

ORBITS Budget Narrative

Department of Land Conservation and Development

Agency Summary

The Department of Land Conservation and Development (DLCD) guides statewide land use policy in order to help cities and counties plan for sustainable urban and rural communities that reflect the unique local values of each area of the state, while protecting coastal and other natural resources; conserving farm and forestlands; safeguarding people and property from natural hazards, and improving the well-being and prosperity of citizens, businesses and communities throughout Oregon.

A major responsibility of the department is to assist cities and counties in planning their lands and public facilities to support economic development and the provision of needed housing. As a result, the department has a key role to play in assuring Oregon's economic growth and competitiveness.

DLCD is funded through General Fund, Federal Funds and Other Funds. Federal Funds come from the Federal Emergency Management Agency (FEMA) for administration of the National Flood insurance Program, and from the National Oceanic and Atmospheric Administration (NOAA) for planning and management of the Coastal Zone Management Program (CZM). Other Funds, derived from federal transportation funds, come through the Oregon Department of Transportation (ODOT) for integrating land use and transportation planning. The department also collects a small amount of Other Funds revenue from miscellaneous receipts.

Oregon's local governments are our partners in implementing the statewide planning program through local comprehensive plans, zoning ordinances, development ordinances and other tools. The program rests, in part, on a foundation of 19 statewide planning goals established by the Land Conservation and Development Commission (LCDC). The goals are broad statements of state policy for local governments to use in developing their comprehensive plans and land use ordinances. Local governments, with guidance and assistance from the department, are responsible for developing and implementing their own priorities and visions for the future of their communities. Supporting this work by local government is an important part of the department's ongoing work to keep the state a vibrant, diverse and desirable place to live and work.

The department uses a wide array of tools to help local governments address planning issues, identify opportunities, and resolve problems. Key tools are briefly described below. A more extensive explanation of the department's services is outlined in the Program Unit detail section.

- **Technical Assistance:** Many cities, counties and citizens depend on DLCD staff for vital information and technical advice regarding planning and development issues. DLCD provides information and advice in the form of consultation by field staff and

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through the development and distribution of guidance handbooks. DLCDC's regional representatives (with offices in Central Point, Newport, Springfield, Bend, La Grande, Portland, and Salem) and statewide planning specialists are the primary staff assigned to this work. The department's planning specialists provide technical assistance in the areas of economic development, farm and forest resources, urban and rural planning, natural resources, transportation, natural hazards and floodplains, coastal policy, coastal shores, coastal permits and local-state-federal coordination.

- **Grants:** The department provides grants to local and regional governments for a variety of planning activities, including economic development opportunities analyses, buildable lands inventories, and other development planning. The grants help cities and counties adopt, apply and update their plans and ordinances, meet statutory obligations, and comply with the statewide planning goals. Many counties and cities lack resources to frequently update long range comprehensive plans without state support. The department-administered grant programs are funded from state General Fund and from Federal Fund sources. Grants are a critical element of Oregon's partnership with local governments in implementing the statewide planning program.
- **Periodic Review:** To meet changing conditions, local comprehensive plans must be periodically reviewed and updated. State law requires a *periodic review* of local plans for cities over 10,000 in population (and for cities more than 2,500 in population within a Metropolitan Planning Organization) on a schedule established by law (ORS 197.628 – 197.636). Cities and counties not otherwise required to conduct periodic review are authorized to enter into voluntary periodic review with the agreement of LCDC. The Economic Revitalization Team (ERT) also may work with cities and counties to do a focused periodic review on particular issues. In order to help with the periodic review and update of local plans, DLCDC provides grants and technical assistance to those cities and counties engaged in periodic review.
- **Plan Amendment Review:** The department monitors amendments to local comprehensive plans for compliance with state law. In the 2007-09 biennium, local governments filed 1,450 plan amendments with the department. DLCDC staff typically comment on the more significant plan amendments – providing guidance to cities and counties on how to comply with state statutes, rules and the statewide planning goals, as well as substantive advice on how other jurisdictions have handled similar planning issues. The department has a variety of enforcement authorities regarding plan amendments, and appeals local plan amendments sparingly. The department appealed four locally adopted plan amendments to the Oregon Land Use Board of Appeals (LUBA) during the 2007-09 biennium. (ORS 197.610 – 197.625).
- **Process Streamlining:** DLCDC routinely works with LCDC, local governments and stakeholders to identify and address concerns about land use program requirements and procedures that need modification, clarification or streamlining. A significant portion of LCDC's policy work each biennium includes projects to simplify, improve or interpret statewide planning goals and administrative rules. Those efforts are to make the goals and rules:

