

# Agency Management Report

## KPMs For Reporting Year 2015

Finalize Date: 12/4/2015

**Agency: LAND CONSERVATION and DEVELOPMENT DEPARTMENT**

	Green = Target to -5%	Yellow = Target -6% to -15%	Red = Target > -15%	Pending	Exception Can not calculate status (zero entered for either Actual or Target)
<b>Summary Stats:</b>	58.33%	25.00%	16.67%	0.00%	0.00%

**Detailed Report:**

KPMs	Actual	Target	Status	Most Recent Year	Management Comments
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.	34	75	Red	2015	The reporting cycle is Oregon's fiscal year. The progress under this measure is counted if, during the past ten years, a city evaluates the adequacy of its industrial and other employment lands and provides sites for the established need. Cities are only counted if a query in the tracking database results in a "hit." Data coding may limit the accuracy of the results but the method results can be replicated in an audit.

# Agency Management Report

## KPMs For Reporting Year 2015

Finalize Date: 12/4/2015

KPMs	Actual	Target	Status	Most Recent Year	Management Comments
2 - HOUSING LAND SUPPLY – Percent of cities that have an adequate supply of buildable residential land to meet housing needs.	81	90	Yellow	2015	The target for this measure was not met for the sixth year. Performance has remained relatively consistent for the most recent five years prior to 2015, suggesting common factors that may include a lagging economy and insufficient funds available for cities to update their comprehensive plans. In addition to these factors, the target was increased significantly for 2011 and 2012. This increase contributes to the gap between target and results. The targets for 2011 and 2012 were increased based on an estimate, in 2008, of the number of periodic review work tasks that cities were expected to begin. Since that time, fewer cities have started periodic review due to budget considerations. Cities continue to raise concerns with their fiscal capacity to provide infrastructure to support the required housing. The difference in performance between 2015 and prior reporting periods reflects a methodology change to only counting cities over 10,000.
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.	75	70	Green	2015	Results for this KPM were consistently decreasing for the past three years. In 2014, the performance increased but it is still below target. In 2015, the performance increased and is now over target. The methodology now allows for a positive outcome when city plan updates for sewer, water or stormwater take place in a single year, rather than requiring that all three take place simultaneously. As with several other KPM's that measure the progress of cities in updating their comprehensive plans, this measure's results are likely impacted by uncertain economy and insufficient funds for cities to adequately plan for their future.

# Agency Management Report

## KPMs For Reporting Year 2015

Finalize Date: 12/4/2015

KPMs	Actual	Target	Status	Most Recent Year	Management Comments
4 - CERTIFIED INDUSTRIAL SITES – Number of industrial sites certified as “project-ready” added each fiscal year.	6	6	Green	2015	The industrial site certification program is administered by the Oregon Business Development Department (OBDD). The performance measure is shared with OBDD. DLCD's role is to offer technical assistance to local governments and OBDD. OBDD, DLCD and Oregon Department of Transportation (ODOT) have enhanced their efforts with regard to this program. Fiscal year 2015 had 6 sites certified. Oregon's high standards for site certification give the state credibility relative to similar programs in other states.
5 - TRANSIT SUPPORTIVE LAND USE – Percent of urban areas with a population greater than 25,000 that have adopted transit supportive land use regulations.	86	90	Green	2015	This performance measure continues to reflect a positive outcome. Because of the method of data collection, as with some other performance measures, the degree of success may be slightly under reported.
6 - TRANSPORTATION FACILITIES – Percent of urban areas that have updated the local plan to include reasonable cost estimates and funding plans for transportation facilities.	91.00	92.00	Green	2015	In 2015, the performance on this measure missed its target by 1%. The decrease reflects a general trend in the slowing of the rate of adoption. This slowing is not surprising since there are fewer cities that have not adopted their transportation system plans.
10 - FARM LAND – Percent of farm land outside urban growth boundaries zoned for exclusive farm use in 1987 that retains that zoning.	99.90	99.95	Green	2014	This measure produced positive results. In Protecting Working Farm and Forest Landscapes: How do Oregon & Washington Compare?, the net average annual conversion of farm and forest land before and after the implementation of state land use plans dropped by 70% for Oregon but only 3% for Washington. The department continues to consider ways to capture more detailed data that could make this KPM more valuable. Department examples of these ways include: tracking whether agricultural land rezoned was high value, and tracking the type and level of development allowed when agricultural land is rezoned.

# Agency Management Report

## KPMs For Reporting Year 2015

Finalize Date: 12/4/2015

KPMs	Actual	Target	Status	Most Recent Year	Management Comments
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.	99.92	99.95	Green	2014	This performance measure continues a stable and positive trend. It has added value to the department because there is an emerging concern about the conversion of commercial forest lands to other uses, especially outside of the Willamette Valley. The department is exploring ways to refine data relative to this measure.
12 - URBAN GROWTH BOUNDARY EXPANSION – Percent of land added to urban growth boundaries that is not farm or forest land.	14	55	Red	2014	The outcomes for this performance measure can be highly variable depending on the location of the urban growth boundary under consideration for expansion. This year's results are based on 3,262 acres of UGB expansion. These figures may not reflect results over a longer period of time involving smaller acreages.
15 - GRANT AWARDS – Percent of local grants awarded to local governments within two months after receiving application.	90	100	Yellow	2015	The ability of the department to award grants in a timely manner continues to receive heightened staff attention. This effort has resulted in a positive trend for this KPM. The results for fiscal year 2015 are the same as the last reporting period as a result of the General Fund grant program's issuance of funds occurring during the first fiscal year of each biennium.
17 - CUSTOMER SERVICE: Percent of customers rating their satisfaction with the agency's customer service as "good" or "excellent": overall customer service, timeliness, accuracy, helpfulness, expertise and availability of information.	72.63	83.00	Yellow	2015	The results for this measure reflect a biennial customer service survey performed in 2014. The 2014 survey results reflect a modest improvement overall for the six items measured. Satisfaction with overall quality of service at the department remained the same for both 2012 and 2014 at 73%.
19 - BEST PRACTICES – Percent of total best practices met by the Board.	100	100	Green	2015	The commission continues to operate as a working board, with a heavy load of work tasks identified for the 2015-17 biennium.

**LAND CONSERVATION and DEVELOPMENT DEPARTMENT**

**Annual Performance Progress Report (APPR) for Fiscal Year (2014-2015)**

Original Submission Date: 12/4/2015

Finalize Date: 12/4/2015

2014-2015 KPM #	2014-2015 Approved Key Performance Measures (KPMs)
1	EMPLOYMENT LAND SUPPLY. – Percent of cities that have an adequate supply of land for industrial and other employment needs to implement their local economic development plan.
2	HOUSING LAND SUPPLY – Percent of cities that have an adequate supply of buildable residential land to meet housing needs.
3	PUBLIC FACILITIES PLANS – Percent of cities that have updated the local plan to include reasonable cost estimates and funding plans for sewer and water systems.
4	CERTIFIED INDUSTRIAL SITES – Number of industrial sites certified as “project-ready” added each fiscal year.
5	TRANSIT SUPPORTIVE LAND USE – Percent of urban areas with a population greater than 25,000 that have adopted transit supportive land use regulations.
6	TRANSPORTATION FACILITIES – Percent of urban areas that have updated the local plan to include reasonable cost estimates and funding plans for transportation facilities.
10	FARM LAND – Percent of farm land outside urban growth boundaries zoned for exclusive farm use in 1987 that retains that zoning.
11	FOREST LAND – Percent of forest land outside urban growth boundaries zoned in 1987 for forest or mixed farm/forest use that remains zoned for those uses.
12	URBAN GROWTH BOUNDARY EXPANSION – Percent of land added to urban growth boundaries that is not farm or forest land.
13	GRANT AWARDS – Percent of local grants awarded to local governments within two months after receiving application.

14	CUSTOMER SERVICE: Percent of customers rating their satisfaction with the agency's customer service as "good" or "excellent": overall customer service, timeliness, accuracy, helpfulness, expertise and availability of information.
15	BEST PRACTICES – Percent of total best practices met by the board.

**LAND CONSERVATION and DEVELOPMENT DEPARTMENT**

**I. EXECUTIVE SUMMARY**

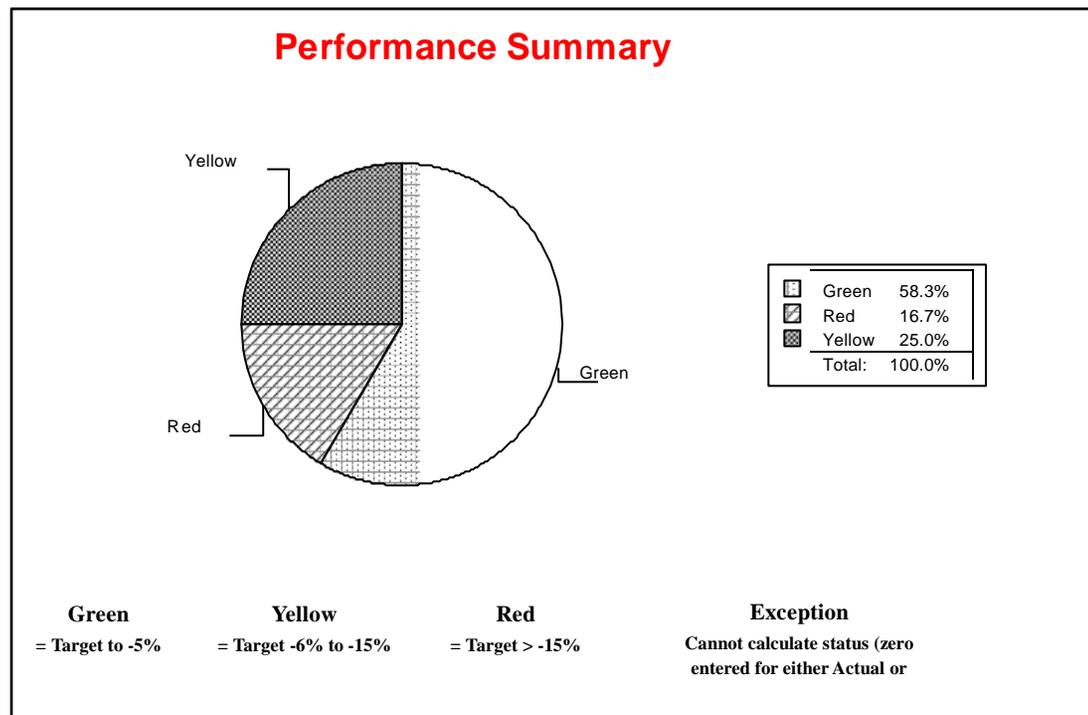
**Agency Mission:** To help communities and citizens plan for, protect and improve the built and natural systems that provide a high quality of life. In partnership with citizens and local governments, we foster sustainable and vibrant communities and protect our natural resources legacy.

