

LFO Revised Budget Form #107BF04c

**Department of Land Conservation and Development
Annual Performance Progress Report (APPR)
for Fiscal Year 2006-07**

Original Submission Date: October 24, 2007

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AGENCY NAME: Department of Land Conservation and Development

I. EXECUTIVE SUMMARY

Agency Mission: To support all our partners in creating and implementing local comprehensive plans that reflect and balance the statewide goals, the vision of local citizens, and the interests of local, state, federal and tribal governments.

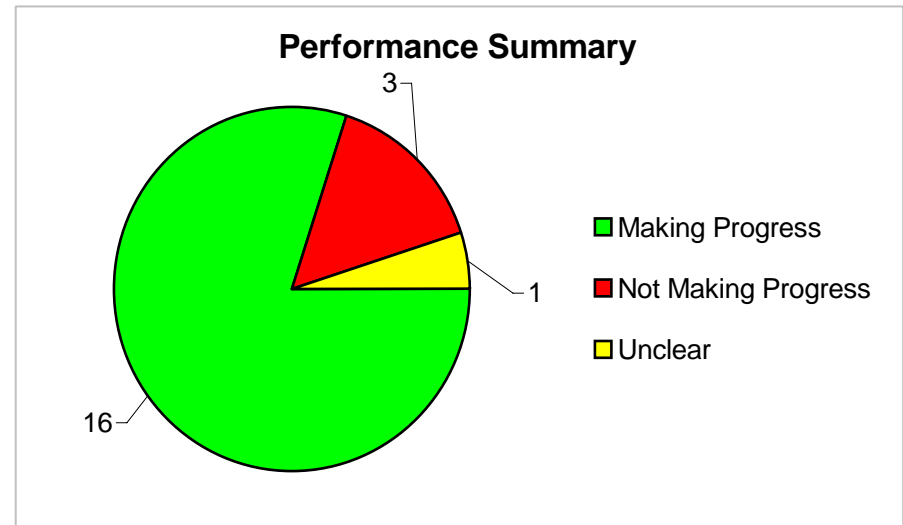
Contact: Bob Rindy	Phone: 503-373-0050 ext 229
Alternate: Teddy Leland	Phone: 503-373-0050 ext 237

1. SCOPE OF REPORT

Agency programs/services addressed by key performance measures

Build Oregon’s Economy:

The department ensures that local land use plans throughout the state provide an ample supply of developable land for housing, commerce, and industry. The department assists local governments and the development community to: (1) identify and plan for developable industrial lands that are “project-ready” with suitable infrastructure, access, zoning and location; (2) plan and zone an adequate supply of buildable land for housing and employment in urban areas, supported by public facilities and services; (3) collaborate with local governments and ODOT to plan and improve transportation systems that support planned land uses; (4) revitalize downtowns; (5) encourage sustainable and livable communities, and (6) protect farm, forest, coastal and other natural and economic resources. DLCD Performance Measures 1 through 12 and 16 link to this area of focus.



Streamline the Land Use Process:

The department coordinates and integrates state and federal land use policies and programs, and is conducting work to streamline statewide regulations to reduce costs to local government and the development community and to encourage local economic development planning that supports the state’s economy. The department will continue to work with the Land Conservation and Development Commission (LCDC) to improve land use rules and goals to: (1) encourage local governments to increase the supply of project-ready industrial land in communities throughout the state; (2) encourage affordable housing; and (3) streamline the process for evaluating and, if necessary, amending urban growth boundaries (UGBs). The department will continue its efforts to refocus the periodic review process in response to recent legislation and to reduce the workload burdens for local governments regarding their efforts to keep local land use plans up to date. DLCD Performance Measure #s 1, 4, 7, 9 and 15 link to this area of focus.

Provide Excellent Service to Local Governments:

The department helps local governments use Oregon’s land use system to improve local communities, solve local economic development and other development problems and increase public awareness and civic engagement in land use planning statewide. The department also works with local governments and other key stakeholders to identify and implement cost effective improvements to the land use program and to streamline statewide requirements and procedures. DLCD Performance Measure #s 7, and 13 through 19 link to this area of focus.

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Continue Implementation of Ballot Measure 37:

The department will continue implementation of Ballot Measure 37 (now ORS 197.352) and will continue to receive, evaluate and resolve in a timely manner all claims submitted to the state under Measure 37. If a valid claim is not resolved within 180 days from the date the claim was filed, the measure provides that the claimant may bring an action against the state. For those claims filed after November 1, 2006, this period was extended to 540 days by the 2007 Legislative Assembly. The department has met and will continue to meet this 540 day deadline. DLCD Performance Measure # 20 links to this program. Depending on the outcome of the upcoming November 2007 election on a ballot measure modifying Measure 37, this key performance measure may need to be further amended.

Agency programs/services, if any, not addressed by key performance measures

Modernize Information Technology (IT) and Delivery:

The department will implement its planned next phase to modernize and enhance information technology and databases in order streamline agency programs and to improve service to the public, businesses, local governments, and other agencies. The department made significant strides during 2005-2007 to build a modern and efficient IT infrastructure and will now focus on improving database and information management, including geo-spatial data, pursuant to the department's Information Resources Management Strategic Plan. No DLCD performance measures link to this program, but the IT program will improve the department's ability to monitor progress on most key performance measures and improve the agency's ability to meet key performance measure targets.

Land Use Program Review:

The Oregon Task Force on Land Use Planning is carrying out its review of the state land use program in accordance with the objectives outlined by 2005 Senate Bill 82. Depending on funding, the Task Force will issue a final report and recommendations to the 2009 legislature. Key performance measures do not currently address the Task Force's review of the land use program, but agency performance measures may need to be amended or revised based on the Task Force final recommendations and any subsequent legislative action. The Task Force is currently on hiatus following a funding reduction by the 2007 Legislative Assembly.

2. THE OREGON CONTEXT

DLCD'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, OBM 87: Native Fish and Wildlife

Oregon's Statewide Planning Program plays a key role in assisting local governments and the development community with decisions that improve job growth, affordable housing, efficient transportation systems, conservation of agricultural and forest lands for farm industry and forestry production, and protection of natural resources. In Oregon, state and local governments share the responsibility for achieving these benchmarks. Under Oregon's statewide land use program, the state sets broad goals and requirements for land use planning and cities and counties adopt comprehensive land use plans that are based on these statewide goals and requirements. Local land use decisions must be consistent with local land use plans that have been "acknowledged" as

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meeting state goals and other land use requirements. The statewide planning goals are not the same as the state's benchmarks, but are similar in many respects.

Oregon's Statewide Land Use Planning Program is one of several programs that contribute to the state's efforts to meet the state benchmarks. Other important programs not associated with the department, but that influence progress toward the benchmarks, include government and private investment, tax structures, and a variety of state and federal regulations. For example, in addition to land use planning requirements, progress in preserving the agricultural land economy in Oregon is influenced by a supportive property tax system, investments made by the federal and state governments to subsidize certain crops, and investments by certain industries that use those crops.

3. PERFORMANCE SUMMARY

This performance report provides data for fiscal year 2007. In 2006, DLCD made changes to its goals and performance measures in response to the July 2006 committee recommendations issued by the Joint Legislative Committee on Ways and Means. In response to these recommendations, the agency simplified its methodology for key performance measures #1 and #3, worked with the Governor's Economic Revitalization Team in implementing key performance measure #7 and revised key performance measure #20. The Joint Legislative Audit Committee acknowledged and approved this report and revisions to the measures. In this 2007 report, DLCD has reported on the measures approved by the Joint Legislative Audit Committee.

4. CHALLENGES

Oregon's land use planning program faces many challenges. One of these is the reduced financial capacity of many local governments necessary to maintain up-to-date and high quality land use plans that prepare cities and counties for future growth. The department also has insufficient capacity to fulfill all its mandated programs, provide adequate land use planning help to local governments through technical assistance and grants, and to track and measure the progress of all its programs.

Changes in the Oregon statutes regarding the periodic review and update of local comprehensive plans focus DLCD 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, this could exacerbate problems in smaller jurisdictions and for certain reprioritized issues affecting all local governments. Without improvement in the agency's staff capability and grant resources to assist local governments, smaller cities' and counties' plans 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.

The changes to the periodic review statutes and requirements enacted by the 2003 and 2005 legislature also necessitated a reassessment of some of DLCD's performance measures or targets. Several measures and targets were established prior to these changes, at time when periodic review was mandatory for all cities over 2,500 population. Changes to periodic review, especially regarding the size and number of cities subject to that process, as well as its refocusing toward a more narrow range of issues, may reduce the value of some key performance measures as indicators of progress, or may require reliance on data that is not currently available or will be difficult to obtain. The department anticipates addressing its continued challenges in meeting the targets during the next budget cycle.

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The ongoing implementation of Measure 37 and possible passage of Measure 49 (to be voted on at the November 2007 General Election) may also require DLCD to reassess some of its performance measures due to reduced staff capacity. The additional departmental responsibility brought about by Measure 37 affects staff workload, which may in turn necessitate lowering of some performance measure targets. To the extent the department's ability to meet its performance measure targets is dependent on adequate staff, and the agency's ability to provide adequate technical assistance and grants to local governments, the department's success will be affected by the demands of Measure 37 claims administration and review. In anticipation of the workload brought on by Measure 37, the 2005 Legislature directed the department to prepare a new performance measure regarding Measure 37 responsibilities and present it to the August 2006 Joint Legislative Audit Committee (see KPM #20). Depending on the outcome of the 2007 election regarding Measure 37, the department anticipates a possible request for a change to this new key performance measure by the 2009 legislature.

5. RESOURCES USED AND EFFICIENCY

The department total 2005-07 biennial budget for its three fund types is \$18,171,843. Performance Measure #s 14, 15, 19, and 20 are efficiency measures. The Department has met or exceeded the targets for all efficiency measures, except measure #14 regarding timely processing of local government grant requests. We did not meet the target for measure #14 partly due to the Measure 37 workload and partly because grant award decisions are difficult and take more time when deserving applications far exceed available funds. We have listed only those measures meeting the efficiency measure definition. However, a number of other performance measures require the department to efficiently employ staff resources in order to respond within certain deadlines.

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II. KEY MEASURE ANALYSIS

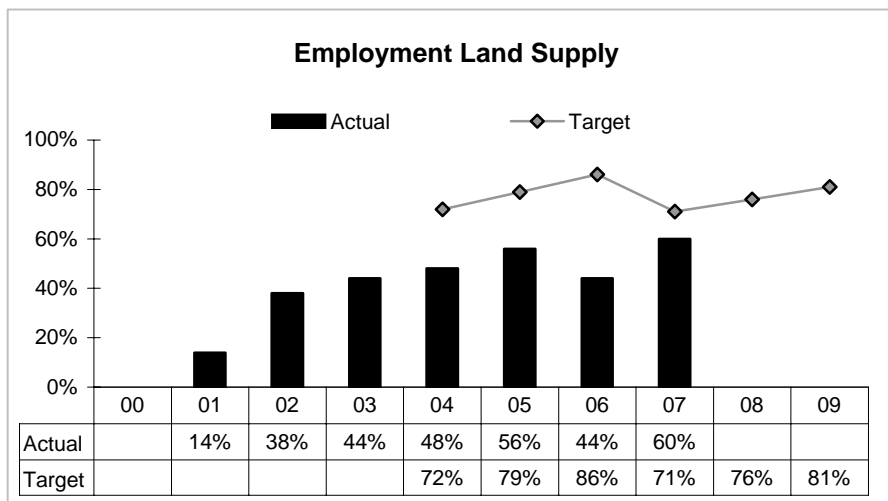
Agency Mission: To support all our partners in creating and implementing local comprehensive plans that reflect and balance the statewide goals, the vision of local citizens, and the interests of local, state, federal and tribal governments.

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.	Measure since: 2002
Goal	Economic development: Promote economic development and quality communities.	
Oregon Context	OBM 4: Job Growth	
Data source	DLCD tracking of periodic review approval orders and post-acknowledgment plan amendments.	
Owner	Bob Rindy, 503-373-0050 ext 229	

1. OUR STRATEGY

Periodic review and plan amendment review are the major department activities associated with this measure. For example, under periodic review, each city updates its land use plan and other local programs to improve the local economy, forecasts its industrial land and employment needs for the next 20 years, and amends the plan and the local Urban Growth Boundary (UGB), if necessary, in order to increase the land supply for economic development. The department provides technical and financial assistance to local governments for planning tasks intended to evaluate or increase the supply of industrial and other employment lands.

DLCD tracks 100 cities with 2,500 or more people within their UGBs as of July 1, 2005. The base year is 1997. DLCD counts a data point when a city or county completes, and the state approves a periodic review task adding commercial or industrial land to the local employment land inventory. The department will also approve a periodic review work program after a local government evaluates and determines it already has an adequate supply of commercial and industrial land. Additionally, when a city completes and adopts an “economic opportunities analysis” (EOA), and the department approves it, the department counts that jurisdiction as compliant with Statewide Planning Goal 9 and related state economic development requirements.