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- More efficient;
 - Clear and predictable;
 - Consistent with new legislation and case law;
 - Responsive to the concerns of local governments;
 - More streamlined to better achieve the intent of the state planning program; and
 - To encourage economic development. (Executive Order 01-03).
- **Agency Collaboration:** The agency director and key staff actively participate in ERT, working with state agencies and local governments to solve specific local problems. DLCDC also has coordination agreements with 25 state agencies that have programs affecting land use (ORS 197.180). The department holds regular meetings with senior staff of the ODOT and Business Oregon to coordinate on specific issues that cross agency lines. Similarly, the director participates in the Natural Resources Cabinet, which maintains coordination between state natural resource agencies. The coastal program at DLCDC also integrates the programs of several other state agencies to develop and carry out a variety of activities.
 - **Support for LCDC, CIAC and LOAC:** LCDC oversees the department and the implementation of the statewide planning program. The department is responsible for providing support for LCDC in the discharge of its functions. In addition, the department supports two statutory committees, the Citizen Involvement Advisory Committee (CIAC) and the Local Officials Advisory Committee (LOAC), established to advise the department and the commission. Agency staff conducts a variety of activities to support the public meetings and the operations of these bodies (ORS 197.030, ORS 197.160, ORS 197.165). LOAC was recently re-established after a hiatus of several years. LOAC provides important advice to the department and LCDC on statewide land use policy issues and agency priorities.
 - **Public Information:** DLCDC maintains an agency website; produces publications as needed; electronically distributes news and information; and responds to inquiries from the media and citizens. The department offers five free e-mail list-serves to the public. DLCDC also maintains a website for the Ocean Policy Advisory Council.
 - **Required Reporting:** DLCDC collects data and prepares it for distribution to the public. This includes annual reports on farm and forestland development and the department's biennial report (ORS 197.060, ORS 197.065, ORS 197.178).
 - **Measure 49 Development Services:** Measure 49 was referred by the 2007 Oregon Legislature, approved by the voters on November 6, 2007, and became effective on December 6, 2007. It "modif[ies] Ballot Measure 37 (2004) to ensure that Oregon law provides just compensation for unfair burdens while retaining Oregon's protections for farm and forest uses and the state's water resources." The measure replaces the two alternate remedies of Measure 37 (a waiver of land use regulations or the