**Contact:** Teddy Leland

**Contact Phone:** 503-934-0016

**Alternate:**

**Alternate Phone:**



## 1. SCOPE OF REPORT

This is the final report of the Department of Land Conservation and Development's (DLCD or department) progress on performance measures for 2014-2015. Data for the majority, but not all, of the Key Performance Measures are based on the 2014-2015 fiscal year. The department helps communities around the state plan for their future to assure a high quality of life. Department programs are: Planning Services Division, Ocean and Coastal Services Division, Community Services Division, Transportation and Growth Management Program (TGM), Administrative Services Division and policy development in the Director's Office. Department services are: technical assistance and grants assistance to local governments; regulatory review of plan amendments; urban growth boundary decisions and periodic review; outreach, education and public information; policy planning; hazards planning and agency collaboration. Together, programs and services address multiple goals and objectives. One way to link programs and services with key performance measures is through the framework of the department's five strategic goals: 1.) Protect Natural Resources – Productive farm and forest lands and coastal, scenic, unique and other natural resource lands are planned and managed to provide a healthy environment and sustain Oregon's communities and economy. • Conserve productive farm and forest lands; • Protect and conserve coastal and marine resources; • Protect and conserve wildlife habitat, wetlands and riparian areas for their ecosystem values. Protect scenic, historic, cultural, and recreational values on rural lands. • KPMs #10, 11, and 12 2.) Develop sustainable, vibrant, resilient communities. • Urban and rural communities have complete and efficient comprehensive plans that include a sufficient supply of land, services, and infrastructure to meet a variety of economic opportunities; • Land use and transportation are linked to provide for the development of well-functioning , well designed and healthy communities; • Community development activities will be enhanced to support local efforts to revitalize communities, seek public infrastructure solutions and build community participation. • Urban and rural communities will plan for and develop resilience to natural hazards, including those exacerbated by climate change. • KPMs #1, 2, 3, 4, 5, and 6 3.) Conserve working lands. 4. Engaged and educated public • develop strong, collaborative partnerships with citizens and communities in all regions of the state through citizen involvement, outreach and collaboration; • Improve communication and education with citizens and stakeholders in all regions of the state. • All KPMs. 5.) Strong local and regional partnerships • Ensure short and long range policy development for the commission and department; • improve capacity of local governments to carry out their land use responsibilities; develop and coordinate strategic initiatives with other state agencies, tribal and local governments. • Seek solutions that address immediate and long range challenges, in collaboration with key stakeholders and others. • Manage and improve information services within the department and for use by a wide array of stakeholders. • KPM #19 6.) Timely, dynamic and outcome based leadership. 7.) Integrated and efficient professional services • Operate a professional organization that is efficient, operates according to best practices, and seeks to continually improve operations; • Manage and provide services to local governments that support department and local objectives. • KPMs #15 and 17

Agency Programs and Services, If any, not addressed by Key Performance Measures Modernize Information Technology (IT) and Delivery: The department continues to implement its Information Management Modernization Initiative (IMMI) in order to enhance and modernize information technology databases and delivery of information to its customers. In 2012 the department embarked on the Information Management Modernization Initiative. This five year plan will provide a quantum leap in the department's ability to gather, analyze, and disseminate information for a variety of customers and audiences. One objective is to gain a higher level of accuracy by having local jurisdictions able to enter certain data directly from their locations, rather than send the department the information on paper, which the department then enters into data bases. This initiative directly affects several key performance measures that measure outcomes at the city and county level. This change in operation began with identified, but limited, resources and will depend on future budget decisions for its success. No Department of Administrative Services key performance measure applies to the department's information technology services. However, the department has

made strides toward developing internal key performance measures that track the lifecycle replacement program and other administrative actions. Continued investment by the legislature in the information technology capacity of the department will improve the department's ability to meet key performance measure targets and assist local jurisdictions in implementing the statewide land use planning program.

## **2. THE OREGON CONTEXT**

The department works closely with local governments to carry out Oregon's statewide land use planning program. The department plays a key role in assisting local governments, citizens and the business community with development of land use decisions that encourage: job growth; affordable housing; efficient urban development linked to transportation systems; conservation of commercial agricultural and forest lands; and protection of natural resources. In Oregon, state and local governments share responsibility for achieving these outcomes. DLCD's strategic planning goals are indirectly linked to the following Oregon benchmarks (OBM): OBM 4: Job Growth, OBM 70: Commuting, OBM 72: Road Condition, OBM 74: Affordable Housing, OBM 77: Wetlands Preservation, OBM 80: Agricultural Lands, OBM 81: Forest Land, and OBM 87: Native Fish and Wildlife. Under Oregon's land use planning program, the state sets broad goals and requirements for land use planning, and cities and counties (278) adopt comprehensive land use plans that are based on these statewide goals and requirements. The 19 Statewide Planning Goals are not the same as the state's benchmarks, but are strongly linked in many respects. Oregon's land use planning program is one of many programs that contribute to the state benchmarks. Other important programs not associated with the department, but that influence progress toward the benchmarks, include government and private investment programs, tax structures, and a variety of state and federal regulations. For example, progress in preserving the agricultural economy in Oregon is influenced by: a supportive property tax system; investments made by the federal and state governments; and investments by certain industries that use those crops.

## **3. PERFORMANCE SUMMARY**

The performance report provides data for fiscal year 2014-2015. In general, DLCD's performance measures indicate mixed outcomes for the program. Six of the twelve effectively meet or exceed the goal. In the seven instances where this is not the case: 1.) KPM #1 Employment Land Supply; 2.) KPM #2 Residential Land Supply; 3.) KPM #5 Transit Supportive Land Use; 4.) KPM #12 Urban Growth Boundary Expansion; 5.) KPM #15 Grant Awards; and 6.) KPM #17 Customer Service, the contexts for performance are widely divergent, and each needs to be considered according to its own factors. A common theme underlying these results is the continued lack of resources at the city and county level, including diminishing planning grants from the department to help local communities amend their plans in a timely manner. The department's management team regularly considers methods to increase the effectiveness of performance measures as a package, and improvements that could be made to individual measures.

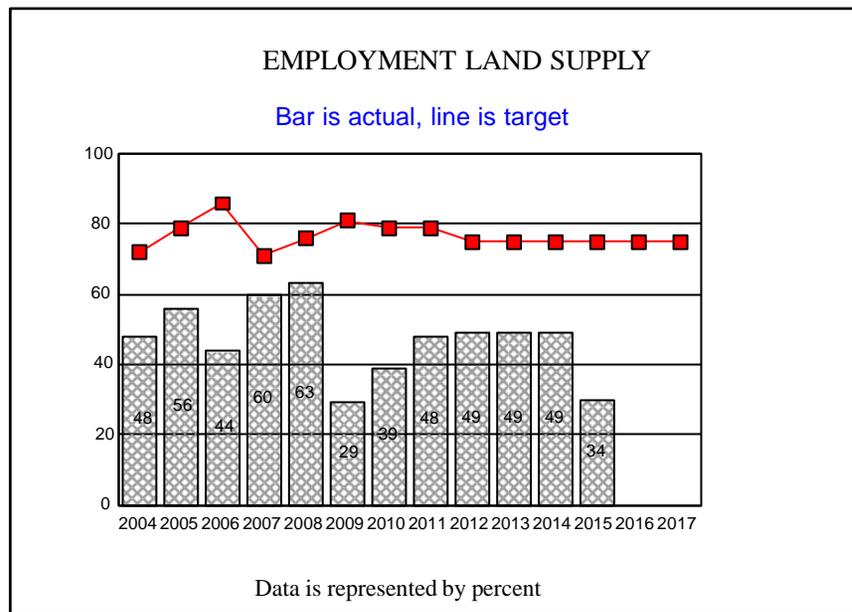
#### **4. CHALLENGES**

Oregon's statewide land use planning program continues to face challenges. As mentioned previously, a key ongoing challenge is the reduced financial capacity of most local governments to maintain up to date and high quality land use plans. These plans prepare cities and counties for the future, and identify the infrastructure necessary for land development and other land use decisions. The department also has insufficient capacity to: (1) Fulfill all its mandated programs; (2) Provide adequate land use planning help to local governments through technical assistance and grants, and (3) To track and measure the progress of all its programs. Oregon statutes regarding periodic review and update of local comprehensive plans require the department to focus resources largely on certain land use planning efforts in cities with a population of 10,000 or more. While there is a benefit to focusing limited state resources on certain priorities, the lack of funding combined with mandatory requirements to maintain and update local plans is likely to lead to long term problems for smaller jurisdictions. Without adequate capacity (including grant resources) to assist local government planning, the plans of smaller cities and counties will likely grow more and more out of date, and will be less and less likely to meet local needs and state planning requirements. This, in turn, will affect the agency's performance with respect to the measures and targets discussed in this report. In 2010, the department realigned its key performance measures with an update of the agency's goals and objectives. During 2013-2014, the department reviewed and updated its mission and strategic plan. The department clearly desires to better articulate the desired outcomes of the planning program through more direct measures, such as vehicle miles traveled, urban growth boundary efficiency and costs and the results of local programs to protect natural resources. The Governor's 10 Year Healthy Environment Policy Vision may prove to be a path to creating better outcome data, both within the department and across other state natural resource agencies.