2. ABOUT THE TARGETS

The target is determined by estimating the number of cities that are likely to finish the year with an adequate (i.e., 20-year) supply of developable industrial and other employment land. The department considers the following tasks related to this measure: the number of cities expected to complete periodic review work tasks for industrial or other employment lands, the number of cities expected to complete periodic review after determining that no land inventory increase is needed, and the number of cities expected to complete a major economic development-related comprehensive plan update outside of periodic review through the plan amendment process provided by statute. The total derived from these estimates was divided by the total number of cities over 2,500

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in population to arrive at the target. During the biennium, individual cities will determine whether they complete one of the above qualifying tasks and the department will evaluate their success and the adequacy of their efforts.

3. HOW WE ARE DOING

Although the targets were not met for this reporting period, the department did significantly improve its performance relative to the target for this year. Oregon cities are continuing to maintain and improve their supply of industrial and other employment lands; however, more work needs to be done. Progress toward this measure is expected to improve in the near future for two reasons. First, a majority of Metro area cities are eligible to enter periodic review in the next year, and this constitutes a large number of cities that historically have a high success rate regarding this task. Second, most grant awards in the current biennium have been directed toward local planning efforts to determine needs for industrial and other employment lands. These analyses are expected to result in an increase in land supplies designated to meet long-term and near-term industrial and other employment needs.

4. HOW WE COMPARE

There is no other equivalent public or private industry standards to evaluate the sufficiency of employment lands within UGBs. Other states have programs and standards involving “shovel ready industrial sites” and economic analyses, but these are significantly different than Oregon’s program.

5. FACTORS AFFECTING RESULTS

Recent legislation eliminated the requirement for cities with a population less than 10,000 (outside Metro) to periodically review and update the local land use plan. In addition, the 4-year moratorium on periodic review due to 2003 legislation delayed many comprehensive plan updates. The recent amendments to the methodology for this measure also affected this year’s results.

6. WHAT NEEDS TO BE DONE

For cities no longer subject to periodic review, DLCD needs to place more reliance on state grant programs to encourage an adequate supply of industrial land and other land planned for employment needs. Planning for economic development needs is the top priority for use of the department's general fund technical assistance grants. Better tracking of local efforts to meet this measure is also needed, since periodic review will no longer provide an effective method to track and measure progress of those cities under 10,000 in population that do not volunteer to undergo periodic review. Also, adequate funding of the department’s technical assistance and grant programs will be necessary for the agency to achieve the targets. Even if funding is maintained or improved, the targets may need to be lowered to account for the loss of the mandatory periodic review process for cities less than 10,000.

7. ABOUT THE DATA

The reporting cycle is Oregon’s fiscal year. Progress under this measure is counted when a city completes and the department approves a periodic review task to add industrial and other employment lands to its UGB, or when a city completes periodic review after evaluating the land supply and determines it already has sufficient industrial and other employment land. Progress is also counted when a city completes a major land use plan update relating to its industrial or employment land supply, such as adopting an “economic opportunities analysis” that determines near term and long term employment land needs in accordance with Statewide Planning Goal 9.

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II. KEY MEASURE ANALYSIS

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KPM #2	HOUSING LAND SUPPLY – Percent of urban areas that have a sufficient supply of buildable residential land to meet housing needs.	Measure since: 2002
Goal	Economic development: Promote economic development and quality communities.	
Oregon Context	OBM 74: Affordable housing	
Data source	DLCD tracking of periodic review approval orders.	
Owner	Bob Rindy, 503-373-0050 ext 229	

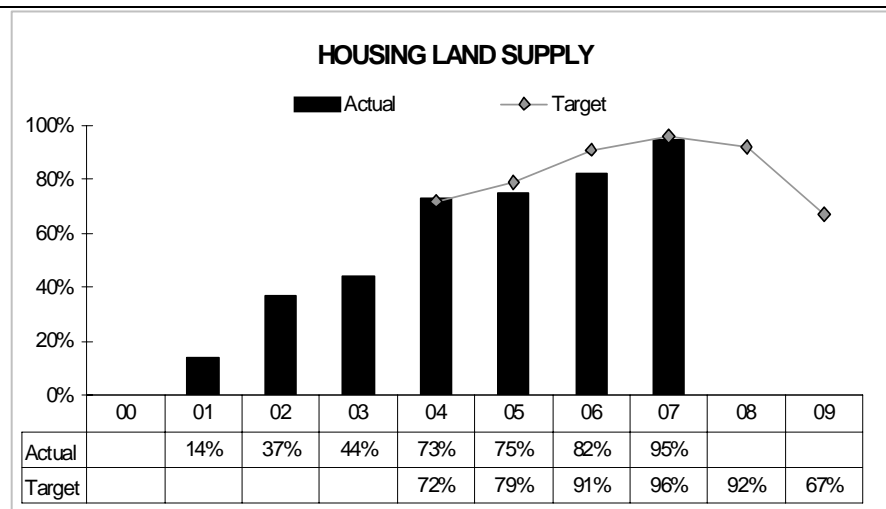
1. OUR STRATEGY

This measure tracks the percentage of cities with a population over 2,500 that have completed a major update of their local land use plan in order to provide an adequate (i.e., a 20-year) supply of buildable residential land within the city's urban growth boundary (UGB). 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. Nearly 3/4 of all lower-income households pay more for housing costs than is considered reasonable under standard indicators. This gap emphasizes the importance of the department's work with state agencies and local governments to assure an adequate supply of residential land in UGBs. The buildable residential land supply is one factor that directly affects a city's ability to provide for affordable housing needs.

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, plus the number of cities that will enter periodic review with a relevant work task, and estimates of which year each city in periodic review is expected to complete the relevant work tasks. The targets generally assume that an amended local plan on this topic will be adequate for a 10 year period. Except for plans for cities within the Portland Metropolitan Service District boundaries -- statute requires Metro (and cities within Metro) to review and update the residential land supply within its UGB every 5 years. As such, all cities with populations over 2,500 within Metro are counted as having an adequate supply of residential land for the year that Metro completes a residential land evaluation, plus the four following years. However, 2007 legislation granted Metro a one-time 2-year extension of the mandatory 5-year update. Therefore, all cities with populations over 2,500 within Metro will be counted as having an adequate supply of residential land for the period 2002-2009, instead of 2002-2007. After 2009, the 5-year planning period for Metro cities will resume.

A legislative moratorium on periodic reviews began July 1, 2003 and ended June 30, 2007. The 2007 target for KPM #2 includes an estimated number of overdue "pre-moratorium" periodic review work tasks that were expected to be completed in FY 2007. Completions of periodic review work tasks expected to start after July 1, 2007 are included in the targets for 2008 and 2009.



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3. HOW WE ARE DOING

In FY 2005 and 2006, performance was four percent lower than the target. In FY 2007, however, performance exceeded the target by six percent.

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 widely varying conclusions on the effects on housing costs and affordability due to the residential land supply within a UGB.

5. FACTORS AFFECTING RESULTS

Factors 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 availability 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 include: 1) The legislative moratorium on periodic reviews from July 1, 2003 through June 30, 2007; 2) The fact that the department has little influence, except through grants, as to whether cities not subject to periodic review (i.e., with populations less than 10,000) choose to undertake the planning necessary to provide an adequate supply of residential land; 3) Historically, that 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 4) That less staff time is available for technical assistance due to Measure 37 claims processing and the rate of staff turnover during the previous and current biennium.

6. WHAT NEEDS TO BE DONE

Continue tracking this measure using the revised data sources and methodology. In order to encourage more local governments to update their land supply, the department should pursue additional funds from the legislature, and other sources for grants to local governments that would support residential buildable lands inventories, land need analyses, and urban growth boundary land supply evaluations.

7. ABOUT THE DATA

The reporting cycle is Oregon's fiscal year.

The data for this measure derive from two sources: periodic review work programs submitted to the department for review and post-acknowledgment plan amendments for cities with populations over 2,500 reported to the department. For periodic reviews, the department counts approved residential lands evaluation tasks, approved work program completions, approved city findings of adequacy of residential land, and approved urban growth boundary (UGB) evaluation or amendment tasks. For post-acknowledgment plan amendments, the department counts notices received for residential buildable land inventories, residential land need analyses, and legislative UGB amendments to add residential land. Post-acknowledgment plan amendments need not be adopted or acknowledged to be counted for KPM #2; the city need only provide written notice to the department that it has done the work and expects to initiate adoption hearings.

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II. KEY MEASURE ANALYSIS

Agency Mission: To support all our partners in creating and implementing local comprehensive plans that reflect and balance the statewide goals, the vision of local citizens, and the interests of local, state, federal and tribal governments.

Strengths of the data: the data used for this measure 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 staff evaluating data for this measure must review a large amount of data to cull out a small percentage of relevant data. 2) Data omits 139 incorporated cities in Oregon with populations less than 2,500, including many within the orbit of larger metropolitan areas that are experiencing growth.

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II. KEY MEASURE ANALYSIS

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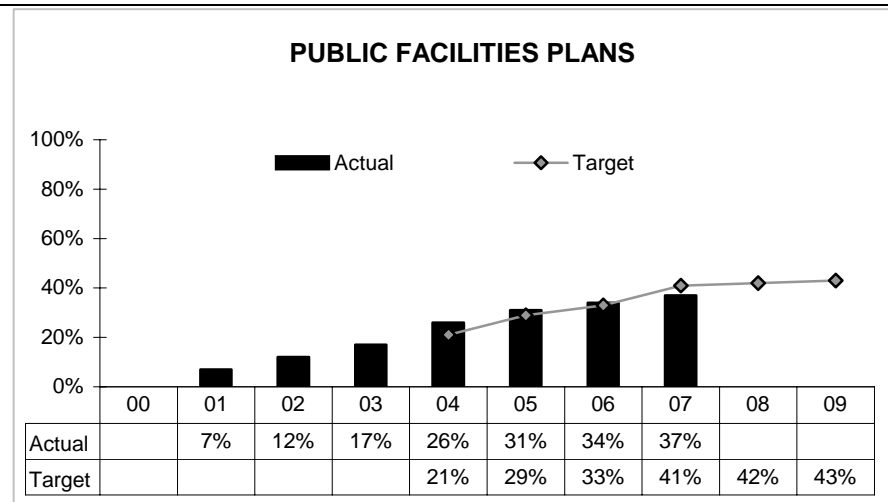
KPM #3	PUBLIC FACILITIES PLANS – Percent of cities that have updated the local plan to include reasonable cost estimates and funding plans for sewer and water systems.	Measure since: 2002
Goal	Economic development: Promote economic development and quality communities.	
Oregon Context	OBM: 4 Job Growth and OBM 74: Affordable Housing	
Data source	DLCD tracking of periodic review approval orders.	
Owner	Bob Rindy, 503-373-0050 ext 229	

1. OUR STRATEGY

This measure tracks the percentage of cities with a population over 2,500 that have completed an update of their local plans to provide water and sewer system facilities needed to serve future land development with the urban growth boundary (UGB), including cost estimates and funding plans. The timely provision of public facilities is a prerequisite for most urban development, including affordable housing and market-ready industrial sites.

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 that cities in periodic review are expected to complete the relevant work tasks. The targets generally assume that an amended local plan on this topic will be adequate for a 10 year period.



3. HOW WE ARE DOING

Although performance exceeded the targets in the previous three years (FY 2004, 2005, and 2006) by 1-5%, in FY 2007 performance was 4% below the target. This appears to be due primarily to the length of time to complete the local public hearing and adoption process for work related to this task. The data show a number of cities that prepared or updated, but did not formally adopt, public facilities plans during FY 2007. Because the methodology for this KPM requires local adoption, these plans could not be reported in FY 2007. We expect that at least some of them will be adopted in FY 2008.

4. HOW WE COMPARE

The department is aware of no other public or private industry standard that evaluates progress toward updating plans for urban sewer and water facilities.

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5. FACTORS AFFECTING RESULTS

Factors 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 prepare 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 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 include: 1) The legislative moratorium on periodic reviews from July 1, 2003 through June 30, 2007; 2) 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; 3) historically, state grant funds have not covered all qualified and needed local projects, and the department's ability to provide financial assistance to cities decreases each biennium; and 4) less staff time is available for technical assistance to cities on this program due to Measure 37 claims processing and the rate of staff turnover in the previous and current biennium.

6. WHAT NEEDS TO BE DONE

Continue using the revised methodology in future years. Pursue additional budgeted funds from the legislature for grants to local governments to encourage cities to prepare or update public facilities plans.

