have not used any materials provided by DLCD

Q-19. The following is a list of materials that are currently available from the Department of Land Conservation and Development. Please indicate whether you have reviewed the materials, and if so, let us know how useful you find them.

	HAVE REVIEWED		Usefulness			
	Yes	No	Not Useful	Useful	Very Useful	Not Applicable
Growth Management						
Coordinated Population Forecasting Bulletin	<input type="checkbox"/>	<input type="checkbox"/>	1	2	3	N/A
Inside the Boundaries (pdf)	<input type="checkbox"/>	<input type="checkbox"/>	1	2	3	N/A
Planning for Residential Growth: A Workbook for Oregon's Urban Areas	<input type="checkbox"/>	<input type="checkbox"/>	1	2	3	N/A
General Planning						
A Guide to Land Use Planning for Aggregate in Oregon	<input type="checkbox"/>	<input type="checkbox"/>	1	2	3	N/A
Overview of Local Government Planning Functions	<input type="checkbox"/>	<input type="checkbox"/>	1	2	3	N/A
Tools of the Trade Handbook	<input type="checkbox"/>	<input type="checkbox"/>	1	2	3	N/A
Citizen Involvement						
How to Put the People in Planning	<input type="checkbox"/>	<input type="checkbox"/>	1	2	3	N/A
How to Put the People in Planning: Citizen Initiated Enforcement Orders	<input type="checkbox"/>	<input type="checkbox"/>	1	2	3	N/A

	HAVE REVIEWED		Usefulness			
	Yes	No	Not Useful	Useful	Very Useful	Not Applicable
Hazard Planning						
Appraisal of Chronic Hazard Alleviation Techniques	<input type="checkbox"/>	<input type="checkbox"/>	1	2	3	N/A
Natural Hazards Technical Resource Guide	<input type="checkbox"/>	<input type="checkbox"/>	1	2	3	N/A
URBAN DESIGN						
Commercial and Mixed Use Development Code Handbook	<input type="checkbox"/>	<input type="checkbox"/>	1	2	3	N/A
Infill and Redevelopment Code Handbook	<input type="checkbox"/>	<input type="checkbox"/>	1	2	3	N/A
Model Development Code and User's Guide for Small Cities	<input type="checkbox"/>	<input type="checkbox"/>	1	2	3	N/A
Neighborhood Street Design Guidelines	<input type="checkbox"/>	<input type="checkbox"/>	1	2	3	N/A
Smart Development Code Handbook and Appendix	<input type="checkbox"/>	<input type="checkbox"/>	1	2	3	N/A
TRANSPORTATION						
Implementing the Oregon TPR	<input type="checkbox"/>	<input type="checkbox"/>	1	2	3	N/A
The Principles of a Balanced Transportation Network: Implementing the Oregon Transportation Planning Rule	<input type="checkbox"/>	<input type="checkbox"/>	1	2	3	N/A
COASTAL PLANNING						
A Citizens Guide to Oregon's Coastal Management Program	<input type="checkbox"/>	<input type="checkbox"/>	1	2	3	N/A
Chronic Coastal Natural Hazards Model Overlay Zone	<input type="checkbox"/>	<input type="checkbox"/>	1	2	3	N/A
Erosion Impacts Along the Oregon Coast Report	<input type="checkbox"/>	<input type="checkbox"/>	1	2	3	N/A
Rational Analysis of Setback Distances: Applications to the Oregon Coast	<input type="checkbox"/>	<input type="checkbox"/>	1	2	3	N/A
The Water Quality Model Code and Guidebook move to General	<input type="checkbox"/>	<input type="checkbox"/>	1	2	3	N/A

Q-20. Are there any additional materials either from DLCD or other sources that you find useful other than those listed in Q-19? If so, please list the title and give a brief description.

Q-21. If you had access to enough funding to create one technical assistance guide or public outreach material for your jurisdiction, what would you produce and what information would it include?

Next, we would like to ask you some questions about your preferred form of technical assistance materials.

Q-22. How do you receive new planning information? Please check all that apply.

- Talking to colleagues (APA, peers, etc.)
- DLCD staff
- DLCD publications, including website
- Staff at your local Council of Government
- Newspaper articles
- Planning books or magazines articles
- Government documents referring to planning policies
- Planning staff or planning commissioners
- Attending annual conferences

Please specify _____

- Attending topical workshops when offered

Please indicate most common sponsor _____

- Internet sites other than the DLCD website

Please specify _____

- Other (please specify) _____

Q-23. In what format would you prefer to see technical assistance and outreach materials delivered? Please check all that apply.

- Short brochures (limited, key facts)
- Extensive manuals (paper-based)
- Internet websites
- CD-ROMs
- Computer files (Word, Adobe Acrobat, PowerPoint, PDF etc.)
- Video training sessions
- Regional training workshops
- Local training workshops
- Other (specify) _____

Next, we would like to ask you some questions about funding planning activities.

Q-24. Do you need information about grant funding sources to finance local planning activities?

- Yes
- No
- Not sure

Q-25. Do you feel like your planning program is adequately funded?

- Yes
- No
- Not sure

By providing us with the following information, we will be better able to address the planning needs of your community.

Q-26. What jurisdiction do you work for or represent?

City of _____ or _____ County

Q-27. What is your planning role in your jurisdiction and how long have you been in that role?

- Planning Director/Staff _____ Years
- City Administrator/Recorder _____ Years
- Planning Commissioner _____ Years
- Elected Official _____ Years
- Council of Government staff _____ Years
- Other (specify) _____ Years

Q-28. What is the current population of your jurisdiction?

- Less than 2,500
- 2,501 – 15,000
- 15,001 – 40,000
- 40,001 – 100,000
- More than 100,001

Q-29. How many full-time equivalent planning staff (including administrative and contract employees) currently work for your jurisdiction? _____

Q-30. How frequently do you use the Internet to access planning-related materials for work related purposes?

- Never
- Occasionally
- Often
- I do not have Internet access

Q-31. Please share any other comments you have in the space provided below.

We sincerely value your responses and thank you for taking the time to fill out this survey.

Please mail your answers back in the postage-paid envelope provided.

Transcript of Survey Comments

Q-6. If you are using techniques that are successful in involving your jurisdiction's citizens, describe what they are and why they are working so well.

Local Organizations and Associations

- Neighborhood associations are working for well for us. We take their input sincerely.
- We are achieving semi-success appealing to core group of involved citizens in the area and business development and economic development in identifying future goals and objectives. As long as we maintain our focus and motivation, we will be successful. The issue is getting more individuals and businesses involved.
- Plenty of volunteer offers for city projects. The key is to identify someone to drive the project.
- Local 1000 Friends affiliate.
- The strategic planning process which created the village circulation plan did produce citizen involvement.
- We have re-activated our county CCI. While it may not be working perfectly, it is increasing the perceived importance of citizen involvement by the county commissioners and the planning commissioners.
- Minimum required public hearings on various issues.
- Citizens are encouraged to be involved by joining neighborhood associations and become part of the process. It is successful for those who have the time and commitment to the community.
- I participated in Veneta TransPlan, comprehensive land use evaluation and periodic review process. Interested parties were invited and we had good response from our community.
- Pre application meeting for developers – what are the issues? Pre application meeting for neighbors – what are the solutions?
- Most CAC's for periodic review projects are self-selected (not appointed).
- Local planning advisory committees.
- We have very active local organizations that ensure public awareness; Eugene is politically very involved in land issues.
- Neighborhood association committees and citizen participation organizations.
- We have a committee for citizen involvement that seems to help. The hard part is engaging people in the system the first time.
- Neighborhood meetings – they care about issues affecting them.
- Resident task force – provides representation and communication.
- Public hearings.
- We use citizen forum and research committees to advise planning and council members.

- Property owner mailed notification. Provide individual notice to those that may be impacted.
- Neighborhood program where neighborhood committees have an individual that stays tuned to planning issues in neighborhood. Reached some but all citizens.
- Steering committee to involvement; resources spent on a central office and neighborhood involvement; access to decision-making.
- Local planning commission meetings and city council meetings are televised; local newspaper coverage; call-in radio is most used in Lincoln city; devils lake water district provides several workshops annually.
- Neighborhood organizations are motivated and active.
- By keeping an official open door policy, citizens know (and have) that they can speak to us openly on any issue. Above all else, we treat all citizens as customers.
- Long range planning more often than not includes a citizen advisory committee; our citizen involvement program establishes neighborhood associations when in turn are provided with direct info and staff are available to attend these meetings as resources.
- Local voluntary community beautification committee with a planning commission member involved.

Open Houses and Other Community Events

- We have used “Open houses” to present and discuss special projects such as wetlands inventory work, transportation plans, open space/storm water detention plan.
- I ask citizens if they have heard about legal concerns and ask them to attend a meeting and voice their opinions. This educates the public about current issues.
- Our county revised our citizen involvement program and established a independent committee for citizen involvement.
- Listening to the people – they know what they want their community to be.
- Community activities and food.
- Master planning – charrettes; sense of ownership and accomplishment.
- Current Planning – Web-based information; efficient.
- Long Range planning – town halls, workshops, and web resources, combination of approaches.
- Metro’s “coffee talks”- went to people where they were and provided facilitated discussion. People became very engaged and eager for more.
- Special web pages on specific area plans; more detailed notices; open houses; area specific workshops; citizen advisory committees; functional topic sub-committees.
- Technical advisory committees to advise both citizens, shareholders and staff. Traditional planning commission work sessions – formal hearings. Computer handouts for every land use approval process.
- Encourage discussion at hearings / take all potentially controversial issues to public hearings.
- Community meetings to update the comp plan and zoning – broader notice than required by statutes for land use decisions.
- Town meeting workshops; public hearings; task forces; newspaper articles; flyers in utility bills.

- We have an outreach program through a special committee that is probably doing about as well as can be expected. Only high visibility cases are likely to get more people invited.
- Community social events offering food, door prizes, and information.
- Community meetings at local school in evening bringing together state and local agencies and staff and planning commission to discuss concerns and issues for development of rules.
- Community meetings.
- Proactive CCI prepares materials that address local needs; multi faceted outreach provides opportunities for more participants and continual follow-up to those who become involved.
- Ad-hoc committees – they are formed to address specific issues; they work well because of the focus / direction on specific assignment.
- The planning director is easily accessible to anyone in the community that has a land use question or issue.
- Regularly scheduled public meetings to involve the citizens in local planning activities; securing outside consultants to analyze and present materials
- Citizen advisory groups for rural community updates as well as updates to EFU zone.
- Countywide citizen based 2020 vision; CPW or U of O.
- Planning staff/elected officials have gone door to door in community.
- Comprehensive Plan workshops.
- Citizen committees; citizen workshops.
- Public workshops for rural area planning process.
- Present any issue that might change their status quo.
- Citizen involvement advisory committees.
- Hold local forums to discuss planning issues with local citizens.
- Public hearing; citizen involvement committee.
- Close ties with CPO's; regularly exceed state notification standards.
- Newspaper articles and general media:
- We are not. We would like to do more. How about preparing newspaper articles that could be given to newspaper to distribute?
- We use visioning workshops. We invite community involvement through a community newsletter sent out with the water/sewer bill.
- Media attention to planning issues is the single most important avenue to citizen awareness.
- Meetings are listed in local paper and Roseburg paper.
- Town meetings and newspaper articles. I don't know if that are working so well.
- Newsletter, planning advisory program, annual report, maintaining a contemporary planning process.
- Local papers normally cover planning issues; press releases on items from planning commission. Not much citizen input unless controversy is raised.
- Newspaper articles on current land use issues/ controversies are helpful

- Broader notification than required for properties nearby to planning issue site. Citizens here seem to have great interest in some planning issues and local politics in general.
- Newspaper articles, notification letters.
- Newspaper involvement gets information to the central public; public comment opportunity at the start of each commission; open relationship with local watchdog planning groups.
- City news letter keeps citizens informed of all meeting dates, locations, hearings, activities and decisions, and opening on boards or panels.
- Prompt notices letter keeps citizens informed of all meeting dates, locations, hearings, activities, and decisions.
- Public notices; word of mouth; small town atmosphere.
- Issues that arise are noted in city quarterly newsletter. Those interested contact city office for more info.
- Televised meetings and a few workshops have an amazing effect involving the local populace.
- Newspaper ads; asking for citizen involvement in committees.
- Town hall meeting; public notice of hearings.
- Public notices in local paper are mandated.
- Newsletters; public notices; websites information; public education and outreach.
- Provide notice requirements as required by ORS for land use planning and development applications.
- Yearly state of the city with chili cook off. Prizes and recognition awarded.
- Newsletter well written.
- Community newsletter.
- Mailing notices of planning meetings; legislative and quasi-judicial meetings; news articles; committee appointments.
- Newsprint for those that read w/zoning issues, land use events.
- Information available via Internet; press releases; good working relations with members of the press.
- Local/public access TV of public hearings; broadcast is live; real time and well viewed.

Difficulty in Involving Citizens

- It is difficult to get a substantial number of citizens involved in this complex process no matter how it is presented.
- We try to use a variety of techniques to expand coverage. No single technique alone is sufficient. We have seen increased use of the internet – both to access information and to provide written testimony.
- Aurora has recently done sewer facilities in the city. When the citizens see and are engaged in such plans, they want to be involved.
- Would like to know – we need more credible citizens within the city. Most people live outside the city limits for good reason.

- Announce that something might cost the citizen money and they will come out to meetings where concerns and issues are discussed.
- No previous citizen involvement techniques have been promoted for an extended period of time due to instability of planning functions.
- Any proposal that generates negative feelings seems to excite large numbers of people. Nothing else seems to work.
- The planning commission and city council are at odds as to how to proceed in overall planning needs using measure 7 as a opt out.
- My experience of over 25 years leads me to believe except in a small percentage of a population, people only become involved when they perceive an issue directly impacts their home or their behavior. People lead busy lives!
- Lack of resources prevent citizen involvement.
- The only thing that gets people involved is an issue directly affecting them.
- We need jobs here –m trying to import more jobs is the most important issue.
- Citizen involvement comes from the negative, if their property is involved.
- Citizens though are antagonistic seem to be helpful in some cases; they are a local citizens group.
- We are developing a better citizen involvement program now.
- We have a citizen involvement program that is modestly successful.
- One on one basis (conversation) when citizens are concerned about a specific issue. Newsletter; copies of various materials are dispersed at that times and during meetings.

Q-8. Of the elements you marked in Q-7, which activity do you anticipate you will need the most technical assistance completing?

Comprehensive Plan Element	Number of Responses
Update of Zoning and Development Code	57
Transportation System Plan	55
Overall Update of Comprehensive Plan	51
Natural Resource Inventory	44
Urban Growth Boundary Expansion	43
Downtown Revitalization Plan	42
Economic Opportunities Analysis	41
Buildable Lands Inventory	19
Public Facility Planning	19
Hazard Planning	16
Coordinating Population Projections	13
Citizen Involvement	12
Urban Reserve Planning	10

Applying the Unincorporated Communities Rule	6
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Other

- Coastal Shorelands (Goal 17)
- Design guidelines for downtown
- Wetlands and riparian mapping
- Parks development
- Clear UGB guidelines
- Storm water drainage
- Creating mixed-use opportunities
- Revenue to complete periodic review
- Periodic review
- Low income housing
- Hispanic participation
- Drinking water protection
- Steep slope planning
- Transportation utility fee
- Reducing the human footprint
- Cell tower rules – immediate need
- Endangered species
- None – just need money to complete plan
- Anything which “pits” the “It’s my land” group and the “Save the earth” groups...they have to learn to work together!
- Nodal development
- Goal 9 (Economic Development) and 10 (Housing) analysis
- Freshwater, wetlands inventory
- Rural lands issues
- Grey areas of exception lands
- Zoning and subdivision ordinance updates
- Wetlands and waterway protection
- Sewer feasibility study
- Historic resources

Q-20. Are there any additional materials either from DLCD or other sources that you find useful other than those listed in Q-19? If so, please list the title and give a brief description.

General Comments

- Getting to Goal 5 - Addressing wetlands, riparian corridors, wild life habitat, and the endangered species Act in a unifying natural resource protection program. Getting to Goal 10 - How to build a wider variety of housing types for all income levels.
- Most all of above did not know why exist.
- Local staff has not made a big effort to let us know how to get materials.
- Smart Growth
- League of Oregon Cities "City Center" web site
- Not having had the opportunity to review these materials. I am not sure these additional materials needed.
- City recorders guide to land use planning - 1993, Tennison Engineering Planning commission training manual - 1999, Planners Training Team. Small town image development and marketing guide - 2001, ODOA.
- Umatilla County land use development code, Umatilla County Comprehensive plan; Umatilla County TSP.
- You have never offered any publications to me in the past.
- This is the first time I have been made aware these helpful publications even exist.
- APA manuals, Metro citizen involvement publications, OSBA articles on takings and private property court cases, Scenic America (a national NGO advocacy/planning organization dealing with scenic protection), my library of planning books and files (I'm a professional planner and landscape architect)
- Main Street - When a highway runs through it, A handbook for Oregon communities.
- Haven't really thought about it. Will have to take a look at some of these.
- Not aware of DLCD wrote any material
- Do not know these resources were available
- I am pretty unfamiliar with publications.
- Greening Portland's affordable housing - A resource guide, April 2001 (Cite of PDX), Creating livable streets - Street design guidelines for 2040, Nov. 1997 (Metro). TND - Street design guidelines, Oct. 1999 (ITE)House plans for small and narrow lots, June 1997 (TGM)Real estate development - Principles and process, 3rd Ed. (UIT); A highway runs through it.
- List of what's available, to be provided to every planning commissioner (preferably by e-mail) once a year
- Staff may use the materials listed but as I volunteer planning commissioner knew see it.
- Dispute resolution.
- "Planning commission training manual" by the Planners Training Team, 1998.
- Legal implications relative to planning decisions - LUBA Issues.
- We use several of the department's reports as counter handouts for the public, especially the material related to the farm income test and forest dwellings.
- In general, materials from other jurisdictions that show how various issues have been dealt with.

- We use the booklet "Oregon's Statewide Planning Goals and Guidelines, 1995 Ed. (which will need to be updated soon). For general info, "Oregon Statewide Planning Program."
- "Code of the west" - A quick distributed to would be country dwellers in Spokane Co. Washington.
- Housing for small lots.
- Any materials on flood plain development.
- Land use ORS's and OAR's.
- Growth paying for growth - Tax payers cannot afford more bet growth pet a strain on all of the utilities, schools and etc.
- Access via web to administrative rules.
- City of the Dalles Land use and development ordinance. A lose leaf binder of current land ordinances.
- LCDC commission meeting packet - very useful.
- Access to goals, rules, and laws - Links to important, LUBA and court rulings.
- General explanation of Goal #14 Pamphlet on UGB definition.
- Have no idea what is available - and I've been a commission member for many years.
- I've never seen any of that material.
- Articles I have read about other cities and states in different magazines.
- How water, sewer rates, and funding affects growth, population estimates and sewer & water plant upgrades.
- "Main street - highway runs through it" guide. It just got APA award.
- Statewide goals, Main street - highway run through it How plans for small lots.
- Basic handbook for new planning commissioners.
- Project descriptions.

Q-21. If you had access to enough funding to create one technical assistance guide or public outreach material for your jurisdiction, what would you produce and what information would it include?

Non-Written Material

- I would update the workbooks and videos produced by the Bureau of Governmental Research and Service in 1984.
- A video or PowerPoint presentation that explains why planning is important and the role it plays in shaping our communities. It should include the tradeoffs common to major land use planning decisions.
- Don't know - need help on flood plain work - a person (expert) more valuable than more paper.
- Simple online guide for public to outline history of Oregon planning, why cities/counties shall comply, options to regulated planning, permitted mitigation methods, compliance with permitting rules of jurisdiction, and instruction on application preparation for submitters.

