

LAND CONSERVATION and DEVELOPMENT DEPARTMENT

Annual Performance Progress Report (APPR) for Fiscal Year (2013-2014)

Original Submission Date: November 5, 2014

Finalize Date: December 29, 2014

2013-2014 KPM #	2013-2014 Approved Key Performance Measures (KPMs)
1	EMPLOYMENT LAND SUPPLY – Percent of cities that have an adequate supply of land for industrial and other employment needs to implement their local economic development plan.
2	HOUSING LAND SUPPLY – Percent of cities that have an adequate supply of buildable residential land to meet housing needs.
3	PUBLIC FACILITIES PLANS – Percent of cities that have updated the local plan to include reasonable cost estimates and funding plans for sewer and water systems.
4	CERTIFIED INDUSTRIAL SITES – Number of industrial sites certified as “project-ready” added each fiscal year.
5	TRANSIT SUPPORTIVE LAND USE – Percent of urban areas with a population greater than 25,000 that have adopted transit supportive land use regulations.
6	TRANSPORTATION FACILITIES – Percent of urban areas that have updated the local plan to include reasonable cost estimates and funding plans for transportation facilities.
10	FARM LAND – Percent of farm land outside urban growth boundaries zoned for exclusive farm use in 1987 that retains that zoning.
11	FOREST LAND – Percent of forest land outside urban growth boundaries zoned in 1987 for forest or mixed farm/forest use that remains zoned for those uses.
12	URBAN GROWTH BOUNDARY EXPANSION – Percent of land added to urban growth boundaries that is not farm or forest land.
15	GRANT AWARDS – Percent of local grants awarded to local governments within two months after receiving application.
17	CUSTOMER SERVICE: Percent of customers rating their satisfaction with the agency’s customer service as “good” or “excellent”: overall customer service, timeliness, accuracy, helpfulness, expertise and availability of information.
19	BEST PRACTICES – Percent of total best practices met by the Board.

New Delete	Proposed Key Performance Measures (KPM's) for Biennium 2015-2017
	Title: Rationale: The department is not recommending deletion of any performance measures for 2015-17.

Agency Mission:

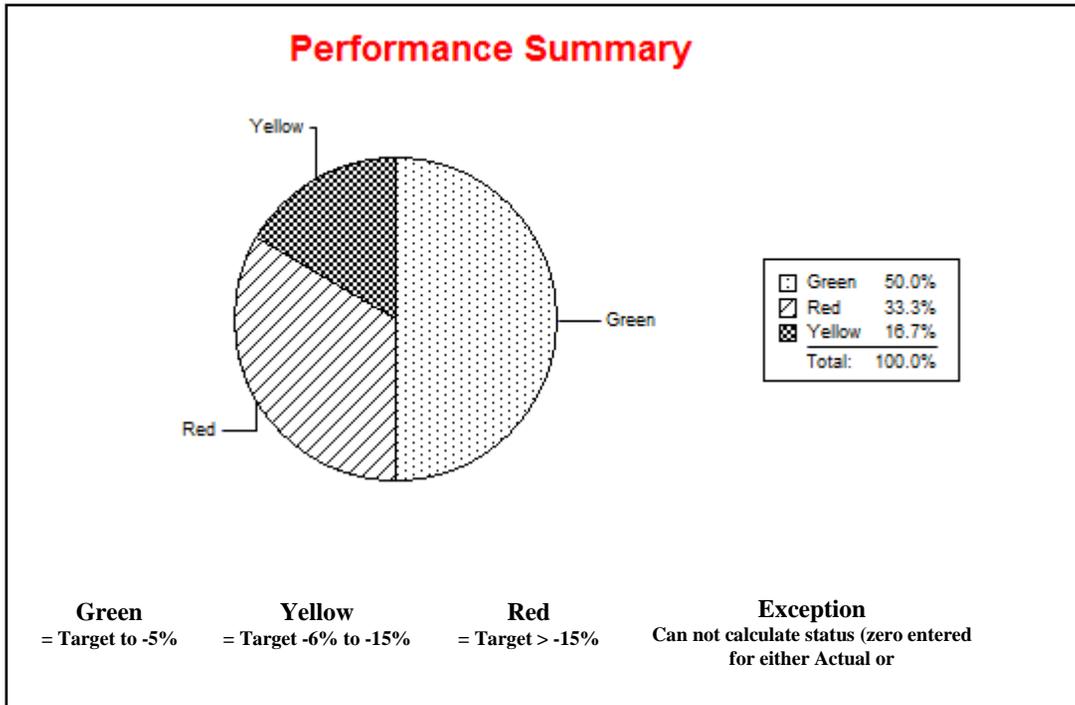
As stewards of Oregon’s visionary land use planning program, we foster sustainable and vibrant communities and protect our natural resources legacy in a dynamic partnership with citizens and communities. We help communities and citizens plan for, protect and improve the built and natural systems that provide a high quality of life.

Contact: Teddy Leland

Contact Phone: 503-934-0016

Alternate:

Alternate Phone:



1. SCOPE OF REPORT

This is the final report of the Department of Land Conservation and Development's (DLCD) progress on performance measures for 2013-2014. Data for the majority, but not all, of the Key Performance Measures are based on the 2013-2014 fiscal year.

Agency Programs/Services Addressed By Key Performance Measures.

The department helps communities around the state plan for their future to assure a high quality of life. Department programs are: Planning Services Division, Ocean and Coastal Services Division, Community Services Division, Transportation and Growth Management Program, Administrative Services Division and policy development in the Director's Office. Department services are: technical assistance and grants assistance to local governments; regulatory review of plan amendments; urban growth boundary decisions and periodic reviews; outreach, education and public information; policy planning; hazards planning and agency collaboration. Together, programs and services address multiple goals and objectives. One way to link programs and services with key performance measures is through the framework of the department's five strategic goals:

1. Conserve Oregon's Natural Resources – Productive Farm and Forest Lands and Coastal, Scenic, Unique and Other Natural Resource Lands are Planned and Managed to Provide a Healthy Environment and Sustain Oregon's Communities and Economy.
 - Conserve productive farm and forest lands;
 - Protect and conserve coastal and marine resources;
 - Protect and conserve wildlife habitat, wetlands and riparian areas for their ecosystem values. Protect scenic, historic, cultural, and recreational values on rural lands.
 - KPMs #10, 11, and 12
2. Promote Sustainable, Vibrant Communities.
 - Urban and rural communities have complete and efficient comprehensive plans that include a sufficient supply of land, services, and infrastructure to meet a variety of economic opportunities;
 - Land use and transportation are linked to provide for the development of well-functioning , well-designed and healthy communities;
 - Community development activities will be enhanced to support local efforts to revitalize communities, seek public infrastructure solutions and build community participation.
 - Urban and rural communities will plan for and develop resilience to natural hazards, including those exacerbated by climate change.
 - KPMs #1, 2, 3, 4, 5, and 6
3. Engage the Public and Stakeholders in Oregon's Land Use Planning Program
 - Develop strong, collaborative partnerships with citizens and communities in all regions of the state through citizen involvement, outreach and collaboration;
 - Improve communication and education with citizens and stakeholders in all regions of the state.
 - All KPMs.
4. Provide Timely and Dynamic Leadership to Support Local and Regional Problem Solving
 - Ensure short-and long-range policy development for the commission and department;
 - Improve capacity of local governments to carry out their land use responsibilities;

- Develop and coordinate strategic initiatives with other state agencies, tribal and local governments.
- Seek solutions that address immediate and long-range challenges, in collaboration with key stakeholders and others.
- Manage and improve information services within the department and for use by a wide array of stakeholders.
- KPM #19

5. Deliver Services that are Efficient, Outcome-based and Professional

- Operate a professional organization that is efficient, operates according to best practices, and seeks to continually improve operations;
- Manage and provide services to local governments that support department and local objectives.
- KPMs #15 and 17

1. Agency Programs/Services, If Any, Not Addressed by Key Performance Measures

Modernize Information Technology (IT) and Delivery: The department continues to implement its Information Management Modernization Initiative (IMMI) in order to enhance and modernize information technology databases and delivery of information to its customers. In 2012 the department embarked on the Information Management Modernization Initiative (IMMI). This five-year plan will provide a quantum leap in the department's ability to gather, analyze, and disseminate information for a variety of customers and audiences. One objective is to gain a higher level of accuracy by having local jurisdictions able to enter certain data directly from their locations, rather than send us their information on paper, which we then enter into data bases. This initiative directly affects several key performance measures that measure outcomes at the city and county level. This change in operation has begun with identified, but limited, resources and will depend on future budget decisions for its success.

No DAS Key Performance Measure applies to the department's information technology services. However, the department has made strides toward developing internal key performance measures that track the lifecycle replacement program and other administrative actions. Continued investment by the legislature in the information technology capacity of the department will improve the department's ability to meet key performance measure targets and assist local jurisdictions in implementing the statewide land use planning program.

2. THE OREGON CONTEXT

The department works closely with local governments to carry out Oregon's statewide land use planning program. The department plays a key role in assisting local governments, citizens and the business community with development of land use decisions that encourage: job growth; affordable housing; efficient urban development linked to transportation systems; conservation of commercial agricultural and forest lands; and protection of natural resources. In Oregon, state and local governments share responsibility for achieving these outcomes. DLCDD's strategic planning goals are indirectly linked to the following Oregon benchmarks: OBM 4: Job Growth, OBM 70: Commuting, OBM 72: Road Condition, OBM 74: Affordable Housing, OBM 77: Wetlands Preservation, OBM 80: Agricultural Lands, OBM 81: Forest Land, and OBM 87: Native Fish and Wildlife. Under Oregon's land use planning program, the state sets broad goals and requirements for land use planning, and cities and counties (278) adopt comprehensive land use plans that are based on these statewide goals and

requirements. The 19 Statewide Planning Goals are not the same as the state's benchmarks, but are strongly linked in many respects. Oregon's land use planning program is one of many programs that contribute to the state benchmarks. Other important programs not associated with the department, but that influence progress toward the benchmarks, include government and private investment programs, tax structures, and a variety of state and federal regulations. For example, progress in preserving the agricultural economy in Oregon is influenced by: a supportive property tax system; investments made by the federal and state governments; and investments by certain industries that use those crops.