7. ABOUT THE DATA

The reporting cycle is Oregon's fiscal year.

The data for this measure derive from two sources: periodic review work programs submitted to the department for review, and post-acknowledgment plan amendments for cities with populations over 2,500 reported to the department. 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.

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 department's current 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 staff assigned to track this measure must review a very large amount of data to cull out a small percentage of relevant data. 2) Data omits 139 incorporated cities in Oregon with populations less than 2,500, many which are within proximity of larger metropolitan areas and are experiencing growth.

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II. KEY MEASURE ANALYSIS

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KPM #4	CERTIFIED INDUSTRIAL SITES – Number of new industrial sites certified as “project-ready” added each fiscal year.	Measure since: 2003
Goal	Economic development: Promote economic development and quality communities.	
Oregon Context	OBM: 4 Job Growth	
Data source	Department records.	
Owner	Bob Rindy, 503-373-0050 ext 229	

1. OUR STRATEGY

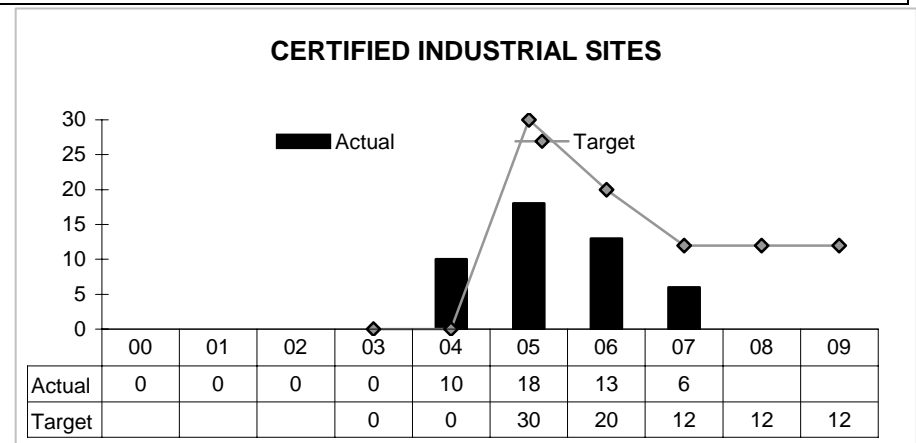
Increasing the supply of project-ready industrial sites is a shared responsibility with the Oregon Economic and Community Development Department (OECD) as the lead agency, as well as other agencies that participate in the Economic Revitalization Team (ERT). DLCD provides technical assistance to local governments regarding zoning ordinances and design review, and also assists OECD and ERT with land use related aspects of this effort.

2. ABOUT THE TARGETS

Targets were set in consultation with the Oregon Economic and Community Development Department and the Economic Revitalization Team office at the onset of the program, before a track record on this program had been established. As such, the targets were unrealistically high when the program was new and without a track record. In general, potential project-ready sites have more complex and more costly issues to resolve than anticipated, and the total acreage for potential sites has turned out to be smaller than originally projected. It is assumed that the initial years of this program will see the greatest number of sites added. Once the ready supply of sites that are easily converted to “project ready” status is exhausted, the number of sites added each year is expected to drop and then level off.

3. HOW WE ARE DOING

The targets were not met for this reporting period. Locating, recruiting and certifying potential project-ready sites has proved to be more complex and more costly than anticipated when the targets were set. The department is reporting on 2007 target changes as approved by 2007 Legislature at this time in order to synchronize with Oregon Economic and Community Development target changes approved by their report to a 2006 Joint Legislative Audit Committee. Nevertheless, Oregon is on track toward creating and maintaining a competitive portfolio of certified industrial sites. It is expected that certified industrial sites will develop and therefore must be replaced. More than ten of the certified sites have been developed or are slated for development. Information on Oregon’s certified industrial sites are available at <http://www.oregonprospector.com>.



AGENCY NAME: Department of Land Conservation and Development

II. KEY MEASURE ANALYSIS

Agency Mission: To support all our partners in creating and implementing local comprehensive plans that reflect and balance the statewide goals, the vision of local citizens, and the interests of local, state, federal and tribal governments.

4. HOW WE COMPARE

Only a few states have certification programs for industrial sites but Oregon’s program has many unique features and therefore a meaningful comparison with other state programs is not possible.

5. FACTORS AFFECTING RESULTS

The reduction in the number of cities required to undergo mandatory periodic review will continue to reduce the number of cities that evaluate and update their industrial land supply, including the supply of project-ready industrial sites. The changes in state law reducing the number of cities required to undergo periodic review were enacted in 2005.

6. WHAT NEEDS TO BE DONE

The Department of Land Conservation and Development needs to continue providing grants and other assistance to local governments to encourage periodic evaluation and update of the industrial land supply. Other state agencies should assist as necessary to maintain Oregon’s portfolio of certified sites.

7. ABOUT THE DATA

The fiscal year (July 1 – June 30) reporting data were derived from lists published by the Oregon Economic and Community Development.

Agency Mission: To support all our partners in creating and implementing local comprehensive plans that reflect and balance the statewide goals, the vision of local citizens, and the interests of local, state, federal and tribal governments.

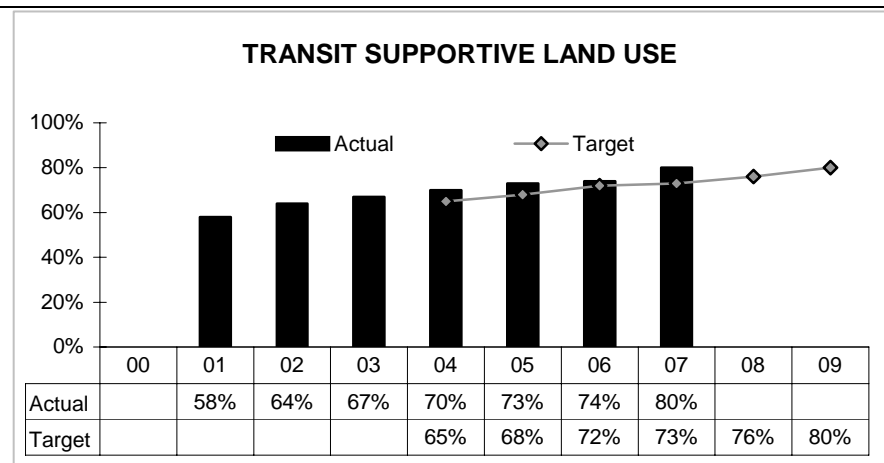
KPM #5	TRANSIT SUPPORTIVE LAND USE – Percent of urban areas with a population greater than 25,000 that have adopted transit supportive land use regulations.	Measure since: 2002
Goal	Economic development: Promote economic development and quality communities.	
Oregon Context	OBM 4: Job Growth and OBM 70: Commuting	
Data source	Periodic review work task orders and post acknowledgment plan amendments.	
Owner	Rob Hallyburton, 503-373-0050 ext 239	

1. OUR STRATEGY

This performance measure tracks the number of local communities adopting land development regulations that assure their land use and public transit systems are integrated and mutually supportive, as required by LCDDC’s transportation planning rules (OAR 660, division 12, and Statewide Planning Goal 12). Transit-supportive land use regulations are necessary to allow and encourage 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 and 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. This work will ultimately assist with commuting problems in Oregon’s

communities, enhance the efficiency of public transit systems, and, therefore, indirectly assist with job growth. Governmental partners include local governments, transit districts, and the Oregon Department of Transportation (ODOT). Non-governmental 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 over the past ten years. Accomplishment of higher results is desirable.

3. HOW WE ARE DOING

The data reveals that the targets have been achieved. Local governments are adopting transit-supportive land development regulations. The general trend between 2000 and 2007 shows a gradual improvement. The department has focused effort on the few remaining jurisdictions where only partial progress has been made, especially the larger cities such as Eugene, Medford, and Salem,. Over the past year, the TGM program has supported planning in Eugene for the Franklin Boulevard Bus Rapid Transit (BRT) and the Franklin Station area. The TGM program also supported planning for transit-oriented development in west Medford. The department and the City of Salem continued dialogue regarding the city’s efforts to comply with the TPR through a periodic review work task.

AGENCY NAME: Department of Land Conservation and Development

II. KEY MEASURE ANALYSIS

Agency Mission: To support all our partners in creating and implementing local comprehensive plans that reflect and balance the statewide goals, the vision of local citizens, and the interests of local, state, federal and tribal governments.

4. HOW WE COMPARE

There are no directly comparable public or private industry standards for this measure. The Federal Transit Administration (FTA) does have similar standards it uses to evaluate the extent to which a city is transit supportive when applying for a “new starts” grant for major transit improvements. FTA’s performance measure is a rating of transit supportive land use policies and supportive zoning regulations. FTA provides ratings as “high,” “medium high,” “medium,” “low-medium,” or “low.” FTA’s standards are set out in 49 CFR 611.1 and Appendix A to Part 611.

5. FACTORS AFFECTING RESULTS

Factors affecting the results include the complexity and controversy often associated with planning for transit supportive land uses, lack of 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 will continue providing technical assistance and grants to local governments, including the joint ODOT-DLCD Transportation and Growth Management (TGM) Program. 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 the larger cities such as Eugene, Medford, and Salem, where only partial progress has been made. The TGM program will provide general planning grants and targeted technical assistance for code updates.

7. ABOUT THE DATA

Data is reported as of June 30, 2007. Data is based on the numbers of TSP’s and implementing ordinances that have been adopted by the city and acknowledged by DLCD (through periodic review or the plan amendment process). This measure is based on the numbers of Transportation System Plans (TSP’s) and implementing ordinances that have been adopted and acknowledged by DLCD (through periodic review or the plan amendment process) as of June 30, 2007. Cities with a population greater than 25,000 are included (18 cities). In addition, cities located within a metropolitan planning organization (MPO) are included, if they have a population of at least 2,500 (adding 17 cities). Population data is taken from the estimates by the Portland State University Population Research Center for July 1, 2006. Counties were included only if they exercise primary planning responsibility one or more unincorporated areas within an MPO (three counties: Multnomah, Clackamas and Washington). A total of 38 jurisdictions are included for this report. Data is rounded to the nearest percentage point.

AGENCY NAME: Department of Land Conservation and Development

II. KEY MEASURE ANALYSIS

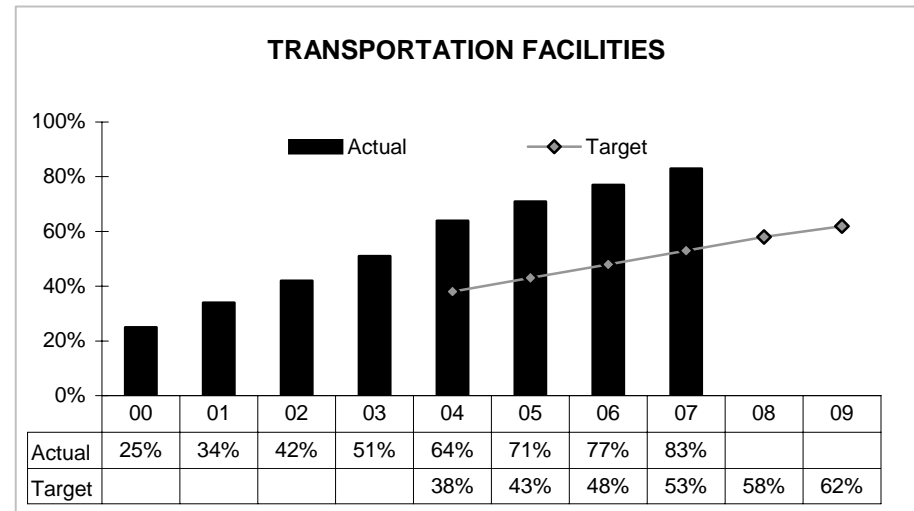
Agency Mission: To support all our partners in creating and implementing local comprehensive plans that reflect and balance the statewide goals, the vision of local citizens, and the interests of local, state, federal and tribal governments.

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.	Measure since: 2002
Goal	Economic development: Promote economic development and quality communities.	
Oregon Context	OBM 4: Job Growth and OBM 72: Road Condition	
Data source	Periodic review approval orders.	
Owner	Rob Hallyburton, 503-373-0050 ext 239	

1. OUR STRATEGY

This measure indicates the percentage of cities with a population over 2,500 that have completed a Transportation System Plan (TSP) as required by LCDC’s Transportation Planning Rule (OAR 660, division 12, and Statewide Planning Goal 12). These TSP’s address streets and highways, mass transit for large cities, and air and rail 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. This work will ultimately assist with resolving commuting problems in Oregon’s communities, enhance the efficiency of the transportation system, and, therefore, indirectly assist with job growth. Governmental partners include local governments, transit districts and the Oregon Department of Transportation (ODOT). Non-governmental 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 acknowledgement rate of comprehensive plans and transportation system plans over the past ten years. Accomplishment of higher acknowledgement rates are desirable.