- I wouldn't waste my money on a "Technical Assistance Guide" - find someone who will facilitate the involvement of local individuals in the planning process.
- I wouldn't - I would spend the money on one-to-one outreach (i.e. with city or county planning commissions (councils)) on the same matter.
- No guide - just make sure the DLCD regional staff are maintained and funded.
- We could use funding for a person (part-time) to improve the city web pages to include more information about the planning program (agendas, minutes staff reports, current issues, etc.).
- A club! From my experience people are not interested until they find after adoption of comp plans and support ordinances that they affect their neighborhood or use of their piece of property do they get aroused enough to come to meetings.
- Need an active and participating technical advisor to discover what is available.
- Produce CD's like the recent County GIS CD-ROM, but for cities.
- With the plethora of written material available, I would produce visual (video tapes, etc.) outreach information and secure national leaders on such topics as growth management, road and street repair funding, mixed use developments, and riparian corridor protection to give community or regional presentations.
- Condensed versions and technical assistance (phone and internet) from experts.

Planning Commissioner Training

- Training manual for new planning commissioners.
- I would produce a published guide to land use, planning and the issues that free the area. I would further produce a citizen's guide to working through/with the planning process. A training guide for new planning commissioners.
- A layperson's guide for planning commissioners, elected officials and the public on how to have meaningful public input and dialogue on planning issues and growth issues.
- Planning commission education.
- Create an "Idiot's Guide" of Oregon land use planning and how to be a planning commissioner.
- Training of commissioners.
- Building commissioner consensus in the public interest, the importance of thinking beyond the bottom line of corporate and parochial selfishness.

Oregon Land Use Planning Program

- Orientation to development rules for newcomers to Oregon including land use history/rules, DEQ, water and building codes.
- Explanation of urban growth boundaries, our vision, where we want to be in the next 20 years.
- General information about land use planning for citizens, planning commissioners and elected officials.
- UGB expansion guidelines.
- How to get through periodic review.
- Detailed state planning requirements as an updated manual.

- A general layman's starter guide and an introduction to planning, terms, laws, concepts, etc. Try to pack a broad base of information into a small guide.
- A training guide for new planning commissioners.
- Mass mailing of the Oregon land use planning process.
- Countywide mailing describing Oregon land use planning progress.
- General planning book that explains urban growth boundaries, zoning, and subdivision ordinances.

Citizen Involvement

- Enhance citizen involvement program.
- A personal copy of the county land use plan for every resident.
- General information about land use planning for citizens, planning commissioners and elected officials.
- Citizen involvement - how to attract business growth in a positive win-win way that will not undermine the infrastructure resource availability and will enhance the quality of life of the community.
- How citizens can be part of a community and society but yet keep the "rights" that a land owner purchased with the title of his property (today and in the future). When are too many restrictions too many in the state of Oregon.
- A general public info "booklet" loose-leaf, so it could be updated with room for local material to be added.
- Citizen guide for involvement - how does it all work.
- Simple online guide for public to outline history of Oregon planning, why cities/counties shall comply, options to regulated planning, permitted mitigation methods, compliance with permitting rules of jurisdiction, and instruction on application preparation for submitter.
- I would produce a published guide to land use, planning and the issues that free the area. I would further produce a citizen's guide to working through/with the planning process.
- A locally-oriented brochure to introduce people (the public) to planning in our city.
- Handbook and workshop for citizen involvement in land use issue - when and how to get involved, where to go for additional resources.
- #1 - Encouraging citizen participation. #2 - Making citizen participation visible to all in the community. This would get people involved.
- Local citizens handbook on: learning about you local government and future planning: 1) what is available, 2) need for local citizens to know, learn and be a part of the community.
- General citizen information on residential development.
- Citizen involvement.
- A guide for property owners about living on the land would be helpful. Too many people think that "retiring" to the country is like living in a city where you just can't see the guy next door. Washington Co. Coop Extension service did an excellent guide a few years back about small acreage management. I wish there was something like than, which also included land use info.

- Citizen involvement.
- A land use planning guide for citizens to familiarize them with the process as well as the county's overall goals for maintaining agricultural land.
- Teaching citizens about the need for fees.
- "What is civic pride and why have we lost it".
- Citizen's guide to locating and dwelling in a farm or forest zone.
- It would discuss the need for all citizens to act as stewards to the land. Our "good old boy" system allows some land owners to get the "quick review" which often times sets up poor decisions and bad precedence.
- Material pointed at public involvement/input and the public hearing process.
- I would like to see the public have access to a guide informing them of what materials to bring to a public hearing – including information on number of copies for distribution and the importance of statements in the comprehensive plan relative to those codified.
- A guide to help lay people understand planning process.
- Public involvement, a more educated population – something to raise people's awareness of how important their interaction is in the planning and decision making process.
- Citizen involvement and education – short overview of statewide goals, overview of development code and procedures, step by step process for citizen involvement.
- How to effectively present your request to local planning commissions.

Planning Process

- Some kind of handbook for developers and builders on how to get through the planning and building review process.
- Easy to read and understandable guide how to process an application/laws change and people cannot understand the process.
- Planning process A to Z, including zoning ordinance and development and comprehensive plan.
- A step-by-step guide for public hearings - including limiting input to 3 minutes/person. How to stay on track and deal only with the issue.
- A handout guide for the hearing process.
- A booklet on comprehensive planning for small cities applicable to the general public.
- New resident to know how the planning ordinances work.
- Information of the extent of review and criteria involved in making a land use decision. Where does planning leave off and civil matters begin?
- Code enforcement and education.
- Easy to read and understand synopsis of zoning do's, don'ts, can's and processes, i.e., how to use the system to help you, not blade you.
- How to get through the planning process especially how to understand system development charges.
- How to implement/enhance compliance and enforcement.
- Understandable explanation of a comprehensive plan.

- A guide to help lay people understand planning process.
- Overview of local planning process and growth goals, requirements and opportunities.
- Overview of planning.

Specific Technical Assistance Topics

- FEMA - flood zone guidelines for people living/building in zone.
- Addendum publication to "Old Town Design Standards" - include visual dictionary/glossary of design elements and performance standards or new sign ordinance based on similar material and approach.
- Planned communities with no negativism.
- Planning that encourages economic opportunities.
- The real situation that exists between residents and activities in natural resource development (rock mining, forestry, etc.) and agriculture (spraying, noise, etc.).
- Public facilities.
- Riparian and open space planning and farm and forest land protection.
- Help with writing findings.
- Continue current efforts in flood plain management.
- Brochures on steps for development/siting manufactured homes.
- Pasture management for 1 - 10 acre RR zones in UGB. Drinking water protection program - abandoned well inventory, septic system inventory, storm water management, wetland enhancement opportunities.
- Information about sewer alternatives.
- Job creation for small communities that were dependent on timber production.
- How to successfully achieve/take an exception to the goals/rules.
- Surface water management planning.
- Good example of an effective transportation management plan.
- Guide to effective meeting management - addressing how to run an efficient meeting while creating a positive experience for citizens and to get to a decision.
- How land use planning affects you and your property.
- An overview of what is currently allowed in resource zones with appropriate ORS and OAR references.
- Downtown revitalization planning and economic opportunities.
- Development of Georgia Pacific property for use by City of Coquille.
- Urban growth boundary issues or information on enterprise zones.
- Good info on legal aspects of decision-making.
- Economic development plan - very specific info on our town.
- Infill handbook - examples of compatible infill.
- Retype/reformat technical report, comprehensive plan and development code, reprinting and electronic (Web) use.
- Current planning techniques to include deeds, easements, rights of way, background and purpose of common planning requirements (setbacks, height restrictions, etc.).
- Urban growth boundaries.

- Erosion control for coastal planning.
- UGB expansion among towns in county.
- Would probably explain the environmental and aesthetic pros (few) and cons of current development practice...both residential and commercial. Would parallel New Urbanism theory perhaps.
- Manual describing EFU, F and NR zones, and what can and cannot be done, written so the lay person can understand.
- Grant application materials for small cities.
- I would suggest a compendium of proven strategies to minimize the impact of building dwellings, roads, or parking lots in wetlands. Since the state allows contractors to purchase their way out of building prohibitions, there should be some “model” approaches. It would be particularly helpful to have examples from other states.
- Public hearing guide – what to expect, what are the “rules,” what guides planning decisions (standards).
- Local vs. state issues and what state mandates mean locally.
- Writing findings.
- Information on correlation between sustainable growth and economic development.
- Handbook to implement coastal goals.
- Justify wetlands determinations.
- Recent guide to local government in Oregon.
- Materials on county coordination role and working with cities or something on development and rural lands.
- Updated development ordinances and comprehensive plan.
- Urban type growth into farm-forest land – pros and cons.
- Timber and natural resource management.
- Model development codes.
- Findings of fact and quasi-judicial procedure.
- An overview of the EFU and large-scale forest zones with allowed uses, procedures, and a historical brief on why they were created and the societal benefits that result from them.
- Urban design that provides logical growth so that the community retains its character.
- How to improve downtown area with two arterials (county and state) controlled by outside jurisdictions.
- Guide to the city’s rules and regulations.
- Processing applications – guide for the first time developer.
- Legal framework about wastewater management, cesspools, septic systems, sewers.
- Legal requirements – how statutes and OAR’s are supposed to be implemented in local codes and what to do if they aren’t.

Natural Resources

- Goal 5 inventory and process, including ESEE analysis.
- Goal 5 – Reasons for protecting streams, wetlands, and habitat.

- The Goal 5 rule and protecting resources – how?
- Goal 5 Information – include a substantive list of compensation measures to offset perceived takings issues.
- Wetland/Riparian corridor resource protection.
- Water quality.
- Natural resources – how they are important to our economy, how we protect them, how we renew them.

Growth Management

- Controlling growth - We must grow but need to slow it to guide it properly without all the fluff - we are not do I foresee a walk-able community.
- Profiles on how small towns prosper and handle growth..
- Growth management and economic development in the face of agricultural zone protections, marginal agricultural/range lands should have a genuine process for reconsideration of zone.
- Growth and growth management.
- Attracting commercial growth through public needs survey.
- Urban growth boundary expansion process – justification in simple terms that are understandable to the average citizen.
- Transportation and growth management.
- Providing for growth and maintaining a community's character and livability.
- Planning for residential growth.
- Smartgrowth – transportation.

Benefits of Planning

- The public doesn't understand the need to control and develop growth through planning.
- Many people complain about how land use regulations take away their rights, devalue their property, etc. I would like to see a brochure that explains how land use planning helps to maintain or enhance property values, reduce costs for infrastructure, etc., using real life examples. Basically, a general information handout that gives people a different perspective to think about. Could be used to encourage people to get involved by seeing the benefits.
- "Yes, our city really is better because of Planning" - A guide explaining how and why we plan - why we sometimes have to say no, and sometimes why we have to say yes to various developments, etc.
- Growth management and importance of controlled growth
- Benefits of Growth Management over land use transportation connection with specific project and planning examples up-to-date.
- A video or PowerPoint presentation that explains why planning is important and the role it plays in shaping our communities. It should include the tradeoffs common to major land use planning decisions.

Miscellaneous

- I am too new to comment.
- All of the information here would be a good start. A very good start.
- I get most information from our city staff and it seems adequate. I do not know if they get info from DLCD or elsewhere. I feel adequately informed on issues/options.
- Is it in your charge to take on owner-occupied affordable housing?
- As many as possible.
- Overwhelming amount of information available.

Q-31. Please share any other comments you have in the space provided below.

Citizen Involvement

- Most people are not interested until it affects them.
- 1) The general public knows 0 about our land use laws. 2) The Marion County Planning Commission was made toothless after it wrote great rules for siting of aggregate mines. The Commissioners just threw them out!! LCDC instead wrote Pro industry rules resulting in supersiting. 3) The public knows 0 at hearing, testifying, etc. They know 0 about administrative rules, LUBA, etc. 4) The AAC system is not well utilized. 5) Our planning department is very helpful when we call or go there.
- This is a bit of a contradiction I have noticed in the planning process: citizen involvement is the number 1 – or first – statewide planning goal. However, when we prepare text amendments and comprehensive plan policy amendments, the text and the amendment must be submitted to DLCD 45 days prior to the first evidentiary hearing. It seems as if most of work is required to be done before public involvement even occurs.
- Often the public come to us with questions that are not in our jurisdiction.
- For 12 years we were literally road blocked at every phase of citizen involvement at the City of Fariview. It was a closed-castle system, the drawbridge only opened to developers (currently a new city administrator may be helpful) DLCD tried to be helpful & “understanding” but they did nothing to prevent the loss of natural resources – it’s all gone now. It’s too late. The ground water here is our final frontier – there is nothing to make statewide Goal 7, Natural Hazards, effective at all. Sorry to sound so negative, I wouldn’t have believed it had I not been involved for so long. This community has now reached full build-out.
- Citizens are apathetic about planning unless they want something or oppose something. I never knew DLCD had an internet website and I still don’t know the address. That would be a good connection for a self-study/self paced buffet of topics that apply to local areas or basic planning commission functions, e.g., how to be a planning commissioner. In 7 years on planning commission, including 5 as chairman, I have never met or talked to a DLCD employee.
- My greatest concern is planning staff fear of community involvement and desire to avoid any contentious issues – also terrified to appear anti-development so are not meeting their “fiduciary” responsibilities in helping planning commission know array of possibilities to have best possible quality development – we are rubber stampers.

- I wish that you would promote “how city governments can community to the citizens and encourage them to participate in government affairs.”
- I believe our city’s planning efforts must include far more citizen involvement and understanding of planning processes. I also believe our City’s elected officials prefer the least possible citizen involvement and take minimal steps to improve citizen involvement.
- Do not confuse lack of citizen involvement with program failure. Citizens are generally satisfied with growth and planning progress. There is much greater concern with the DSL’s ham-fisted approach to environmental restrictions.
- More citizen-directed support should be provided. Literature and workshops directed at staff often stop there. Public relations efforts targeted at the general public rather than workshops and literature directed to professional staff would go a long way toward increasing public support of land use planning.
- Much effort and resources are spent on community involvement with very little result in public involvement. Either people don’t care or are pleased with planning process in our city. Much greater concern expressed by public with inadequate facility planning for roads, parks, schools, youth sports facilities, etc. Concern also over 2040 plan due to high land cost, expensive housing and congestion. Quality of life is changing and is lower in many ways.
- I have found most people don’t care about land use planning unless it impacts them or their property or rights. Some minority of the population with time and interest seems to be participating and leading policy direction . . . It is difficult to get the silent majority involved.
- Again, outreach programs only work if you tackle them as if they are a business. Sell the compelling reason why citizens should care to read materials in the first place. Why do they live in an area in the first place? Schools? Large lots, work proximity, crime rates? Don’t be an ivory tower, sell/market to the wishes of that population.
- We have met 2x in the last year. Some issues should go before the planning commission, but are turned down at City Council with no public input.
- I do not think people know much about planning, why it is beneficial, what constitutes a taking, or why sprawl is bad. I think these needs to be a lot more public education at all levels.

Planning Commissioner Specific

- I have only been with the planning committee for less than a year.
- I am not sure I have helped you. I would you suggest you contact the planning director. This would be a logical point of contact.
- I am sorry I am not more useful at this time, however, I have only attended two meetings to date and I’m trying to acquaint myself with a wealth of information. With a few more weeks time I expect to be more proficient in knowledge and a better asset to the staff commissioner as a planning commissioner. Fro now, this is the best I can do with your questionnaire.
- I should mention I’m a DLCD employee, but I tried to fill this out with my county planning commissioner hat on. I found I couldn’t completely separate the two.
- I was appointed to the planning commission less than 60 days ago and we have not had a meeting yet. Therefore I may not be a valuable reference for your survey at this time.

- I am a new planning commissioner and am still learning the basics.
- I am so new to my position that I fear my responses will not be of much value to you. For that reason I have left some questions blank.
- We are a small city. Our planning commission has little to no outside contact. I would be very useful to have this.
- As a volunteer planning commissioner, I rely on staff to provide information as needed to make land use decisions and for periodic updating of zoning and development code.
- This survey response should be viewed with great caution as I was just appointed to the commission and have yet to attend a meeting.
- As a new elected official I have a large need for information but lack access. I had never heard about many of the publications you offer. As a Metro official, I am not tied into traditional networks like LOC or AOC (cities and county trade organizations).
- I have discovered planning has a long learning curve!
- One of the Commission's goals this year is more education on planning – all types/areas of planning. I hold myself responsible for not using the internet more as our info resource. Usually, our planning staff provides us with all relevant info for what ever we we're addressing at each meeting. I haven't felt a need to go look something specific up at the LCDC website – yet. I definitely wish I had a broader knowledge of “planning” overall – it is a personal goal of mine for the year.
- I feel I have so much to learn and have learned already.
- We are a small community of concerned, volunteer citizens that serve on many boards and commissions. We depend on small city staff for a large portion of our information. To expand my personal knowledge I have acquired information in regarding planning from PSU bookstore in Portland and attending workshops. My knowledge is therefore of a layperson and not a professional planner. To acquire additional knowledge most of our commissioners have to take on extra effort beyond the basic understanding of planning codes.
- This survey represents a collection of information from the members of the Planning Commission.
- For us new people, most of your questions I don't know the answers to. May be break these down to better reflect our time served.
- 1) Tillamook County needs to join the world of email. As a commission member all materials could be delivered electronically. We could save one tree per meeting. 2) All planners should be required to pass a positive thinking test. 3) Most planners need to get a new life.
- Being new to the planning commission, appointed in Jan. 2002. I was not aware of these resources.
- There is so much to learn and planning commissioners are all in various stages of this process. What would be helpful is: a) introductory booklet (short) duties – what to expect - the structure of the comp plan and what's it's purpose – what goes into it; b) expanded information – meetings – hearings- how the process works (just short highlights); c) advanced information – the other players in planning and their relationship- reference pages (websites, phone numbers, addresses); d) special booklet for the chair – responsibilities and process of procedures.
- I do not believe local planning exists in Oakridge. It seems to me that planning in Oakridge is directed by out-side persons who arrive with mandated policies. For

example, the Oakridge Transportation plan was formulated by outside planners and adopted without, I think, careful consideration of all the adverse effects on a small community. Why force an adoption and make local changes r variance difficult if not impossible?

- I've only been on the Commission a little over two years. I don't feel like I have many skills in this position. I do sell real estate and understand some issues from that perspective. I was only asked one question when I applied to be appointed: "How do you feel about growth?" Other than that, I was on. Information on citizen interaction would be very helpful to me and just background information on my area's planning situation.
- You have a number (0493) on your envelope. If it is tied to my name and address – I'd like any information you could send on alternative sewer solutions.
- Since I started to be involved in Cave Junction, a quorum was only reached 2 times. Public information on what the planning commission actually does and the need for community involvement.
- Single most useful thing for planning commissioners would be one day introduction to the legal basis for the job – state and local laws, hearings, conflicts of interest, etc. decision criteria, etc. and have it be mandatory and held locally, not by constant in some other city. Otherwise, have materials for expounded knowledge be available on web, DLCD website or elsewhere. I wasn't aware of DLCD site, but will visit it soon.
- I'm too embarrassed to tell you where I am involved in planning. Obviously, I am not well informed about resources.
- I have been on the planning commission for two months so I am still learning about planning. My responses may not represent an accurate picture of our planning process.
- I am a new to the commission and not up to speed on a lot of the issues discussed here in.
- There are not a lot of planning activities in Condon, therefore, when something comes along it's like the first time and the wheel has to be reinvented and I have to hope I don't miss any steps.
- Planning commission should be involved more in the leadership and future of a community, not just ruling at hearings on applications.
- I believe that I am still in the learning stage. 18 months into planning with no background. We are a very small populated County, approximately 1,500.
- There seems to be a presumption that planning commissioners do lots of research and work on their own. I believe that is faulty logic. Planning commissioners are volunteer, lay-advisors. We depend on professional staff to research and know the technical issues. Their job is to present information and options. Planning commissioners bring community values, perspective and pragmatic judgment. Overall, I think the process works very well. Keep in mind community volunteers are usually busy people . . . they have full-time jobs and families. There is a limit to how much time they can give.
- I don't feel there is much training for planning commissioners. Public support and participation are also difficult in Molalla.
- I am new as a planning commissioner, so I am very green. I feel I need lots of education and hands on training to develop into a successful and unbiased public servant.
- A lot of the questions do not pertain to Planning Commissioner position.
- Being on our Planning Commission has been a good learning experience. Our staff at the City of Hood River is great – I was not aware that DLCD made so many materials

available or that it had a website. As such, I would only say that training video (or CD-ROM) and general “instruction manual” would have been helpful to becoming a Planning Commission member.