#### **5. RESOURCES AND EFFICIENCY**

The department's 2015-17 Legislatively Adopted Budget for its three fund types is 18.6 million dollars. Performance Measure #19 reflects results of department efforts toward better efficiency.

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



**1. OUR STRATEGY**

This measure tracks the percentage of cities with a population over 10,000 that have completed an update to their land use plans in order to provide a 20 year supply of land for employment related uses. This measure was adopted when all cities over 2,500 populations were required to periodically review and update

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

## **2. ABOUT THE TARGETS**

The higher the percentage reported under this measure, the better the performance. This measure tracks the number of cities with a population greater than 10,000 that evaluated and updated their employment land supply during the last ten years. There could be other cities with an adequate employment land supply that haven't recently updated their plans, but this number cannot be extracted from known data sources. Under the statewide land use planning program, cities are expected to provide an adequate supply of suitable sites for employment purposes. The target is based on the number of cities with a population over 10,000 (47 cities as of 2014 PSU data) because, when the target was set, cities under 2,500 were not required to periodically update their plans. Now, generally, only cities over 10,000 populations have that requirement, so many smaller cities have not updated their plans as expected.

## **3. HOW WE ARE DOING**

The target of 75 percent has not been met for this reporting period. The results have decreased since the last reporting period to 34 percent. There are continued difficulties in funding the needed updates at the state and local level. The lack of funding has frustrated progress on this measure.

## **4. HOW WE COMPARE**

There is not an equivalent public or private industry standard for this measure.

## **5. FACTORS AFFECTING RESULTS**

Legislation in 2007 eliminated the requirement for cities with a population less than 10,000 outside metropolitan planning organization boundaries to periodically review and update the comprehensive plan. Continued municipal budget deficiencies have led to continued underfunding of planning departments where planning for employment land would be completed. This lack of funding is compounded by the department's grant funding levels being insufficient to fulfill the need, despite economic development having been the highest priority use of grant funds for a decade.

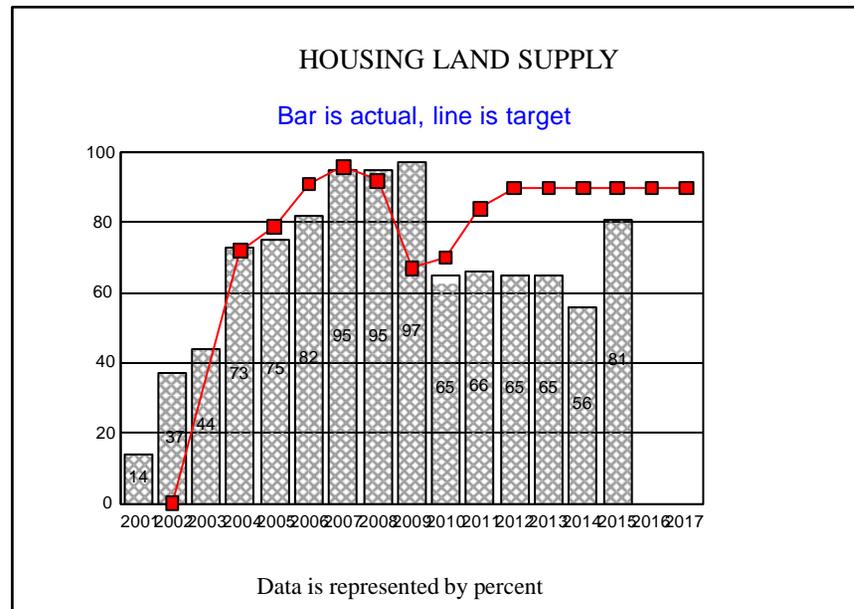
**6. WHAT NEEDS TO BE DONE**

For the 184 cities no longer subject to periodic review, the department needs better methods to track local efforts to provide an adequate supply of employment lands. Also, adequate funding of the department's technical assistance and grant programs will be necessary for the department to achieve the targets.

**7. ABOUT THE DATA**

The reporting cycle is Oregon's fiscal year. The progress under this measure is counted if, during the past ten years, a city evaluates the adequacy of its industrial and other employment lands and provides sites for the established need. Cities are only counted if a query in the tracking database results in a "hit." Data coding may limit the accuracy of the results but the method results can be replicated in an audit.

<b>KPM #2</b>	HOUSING LAND SUPPLY – Percent of cities that have an adequate supply of buildable residential land to meet housing needs.	2002
<b>Goal</b>	Develop sustainable, vibrant, resilient communities	
<b>Oregon Context</b>	OBM 74: Affordable housing	
<b>Data Source</b>	DLCD periodic review approval orders and post-acknowledgment plan amendments database.	
<b>Owner</b>	Community Services Division, Rob Hallyburton, 503-934-0018.	



**1. OUR STRATEGY**

This measure tracks the percentage of cities with a population over 10,000 that have completed a major update of their local land use plans, in order to provide a

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

## 2. ABOUT THE TARGETS

The higher the percentage reported under this measure, the better the performance. The targets include estimates of the number of cities that will update their plans each year outside of periodic review, the number of cities that will enter periodic review with a relevant work task, and the years required for cities in periodic review to complete the relevant work tasks. The target is based on the number of cities with a population over 10,000 because, generally only cities over 10,000 population have that requirement, based upon changes to state law made in 2007. The targets generally assume that local plans are valid for ten years. Cities within the Portland Metropolitan Service District boundaries are exceptions to this framework. State statute requires Metro to review and update the residential land supply within its UGB every five years. All Metro jurisdictions are assumed to provide an adequate supply of buildable residential land, based upon the capacity analysis adopted by Metro in 2011.

## 3. HOW WE ARE DOING

The target has not been met for this reporting period. The result of 81 percent is 9 percentage points below the target of 90 percent. This is due, in large measure, to the lack of planning resources required for cities to perform the necessary tasks related to buildable land supply. In addition, cities may be discouraged from making efforts to determine buildable land supply and make needed changes to urban growth boundaries due to the cost and litigiousness some cities around the state have faced since 2000 when making such efforts. This key performance measure has been in effect since 2002. However the latter problem may be alleviated by the 2016 implementation of legislation to provide a streamlined, simpler, more litigation free method of expanding urban growth boundaries to provide an adequate supply of land for residential development.

## 4. HOW WE COMPARE

The department's performance measure of residential land supply is more long-term than most relevant private industry standards. Most land supply measurements

concern the two-to-five year or near-term supply, while DLCD measures the 20-year long-term supply. Either due to this difference, or due to other differences, public and private studies have tended to reach varying conclusions on the effects of the residential land supply within a UGB on housing costs and affordability.

## 5. FACTORS AFFECTING RESULTS

Factors supporting a positive outcome include: 1.) A city is in periodic review (required for cities with populations over 10,000), and its periodic review work program includes a task to complete or update a residential land needs analysis, and/or a UGB evaluation; 2.) State grant funds are available for local buildable land inventories, residential land needs analyses, and UGB evaluations, either during periodic review or otherwise; 3.) A city in periodic review is on schedule to complete its work program; 4.) A city updates its buildable land inventory and residential land needs analysis at least every 10 years; and 5.) Department staff resources are available to provide local governments with technical assistance. Barriers to a positive outcome include: 1.) Historically, state grant funds have not covered all qualified and needed land supply planning projects, and the department's ability to provide financial assistance to cities decreases each biennium; 2.) Cities face financial and resource issues, which may lead them to choose other projects for limited resources other than studies and actions needed to assure a 20-year residential land supply; and 3.) Cities may have hesitated to conduct buildable lands inventories, residential land needs analyses, and UGB evaluations due to the cost, time delays, and litigiousness that have surrounded such efforts during the past decade in certain cities (e.g. Scappoose, Woodburn), especially in light of the streamlining effort that should make the process more streamlined and cost effective.