3. PERFORMANCE SUMMARY

This performance report provides data for fiscal year 2013-2014. In general, DLCD's performance measures indicate mixed outcomes for the program. 8 of the twelve effectively meet or exceed the goal. In the four instances where this is not the case: (1) KPM #1 Employment Land Supply; (2) KPM #2 Residential Land Supply; (3) KPM #3 Public Facilities Plans; and (4) KPM #12 Urban Growth Boundary Expansion, the contexts for performance are widely divergent, and each needs to be considered according to its own factors. A common theme underlying these results is the continued lack of resources at the city and county level, including diminishing planning grants from the department to help local communities amend their plans in a timely manner.

The department's management team regularly considers methods to increase the effectiveness of performance measures as a package, and improvements that could be made to individual measures.

4. CHALLENGES

Oregon's statewide land use planning program continues to face challenges. As mentioned previously, a key ongoing challenge is the reduced financial capacity of most local governments to maintain up-to-date and high-quality land use plans. These plans prepare cities and counties for the future, and identify the infrastructure necessary for land development and other land use decisions. The department also has insufficient capacity to:

- (1) Fulfill all its mandated programs;
- (2) Provide adequate land use planning help to local governments through technical assistance and grants, and
- (3) To track and measure the progress of all its programs.

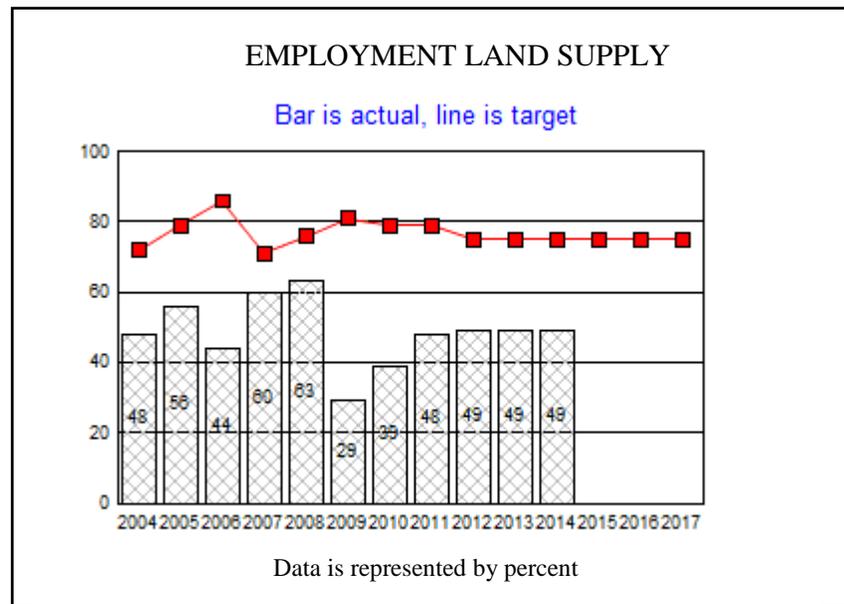
Oregon statutes regarding periodic review and update of local comprehensive plans require the department to focus resources largely on certain land use planning efforts in cities with a population of 10,000 or more. While there is a benefit to focusing limited state resources on certain priorities, the lack of funding combined with mandatory requirements to maintain and update local plans is likely to lead to long-term problems for smaller jurisdictions. Without adequate capacity (including grant resources) to assist local government planning, the plans of smaller cities and counties will likely grow more and more out-of-date, and will be less and less likely to meet local needs and state planning requirements. This, in turn, will affect the agency's performance with respect to the measures and targets discussed in this report.

In 2010, the department realigned its key performance measures with an update of the agency's goals and objectives. During 2013-2014, the department reviewed and updated its mission and strategic plan. The department clearly desires to better articulate the desired outcomes of the planning program through more direct measures, such as vehicle miles traveled, urban growth boundary efficiency and costs and the results of local programs to protect natural resources. The Governor's 10-Year Healthy Environment Policy Vision may prove to be a path to creating better outcome data, both within the department and across other state natural resource agencies.

5. RESOURCES AND EFFICIENCY

The department's 2013-15 Legislatively Adopted Budget for its three fund types is \$19.6 million. Performance Measure #19 reflects results of department efforts toward better efficiency.

KPM #1	EMPLOYMENT LAND SUPPLY – Percent of cities that have an adequate supply of land for industrial and other employment needs to implement their local economic development plan.	2002
Goal	Promote sustainable, vibrant communities.	
Oregon Context	OBM 4: Job Growth	
Data Source	DLCD tracking of periodic review approval orders and post-acknowledgment plan amendments.	
Owner	Community Services Division, Rob Hallyburton, 503-934-0018.	



1. OUR STRATEGY

This measure tracks the percentage of cities with a population over 2,500 that have completed an update to their land use plans in order to provide a 20 year supply of land for employment related uses. This measure was adopted when all cities over 2,500 populations were required to periodically review and update

their plans. In 2007, the legislature removed this requirement for cities with a population of less than 10,000. Planning and zoning a sufficient amount of land, based on up to date economic opportunities analyses helps ensure enough land is available for development to new employment uses in a community. The department provides technical and financial assistance to local governments for evaluations of the supply of industrial and other employment lands.

2. ABOUT THE TARGETS

The higher the percentage reported under this measure, the better the performance. This measure tracks the number of cities with a population greater than 2,500 that evaluated and updated their employment land supply during the last ten years. There could be other cities with an adequate employment land supply that haven't recently updated their plans, but this number cannot be extracted from known data sources. Under the statewide land use planning program, cities are expected to provide an adequate supply of suitable sites for employment purposes. The target is based on the number of cities with a population over 2,500 (104 cities as of 2009) because, when the target was set, cities under that size were not required to periodically update their plans. Now, generally, only cities with a population over 10,000 have that requirement, so many smaller cities have not updated their plans as expected. The performance considering only cities over 10,000 population is considered in the following section.

3. HOW WE ARE DOING

The target of 75% has not been met for this reporting period. The results have remained the same since the 2012 reporting period at 49%. There are continued difficulties in funding the needed updates at the state and local level. This has frustrated progress on this measure. Performance for cities over 10,000 population was also calculated because these are the jurisdictions required to update plans under periodic review statutes. These cities contain 58 percent of the state's population and a majority of the jobs. When considering just these larger cities, 63% of the jurisdictions have shown an adequate supply of employment land. This still fails to meet the target, but suggests that the outlook may be better than the all-city data suggests when considering that most employment locates in these larger jurisdictions.

4. HOW WE COMPARE

There is no equivalent public or private industry standard to evaluate the sufficiency of employment lands within urban growth boundaries.

5. FACTORS AFFECTING RESULTS

Legislation in 2007 eliminated the requirement for cities with a population less than 10,000 outside Metropolitan Planning Organization boundaries to periodically review and update the comprehensive plan. The planning grant programs were reduced during the second half of the biennium, due to state budget constraints. The results also reflect the drop in local government revenue and resources available to evaluate and adjust local land supplies.

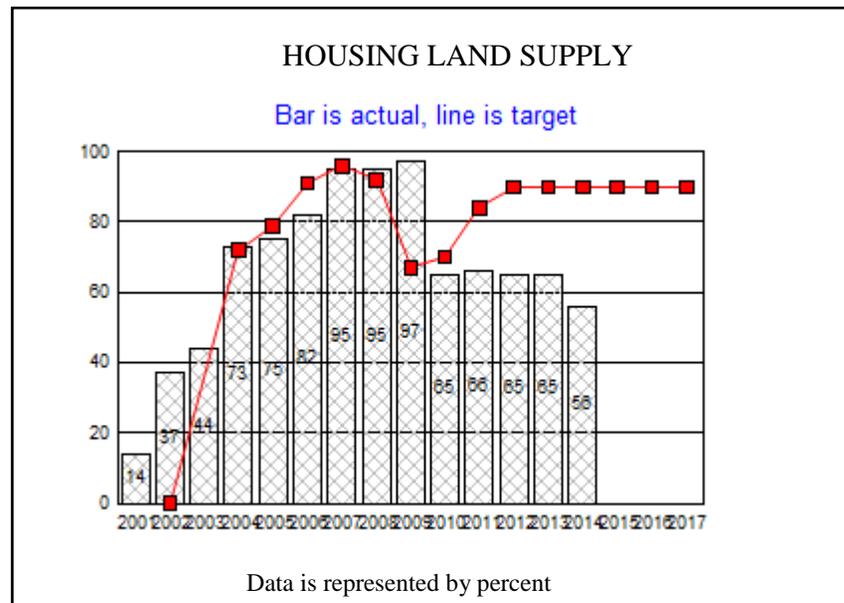
6. WHAT NEEDS TO BE DONE

For the 184 cities no longer subject to periodic review, the department needs better methods to track local efforts to provide an adequate supply of employment lands. Also, adequate funding of the department's technical assistance and grant programs will be necessary for the department to achieve the targets. Most important, the department needs clear guidance from the legislature regarding its role in economic development, which is currently considered as subordinate to other interests if it exists at all.