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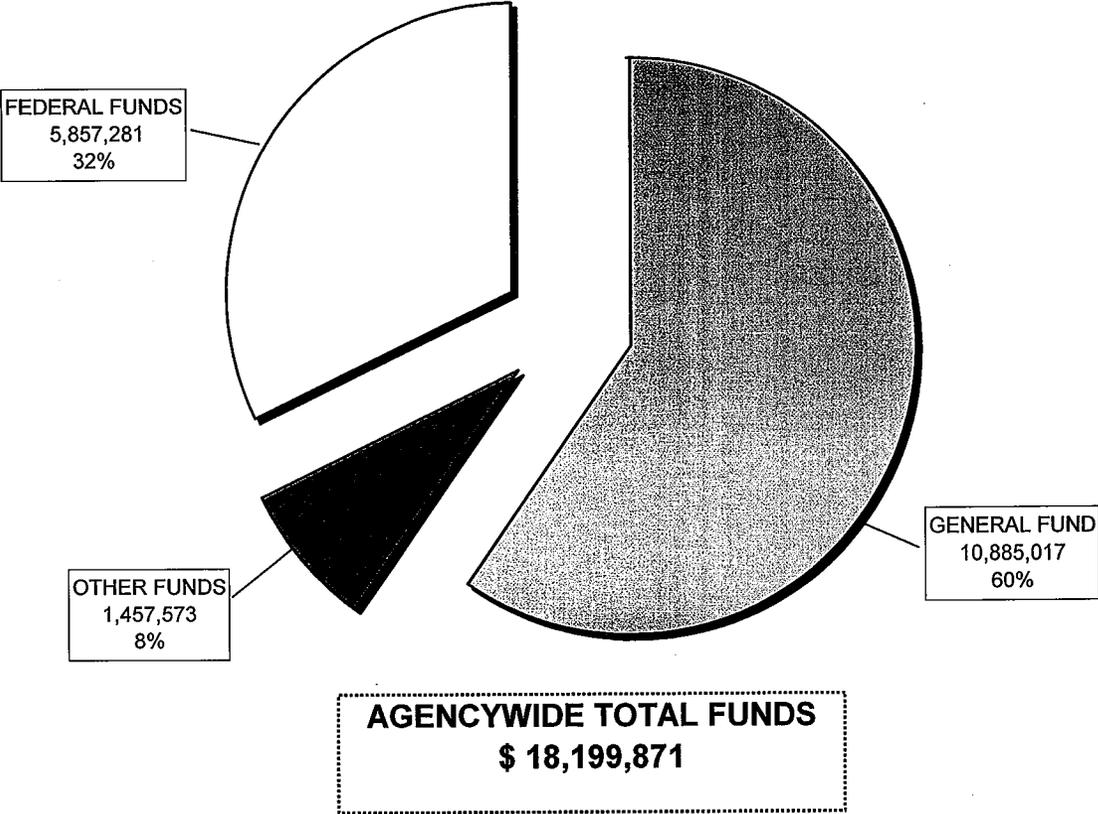
payment of compensation) with an authorization for claimants to establish a specific, but limited, number of home sites. By law, the department is responsible for implementation of the measure with respect to claims outside of urban growth boundaries.

- **Landowner Notification:** Landowner Notification (Ballot Measure 56) was approved by the voters in 1998. The law requires the department to send notices to all city and county planning departments when the legislature *“changes the base zoning classification of the property; OR adopts or amends an ordinance in a manner that may limit or prohibit land uses previously allowed in the affected zone.”* The department also reimburses local governments for their costs of mailing the notices to affected landowners.

