

## PREFACE

*"Goals for a Livable Oregon"--a giant step forward toward a responsive state government, a sensibly organized system involving local governments and individual citizens--is contributing to a better Oregon through improved determinations of needs and goals. It has been a process of coordinating planning efforts and converting those efforts into action programs--a successful effort in bringing greater rationality to state decisions and providing a means for holding governments accountable for their levels of accomplishment.*

*At the start, a structure enabling a consortium of federal, state, local, and private agencies to coordinate planning and cooperate in delivering services did not exist. Accordingly, Governor McCall encouraged local governments to form voluntary associations and to establish citizen committees for the purpose of defining local problems and setting local goals. This concept, in effect, would reverse the customary communications and decision-making processes.*

*The Governor directed state agencies to join in identification of the problems that will have to be overcome if we are to achieve "Goals for a Livable Oregon". He also asked that they develop definite program objectives; and, in so doing, establish the means of measuring how much contribution these individual program objectives would make toward reaching the larger goals. The result was a working draft of "Goals for a Livable Oregon".*

*The draft covered seven major program areas: Human Resources, Health, Education, Public Safety, Economic Development and Consumer Services, Transportation, and Natural Resources. Over 1,500 copies were circulated to federal bureaus, councils of government, legislators, local governments, voluntary agencies, special committees, and interested citizens. Recipients were asked to review it carefully, assess agency proposals, recommend additions and deletions, and rank the proposals in what they considered to be the order of relative importance.*

*Governor McCall further suggested that the local participants could make an even greater contribution by developing objectives, proposed accomplishments, and activity statements covering their own programs. Even though we have no firm intergovernmental structure, the response was encouraging. Hundreds of volunteer hours were invested. And the replies, in all cases, reveal a strong sense of responsibility and a great desire to help improve the impact that these programs will have on the target problems.*

*Appropriate state agencies were given these accumulated responses. After reviewing the new ideas, many agencies incorporated the material into their own agency programs--sometimes adjusting their proposals and levels of accomplishment.*

Governor McCall followed up on this process when he, in his budget instructions to the agencies, stipulated:

*“Recommendations from local governments, federal agencies, and statewide advisory committees should be reflected in budget requests. The Governor’s Recommended Budget for 1971-73, and the final version of ‘Goals for a Livable Oregon’, will likewise reflect consideration of the recommendations of these ‘outside’ resources.”*

*This entire process--resulting in “Goals for a Livable Oregon” and the “Governor’s Recommended Budget, 1971-73”--was aimed at improving Oregon through the achievement of better decisions. The effort already has identified both duplications and omissions in state activities; and has, in many cases, produced stronger program evaluation and more rationally established priorities.*

*Oregon has made an important move forward in the search for its better future. This vastly improved state government delivery system has met the first test; but, much remains to be done.*

*Most cooperative associations of governments now existing have barely emerged from the organizational process. For that reason alone, this publication includes very little in the way of comparable objectives and activities of local governments. State agencies, as well, too often produced accomplishment statements that were insufficiently result, or output-oriented. Therefore, a comprehensive test of governmental accountability is yet to be passed.*

*It is the intention of Governor McCall to follow and to monitor the implementation of all programs designed to achieve a more livable Oregon. During this period, accomplishments will be more carefully reviewed and measurement of accomplishment levels will be more specifically stipulated.*

*The Governor also intends to adjust the traditional budget-oriented decision process. This will allow greater attention to be directed to evaluating existing activities and to the development of more enduring alternatives.*

*Neither Oregon nor this publication can remain static. Society--and all governments within it--remain constantly in a condition of dynamic change. There will, of course, be new sets of concepts to be called “Goals for a Livable Oregon”.*

*With our combined experiences from the past--joined with our mutual efforts in the months to come--we can further strengthen intergovernmental structures, define problems more clearly, and create more workable solutions.*

*We must do it together--cooperatively, openly, and in coordination. Your continued support for this idea and your developing participation in realizing it are greatly appreciated. Ours is a mutual mandate, transmitted to us by a vision of the future and by the needs of the people. We must complete the plan to meet that mandate by the realization of:*

*“Goals for a Livable Oregon: an Action Partnership for the 70’s.”*