- I used to be a member of the periodic review assistance team and liked that approach. As a commissioner in a large jurisdiction, I feel more insulated from DLCD. My principle interest is historic and other cultural resources, which are poorly served by our land-use process at present.

Planning Staff Specific

- I will be replaced with a better-educated planner on March 11, 2002.
- Local planning for development (office, subdivision, etc.) relies on consultant. Code and plan amendments are co-authored with administrator, planning consultant and attorney. Keeping up with Metro’s provisions related to state goals is a fairly problematic exercise for a 2-person staff and a part-time consultant.

DLCD (and other related) Materials

- I have not made use of the Internet for planning information as I did not know much was available. Obviously, I need to visit the DLCD site to find out what they have.
- I need all the info I can get.
- I would like more information, training. I’m under the impression that our city doesn’t have much money – and that our city staff are reluctant to bring us into the internet age. And are resistant citizen input because it takes time and is uncomfortable.
- The Monmouth Planning Commission conducts hearings, discusses and votes on various applications for local land use. Our professional city planner provides us with excellent, well researched reports to assist in our decisions. Individually, we have served on comprehensive plan updates and periodic review mandates, but in general, we have had little use for the type of materials described. We welcome citizen involvement and usually get it when an issue of importance arises. Otherwise, and understandably, people have other things to do!
- Planning information is generally perceived as boring. Anything they do should focus on making it less stale.
- I was unaware of DLCD resources – particularly web based resources. This paperless resource is great – I just didn’t know about it.
- Info on where/how to access internet planning and related materials – I just attend meetings and ask questions of our planner and that seems to have worked ok. We are a small town, which limits resources but also makes planning less complex.
- As a volunteer, I have far too much paper to try to read. No more paper please. More DLCD professional staff to come here for planning 101 type lectures.
- After filling this out it became obvious to me that I am not accessing information that would be helpful. I will review your website and see what is available.
- Time-wise, the internet is a very expensive source of information. Difficult to get on-line during daytime hours, so if I’m busy, I don’t even try to get on-line. Catalog of available material and references, both practical and theory, would be very helpful – update at least once each year. Need a “handy” (sized smaller) reference pertaining to the state, goals. Need regular meeting re: DLCD/LCDC meetings and agenda!

- We (Commissioners) were not aware this resource material was available, nor that there was a web site for planning issues. We do need additional funds to get our periodic review completed. Our planning department is under staffed and under funded for periodic review update and completion.
- I did not know information was available on web site.
- Haven't used the resources of the DLCD as much as I should have.
- We need to be made aware of the resources you have available to us as members of the planning commission.
- Please forward all helpful web information.
- Overall, TGM products are more useful and applicable to city government. DLCD is more useful for state initiated changes to the land use program, i.e. process/procedures, UGB amendments, farm/forest planning protection. Most of the public cannot identify DLCD among the myriad of state agencies. As a result of staff shortages DLCD has little presence at the local level.
- I dearly need to access existing resources information. Also, they need to be marketed better.
- I wish I had a short booklet of websites I could access. We are at the mercy of our planning secretary and contract planning "expert."
- Now that I have taken this survey, I know what resources are available on the Internet. I will use these for future planning issues. I would be interested in knowing when the focus meetings will take place and when. I cannot commit but possibly could attend.
- I think a brochure or other informational material discussing the relationship between a local comprehensive plan and other plans, such as a strategic economic development plan, would be useful to both land use officials, laypersons and interest groups. I have seen many instances where local plans (bicycle, strategic plans, recreation plans, etc.) were adopted by local governments, but not through the planning process. The effect has been that these plans are supposed to represent the official policies of the local government, when in fact, little or no opportunity for public involvement was allowed before the plan was adopted. I have seen instances where even state agencies have relied on these plans in providing economic or other assistance, which somehow doesn't seem quite kosher.
- I have attended two local workshops, which have been very helpful. I am a Realtor so have received much of my information from job-related sources. I don't have a lot of time to read those things not directly needed for subjects we are addressing at Planning Commission level. Short brochures would be most helpful to me. Much of that published material is just too long and detailed to wade through. I am sure that is especially true where citizen involvement is concerned.
- Many of these questions are difficult to answer. We went through a maze of material planning the periodic review and update, but this has covered the pack 4 or 5 years! Generally we will receive copies of DLCD material pertinent to the project being considered, but can't recall the names of the publications, etc.
- I have used, many planning tools – but I can't remember if they were LCDC documents.
- I was not aware of the information available (Q19). I will now make a point of accessing these materials. Thank you!

- In three years I have not seen talks. Participating in any thing you supposedly offer?
- I've been a planning commissioner for six years here in Stayton. I could have used a great deal of the information you talk about in this survey six years ago. Why did you wait so long to inform me of the existence of this material, and in such a strange manner? I would love to receive in the mail the publications you are asking me if I've read.
- I was not aware of all the informational handbooks available from DLCD, nor of the availability of staff help from DLCD!
- A guide to computer resource sites would be useful.
- I see I need to check out the DLCD website for possible tools to help our city planning commission.
- Would use the website to access information. I do not like the one size fits all attitude that LCDC applies across the state.

DLCD Interaction

- The DLCD local rep is virtually a nonexistent person to me. I don't know what role that individual plays with respect to my community. Perhaps the local rep could come around from time to time to visit with us and to personally seek out ways to providing support and technical assistance.
- More meetings between city councilors, city staff and the planning staff, along with county and state planning staff. Planning people for Clackamas County and the state of Oregon do not seem to acknowledge the needs of small cities like Estacada. We have applied for many grants and feel we have not received our fair share, we need help!
- 1) DLCD does not provide a positive support feeling except through occasional visits by individuals. Their interaction with the County seems distant and constrictive. 2) Training of new commissioners is OJT, could be much more scholastic and informative. 3) Technical assistance materials are needed just prior to or during subject review by the planning commission along with subject matter. 4) reference by planning staff to pertinent internet info might be helpful.
- Assistance from DLCD is not the problem. DLCD listening and taking positive action on citizen concerns and property owner concerns relating to the functional use of their property is the problem.
- I feel the DLCD does not take into consideration the rural communities that are growing rapidly on the east side of the Cascades. Many rules seem ridiculous – especially the EFU zones. Sagebrush and no irrigation does not make sense.
- I have been on County Planning Commission 28 years. I am very upset about dictatorial attitude of DLCD. The original Senate Bill 100 had the local voice going up to the state level, not the policy we have now of shoving statewide goals down the east side counties and towns. If we wanted to live in the Willamette Valley we would. We think of life differently east of the Cascades. Listen to us.
- It would be great to have a DLCD staff person come to one of our planning commission meetings and let us know what services they can provide, literature available and means of access. While being involved at federal and regional levels of planning for many years – Columbia River Gorge National Scenic Area, I'm not at all sure about DLCD roles as a service provider for local communities. Hood River's very small staff seems to be overwhelmed with issues and work e.g. Super-WalMart, casino,

annexation, etc. They are great people but could use some support. DLCD support could be as simple as visibility of staff, send samples of literature, workshops with planning commission, sources of grants, etc. Thank you for asking my opinion.

- Please remind DLCD that there is life outside Salem or Portland. Also, training workshops should focus toward small communities – not communities with large numbers of staff. When a community has a “small” limited budget training is the first item to be removed. Thanks.
- I have been a city council member for 12 years and have now been on the planning commission for 2 years and I have never realized that there was such a Department as the DLCD.
- I was not aware of all the informational handbooks available from DLCD, nor of the availability.
- I would like information and changes in policy and statures sent directly to the Chair of the Planning Commission.
- It is interesting to find after 4 years as a planning commissioner and two terms as chair, this is the first contact or interest shown in our commission. During the process of learning the tasks involved in planning any information is always of great importance and increases the efficiency of the process. So, I’m very curious as to what is pushing this new interest or request in our opinion.

State Planning Requirements

- Land use planning has become very complicated in Oregon. It is very difficult for the average citizen to understand many of the rules! Laws that are on the books. I am not an attorney! It takes me a long time to understand many of the laws and I have staff and a lot of written material to help me. Unless we can simplify many of the rules I’m afraid we will never have any understanding by the average citizen.
- It seems to me that smaller jurisdictions are at an unfair advantage having to comply with State requirements. They do not have the same resources and funds nor opportunities as larger jurisdictions. The decisions of smaller jurisdictions should be considered on case by case basis as to what may be best for the jurisdiction and its citizens versus state mandates and set rules.
- It is important – critical – to re-establish the statewide planning program as a vision for Oregon’s future. Senate Bill 100 provided a vision that survived two initiatives in the 1980s. Unfortunately the vision has become buried by legislator, administrative rules and regulatory requirements – resulting in Measure 7. We need to re-establish a constituency for planning. We need attention to community outreach.
- Most citizens feel that they are being dictated to by outsiders (DLCD) and harbor some resentment in that regard. The process, while effective, seems a bit onerous & expensive (The Comprehensive Plan). I am relatively new to the whole concept and cannot comment effectively as to any ways to improve it. It has worked well.
- It seems to me that DLCD needs to re-examine guidelines for allowing rural housing in marginal farmlands as well as the farm income guidelines that allow landowners to build on their land. I fear a huge backlash is gathering – where wetland, forestland, and marginal farming landowners will seek to overturn current planning laws.
- I have come to admire the overall planning goals and objectives for land use in Oregon, however I am still dismayed that we do not do real planning. I want to take on “meaty”

issues of where the next subdivision should go, or where the “green spaces” will be located, but we are so consumed with reactionary meetings, appeals, burdensome land use regs. That we never get in front of these issues. If you read closely the OARS, ORS for land use, you find contradictions and inconsistencies such that you can prove (findings) either side of any land use question, and be equally “legal” . . .

- State must move away from “one-size-fits-all” mentality and recognize each community is unique. Technical materials provided by the DLCD are helpful, but should be viewed as guidelines not instructions.
- Oregon’s program is too bogged down for small jurisdictions. We never get around to doing what is important because we are always meeting more deadlines and putting out fires.

Local Planning Activities

- We operate our planning commission like a business. Use good research and make a decision. There are too many rules and regulations that control the average citizen. We need less laws, not more.
- Madras has experienced instability in the planning staff over the previous four years due to significant changes in city administrators/city councilors, lack of funding in general fund, as well as, permit fees to fully support a viable planning department. The current contracting planning director is providing knowledge and stability. The city is weighing future costs and options to retain a qualified planning director within budget amounts.
- I feel Metro’s interest and focus is Portland. I resented Morisette and Kvstad’s misuse of office for what appeared to be personal gain. I interacted with Ron Cease when he was developing Metro’s design. I am committed to the concept of regional government. It is my perception that most of Metro’s problems stem from counselors failure to practice the broad view. I question the value of their growth boundary stance.
- Summerville is a very small rural community, and just recently bought a computer. Our population is around 114 people. We have a mayor and four Council people, and a city recorder, and a street manager, and no one works full time, and no pay.
- When the wording of land use law isn’t clear, it leads to uncertainty and appeals. We’ve made efforts in Albany to remove doubt from our code wording.
- Cutting staff. For the past few years our packets have been complete and to the Commission early enough to review the sites & read the information. We appreciate that very much. Citizens it seems only become involved when it affects their property. I advise people purchasing property to ask the zoning 1st. Then the price.
- Joseph, OR needs to have a city planning department that is separate from the City Council.
- In a small community where money and influence talk, it is difficult to “plan.” We react to the petitions that come before us. Our planners are not very creative – we’ve always done it this way” and therefore many cases are not heard and staff gives out poor advice.
- We have been working on updating a revising our codes and planning ordinances for three years and have submitted them to the city council and they have tabled everything because of Measure 7.
- Maybe our city clerk uses the Internet to access information.

Workshops and Training

- The planning commission goes to planning workshops and works with a contract planner with COG. We have a \$2,000 per year budget, so we only contact our planner in a bind or when we have a grant. I do believe we are fairly well trained. However, when the hearing process gets to council it all falls apart. Out of 7 councilors, when asked the other night if they had training on quasi-judicial matters – none had. Secondly, they don't want to devote the time to learn. Without any working knowledge – they postpone or turn everything down.
- Have training on the East side of state – possible Saturdays. If plan on attendance by volunteer and community members.
- Need some advanced level training. Our commission and staff have done all the introductory and basic level stuff. On-site is valuable since we are so far from urban centers. Written, video, or internet materials also for the same reason.
- Local workshops would work well.

Legal Issues

- I am continuously frustrated by following the process, the law and the intent of DLCD to have our decisions appealed to LUBA. Who trains LUBA? Where is a “good” definition of practical when applied to a piece of land. The reversal of the “wornock(?)”, LUBA 2001-023 is a poster child for what is wrong. Why do we feel so strongly one way, yet LUBA, looking at the same ORS & OARs feels otherwise. Help.
- Explanations of recent LUBA cases may be helpful. Info on new laws and their application in non-attorney language. Some basic info or list of resources on design (big-box parking lots, what you can and cannot regulate) – planners info (i.e. non-designer designer info). Examples of before and after solutions for access, parking, etc.

Willamette Valley/Urban v. Rest of Oregon/Rural

- I am not on the current planning commission. I learned a lot about planning during my terms however the State of Oregon does not seem to understand conditions unique to Central and Eastern Oregon.
- Local residents are the experts on local environmental problems. [?] for consideration of small areas has been overlooked since the birth of the LCDC. There should be some way in the future to refine this old and painful problem. Sincere thanks and respect for your efforts.
- Small cities are at a substantial disadvantage for planning. Often with little or no funding and mandates from other jurisdictions.
- The DLCD staff rarely visit our meeting. They are generally unresponsive to the specific planning needs of Jackson County. Being based in the Willamette Valley, they focus on their local area, needs, climate, soils and land use patterns. They fail to recognize the unique needs of areas outside their own, i.e. Southern Oregon. They also don't seem to recognize that I-5 goes south. As all of their workshops, meetings and activities are planned in the Willamette Valley area.

- I find the focus of Oregon's land use policies are designed to address the Western/Urban issue base of the Willamette Valley, and as such do not recognize the multiuse issues of residents located in the "resource-bank" of eastern Oregon!

Benefits of Planning

- I participated in the RDI workshops planning for next 20 years of growth in the Fern Ridge area, 1995. Approximately 50 people gathered once a month for nearly a year. The most important issue for limits to growth were identified as drinking water protection. I volunteered to initiate a watershed council, and was instrumental in the formation of the Long Tom Watershed Council, including Eugene and Monroe in Benton County. Protecting the aquifer recharge areas involves managing both solid and liquid waste treatment and recycling, storm water management, and wetland enhancement. A technical hydrologic study including a 6-mile radius outside the UGB will be required to make well-informed decisions about land use, waste disposal, and existing well and septic systems. The quality of life was the second most important issue to citizens of our community.
- The benefits of downtown vitality, density, transportation choice and connected parks/natural spaces needs to be reinforced and disseminated. Public works and building safety divisions need to be encouraged to support good planning and development practices.

Funding and Resources

- Extra staff is financially not a possibility for us. Therefore, low cost or free local training would probably be a better use of our limited funds. It would also be helpful if there were more than one DLCD person available to answer questions for our region. Jon Jinings does a great job and has been very helpful to me personally, but I think his services are really stretched thin. I have also found Dan Meader – Tenneson Engineering in The Dalles to be very helpful. He will answer questions for free. Dan Durow and Dawn Hert at City of The Dalles have also been very helpful to me by answering questions and helping with complicated land use issues. As you can see, I generally rely on more than one person for help with planning issues. If I was better trained I would not need to take up so much of their time with those questions. The things I need the most help with are writing staff reports (evaluating the criteria that I have to work with), and writing land use ordinances. I would very much appreciate help or training with those things.
- Funding needs to be provided for long-range planning efforts in Lane County. More education about the Oregon and local planning programs is needed, its value and accomplishments. The imposition of land use restrictions needs to be balanced with property rights given the passage of ballot measure 7 by Oregon voters.
- We are a small (very) jurisdiction, and have very few funds available to improve, enhance or even maintain current planning resources. Sometimes implementing state-required programs or updates is financially difficult.

Specific Survey Question Comments

- What Ph.D. came up with this?
- Thank you for the opportunity to comment.
- Thanks to DLCDC staff for this survey.
- Most of the items in this survey apply to staff and not volunteers. We have good staff who provide us with materials as needed.
- We can use all the help we can get. Big learning process. I enjoy being involved.
- I appreciate the opportunity to take this survey and I am visiting your website. I am new to the planning commission. I do look forward to serving the community of Aurora. I hope I am open to new perspectives and options for growth in Aurora. Thank you for the opportunity to respond.
- Thank you so much for doing this survey! I hope it produces good results.
- Please be aware that I am still very new to this job and these answers are the best I have. I'm sure they will change as I become more knowledgeable in my job.
- I'm not sure I should have filled this out – I'm not a land use planner.
- Most of this doesn't really apply to a planning commissioner, which I am. Planning staff could provide much better answers than I.
- I look forward to seeing the results of this survey and programs/information that come from the survey. My interest in city planning came out of my involvement with the neighborhood associations and the citizen involvement committee. It has been the neighborhoods number one goal to develop land use training tools for citizens. It is only through a better-educated community that good land use decisions and community planning can be made.
- Taking the time to fill out this questionnaire appears to be a waste of time based on the questions asked.
- Q5 – Apathy except for an occasional issues. Those with agendas well involved, Q7 – in state of flux right now, Q9 – we have had some of these, Q10 – Already heavily impacted by Col.Riv.,, NSA and inflexible mandates, Involvement by the large proportion of Hispanics is very minimal. Too much attention is paid to the newer residents (often part-timers) that try to run the city and often the county. Is our system working? Staff – yes!!! Commission???
- Q19 – It does no good to have all these publications if there is no DLCDC outreach to local governments (in my case a city planning commission) to explain them and let people know they are available. Local planning commission members would be very interested in these, but they do not know that they exist. Local planning staff are too busy with crises and workload to make sure that all these publications and information are passed to commissioners (at least in our case). The information is firewalled above the commission members.

Q-23 – You cannot do some and not others. You need a technical information delivery system, not a menu of choices. Workshops are necessary but not sufficient. 3-ring binders or CD-ROMS are necessary but not sufficient. Think of an entire web of training/educational materials and delivery system. Oregon's community colleges ought to be a delivery network for on-going technical education of local government planning officials. Continuing education! It is not enough to just crank out information products or 1-time workshops. Delivery must be consistent and continuous. Also, there

are different “technical” information needs for a) citizens, b) appointed planning commission or city council members, and c) professional staff. Again, a systematic approach to technical assistance is needed to make sure that information is appropriately written and delivered.