3. HOW WE ARE DOING

The data reveals that the targets have been achieved and progress is continuing to be made. Local governments are adopting TSPs that include cost estimates and funding plans. The general trend between 2000 and 2007 shows a gradual improvement, although the adoption rate slowed gradually between 2004 and 2006. This slowing in local TSP adoption occurred because there are fewer cities that have not already completed their TSP. Most cities tracked by this KPM have completed or will complete their first TSP, and TSP updates will be more common in the near future.

AGENCY NAME: Department of Land Conservation and Development

II. KEY MEASURE ANALYSIS

Agency Mission: To support all our partners in creating and implementing local comprehensive plans that reflect and balance the statewide goals, the vision of local citizens, and the interests of local, state, federal and tribal governments.

4. HOW WE COMPARE

There are no directly comparable public or private industry standards. Federal law does require that metropolitan areas prepare and regularly update 20-year regional transportation plans and three to five year transportation improvement programs. These plans must include cost estimates and a funding plan based on reasonably expected funding sources. The Federal Highway Administration (FHWA) administers these requirements. Metropolitan Planning Areas (MPOs) must have an approved, up-to-date plan to receive federal funding for transportation projects. Oregon has six federally designated MPOs: Portland Metro, Salem-Keizer, Eugene-Springfield, Medford, Corvallis, and Bend.

5. FACTORS AFFECTING RESULTS

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 prepare TSPs, and the difficulty associated with preparing reliable projections on the availability of federal, state, and local transportation funding.

6. WHAT NEEDS TO BE DONE

Periodic review, plan amendment review, ODOT/DLCD Transportation and Growth Management (TGM) grants, and technical assistance grants are the major activities in support of this measure. Recent legislation has removed cities with a population under 10,000 from mandatory periodic review. For these cities, more emphasis needs to be placed on the voluntary plan amendment process to encourage local governments to complete TSPs outside of periodic review. With a greater emphasis on economic development for the department's grant programs, greater reliance on TGM grants and technical assistance is needed. 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 is reported as of June 30, 2007. The 2004 report for this KPM used data only from periodic review, and included the following disclaimer: "The data for 2003 did not include any TSPs completed through the plan amendment process; it is likely that some TSPs completed as plan amendments were not counted and the target was exceeded by a greater amount than shown above." Subsequent reports tracked new TSP's primarily through the periodic review process. This report is based on a new review of periodic review and plan amendments outside periodic review, and thus reports a higher completion rate for previous years' actual data.

AGENCY NAME: Department of Land Conservation and Development

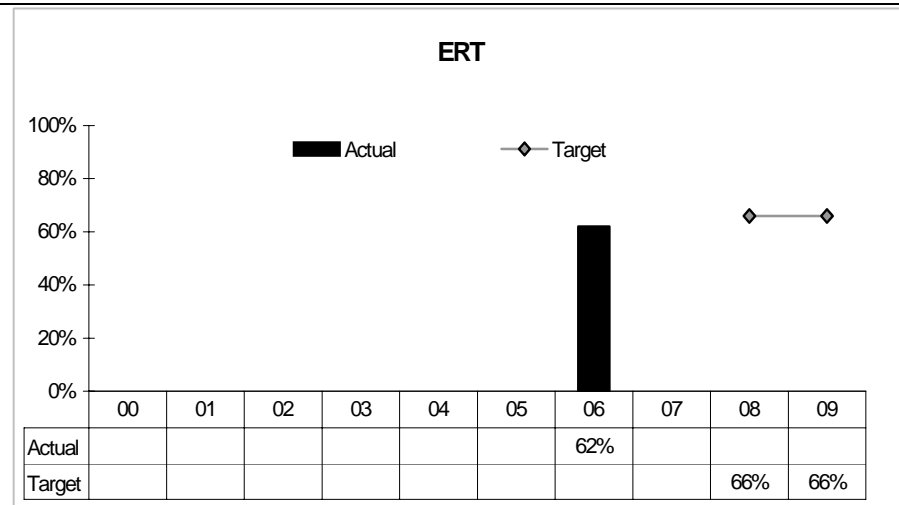
II. KEY MEASURE ANALYSIS

Agency Mission: To support all our partners in creating and implementing local comprehensive plans that reflect and balance the statewide goals, the vision of local citizens, and the interests of local, state, federal and tribal governments.

KPM #7	ERT – Percentage of local participants who rank DLCD involvement in the ERT process as good to excellent.	Measure since: 2006
Goal	Economic development: Promote economic development and quality communities.	
Oregon Context	DLCD Mission.	
Data source	Customer service survey results provided by economic revitalization team (ERT).	
Owner	Cora Parker, 503-373-0050 ext 223	

1. OUR STRATEGY

The Governor’s Economic Revitalization Team (ERT) includes, in their 2006 Biennial Customer Satisfaction Study for the Progress Board, questions measuring customer satisfaction for four partner agencies (DLCD, DEQ, DSL, ODOT). These customer satisfaction questions measure the agencies’ involvement in ERT projects for timeliness, helpfulness, responsiveness to local needs, ability to navigate their own agency, and whether involvement with ERT led to a better outcome for local projects. DLCD’s desired outcome is a high percentage of “good” to “excellent” responses regarding better outcomes for local projects. The 2006 customer service survey results show 61.5 percent. 2007-09 targets represent a modest but parallel increase as reflected by other ERT agencies.



2. ABOUT THE TARGETS

No target was established for the first biennium. The department participated with ERT in the customer satisfaction survey sponsored by the Oregon Progress Board in 2006. The department anticipates a biennial survey of its customers and therefore does not have any data to report for 2007. Biennial targets for this measure were established by the agency and approved by the 2007 Legislature. DLCD anticipates potential changes to these targets as more clarity on ERT customer service survey methodology is determined.

3. HOW WE ARE DOING

This was a new measure for 2006. There is no trend and interpretation of the data is difficult due to data and statistical quality issues. These projects typically have heightened political profiles.

4. HOW WE COMPARE

The ERT customer service questions facilitate comparisons among state agencies. DLCD's results placed us in the middle between our sister agencies.

5. FACTORS AFFECTING RESULTS

ERT projects are the most difficult and complex to assess, often as a result of the need to coordinate competing program goals and regulations across several agencies. Customer satisfaction results are expected to be lower for these selected projects than reported elsewhere for the agency as a whole.

AGENCY NAME: Department of Land Conservation and Development

II. KEY MEASURE ANALYSIS

Agency Mission: To support all our partners in creating and implementing local comprehensive plans that reflect and balance the statewide goals, the vision of local citizens, and the interests of local, state, federal and tribal governments.

Due to the small number of projects ERT works on each year, relative to overall partner agency projects, the survey sample size is necessarily small and may impact survey results and conclusions drawn from those results. In addition, this is the first year these ERT-related questions have been included in ERT's Customer Satisfaction Study for the four targeted agencies. The department anticipates further refinement of ERT survey methodology as discussed with its sister agencies.

6. WHAT NEEDS TO BE DONE

The department has discussed and circulated its results internally and externally. It will continue to strive to provide better results as survey methodology is refined. However, because ERT projects are most difficult and complex, measuring outcomes and related activities may be problematical.

Two of the results from the ERT study, not listed as part of this DLCD KPM, need further evaluation to determine how they contribute to the project outcome result. The ERT study reported DLCD's responsiveness to local needs (41.4%) and ability to navigate the DLCD program (45.6%) as good to excellent. In a separate but related Customer Satisfaction Survey of DLCD, the department was ranked "good to excellent" in four areas – Timeliness, Accuracy, Helpfulness, Expertise and Availability of Information – and received a score of 2.98 out of 4.00 on Overall Service. See KPMs 17 and 18 below. The variance between 61.5 percent in one survey, and 75 percent (2.98/4.00) on another, suggests that more work is needed on survey methodology. The Governor's Office of Economic Revitalization has met with the sister agencies and has discussed with LFO these potential survey methodology changes and anticipates their reflection in the next annual report.

7. ABOUT THE DATA

This data is reported as summary data from the biennial 2006 Oregon Economic Revitalization Team Customer Satisfaction Study. The department anticipates a biennial survey in 2008.

AGENCY NAME: Department of Land Conservation and Development

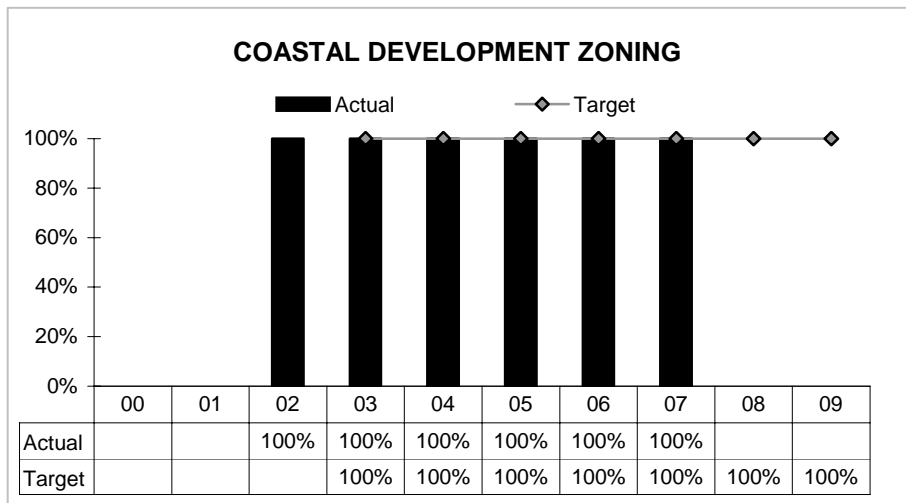
II. KEY MEASURE ANALYSIS

Agency Mission: To support all our partners in creating and implementing local comprehensive plans that reflect and balance the statewide goals, the vision of local citizens, and the interests of local, state, federal and tribal governments.

KPM #8	COASTAL DEVELOPMENT ZONING– Percent of estuarine areas designated as “development management units” in 2000 that retain that designation.	Measure since: 2002
Goal	Secure Oregon’s Legacy	
Oregon Context	OBM 4: Job Growth	
Data source	DLCD databases on periodic review, plan amendment, and permit consistency review.	
Owner	Bob Bailey, 503-373-0050 ext 281	

1. OUR STRATEGY

The agency strategy measured by this KPM is to retain the maximum number and broadest distribution of estuary management units zoned for development. These areas constitute a relatively small percentage of the total estuarine land located in the shallow-draft and deep-draft estuaries, and are generally planned for industrial and commercial uses that are strictly water-dependent, such as uses located in ports. The development management units consist of estuarine areas where there is substantial public investment in facilities to support coastal, marine-based commercial and industrial uses, such as inlets with federally maintained jetties and channels, navigation aids, dock and port facilities, and other infrastructure. These areas, and the investments made within the areas, are limited in number and can not be recreated or relocated. There are no substitute or alternative areas that can be developed for these purposes if the areas are converted to other uses. Recent examples of "new" water dependent uses which may require these areas include Liquid Natural Gas ports and wave energy power generation facilities.



2. ABOUT THE TARGETS

The target is 100%. There should be no net loss in the amount of acreage or relative location of these development management units. There is a possibility that the amount of acreage could increase, through the local plan amendment process or the state’s “goal exception” process, to accommodate new water-dependent development in estuarine areas not currently zoned for those types of industrial or commercial uses.

3. HOW WE ARE DOING

There has been no net loss or redistribution of estuary management units zoned for development.

4. HOW WE COMPARE

Oregon performs extremely well in comparison to other states in the management and protection of the limited number of estuarine areas that are available for water-dependent industrial and commercial uses. Generally speaking, in many states these areas are not protected for water-dependent industrial and commercial uses, and are subject to loss due to normal development pressures and speculation. In other states, these areas may be more easily converted to

AGENCY NAME: Department of Land Conservation and Development

II. KEY MEASURE ANALYSIS

Agency Mission: To support all our partners in creating and implementing local comprehensive plans that reflect and balance the statewide goals, the vision of local citizens, and the interests of local, state, federal and tribal governments.

other non water-dependent uses, such as residential use, non water-dependent commercial or other non-compatible uses, or such non-compatible uses may be located adjacent to them, causing conflicts.

5. FACTORS AFFECTING RESULTS

There are no external factors affecting the results of this measure. The data and results are readily confirmed by department records and are not disputed.

6. WHAT NEEDS TO BE DONE

The department will continue to work with the local governments and ports to ensure that these sites are maintained as viable estuarine water-dependent industrial development units. This is a routine activity of the department and no new or different actions need to be conducted.