7. ABOUT THE DATA

The reporting cycle is Oregon's fiscal year. Progress under this measure is counted if, during the past 10 years, a city completes, and the department approves, a periodic review task that evaluates the adequacy of its industrial and other employment lands and adds such lands to its UGB, if needed. Progress is also counted if, during the past ten years, a city amends its comprehensive plan to provide a 20-year supply of employment land in accordance with Statewide Planning Goal 9.

KPM #2	HOUSING LAND SUPPLY – Percent of cities that have an adequate supply of buildable residential land to meet housing needs.	2002
Goal	Promote sustainable, vibrant communities.	
Oregon Context	OBM 74: Affordable housing	
Data Source	DLCD tracking of periodic review approval orders.	
Owner	Community Services Division, Rob Hallyburton, 503-934-0018.	



1. OUR STRATEGY

This measure tracks the percentage of cities with a population over 2,500 that have completed a major update of their local land use plans, in order to provide

a 20-year supply of buildable residential land within the city's urban growth boundary (UGB). This measure was adopted when all cities with a population over 2,500 were required to periodically review and update their plans. In 2007 the legislature removed this requirement for cities with a population of less than 10,000. Planning and zoning a sufficient amount of land, based on an up-to-date housing needs analysis, helps assure that enough land is available for construction of new housing at various price ranges and rent levels in these communities. An increasing percentage of lower- and middle- income households pay more for housing costs than is considered reasonable. This emphasizes the importance of the department's work with state agencies and local governments to assure an adequate supply of residential land in UGBs. Residential land supply is one factor that directly affects a city's ability to provide for affordable housing needs. The department provides technical and financial assistance to local governments for evaluation of the supply of residential lands.

2. ABOUT THE TARGETS

The higher the percentage reported under this measure, the better the performance. The targets include estimates of the number of cities that will update their plans each year outside of periodic review, the number of cities that will enter periodic review with a relevant work task, and the years required for cities in periodic review to complete the relevant work tasks. The target is based on the number of cities with a population over 2,500 because, when the target was set, cities under that size were not required to periodically update their comprehensive plans. Now, generally only cities over 10,000 population have that requirement, so many smaller cities have not updated their plans as expected. The targets generally assume that local plans are valid for ten years. Cities within the Portland Metropolitan Service District boundaries are exceptions to this framework. State statute requires Metro to review and update the residential land supply within its UGB every five years. All Metro jurisdictions are assumed to provide an adequate supply of buildable residential land, based upon the capacity analysis adopted by Metro in 2011. The performance considering only cities over 10,000 population is considered in the following section.

3. HOW WE ARE DOING

The target has not been met for this reporting period. The result of 56% is 34 percentage points below the target of 90%. This is due, in large measure, to the lack of planning resources required for cities to perform the necessary tasks related to buildable land supply. In addition, cities may be discouraged from making efforts to determine buildable land supply and make needed changes to urban growth boundaries due to the cost and litigiousness some cities around the state have faced since 2000 when making such efforts. This key performance measure has been in effect since 2002. However the latter problem may be alleviated by the 2016 implementation of legislation to provide a streamlined, simpler, more litigation-free method of expanding urban growth boundaries to provide an adequate supply of land for residential development. Performance for cities over 10,000 population was also calculated because these are the jurisdictions required to update plans under periodic review statutes. These cities contain 58 percent of the state's population. When considering just these larger cities, 83% of the jurisdictions have shown an adequate supply of residential land. This still fails to meet the target, but suggests that the outlook may be better than the all-city data suggests when considering that most employment locates in these larger jurisdictions.

4. HOW WE COMPARE

The department's performance measure of residential land supply is more long-term than most relevant private industry standards. Most land supply measurements concern the two-to-five year or near-term supply, while DLCD measures the 20-year long-term supply. Either due to this difference, or due to other differences, public and private studies have tended to reach varying conclusions on the effects of the residential land supply within a UGB on housing costs and affordability.

5. FACTORS AFFECTING RESULTS

Factors supporting a positive outcome include: 1) A city is in periodic review (required for cities with populations over 10,000), and its periodic review work program includes a task to complete or update a residential land needs analysis, and/or a UGB evaluation; 2) state grant funds are available for local buildable land inventories, residential land needs analyses, and UGB evaluations, either during periodic review or otherwise; 3) A city in periodic review is on schedule to complete its work program; 4) a city updates its buildable land inventory and residential land needs analysis at least every 10 years; and 5) department staff resources are available to provide local governments with technical assistance. Barriers to a positive outcome include: 1) The department has little influence over whether cities that are not subject to periodic review (i.e., generally those with populations less than 10,000) undertake the planning necessary to provide an adequate supply of residential land; 2) Historically, state grant funds have not covered all qualified and needed land supply planning projects, and the department's ability to provide financial assistance to cities decreases each biennium; and 3) Cities may have hesitated to conduct buildable lands inventories, residential land needs analyses, and UGB evaluations due to the cost, time delays, and litigiousness that have surrounded such efforts during the past decade in cities such as McMinnville, Woodburn, and Newberg.

6. WHAT NEEDS TO BE DONE

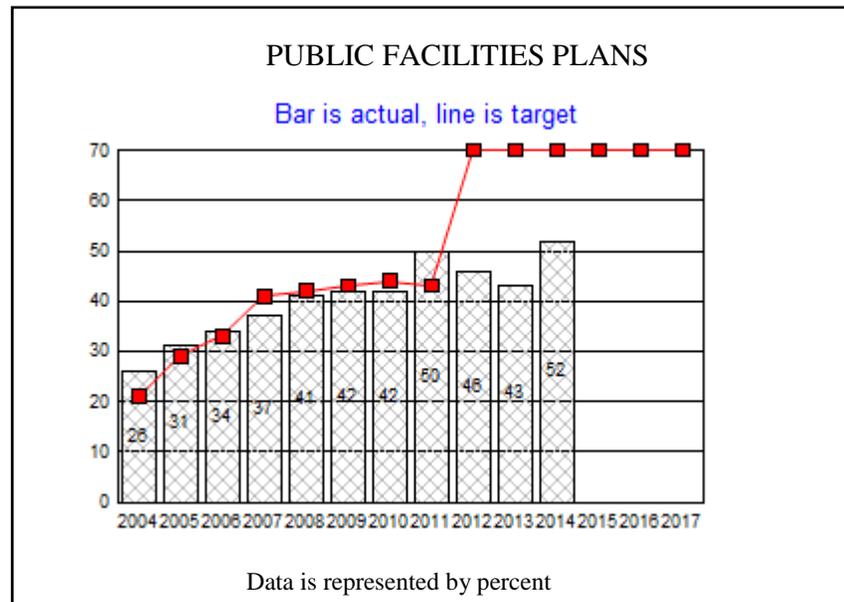
The department needs to continue tracking this measure using the current data source and methodology. In order to encourage more local governments to update their land supply, the department will also need additional funds for grants to local governments that would support residential buildable land inventories, land need analyses, and urban growth boundary land supply evaluations. The Land Conservation and Development Commission must adopt rules to implement a simpler process for amending urban growth boundaries before January 1, 2016.

7. ABOUT THE DATA

The reporting cycle is Oregon's fiscal year. The data have two sources: periodic review work program products, and post-acknowledgment plan amendments for cities with populations over 2,500. For periodic reviews, the department counts approved city findings of adequacy of residential land, approved residential land needs tasks approved work program completions, and approved urban growth boundary (UGB) evaluation or amendment tasks. Post-acknowledgment amendments need not be acknowledged to be counted as qualifying for KPM#2; the city need only provide a written adopted notice to

the department. Strengths of the data: includes the larger urban areas in Oregon, where most of the state's population resides. Weaknesses of the data: 1) With the present database, which was designed for a different purpose, it is difficult to extract the specific data needed for this KPM. Searches are overbroad, and the reporter must review a large amount of data to cull out small percentage of relevant data. 2) The data omits the 139 incorporated cities in Oregon with populations less than 2,500, a number of which are within the orbit of the larger metropolitan areas.

KPM #3	PUBLIC FACILITIES PLANS – Percent of cities that have updated the local plan to include reasonable cost estimates and funding plans for sewer and water systems.	2002
Goal	Promote sustainable, vibrant communities.	
Oregon Context	OBM: 4 Job Growth and OBM 74: Affordable Housing	
Data Source	DLCD tracking of periodic review approval orders.	
Owner	Community Services Division, Rob Hallyburton, 503-934-0018.	



1. OUR STRATEGY

Planning for the timely provision of public facilities is a prerequisite for urban development, affordable housing, and market-ready industrial sites. This

measure tracks the percentage of cities with a population over 2,500 that have completed an update of their local plans for water and sewer system facilities needed to serve future land development within the urban growth boundary (UGB), including cost estimates and funding plans.

2. ABOUT THE TARGETS

The higher the percentage reported under this measure, the better the performance. The targets include estimates of the number of cities that will update their plans each year outside of periodic review, either through the post-acknowledgment plan amendment process or as supporting documents to their comprehensive plans, which are not submitted as post-acknowledgment plan amendments, and the years in which cities in periodic review will complete the relevant work tasks. The targets assume that local plans are good for 10 years. A legislative moratorium on periodic review began July 1, 2003 and ended June 30, 2007. Completions of periodic review work tasks started after July 1, 2007 are included in the yearly targets since that time. The performance considering only cities over 10,000 population is considered in the following section.

3. HOW WE ARE DOING

Performance was 18 percentage points below the fiscal year 2013-2014 target. The target is 70% of all jurisdictions, while performance increased from 43% to 52% of all jurisdictions. Performance for cities over 10,000 population was also calculated because these are the jurisdictions required to update plans under periodic review statutes. These cities contain 58 percent of the state's population and most of the jobs. When considering just these larger cities, 70% of the jurisdictions have updated public facilities plans. This meets the target.