## 6. WHAT NEEDS TO BE DONE

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

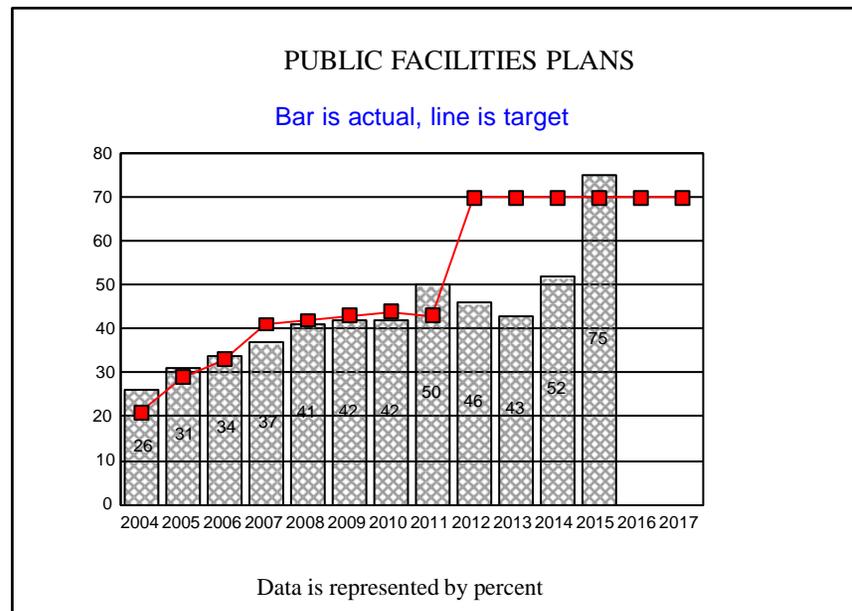
## 7. ABOUT THE DATA

The reporting cycle is Oregon's fiscal year. The data have two sources: periodic review work program products and post-acknowledgment plan amendments for cities with populations over 10,000. For periodic reviews, the department counts approved city findings of adequacy of residential land, approved residential land needs tasks, approved work program completions, and approved urban growth boundary evaluation or amendment tasks.

Post-acknowledgment amendments need not be acknowledged to be counted as qualifying for KPM#2; the city need only provide a written adopted notice to the department. Strengths of the data: includes the larger urban areas in Oregon, where most of the state's population resides. Weaknesses of the data: 1.) With the present database, which was designed for a different purpose, it is difficult to extract the specific data needed for this KPM. Searches are overbroad, and

the reporter must review a large amount of data to cull out small percentage of relevant data. 2.) The data omits the 194 incorporated cities in Oregon with populations less than 2,500, a number of which are near the larger metropolitan areas.

<b>KPM #3</b>	PUBLIC FACILITIES PLANS – Percent of cities that have updated the local plan to include reasonable cost estimates and funding plans for sewer and water systems.	2002
<b>Goal</b>	Develop sustainable, vibrant, resilient communities	
<b>Oregon Context</b>	OBM: 4 Job Growth and OBM 74: Affordable Housing	
<b>Data Source</b>	DLCD periodic review approval orders and post-acknowledgment plan amendments database, review of websites, and survey of city staff.	
<b>Owner</b>	Community Services Division, Rob Hallyburton, 503-934-0018.	



**1. OUR STRATEGY**

Planning for the timely provision of public facilities is a prerequisite for urban development, affordable housing, and market-ready industrial sites. This measure tracks the percentage of cities with a population over 10,000 that have completed an update of their local plans for water and sewer system facilities needed to

serve future land development within the urban growth boundary (UGB), including cost estimates and funding plans.

## 2. ABOUT THE TARGETS

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

## 3. HOW WE ARE DOING

Performance was five percentage points above the target for the fiscal year 2014-2015. The target is 70 percent of all jurisdictions, while performance increased from 52 percent to 75 percent of all jurisdictions. There was a methodology change approved by the legislature which changed the number of cities considered for this measure. Because the department can no longer require public facilities planning for many cities, the measure was amended to only include those cities still subject to periodic review requirements. As a result, the performance appears to have increased when actual performance may not have changed as much as the data indicates.

## 4. HOW WE COMPARE

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

## 5. FACTORS AFFECTING RESULTS

Factors leading to a positive outcome include:

- 1.) A city is in periodic review (required for cities with populations over 10,000), and its periodic review work program includes a task to do or update a public facilities plan;
- 2.) State grant funds are available for public facilities plans, either during periodic review or otherwise. For example, the department gave a technical assistance grant to the city of Tigard during this reporting period to devise a public facilities financing plan for an underutilized industrial site. The city and the

property owner devised an innovative plan and an employer is in the process of breaking ground on the site; 3.) A city in periodic review is on schedule to complete its work program; 4.) A city updates its public facilities plan or a portion of that plan dealing with sewer, water, or storm drainage at least every ten years; and 5.) Department staff resources are available to provide local governments with technical assistance in preparing public facilities plans.

Barriers to a positive outcome include:

1.) Historically, state grant funds have not covered all qualified and needed local projects, and the department's ability to provide financial assistance to cities does not increase or actually decreases each biennium; and 2.) Some cities receive utility services from special districts or regional service providers, and thus have less incentive to complete public facilities plans for the area within the city boundaries.

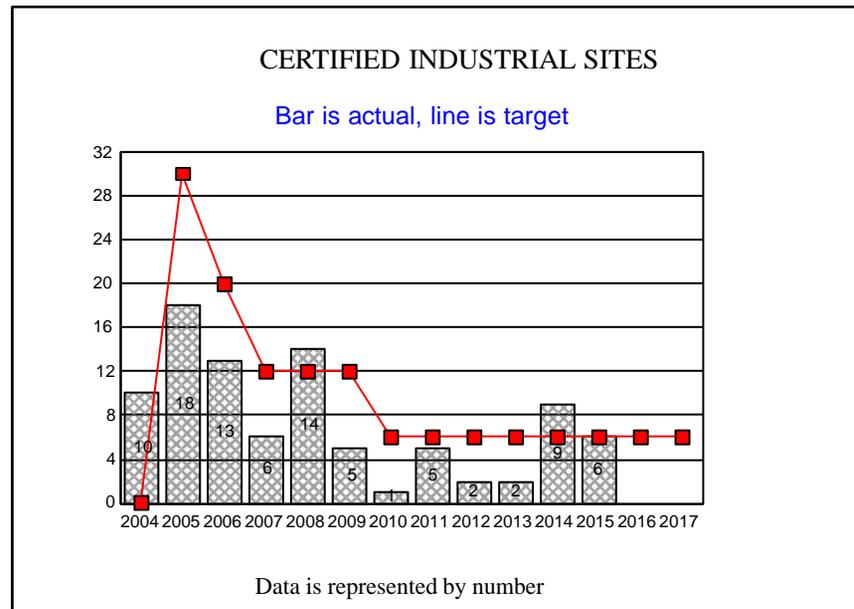
## 6. WHAT NEEDS TO BE DONE

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

## 7. ABOUT THE DATA

The reporting cycle is Oregon's fiscal year. The data have three sources: periodic review work programs, post-acknowledgment plan amendments, and review of city websites and survey of city staff for cities with populations over 10,000. For periodic reviews, the department counts approved public facility plan tasks. For post-acknowledgment plan amendments, the department counts notices received for adopted public facilities plans. For public facility plans, or sewer, water, or stormwater plans adopted as supporting documents and not submitted as post-acknowledgment plan amendments, the department reviewed city websites and contacted city staff for information regarding such documents. Cities are counted as having met this performance measure if they complete a water, sewer, or storm drainage master plan within the previous 10-year period. Strengths of the data: It includes the larger urban areas in Oregon where most of the state's population resides. Weaknesses of the data: 1.) With the present database, which was designed for a different purpose, it is difficult to extract the specific data needed for a KPM. Searches are overbroad, and the reporter then must review a large amount of data to cull out a small percentage of relevant data. 2.) The data omit 194 incorporated cities in Oregon with populations less than 10,000, a number of which are near metropolitan areas and are experiencing growth. 3.) Public facility plans that are not submitted through a post acknowledgment plan amendment must be identified by a more time-consuming process of contacting individual cities and reviewing city websites.

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



**1. OUR STRATEGY**

Industrial site certification prepares industrial land for swift employment-based development, helping communities attract new employers, retain or expand existing

Oregon businesses, generate property and income tax revenue, and revitalize dilapidated or underutilized industrial areas. Industrial site certification has benefited Oregon in two major areas: 1.) As a proven recruitment tool for business development; and 2.) As an effective program that assists communities to plan and strategize for future development and growth. Site certification is attractive to companies or site developers that are looking to develop quickly on sites with minimal, or at least well-documented barriers to development. Site certification helps inform participants about the rigorous demands of land entitlement and development as a planning tool, helping communities better understand the quantity and the quality of their current stock of industrial/employment land. While the industrial site certification program is administered by the Oregon Business Development Department (OBDD), , readying industrial sites for "project ready" certification is a collaborative multi-agency process with various state and local contributors. The state partners include Oregon Department of Transportation(ODOT), State Historic Preservation Office, DLCD, and Department of Environmental Quality, to name a few. These partnering agencies provide important guidance by participating in the certification processes as well as gain insight into how current policies impact the state's economic development efforts. Private property owners, local tribes, and local non-profit organizations are also key partners in the department's certification efforts.

## 2. ABOUT THE TARGETS

Industrial site development in the state of Oregon is largely predicated on the state of the global economy and real estate trends. Therefore, owner interest in the site certification has varied over the years; varying from three to nine new applications for certification per year. Since the inception of this program over 190 sites have started the certification process (86 of which were certified). Many of the sites not certified require additional time and money to meet minimum qualification standards for the certification program. Most of the sites in Oregon that were easier to certify have already been certified and many sites were sold. Sites remaining in the process of certification require more staff time, community support, and additional funds for remediation or engineering reports.