Miscellaneous

- Feel free to call me with questions. I am not sure our participation in a focus group would help you. We do have several publications we have developed for citizens.
- Informed content?
- You have a number on your envelope. If it is tied to my name and address – I’d like any information you could send on alternative sewer solutions.
- Ha, see answer to Q29 [one full-time staff person].
- I don’t feel I am qualified to answer this because I was gone out of state for medical emergency. I have never been involved in a meet. They have had not meetings this so far.
- We are going to be responsible for Measure 7 because of rules you have imposed. Where do we seek relief?
- Wow! That was a lot of questions I had never given thought.
- This questionnaire opens eyes of all the possibilities. Good job!
- All lots of record need to be buildable whether or not they are farm or urban. Earned income should not be a prerequisite for housing. Concentrating population density does not make urban areas a livable area.
- These comments pertain to Lyons. I am also the planner for Sodaville, Silo and Mill City.

Appendix B

Online Survey

Introduction

In an effort to expand the technical assistance and outreach needs audience, Community Planning Workshop created and implemented an online survey based on the written survey distributed to planning commissioners and planning directors.

Technical Assistance and Outreach Needs Analysis Survey



WE NEED YOUR HELP!

The University of Oregon's Community Planning Workshop has partnered with the Department of Land Conservation and Development (DLCD) and the Mid-Willamette Valley Council of Governments to conduct an assessment of planning related technical assistance and public information needs in Oregon. Your participation in this survey is important and will help us gather information from a diverse group of people who work with Oregon's land use planning system in a variety of ways. The information you provide will ultimately be used in developing and delivering technical assistance and public information materials and services that target topics you feel are most critical in your jurisdiction or the jurisdictions you serve. We estimate it will take less than 15 minutes to complete this survey.

We urge you to tell your friends, coworkers, and other interested parties about this survey and encourage them to provide input into this process. This site will remain active until Friday, April 26, 2002.

THANK YOU FOR YOUR TIME!

If you have any questions regarding the survey, please contact Becky Steckler at: rsteckle@darkwing.uoregon.edu

First, we would like to ask you some general questions regarding land use planning.

1. In 1973, the Oregon legislature passed new laws to protect farm land and provide for the orderly planning of new development. This legislation created the Land Conservation and Development Commission, the Department of Land Conservation and Development, and authorized the adoption of statewide goals. Senate Bill 100 also included a provision that every incorporated city and county create a comprehensive plan that complies with the (19) statewide planning goals. The comprehensive plan, created by each community, includes information, policies, and maps that guide local land-use decisions.

According to the scale below, please indicate your level of agreement with the following statements:

- I have a working knowledge of Oregon's planning history.
- I have a working knowledge of general land use planning theory.
- I have a thorough understanding of Oregon's land use planning program.
- I have a thorough understanding of my local land use planning program.

2. Oregon's Statewide Goal 1 stresses the importance of both citizen involvement and providing the opportunity for citizens to be involved in all phases of the land use planning.

- The officials in my area make an effort to educate citizens about the planning process.
- The officials in my area are responsive to citizens concerns about planning issues.
- I feel that I have the opportunity to provide input on planning related issues.

I feel that I have the opportunity to provide input on planning related issues.

3. How often do you attend planning commission meetings or planning related public hearings?

Now we would like to ask you some questions about training and assistance.

4. According to the scale below, please indicate how important it is for you to have access to information on the following general planning issues:

- | | | | |
|---|------------------------------------|---|--|
| <input type="text" value="Q4 coastal plannin"/> | Coastal planning | <input type="text"/> | Citizen involvement |
| <input type="text" value="Q4 Economic deve"/> | Economic development | <input type="text" value="Q4 Goal exception"/> | Taking goal exceptions |
| <input type="text" value="Q4 farm forest land"/> | Farm and forest land protection | <input type="text" value="Q4 Natural resourc"/> | Natural resource protection |
| <input type="text" value="Q4 growth manage"/> | Growth management | <input type="text" value="Q4 codes rules sta"/> | Codes, rules, and statutes |
| <input type="text" value="Q4 housing"/> | Housing | <input type="text" value="Q4 Urban growth b"/> | Urban growth boundary expansion |
| <input type="text" value="Q4 infrastructure de"/> | Infrastructure development/funding | <input type="text" value="Q4 PAPAs Periodic"/> | Post-acknowledgement plan amendments and periodic review |
| <input type="text" value="Q4 legal issues tak"/> | Legal issues/takings | <input type="text" value="Q4 Permitting"/> | Permitting |
| <input type="text" value="Q4 minerals aggreg"/> | Mineral and aggregate planning | <input type="text" value="Q4 Variance Except"/> | Variations |
| <input type="text" value="Q4 natural hazards"/> | Natural hazards | <input type="text" value="Q4 Rezoning Proce"/> | Rezoning processes |
| <input type="text" value="Q4 transportation"/> | Transportation | <input type="text" value="Q4 urban design"/> | Urban design |
| <input type="text" value="Q4 wetlands"/> | Wetlands | | |

Other, please specify

5. Choosing from the planning issues above, please indicate the top three land use issues that your community will face in the next three years.

1.
2.
3.

Now, we would like to ask some questions about how well Department of Land Conservation and Development (DLCD) resources are utilized.

6. How frequently do you use the Internet to access planning-related materials?

7. How often do you visit the Department of Land Conservation and Development (DLCD) website and how useful do you feel it is?

Frequency

Usefulness

8. Overall, do you feel that written and web-based materials provided by DLCD are helpful?

Now, we would like to ask some questions about how well Department of Land Conservation and Development (DLCD) resources are utilized.

9. How do you receive new planning information? Please check all that apply.

Person to Person

- DLCD Staff
- Staff at your local council of government
- Planning staff or planning commissioners
- Other planning professionals (consultants, academics, etc.)

Publications

- DLCD publications, including website
- Newspaper Articles
- Planning books or magazines
- Government documents (other than DLCD) referring to planning policies

Other Sources

Attending conferences, please specify

Attending workshops, please indicate most common sponsor

Internet sites other than DLCD website, please specify

Other sources, please specify

10. In what format would you prefer to see technical assistance and outreach materials delivered?

Please check all that apply.

Paper Based Materials

- Informational brochures (limited, key facts)
- Pamphlets
- Short manuals/workbooks (paper-based)
- Technical documents (paper-based)

Electronic Materials

- Internet websites
- CD-ROM
- Computer files (Word, PDF, PowerPoint)

Other Materials

- Video training sessions
- Training workshops

Other materials, please specify

Q10 other

By providing us with the following information, we will be better able to address the planning needs your community.

11. What region of Oregon do you live in?

12. What is your occupation?

13. What geographic area do you cover for planning related activities?

14. Please share any other comments you have in the space provided below.

Q14 Comments

To submit the survey, please scroll to the top of the page and press the "submit" link.

Thank you for completing the survey!

Online Survey Results

CPW had limited success with the online survey. The online survey was not part of the original scope of work and was not included in the budget. However, DLCDC, Mid-Willamette Valley COG, CPW and the Advisory Committee felt it was important to attempt to expand the population that could provide information about technical assistance and outreach needs. The survey was accessible online between April 2 and April 26 and received 71 responses.

The online survey was designed to increase the audience to assess technical assistance and outreach needs as perceived by the wider Oregon planning community. As noted in Chapter 3, the limited number of responses does not allow for analysis by role or region. However, responses and comments help to better understand technical assistance and outreach needs of those involved with planning throughout Oregon.

Overall, online survey respondents indicated they were more knowledgeable about statewide and local land use history, theory, and planning issues than written survey respondents. The most significant difference between online and written survey respondents was that 70% of online respondents indicated that they either agreed or strongly agreed that they have a thorough knowledge of Oregon's or the local land use planning program, compared to 45% of mailed survey respondents.

When asked about citizen involvement efforts, online respondents differed significantly from mailed survey respondents, as shown in Table B-1. Over half (54%) of online respondents agreed or strongly agreed that their citizens are knowledgeable about local and statewide issues. Similar to the mailed survey respondents, online survey respondents indicated that more citizens were involved than they were knowledgeable about local and state planning issues.

Table B-1. Citizen Knowledge and Involvement

	Online Survey	Mailed Survey
agreed or strongly agreed that their citizens are knowledgeable about local issues	54%	29%
agreed or strongly agreed that their citizens are knowledgeable about statewide issues	50%	19%
agreed or strongly agreed that their citizens are involved in local planning issues	68%	43%

Source: Technical Assistance and Outreach Needs Analysis Survey, CPW, 2002

When asked to rank general planning topics in order of importance in receiving technical assistance information, respondents split their responses across the topics. The top planning topics include UGB

expansion, natural resources, growth management and transportation. Economic development and infrastructure development were the 7th and 10th ranked topics, respectively, compared to being the first and third ranked topics in the mailed survey.

Online survey respondents use the internet more often for planning related materials compared to mailed survey respondents. Sixty-one percent of respondents use the internet for planning related sights often, 29% use it occasionally, and only 11% never use the internet for planning related information. **Table B-1** shows the frequency of visits to the DLCD website by online respondents. **Table B-2** shows the perceived usefulness of the DLCD website.

Table B-1. Frequency of Use of the DLCD Website

	Percent
never	27%
occasionally	58%
often	16%

Source: Technical Assistance and Outreach Needs Analysis Survey, CPW, 2002

Table B-2. Usefulness of DLCD Website

	Percent
not useful	5%
somewhat useful	49%
very useful	20%
not applicable	25%

Source: Technical Assistance and Outreach Needs Analysis Survey, CPW, 2002

These results contrast with the mailed survey as 73% of respondents use the DLCD website occasionally or often, compared to only 32% of mailed survey respondents. Usefulness of DLCD website was similar between the two surveys, with 5% of online respondents and 10% of mailed survey respondents indicating that the DLCD website is not useful. Overall, 63% of online survey respondents found DLCD written and web-based materials useful, 11% did not find them useful, and 27% do not use DLCD written or web-based materials.

A greater percentage of online survey respondents (69%) rely on newspaper articles as their top source of planning related information, compared to 45% of mailed survey respondents. The next most relied upon sources of information are other planning professionals (consultants, academics, etc.) (62%), planning books or magazines (61%), and government documents (61%). Almost half of all respondents (45%) indicated that they receive new planning information from the Oregon Planning Institute conference sponsored by the Oregon Chapter of the American Planning Association.

Finally, online survey respondents were asked what format they preferred to see technical assistance and outreach materials delivered. Unlike mailed survey respondents who preferred short brochures, online survey respondents overwhelmingly preferred internet websites (75%). After internet websites, the top delivery vehicles are training workshops (52%), short manuals/workbooks (49%), informational brochures (45%), and computer files (42%).

Online Survey Comments

Q-4. Which of the following workshops and resources do you believe would increase your knowledge about local and statewide planning issues and encourage you to become more involved in local planning issues? The following comments are responses listed in the “other” category:

- Measure 7 updates; National planning policy
- Contacts for questions & info
- Intergovernmental coordination / cooperation
- FUNDING FOR PUBLIC ACCESS - STUDY TAX OPTIONS FOR SUPPORT
- ESA progression
- Unbiased news and reporting of current land use projects going on in the state
- Access to property assessment and ownership records including property that has recently sold
- Pedestrian & Bike
- reasons and projections for each
- Private sector/nonprofit planning efforts (i.e. what's being done outside of gov't.)
- Clarification: Survey unclear, but we need these more from State than local (we know local)
- The type and extent of development in various areas -- for example, annual data on new dwelling units outside UGB's versus inside

Q-10. In what format would you prefer to see technical assistance and outreach materials delivered?

- Sample documents; Best Practices Policy
- PUBLIC HEARINGS, RADIO AND NEWSPAPER
- Small-group speakers
- Outreach to general public should be done through traditional media- TV and radio
- Do it all over the computer

Q-14. General Comments

- SIMPLY NOT ENOUGH AVAILABLE PUBLIC NOTICE AND ACCESS - VERY SECRETIVE
- Although this varies around the state (generally, I find Rural Field reps to be excellent) the Field Reps for DLCD are often stretched too thin, and there is a lack of clarity about who is the expert on certain topics - which is confusing for those trying to get

interpretation or guidance about the OARs from DLCD. For local governments, it seems sort of like "bait and switch" in terms of policy review and acknowledgement. Especially as we move into a time when we are re-thinking (in a positive way) how we do planning in Oregon, it is important that the state show leadership, not only in upholding/enforcing the current interpretation and status of OARs, but they should give attention and high level staff resources to thinking about new and better ways to make planning better. And the "way we've always done it" is NOT necessarily the best way.

- I am in Clark County - so DLCD is not much of a resource for me.
- Measure 7 was just the tip of the iceberg. While planning in Oregon deserves much of the credit it receives, this has also bred complacency and arrogance within the planning community, practitioners and academics alike. Too often, we, as planners, think
- I am the DLCD Regional Representative for Central and Eastern Oregon (Rural).
- I am not a land use planner. I work in redevelopment and housing. Your survey did not include these areas to any appreciable degree. Get rid of the land use bias in assessing and addressing planners.
- I am a city Parks Planner - focusing on public involvement.
- Oops, the check boxes in this survey weren't working (couldn't select).

I think most professional planners learn a lot by talking with other planners through phone calls and meetings with local and regional contacts. DLCD's most important resource for us are the grants (TGM, periodic review) that allow us to hire outside

- There is a disconnect in citizen involvement/participation in land use planning and zoning. Government too often attempts to control and direct the citizen input and creates an atmosphere of distrust and suspicion. Since citizen involvement is Goal 1 of RUGGO, it would seem that it has received truly short shrift and been totally orchestrated by the needs of planners and the officials whom they serve. We can do better and make the end product much more palatable and generally accepted. How? Need more room than this box provides. Speaking of control.
- Nice Survey. I hope more people respond. Thanks
- There is no way to OVERSHARE professional information. The more ways to communicate, the better.
- Live both in Portland and in Tillamook County in Rockaway. Estuary planning is important; so is supporting the sports fishing industry and keeping the two hatcheries in Tillamook County open.

- No agency/conference in OR provides technical overview for new practitioners from out of state; Rules are too broadly stated or assumption is that all planners were trained in OR school. Texts (e.g., Rohse) are out of date.

State personnel are inconsistent in their advice from one to another; and their advice often veers from the printed rules and statutes. This leaves local planners vulnerable to suits.

- it might have been good to have a question about how long the respondent has worked in planning in Oregon. I just moved here and am therefore familiar with Oregon planning issues yet.
- We LOVE all the model development manuals that the TGM program is doing!!
- I'm an ardent supporter of SB 100, but it suffers from one major design flaw: it contains no provisions for monitoring the effects of state policies. For example, even after 25 years of using urban growth boundaries, no one in this state really knows how much development occurs each year inside and outside those boundaries. Land use data are available in 276 cities and counties, but (with the exceptions of some data on housing and resource land) no one aggregates or analyses such information for the state. LCDC and the legislature thus are "flying blind" when it comes to setting policy on land use. The state needs to designate some agency to gather and analyze such data annually, and it needs to require local governments to submit such information to the state and allocate money for them to do so.
- DLCD (especially Ron Eber) has been very helpful in educating our office on the issues and history of farmland protection in Oregon. thank you, F.X.Rosica
- Citizen Involvement is important, but also extremely frustrating. It is very, very difficult for city officials do continue to do their job effectively and be responsive to requests by citizens and city councils if budgets continually are cut and staff is being reduced. Public officials are being put in impossible positions.

Appendix A

Mailed Survey Responses

Introduction

Community Planning Workshop sent out over 1,400 surveys to planning directors and commissioners throughout Oregon.

The Technical Assistance and Outreach Material Needs Assessment survey included several opportunities for respondents to provide written comments. The comments are presented in the order they were transcribed and are organized within broad categories by each survey question.

Technical Assistance and Outreach Needs Analysis Survey

Thank you for taking a few moments to fill out this survey. The information you provide will aid the Community Planning Workshop (CPW) and the Department of Land Conservation and Development (DLCD) in developing and delivering technical assistance and public information materials and services that target the planning topics you feel are most critical in your jurisdiction. We estimate it will take approximately twenty minutes to complete this survey. When you are done, please return the entire survey in the postage paid envelope provided.

First, we would like to ask you some general questions regarding land use planning.

Q-1. In 1973, the Oregon legislature passed new laws to protect farm land and provide for the orderly planning of new development. This legislation created the Land Conservation and Development Commission, the Department of Land Conservation and Development, and authorized the adoption of statewide goals. Senate Bill 100 also included a provision that every incorporated city and county create a comprehensive plan that complies with the (19) statewide planning goals. The comprehensive plan, created by each community, includes information, policies, and maps that guide local land-use decisions. According to the scale below, please indicate your level of agreement with the following statements:

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Not Sure
I have a working knowledge of Oregon's planning history.	1	2	3	4	5	N/S
I have a working knowledge of general land use planning theory.	1	2	3	4	5	N/S
I have a thorough understanding of Oregon's land use planning program.	1	2	3	4	5	N/S
I have a thorough understanding of my local land use planning program.	1	2	3	4	5	N/S

Now, we would like to ask some general questions about citizen involvement in your jurisdiction.

Q-2. Does your jurisdiction provide informative materials to educate citizens about land use planning and encourage their involvement?

- Yes
- No (Skip to Q-4)
- Don't know

Q-3. If you answered yes to Q-2 (above), what informative materials does your local planning office provide? Please check all that apply.

- Publications developed by DLCD
- Other state agency material (ODOT, etc.)
- Web-based material provided by your jurisdiction
- Planning brochures your jurisdiction has developed
- Don't know
- Other (specify) _____

Q-4. Oregon’s statewide planning Goal 1 stresses the importance of both citizen involvement and providing the opportunity for citizens to be involved in all phases of the land use planning. According to the scale below, please indicate your level of agreement with the following statements:

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Not Sure
Citizens in my jurisdiction are knowledgeable about local planning issues.	1	2	3	4	5	N/S
Citizens in my jurisdiction are knowledgeable about statewide planning issues.	1	2	3	4	5	N/S
Citizens in my jurisdiction are involved in local planning issues.	1	2	3	4	5	N/S

Q-5. Which of the following workshops and resources do you believe would increase citizen knowledge about local and statewide planning issues and encourage them to become more involved in local planning issues? Please check all that apply.

- Workshops for your community’s planning staff and elected/appointed officials on how to engage citizens in the planning process
- Guides and manuals for your community’s planning staff and elected/appointed officials about how to engage citizens in the planning process
- General outreach materials about the planning process and concepts
- Outreach activities to engage citizens in the planning process
- Provide planning information in Spanish
- Other (specify) _____
- None of these resources or materials listed would help local citizens become more knowledgeable and involved.

Q-6. If you are using techniques that are successful in involving your jurisdiction’s citizens, describe what they are and why they are working so well.

Next, we would like to ask some questions about future planning activities in your jurisdiction.

Q-7. What elements of your comprehensive plan do you anticipate you will update in the next 1– 3 years? Please check all that apply.

- | | |
|---|--|
| <input type="checkbox"/> Applying the Unincorporated Communities Rule | <input type="checkbox"/> Transportation system plan |
| <input type="checkbox"/> Buildable lands inventory | <input type="checkbox"/> Urban growth boundary expansion |
| <input type="checkbox"/> Coordinating population projections | <input type="checkbox"/> Urban reserve planning |
| <input type="checkbox"/> Downtown revitalization plan | <input type="checkbox"/> Overall update of comprehensive plan |
| <input type="checkbox"/> Economic opportunities analysis | <input type="checkbox"/> Update of zoning and development code |
| <input type="checkbox"/> Hazard planning | |
| <input type="checkbox"/> Public facility planning | |
| <input type="checkbox"/> Natural resource inventory (Goal 5) | |
| <input type="checkbox"/> Citizen involvement | |

Other (specify) _____

Q-8. Of the elements you marked in Q-7, which activity do you anticipate you will need the most technical assistance completing? _____

Now, we would like to ask some questions about your technical assistance needs.