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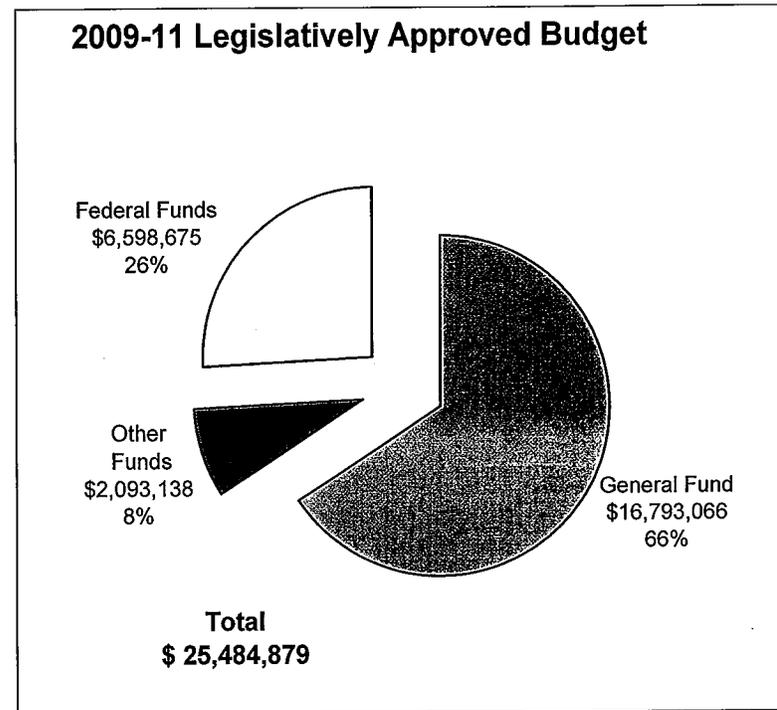
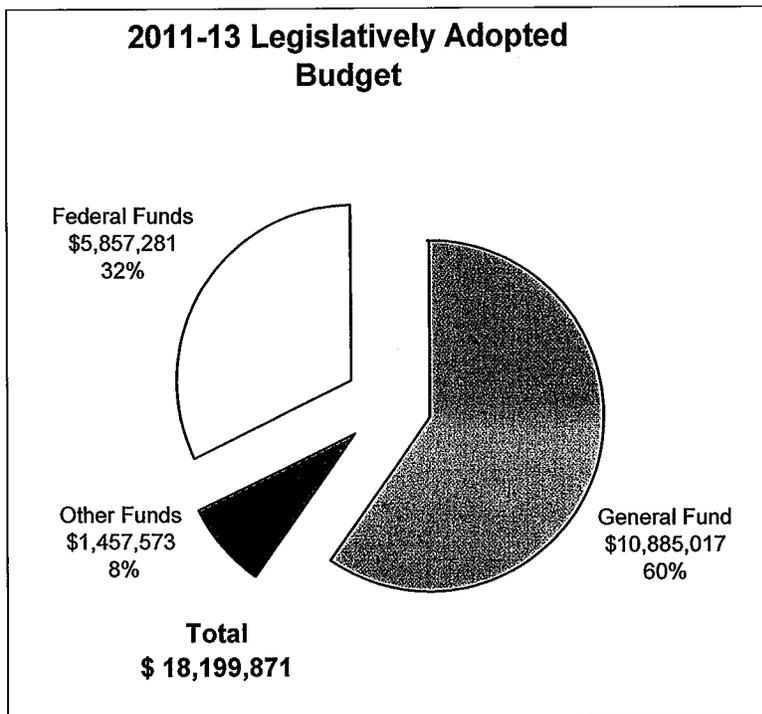
Budget Summary Graphics

**Department of Land Conservation and Development
Agencywide by Fund Source