## 3. HOW WE ARE DOING

Key results include: 1.) Six certifications with a total acreage of 788 have been issued; 2.) Eighteen new decision ready sites were approved; 3.) Six re-certifications were completed; 4.) Regional Solutions Centers have agreed to prioritize sites for certification through an Action Plan template; 5.) The site certification program was completely modernized to better serve external and interagency customers; 6.) The decision-ready program has been replaced by the pre-certification program to streamline the intake process; 7.) The pool of third-party verifiers was expanded and will be expanded again; 8.) a new marketing campaign has been launched to serve presently certified sites; and 9.) Staff will focus on migrating their sites from the old program to the new program by January 2016. Examples of certification and recertification are in: Benton County, Clackamas County, Douglas County, Grant County, Jefferson County, Marion County, Multnomah County, Umatilla County and Washington County.

#### **4. HOW WE COMPARE**

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

#### **5. FACTORS AFFECTING RESULTS**

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

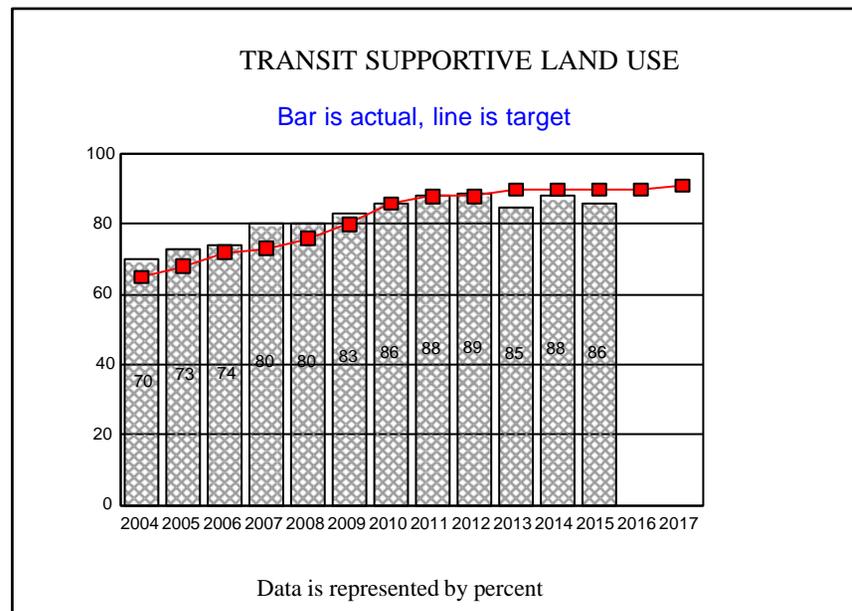
#### **6. WHAT NEEDS TO BE DONE**

DLCD will continue to work with OBDD to streamline and improve certification without compromising the integrity of the process, and issued new guidelines relating to certification. As part of ongoing program maintenance, OBDD has dedicated more staff time to ensuring that the sites that have entered the program are marketed globally to their highest potential. In the following year, staff will also ensure that fliers and proper listings can be easily accessed for each site by both prospective employers and economic developers.

#### **7. ABOUT THE DATA**

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

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



**1. OUR STRATEGY**

This performance measure demonstrates whether local communities have adopted land development regulations that assure land use and public transit systems are integrated and mutually supportive. Transit-supportive land use regulations are necessary to allow development at densities adequate to support transit

service and to ensure that pedestrian and transit facilities are provided as part of new developments. The combination of adequate intensity of uses along a transit line with safe and convenient access for pedestrians is important to enable transit systems to operate efficiently.

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

## **2. ABOUT THE TARGETS**

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

## **3. HOW WE ARE DOING**

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

## **4. HOW WE COMPARE**

There is not an equivalent public or private industry standard for this measure.

## **5. FACTORS AFFECTING RESULTS**

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

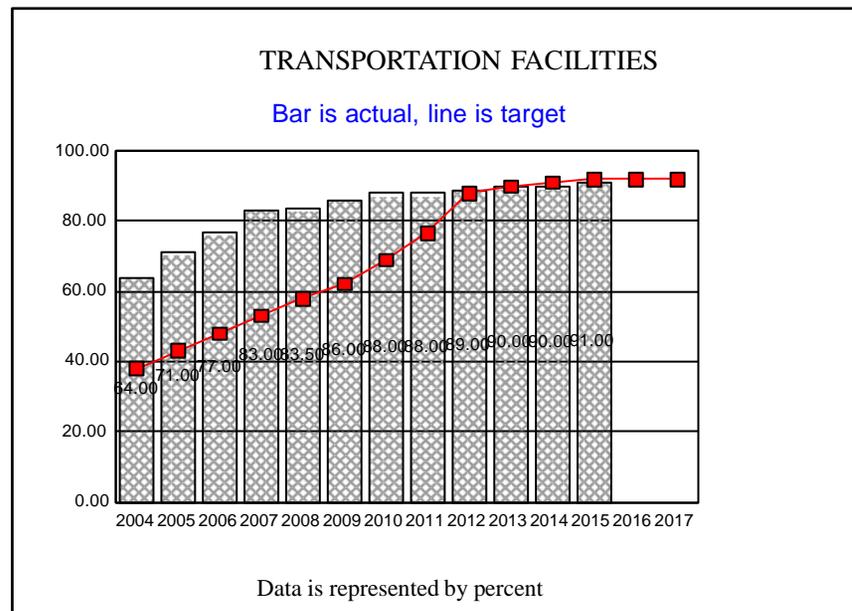
**6. WHAT NEEDS TO BE DONE**

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

**7. ABOUT THE DATA**

Data are reported as of June 30, 2015. Data are based on the numbers of transportation system plans and implementing ordinances that have been adopted by cities and counties and acknowledged by DLCD (through periodic review or the plan amendment process).

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



**1. OUR STRATEGY**

This measure indicates the percentage of cities with a population over 2,500 that have an acknowledged Transportation System Plan (TSP), as required by LCDC’s Transportation Planning Rule (OAR 660, division 12) and Statewide Planning Goal 12. These TSPs address streets and highways, pedestrian and

bicycle facilities, mass transit for large cities, and air, rail, and other freight facilities, and are intended to assist local and state efforts to improve transportation facilities. These plans are coordinated at the city, county and state level. They contain lists of major transportation projects which are needed to support compact, urban development for the next 20 years. The department assists local governments in adopting TSPs and related land developments regulations. Government partners include local governments, transit districts and the Oregon Department of Transportation through the Transportation and Growth Management program. Other partners include property owners, developers, and realtors who participate in planning and outreach efforts to promote efficient transportation systems and supportive land use patterns.

## **2. ABOUT THE TARGETS**

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

## **3. HOW WE ARE DOING**

Actual performance missed the target by 1 percent. Progress continues as local governments adopt TSPs, but not as fast as anticipated in the targets. The general trend shows a slowing of the rate of adoption since 2007. This slowing in local TSP adoption occurred because there are fewer cities that have not already completed their TSP. Most cities tracked by this measure have completed their TSP, and TSP updates will be more common in the future. In fact, during the 2015 reporting period, no additional cities adopted their initial transportation plans.

## **4. HOW WE COMPARE**

There is not an equivalent public or private industry standard for this measure.

## **5. FACTORS AFFECTING RESULTS**

The slower rate of completion in recent years is not surprising since there are fewer cities that have not already adopted their TSP. Factors affecting the results include the complexity associated with planning for transportation systems and supportive land uses, the availability of grants and technical assistance funds to help local governments prepare TSPs, and the difficulty encountered in preparing reliable projections on the availability of federal, state, and local transportation funding.

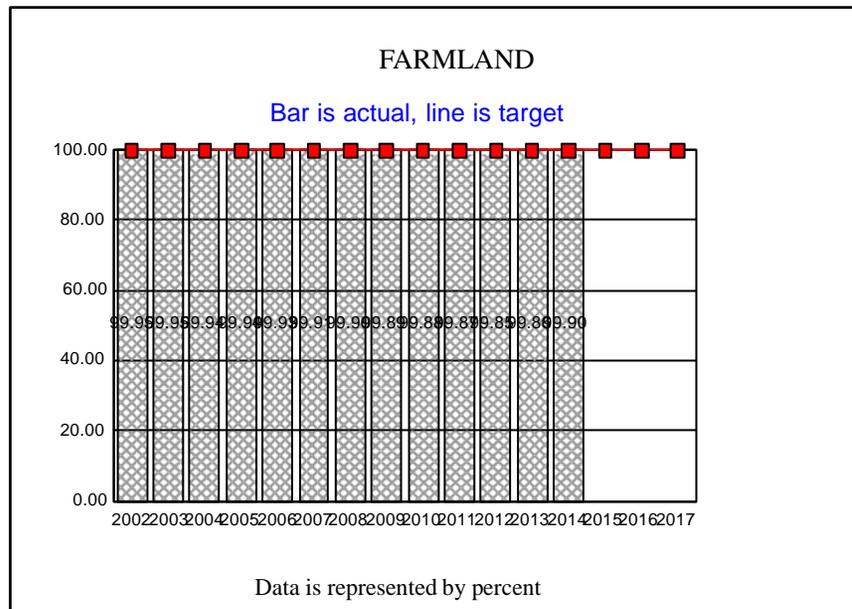
**6. WHAT NEEDS TO BE DONE**

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

**7. ABOUT THE DATA**

Data are reported as of June 30, 2015 and are based on analysis of periodic review, and plan amendments outside periodic review. In some cases a city may have adopted a TSP without notifying the department, or the adoption may not have been coded properly, so it is possible that additional cities have met the requirement to prepare a TSP.