Q-9. On which of the following topics would you prefer to receive technical assistance? Please indicate your preference for written materials, workshops, or both, and circle all that apply.

	Written Materials		Workshops	
	Yes	No	Yes	No
Citizen involvement	Yes	No	Yes	No
General planning information and process materials for new residents	Yes	No	Yes	No
How to conduct a hearing	Yes	No	Yes	No
Legislative changes to the Oregon Revised Statutes (ORS)	Yes	No	Yes	No
Ongoing training materials	Yes	No	Yes	No
Preparing legally defensible findings	Yes	No	Yes	No
Quasi-judicial process	Yes	No	Yes	No
Training materials for new planning commissioners	Yes	No	Yes	No
Updating zoning codes and other implementing ordinances	Yes	No	Yes	No
Other (specify)	Yes	No	Yes	No

Q-10. On a scale of 1 to 3, how important is it for your jurisdiction to have access to information on the following general planning issues?

Index #		Not Important	Important	Very Important	Not Sure	Not Applicable
1	Coastal planning	1	2	3	N/S	N/A
2	Economic development	1	2	3	N/S	N/A
3	Farm and forest land protection	1	2	3	N/S	N/A
4	Growth management	1	2	3	N/S	N/A
5	Housing	1	2	3	N/S	N/A
6	Infrastructure development/funding	1	2	3	N/S	N/A
7	Legal issues, takings	1	2	3	N/S	N/A
8	Mineral and aggregate planning	1	2	3	N/S	N/A
9	Natural hazards	1	2	3	N/S	N/A
10	Transportation	1	2	3	N/S	N/A
11	Wetlands	1	2	3	N/S	N/A
12	Citizen involvement	1	2	3	N/S	N/A
13	Goal exception	1	2	3	N/S	N/A
14	Natural resource protection	1	2	3	N/S	N/A
15	Other (specify)	1	2	3	N/S	N/A

Q-11. Choosing from the planning issues in Q-10 (above), please list the index number corresponding with the top three general planning issues that your community will face in the next three years.

1. _____ 2. _____ 3. _____

Q-12. On a scale of 1 to 3, how important is it for your jurisdiction to have technical assistance materials and/or workshops for the following specific planning issues?

Index #		Not Important	Important	Very Important	Not Sure	Not Applicable
1	Urban growth boundary expansion	1	2	3	N/S	N/A
2	Post-acknowledgement plan amendments and periodic review	1	2	3	N/S	N/A
3	Transportation system plans	1	2	3	N/S	N/A
4	Urban Growth Management agreement	1	2	3	N/S	N/A
5	Transit oriented development	1	2	3	N/S	N/A
6	Natural hazard planning	1	2	3	N/S	N/A
7	Water and sewer planning	1	2	3	N/S	N/A

8	Riparian, wetland and open space protection	1	2	3	N/S	N/A
9	Model ordinances	1	2	3	N/S	N/A
10	Enterprise zones	1	2	3	N/S	N/A
11	Other (specify)	1	2	3	N/S	N/A

Q-13. Choosing from the planning issues in Q-12 (above), please list the index number corresponding with the top three specific land use issues that your community will face in the next three years.

1. _____

2. _____

3. _____

Now, we would like to ask some questions about how Department of Land Conservation and Development (DLCD) resources are used.

Q-14. Do you feel that the technical assistance/outreach material and DLCD staff available to you are:

Technical/Outreach Materials

- Not adequate
- Adequate
- More than adequate
- Not sure

Staff Resources

- Not adequate
- Adequate
- More than adequate
- Not sure

Q-15. How often do you visit the Department of Land Conservation and Development (DLCD) website and how useful do feel it is?

Frequency

- Never
- Occasionally (about once per month)
- Often (once or more per week)
- No Internet access

Usefulness

- Not useful
- Somewhat useful
- Very useful
- Not applicable

Q-16. How frequently would you like your DLCD regional representatives to attend your planning commission meetings or other local functions?

- Never
- Occasionally (once or twice per year)
- Often (three or more times per year)
- Not sure

Q-17. Overall, how would you rate your interactions with DLCD staff on technical issues?

- Not helpful
- Somewhat helpful
- Helpful
- Very helpful
- I do not contact DLCD

Q-18. Overall, do you feel that written and web-based materials provided by DLCD are useful?

- Yes
- No
- I have not used any materials provided by DLCD

Q-19. The following is a list of materials that are currently available from the Department of Land Conservation and Development. Please indicate whether you have reviewed the materials, and if so, let us know how useful you find them.

	HAVE REVIEWED		Usefulness			
	Yes	No	Not Useful	Useful	Very Useful	Not Applicable
Growth Management						
Coordinated Population Forecasting Bulletin	<input type="checkbox"/>	<input type="checkbox"/>	1	2	3	N/A
Inside the Boundaries (pdf)	<input type="checkbox"/>	<input type="checkbox"/>	1	2	3	N/A
Planning for Residential Growth: A Workbook for Oregon's Urban Areas	<input type="checkbox"/>	<input type="checkbox"/>	1	2	3	N/A
General Planning						
A Guide to Land Use Planning for Aggregate in Oregon	<input type="checkbox"/>	<input type="checkbox"/>	1	2	3	N/A
Overview of Local Government Planning Functions	<input type="checkbox"/>	<input type="checkbox"/>	1	2	3	N/A
Tools of the Trade Handbook	<input type="checkbox"/>	<input type="checkbox"/>	1	2	3	N/A
Citizen Involvement						
How to Put the People in Planning	<input type="checkbox"/>	<input type="checkbox"/>	1	2	3	N/A
How to Put the People in Planning: Citizen Initiated Enforcement Orders	<input type="checkbox"/>	<input type="checkbox"/>	1	2	3	N/A

	HAVE REVIEWED		Usefulness			
	Yes	No	Not Useful	Useful	Very Useful	Not Applicable
Hazard Planning						
Appraisal of Chronic Hazard Alleviation Techniques	<input type="checkbox"/>	<input type="checkbox"/>	1	2	3	N/A
Natural Hazards Technical Resource Guide	<input type="checkbox"/>	<input type="checkbox"/>	1	2	3	N/A
URBAN DESIGN						
Commercial and Mixed Use Development Code Handbook	<input type="checkbox"/>	<input type="checkbox"/>	1	2	3	N/A
Infill and Redevelopment Code Handbook	<input type="checkbox"/>	<input type="checkbox"/>	1	2	3	N/A
Model Development Code and User's Guide for Small Cities	<input type="checkbox"/>	<input type="checkbox"/>	1	2	3	N/A
Neighborhood Street Design Guidelines	<input type="checkbox"/>	<input type="checkbox"/>	1	2	3	N/A
Smart Development Code Handbook and Appendix	<input type="checkbox"/>	<input type="checkbox"/>	1	2	3	N/A
TRANSPORTATION						
Implementing the Oregon TPR	<input type="checkbox"/>	<input type="checkbox"/>	1	2	3	N/A
The Principles of a Balanced Transportation Network: Implementing the Oregon Transportation Planning Rule	<input type="checkbox"/>	<input type="checkbox"/>	1	2	3	N/A
COASTAL PLANNING						
A Citizens Guide to Oregon's Coastal Management Program	<input type="checkbox"/>	<input type="checkbox"/>	1	2	3	N/A
Chronic Coastal Natural Hazards Model Overlay Zone	<input type="checkbox"/>	<input type="checkbox"/>	1	2	3	N/A
Erosion Impacts Along the Oregon Coast Report	<input type="checkbox"/>	<input type="checkbox"/>	1	2	3	N/A
Rational Analysis of Setback Distances: Applications to the Oregon Coast	<input type="checkbox"/>	<input type="checkbox"/>	1	2	3	N/A
The Water Quality Model Code and Guidebook move to General	<input type="checkbox"/>	<input type="checkbox"/>	1	2	3	N/A

Q-20. Are there any additional materials either from DLCDC or other sources that you find useful other than those listed in Q-19? If so, please list the title and give a brief description.

Q-21. If you had access to enough funding to create one technical assistance guide or public outreach material for your jurisdiction, what would you produce and what information would it include?

Next, we would like to ask you some questions about your preferred form of technical assistance materials.

Q-22. How do you receive new planning information? Please check all that apply.

- Talking to colleagues (APA, peers, etc.)
- DLCD staff
- DLCD publications, including website
- Staff at your local Council of Government
- Newspaper articles
- Planning books or magazines articles
- Government documents referring to planning policies
- Planning staff or planning commissioners
- Attending annual conferences

Please specify _____

- Attending topical workshops when offered

Please indicate most common sponsor _____

- Internet sites other than the DLCD website

Please specify _____

- Other (please specify) _____

Q-23. In what format would you prefer to see technical assistance and outreach materials delivered? Please check all that apply.

- Short brochures (limited, key facts)
- Extensive manuals (paper-based)
- Internet websites
- CD-ROMs
- Computer files (Word, Adobe Acrobat, PowerPoint, PDF etc.)
- Video training sessions
- Regional training workshops
- Local training workshops
- Other (specify) _____

Next, we would like to ask you some questions about funding planning activities.

Q-24. Do you need information about grant funding sources to finance local planning activities?

- Yes
- No
- Not sure

Q-25. Do you feel like your planning program is adequately funded?

- Yes
- No
- Not sure

By providing us with the following information, we will be better able to address the planning needs of your community.

Q-26. What jurisdiction do you work for or represent?

City of _____ or _____ County

Q-27. What is your planning role in your jurisdiction and how long have you been in that role?

- Planning Director/Staff _____ Years
- City Administrator/Recorder _____ Years
- Planning Commissioner _____ Years
- Elected Official _____ Years
- Council of Government staff _____ Years
- Other (specify) _____ Years

Q-28. What is the current population of your jurisdiction?

- Less than 2,500
- 2,501 – 15,000
- 15,001 – 40,000
- 40,001 – 100,000
- More than 100,001

Q-29. How many full-time equivalent planning staff (including administrative and contract employees) currently work for your jurisdiction? _____

Q-30. How frequently do you use the Internet to access planning-related materials for work related purposes?

- Never
- Occasionally
- Often
- I do not have Internet access

Q-31. Please share any other comments you have in the space provided below.

We sincerely value your responses and thank you for taking the time to fill out this survey.

Please mail your answers back in the postage-paid envelope provided.

Transcript of Survey Comments

Q-6. If you are using techniques that are successful in involving your jurisdiction's citizens, describe what they are and why they are working so well.

Local Organizations and Associations

- Neighborhood associations are working for well for us. We take their input sincerely.
- We are achieving semi-success appealing to core group of involved citizens in the area and business development and economic development in identifying future goals and objectives. As long as we maintain our focus and motivation, we will be successful. The issue is getting more individuals and businesses involved.
- Plenty of volunteer offers for city projects. The key is to identify someone to drive the project.
- Local 1000 Friends affiliate.
- The strategic planning process which created the village circulation plan did produce citizen involvement.
- We have re-activated our county CCI. While it may not be working perfectly, it is increasing the perceived importance of citizen involvement by the county commissioners and the planning commissioners.
- Minimum required public hearings on various issues.
- Citizens are encouraged to be involved by joining neighborhood associations and become part of the process. It is successful for those who have the time and commitment to the community.
- I participated in Veneta TransPlan, comprehensive land use evaluation and periodic review process. Interested parties were invited and we had good response from our community.
- Pre application meeting for developers – what are the issues? Pre application meeting for neighbors – what are the solutions?
- Most CAC's for periodic review projects are self-selected (not appointed).
- Local planning advisory committees.
- We have very active local organizations that ensure public awareness; Eugene is politically very involved in land issues.
- Neighborhood association committees and citizen participation organizations.
- We have a committee for citizen involvement that seems to help. The hard part is engaging people in the system the first time.
- Neighborhood meetings – they care about issues affecting them.
- Resident task force – provides representation and communication.
- Public hearings.
- We use citizen forum and research committees to advise planning and council members.

- Property owner mailed notification. Provide individual notice to those that may be impacted.
- Neighborhood program where neighborhood committees have an individual that stays tuned to planning issues in neighborhood. Reached some but all citizens.
- Steering committee to involvement; resources spent on a central office and neighborhood involvement; access to decision-making.
- Local planning commission meetings and city council meetings are televised; local newspaper coverage; call-in radio is most used in Lincoln city; devils lake water district provides several workshops annually.
- Neighborhood organizations are motivated and active.
- By keeping an official open door policy, citizens know (and have) that they can speak to us openly on any issue. Above all else, we treat all citizens as customers.
- Long range planning more often than not includes a citizen advisory committee; our citizen involvement program establishes neighborhood associations when in turn are provided with direct info and staff are available to attend these meetings as resources.
- Local voluntary community beautification committee with a planning commission member involved.

Open Houses and Other Community Events

- We have used “Open houses” to present and discuss special projects such as wetlands inventory work, transportation plans, open space/storm water detention plan.
- I ask citizens if they have heard about legal concerns and ask them to attend a meeting and voice their opinions. This educates the public about current issues.
- Our county revised our citizen involvement program and established a independent committee for citizen involvement.
- Listening to the people – they know what they want their community to be.
- Community activities and food.
- Master planning – charrettes; sense of ownership and accomplishment.
- Current Planning – Web-based information; efficient.
- Long Range planning – town halls, workshops, and web resources, combination of approaches.
- Metro’s “coffee talks”- went to people where they were and provided facilitated discussion. People became very engaged and eager for more.
- Special web pages on specific area plans; more detailed notices; open houses; area specific workshops; citizen advisory committees; functional topic sub-committees.
- Technical advisory committees to advise both citizens, shareholders and staff. Traditional planning commission work sessions – formal hearings. Computer handouts for every land use approval process.
- Encourage discussion at hearings / take all potentially controversial issues to public hearings.
- Community meetings to update the comp plan and zoning – broader notice than required by statutes for land use decisions.
- Town meeting workshops; public hearings; task forces; newspaper articles; flyers in utility bills.

- We have an outreach program through a special committee that is probably doing about as well as can be expected. Only high visibility cases are likely to get more people invited.
- Community social events offering food, door prizes, and information.
- Community meetings at local school in evening bringing together state and local agencies and staff and planning commission to discuss concerns and issues for development of rules.
- Community meetings.
- Proactive CCI prepares materials that address local needs; multi faceted outreach provides opportunities for more participants and continual follow-up to those who become involved.
- Ad-hoc committees – they are formed to address specific issues; they work well because of the focus / direction on specific assignment.
- The planning director is easily accessible to anyone in the community that has a land use question or issue.
- Regularly scheduled public meetings to involve the citizens in local planning activities; securing outside consultants to analyze and present materials
- Citizen advisory groups for rural community updates as well as updates to EFU zone.
- Countywide citizen based 2020 vision; CPW or U of O.
- Planning staff/elected officials have gone door to door in community.
- Comprehensive Plan workshops.
- Citizen committees; citizen workshops.
- Public workshops for rural area planning process.
- Present any issue that might change their status quo.
- Citizen involvement advisory committees.
- Hold local forums to discuss planning issues with local citizens.
- Public hearing; citizen involvement committee.
- Close ties with CPO's; regularly exceed state notification standards.
- Newspaper articles and general media:
- We are not. We would like to do more. How about preparing newspaper articles that could be given to newspaper to distribute?
- We use visioning workshops. We invite community involvement through a community newsletter sent out with the water/sewer bill.
- Media attention to planning issues is the single most important avenue to citizen awareness.
- Meetings are listed in local paper and Roseburg paper.
- Town meetings and newspaper articles. I don't know if that are working so well.
- Newsletter, planning advisory program, annual report, maintaining a contemporary planning process.
- Local papers normally cover planning issues; press releases on items from planning commission. Not much citizen input unless controversy is raised.
- Newspaper articles on current land use issues/ controversies are helpful

- Broader notification than required for properties nearby to planning issue site. Citizens here seem to have great interest in some planning issues and local politics in general.
- Newspaper articles, notification letters.
- Newspaper involvement gets information to the central public; public comment opportunity at the start of each commission; open relationship with local watchdog planning groups.
- City news letter keeps citizens informed of all meeting dates, locations, hearings, activities and decisions, and opening on boards or panels.
- Prompt notices letter keeps citizens informed of all meeting dates, locations, hearings, activities, and decisions.
- Public notices; word of mouth; small town atmosphere.
- Issues that arise are noted in city quarterly newsletter. Those interested contact city office for more info.
- Televised meetings and a few workshops have an amazing effect involving the local populace.
- Newspaper ads; asking for citizen involvement in committees.
- Town hall meeting; public notice of hearings.
- Public notices in local paper are mandated.
- Newsletters; public notices; websites information; public education and outreach.
- Provide notice requirements as required by ORS for land use planning and development applications.
- Yearly state of the city with chili cook off. Prizes and recognition awarded.
- Newsletter well written.
- Community newsletter.
- Mailing notices of planning meetings; legislative and quasi-judicial meetings; news articles; committee appointments.
- Newsprint for those that read w/zoning issues, land use events.
- Information available via Internet; press releases; good working relations with members of the press.
- Local/public access TV of public hearings; broadcast is live; real time and well viewed.

Difficulty in Involving Citizens

- It is difficult to get a substantial number of citizens involved in this complex process no matter how it is presented.
- We try to use a variety of techniques to expand coverage. No single technique alone is sufficient. We have seen increased use of the internet – both to access information and to provide written testimony.
- Aurora has recently done sewer facilities in the city. When the citizens see and are engaged in such plans, they want to be involved.
- Would like to know – we need more credible citizens within the city. Most people live outside the city limits for good reason.

- Announce that something might cost the citizen money and they will come out to meetings where concerns and issues are discussed.
- No previous citizen involvement techniques have been promoted for an extended period of time due to instability of planning functions.
- Any proposal that generates negative feelings seems to excite large numbers of people. Nothing else seems to work.
- The planning commission and city council are at odds as to how to proceed in overall planning needs using measure 7 as a opt out.
- My experience of over 25 years leads me to believe except in a small percentage of a population, people only become involved when they perceive an issue directly impacts their home or their behavior. People lead busy lives!
- Lack of resources prevent citizen involvement.
- The only thing that gets people involved is an issue directly affecting them.
- We need jobs here –m trying to import more jobs is the most important issue.
- Citizen involvement comes from the negative, if their property is involved.
- Citizens though are antagonistic seem to be helpful in some cases; they are a local citizens group.
- We are developing a better citizen involvement program now.
- We have a citizen involvement program that is modestly successful.
- One on one basis (conversation) when citizens are concerned about a specific issue. Newsletter; copies of various materials are dispersed at that times and during meetings.

Q-8. Of the elements you marked in Q-7, which activity do you anticipate you will need the most technical assistance completing?

Comprehensive Plan Element	Number of Responses
Update of Zoning and Development Code	57
Transportation System Plan	55
Overall Update of Comprehensive Plan	51
Natural Resource Inventory	44
Urban Growth Boundary Expansion	43
Downtown Revitalization Plan	42
Economic Opportunities Analysis	41
Buildable Lands Inventory	19
Public Facility Planning	19
Hazard Planning	16
Coordinating Population Projections	13
Citizen Involvement	12
Urban Reserve Planning	10

Applying the Unincorporated Communities Rule	6
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Other

- Coastal Shorelands (Goal 17)
- Design guidelines for downtown
- Wetlands and riparian mapping
- Parks development
- Clear UGB guidelines
- Storm water drainage
- Creating mixed-use opportunities
- Revenue to complete periodic review
- Periodic review
- Low income housing
- Hispanic participation
- Drinking water protection
- Steep slope planning
- Transportation utility fee
- Reducing the human footprint
- Cell tower rules – immediate need
- Endangered species
- None – just need money to complete plan
- Anything which “pits” the “It’s my land” group and the “Save the earth” groups...they have to learn to work together!
- Nodal development
- Goal 9 (Economic Development) and 10 (Housing) analysis
- Freshwater, wetlands inventory
- Rural lands issues
- Grey areas of exception lands
- Zoning and subdivision ordinance updates
- Wetlands and waterway protection
- Sewer feasibility study
- Historic resources

Q-20. Are there any additional materials either from DLCD or other sources that you find useful other than those listed in Q-19? If so, please list the title and give a brief description.