2011-13
LEGISLATIVELY ADOPTED BUDGET**



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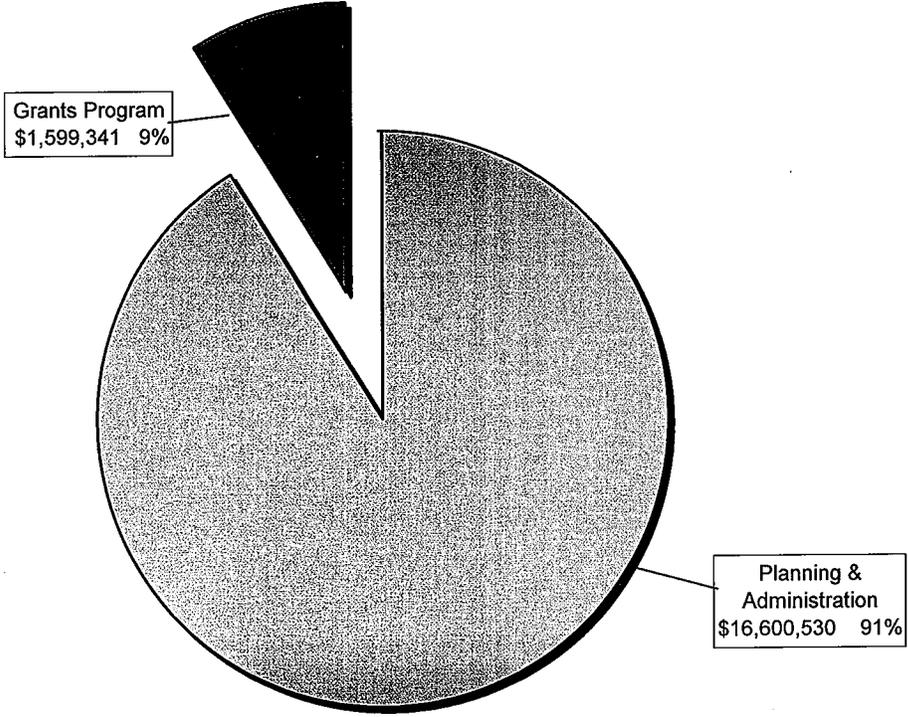
DEPARTMENT OF LAND CONSERVATION AND DEVELOPMENT Budget by Fund Source