<b>KPM #10</b>	FARM LAND – Percent of farm land outside urban growth boundaries zoned for exclusive farm use in 1987 that retains that zoning.	2002
<b>Goal</b>	Protect natural resources.	
<b>Oregon Context</b>	OBM 4: Job Growth, OBM 81: Agricultural Lands	
<b>Data Source</b>	DLCDs rural lands GIS database, post acknowledgement plan amendment, and farm/forest databases.	
<b>Owner</b>	Community Services Division, Rob Hallyburton, 503-934-0018.	



**1. OUR STRATEGY**

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

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

## 2. ABOUT THE TARGETS

The targets acknowledge that while the land use program is intended to protect agricultural land from conversion to other uses, there nevertheless will be a small amount of land rezoned for urban and rural development as cities grow, and where rural exceptions or non-resource land designations can be justified. This factor is built into the target, which provides for a small amount of yearly rezoning of agricultural land. The 2014 calendar year target is 99.9 percent of the 1987 base EFU zoning of 16.1 million acres will be maintained.

## 3. HOW WE ARE DOING

The results for calendar year 2014 show that the state's land use planning program continues to work well to maintain agricultural lands for farm use. In 2014, 6,332 acres of EFU land were rezoned: 3,064 acres for rural development, 3,262 acres for urban uses, and six acres for mixed farm-forest use. In 2014, 916 acres were rezoned from other uses to EFU. From a base of 16.1 million acres of EFU zoned land in 1987, a total of 30,905 net acres have been rezoned to other urban and rural uses in the 27 year period through 2014. This means that 99.80 percent of land zoned EFU in 1987 was still zoned EFU in 2014, thus not meeting the 2014 target of 99.9 percent protection. As a result of the protection reflected by this measure, the state's agricultural industry is the second largest employer in the state.

## 4. HOW WE COMPARE

To the department's knowledge, there are no public or private standards for farmland zoning to compare with Oregon's land use program. However, there is indirect evidence of the effectiveness of Oregon's extensive EFU zoning. In the book, *Planning the Pacific Northwest*, the net average annual conversion of farm and forest land before and after the implementation of state land use plans dropped by 70 percent for Oregon but only 3 percent for Washington.

## 5. FACTORS AFFECTING RESULTS

Rezoning of farmland occurs through local government decisions in response to applications to change EFU zoning and through expansions of urban growth boundaries. Such applications are subject to goals, rules and state land use statutes. While this performance measure provides a good overall assessment of the

longevity of EFU zoning over time, the modest amount of land rezoned out of EFU compared to the very large base of current EFU zoning is so small as to not register on the farmland performance graph. This measure offers only a partial assessment of the type or level of development and land division activity that may occur on lands zoned out of EFU, including that projected to occur through Measure 49 claims. It does not measure land use conversion based on permitted development and land divisions that take place within EFU zones. Estimates are that several times as much acreage are converted within EFU zones as is rezoned out of EFU zones each year. According to Oregon Department of Forestry data for 1984 to 2009, 147,000 acres of farmland were converted to more developed land classes, compared to 34,856 acres rezoned from farm to other rural and urban zones in a similar timeframe.

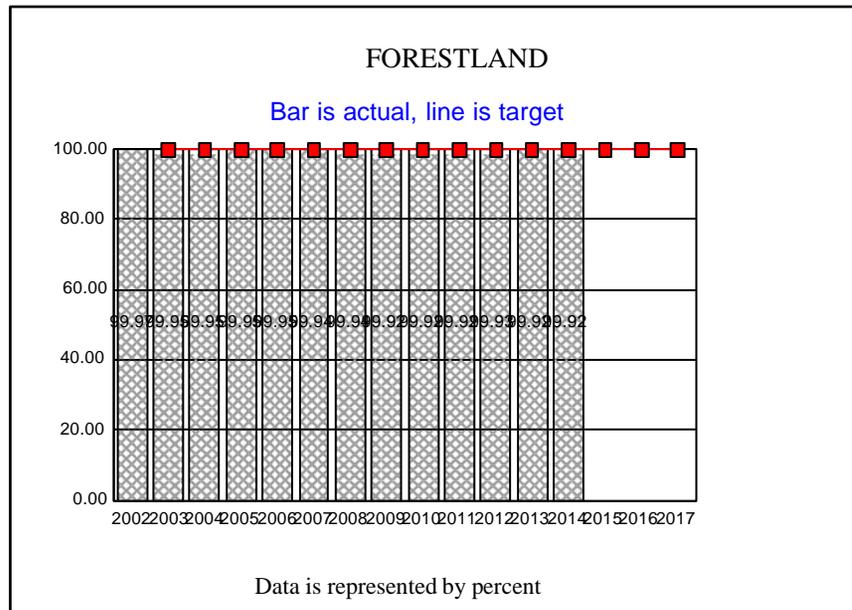
**6. WHAT NEEDS TO BE DONE**

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

**7. ABOUT THE DATA**

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

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



**1. OUR STRATEGY**

This measure tracks the percent of forest land that remains zoned for forest or mixed farm-forest use over time, as compared to the acreage zoned for forest or mixed farm-forest uses in 1987. The less forest land rezoned for urban and rural development relative to the amount zoned forest or mixed farm-forest in 1987,

the greater the indication that local plans and ordinances are working to protect forest land for commercial and other forest uses.

## 2. ABOUT THE TARGETS

The targets acknowledge that while the land use program is intended to protect forest land from conversion to other uses, there nevertheless will be a small amount of land rezoned for urban and rural development as cities grow and where rural exceptions or non-resource land designations can be justified. These factors are built into the target, which provides for a small amount of yearly rezoning of forest and mixed farm-forest land. The 2014 target is that 99.93 percent of the 1987 base of forest and mixed farm-forest zoning of 11,766,543 acres be maintained.

## 3. HOW WE ARE DOING

The results for calendar year 2014 show that the state's land use program continues to work well to maintain forest lands for commercial forest and other forest uses. In 2014, 513 acres of forest or mixed farm-forest lands were rezoned: 163 acres to rural development and 350 acres to urban development. Eleven acres were rezoned from other zones to forest use. From a 1987 base of nearly 11.8 million acres of forest and mixed farm-forest zoned land, a net total of 9,753 acres have been rezoned from forest and mixed farm-forest to other rural and urban uses in the 27-year period through 2014. This means that 99.92% of land zoned forest in 1987 was still zoned forest or mixed farm-forest in 2014, thus nearly meeting the 2014 target of 99.93 percent protection. While timber harvests have not fully recovered from the lows experienced during the Great Recession, the state's forest industry has begun to rebound. Forest zoning has ensured that a resource base remains on private land.

## 4. HOW WE COMPARE

To the department's knowledge, there are no public or private standards for forest land zoning to compare with Oregon's land use program. However, Oregon has more land in forest and mixed farm-forest zoning than any other state in the nation according to department GIS records that indicate 95 percent of Oregon's nonfederal lands are zoned EFU, forest or mixed farm-forest and no other state come close to this percentage.

## 5. FACTORS AFFECTING RESULTS

Rezoning of forest land occurs through local government decisions, in response to applications by property owners to change forest or mixed farm-forest zoning, and through UGB expansions. The approval of such applications is governed by goals, rules and state land use statutes. While this performance measure provides a good overall assessment of the longevity of forest and mixed farm-forest zoning over time, the modest amount of land rezoned out of forest use compared to the very large base of current forest and mixed farm-forest zoning is so small as to not register on the Forest Land KPM graph. This measure

offers only a partial assessment of the type or level of development and land division activity that may occur on lands zoned out of forest and mixed farm-forest zones, including that projected to occur through Measure 49 claims. It does not measure land use conversion based on permitted development and land divisions that take place within forest and mixed farm-forest zones. Estimates are that several times as much acreage is converted within forest and mixed farm-forest zones as is rezoned out of these zones each year. According to Department of Forestry data for 1984 to 2009, 121,000 acres of forestland were converted to more developed land classes, compared to 12,000 acres rezoned from forest to other rural and urban zones in a similar timeframe.

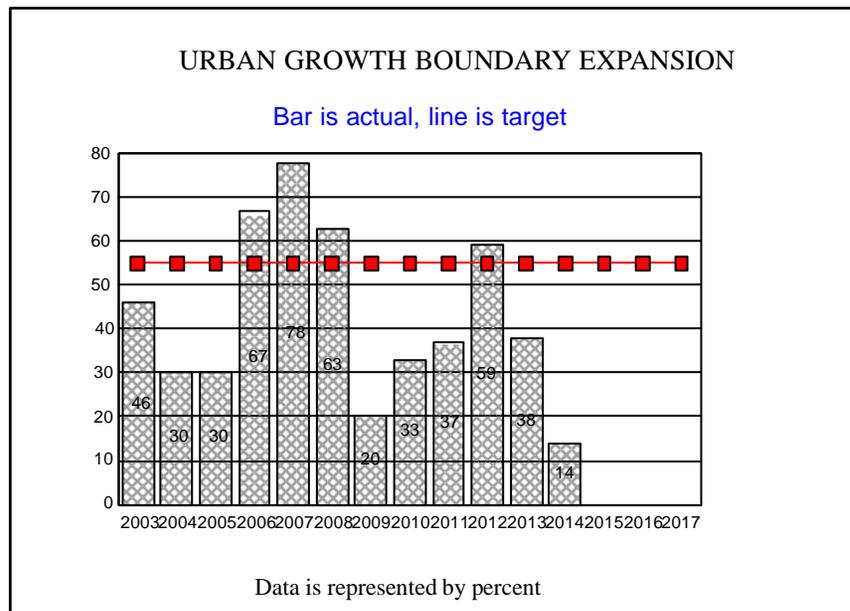
#### **6. WHAT NEEDS TO BE DONE**

The department needs to continue current efforts, but reevaluate or refine the data used to calculate the target based on the relative availability of resource zoned lands.