7. ABOUT THE DATA

The reporting cycle is from July 1, 2006 to June 30, 2007. Local zone changes require either a major plan amendment or a goal exception, which must be reported to the department. The zone change data is derived directly from the plan amendment and goal exception submittals that are reviewed by the department. Specific uses within estuaries also require local, state and federal permits. The department routinely reviews those types of permit activities, and must issue a “federal consistency determination” for all activities that require a federal permit or that are conducted by a federal agency.

AGENCY NAME: Department of Land Conservation and Development

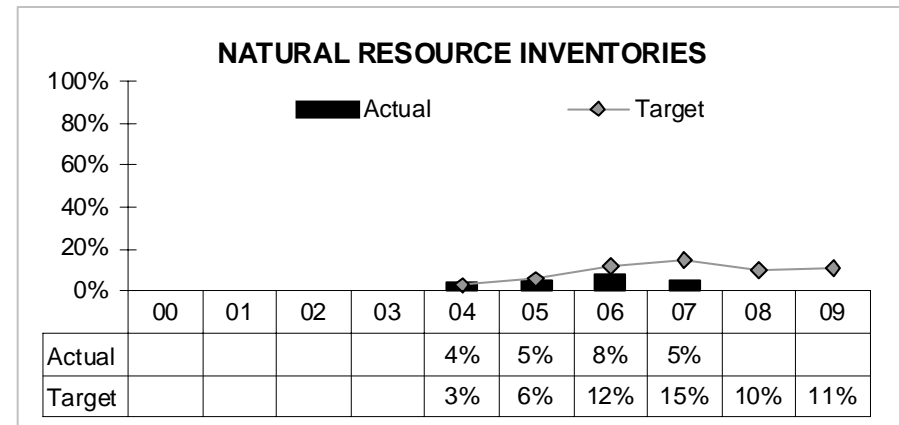
II. KEY MEASURE ANALYSIS

Agency Mission: To support all our partners in creating and implementing local comprehensive plans that reflect and balance the statewide goals, the vision of local citizens, and the interests of local, state, federal and tribal governments.

KPM #9	NATURAL RESOURCE INVENTORIES – Percent of urban areas that have updated buildable land inventories to account for natural resource and hazard areas.	Measure since: 2002
Goal	Secure Oregon’s Legacy	
Oregon Context	OBM 4:Job Growth, OBM 67:Emergency Preparedness, OBM 74:Affordable Housing, OBM 77:Wetlands Preservation, OBM 87: Native Fish and Wildlife	
Data source	DLCD tracking of periodic review approval orders.	
Owner	Bob Rindy, 503-373-0050 ext 229	

1. OUR STRATEGY

For urban residential development to occur in the manner contemplated by local land use plans and the statewide planning goals, local land use plans must account for building constraints due to natural resources and natural hazards. Many urban area land use plans were adopted without adequate inventories of natural resource and hazard areas. As buildable land inventories are updated, they include improved inventories of natural resources and hazards. Such inventories are necessary to provide a solid basis for residential development planning and zoning. DLCD verifies the adequacy of natural resource and hazards inventories during the periodic review and post acknowledgement plan amendment review process. An approved periodic review or adopted plan amendment serves as evidence that updated buildable land inventories account for natural resource and hazard areas.



2. ABOUT THE TARGETS

This target counts cities with population greater than 2,500 that have, during the fiscal year, approved or adopted a comprehensive plan that includes an updated buildable lands inventory with goal-compliant natural resource and hazards inventories. This measure tracks the success of local governments in determining development constraints on urban residential lands due to the presence of sensitive natural resources inventoried under Statewide Planning Goal 5 (e.g. wetlands, riparian areas, wildlife habitat) and natural hazards inventoried under Statewide Planning Goal 7 (e.g., floodplains, landslide zones, urban wildfire). The FY2006/07 target of 9% equates to an expectation that approximately 9 cities during the fiscal year would update their buildable lands inventories and that these updates would account for the diminished development potential due to the presence of a sensitive natural resources or natural hazards in areas planned for development.

3. HOW WE ARE DOING

The target was almost met, but fell short by 1%. This result indicates that progress is being made by local governments to comprehensively assess natural resource and hazard constraints to the urban land supply, but not exactly at the rate targeted. While the targets level off in succeeding years, it is likely local governments will not update natural resource inventories at the targeted rate due to reduced funding, as discussed in “Factors Affecting the Results,” below.

AGENCY NAME: Department of Land Conservation and Development

II. KEY MEASURE ANALYSIS

Agency Mission: To support all our partners in creating and implementing local comprehensive plans that reflect and balance the statewide goals, the vision of local citizens, and the interests of local, state, federal and tribal governments.

4. HOW WE COMPARE

The department is not aware of any related public or private standards to measure the effects of natural resource or hazards constraints on the long-term supply of buildable lands.

5. FACTORS AFFECTING RESULTS

This measure was originally crafted when periodic review was a primary process to assure and track local government updates of buildable lands inventories. Legislative changes to periodic review have substantially reduced the number of jurisdictions subject to periodic review, and have also required that other planning work not associated with natural resource or hazards planning be given higher priority by jurisdictions still subject to periodic review. Also, as a result of this legislation, state grant funding for natural resource inventories has been substantially reduced. Due to different funding sources, natural hazards inventories are more likely to remain up-to-date than natural resource inventories, but this measure does not separate these two types of inventories.

6. WHAT NEEDS TO BE DONE

Continue using the revised methodology in future years. Pursue additional budgeted funds from the legislature for grants to local governments to encourage them to update buildable land inventories to account for natural resources and natural hazards.

7. ABOUT THE DATA

The reporting period is the Oregon fiscal year – July 1, 2006 through June 30, 2007. Data sources are the department’s periodic review approvals checklist and the plan amendment database for cities with a population of 2,500 or more. Even though the KPM was designed to track inventory updates during periodic review only, the department has expanded the data base to include inventory updates that occur as plan amendments outside of periodic review, in order to approximate the previous database.

AGENCY NAME: Department of Land Conservation and Development

II. KEY MEASURE ANALYSIS

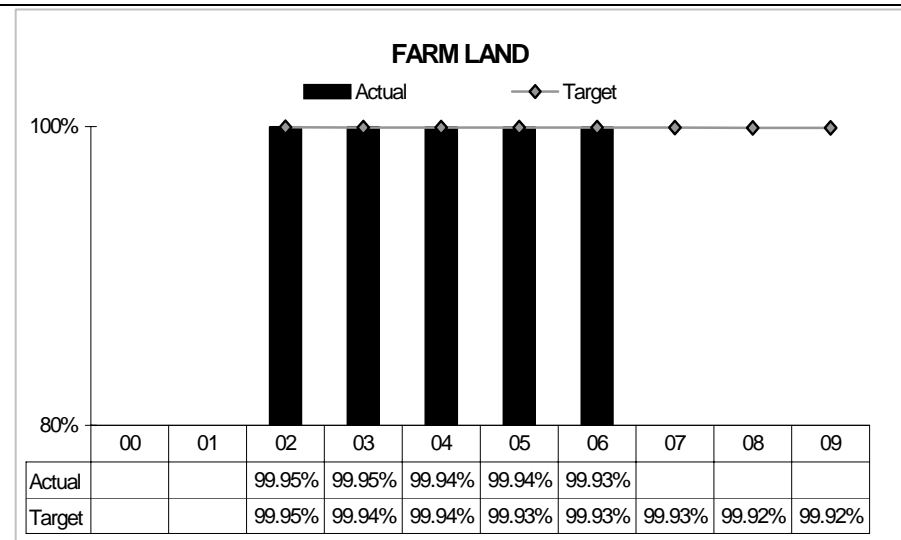
Agency Mission: To support all our partners in creating and implementing local comprehensive plans that reflect and balance the statewide goals, the vision of local citizens, and the interests of local, state, federal and tribal governments.

KPM #10	FARM LAND – Percent of farm land outside urban growth boundaries zoned for exclusive farm use in 1987 that retains that zoning.	Measure since: 2002
Goal	Secure Oregon’s Legacy.	
Oregon Context	OBM 4: Job Growth, OBM 80: Agricultural Lands	
Data source	DLCD’s rural lands GIS database, plan amendment, and farm/forest databases.	
Owner	Rob Hallyburton, 503-373-0050 ext 239	

1. OUR STRATEGY

Statewide Planning Goal 3 is intended to preserve agricultural land for commercial farm use, consistent with legislative policies in ORS 215.243 and 215.700. Oregon’s Department of Land Conservation and Development seeks to achieve this goal through acknowledgement of local comprehensive land use plans and exclusive farm use zoning.

This measure tracks the amount of agricultural land that remains zoned for farm use over time as compared with the amount of land converted to rural or urban development. A lower percentage of land (acres) converted from farm use to other uses indicates that local plans and ordinances are working to protect agricultural land for commercial agriculture. The results for this year indicate that the state’s land use program continues to work well to maintain agricultural lands for agricultural productivity. The desired result of this measure is a higher percentage of agricultural land retained and, conversely a lower the amount of agricultural land lost, yearly, to other uses.



2. ABOUT THE TARGETS

The target developed here relies on the assumption that while the land use system serves to protect agricultural land from conversion to other uses, there nevertheless will be a small amount of that land converted as cities grow in population and develop land at their perimeter, including agricultural land. This assumption is built into the target, which provides for a small amount of yearly conversion relative to the overall inventory of agricultural land.

3. HOW WE ARE DOING

In 2006, the acreage of agricultural land converted from farm use to rural or urban development was consistent with trends in previous years and with the projected target. The 2006 percentage indicates that local jurisdictions, on balance, prevent non-agricultural uses on EFU zoned land and therefore the department is on target in assuring continued protection of agricultural land.

AGENCY NAME: Department of Land Conservation and Development

II. KEY MEASURE ANALYSIS

Agency Mission: To support all our partners in creating and implementing local comprehensive plans that reflect and balance the statewide goals, the vision of local citizens, and the interests of local, state, federal and tribal governments.

4. HOW WE COMPARE

Oregon loses less of its agricultural land to other uses, and contains urban sprawl, better than any other state. The following U.S. Department of Agriculture website provides a comparison among the states, described as "A statistical survey of land use and natural resource conditions and trends on U.S. non-Federal lands": <http://www.nrcs.usda.gov/TECHNICAL/NRI/>.

5. FACTORS AFFECTING RESULTS

Cities and private land owners apply, through their respective counties, to rezone exclusive farm use (EFU) lands to non-farm uses in order to allow development. Developers and land owners, along with those local jurisdictions, affect the EFU land supply when local governments approve such applications, and when state "acknowledgement" of the rezoning is granted. The rate of conversion of farm land to other uses is based on reports of land use applications approved by counties. The department has minimal means to affect the rate of local approvals that authorize the conversion of farm land to other uses. Only local approvals that were considered "final" and not subject to appeal were counted under this measure. In the future, Measure 37 claims will affect farm land but will not be counted under the current measure and its methodology, since approval of these claims allows development for non-farm uses but does not typically result in a change of zoning.

6. WHAT NEEDS TO BE DONE

The department needs to maintain its current strategies to meet this target and to monitor the long-term affects of Measure 37 on this goal.

7. ABOUT THE DATA

The reporting cycle is based on information submitted to the department for each calendar year, as required by ORS 197.065 and 197.610. Data is verified by comparing the reported acreage with other submitted information reporting on county rezone decisions, including local staff reports.

AGENCY NAME: Department of Land Conservation and Development

II. KEY MEASURE ANALYSIS

Agency Mission: To support all our partners in creating and implementing local comprehensive plans that reflect and balance the statewide goals, the vision of local citizens, and the interests of local, state, federal and tribal governments.

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.	Measure since: 2002
Goal	Secure Oregon’s Legacy.	
Oregon Context	OBM 4: Job Growth, OBM 81: Forest Land	
Data source	DLCD’s rural lands GIS database and plan amendment database.	
Owner	Rob Hallyburton, 503-373-0050 ext 239	

1. OUR STRATEGY

Statewide Planning Goal 4 provides for the conservation of forest lands for forest uses and protection of the state’s forest economy. The department accomplishes this goal through programs that monitor and assist with local comprehensive land use plans and forest zoning.