These graphs show how total expenditure budgets are allocated among the major DLCD programs.

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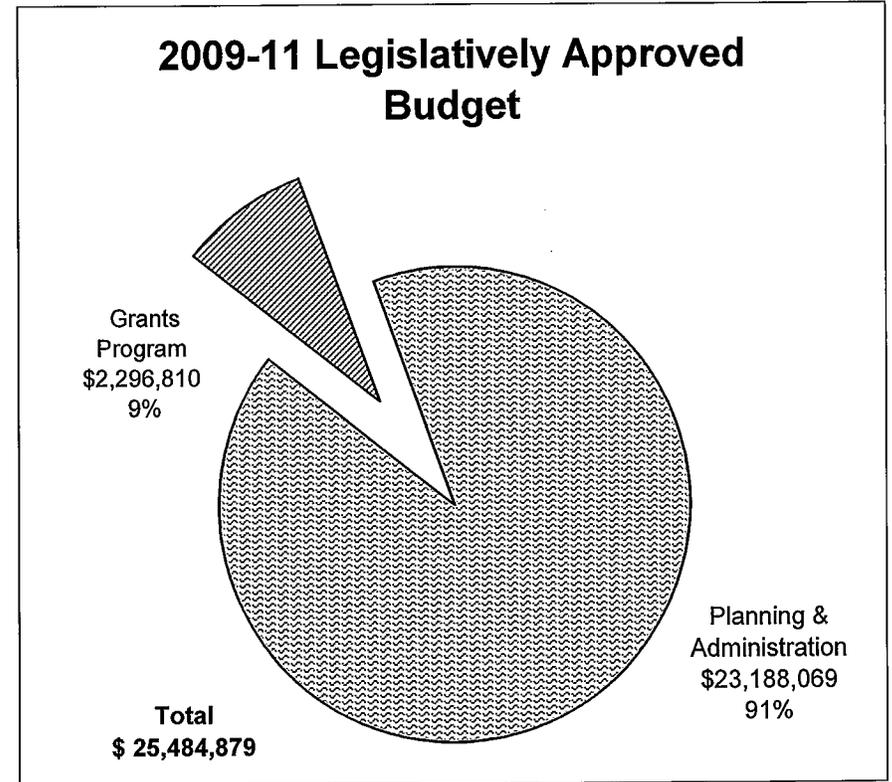
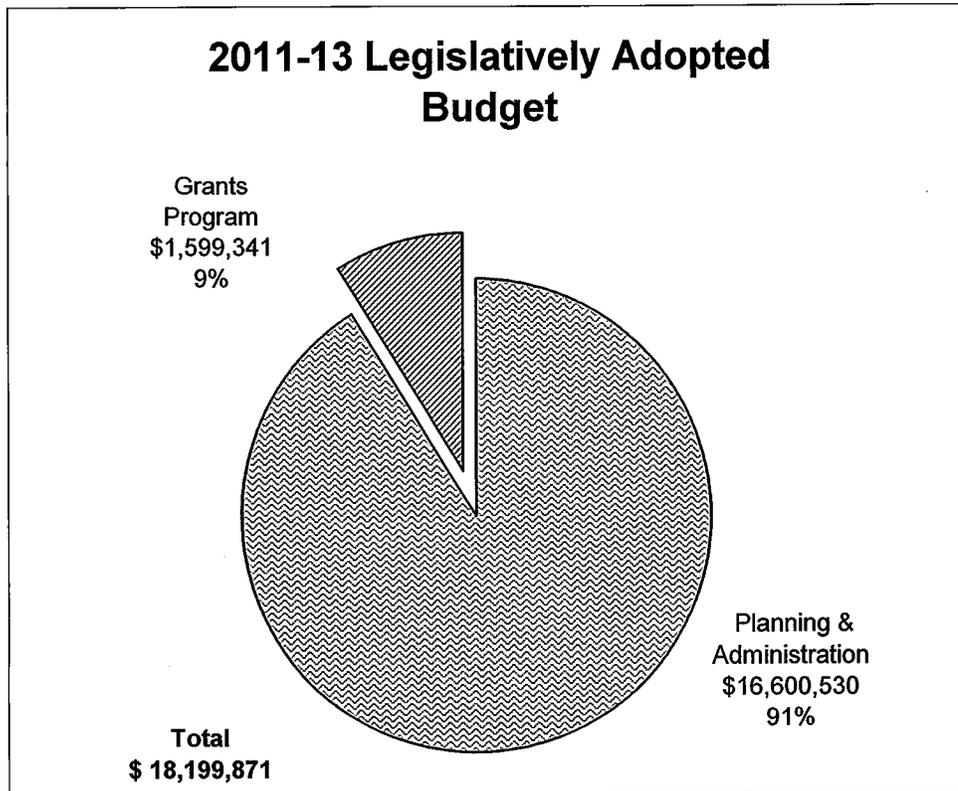
**Department of Land Conservation and Development
Agencywide by Program Area
2011-13
LEGISLATIVELY ADOPTED BUDGET**



