



A MESSAGE FROM THE BOARD

May 2024

We are pleased to present the 2024-2029 Oregon Land Use Board of Appeals strategic plan. This is the first edition of what we intend to become a bi-annually updated dynamic five-year plan as described below.

Our approach for this plan is to focus on identifying what we need to do so we can most effectively accomplish our work. This plan is to ensure that we have what we need to best take us where we need to go. We want to do what we are already doing, but better.

Our plan is based on goals outlined by the Governor's office. A future update will align it with our future Information Technology Strategy and our future Diversity Equity and Inclusion Plan.

We developed this plan as an entire agency with input from external stakeholders. The plan below presents our mission, vision, and values statements, followed by our goals and strategies, including action plans. After the plan, we have included our pre-work, including our analysis of Political, Economic, Social, Technological, Legal and Environmental factors (PESTLE) and an evaluation of our Strengths, Weaknesses, Opportunities, and Threats (SWOT). Staff and Board separately evaluated the PESTLE and SWOT. External stakeholders also provided SWOT feedback. Staff and Board then reviewed and discussed all input as we developed our plan.

To make this a living plan, we tied it to our key performance progress measures (KPPMs). Each biennium, we will reflect on what we have accomplished the previous biennium, strengthen our intentions for the next biennium, add a new fifth year, and select specific actions to hold ourselves accountable for the coming biennium. We want this plan to be dynamic, effective, and a source of focus.

Melissa M. Ryan, Board Chair
Michelle Gates Rudd, Board Member
H. M. Zamudio, Board Member

LUBA STRATEGIC PLAN – JUNE 2024

MISSION

LUBA's mission is to provide a specialized appellate review body that (1) provides an accessible forum for resolving land use disputes quickly and efficiently and (2) makes its decisions available as a decision-making resource to state and local legislators, land use professionals, city and county land use decision makers, property owners, and residents of Oregon.

VISION

We are a respected and trusted neutral forum that diligently resolves land use appeals in a way that is readily understandable and meaningful to the parties, the public, and the courts.

VALUES

- We share responsibility for our mission.
- We trust each other and are trusted by others.
- We embrace openness by creating physical and relational safety.
- We approach conflict with curiosity and mutual respect.
- We encourage creativity and taking initiative for change.

GOALS AND STRATEGIES, INCLUDING ACTION PLANS

Goal 1

Efficiently resolve land use appeals. Resolve 90% of land use appeals within statutory deadlines or, if all parties agree, with no more than a 21-day extension of the statutory deadline AND resolve 95% of record objections within 60 days after the record objection is received by LUBA.

Strategies

1. Obtain Legislative approval to change the Key Performance Progress Measure to three weeks.
2. Continue prioritizing decision drafting, peer review, revision, and editing in our workflow.
3. The Board will attempt to anticipate and work with the Governor's office to fill any board member position vacancies.
4. The board will work diligently to fill any staff attorney position vacancies.

Action Plans

1. Staff will complete research regarding any legislative history regarding the 77-day limit.
2. The Board will work with stakeholders to help them understand and support the new Key Performance Progress Measure.
3. The Board will develop a communications plan for stakeholders and the legislature.
4. The Board will seek legislative approval to change the Key Performance Progress Measure.

Goal 2

Resolve 100% of legal issues that are presented in appeals when consistent with sound principles of judicial review.

Strategies

1. The Board will seek legislative approval of an amendment to the current Key Performance Progress Measure to clarify past practices.
2. The Board will continue resolving all legal issues when consistent with sound principles of judicial review.

Action Plans

1. The Board will work with stakeholders to help them understand and support the new Key Performance Progress Measure.
2. The Board will develop and apply external messaging to help others understand this goal and changes to the current Key Performance Progress Measure.

Goal 3

Issue opinions that are sustained on appeal at least 90% of the time.

Strategy

- The Board will continue to endeavor to issue opinions that are sustained on appeal at least 90% of the time.
- The Board will continue prioritizing decision drafting, peer review, revision, and editing.

Action Plans

1. The Board will continue to review all Court of Appeals opinions issued on appeals of LUBA decisions and timely issue Notices of Appellate Judgments and if needed, additional final opinions and orders. The Board will continue to prioritize peer review and collaborative decision making.
2. The Board will attempt to anticipate and work with the Governor's office to fill any board member position vacancies.

Goal 4

Provide quick and easy access to LUBA final opinions and research aids.

Strategy

- Staff will post decisions on the LUBA web page within one business day after issuance.
- Each month after the last opinions and orders are posted, staff will post final opinion summaries.
- Staff will continue to make the headnote digest available on LUBA's web page and will make it searchable.

Action Plans

1. Staff will transition from new headnotes for every case to case summaries, including a searchable master case summary.
2. Staff will research and publicly share legal research resources for parties without access to Westlaw.
3. Staff attorneys will prepare and post on the LUBA website case summaries each month.
4. Staff will investigate an improved interface with Westlaw to improve LUBA decision search results and implement it if feasible.

Goal 5

Continue public outreach to increase understanding of LUBA's mission, processes, and rules.

Strategy

1. Conduct outreach via multiple equitable channels for interested parties.

Action Plans

1. Staff will research outreach channels and their efficacy.
2. The Board will prepare, and staff will publish explanatory video(s) and articles concerning LUBA's mission, processes, and rules.
3. The Board will prepare, and staff will publish "practice tips."

Goal 6

Continue providing excellent and responsive customer service and modernize LUBA's filing and case management system.

Strategies

1. Implement e-Filing and online case status/filings viewing to promote better accessibility, efficiency, and equity.
2. Update key performance progress measure to reflect timeliness of staff responses to requests for information.

Action Plans

1. The Board will review internal processes for resolving motions without statutory deadlines.
2. The Board and staff will conduct a needs assessment of an eFiling system, secure funding, identify and select a vendor, implement the selected system, and educate stakeholders for use.
3. Staff will be provided culturally responsive customer service training.

Goal 7

Provide equitable access to LUBA services and cultivate a diverse, equitable, and inclusive work environment that will attract and retain employees.

Strategy

- Apply a DEI lens to all other goals and LUBA operations.

Action Plan

- The Board will hire a DEI Consultant to assist in developing and implementing a DEI Plan.
- The Board will continue to act in accordance with its Affirmative Action Plan.
- When adopting policies and procedures, LUBA will consider accessibility implications of those policies and procedures.

Goal 8

Achieve an attractive and supportive environment for agency employees.

Strategies

1. Encourage and promote work/life integration and harmony.
2. Provide development and training opportunities for the staff and the board.
3. Ensure a safe and comfortable office environment.

Action Plans

1. The Board will reinforce a workplace where all employees are appreciated, respected, and encouraged to promote positive relationships and physical safety.
2. Staff will maintain and keep current the existing staff onboarding process.
3. The Board will establish an effective board member onboarding process.
4. Staff will establish an effective staff attorney onboarding process.
5. Staff will review and reinforce effective hybrid work schedules and ongoing feedback to achieve work/life integration and harmony.
6. The Board will review and refine the agency organization structure to assess roles and responsibilities.
7. The Board will review and assess support services annually.