General Comments

- Getting to Goal 5 - Addressing wetlands, riparian corridors, wild life habitat, and the endangered species Act in a unifying natural resource protection program. Getting to Goal 10 - How to build a wider variety of housing types for all income levels.
- Most all of above did not know why exist.
- Local staff has not made a big effort to let us know how to get materials.
- Smart Growth
- League of Oregon Cities "City Center" web site
- Not having had the opportunity to review these materials. I am not sure these additional materials needed.
- City recorders guide to land use planning - 1993, Tennison Engineering Planning commission training manual - 1999, Planners Training Team. Small town image development and marketing guide - 2001, ODOA.
- Umatilla County land use development code, Umatilla County Comprehensive plan; Umatilla County TSP.
- You have never offered any publications to me in the past.
- This is the first time I have been made aware these helpful publications even exist.
- APA manuals, Metro citizen involvement publications, OSBA articles on takings and private property court cases, Scenic America (a national NGO advocacy/planning organization dealing with scenic protection), my library of planning books and files (I'm a professional planner and landscape architect)
- Main Street - When a highway runs through it, A handbook for Oregon communities.
- Haven't really thought about it. Will have to take a look at some of these.
- Not aware of DLCD wrote any material
- Do not know these resources were available
- I am pretty unfamiliar with publications.
- Greening Portland's affordable housing - A resource guide, April 2001 (Cite of PDX), Creating livable streets - Street design guidelines for 2040, Nov. 1997 (Metro). TND - Street design guidelines, Oct. 1999 (ITE)House plans for small and narrow lots, June 1997 (TGM)Real estate development - Principles and process, 3rd Ed. (UIT); A highway runs through it.
- List of what's available, to be provided to every planning commissioner (preferably by e-mail) once a year
- Staff may use the materials listed but as I volunteer planning commissioner knew see it.
- Dispute resolution.
- "Planning commission training manual" by the Planners Training Team, 1998.
- Legal implications relative to planning decisions - LUBA Issues.
- We use several of the department's reports as counter handouts for the public, especially the material related to the farm income test and forest dwellings.
- In general, materials from other jurisdictions that show how various issues have been dealt with.

- We use the booklet "Oregon's Statewide Planning Goals and Guidelines, 1995 Ed. (which will need to be updated soon). For general info, "Oregon Statewide Planning Program."
- "Code of the west" - A quick distributed to would be country dwellers in Spokane Co. Washington.
- Housing for small lots.
- Any materials on flood plain development.
- Land use ORS's and OAR's.
- Growth paying for growth - Tax payers cannot afford more bet growth pet a strain on all of the utilities, schools and etc.
- Access via web to administrative rules.
- City of the Dalles Land use and development ordinance. A lose leaf binder of current land ordinances.
- LCDC commission meeting packet - very useful.
- Access to goals, rules, and laws - Links to important, LUBA and court rulings.
- General explanation of Goal #14 Pamphlet on UGB definition.
- Have no idea what is available - and I've been a commission member for many years.
- I've never seen any of that material.
- Articles I have read about other cities and states in different magazines.
- How water, sewer rates, and funding affects growth, population estimates and sewer & water plant upgrades.
- "Main street - highway runs through it" guide. It just got APA award.
- Statewide goals, Main street - highway run through it How plans for small lots.
- Basic handbook for new planning commissioners.
- Project descriptions.

Q-21. If you had access to enough funding to create one technical assistance guide or public outreach material for your jurisdiction, what would you produce and what information would it include?

Non-Written Material

- I would update the workbooks and videos produced by the Bureau of Governmental Research and Service in 1984.
- A video or PowerPoint presentation that explains why planning is important and the role it plays in shaping our communities. It should include the tradeoffs common to major land use planning decisions.
- Don't know - need help on flood plain work - a person (expert) more valuable than more paper.
- Simple online guide for public to outline history of Oregon planning, why cities/counties shall comply, options to regulated planning, permitted mitigation methods, compliance with permitting rules of jurisdiction, and instruction on application preparation for submitters.

- I wouldn't waste my money on a "Technical Assistance Guide" - find someone who will facilitate the involvement of local individuals in the planning process.
- I wouldn't - I would spend the money on one-to-one outreach (i.e. with city or county planning commissions (councils)) on the same matter.
- No guide - just make sure the DLCD regional staff are maintained and funded.
- We could use funding for a person (part-time) to improve the city web pages to include more information about the planning program (agendas, minutes staff reports, current issues, etc.).
- A club! From my experience people are not interested until they find after adoption of comp plans and support ordinances that they affect their neighborhood or use of their piece of property do they get aroused enough to come to meetings.
- Need an active and participating technical advisor to discover what is available.
- Produce CD's like the recent County GIS CD-ROM, but for cities.
- With the plethora of written material available, I would produce visual (video tapes, etc.) outreach information and secure national leaders on such topics as growth management, road and street repair funding, mixed use developments, and riparian corridor protection to give community or regional presentations.
- Condensed versions and technical assistance (phone and internet) from experts.

Planning Commissioner Training

- Training manual for new planning commissioners.
- I would produce a published guide to land use, planning and the issues that free the area. I would further produce a citizen's guide to working through/with the planning process. A training guide for new planning commissioners.
- A layperson's guide for planning commissioners, elected officials and the public on how to have meaningful public input and dialogue on planning issues and growth issues.
- Planning commission education.
- Create an "Idiot's Guide" of Oregon land use planning and how to be a planning commissioner.
- Training of commissioners.
- Building commissioner consensus in the public interest, the importance of thinking beyond the bottom line of corporate and parochial selfishness.

Oregon Land Use Planning Program

- Orientation to development rules for newcomers to Oregon including land use history/rules, DEQ, water and building codes.
- Explanation of urban growth boundaries, our vision, where we want to be in the next 20 years.
- General information about land use planning for citizens, planning commissioners and elected officials.
- UGB expansion guidelines.
- How to get through periodic review.
- Detailed state planning requirements as an updated manual.

- A general layman's starter guide and an introduction to planning, terms, laws, concepts, etc. Try to pack a broad base of information into a small guide.
- A training guide for new planning commissioners.
- Mass mailing of the Oregon land use planning process.
- Countywide mailing describing Oregon land use planning progress.
- General planning book that explains urban growth boundaries, zoning, and subdivision ordinances.

Citizen Involvement

- Enhance citizen involvement program.
- A personal copy of the county land use plan for every resident.
- General information about land use planning for citizens, planning commissioners and elected officials.
- Citizen involvement - how to attract business growth in a positive win-win way that will not undermine the infrastructure resource availability and will enhance the quality of life of the community.
- How citizens can be part of a community and society but yet keep the "rights" that a land owner purchased with the title of his property (today and in the future). When are too many restrictions too many in the state of Oregon.
- A general public info "booklet" loose-leaf, so it could be updated with room for local material to be added.
- Citizen guide for involvement - how does it all work.
- Simple online guide for public to outline history of Oregon planning, why cities/counties shall comply, options to regulated planning, permitted mitigation methods, compliance with permitting rules of jurisdiction, and instruction on application preparation for submitter.
- I would produce a published guide to land use, planning and the issues that free the area. I would further produce a citizen's guide to working through/with the planning process.
- A locally-oriented brochure to introduce people (the public) to planning in our city.
- Handbook and workshop for citizen involvement in land use issue - when and how to get involved, where to go for additional resources.
- #1 - Encouraging citizen participation. #2 - Making citizen participation visible to all in the community. This would get people involved.
- Local citizens handbook on: learning about you local government and future planning: 1) what is available, 2) need for local citizens to know, learn and be a part of the community.
- General citizen information on residential development.
- Citizen involvement.
- A guide for property owners about living on the land would be helpful. Too many people think that "retiring" to the country is like living in a city where you just can't see the guy next door. Washington Co. Coop Extension service did an excellent guide a few years back about small acreage management. I wish there was something like than, which also included land use info.

- Citizen involvement.
- A land use planning guide for citizens to familiarize them with the process as well as the county's overall goals for maintaining agricultural land.
- Teaching citizens about the need for fees.
- "What is civic pride and why have we lost it".
- Citizen's guide to locating and dwelling in a farm or forest zone.
- It would discuss the need for all citizens to act as stewards to the land. Our "good old boy" system allows some land owners to get the "quick review" which often times sets up poor decisions and bad precedence.
- Material pointed at public involvement/input and the public hearing process.
- I would like to see the public have access to a guide informing them of what materials to bring to a public hearing – including information on number of copies for distribution and the importance of statements in the comprehensive plan relative to those codified.
- A guide to help lay people understand planning process.
- Public involvement, a more educated population – something to raise people's awareness of how important their interaction is in the planning and decision making process.
- Citizen involvement and education – short overview of statewide goals, overview of development code and procedures, step by step process for citizen involvement.
- How to effectively present your request to local planning commissions.

Planning Process

- Some kind of handbook for developers and builders on how to get through the planning and building review process.
- Easy to read and understandable guide how to process an application/laws change and people cannot understand the process.
- Planning process A to Z, including zoning ordinance and development and comprehensive plan.
- A step-by-step guide for public hearings - including limiting input to 3 minutes/person. How to stay on track and deal only with the issue.
- A handout guide for the hearing process.
- A booklet on comprehensive planning for small cities applicable to the general public.
- New resident to know how the planning ordinances work.
- Information of the extent of review and criteria involved in making a land use decision. Where does planning leave off and civil matters begin?
- Code enforcement and education.
- Easy to read and understand synopsis of zoning do's, don'ts, can's and processes, i.e., how to use the system to help you, not blade you.
- How to get through the planning process especially how to understand system development charges.
- How to implement/enhance compliance and enforcement.
- Understandable explanation of a comprehensive plan.

- A guide to help lay people understand planning process.
- Overview of local planning process and growth goals, requirements and opportunities.
- Overview of planning.

Specific Technical Assistance Topics

- FEMA - flood zone guidelines for people living/building in zone.
- Addendum publication to "Old Town Design Standards" - include visual dictionary/glossary of design elements and performance standards or new sign ordinance based on similar material and approach.
- Planned communities with no negativism.
- Planning that encourages economic opportunities.
- The real situation that exists between residents and activities in natural resource development (rock mining, forestry, etc.) and agriculture (spraying, noise, etc.).
- Public facilities.
- Riparian and open space planning and farm and forest land protection.
- Help with writing findings.
- Continue current efforts in flood plain management.
- Brochures on steps for development/siting manufactured homes.
- Pasture management for 1 - 10 acre RR zones in UGB. Drinking water protection program - abandoned well inventory, septic system inventory, storm water management, wetland enhancement opportunities.
- Information about sewer alternatives.
- Job creation for small communities that were dependent on timber production.
- How to successfully achieve/take an exception to the goals/rules.
- Surface water management planning.
- Good example of an effective transportation management plan.
- Guide to effective meeting management - addressing how to run an efficient meeting while creating a positive experience for citizens and to get to a decision.
- How land use planning affects you and your property.
- An overview of what is currently allowed in resource zones with appropriate ORS and OAR references.
- Downtown revitalization planning and economic opportunities.
- Development of Georgia Pacific property for use by City of Coquille.
- Urban growth boundary issues or information on enterprise zones.
- Good info on legal aspects of decision-making.
- Economic development plan - very specific info on our town.
- Infill handbook - examples of compatible infill.
- Retype/reformat technical report, comprehensive plan and development code, reprinting and electronic (Web) use.
- Current planning techniques to include deeds, easements, rights of way, background and purpose of common planning requirements (setbacks, height restrictions, etc.).
- Urban growth boundaries.

- Erosion control for coastal planning.
- UGB expansion among towns in county.
- Would probably explain the environmental and aesthetic pros (few) and cons of current development practice...both residential and commercial. Would parallel New Urbanism theory perhaps.
- Manual describing EFU, F and NR zones, and what can and cannot be done, written so the lay person can understand.
- Grant application materials for small cities.
- I would suggest a compendium of proven strategies to minimize the impact of building dwellings, roads, or parking lots in wetlands. Since the state allows contractors to purchase their way out of building prohibitions, there should be some “model” approaches. It would be particularly helpful to have examples from other states.
- Public hearing guide – what to expect, what are the “rules,” what guides planning decisions (standards).
- Local vs. state issues and what state mandates mean locally.
- Writing findings.
- Information on correlation between sustainable growth and economic development.
- Handbook to implement coastal goals.
- Justify wetlands determinations.
- Recent guide to local government in Oregon.
- Materials on county coordination role and working with cities or something on development and rural lands.
- Updated development ordinances and comprehensive plan.
- Urban type growth into farm-forest land – pros and cons.
- Timber and natural resource management.
- Model development codes.
- Findings of fact and quasi-judicial procedure.
- An overview of the EFU and large-scale forest zones with allowed uses, procedures, and a historical brief on why they were created and the societal benefits that result from them.
- Urban design that provides logical growth so that the community retains its character.
- How to improve downtown area with two arterials (county and state) controlled by outside jurisdictions.
- Guide to the city’s rules and regulations.
- Processing applications – guide for the first time developer.
- Legal framework about wastewater management, cesspools, septic systems, sewers.
- Legal requirements – how statutes and OAR’s are supposed to be implemented in local codes and what to do if they aren’t.

Natural Resources

- Goal 5 inventory and process, including ESEE analysis.
- Goal 5 – Reasons for protecting streams, wetlands, and habitat.

- The Goal 5 rule and protecting resources – how?
- Goal 5 Information – include a substantive list of compensation measures to offset perceived takings issues.
- Wetland/Riparian corridor resource protection.
- Water quality.
- Natural resources – how they are important to our economy, how we protect them, how we renew them.

Growth Management

- Controlling growth - We must grow but need to slow it to guide it properly without all the fluff - we are not do I foresee a walk-able community.
- Profiles on how small towns prosper and handle growth..
- Growth management and economic development in the face of agricultural zone protections, marginal agricultural/range lands should have a genuine process for reconsideration of zone.
- Growth and growth management.
- Attracting commercial growth through public needs survey.
- Urban growth boundary expansion process – justification in simple terms that are understandable to the average citizen.
- Transportation and growth management.
- Providing for growth and maintaining a community's character and livability.
- Planning for residential growth.
- Smartgrowth – transportation.

Benefits of Planning

- The public doesn't understand the need to control and develop growth through planning.
- Many people complain about how land use regulations take away their rights, devalue their property, etc. I would like to see a brochure that explains how land use planning helps to maintain or enhance property values, reduce costs for infrastructure, etc., using real life examples. Basically, a general information handout that gives people a different perspective to think about. Could be used to encourage people to get involved by seeing the benefits.
- "Yes, our city really is better because of Planning" - A guide explaining how and why we plan - why we sometimes have to say no, and sometimes why we have to say yes to various developments, etc.
- Growth management and importance of controlled growth
- Benefits of Growth Management over land use transportation connection with specific project and planning examples up-to-date.
- A video or PowerPoint presentation that explains why planning is important and the role it plays in shaping our communities. It should include the tradeoffs common to major land use planning decisions.

Miscellaneous

- I am too new to comment.
- All of the information here would be a good start. A very good start.
- I get most information from our city staff and it seems adequate. I do not know if they get info from DLCD or elsewhere. I feel adequately informed on issues/options.
- Is it in your charge to take on owner-occupied affordable housing?
- As many as possible.
- Overwhelming amount of information available.

Q-31. Please share any other comments you have in the space provided below.

Citizen Involvement

- Most people are not interested until it affects them.
- 1) The general public knows 0 about our land use laws. 2) The Marion County Planning Commission was made toothless after it wrote great rules for siting of aggregate mines. The Commissioners just threw them out!! LCDC instead wrote Pro industry rules resulting in supersiting. 3) The public knows 0 at hearing, testifying, etc. They know 0 about administrative rules, LUBA, etc. 4) The AAC system is not well utilized. 5) Our planning department is very helpful when we call or go there.
- This is a bit of a contradiction I have noticed in the planning process: citizen involvement is the number 1 – or first – statewide planning goal. However, when we prepare text amendments and comprehensive plan policy amendments, the text and the amendment must be submitted to DLCD 45 days prior to the first evidentiary hearing. It seems as if most of work is required to be done before public involvement even occurs.
- Often the public come to us with questions that are not in our jurisdiction.
- For 12 years we were literally road blocked at every phase of citizen involvement at the City of Fariview. It was a closed-castle system, the drawbridge only opened to developers (currently a new city administrator may be helpful) DLCD tried to be helpful & “understanding” but they did nothing to prevent the loss of natural resources – it’s all gone now. It’s too late. The ground water here is our final frontier – there is nothing to make statewide Goal 7, Natural Hazards, effective at all. Sorry to sound so negative, I wouldn’t have believed it had I not been involved for so long. This community has now reached full build-out.
- Citizens are apathetic about planning unless they want something or oppose something. I never knew DLCD had an internet website and I still don’t know the address. That would be a good connection for a self-study/self paced buffet of topics that apply to local areas or basic planning commission functions, e.g., how to be a planning commissioner. In 7 years on planning commission, including 5 as chairman, I have never met or talked to a DLCD employee.
- My greatest concern is planning staff fear of community involvement and desire to avoid any contentious issues – also terrified to appear anti-development so are not meeting their “fiduciary” responsibilities in helping planning commission know array of possibilities to have best possible quality development – we are rubber stampers.

- I wish that you would promote “how city governments can community to the citizens and encourage them to participate in government affairs.”
- I believe our city’s planning efforts must include far more citizen involvement and understanding of planning processes. I also believe our City’s elected officials prefer the least possible citizen involvement and take minimal steps to improve citizen involvement.
- Do not confuse lack of citizen involvement with program failure. Citizens are generally satisfied with growth and planning progress. There is much greater concern with the DSL’s ham-fisted approach to environmental restrictions.
- More citizen-directed support should be provided. Literature and workshops directed at staff often stop there. Public relations efforts targeted at the general public rather than workshops and literature directed to professional staff would go a long way toward increasing public support of land use planning.
- Much effort and resources are spent on community involvement with very little result in public involvement. Either people don’t care or are pleased with planning process in our city. Much greater concern expressed by public with inadequate facility planning for roads, parks, schools, youth sports facilities, etc. Concern also over 2040 plan due to high land cost, expensive housing and congestion. Quality of life is changing and is lower in many ways.
- I have found most people don’t care about land use planning unless it impacts them or their property or rights. Some minority of the population with time and interest seems to be participating and leading policy direction . . . It is difficult to get the silent majority involved.
- Again, outreach programs only work if you tackle them as if they are a business. Sell the compelling reason why citizens should care to read materials in the first place. Why do they live in an area in the first place? Schools? Large lots, work proximity, crime rates? Don’t be an ivory tower, sell/market to the wishes of that population.
- We have met 2x in the last year. Some issues should go before the planning commission, but are turned down at City Council with no public input.
- I do not think people know much about planning, why it is beneficial, what constitutes a taking, or why sprawl is bad. I think these needs to be a lot more public education at all levels.