#### **7. ABOUT THE DATA**

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

<b>KPM #12</b>	URBAN GROWTH BOUNDARY EXPANSION – Percent of land added to urban growth boundaries that is not farm or forest land.	2002
<b>Goal</b>	Protect natural resources	
<b>Oregon Context</b>	OBM 81: Agricultural Lands, OBM 82: Forest Land	
<b>Data Source</b>	DLCD periodic review approval orders and post-acknowledgment plan amendments database.	
<b>Owner</b>	Community Services Division, Rob Hallyburton, 503-934-0018.	



**1. OUR STRATEGY**

Statewide Planning Goal 14 requires establishment of an urban growth boundary around each urban area to separate urban land from rural farm and forest land, and assure that urban areas have sufficient land for long-term growth while providing for an orderly and efficient transition from rural to urban land

use. Land included in a UGB must be selected consistent with priorities set forth in ORS 197.298 and Goal 14 intended to conserve farm and forest land as much as possible. Those priorities require that farm or forest lands are the last priority for UGB expansions.

## 2. ABOUT THE TARGETS

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

## 3. HOW WE ARE DOING

In calendar year 2014, 4,188 acres were added to UGBs statewide. Of this, 3,262 acres (78 percent) were previously zoned EFU, 350 acres (8 percent) were zoned forest, and 576 acres (14 percent) were zoned for a variety of rural uses other than farming and forestry. The target of 55 percent of lands added to UGBs being previously zoned for non-resource uses was not met. A large UGB amendment was approved during the reporting period by the state legislature adding significant acreage of EFU to the Metro UGB. Metro, through previous UGB amendments, had already included most non-resource land, leaving little option but farmland. In addition, several other UGB amendments during the reporting period were for industrial land, a use that requires large level parcels which are usually zoned EFU.

## 4. HOW WE COMPARE

There is not an equivalent public or private industry standard for this measure.

## 5. FACTORS AFFECTING RESULTS

The total number of amendments and acreage added to UGBs is highly variable from year to year. Many UGB amendments occur in areas surrounded by farm or forest-zoned lands. In some areas, non-resource zoned lands are unavailable, so cities have no choice but to include farm or forest land as the urban area expands. Local governments select the type of land added to UGBs through plan amendments approved by the city and county. LCDC has some authority to disallow UGB amendments that do not follow statutory priorities regarding farm and forest land, but this ability will not improve performance where local governments have no other options for urban expansion. In 2014, 73 percent of the acreage added to the UGBs was the result of legislative action to resolve a major litigated Metro UGB expansion.

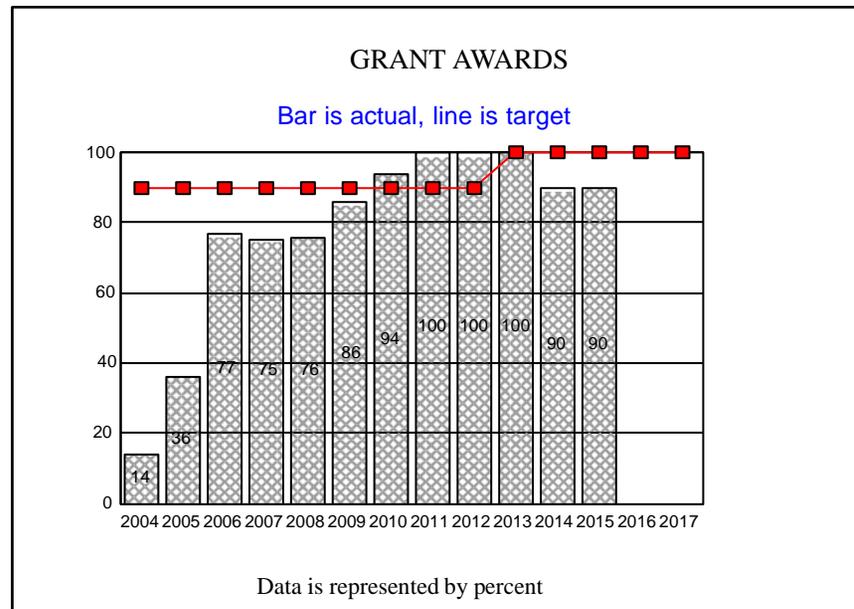
**6. WHAT NEEDS TO BE DONE**

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

**7. ABOUT THE DATA**

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

<b>KPM #15</b>	GRANT AWARDS – Percent of local grants awarded to local governments within two months after receiving application.	2003
<b>Goal</b>	Integrated and efficient professional services	
<b>Oregon Context</b>	DLCD Mission	
<b>Data Source</b>	Department records.	
<b>Owner</b>	Rob Hallyburton, 503-934-0018	



**1. OUR STRATEGY**

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

**2. ABOUT THE TARGETS**

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

**3. HOW WE ARE DOING**

The department did not receive any grant applications during this reporting period.

**4. HOW WE COMPARE**

There is not an equivalent public or private industry standard for this measure.

**5. FACTORS AFFECTING RESULTS**

The grant program operates on a biennial basis, and most of the activity is during the first year of the biennium. The department employed an application deadline this biennium, which allowed for quick comparison of proposals and fast turn-around times with award recommendations, but resulted in no application during this 2014-2015 reporting period.

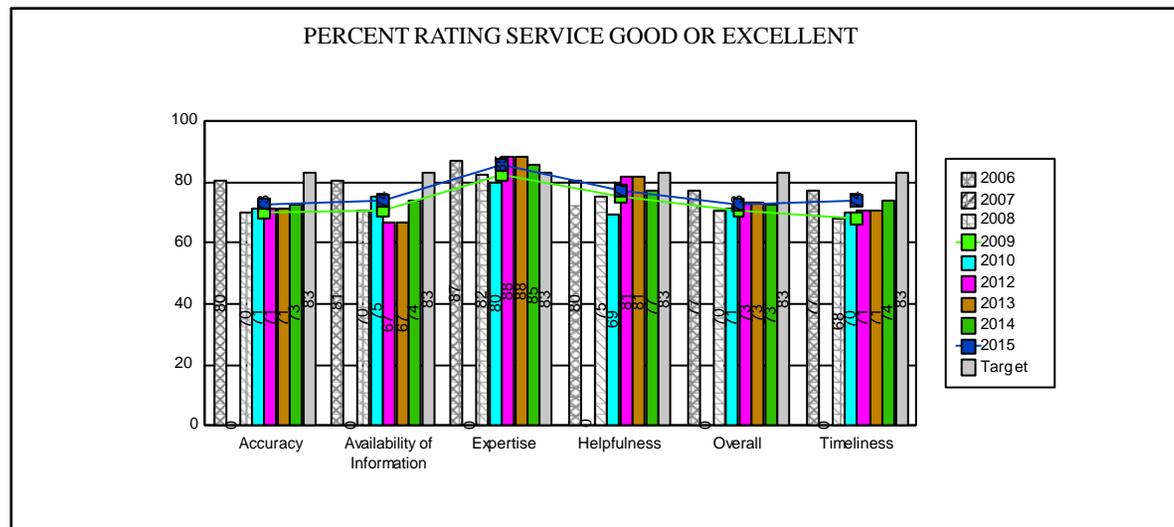
**6. WHAT NEEDS TO BE DONE**

The department must continue to refine internal processes for grant evaluation.

**7. ABOUT THE DATA**

The data reflect grant approvals by DLCDD during the fiscal year July 1, 2014 through June 30, 2015, including General Fund grants, commonly referred to as Technical Assistance, Periodic Review, and Gorge grants. These competitive application grants are awarded on a biennial basis. The department maintains a database of all applications and awards. The results for fiscal year 2015 are the same as the last reporting period as a result of the General Fund grant program's issuance of funds occurring during the first fiscal year of each biennium.

<b>KPM #17</b>	CUSTOMER SERVICE: Percent of customers rating their satisfaction with the agency’s customer service as “good” or “excellent”: overall customer service, timeliness, accuracy, helpfulness, expertise and availability of information.	2006
<b>Goal</b>	Integrated and efficient professional services	
<b>Oregon Context</b>	DLCD Mission	
<b>Data Source</b>	Department survey results.	
<b>Owner</b>	Administrative Services Division, Teddy Leland, 503-934-0016.	



**1. OUR STRATEGY**

The 2005 Legislature approved Statewide Customer Service Performance Measures and required all state agencies to survey and report on customer satisfaction. The survey is conducted biennially. The department conducted its fifth survey in 2014. Previous surveys were conducted by the Oregon Progress Board in 2006 and 2008. A survey did not occur in fiscal year 2015.

## 2. ABOUT THE TARGETS

This measure is a legislatively required key performance measure for the department. Target setting has been based on estimates of anticipated growth in customer service satisfaction. 2014 targets were established using 2008 data as a baseline, with built-in increases for modest but achievable targets. This KPM contains six service aspects: overall, accuracy, availability of information, knowledge and expertise, helpfulness, and timeliness. The 2014 legislatively approved target for each category is 83%. The target for 2015 carries forward from 2014.

## 3. HOW WE ARE DOING

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

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

## 4. HOW WE COMPARE

At this time, 2015 Annual Performance Progress Reports for other state agencies are being prepared and are not available for comparison.