4. HOW WE COMPARE

The department is not aware of other public or private industry standards that evaluate progress toward updating comprehensive plans for urban sewer, water, and storm water facilities.

5. FACTORS AFFECTING RESULTS

Factors leading to a positive outcome include:

- 1) A city is in periodic review (required for cities with populations over 10,000), and its periodic review work program includes a task to do or update a public facilities plan;

- 2) State grant funds are available for public facilities plans, either during periodic review or otherwise;
- 3) A city in periodic review is on schedule to complete its work program;
- 4) A city updates its public facilities plan or a portion of that plan dealing with sewer, water, or storm drainage at least every 10 years; and
- 5) Department staff resources are available to provide local governments with technical assistance in preparing public facilities plans.

Barriers to a positive outcome include:

- 1) The department has little influence over whether cities that are not subject to periodic review (i.e., with populations less than 10,000) undertake the preparation or updating of public facilities plans;
- 2) Historically, state grant funds have not covered all qualified and needed local projects, and the department's ability to provide financial assistance to cities does not increase or actually decreases each biennium; and3) Some cities receive utility services from special districts or regional service providers, and thus have less incentive to complete public facilities plans for the area within the city boundaries.

6. WHAT NEEDS TO BE DONE

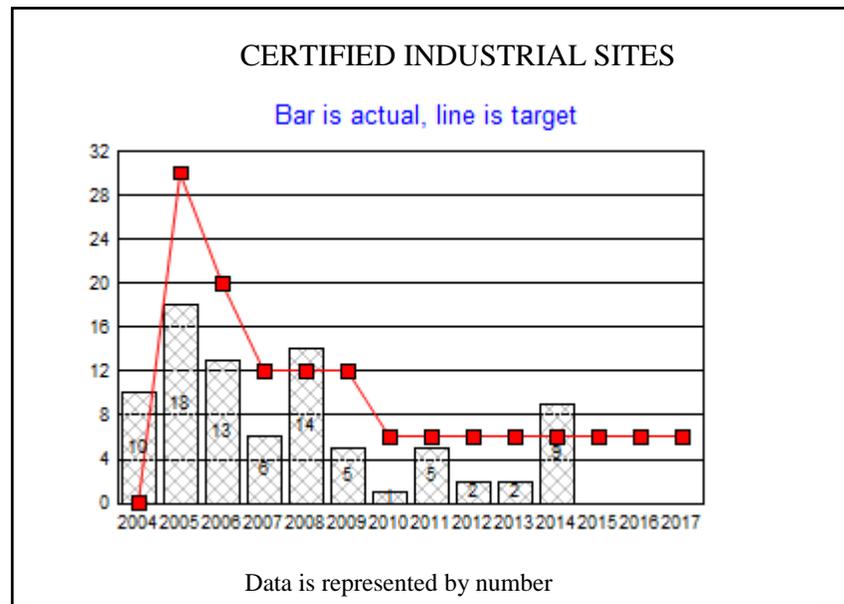
The department needs to pursue additional funds for department grants to local governments to prepare or update public facilities plans.

7. ABOUT THE DATA

The reporting cycle is Oregon's fiscal year. The data have three sources: periodic review work programs, post-acknowledgment plan amendments, and review of city websites and survey of city staff for cities with populations over 2,500. For periodic reviews, the department counts approved public facility plan tasks. For post-acknowledgment plan amendments, the department counts notices received for adopted public facilities plans. For public facility plans, or sewer, water, or stormwater plans adopted as supporting documents and not submitted as post-acknowledgment plan amendments, the department reviewed city websites and contacted city staff for information regarding such documents. Cities are counted as having met this performance measure if they complete a water, sewer, or storm drainage master plan within the previous 10-year period. Strengths of the data: It includes the larger urban areas in Oregon where most of the state's population resides. Weaknesses of the data: 1) With the present database, which was designed for a different purpose, it is difficult to

extract the specific data needed for a KPM. Searches are overbroad, and the reporter then must review a large amount of data to cull out a small percentage of relevant data. 2) The data omit 139 incorporated cities in Oregon with populations less than 2,500, a number of which are within the orbit of larger metropolitan areas and are experiencing growth. 3) Public facility plans that are not submitted through a post acknowledgment plan amendment must be identified by a more time-consuming process of contacting individual cities and reviewing city websites.

KPM #4	CERTIFIED INDUSTRIAL SITES – Number of industrial sites certified as “project-ready” added each fiscal year.	2003
Goal	Promote sustainable, vibrant communities.	
Oregon Context	OBM: 4 Job Growth	
Data Source	Department records.	
Owner	Community Services Division, Rob Hallyburton, 503-934-0018.	



1. OUR STRATEGY

Site certification is attractive to companies that are looking to develop quickly on sites with minimal, or at least well documented, barriers to development.

Site certification helps inform participants about the rigorous demands of land entitlement and development and serves as a planning tool, helping communities better understand the quantity and the quality of their current stock of industrial/employment land.

Industrial site development in the state of Oregon is largely predicated on the state of the global economy and real estate trends. Therefore, owner interest in the site certification has varied over the years; varying from three to nine new applications for certification per year. Since the inception of this program, over 180 sites have started the certification process (80 of which were certified). Many of the sites not certified require additional time and money to meet minimum qualification standards for the certification program. Most of the sites in Oregon that were easier to certify have already been certified and many sites were sold. Sites remaining in the process of certification require more staff time, community support, and additional funds for remediation or engineering reports.

2. ABOUT THE TARGETS

Industrial site development in the state of Oregon is largely predicated on the state of the global economy and real estate trends. Therefore, owner interest in the site certification has varied over the years; varying from three to nine new applications for certification per year. Since the inception of this program over 180 sites have started the certification process (80 of which were certified). Many of the sites not certified require additional time and money to meet minimum qualification standards for the certification program. Most of the sites in Oregon that were easier to certify have already been certified and many sites were sold. Sites remaining in the process of certification require more staff time, community support, and additional funds for remediation or engineering reports.

3. HOW WE ARE DOING

Key results include: 1) Nine certifications and four in the process, up from seven for the previous year; 2) 20 “decision-ready” (not certified, but nearing shovel-ready) sites approved and over 30 more in process; 3) 13 re-certifications completed and over 50 in process; 4) Regional Solutions Centers have agreed to adopt regional industrial lands strategies to help guide priority sites for certification; 5) All certification binders are now on OregonProspector.com, Oregon's on-line site selection tool; 6) All certifications and points of contact are now in CRM database to track development outcomes and all certifications have been digitized and are readily accessible in cloud-based library; 7) New industrial site certification will require decision-ready designation first (new intake form is now on-line); 8) A Request for Proposal (RFP) for expanded third-party verification tool, new industry profiles and program modernization is underway; 9) Pool of third party verifiers has increased and ensures timely delivery of customer service.

4. HOW WE COMPARE

The Oregon Industrial Site Certification program is one of more than twenty programs nationwide that have some level of state involvement. Program requirements and state involvement vary widely by state. Many of these state programs were sponsored by electric utilities and focused on niche categories (i.e. megasites). Oregon has the highest certification standards in the country, giving the program a greater amount of credibility in comparison to others. Industry standards for developable industrial land are very high, with many companies demanding "shovel-ready" sites where they can break ground within 90 days or less. In Oregon, sites are certified as "project-ready," meaning they can be developed within 180 days of lease or purchase.

5. FACTORS AFFECTING RESULTS

The current sites in the certification process are more constrained by physical, transportation, land use and market factors making them more difficult to meet certification requirements. There are limited options for funding and financing public infrastructure improvements. This remains a challenge for many of these sites and has delayed certification.

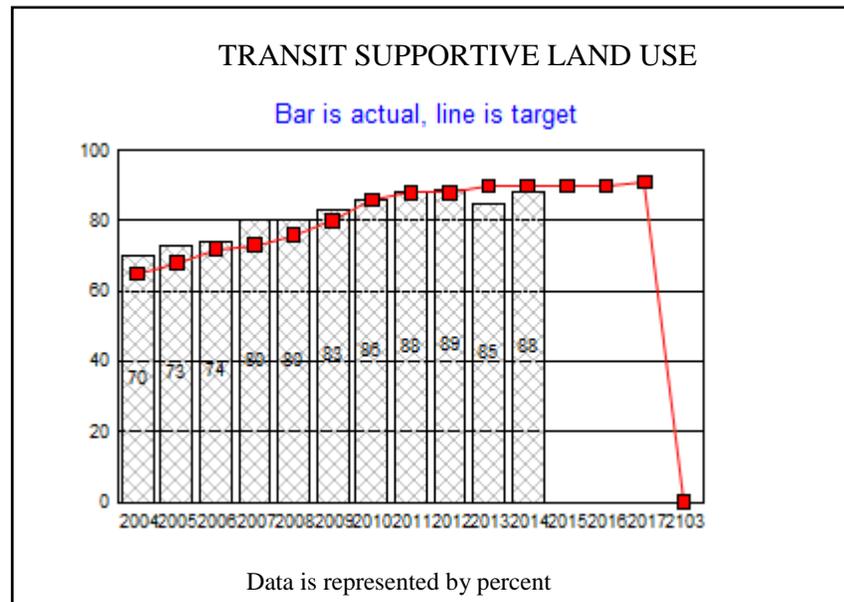
6. WHAT NEEDS TO BE DONE

DLCD will continue to work with OBDD to streamline and improve certification without compromising the integrity of the process, and issued new guidelines relating to certification. As part of ongoing program maintenance, a significant update of the certification program is anticipated by December 31, 2016. Some objectives of this process include streamlining forms and application protocols, expanding third-party verification tools, revising application criteria to better meet industrial market demands, enhancing program maintenance systems to ensure that sites get increased visibility after certification for at least two year, and ensuring the Regional Solutions Teams are providing priority sites and addressing individual site needs on a regional basis.