**AGENCYWIDE TOTAL FUNDS
\$18,199,871**

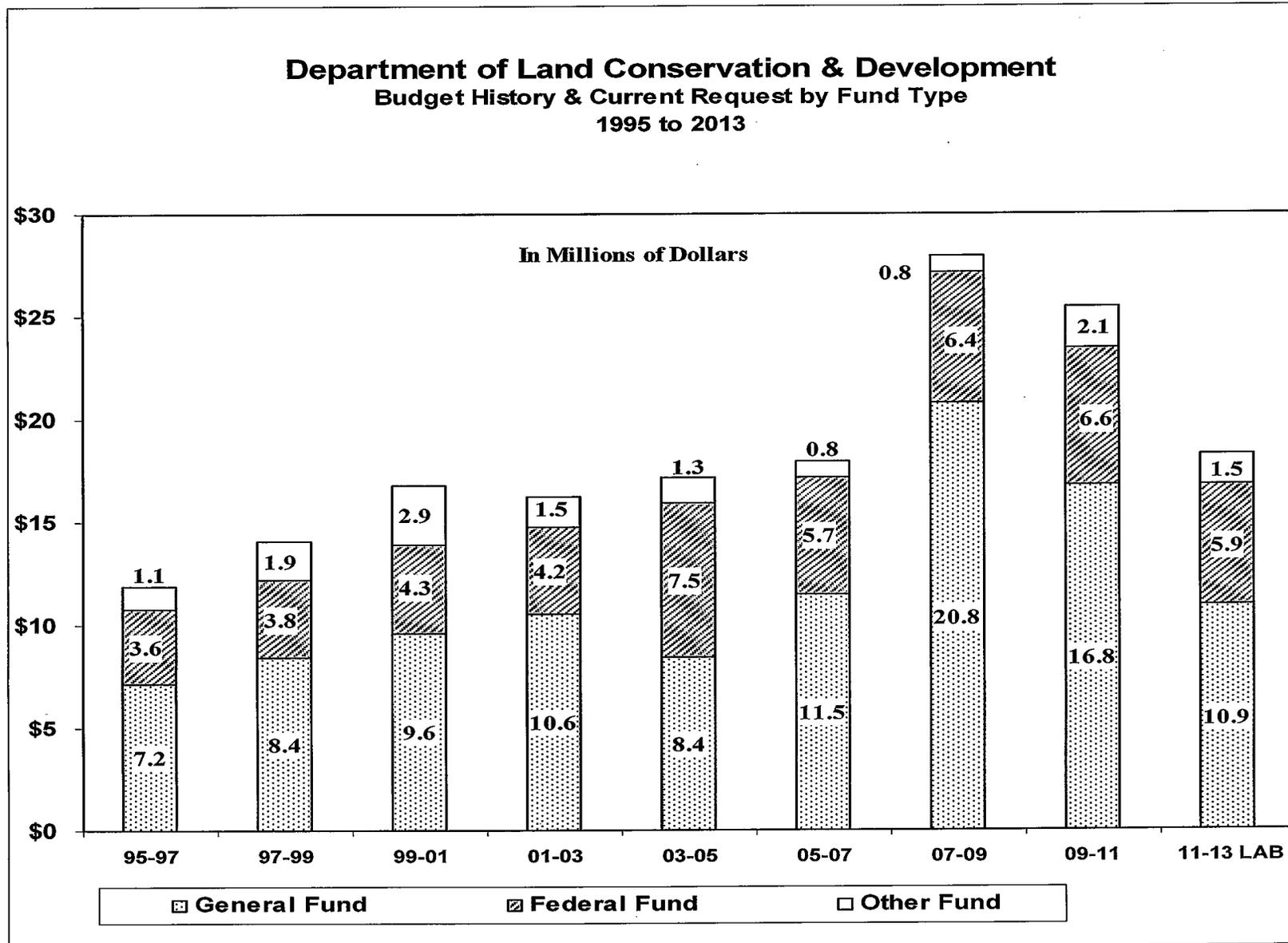
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DEPARTMENT OF LAND CONSERVATION AND DEVELOPMENT Budget by Program



These graphs show how total expenditure budgets are allocated among the major DLCD programs.

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Mission Statement & Statutory Authority



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

LCDC and the DLCD operate under the Oregon Revised Statutes, the Oregon Administrative Rules and the statewide planning goals.

The program rests on a foundation of 19 statewide planning goals and city and county comprehensive plans. The goals are broad statements of state policy for local governments to use in developing their comprehensive plans and land use ordinances. To develop the goals, LCDC and DLCD conducted an extensive public outreach effort in the early 1970s. More than 100 public hearings and workshops were held and more than 10,000 Oregonians participated. Oregon's 19 planning goals state the following:

19 Statewide Planning Goals

GOAL 1: CITIZEN INVOLVEMENT — To develop a citizen involvement program that insures the opportunity for citizens to be involved in all phases of the planning process.

GOAL 2: LAND USE PLANNING — To establish a land use planning process and policy framework as a basis for all decision and actions related to use of land and to assure an adequate factual base for such decisions and actions.

GOAL 3: AGRICULTURAL LANDS — To preserve and maintain agricultural lands.

GOAL 4: FOREST LANDS — To conserve forest lands by maintaining the forest land base and to protect the state's forest economy by making possible economically efficient forest practices that assure the continuous growing and harvesting of forest tree species as the leading use on forest land consistent with sound management of soil, air, water, and fish and wildlife resources and to provide for recreational opportunities and agriculture.