## 5. FACTORS AFFECTING RESULTS

The department conducted its biennial survey in 2014. The next survey will occur in 2016. The 2014 biennial survey was conducted online. The response rate was quite low but had increased from the first census survey of 2012, with 104 responses from a total of 656 individuals sent survey questions. The response rate drove up the margin of error for the survey somewhat, and so one should be cautious in drawing conclusions from the data. Reduced staffing levels, grant

resources and budget constraints generally, have stressed local and state capacity to perform the tasks necessary to fulfill the requirements of the land use program. While it is difficult to know how this plays out in a customer satisfaction survey, it is not difficult to imagine how service aspects such as timeliness and availability of information could be impacted with dwindling resources and staffing.

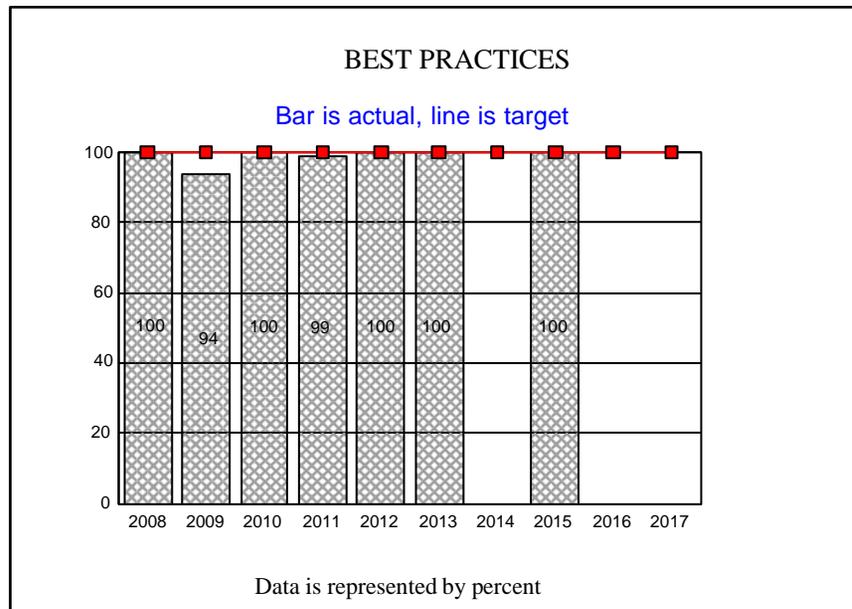
## 6. WHAT NEEDS TO BE DONE

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

## 7. ABOUT THE DATA

DLCD conducted an online survey in 2014, using Survey Monkey as the tool for distributing and gathering information. The department maintained anonymity of survey respondent information. The online survey tools contain a report generation capacity in an aggregate manner, but individual responses were not available. Reliability of information is maintained through the survey methodology. The next survey will be reported in the 2016 Annual Performance Progress Report.

<b>KPM #19</b>	BEST PRACTICES – Percent of total best practices met by the Board.	2007
<b>Goal</b>	Timely, dynamic and outcome-based leadership	
<b>Oregon Context</b>	DLCD Mission	
<b>Data Source</b>	Land Conservation and Development Commission records.	
<b>Owner</b>	Administrative Services Division, Teddy Leland, 503-934-0016.	



**1. OUR STRATEGY**

The 2007 Legislature approved a Statewide Best Practices Measure and required certain boards and commissions to report on their ability to meet established criteria. Implementation of this performance measure for affected boards and commissions includes an annual commission self-assessment of the state best

practices criteria. To meet this requirement, the LCDC defined how it will meet the established criteria. Each member of LCDC rates the commission against 15 best practices criteria established by the Department of Administrative Services and the Legislative Fiscal Office. The commission completed its best practices scorecard for fiscal year 2015 at its September 24, 2015, LCDC meeting.

## **2. ABOUT THE TARGETS**

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

## **3. HOW WE ARE DOING**

For this reporting period, the commission is 100 percent in compliance with two commission members excused from the meeting and therefore reporting during this report period. 15 items were voted on by 5 commissioners for a total of 75 votes. Out of 75 total votes, there were 75 "yes" votes and zero "no" votes. The general trend for this measure reflects significant compliance in best practices by LCDC.

## **4. HOW WE COMPARE**

This measure is for state boards and commissions who: 1) Have an independent state budget or is included in the another state agency's budget; and 2)Where the board or commission hires the agency's executive director. The legislature determines who is required to report for this statewide measure. Statewide comparisons are found through manual review of agency annual performance progress reports, and budget reports. Comparative data is not yet available for fiscal year 2015 since agencies continue to prepare their progress reports.

## **5. FACTORS AFFECTING RESULTS**

The commission has proved to operate effectively for some time. The success of this KPM is largely due to the commission itself, although staff resources and support also play a role.

## **6. WHAT NEEDS TO BE DONE**

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

**7. ABOUT THE DATA**

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

**Agency Mission:** To help communities and citizens plan for, protect and improve the built and natural systems that provide a high quality of life. In partnership with citizens and local governments, we foster sustainable and vibrant communities and protect our natural resources legacy.

**Contact:** Teddy Leland

**Contact Phone:** 503-934-0016

**Alternate:**

**Alternate Phone:**

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

**1. INCLUSIVITY**

**\* Staff :** Since 2010, the department has engaged in progressive revision of its strategic plans. In 2010, the department management engaged department staff in effort resulting in an update of the agency's goals and objectives. During 2013-2014, the department reviewed and updated its mission and strategic plan. In March 2015, the department has initiated efforts in a . This effort included review of our performance measure package in light of the revised strategic plan and in terms of how to improve the performance measure package itself. At the recommendation of the department, the Land Conservation and Development Commission (LCDC) reviewed and accepted the strategic plan, and provided input on the performance measures. The department anticipates additional engagement of staff once the state has completed its statewide review of the performance measurement processes and reporting methodologies.

**\* Elected Officials:** In addition to recommendations by the Oregon Task Force on Land Use Planning, which received extensive input from citizens, local officials and stakeholders, the department actively solicited stakeholder input regarding land use objectives and outcomes in 2010 and 2011. During the timeframe of this report, the Land Conservation and Development Commission and the department amended its 2013 15 policy agenda and work plan in 2013, after several public hearings, and invited input from many organizations and individuals. The department is currently working with LCDC and stakeholders on its 2015 17 policy agenda and work plan.

**\* Stakeholders:** In addition to recommendations by the Oregon Task Force on Land Use Planning, which received extensive input from citizens, local officials and stakeholders, the department actively solicited stakeholder input regarding land use objectives and outcomes in 2010 and 2011. The Land Conservation and Development Commission and the department amended its 2013 15 policy agenda and work plan in 2013, after several public hearings, and invited input from many organizations and individuals.

**\* Citizens:** The department's review of the strategic plan and key performance measures included consideration of the Oregon Task Force on Land Use Planning final report and the Governor's 10 Year Plan. As a result, the mission

and goal statement includes the four principles recommended by the Task Force, and includes clearer references to regional strengths and equity considerations in application of the land use program. Both the strategic plan and the key performance measures were available for public comment at several 2013 LCDC meetings. Information regarding implementation of the NOW Management System has occurred during the July 2015 and September 2015 LCDC meetings.

**2 MANAGING FOR RESULTS**

Improving the department’s key performance measure package was been the subject of significant staff and management discussion during 2010 and 2012. The department worked with the 2013 Legislature to delete several key performance measures. The measures included: KPM #8: Coastal Development Zoning; KPM #9: Natural Resources Inventories; KPM# 13: Periodic Review Remands; KPM #14: Timely Comments; KPM#16: Land Use Appeals; KPM #18: Task Review; and KPM #19: Measure 49. These measures are tracked internally. The 2015 Legislature approved changes in methodologies for KPM #1, #2, and #3. The ability of the department to meet its performance measure targets and other objectives depends on the skill and capacities of internal staff, and availability of IT resources. It is also subject to the capacity of the local jurisdictions to timely perform their plan amendment and periodic review tasks. Our desire to improve performance measurement has resulted in the department's search of outside resources to beef up our IT capacity. Performance measure data influences the department when considering the need for program or policy changes, as well as decisions regarding agency priorities and budget. The department intends the Information Management Modernization Initiative to greatly improve its ability to capture and analyze reliable data, from both internal and external sources. As the department continues this five year endeavor, it will have more confidence in the implementation of stronger performance management and results for results for the land use planning program. In addition to IMMI, the department has implemented the NOW management system. This system focuses on transparency and accountability and provides tools for this objective. Department outcome and process measures are measured and success towards achieving targets are reported on regularly to the department's leadership team.

**3 STAFF TRAINING**

The department's key performance measure coordinator prepares staff throughout the department annually in gathering and analyzing data necessary for the APPR.

**4 COMMUNICATING RESULTS**

\* **Staff** : DLCD submits its annual report to DAS upon review by the LCDC. LCDC also receives the report for the purpose of informing the budget development process. The department Director reviews the performance data and makes recommendations for changes. The department continues using this report to identify recommended changes in process or other actions.

\* **Elected Officials**: The agency provides the annual report to the Department of Administrative Services Chief Financial Office for general reporting purposes, and to the Joint Committee on Ways and Means during the budget

hearing process.

\* **Stakeholders:** The annual report is also available to the public on DLCD's website at <http://www.oregon.gov/LCD/docs/publications/>.

\* **Citizens:** The annual report is also available to the public on DLCD's website at <http://www.oregon.gov/LCD/docs/publications/>.