Planning Commissioner Specific

- I have only been with the planning committee for less than a year.
- I am not sure I have helped you. I would you suggest you contact the planning director. This would be a logical point of contact.
- I am sorry I am not more useful at this time, however, I have only attended two meetings to date and I’m trying to acquaint myself with a wealth of information. With a few more weeks time I expect to be more proficient in knowledge and a better asset to the staff commissioner as a planning commissioner. Fro now, this is the best I can do with your questionnaire.
- I should mention I’m a DLCD employee, but I tried to fill this out with my county planning commissioner hat on. I found I couldn’t completely separate the two.
- I was appointed to the planning commission less than 60 days ago and we have not had a meeting yet. Therefore I may not be a valuable reference for your survey at this time.

- I am a new planning commissioner and am still learning the basics.
- I am so new to my position that I fear my responses will not be of much value to you. For that reason I have left some questions blank.
- We are a small city. Our planning commission has little to no outside contact. I would be very useful to have this.
- As a volunteer planning commissioner, I rely on staff to provide information as needed to make land use decisions and for periodic updating of zoning and development code.
- This survey response should be viewed with great caution as I was just appointed to the commission and have yet to attend a meeting.
- As a new elected official I have a large need for information but lack access. I had never heard about many of the publications you offer. As a Metro official, I am not tied into traditional networks like LOC or AOC (cities and county trade organizations).
- I have discovered planning has a long learning curve!
- One of the Commission's goals this year is more education on planning – all types/areas of planning. I hold myself responsible for not using the internet more as our info resource. Usually, our planning staff provides us with all relevant info for what ever we we're addressing at each meeting. I haven't felt a need to go look something specific up at the LCDC website – yet. I definitely wish I had a broader knowledge of “planning” overall – it is a personal goal of mine for the year.
- I feel I have so much to learn and have learned already.
- We are a small community of concerned, volunteer citizens that serve on many boards and commissions. We depend on small city staff for a large portion of our information. To expand my personal knowledge I have acquired information in regarding planning from PSU bookstore in Portland and attending workshops. My knowledge is therefore of a layperson and not a professional planner. To acquire additional knowledge most of our commissioners have to take on extra effort beyond the basic understanding of planning codes.
- This survey represents a collection of information from the members of the Planning Commission.
- For us new people, most of your questions I don't know the answers to. May be break these down to better reflect our time served.
- 1) Tillamook County needs to join the world of email. As a commission member all materials could be delivered electronically. We could save one tree per meeting. 2) All planners should be required to pass a positive thinking test. 3) Most planners need to get a new life.
- Being new to the planning commission, appointed in Jan. 2002. I was not aware of these resources.
- There is so much to learn and planning commissioners are all in various stages of this process. What would be helpful is: a) introductory booklet (short) duties – what to expect - the structure of the comp plan and what's it's purpose – what goes into it; b) expanded information – meetings – hearings- how the process works (just short highlights); c) advanced information – the other players in planning and their relationship- reference pages (websites, phone numbers, addresses); d) special booklet for the chair – responsibilities and process of procedures.
- I do not believe local planning exists in Oakridge. It seems to me that planning in Oakridge is directed by out-side persons who arrive with mandated policies. For

example, the Oakridge Transportation plan was formulated by outside planners and adopted without, I think, careful consideration of all the adverse effects on a small community. Why force an adoption and make local changes r variance difficult if not impossible?

- I've only been on the Commission a little over two years. I don't feel like I have many skills in this position. I do sell real estate and understand some issues from that perspective. I was only asked one question when I applied to be appointed: "How do you feel about growth?" Other than that, I was on. Information on citizen interaction would be very helpful to me and just background information on my area's planning situation.
- You have a number (0493) on your envelope. If it is tied to my name and address – I'd like any information you could send on alternative sewer solutions.
- Since I started to be involved in Cave Junction, a quorum was only reached 2 times. Public information on what the planning commission actually does and the need for community involvement.
- Single most useful thing for planning commissioners would be one day introduction to the legal basis for the job – state and local laws, hearings, conflicts of interest, etc. decision criteria, etc. and have it be mandatory and held locally, not by constant in some other city. Otherwise, have materials for expounded knowledge be available on web, DLCD website or elsewhere. I wasn't aware of DLCD site, but will visit it soon.
- I'm too embarrassed to tell you where I am involved in planning. Obviously, I am not well informed about resources.
- I have been on the planning commission for two months so I am still learning about planning. My responses may not represent an accurate picture of our planning process.
- I am a new to the commission and not up to speed on a lot of the issues discussed here in.
- There are not a lot of planning activities in Condon, therefore, when something comes along it's like the first time and the wheel has to be reinvented and I have to hope I don't miss any steps.
- Planning commission should be involved more in the leadership and future of a community, not just ruling at hearings on applications.
- I believe that I am still in the learning stage. 18 months into planning with no background. We are a very small populated County, approximately 1,500.
- There seems to be a presumption that planning commissioners do lots of research and work on their own. I believe that is faulty logic. Planning commissioners are volunteer, lay-advisors. We depend on professional staff to research and know the technical issues. Their job is to present information and options. Planning commissioners bring community values, perspective and pragmatic judgment. Overall, I think the process works very well. Keep in mind community volunteers are usually busy people . . . they have full-time jobs and families. There is a limit to how much time they can give.
- I don't feel there is much training for planning commissioners. Public support and participation are also difficult in Molalla.
- I am new as a planning commissioner, so I am very green. I feel I need lots of education and hands on training to develop into a successful and unbiased public servant.
- A lot of the questions do not pertain to Planning Commissioner position.
- Being on our Planning Commission has been a good learning experience. Our staff at the City of Hood River is great – I was not aware that DLCD made so many materials

available or that it had a website. As such, I would only say that training video (or CD-ROM) and general “instruction manual” would have been helpful to becoming a Planning Commission member.

- I used to be a member of the periodic review assistance team and liked that approach. As a commissioner in a large jurisdiction, I feel more insulated from DLCD. My principle interest is historic and other cultural resources, which are poorly served by our land-use process at present.

Planning Staff Specific

- I will be replaced with a better-educated planner on March 11, 2002.
- Local planning for development (office, subdivision, etc.) relies on consultant. Code and plan amendments are co-authored with administrator, planning consultant and attorney. Keeping up with Metro’s provisions related to state goals is a fairly problematic exercise for a 2-person staff and a part-time consultant.

DLCD (and other related) Materials

- I have not made use of the Internet for planning information as I did not know much was available. Obviously, I need to visit the DLCD site to find out what they have.
- I need all the info I can get.
- I would like more information, training. I’m under the impression that our city doesn’t have much money – and that our city staff are reluctant to bring us into the internet age. And are resistant citizen input because it takes time and is uncomfortable.
- The Monmouth Planning Commission conducts hearings, discusses and votes on various applications for local land use. Our professional city planner provides us with excellent, well researched reports to assist in our decisions. Individually, we have served on comprehensive plan updates and periodic review mandates, but in general, we have had little use for the type of materials described. We welcome citizen involvement and usually get it when an issue of importance arises. Otherwise, and understandably, people have other things to do!
- Planning information is generally perceived as boring. Anything they do should focus on making it less stale.
- I was unaware of DLCD resources – particularly web based resources. This paperless resource is great – I just didn’t know about it.
- Info on where/how to access internet planning and related materials – I just attend meetings and ask questions of our planner and that seems to have worked ok. We are a small town, which limits resources but also makes planning less complex.
- As a volunteer, I have far too much paper to try to read. No more paper please. More DLCD professional staff to come here for planning 101 type lectures.
- After filling this out it became obvious to me that I am not accessing information that would be helpful. I will review your website and see what is available.
- Time-wise, the internet is a very expensive source of information. Difficult to get on-line during daytime hours, so if I’m busy, I don’t even try to get on-line. Catalog of available material and references, both practical and theory, would be very helpful – update at least once each year. Need a “handy” (sized smaller) reference pertaining to the state, goals. Need regular meeting re: DLCD/LCDC meetings and agenda!

- We (Commissioners) were not aware this resource material was available, nor that there was a web site for planning issues. We do need additional funds to get our periodic review completed. Our planning department is under staffed and under funded for periodic review update and completion.
- I did not know information was available on web site.
- Haven't used the resources of the DLCD as much as I should have.
- We need to be made aware of the resources you have available to us as members of the planning commission.
- Please forward all helpful web information.
- Overall, TGM products are more useful and applicable to city government. DLCD is more useful for state initiated changes to the land use program, i.e. process/procedures, UGB amendments, farm/forest planning protection. Most of the public cannot identify DLCD among the myriad of state agencies. As a result of staff shortages DLCD has little presence at the local level.
- I dearly need to access existing resources information. Also, they need to be marketed better.
- I wish I had a short booklet of websites I could access. We are at the mercy of our planning secretary and contract planning "expert."
- Now that I have taken this survey, I know what resources are available on the Internet. I will use these for future planning issues. I would be interested in knowing when the focus meetings will take place and when. I cannot commit but possibly could attend.
- I think a brochure or other informational material discussing the relationship between a local comprehensive plan and other plans, such as a strategic economic development plan, would be useful to both land use officials, laypersons and interest groups. I have seen many instances where local plans (bicycle, strategic plans, recreation plans, etc.) were adopted by local governments, but not through the planning process. The effect has been that these plans are supposed to represent the official policies of the local government, when in fact, little or no opportunity for public involvement was allowed before the plan was adopted. I have seen instances where even state agencies have relied on these plans in providing economic or other assistance, which somehow doesn't seem quite kosher.
- I have attended two local workshops, which have been very helpful. I am a Realtor so have received much of my information from job-related sources. I don't have a lot of time to read those things not directly needed for subjects we are addressing at Planning Commission level. Short brochures would be most helpful to me. Much of that published material is just too long and detailed to wade through. I am sure that is especially true where citizen involvement is concerned.
- Many of these questions are difficult to answer. We went through a maze of material planning the periodic review and update, but this has covered the pack 4 or 5 years! Generally we will receive copies of DLCD material pertinent to the project being considered, but can't recall the names of the publications, etc.
- I have used, many planning tools – but I can't remember if they were LCDC documents.
- I was not aware of the information available (Q19). I will now make a point of accessing these materials. Thank you!

- In three years I have not seen talks. Participating in any thing you supposedly offer?
- I've been a planning commissioner for six years here in Stayton. I could have used a great deal of the information you talk about in this survey six years ago. Why did you wait so long to inform me of the existence of this material, and in such a strange manner? I would love to receive in the mail the publications you are asking me if I've read.
- I was not aware of all the informational handbooks available from DLCD, nor of the availability of staff help from DLCD!
- A guide to computer resource sites would be useful.
- I see I need to check out the DLCD website for possible tools to help our city planning commission.
- Would use the website to access information. I do not like the one size fits all attitude that LCDC applies across the state.

DLCD Interaction

- The DLCD local rep is virtually a nonexistent person to me. I don't know what role that individual plays with respect to my community. Perhaps the local re could come around from time to time to visit with us and to personally seek out ways to providing support and technical assistance.
- More meetings between city councilors, city staff and the planning staff, along with county and state planning staff. Planning people for Clackamas County and the state of Oregon do not seem to acknowledge the needs of small cities like Estacada. We have applied for many grants and feel we have not received our fair share, we need help!
- 1) DLCD does not provide a positive support feeling except through occasional visits by individuals. Their interaction with the County seems distant and constrictive. 2) Training of new commissioners is OJT, could be much more scholastic and informative. 3) Technical assistance materials are needed just prior to or during subject review by the planning commission along with subject matter. 4) reference by planning staff to pertinent internet info might be helpful.
- Assistance from DLCD is not the problem. DLCD listening and taking positive action on citizen concerns and property owner concerns relating to the functional use of their property is the problem.
- I feel the DLCD does not take into consideration the rural communities that are growing rapidly on the east side of the Cascades. Many rules seem ridiculous – especially the EFU zones. Sagebrush and no irrigation does not make sense.
- I have been on County Planning Commission 28 years. I am very upset about dictatorial attitude of DLCD. The original Senate Bill 100 had the local voice going up to the state level, not the policy we have now of shoving statewide goals down the east side counties and towns. If we wanted to live in the Willamette Valley we would. We think of life differently east of the Cascades. Listen to us.
- It would be great to have a DLCD staff person come to one of our planning commission meetings and let us know what services they can provide, literature available and means of access. While being involved at federal and regional levels of planning for many years – Columbia River Gorge National Scenic Area, I'm not at all sure about DLCD roles as a service provider for local communities. Hood River's very small staff seems to be overwhelmed with issues and work e.g. Super-WalMart, casino,

annexation, etc. They are great people but could use some support. DLCD support could be as simple as visibility of staff, send samples of literature, workshops with planning commission, sources of grants, etc. Thank you for asking my opinion.

- Please remind DLCD that there is life outside Salem or Portland. Also, training workshops should focus toward small communities – not communities with large numbers of staff. When a community has a “small” limited budget training is the first item to be removed. Thanks.
- I have been a city council member for 12 years and have now been on the planning commission for 2 years and I have never realized that there was such a Department as the DLCD.
- I was not aware of all the informational handbooks available from DLCD, nor of the availability.
- I would like information and changes in policy and statures sent directly to the Chair of the Planning Commission.
- It is interesting to find after 4 years as a planning commissioner and two terms as chair, this is the first contact or interest shown in our commission. During the process of learning the tasks involved in planning any information is always of great importance and increases the efficiency of the process. So, I’m very curious as to what is pushing this new interest or request in our opinion.

State Planning Requirements

- Land use planning has become very complicated in Oregon. It is very difficult for the average citizen to understand many of the rules! Laws that are on the books. I am not an attorney! It takes me a long time to understand many of the laws and I have staff and a lot of written material to help me. Unless we can simplify many of the rules I’m afraid we will never have any understanding by the average citizen.
- It seems to me that smaller jurisdictions are at an unfair advantage having to comply with State requirements. They do not have the same resources and funds nor opportunities as larger jurisdictions. The decisions of smaller jurisdictions should be considered on case by case basis as to what may be best for the jurisdiction and its citizens versus state mandates and set rules.
- It is important – critical – to re-establish the statewide planning program as a vision for Oregon’s future. Senate Bill 100 provided a vision that survived two initiatives in the 1980s. Unfortunately the vision has become buried by legislator, administrative rules and regulatory requirements – resulting in Measure 7. We need to re-establish a constituency for planning. We need attention to community outreach.
- Most citizens feel that they are being dictated to by outsiders (DLCD) and harbor some resentment in that regard. The process, while effective, seems a bit onerous & expensive (The Comprehensive Plan). I am relatively new to the whole concept and cannot comment effectively as to any ways to improve it. It has worked well.
- It seems to me that DLCD needs to re-examine guidelines for allowing rural housing in marginal farmlands as well as the farm income guidelines that allow landowners to build on their land. I fear a huge backlash is gathering – where wetland, forestland, and marginal farming landowners will seek to overturn current planning laws.
- I have come to admire the overall planning goals and objectives for land use in Oregon, however I am still dismayed that we do not do real planning. I want to take on “meaty”

issues of where the next subdivision should go, or where the “green spaces” will be located, but we are so consumed with reactionary meetings, appeals, burdensome land use regs. That we never get in front of these issues. If you read closely the OARS, ORS for land use, you find contradictions and inconsistencies such that you can prove (findings) either side of any land use question, and be equally “legal” . . .

- State must move away from “one-size-fits-all” mentality and recognize each community is unique. Technical materials provided by the DLCD are helpful, but should be viewed as guidelines not instructions.
- Oregon’s program is too bogged down for small jurisdictions. We never get around to doing what is important because we are always meeting more deadlines and putting out fires.

Local Planning Activities

- We operate our planning commission like a business. Use good research and make a decision. There are too many rules and regulations that control the average citizen. We need less laws, not more.
- Madras has experienced instability in the planning staff over the previous four years due to significant changes in city administrators/city councilors, lack of funding in general fund, as well as, permit fees to fully support a viable planning department. The current contracting planning director is providing knowledge and stability. The city is weighing future costs and options to retain a qualified planning director within budget amounts.
- I feel Metro’s interest and focus is Portland. I resented Morisette and Kvstad’s misuse of office for what appeared to be personal gain. I interacted with Ron Cease when he was developing Metro’s design. I am committed to the concept of regional government. It is my perception that most of Metro’s problems stem from counselors failure to practice the broad view. I question the value of their growth boundary stance.
- Summerville is a very small rural community, and just recently bought a computer. Our population is around 114 people. We have a mayor and four Council people, and a city recorder, and a street manager, and no one works full time, and no pay.
- When the wording of land use law isn’t clear, it leads to uncertainty and appeals. We’ve made efforts in Albany to remove doubt from our code wording.
- Cutting staff. For the past few years our packets have been complete and to the Commission early enough to review the sites & read the information. We appreciate that very much. Citizens it seems only become involved when it affects their property. I advise people purchasing property to ask the zoning 1st. Then the price.
- Joseph, OR needs to have a city planning department that is separate from the City Council.
- In a small community where money and influence talk, it is difficult to “plan.” We react to the petitions that come before us. Our planners are not very creative – we’ve always done it this way” and therefore many cases are not heard and staff gives out poor advice.
- We have been working on updating a revising our codes and planning ordinances for three years and have submitted them to the city council and they have tabled everything because of Measure 7.
- Maybe our city clerk uses the Internet to access information.

Workshops and Training

- The planning commission goes to planning workshops and works with a contract planner with COG. We have a \$2,000 per year budget, so we only contact our planner in a bind or when we have a grant. I do believe we are fairly well trained. However, when the hearing process gets to council it all falls apart. Out of 7 councilors, when asked the other night if they had training on quasi-judicial matters – none had. Secondly, they don't want to devote the time to learn. Without any working knowledge – they postpone or turn everything down.
- Have training on the East side of state – possible Saturdays. If plan on attendance by volunteer and community members.
- Need some advanced level training. Our commission and staff have done all the introductory and basic level stuff. On-site is valuable since we are so far from urban centers. Written, video, or internet materials also for the same reason.
- Local workshops would work well.

Legal Issues

- I am continuously frustrated by following the process, the law and the intent of DLCD to have our decisions appealed to LUBA. Who trains LUBA? Where is a “good” definition of practical when applied to a piece of land. The reversal of the “wornock(?)”, LUBA 2001-023 is a poster child for what is wrong. Why do we feel so strongly one way, yet LUBA, looking at the same ORS & OARs feels otherwise. Help.
- Explanations of recent LUBA cases may be helpful. Info on new laws and their application in non-attorney language. Some basic info or list of resources on design (big-box parking lots, what you can and cannot regulate) – planners info (i.e. non-designer designer info). Examples of before and after solutions for access, parking, etc.

Willamette Valley/Urban v. Rest of Oregon/Rural

- I am not on the current planning commission. I learned a lot about planning during my terms however the State of Oregon does not seem to understand conditions unique to Central and Eastern Oregon.
- Local residents are the experts on local environmental problems. [?] for consideration of small areas has been overlooked since the birth of the LCDC. There should be some way in the future to refine this old and painful problem. Sincere thanks and respect for your efforts.
- Small cities are at a substantial disadvantage for planning. Often with little or no funding and mandates from other jurisdictions.
- The DLCD staff rarely visit our meeting. They are generally unresponsive to the specific planning needs of Jackson County. Being based in the Willamette Valley, they focus on their local area, needs, climate, soils and land use patterns. They fail to recognize the unique needs of areas outside their own, i.e. Southern Oregon. They also don't seem to recognize that I-5 goes south. As all of their workshops, meetings and activities are planned in the Willamette Valley area.

- I find the focus of Oregon's land use policies are designed to address the Western/Urban issue base of the Willamette Valley, and as such do not recognize the multiuse issues of residents located in the "resource-bank" of eastern Oregon!