7. ABOUT THE DATA

The performance results represent sites certified within the fiscal year and since the program's inception. The date of certification corresponds to the date on the certification letter under the director's signature. For certification, each site needs to document that it is ready for development within 180 days of lease or purchase. Business Oregon maintains notebooks in digital form for all the documentation and also works toward periodic recertification of the sites. This documentation and the sites are reviewed by an independent consultant who recommends certification. Decision-ready sites are worked on with regional partners to identify and prepare sites for the certification process.

KPM #5	TRANSIT SUPPORTIVE LAND USE – Percent of urban areas with a population greater than 25,000 that have adopted transit supportive land use regulations.	2002
Goal	Promote sustainable, vibrant communities.	
Oregon Context	OBM 4: Job Growth and OBM 70: Commuting	
Data Source	Periodic review work task orders and post acknowledgment plan amendments.	
Owner	Planning Services Division, Matt Crall, 503-934-0046.	



1. OUR STRATEGY

This performance measure demonstrates whether local communities have adopted land development regulations that assure land use and public transit systems are integrated and mutually supportive. Transit-supportive land use regulations are necessary to allow development at densities adequate to support transit service and to ensure that pedestrian and transit facilities are provided as part of new developments. The combination of adequate intensity of uses along a transit line with safe and convenient access for pedestrians is important to enable transit systems to operate efficiently.

The department assists local governments in adopting land development regulations intended to improve local transportation options and enhance the efficiency of public transportation systems. Government partners include local governments, transit districts, and the Oregon Department of Transportation (ODOT) through the Transportation and Growth Management (TGM) program. Other partners include property owners, developers, and realtors who participate in planning and outreach efforts to promote transportation-efficient land use patterns.

2. ABOUT THE TARGETS

The targets were established based on the rate that local government comprehensive plans and transportation system plans have been adopted by local government and acknowledged by DLCD. The accomplishment of higher percentages is desirable.

3. HOW WE ARE DOING

The targets have been achieved during the last several years because local governments have adopted transit-supportive land development regulations. Beginning this year, the targets will become increasingly difficult to meet as there are fewer jurisdictions remaining where improvements are needed. As the compliance rate approaches 100%, the remaining cities often provide the most difficult challenge. The department has been focusing effort on the remaining jurisdictions, especially in areas designated for a Metropolitan Planning Organization (MPO).

4. HOW WE COMPARE

There are no directly comparable public or private industry standards for this measure.

5. FACTORS AFFECTING RESULTS

Factors that have improved results in recent years include increased concerns about greenhouse gas emissions and increased concern about “peak oil” that could lead to higher fuel prices. Factors that continue to make progress difficult include the complexity and controversy often associated with planning for transit supportive land uses, limited public understanding and support for transit and related development regulations, and concern from some local elected officials that transit supportive regulations may be inconsistent with real estate market trends.

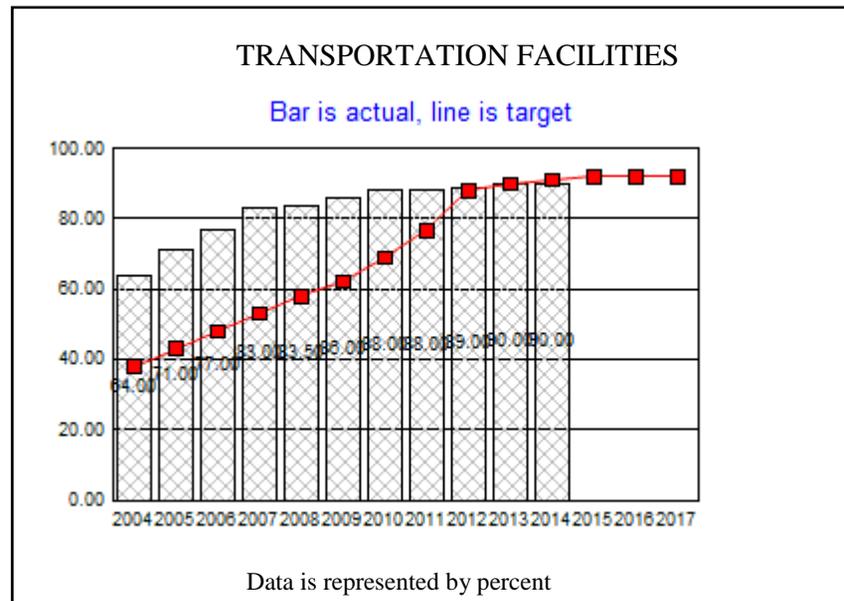
6. WHAT NEEDS TO BE DONE

The department, including the joint ODOT-DLCD TGM and Oregon Sustainable Transportation Initiative (OSTI) Programs, will continue providing technical assistance and grants to assist local governments. As the compliance rate approaches 100%, the remaining cities often provide the most difficult challenge. The department will continue to focus effort on these remaining jurisdictions, especially cities that have made only partial progress to date. The TGM program will provide general planning grants and targeted technical assistance for code updates.

7. ABOUT THE DATA

Data are reported as of June 30, 2014. Data are based on the numbers of Transportation System Plans and implementing ordinances that have been adopted by cities and counties and acknowledged by DLCD (through periodic review or the plan amendment process).

KPM #6	TRANSPORTATION FACILITIES – Percent of urban areas that have updated the local plan to include reasonable cost estimates and funding plans for transportation facilities.	2002
Goal	Promote sustainable, vibrant communities.	
Oregon Context	OBM 4: Job Growth and OBM 72: Road Condition	
Data Source	Periodic review approval orders.	
Owner	Planning Services Division, Matt Crall, 503-934-0046.	



1. OUR STRATEGY

This measure indicates the percentage of cities with a population over 2,500 that have an acknowledged Transportation System Plan (TSP), as required by LCDC's Transportation Planning Rule (OAR 660, division 12) and Statewide Planning Goal 12. These TSPs address streets and highways, mass transit for large cities, and air and rail facilities, and are intended to assist local and state efforts to improve transportation facilities. These plans are coordinated at the city, county and state level. They contain lists of major transportation projects which are needed to support compact, urban development for the next 20 years. The department assists local governments in adopting TSPs and related land developments regulations. Government partners include local governments, transit districts and the Oregon Department of Transportation (ODOT) through the Transportation and Growth Management (TGM) program. Other partners include property owners, developers, and realtors who participate in planning and outreach efforts to promote efficient transportation systems and supportive land use patterns.

2. ABOUT THE TARGETS

The targets were established based upon the rate that comprehensive plans and transportation system plans have been adopted and acknowledged. A higher number is desirable indicating that more cities have met the requirement.

3. HOW WE ARE DOING

Actual performance missed the target by 1%. Progress continues as local governments adopt TSPs, but not as fast as anticipated in the targets. The general trend shows a slowing of the rate of adoption since 2007. This slowing in local TSP adoption occurred because there are fewer cities that have not already completed their TSP. Most cities tracked by this measure have completed their TSP, and TSP updates will be more common in the future.

4. HOW WE COMPARE

There are no directly comparable public or private industry standards.

5. FACTORS AFFECTING RESULTS

The slower rate of completion since 2007 is to be expected since there are fewer cities that have not already adopted their TSP. Factors affecting the results include the complexity associated with planning for transportation systems and supportive land uses, the availability of grants and technical assistance funds

to help local governments prepare TSPs, and the difficulty encountered in preparing reliable projections on the availability of federal, state, and local transportation funding.

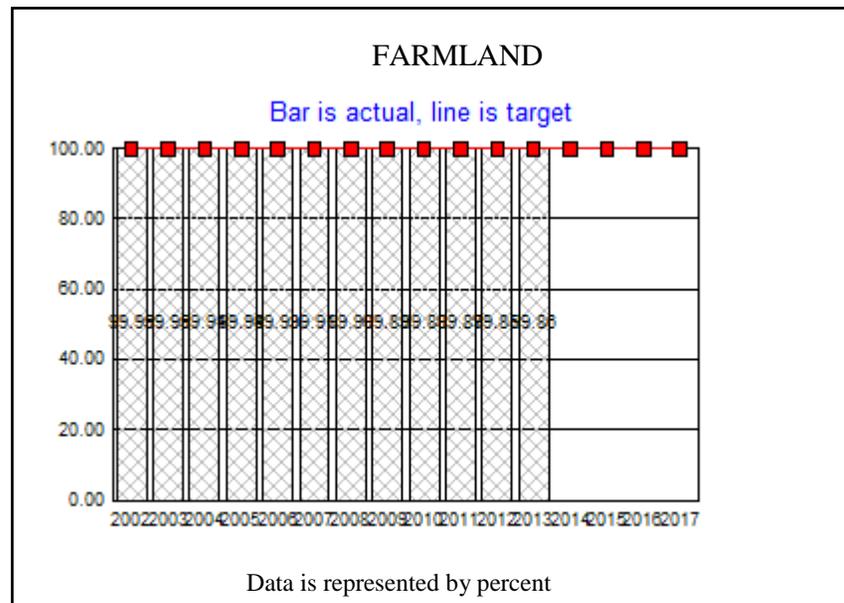
6. WHAT NEEDS TO BE DONE

Periodic review, plan amendment review, TGM grants, and technical assistance grants are the major activities that support this measure. Cities with a population under 10,000 are no longer required to undergo periodic review. For these cities, more emphasis needs to be placed on grant programs, especially the TGM program. The department will also work to increase the awareness of the projected shortfall in available federal, state, and local transportation funds to construct the planned transportation facilities and services identified in TSPs.