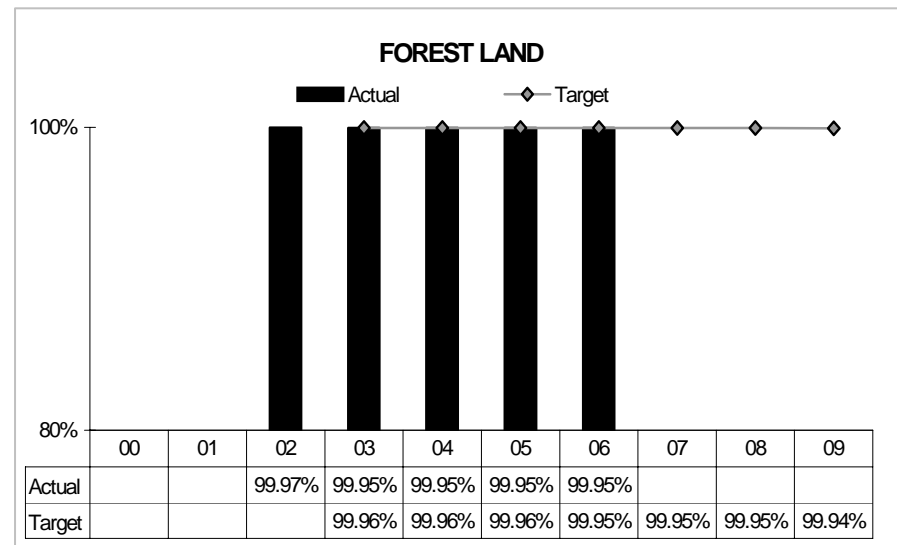
This measure tracks the amount of forest land that remains zoned for farm use over time as compared with the amount of land converted to rural or urban development. A lower percentage of land (acres) converted from farm use to other uses indicates that local plans and ordinances are working to protect forest land for commercial forest use. The results for this year indicate that the state’s land use program continues to work well to maintain forest lands for forest productivity. The desired result of this measure is a higher percentage of forest land retained and, conversely a lower the amount of forest land lost, yearly, to other uses.

2. ABOUT THE TARGETS

The target developed here relies on the assumption that while the land use system serves to protect forest land from conversion to other uses, there nevertheless will be a small amount of that land converted as cities grow in population and develop land at their perimeter, including forest land. This assumption is built into the target, which provides for a small amount of yearly conversion relative to the overall inventory of forest land.

3. HOW WE ARE DOING

In 2006, the acreage of forest land converted from farm use to rural or urban development was consistent with trends in previous years and with the projected target. The 2006 percentage indicates that local jurisdictions, on balance, prevent non-forest uses on EFU zoned land and therefore the department is on target in assuring continued protection of forest land.



AGENCY NAME: Department of Land Conservation and Development

II. KEY MEASURE ANALYSIS

Agency Mission: To support all our partners in creating and implementing local comprehensive plans that reflect and balance the statewide goals, the vision of local citizens, and the interests of local, state, federal and tribal governments.

4. HOW WE COMPARE

There are no public or private standards for forestland conservation that compares with Oregon’s land use program or standards.

5. FACTORS AFFECTING RESULTS

The conversion of forest land occurs through local government decisions in response to individual applications to change forest zoning to other uses. The approval of such applications is generally not influenced by the department, but is restrained by LCDC goals, rules, and state land use statutes. Only local approvals that were final and not subject to appeal, and thus are in accord with state land use laws, were used in determining the results of this measure. In the future, Measure 37 claims will affect forest land but will not be counted under this measure, since approval of these claims does not typically result in a change of zoning.

6. WHAT NEEDS TO BE DONE

Continue current efforts toward meeting this target.

7. ABOUT THE DATA

The reporting cycle is based on information submitted to the department for each calendar year, pursuant to ORS 197.065 and 197.610. Data is verified by comparing the reported acreage with the amounts provided in the county’s staff reports and final decision findings.

AGENCY NAME: Department of Land Conservation and Development

II. KEY MEASURE ANALYSIS

Agency Mission: To support all our partners in creating and implementing local comprehensive plans that reflect and balance the statewide goals, the vision of local citizens, and the interests of local, state, federal and tribal governments.

KPM #12	URBAN GROWTH BOUNDARY EXPANSION – Percent of land added to urban growth boundaries that is not farm or forest land.	Measure since: 2002
Goal	Secure Oregon’s Legacy.	
Oregon Context	OBM 80: Agricultural Lands, OBM 81: Forest Land	
Data source	Plan amendment and periodic review database.	
Owner	Rob Hallyburton, 503-373-0050 ext 239	

1. OUR STRATEGY

Statewide Planning Goal 14 requires each city (or Metro) to establish an urban growth boundary (UGB), and these are intended to separate urban land from rural farm and forest land, and to assure urban areas have sufficient land for long-term growth and provide 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.

2. ABOUT THE TARGETS

Targets for this measure were set based on historic trends, and in order to approximate the amount of land added annually to UGBs that is not EFU or forest land added yearly to UGBs for development. While the department cannot directly control the amount or types of land added to UGBs, based on state laws that restrict the type of land added, the targets assume a likely level of farm or forest land added to UGBs relative to the total amount of land added yearly.

3. HOW WE ARE DOING

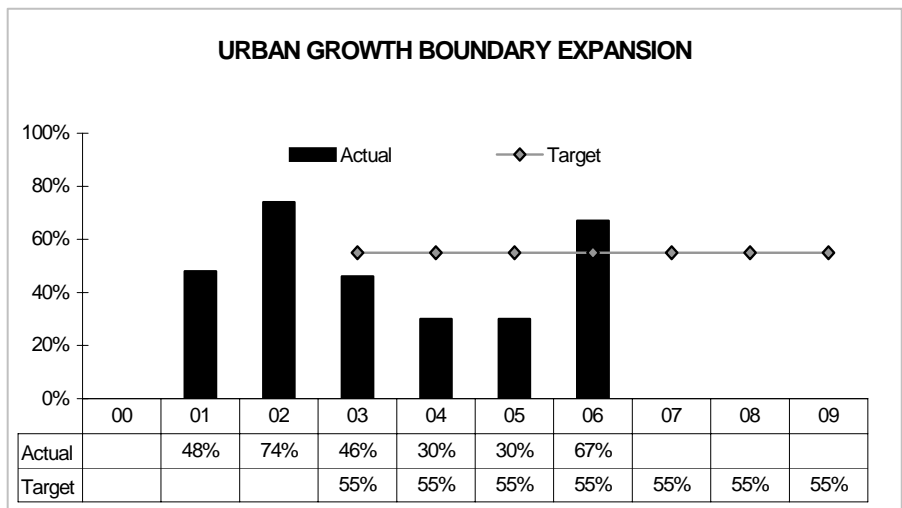
The department exceeded its target for 2006 and will continue to monitor expansion of UGBs in accordance with applicable statutes.

4. HOW WE COMPARE

There are no public or private standards to compare with Oregon’s standards.

5. FACTORS AFFECTING RESULTS

The overall number of UGB amendments has increased in recent years, and many of these amendments have occurred for urban areas surrounded by farm or forest lands. Local governments select the type of land added to urban growth boundaries through plan amendments approved by cities and counties. The Land Conservation and Development Commission has some authority to disallow UGB amendments that do not follow statutory priorities regarding farm land, but this ability will not improve performance where local governments have no other options except farm and forest land for urban expansion.



AGENCY NAME: Department of Land Conservation and Development

II. KEY MEASURE ANALYSIS

Agency Mission: To support all our partners in creating and implementing local comprehensive plans that reflect and balance the statewide goals, the vision of local citizens, and the interests of local, state, federal and tribal governments.

6. WHAT NEEDS TO BE DONE

The department needs to maintain current strategies to meet this target, but should reevaluate the targets based on recent trends. Progress toward meeting these targets also presumes that state laws at ORS 197.298 will continue to apply in their current form.

7. ABOUT THE DATA

The reporting cycle is based on information submitted to the department for each calendar year pursuant to ORS 197.610 and 197.628 to 197.650. Data is verified by comparing the reported acreage with the acreage shown in the county's staff reports and findings.

AGENCY NAME: Department of Land Conservation and Development

II. KEY MEASURE ANALYSIS

Agency Mission: To support all our partners in creating and implementing local comprehensive plans that reflect and balance the statewide goals, the vision of local citizens, and the interests of local, state, federal and tribal governments.

KPM #13	PERIODIC REVIEW REMANDS – Percent of periodic review work tasks that are returned to local jurisdictions for further action.	Measure since: 2003
Goal	Improve Collaboration.	
Oregon Context	DLCD Mission	
Data source	Department records.	
Owner	Rob Hallyburton, 503-373-0050 ext 239	

1. OUR STRATEGY

DLCD works with cities and counties to periodically update local land use plans. The department’s strategy is to ensure that land use plan amendments adopted in response to periodic review requirements are consistent with statewide land use goals. The measure relies on DLCD and LCDC’s authority to review and approve land use plan changes submitted for periodic review approval.

2. ABOUT THE TARGETS

The target reflects that a certain number of periodic review work task submittals will not satisfy all applicable state requirements.

3. HOW WE ARE DOING

The department has met the target. The target for 2006-07 is for the department to not exceed 15 percent of submitted work tasks returned to local jurisdictions. Eight percent of tasks were returned, but all of the tasks that were remanded received only a partial remand and were largely approved. In each case, only small portions of the submittals were remanded.

4. HOW WE COMPARE

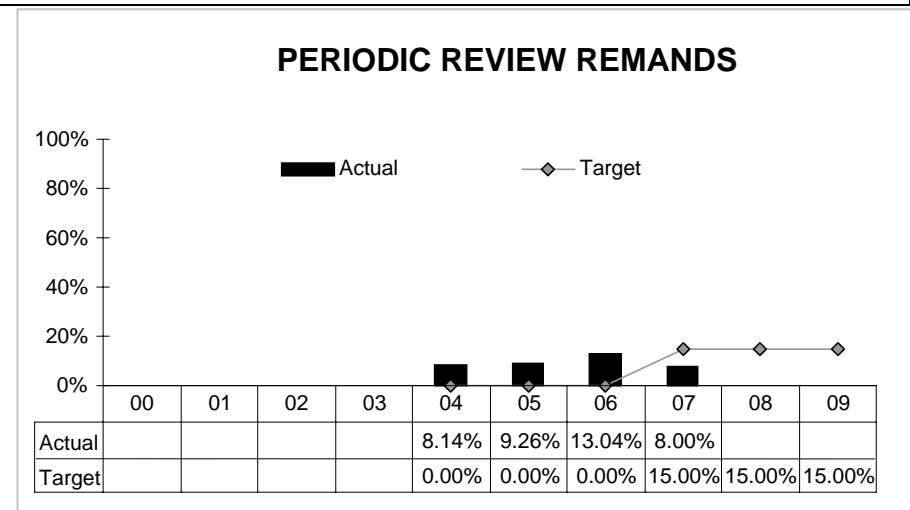
There are no public or private standards to compare with this measure.

5. FACTORS AFFECTING RESULTS

Each periodic review is different, and the nature of the various periodic review tasks undertaken by local government has a bearing on to the likelihood that it may be returned for further action. The more complex or controversial, the more likely a task may be sent back.

6. WHAT NEEDS TO BE DONE

Continue to work closely with local governments involved in periodic review so as to improve the planning products submitted to the state for approval.



AGENCY NAME: Department of Land Conservation and Development

II. KEY MEASURE ANALYSIS

Agency Mission: To support all our partners in creating and implementing local comprehensive plans that reflect and balance the statewide goals, the vision of local citizens, and the interests of local, state, federal and tribal governments.

7. ABOUT THE DATA

The 2007 data is for all periodic review approval decisions made by DLCD or LCDC for the fiscal year from July 1, 2006 through June 30, 2007. There are four possible outcomes for each submittal: approval, remand, partial approval and partial remand, or referral to the Land Conservation and Development Commission for a decision. The data shows remands (there were no remands this reporting period) and partial remands (only two this reporting period) divided by the total number of approval decisions (23 for the reporting period).

AGENCY NAME: Department of Land Conservation and Development

II. KEY MEASURE ANALYSIS

Agency Mission: To support all our partners in creating and implementing local comprehensive plans that reflect and balance the statewide goals, the vision of local citizens, and the interests of local, state, federal and tribal governments.

KPM #14	TIMELY COMMENTS – Percent of DLCD concerns or recommendations regarding local plan amendments that are provided to local governments within the statutory deadlines for such comments.	Measure since: 2003
Goal	Improve Collaboration and Deliver the highest level of customer service possible.	
Oregon Context	DLCD Mission	
Data source	Department records.	
Owner	Rob Hallyburton, 503-373-0050 ext 239	

1. OUR STRATEGY

DLCD staff reviews proposed local plan amendments and provides comments, concerns or recommendations to the local government, where warranted, in a timely manner.

2. ABOUT THE TARGETS

DLCD should always make comments within the time deadlines established by statute. Thus, the target is set at 100 percent. The deadline is 15 days before the first evidentiary hearing if the local government provided complete notice at least 45 days before the hearing. If notice was late or incomplete, the deadline is at the final evidentiary hearing. DLCD is not required to submit comments.

3. HOW WE ARE DOING

The department did not meet the target this year. This is partly due to better data tracking. While the better data has highlighted that the department’s performance is not as strong as previously reported, it has also underscored the difficulty of meeting the target (see “Factors Affecting Results” below).