Benefits of Planning

- I participated in the RDI workshops planning for next 20 years of growth in the Fern Ridge area, 1995. Approximately 50 people gathered once a month for nearly a year. The most important issue for limits to growth were identified as drinking water protection. I volunteered to initiate a watershed council, and was instrumental in the formation of the Long Tom Watershed Council, including Eugene and Monroe in Benton County. Protecting the aquifer recharge areas involves managing both solid and liquid waste treatment and recycling, storm water management, and wetland enhancement. A technical hydrologic study including a 6-mile radius outside the UGB will be required to make well-informed decisions about land use, waste disposal, and existing well and septic systems. The quality of life was the second most important issue to citizens of our community.
- The benefits of downtown vitality, density, transportation choice and connected parks/natural spaces needs to be reinforced and disseminated. Public works and building safety divisions need to be encouraged to support good planning and development practices.

Funding and Resources

- Extra staff is financially not a possibility for us. Therefore, low cost or free local training would probably be a better use of our limited funds. It would also be helpful if there were more than one DLCD person available to answer questions for our region. Jon Jinings does a great job and has been very helpful to me personally, but I think his services are really stretched thin. I have also found Dan Meader – Tenneson Engineering in The Dalles to be very helpful. He will answer questions for free. Dan Durow and Dawn Hert at City of The Dalles have also been very helpful to me by answering questions and helping with complicated land use issues. As you can see, I generally rely on more than one person for help with planning issues. If I was better trained I would not need to take up so much of their time with those questions. The things I need the most help with are writing staff reports (evaluating the criteria that I have to work with), and writing land use ordinances. I would very much appreciate help or training with those things.
- Funding needs to be provided for long-range planning efforts in Lane County. More education about the Oregon and local planning programs is needed, its value and accomplishments. The imposition of land use restrictions needs to be balanced with property rights given the passage of ballot measure 7 by Oregon voters.
- We are a small (very) jurisdiction, and have very few funds available to improve, enhance or even maintain current planning resources. Sometimes implementing state-required programs or updates is financially difficult.

Specific Survey Question Comments

- What Ph.D. came up with this?
- Thank you for the opportunity to comment.
- Thanks to DLCDC staff for this survey.
- Most of the items in this survey apply to staff and not volunteers. We have good staff who provide us with materials as needed.
- We can use all the help we can get. Big learning process. I enjoy being involved.
- I appreciate the opportunity to take this survey and I am visiting your website. I am new to the planning commission. I do look forward to serving the community of Aurora. I hope I am open to new perspectives and options for growth in Aurora. Thank you for the opportunity to respond.
- Thank you so much for doing this survey! I hope it produces good results.
- Please be aware that I am still very new to this job and these answers are the best I have. I'm sure they will change as I become more knowledgeable in my job.
- I'm not sure I should have filled this out – I'm not a land use planner.
- Most of this doesn't really apply to a planning commissioner, which I am. Planning staff could provide much better answers than I.
- I look forward to seeing the results of this survey and programs/information that come from the survey. My interest in city planning came out of my involvement with the neighborhood associations and the citizen involvement committee. It has been the neighborhoods number one goal to develop land use training tools for citizens. It is only through a better-educated community that good land use decisions and community planning can be made.
- Taking the time to fill out this questionnaire appears to be a waste of time based on the questions asked.
- Q5 – Apathy except for an occasional issues. Those with agendas well involved, Q7 – in state of flux right now, Q9 – we have had some of these, Q10 – Already heavily impacted by Col.Riv., NSA and inflexible mandates, Involvement by the large proportion of Hispanics is very minimal. Too much attention is paid to the newer residents (often part-timers) that try to run the city and often the county. Is our system working? Staff – yes!!! Commission???
- Q19 – It does no good to have all these publications if there is no DLCDC outreach to local governments (in my case a city planning commission) to explain them and let people know they are available. Local planning commission members would be very interested in these, but they do not know that they exist. Local planning staff are too busy with crises and workload to make sure that all these publications and information are passed to commissioners (at least in our case). The information is firewalled above the commission members.

Q-23 – You cannot do some and not others. You need a technical information delivery system, not a menu of choices. Workshops are necessary but not sufficient. 3-ring binders or CD-ROMS are necessary but not sufficient. Think of an entire web of training/educational materials and delivery system. Oregon's community colleges ought to be a delivery network for on-going technical education of local government planning officials. Continuing education! It is not enough to just crank out information products or 1-time workshops. Delivery must be consistent and continuous. Also, there

are different “technical” information needs for a) citizens, b) appointed planning commission or city council members, and c) professional staff. Again, a systematic approach to technical assistance is needed to make sure that information is appropriately written and delivered.

Miscellaneous

- Feel free to call me with questions. I am not sure our participation in a focus group would help you. We do have several publications we have developed for citizens.
- Informed content?
- You have a number on your envelope. If it is tied to my name and address – I’d like any information you could send on alternative sewer solutions.
- Ha, see answer to Q29 [one full-time staff person].
- I don’t feel I am qualified to answer this because I was gone out of state for medical emergency. I have never been involved in a meet. They have had not meetings this so far.
- We are going to be responsible for Measure 7 because of rules you have imposed. Where do we seek relief?
- Wow! That was a lot of questions I had never given thought.
- This questionnaire opens eyes of all the possibilities. Good job!
- All lots of record need to be buildable whether or not they are farm or urban. Earned income should not be a prerequisite for housing. Concentrating population density does not make urban areas a livable area.
- These comments pertain to Lyons. I am also the planner for Sodaville, Silo and Mill City.

Appendix B

Online Survey

Introduction

In an effort to expand the technical assistance and outreach needs audience, Community Planning Workshop created and implemented an online survey based on the written survey distributed to planning commissioners and planning directors.

Technical Assistance and Outreach Needs Analysis Survey



WE NEED YOUR HELP!

The University of Oregon's Community Planning Workshop has partnered with the Department of Land Conservation and Development (DLCD) and the Mid-Willamette Valley Council of Governments to conduct an assessment of planning related technical assistance and public information needs in Oregon. Your participation in this survey is important and will help us gather information from a diverse group of people who work with Oregon's land use planning system in a variety of ways. The information you provide will ultimately be used in developing and delivering technical assistance and public information materials and services that target topics you feel are most critical in your jurisdiction or the jurisdictions you serve. We estimate it will take less than 15 minutes to complete this survey.

We urge you to tell your friends, coworkers, and other interested parties about this survey and encourage them to provide input into this process. This site will remain active until Friday, April 26, 2002.

THANK YOU FOR YOUR TIME!

If you have any questions regarding the survey, please contact Becky Steckler at: rsteckle@darkwing.uoregon.edu

First, we would like to ask you some general questions regarding land use planning.

1. In 1973, the Oregon legislature passed new laws to protect farm land and provide for the orderly planning of new development. This legislation created the Land Conservation and Development Commission, the Department of Land Conservation and Development, and authorized the adoption of statewide goals. Senate Bill 100 also included a provision that every incorporated city and county create a comprehensive plan that complies with the (19) statewide planning goals. The comprehensive plan, created by each community, includes information, policies, and maps that guide local land-use decisions.

According to the scale below, please indicate your level of agreement with the following statements:

- I have a working knowledge of Oregon's planning history.
- I have a working knowledge of general land use planning theory.
- I have a thorough understanding of Oregon's land use planning program.
- I have a thorough understanding of my local land use planning program.

2. Oregon's Statewide Goal 1 stresses the importance of both citizen involvement and providing the opportunity for citizens to be involved in all phases of the land use planning.

- The officials in my area make an effort to educate citizens about the planning process.
- The officials in my area are responsive to citizens concerns about planning issues.
- I feel that I have the opportunity to provide input on planning related issues.

I feel that I have the opportunity to provide input on planning related issues.

3. How often do you attend planning commission meetings or planning related public hearings?

Now we would like to ask you some questions about training and assistance.

4. According to the scale below, please indicate how important it is for you to have access to information on the following general planning issues:

- | | | | |
|---|------------------------------------|---|--|
| <input type="text" value="Q4 coastal plannin"/> | Coastal planning | <input type="text"/> | Citizen involvement |
| <input type="text" value="Q4 Economic deve"/> | Economic development | <input type="text" value="Q4 Goal exception"/> | Taking goal exceptions |
| <input type="text" value="Q4 farm forest land"/> | Farm and forest land protection | <input type="text" value="Q4 Natural resourc"/> | Natural resource protection |
| <input type="text" value="Q4 growth manage"/> | Growth management | <input type="text" value="Q4 codes rules sta"/> | Codes, rules, and statutes |
| <input type="text" value="Q4 housing"/> | Housing | <input type="text" value="Q4 Urban growth b"/> | Urban growth boundary expansion |
| <input type="text" value="Q4 infrastructure de"/> | Infrastructure development/funding | <input type="text" value="Q4 PAPAs Periodic"/> | Post-acknowledgement plan amendments and periodic review |
| <input type="text" value="Q4 legal issues tak"/> | Legal issues/takings | <input type="text" value="Q4 Permitting"/> | Permitting |
| <input type="text" value="Q4 minerals aggreg"/> | Mineral and aggregate planning | <input type="text" value="Q4 Variance Except"/> | Variations |
| <input type="text" value="Q4 natural hazards"/> | Natural hazards | <input type="text" value="Q4 Rezoning Proce"/> | Rezoning processes |
| <input type="text" value="Q4 transportation"/> | Transportation | <input type="text" value="Q4 urban design"/> | Urban design |
| <input type="text" value="Q4 wetlands"/> | Wetlands | | |

Other, please specify

5. Choosing from the planning issues above, please indicate the top three land use issues that your community will face in the next three years.

1.
2.
3.

Now, we would like to ask some questions about how well Department of Land Conservation and Development (DLCD) resources are utilized.

6. How frequently do you use the Internet to access planning-related materials?

7. How often do you visit the Department of Land Conservation and Development (DLCD) website and how useful do you feel it is?

Frequency

Usefulness

8. Overall, do you feel that written and web-based materials provided by DLCD are helpful?

Now, we would like to ask some questions about how well Department of Land Conservation and Development (DLCD) resources are utilized.

9. How do you receive new planning information? Please check all that apply.

Person to Person

- DLCD Staff
- Staff at your local council of government
- Planning staff or planning commissioners
- Other planning professionals (consultants, academics, etc.)

Publications

- DLCD publications, including website
- Newspaper Articles
- Planning books or magazines
- Government documents (other than DLCD) referring to planning policies

Other Sources

Attending conferences, please specify

Attending workshops, please indicate most common sponsor

Internet sites other than DLCD website, please specify

Other sources, please specify

10. In what format would you prefer to see technical assistance and outreach materials delivered?

Please check all that apply.

Paper Based Materials

- Informational brochures (limited, key facts)
- Pamphlets
- Short manuals/workbooks (paper-based)
- Technical documents (paper-based)

Electronic Materials

- Internet websites
- CD-ROM
- Computer files (Word, PDF, PowerPoint)

Other Materials

- Video training sessions
- Training workshops

Other materials, please specify

Q10 other

By providing us with the following information, we will be better able to address the planning needs your community.

11. What region of Oregon do you live in?

12. What is your occupation?

13. What geographic area do you cover for planning related activities?

14. Please share any other comments you have in the space provided below.

Q14 Comments

To submit the survey, please scroll to the top of the page and press the "submit" link.

Thank you for completing the survey!

Online Survey Results

CPW had limited success with the online survey. The online survey was not part of the original scope of work and was not included in the budget. However, DLCDC, Mid-Willamette Valley COG, CPW and the Advisory Committee felt it was important to attempt to expand the population that could provide information about technical assistance and outreach needs. The survey was accessible online between April 2 and April 26 and received 71 responses.

The online survey was designed to increase the audience to assess technical assistance and outreach needs as perceived by the wider Oregon planning community. As noted in Chapter 3, the limited number of responses does not allow for analysis by role or region. However, responses and comments help to better understand technical assistance and outreach needs of those involved with planning throughout Oregon.

Overall, online survey respondents indicated they were more knowledgeable about statewide and local land use history, theory, and planning issues than written survey respondents. The most significant difference between online and written survey respondents was that 70% of online respondents indicated that they either agreed or strongly agreed that they have a thorough knowledge of Oregon's or the local land use planning program, compared to 45% of mailed survey respondents.

When asked about citizen involvement efforts, online respondents differed significantly from mailed survey respondents, as shown in Table B-1. Over half (54%) of online respondents agreed or strongly agreed that their citizens are knowledgeable about local and statewide issues. Similar to the mailed survey respondents, online survey respondents indicated that more citizens were involved than they were knowledgeable about local and state planning issues.

Table B-1. Citizen Knowledge and Involvement

	Online Survey	Mailed Survey
agreed or strongly agreed that their citizens are knowledgeable about local issues	54%	29%
agreed or strongly agreed that their citizens are knowledgeable about statewide issues	50%	19%
agreed or strongly agreed that their citizens are involved in local planning issues	68%	43%

Source: Technical Assistance and Outreach Needs Analysis Survey, CPW, 2002

When asked to rank general planning topics in order of importance in receiving technical assistance information, respondents split their responses across the topics. The top planning topics include UGB

expansion, natural resources, growth management and transportation. Economic development and infrastructure development were the 7th and 10th ranked topics, respectively, compared to being the first and third ranked topics in the mailed survey.

Online survey respondents use the internet more often for planning related materials compared to mailed survey respondents. Sixty-one percent of respondents use the internet for planning related sights often, 29% use it occasionally, and only 11% never use the internet for planning related information. **Table B-1** shows the frequency of visits to the DLCD website by online respondents. **Table B-2** shows the perceived usefulness of the DLCD website.

Table B-1. Frequency of Use of the DLCD Website

	Percent
never	27%
occasionally	58%
often	16%

Source: Technical Assistance and Outreach Needs Analysis Survey, CPW, 2002

Table B-2. Usefulness of DLCD Website

	Percent
not useful	5%
somewhat useful	49%
very useful	20%
not applicable	25%

Source: Technical Assistance and Outreach Needs Analysis Survey, CPW, 2002

These results contrast with the mailed survey as 73% of respondents use the DLCD website occasionally or often, compared to only 32% of mailed survey respondents. Usefulness of DLCD website was similar between the two surveys, with 5% of online respondents and 10% of mailed survey respondents indicating that the DLCD website is not useful. Overall, 63% of online survey respondents found DLCD written and web-based materials useful, 11% did not find them useful, and 27% do not use DLCD written or web-based materials.

A greater percentage of online survey respondents (69%) rely on newspaper articles as their top source of planning related information, compared to 45% of mailed survey respondents. The next most relied upon sources of information are other planning professionals (consultants, academics, etc.) (62%), planning books or magazines (61%), and government documents (61%). Almost half of all respondents (45%) indicated that they receive new planning information from the Oregon Planning Institute conference sponsored by the Oregon Chapter of the American Planning Association.

Finally, online survey respondents were asked what format they preferred to see technical assistance and outreach materials delivered. Unlike mailed survey respondents who preferred short brochures, online survey respondents overwhelmingly preferred internet websites (75%). After internet websites, the top delivery vehicles are training workshops (52%), short manuals/workbooks (49%), informational brochures (45%), and computer files (42%).

Online Survey Comments

Q-4. Which of the following workshops and resources do you believe would increase your knowledge about local and statewide planning issues and encourage you to become more involved in local planning issues? The following comments are responses listed in the “other” category:

- Measure 7 updates; National planning policy
- Contacts for questions & info
- Intergovernmental coordination / cooperation
- FUNDING FOR PUBLIC ACCESS - STUDY TAX OPTIONS FOR SUPPORT
- ESA progression
- Unbiased news and reporting of current land use projects going on in the state
- Access to property assessment and ownership records including property that has recently sold
- Pedestrian & Bike
- reasons and projections for each
- Private sector/nonprofit planning efforts (i.e. what's being done outside of gov't.)
- Clarification: Survey unclear, but we need these more from State than local (we know local)
- The type and extent of development in various areas -- for example, annual data on new dwelling units outside UGB's versus inside

Q-10. In what format would you prefer to see technical assistance and outreach materials delivered?

- Sample documents; Best Practices Policy
- PUBLIC HEARINGS, RADIO AND NEWSPAPER
- Small-group speakers
- Outreach to general public should be done through traditional media- TV and radio
- Do it all over the computer

Q-14. General Comments

- SIMPLY NOT ENOUGH AVAILABLE PUBLIC NOTICE AND ACCESS - VERY SECRETIVE
- Although this varies around the state (generally, I find Rural Field reps to be excellent) the Field Reps for DLCD are often stretched too thin, and there is a lack of clarity about who is the expert on certain topics - which is confusing for those trying to get

interpretation or guidance about the OARs from DLCD. For local governments, it seems sort of like "bait and switch" in terms of policy review and acknowledgement. Especially as we move into a time when we are re-thinking (in a positive way) how we do planning in Oregon, it is important that the state show leadership, not only in upholding/enforcing the current interpretation and status of OARs, but they should give attention and high level staff resources to thinking about new and better ways to make planning better. And the "way we've always done it" is NOT necessarily the best way.

- I am in Clark County - so DLCD is not much of a resource for me.
- Measure 7 was just the tip of the iceberg. While planning in Oregon deserves much of the credit it receives, this has also bred complacency and arrogance within the planning community, practitioners and academics alike. Too often, we, as planners, think
- I am the DLCD Regional Representative for Central and Eastern Oregon (Rural).
- I am not a land use planner. I work in redevelopment and housing. Your survey did not include these areas to any appreciable degree. Get rid of the land use bias in assessing and addressing planners.
- I am a city Parks Planner - focusing on public involvement.
- Oops, the check boxes in this survey weren't working (couldn't select).

I think most professional planners learn a lot by talking with other planners through phone calls and meetings with local and regional contacts. DLCD's most important resource for us are the grants (TGM, periodic review) that allow us to hire outside

- There is a disconnect in citizen involvement/participation in land use planning and zoning. Government too often attempts to control and direct the citizen input and creates an atmosphere of distrust and suspicion. Since citizen involvement is Goal 1 of RUGGO, it would seem that it has received truly short shrift and been totally orchestrated by the needs of planners and the officials whom they serve. We can do better and make the end product much more palatable and generally accepted. How? Need more room than this box provides. Speaking of control.
- Nice Survey. I hope more people respond. Thanks
- There is no way to OVERSHARE professional information. The more ways to communicate, the better.
- Live both in Portland and in Tillamook County in Rockaway. Estuary planning is important; so is supporting the sports fishing industry and keeping the two hatcheries in Tillamook County open.

- No agency/conference in OR provides technical overview for new practitioners from out of state; Rules are too broadly stated or assumption is that all planners were trained in OR school. Texts (e.g., Rohse) are out of date.

State personnel are inconsistent in their advice from one to another; and their advice often veers from the printed rules and statutes. This leaves local planners vulnerable to suits.

- it might have been good to have a question about how long the respondent has worked in planning in Oregon. I just moved here and am therefore familiar with Oregon planning issues yet.
- We LOVE all the model development manuals that the TGM program is doing!!
- I'm an ardent supporter of SB 100, but it suffers from one major design flaw: it contains no provisions for monitoring the effects of state policies. For example, even after 25 years of using urban growth boundaries, no one in this state really knows how much development occurs each year inside and outside those boundaries. Land use data are available in 276 cities and counties, but (with the exceptions of some data on housing and resource land) no one aggregates or analyses such information for the state. LCDC and the legislature thus are "flying blind" when it comes to setting policy on land use. The state needs to designate some agency to gather and analyze such data annually, and it needs to require local governments to submit such information to the state and allocate money for them to do so.
- DLCD (especially Ron Eber) has been very helpful in educating our office on the issues and history of farmland protection in Oregon. thank you, F.X.Rosica
- Citizen Involvement is important, but also extremely frustrating. It is very, very difficult for city officials do continue to do their job effectively and be responsive to requests by citizens and city councils if budgets continually are cut and staff is being reduced. Public officials are being put in impossible positions.