7. ABOUT THE DATA

Data are reported as of June 30, 2014 and are based on analysis of periodic review, and plan amendments outside periodic review. In some cases a city may have adopted a TSP without notifying the department, or the adoption may not have been coded properly, so it is possible that additional cities have met the requirement to prepare a TSP.

KPM #10	FARM LAND – Percent of farm land outside urban growth boundaries zoned for exclusive farm use in 1987 that retains that	2002
Goal	Conserve Oregon's Natural Resources.	
Oregon Context	OBM 4: Job Growth, OBM 81: Agricultural Lands	
Data Source	DLCDS rural lands GIS database, plan amendment, and farm/forest databases.	
Owner	Community Services Division, Rob Hallyburton, 503-934-0018.	



1. OUR STRATEGY

One of the goals of Oregon’s planning program (Statewide Planning Goal 3) is to conserve agricultural land for farm uses, consistent with legislative policies in ORS 215.243 and 215.700. The Department of Land Conservation and Development seeks to achieve this goal through acknowledgment of local

comprehensive land use plans and exclusive farm use zoning. This Key Performance Measure tracks the percentage of agricultural land outside UGBs that remains zoned exclusive farm use (EFU) over time, as compared to the acres zoned EFU in 1987. The less farmland rezoned for rural or urban development relative to the total amount zoned EFU in 1987, the greater the indication that local plans and ordinances are working to protect farmland for agriculture.

2. ABOUT THE TARGETS

The targets acknowledge that while the land use program is intended to protect agricultural land from conversion to other uses, there nevertheless will be a small amount of land rezoned for urban and rural development as cities grow, and where rural exceptions or non-resource land designations can be justified. This factor is built into the target, which provides for a small amount of yearly rezoning of agricultural land.

3. HOW WE ARE DOING

The results for calendar year 2013 show that the state's land use planning program continues to work well to maintain agricultural lands for farm use. In 2013, 2,255 acres of EFU land were rezoned: 380 acres for rural development, 559 acres for urban uses, 43 acres for forest use and 1,273 acres for mixed farm-forest use. In 2013, 288 acres were rezoned from forest to EFU, 208 acres of which was to marginal lands. From a base of 16.1 million acres of EFU-zoned land in 1987, a total of 25,489 net acres have been rezoned to other urban and rural uses in the 26-year period through 2013. This means that 99.86% of land zoned EFU in 1987 was still zoned EFU in 2013, thus not meeting the 2013 target.

4. HOW WE COMPARE

To our knowledge, there are no public or private standards for farmland zoning to compare with Oregon's land use program. However, there is indirect evidence of the effectiveness of Oregon's extensive EFU zoning. The most recent U.S. Census of Agriculture figures show that Oregon is holding onto its large and mid-sized farms at a significantly higher rate than the rest of the nation. Between 1978 and 2007, the rate of loss of large (500+ acre) farms in Oregon was less than one-third that of the rate for the nation as a whole, while the rate of loss of mid-sized farms (50 – 499 acres) was one-fourteenth the national rate of loss.

5. FACTORS AFFECTING RESULTS

Rezoning of farmland occurs through local government decisions in response to applications to change EFU zoning and through expansions of urban growth boundaries. Such applications are subject to goals, rules and state land use statutes. While this performance measure provides a good overall assessment of the longevity of EFU zoning over time, the modest amount of land rezoned out of EFU compared to the very large base of current EFU zoning is so small as to not register on the farmland performance graph. This measure offers only a partial assessment of the type or level of development and land division activity that may occur on lands zoned out of EFU, including that projected to occur through Measure 49 claims. It does not measure land use conversion based on permitted development and land divisions that take place within EFU zones. Estimates are that several times as much acreage is converted within EFU zones as is rezoned out of EFU zones each year.

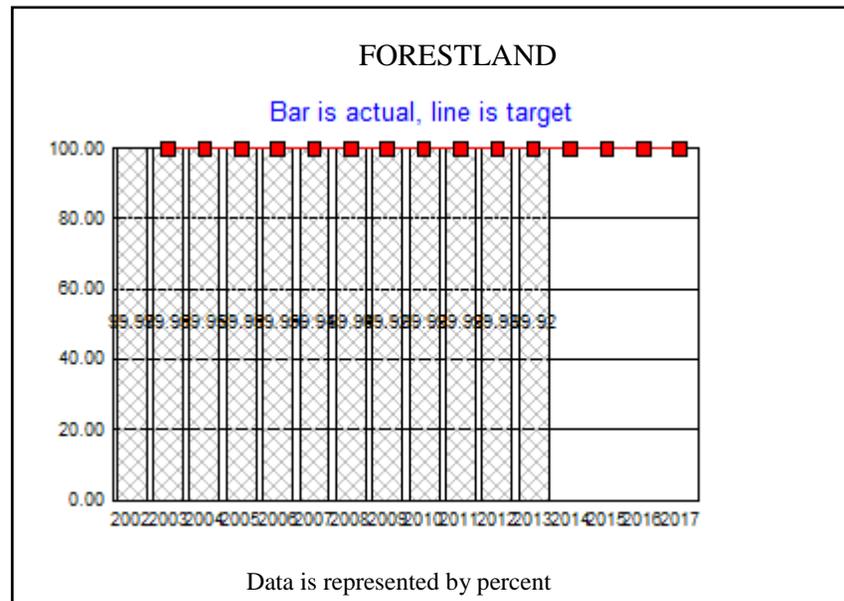
6. WHAT NEEDS TO BE DONE

Continue current efforts toward meeting the target, and consider adding a new measure to gauge actual land conversion so as to permit a more detailed evaluation of Goal 3 farmland protections and Measure 49 impacts.

7. ABOUT THE DATA

The data come from information submitted by local governments to the department for each calendar year, as required by ORS 197.065 and 197.610. Local governments have the opportunity to review and respond to draft compiled data in the annual Farm and Forest Report before it is finalized.

KPM #11	FOREST LAND – Percent of forest land outside urban growth boundaries zoned in 1987 for forest or mixed farm/forest use that remains zoned for those uses.	2002
Goal	Conserve Oregon's Natural Resources.	
Oregon Context	OBM 4: Job Growth, OBM 81: Forest Land	
Data Source	DLCDS rural lands GIS database and plan amendment database.	
Owner	Community Services Division, Rob Hallyburton, 503-934-0018.	



1. OUR STRATEGY

This Key Performance Measure tracks the percent of forest land that remains zoned for forest or mixed farm-forest use over time, as compared to the acreage zoned for forest or mixed farm-forest uses in 1987. The less forest land rezoned for urban and rural development relative to the amount zoned forest or mixed farm-forest in 1987, the greater the indication that local plans and ordinances are working to protect forest land for commercial and other forest uses.

2. ABOUT THE TARGETS

The targets acknowledge that while the land use program is intended to protect forest land from conversion to other uses, there nevertheless will be a small amount of land rezoned for urban and rural development as cities grow and where rural exceptions or non-resource land designations can be justified. These factors are built into the target, which provides for a small amount of yearly rezoning of forest and mixed farm-forest land. The 2013 target is that 99.93% of the 1987 base of forest and mixed farm-forest zoning of 11,766,543 acres be maintained.

3. HOW WE ARE DOING

The results for calendar year 2013 show that the state's land use program continues to work well to maintain forest lands for commercial forest and other forest uses. In 2013, 435 acres of forest or mixed farm-forest lands were rezoned: 288 acres to EFU and 147 acres to rural development, most of which was to mineral and aggregate overlays. From a 1987 base of nearly 11.8 million acres of forest and mixed farm-forest zoned land, a net total of 9,251 acres have been rezoned from forest and mixed farm-forest to other rural and urban uses in the 26-year period through 2013. This means that 99.92% of land zoned forest in 1987 was still zoned forest or mixed farm-forest in 2013, thus not quite meeting the 2013 target.

4. HOW WE COMPARE

To our knowledge, there are no public or private standards for forest land zoning to compare with Oregon's land use program.

5. FACTORS AFFECTING RESULTS

Rezoning of forest land occurs through local government decisions, in response to applications by property owners to change forest or mixed farm-forest zoning, and through UGB expansions. The approval of such applications is governed by goals, rules and state land use statutes. While this performance measure provides a good overall assessment of the longevity of forest and mixed farm-forest zoning over time, the modest amount of land rezoned out of

forest use compared to the very large base of current forest and mixed farm-forest zoning is so small as to not register on the Forest Land KPM graph. This measure offers only a partial assessment of the type or level of development and land division activity that may occur on lands zoned out of forest and mixed farm-forest zones, including that projected to occur through Measure 49 claims. It does not measure land use conversion based on permitted development and land divisions that take place within forest and mixed farm-forest zones. Estimates are that several times as much acreage is converted within forest and mixed farm-forest zones as is rezoned out of these zones each year.