4. HOW WE COMPARE

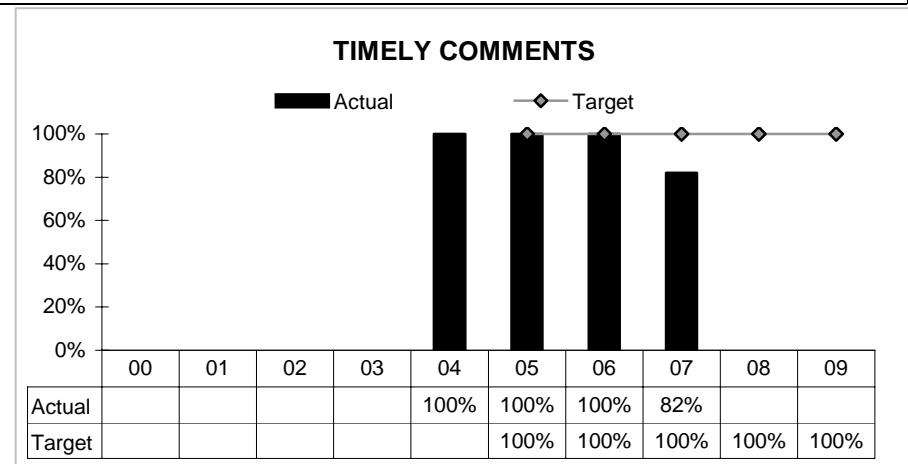
There is no public or private industry standard to compare with this measure.

5. FACTORS AFFECTING RESULTS

The complexity of some of the local plan amendment submittals makes the review deadline very difficult to attain in some instances. In some cases, the proposal as submitted is not complete, further complicating department review.

6. WHAT NEEDS TO BE DONE

Renew emphasis on making comments within the required time line. DLCD has prepared a plan amendment review coordination guidelines and shared it with relevant staff. When finalized, this procedure should help the department complete its comments in an efficient, timely manner.



AGENCY NAME: Department of Land Conservation and Development

II. KEY MEASURE ANALYSIS

Agency Mission: To support all our partners in creating and implementing local comprehensive plans that reflect and balance the statewide goals, the vision of local citizens, and the interests of local, state, federal and tribal governments.

7. ABOUT THE DATA

The department maintains a database of plan amendments notices and tracks department responses. The 2007 data is for comments made by DLCD during the fiscal year from July 1, 2006 through June 30, 2007.

AGENCY NAME: Department of Land Conservation and Development

II. KEY MEASURE ANALYSIS

Agency Mission: To support all our partners in creating and implementing local comprehensive plans that reflect and balance the statewide goals, the vision of local citizens, and the interests of local, state, federal and tribal governments.

KPM #15	GRANT AWARDS – Percent of local grants awarded to local governments within two months after receiving application.	Measure since: 2003
Goal	Improve Collaboration and Deliver the highest level of customer service possible.	
Oregon Context	DLCD Mission	
Data source	Department records.	
Owner	Rob Hallyburton, 503-373-0050 ext 239	

1. OUR STRATEGY

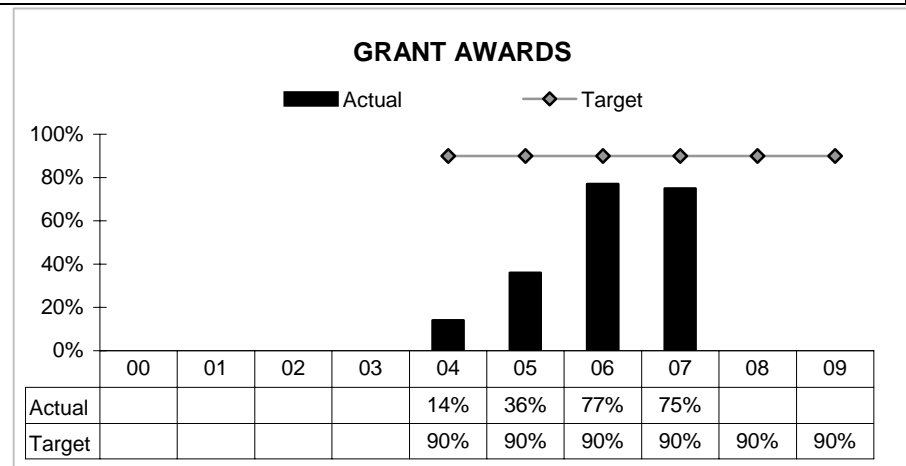
In order to provide quality customer service to local governments, DLCD endeavors to make decisions on grant applications quickly.

2. ABOUT THE TARGETS

The 90 percent target was established as an ambitious but attainable objective.

3. HOW WE ARE DOING

DLCD was not able to meet its target in this reporting period. While making significant improvements in internal processes and priorities related to grants administration during the first year of the biennium, DLCD needs to continue to improve its progress on this measure. It should be noted only one grant application was not acted upon within the target timeframe (see “Factors Affecting Results,” below).



4. HOW WE COMPARE

There is no public or private industry standard to compare with the department’s measure.

5. FACTORS AFFECTING RESULTS

The grant program operates on a biennial basis, and most of the activity is during the first year (reported in 2006). There were only four grant applications during this reporting period, the second year of the biennium, so missing the target on only one brought performance below the target. The one application that was not acted upon within two months was approved in 14 weeks.

6. WHAT NEEDS TO BE DONE

The department needs to continue refining internal processes for grant evaluation.

7. ABOUT THE DATA

The data is for grant approvals by DLCD during the fiscal year from July 1, 2006 through June 30, 2007, including “General Fund” grants, commonly referred to as Technical Assistance, Periodic Review, and Gorge grants. These grants are awarded on a biennial basis, and the current reporting period included only a few of the grant applications for the 2005-2007 biennium because most of the requests were processed during the first year of the biennium.

AGENCY NAME: Department of Land Conservation and Development

II. KEY MEASURE ANALYSIS

Agency Mission: To support all our partners in creating and implementing local comprehensive plans that reflect and balance the statewide goals, the vision of local citizens, and the interests of local, state, federal and tribal governments.

KPM #16	LAND USE APPEALS – Percentage of agency appeals of local land use decisions that were upheld by LUBA and the Courts.	Measure since: 2003
Goal	Economic development: Promote economic development and quality communities.	
Oregon Context	DLCD Mission	
Data source	DLCD courts database.	
Owner	Rob Hallyburton, 503-373-0050 ext 239	

1. OUR STRATEGY

DLCD emphasizes strategies to work closely with local governments and provide incentives, grants, and technical assistance to achieve compliance with state land use requirements. Appeal of a local land use decision should be a last resort, and DLCD should not appeal unless the local decision is clearly in error and has broad implications for land use policy.

2. ABOUT THE TARGETS

The target of 100 percent success at LUBA or in higher courts assumes that DLCD only appeals a local land use decision that clearly violates a state land use regulation.

3. HOW WE ARE DOING

There continue to be very few appeals of local government land use decisions, although the number is up from zero in the last three reporting periods. DLCD prevailed in the one case where a decision was reached during 2006-07; this case represents a 100 percent performance.

4. HOW WE COMPARE

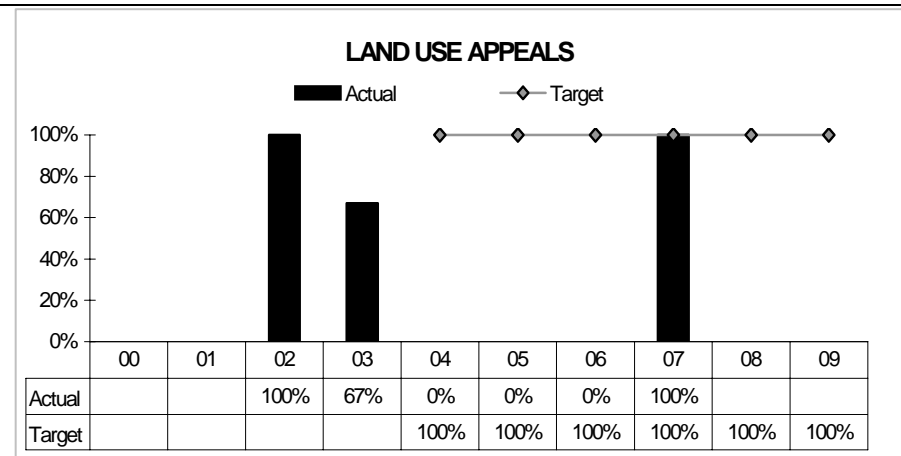
The Land Use Board of Appeals issued 195 final opinions during the reporting period. All but one of these were brought by parties other than the department. The department has not determined the success rate of appeals brought by other parties.

5. FACTORS AFFECTING RESULTS

The amount of funding available to the department for appeals may affect DLCD’s decision whether or not to appeal. Also, Land Conservation and Development Commission approval is required for all appeals. The Commission denied staff recommendation to participate in one appeal during the reporting period.

6. WHAT NEEDS TO BE DONE

Continue to appeal only where an appeal has merit and land use policy implications.



AGENCY NAME: Department of Land Conservation and Development

II. KEY MEASURE ANALYSIS

Agency Mission: To support all our partners in creating and implementing local comprehensive plans that reflect and balance the statewide goals, the vision of local citizens, and the interests of local, state, federal and tribal governments.

7. ABOUT THE DATA

The data reported is for appeals acted on by the Land Use Board of Appeals between July 1, 2006 and June 30, 2007 (or higher courts if appealed). There was one appeal brought by the department that generated a decision during that period, and DLCD prevailed in that case.

AGENCY NAME: Department of Land Conservation and Development

II. KEY MEASURE ANALYSIS

Agency Mission: To support all our partners in creating and implementing local comprehensive plans that reflect and balance the statewide goals, the vision of local citizens, and the interests of local, state, federal and tribal governments.

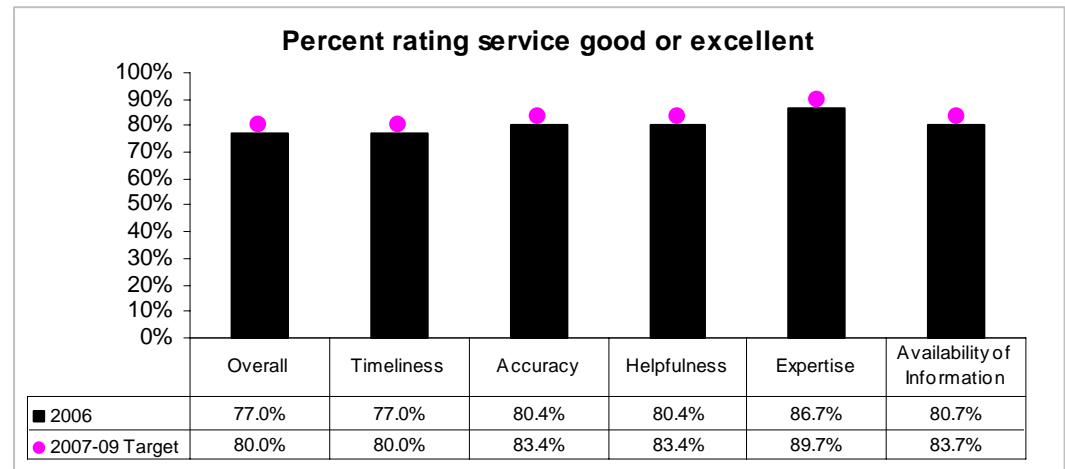
KPMs #17 and #18	CUSTOMER SERVICE : Percent of customers rating their satisfaction with the agency’s customer service as “good” or “excellent”: overall, timeliness, accuracy, helpfulness, expertise, availability of information	Measure since: 2006
Goal	Improve Collaboration and Deliver the highest level of customer service possible.	
Oregon Context	DLCD Mission	
Data source	Department survey results.	
Owner	Cora Parker, 503-373-0050 ext 223	

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 department participated in the customer satisfaction survey sponsored by the Oregon Progress Board in 2006. The department anticipates a biennial survey of its customers and therefore does not have any new data to report for 2007.

2. ABOUT THE TARGETS

This was a new measure for the department in 2006. Until further data is received, target establishment has been based on approximations of anticipated growth in customer service satisfaction. The current targets were established using 2006 data as a baseline with an overall average of 3% increased rating targeted for each biennium.