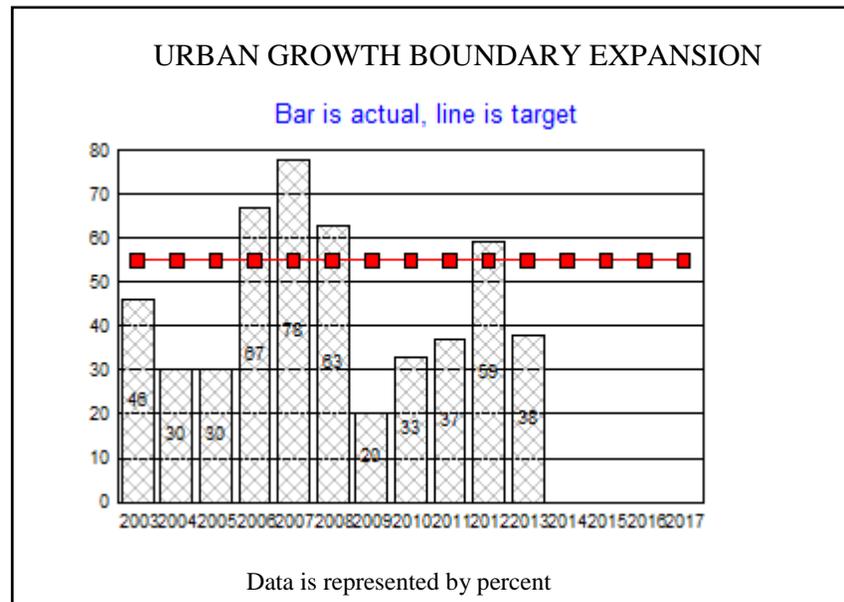
6. WHAT NEEDS TO BE DONE

Continue current efforts toward meeting this target, but add a new measure to gauge actual land conversion so as to permit a more detailed evaluation of Goal 4 forest land protections and Measure 49 impacts. Also consider changing the target formula to use a more recent or broader range of years.

7. ABOUT THE DATA

The data come from information submitted by local governments to the department for each calendar year as required by ORS 197.065 and 197.610. Local governments have the opportunity to review and respond to draft compiled data in the biennial Farm and Forest Report before it is finalized.

KPM #12	URBAN GROWTH BOUNDARY EXPANSION – Percent of land added to urban growth boundaries that is not farm or forest land.	2002
Goal	Conserve Oregon's Natural Resources.	
Oregon Context	OBM 81: Agricultural Lands, OBM 82: Forest Land	
Data Source	Plan amendment and periodic review database.	
Owner	Community Services Division, Rob Hallyburton, 503-934-0018.	



1. OUR STRATEGY

Statewide Planning Goal 14 requires establishment of an urban growth boundary (UGB) around each urban area to separate urban land from rural farm and forest land, and assure that urban areas have sufficient land for long-term growth while providing for an orderly and efficient transition from rural to urban land use. Land included in a UGB must be selected consistent with priorities set forth in ORS 197.298 and Goal 14 intended to conserve farm and forest land as much as possible. Those priorities require that farm or forest lands are the last priority for UGB expansions.

2. ABOUT THE TARGETS

The target for this Key Performance Measure was set based on historic trends and the state's goal to limit the amount of land that is zoned for EFU or forest use added annually to UGBs and rezoned for development. While the department cannot directly control the amount or types of land added to UGBs, a desirable target is that a minimum of 55 percent of the lands added to UGBs each year be land currently zoned for non-resource uses rather than for farm or forest use.

3. HOW WE ARE DOING

In calendar year 2013, 894 acres were added to UGBs statewide. Of this, 559 (62%) were previously zoned EFU, 289 acres (32%) were zoned industrial and 46 acres (5%) were zoned for rural uses. Therefore, the target was not met.

4. HOW WE COMPARE

To our knowledge, there are no public or private standards for UGB expansions to compare with Oregon's land use program.

5. FACTORS AFFECTING RESULTS

The total number of amendments and acreage added to UGBs is highly variable from year to year. Many UGB amendments occur in areas surrounded by farm or forest-zoned lands. In some areas, non-resource zoned lands are unavailable, so cities have no choice but to include farm or forest land as the urban area expands. Local governments select the type of land added to UGBs through plan amendments approved by the city and county. LCDC has some authority to disallow UGB amendments that do not follow statutory priorities regarding farm and forest land, but this ability will not improve performance where local governments have no other options for urban expansion.

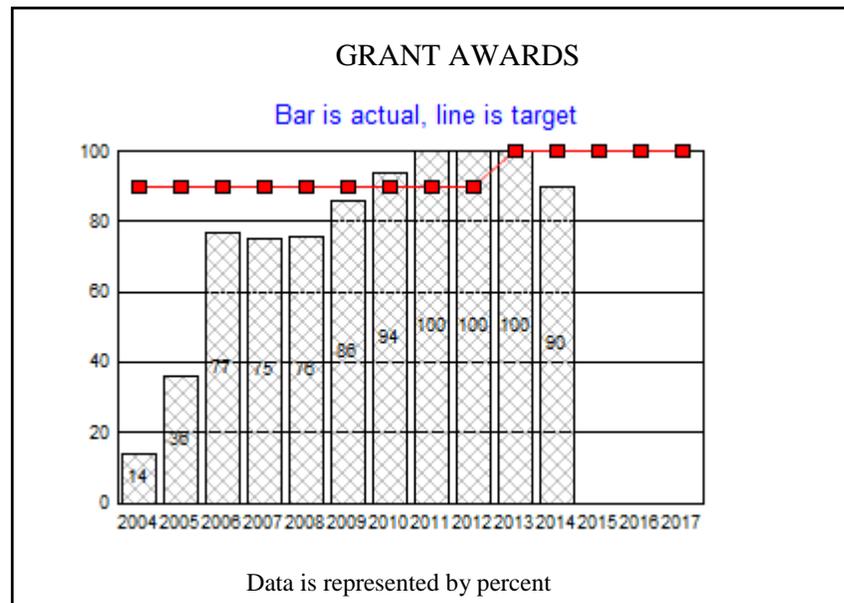
6. WHAT NEEDS TO BE DONE

The department needs to continue current efforts, but reevaluate or refine the target based on the relative availability of non-resource zoned lands available for inclusion in UGBs. Continue to encourage cities to consider all surrounding rural residential land for UGB expansion, even where difficulties exist.

7. ABOUT THE DATA

The data come from information submitted by local governments to the department for each calendar year as required by ORS 197.065 and 197.610. Local governments have the opportunity to review and respond to draft compiled data in the biennial Farm and Forest Reports before they are finalized.

KPM #15	GRANT AWARDS – Percent of local grants awarded to local governments within two months after receiving application.	2003
Goal	Deliver Services that are Efficient, Outcome-based, and Professional.	
Oregon Context	DLCD Mission	
Data Source	Department records.	
Owner	Rob Hallyburton, 503-934-0018	



1. OUR STRATEGY

In order to provide local governments with the maximum time to utilize planning grant resources within the biennium, DLCDC minimizes application and processing time.

2. ABOUT THE TARGETS

The 100 percent target was established as an ambitious but attainable objective. For the department to achieve this target, close coordination with local governments and occasionally with state and federal agencies must occur.

3. HOW WE ARE DOING

The department did not meet its target in this reporting period.

4. HOW WE COMPARE

There is no public or private industry standard to compare with the departments measure.

5. FACTORS AFFECTING RESULTS

The grant program operates on a biennial basis, and most of the activity is during the first year of the biennium. The department employed an application deadline this biennium, which allowed for quick comparison of proposals and fast turn-around times with award recommendations.

6. WHAT NEEDS TO BE DONE

The department must continue to refine internal processes for grant evaluation. Additional resources must be deployed during application review in order to provide an appropriate workload for reviewers, enabling them to complete the task in a timely manner.

7. ABOUT THE DATA

The data reflect grant approvals by DLCD during the fiscal year July 1, 2013 through June 30, 2014, including General Fund grants, commonly referred to as Technical Assistance, Periodic Review, and Gorge grants. These competitive application grants are awarded on a biennial basis. The department maintains a database of all applications and awards.

KPM #17	CUSTOMER SERVICE: Percent of customers rating their satisfaction with the agency’s customer service as “good” or “excellent”: overall customer service, timeliness, accuracy, helpfulness, expertise and availability of information.	2006
Goal	Deliver Services that are Efficient, Outcome-based, and Professional.	
Oregon Context	DLCD Mission	
Data Source	Department survey results.	
Owner	Administrative Services Division, Teddy Leland, 503-934-0016.	



1. OUR STRATEGY

The 2005 Legislature approved Statewide Customer Service Performance Measures and required all state agencies to survey and report on customer satisfaction. The survey is conducted biennially. The department conducted its fifth survey in 2014. Previous surveys were conducted by the Oregon Progress Board in 2006 and 2008.

2. ABOUT THE TARGETS

This KPM is a legislatively required key performance measure for the department. Target setting has been based on estimates of anticipated growth in customer service satisfaction. 2014 targets were established using 2008 data as a baseline, with built-in increases for modest but achievable targets. This KPM contains six service aspects: overall, accuracy, availability of information, knowledge and expertise, helpfulness, and timeliness. The 2014 legislatively approved target for each category is 83%.

3. HOW WE ARE DOING

The department conducted its biennial survey in 2014. The next survey will occur in 2016.

2014 is the third department biennial survey conducted online, rather than by telephone. All but one category (helpfulness) maintained or increased in performance. The mean rate for helpfulness decreased slightly by 0.05%. Satisfaction with overall service at DLCD, the broadest measure of service, stayed the same at 73% for the combined good or excellent score. Timeliness of service provided by the department climbed 3% and accuracy increased by 2%. Helpfulness decreased by 4%. Knowledge and expertise also decreased by almost 3%. Availability of information experienced the most significant increase at almost 7% as compared to 2012. While no service aspect result met the goal of 83%, to see increases in a period of declining resource capacity, particularly at the local level, provides some encouragement. The department is continuing its efforts to improve its communications with local jurisdictions by notifying jurisdictions of department actions in a timely manner and providing training for local jurisdictions. For instance, the department's Information Management Modernization Initiative has created capacity for the department to receive plan amendment information digitally from local planning departments. The department continues to engage planners in training and educational opportunities across the state, when possible. An open-ended question at the end of the survey allowed for additional feedback. This feedback was grouped into categories for tallying purposes. The category of "general positive comments" contained the largest number of responses at 48%, with "other", as an identifiable category, receiving the next most comments with 11%.

4. HOW WE COMPARE

Comparisons are not available at this point.

5. FACTORS AFFECTING RESULTS

This was the third biennial survey that the department conducted online. The response rate was quite low but had increased from the first census survey of 2012, with 104 responses from a total of 656 individuals sent survey questions. The response rate drove up the margin of error for the survey somewhat, and so one should be cautious in drawing conclusions from the data. Reduced staffing levels, grant resources and budget constraints generally, have stressed local and state capacity to perform the tasks necessary to fulfill the requirements of the land use program. While it is difficult to know how this plays out in a customer satisfaction survey, it is not difficult to imagine how service aspects such as timeliness and availability of information could be impacted with dwindling resources and staffing.

6. WHAT NEEDS TO BE DONE

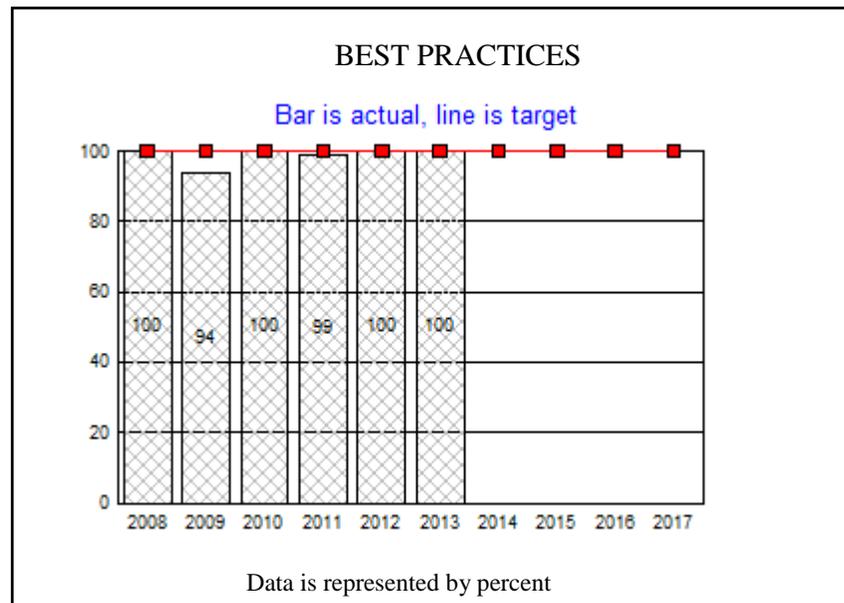
All DLCD employees are responsible for customer service in one way or another. In response to the 2014 data, the department will continue working to improve communications with local jurisdictions. For example, the helpfulness and knowledge and expertise categories performed least well in the survey, and follow up will help identify ways to improve results. The department also continues its work on internal communication by: bringing in expert speakers to all-staff meetings; providing division updates in the Director's Report to the Land Conservation and Development Commission; developing better orientation for commissioners; encouraging communications training for employees through all-staff training opportunities; and continued implementation of the transformative Information Management Modernization Initiative (IMMI). The Citizen Involvement Advisory Committee continues regularly reports its findings and recommendations to the Land Conservation and Development Commission (LCDC). The Local Officials Advisory Committee also meets with the LCDC. The department also anticipates making a coordinated management response to the data from this survey.

7. ABOUT THE DATA

The Department of Land Conservation and Development (DLCD) conducted an online survey in 2014, using Survey Monkey as the tool for distributing and gathering information. The department maintained anonymity of survey respondent information. The online survey tools contain a report generation capacity in an aggregate manner, but individual responses were not available. Reliability of information is maintained through the survey methodology.

The next survey will be reported in the 2016 Annual Performance Progress Report.

KPM #19	BEST PRACTICES – Percent of total best practices met by the Board.	2007
Goal	Provide Timely and Dynamic Leadership to Support Local and Regional Problem Solving.	
Oregon Context	DLCD Mission	
Data Source	Department and Land Conservation and Development Commission records.	
Owner	Administrative Services Division, Teddy Leland, 503-934-0016.	



1. OUR STRATEGY

The 2007 Legislature approved a Statewide Best Practices Measure and required certain boards and commissions to report on their ability to meet established criteria. Implementation of this performance measure for affected boards and commissions includes an annual commission self-assessment of the state best practices criteria. To meet this requirement, the Land Conservation and Development Commission (LCDC) defined how it will meet the established criteria. Each member of LCDC rates the commission against 15 best practices criteria established by the Department of Administrative Services and the Legislative Fiscal Office.

2. ABOUT THE TARGETS

Targets have been established based on LCDC's estimated ability to meet the best practices criteria established by the legislature. This is the seventh application of this process since 2008.

3. HOW WE ARE DOING

For this reporting period, the commission is 100% in compliance. 15 items were voted on by 7 commissioners for a total of 105 votes. Out of 105 total votes, there were 105 "yes" votes and zero "no" votes. The general trend for this measure reflects significant compliance in best practices by LCDC.

4. HOW WE COMPARE

Statewide comparisons can be found by review of each affected board and commission annual performance progress reports (APPR), and budget reports. It appears there are 45 boards and commissions that are required to report on this best practices measure during FY 2014. Of that total, 47% met 100% of target in 2010. Information for succeeding years has not yet been posted and is not available for review.

5. FACTORS AFFECTING RESULTS

The commission has proven it operates effectively. The success of this KPM is largely due to the commission itself, although staff resources and support also plays a role.

6. WHAT NEEDS TO BE DONE

Continued governance training opportunities need to be provided to commission members.

7. ABOUT THE DATA

The data reported are a cumulative total of commission member's responses to a survey about its ability to meet the statewide best practice criteria.

Agency Mission:
 As stewards of Oregon’s visionary land use planning program, we foster sustainable and vibrant communities and protect our natural resources legacy in a dynamic partnership with citizens and communities. We help communities and citizens plan for, protect and improve the built and natural systems that provide a high quality of life.

Contact: Teddy Leland	Contact Phone: 503-934-0016
------------------------------	------------------------------------

Alternate:	Alternate Phone:
-------------------	-------------------------

The following questions indicate how performance measures and data are used for management and accountability purposes.

1. INCLUSIVITY	<p>* Staff : In 2009, and again in 2010, department management engaged in a department-wide staff effort resulting in a revised strategic plan. This effort included review of our performance measure package in light of the revised strategic plan and in terms of how to improve the performance measure package itself. At the recommendation of the department, the Land Conservation and Development Commission (LCDC) reviewed and accepted the strategic plan, and provided input on the performance measures. The department anticipates additional engagement of staff once the state has completed its statewide review of the performance measurement processes and reporting methodologies.</p> <p>* Elected Officials: The Joint Committee on Ways and Means provides input during budget hearings and work sessions.</p> <p>* Stakeholders: In addition to recommendations by the Oregon Task Force on Land Use Planning, which received extensive input from citizens, local officials and stakeholders, the department actively solicited stakeholder input regarding land use objectives and outcomes in 2010 and 2011. The Land Conservation and Development Commission and the department amended its 2013-15 policy agenda and work plan in 2013, after several public hearings, and invited input from many organizations and individuals.</p> <p>* Citizens: The department’s review of the strategic plan and key performance measures included consideration of the Oregon Task Force on Land Use Planning final report. As a result, the new mission and goal statement now includes the four principles recommended by the Task Force, and includes clearer references to regional strengths and equity considerations in application of the land use program. Both the strategic plan and the key performance measures were available for public comment at several 2013 LCDC meetings.</p>
-----------------------	--

2 MANAGING FOR RESULTS	Improving the department’s Key Performance Measure package was been the subject of significant staff and
-------------------------------	--

	<p>management discussion during 2010 and 2012. The department worked with the 2013 Legislature to delete several key performance measures. The measures included: KPM #8: Coastal Development Zoning; KPM #9: Natural Resources Inventories; KPM# 13: Periodic Review Remands; KPM #14: Timely Comments; KPM#16: Land Use Appeals; KPM #18: Task Review; and KPM #19: Measure 49. These measures are tracked internally. The ability of the department to meet its performance measure targets and other objectives depends on the skill and capacities of internal staff, and availability of IT resources. It is also subject to the capacity of the local jurisdictions to timely perform their plan amendment and periodic review tasks. Our desire to improve performance measurement has resulted in the department's search of outside resources to beef up our IT capacity. Performance measure data influences the department when considering the need for program or policy changes, as well as decisions regarding agency priorities and budget. The department intends the Information Management Modernization Initiative to greatly improve its ability to capture and analyze reliable data, from both internal and external sources. As the department continues this five year endeavor, it will have more confidence in the implementation of stronger performance management and results for results for the land use planning program.</p>
<p>3 STAFF TRAINING</p>	<p>The department's key performance measure coordinator prepares staff throughout the department annually in gathering and analyzing data necessary for the APPR.</p>
<p>4 COMMUNICATING RESULTS</p>	<p>* Staff : DLCD submits its annual report to DAS upon review by the LCDC. LCDC also receives the report for the purpose of informing the budget development process. The department Director reviews the performance data and makes recommendations for changes. The department continues using this report to identify recommended changes in process or other actions.</p> <p>* Elected Officials: The agency provides the annual report to the Department of Administrative Services Chief Financial Office for general reporting purposes, and to the Joint Committee on Ways and Means during the budget hearing process.</p> <p>* Stakeholders: The annual report is also available to the public on DLCD's website at http://www.oregon.gov/LCD/docs/publications/.</p> <p>* Citizens: The annual report is also available to the public on DLCD's website at http://www.oregon.gov/LCD/docs/publications/.</p>