3. HOW WE ARE DOING

This is a relatively new biennial key performance measure for the department. For the 2005 reporting period, there is no data and no target. Because the measure was new, there were no targets established last year. In 2006, data collection showed 77% of respondents indicated that the overall level of customer service provided by the Department was “good or better”. Timeliness of information provided by the department scored the lowest for the department in comparison to other indicators, but was still fairly high, with 77% of respondents rating timeliness as good or excellent. Knowledge and expertise was most highly rated, at 86.7%. For 2007, the department has no data. 2007-09 targets were established using 2006 data as a baseline with a modest but achievable target. For instance, the department has written an Introductory Guide to Land Use Planning for Cities and Counties in Oregon, and has implemented “planners network meetings” on the coast and in other regions of the state. The department will continue its efforts to improve its communications with local jurisdictions by notifying jurisdictions of department actions in a timely manner. For instance, the department will improve internal processes in connection with key performance measures #14, #15, #19, and #20 so that it better meets internal deadlines and improves performance related to timely communication. The department also makes internal communication improvements by conducting regular division and all-staff meetings.

AGENCY NAME: Department of Land Conservation and Development

II. KEY MEASURE ANALYSIS

Agency Mission: To support all our partners in creating and implementing local comprehensive plans that reflect and balance the statewide goals, the vision of local citizens, and the interests of local, state, federal and tribal governments.

The Citizen Involvement Advisory Committee also regularly reports its findings and recommendations to the Land Conservation and Development Commission.

4. HOW WE COMPARE

This is a new biennial measure for state agencies. Comparisons at this point are not available until further data collection occurs over the next biennia.

5. FACTORS AFFECTING RESULTS

Factors anticipated to affect future results include Measure 37 and the upcoming election relating to Measure 49. The department's required Measure 37 activities and legal deadlines have redirected many DLCD staff activities and have impacted the department's ability to meet local jurisdiction expectations for certain DLCD services. The department's workload for Measure 37 claims suggests that DLCD should reassess some of its performance measures in light of staffing capacity, and may necessitate an amendment of performance measure targets. To the extent the department's ability to meet its performance measure targets is dependent on staffing levels, including technical assistance and grant management, it is anticipated that the department's success in providing such services will continue to be affected by the demands of Measure 37 claims administration and review.

6. WHAT NEEDS TO BE DONE

All DLCD employees are responsible for customer service in one way or another. In response to the 2006 data, the department has worked on its customer service. While there is no data to report for 2007, the department continues its efforts to improve communications with local jurisdictions by notifying jurisdictions of department actions in a timely manner. The department also continues its improvement in internal communication by having regular division and all-staff meetings. The Citizen Involvement Advisory Committee regularly reports its findings and recommendations to the Land Conservation and Development Commission.

The department anticipates additional data collection for the next biennial customer satisfaction survey in preparation for the 2008 Annual Performance Progress Report. The department also anticipates making a coordinated management response to the data from that survey.

7. ABOUT OUR CUSTOMER SERVICE SURVEY

The Department of Land Conservation and Development (DLCD) participated in the customer service survey sponsored by the Oregon Progress Board in 2006. Further consultative services may be used in 2008. A determination and collection of data will occur in time for the 2008 Annual Performance Progress Report.

AGENCY NAME: Department of Land Conservation and Development

II. KEY MEASURE ANALYSIS

Agency Mission: To support all our partners in creating and implementing local comprehensive plans that reflect and balance the statewide goals, the vision of local citizens, and the interests of local, state, federal and tribal governments.

KPM #19	TASK REVIEW – Percent of periodic review work tasks under review at DLCD for no longer than four months.	Measure since: 2003
Goal	Streamlining	
Oregon Context	DLCD Mission	
Data source	Department records.	
Owner	Rob Hallyburton, 503-373-0050 ext 239	

1. OUR STRATEGY

In order to provide quality service to local governments, DLCD and LCDC decisions regarding submitted periodic review tasks need to be made in a timely manner in order to meet the required four month deadline.

2. ABOUT THE TARGETS

DLCD is statutorily obligated to make task decisions within 120 days of the date of periodic review work task submittal, with some exceptions. The target recognizes that exceptions to these deadlines might be necessary at times, but infrequently.

3. HOW WE ARE DOING

The department has met its target during the reporting period.

4. HOW WE COMPARE

There is no public or private industry standard to compare with the department’s measure.

5. FACTORS AFFECTING RESULTS

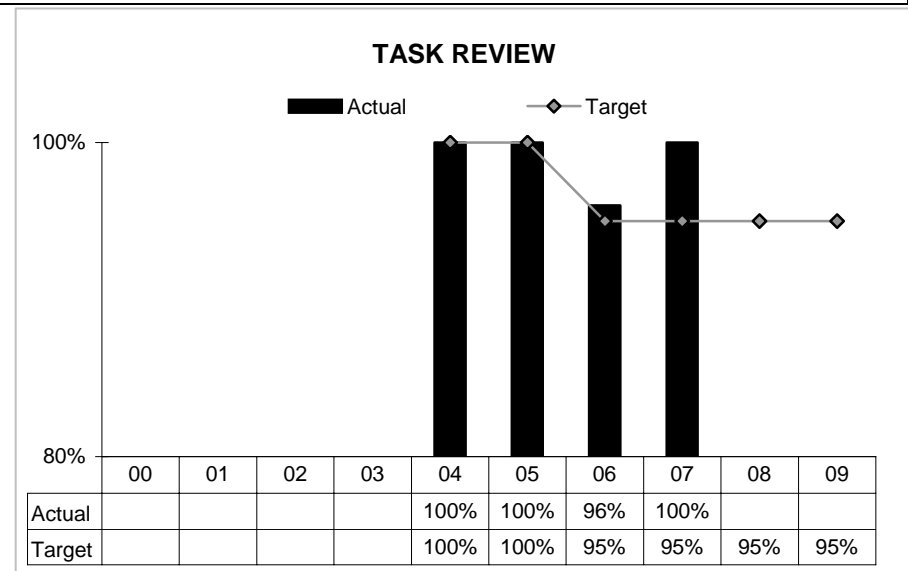
The complexity and adequacy of the local government’s task submittal, and the number and complexity of objections from third parties, have a major influence on the time necessary for the department’s review of periodic review submittals.

6. WHAT NEEDS TO BE DONE

DLCD needs to continue providing timely reviews of periodic review task submittals.

7. ABOUT THE DATA

The data reported is for periodic review work task decisions made by DLCD during the fiscal year between July 1, 2006 and June 30, 2007.



AGENCY NAME: Department of Land Conservation and Development

II. KEY MEASURE ANALYSIS

Agency Mission: To support all our partners in creating and implementing local comprehensive plans that reflect and balance the statewide goals, the vision of local citizens, and the interests of local, state, federal and tribal governments.

KPM #20	MEASURE 37 – Percentage of Measure 37 claims assigned to the agency that are processed within 180 days.	Measure since: 2006
Goal	Streamlining	
Oregon Context	DLCD Mission	
Data source	Department records.	
Owner	Michael Morrissey, 503-373-0050 ext 324	

1. OUR STRATEGY

Ballot Measure 37 (now ORS 197.352) became effective December 2, 2004. The Measure allows landowners to file claims with the state for loss in fair market value due to certain state land use regulations. Approximately 6,800 claims have been received to date, 98% of which are assigned to DLCD. On average, 5 claims per week are currently filed with the state. It is important to note that during the three week period at the end of November and the beginning of December 2006, over 3,200 claims were filed with the state. The department works with the Department of Justice (DOJ) and the Department of Administrative Services (DAS) in evaluating each claim and issuing final reports and final orders.

2. ABOUT THE TARGETS

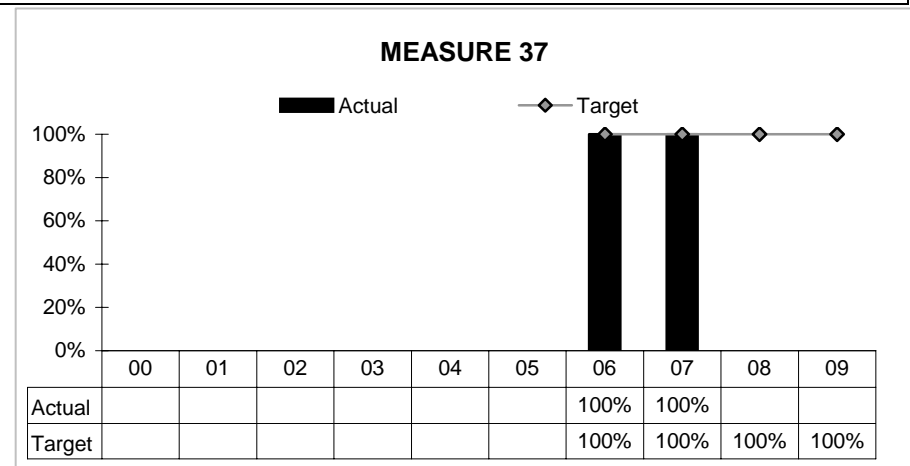
ORS 197.352 prescribes a time limit of 180 days from the filing of a claim before certain remedies may be due to claimants. Therefore, to reduce risk to the state and to meet statutory requirements, the department is obliged to meet the 180 day deadline. HB 3546 (2007) extended this deadline by one year for claims filed after November 1, 2006, making the effective "180 day" deadline for these claims May 15, 2008. Certain tasks are performed by DAS and DOJ before the department can begin its work, such that the department actually has only approximately 90-100 days to complete its review of each claim.

3. HOW WE ARE DOING

In 2006 and 2007 the department finalized 100% of claims assigned to it within the 180 day time limit, for claims filed prior to November 1, 2006 (see #2 above).

4. HOW WE COMPARE

Claimants must usually also file Measure 37 claims with a local government that regulates their property. Many local governments are also challenged to accommodate the claims work load in the 180-day time frame. It is not known whether any cities or counties have missed the 180 day deadline, though some local governments, by mutual agreement with claimants, have been able to extend the deadline to accommodate data gathering, negotiation, or unforeseen situations.



AGENCY NAME: Department of Land Conservation and Development

II. KEY MEASURE ANALYSIS

Agency Mission: To support all our partners in creating and implementing local comprehensive plans that reflect and balance the statewide goals, the vision of local citizens, and the interests of local, state, federal and tribal governments.

5. FACTORS AFFECTING RESULTS

The ongoing working relationship with DAS and DOJ is the biggest factor affecting the department's ability to meet this benchmark. Regular meetings are held with these departments to assure a successful outcome on all claims. As of September 2007, over 6800 claims had been received by DAS. All were referred by DAS to state agencies for claims resolution, with the vast majority referred to DLCD.

6. WHAT NEEDS TO BE DONE

Accurate tracking of the cumulative details of the claims is underway. Assistance to local governments to apply the results of DLCD reports and final orders is crucial.

7. ABOUT THE DATA

This is a straightforward measure to track. There is no ambiguity about the data.

AGENCY NAME: Department of Land Conservation and Development**III. USING PERFORMANCE DATA**

Agency Mission: To support all our partners in creating and implementing local comprehensive plans that reflect and balance the statewide goals, the vision of local citizens, and the interests of local, state, federal and tribal governments.

Contact: Bob Rindy	Phone: 503-373-0050 ext 229
Alternate: Teddy Leland	Phone: 503-373-0050 ext 237

The following questions indicate how performance measures and data are used for management and accountability purposes.	
1 INCLUSIVITY Describe the involvement of the following groups in the development of the agency's performance measures.	In 2003, a staff workgroup that included representatives of all DLCD programs developed a draft strategic plan and performance measures. DLCD also put together a stakeholder group including representatives of local governments, advocacy organizations, and other state agencies. Land Conservation and Development Commission (LCDC) reviewed and approved the strategic plan and provided input on the performance measures. The Joint Committee on Ways and Means provided input during budget hearings and work sessions.
2 MANAGING FOR RESULTS How are performance measures used for management of the agency? What changes have been made in the past year?	Performance measure data influences staff and LCDC in considering the need for program or policy changes, as well as decisions regarding agency priorities and budget. Changes made in the last year in response to performance measure data include: staff increases necessary to meet Measure 37 legal deadlines, workload reassignment to meet department needs as a result of Measure 37, and adjustment of performance measure methodology in response to a 2005 Legislative budget note requiring a report to the Joint Legislative Audit Committee. The department reported and received acknowledgement of its KPM report in July 2006.
3 STAFF TRAINING What training has staff had in the past year on the practical value and use of performance measures?	Training that has occurred in the last year included attendance at quarterly roundtables by the department's key performance measure coordinator. In June 2007, the department hired an intern through the Oregon Performance Internship program to assist the department in evaluating its internal processes for determining and evaluating data necessary for this annual report.
4 COMMUNICATING RESULTS How does the agency communicate performance results to each of the following audiences and for what purpose?	DLCD submits its annual report upon approval 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 is beginning to use this report to identify ways recommending changes in process or other actions necessary such as creating templates creating staff efficiencies and providing consistency in customer service. The agency provides the annual report to the Progress Board for general reporting purposes and to the Joint Committee on Ways and Means during the budget hearing process. The annual report is also available to the public on DLCD's website at http://www.oregon.gov/LCD/docs/publications/annperprep0904.pdf .