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GOAL 5: NATURAL RESOURCES, SCENIC AND HISTORIC AREAS, AND OPEN SPACES — To protect natural resources and conserve scenic and historic areas and open spaces.

GOAL 6: AIR, WATER AND LAND RESOURCES QUALITY — To maintain and improve the quality of the air, water and land resources of the state.

GOAL 7: AREAS SUBJECT TO NATURAL HAZARDS — To protect life and property from natural disasters and hazards.

GOAL 8: RECREATIONAL NEEDS — To satisfy the recreational needs of the citizens of the state and visitors and, where appropriate, to provide for the siting of necessary recreational facilities including destination resorts.

GOAL 9: ECONOMIC DEVELOPMENT — To provide adequate opportunities throughout the state for a variety of economic activities vital to the health, welfare, and prosperity of Oregon's citizens.

GOAL 10: HOUSING — To provide for the housing needs of citizens of the state.

GOAL 11: PUBLIC FACILITIES AND SERVICES — To plan and develop a timely, orderly and efficient arrangement of public facilities and services to serve as a framework for urban and rural development.

GOAL 12: TRANSPORTATION — To provide and encourage a safe, convenient and economic transportation system.

GOAL 13: ENERGY CONSERVATION — To conserve energy.

GOAL 14: URBANIZATION — To provide for an orderly and efficient transition from rural to urban land use.

GOAL 15: WILLAMETTE RIVER GREENWAY — To protect, conserve, enhance and maintain the natural, scenic, historical, agricultural, economic and recreational qualities of lands along the Willamette River as the Willamette River Greenway.

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GOAL 16: ESTUARINE RESOURCES — To recognize and protect the unique environmental, economic, and social values of each estuary and associated wetlands; and to protect, maintain, and where appropriate develop and restore, the long-term environmental, economic, and social values, diversity and benefits of Oregon's estuaries.

GOAL 17: COASTAL SHORELANDS — To conserve, protect, and where appropriate, develop and restore, the resources and benefits of all coastal shorelands, recognizing their value for protection and maintenance of water quality, fish and wildlife habitat, water-dependent uses, economic resources and recreation and aesthetics. The management of these shoreland areas shall be compatible with the characteristics of the adjacent coastal waters; and to reduce the hazard to human life and property, and the adverse effects upon water quality and fish and wildlife habitat, resulting from the use and enjoyment of Oregon's coastal shorelands.

GOAL 18: BEACHES AND DUNES — To conserve, protect, and where appropriate, develop and restore the resources and benefits of coastal beach and dune areas; and to reduce the hazard to human life and property from natural or man-induced actions associated with these areas.

GOAL 19: OCEAN RESOURCES — To conserve marine resources and ecological functions for the purpose of providing long-term ecological, economic, and social value and benefits to future generations.

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OREGON REVISED STATUTES

Chapter 92

ORS Chapter 92 regulates the division and sale of land. Property owners and local governments rely upon this statute and its definitions to carry out some aspects of the land use planning program.

Chapter 195

ORS Chapter 195 deals with the coordination of local governments and special districts in land use planning and providing urban services such as sewer and water. This chapter also addresses planning for urban reserves and annexation by cities and special districts. Chapter 195 also includes Measure 49, relating to compensation for certain land use regulations.

Chapter 196

ORS Chapter 196 contains the basic statutes for the state's ocean management program (for which the agency is responsible), wetlands planning, and the Columbia River Gorge National Scenic Area (for which the agency has some specified oversight responsibility).

Chapter 197

ORS Chapter 197 contains the enabling statutes for LCDC and DLCD. They are the basic statutes describing the duties, powers, and responsibilities for the commission and the department. They provide the overall direction for the state's land use planning system.

Chapter 215

ORS Chapter 215 identifies the land use planning responsibilities and authorities for counties. LCDC has interpretive, administrative, and implementing responsibilities over some aspects of this chapter.

Chapter 227

ORS Chapter 227 identifies the land use planning responsibilities and authorities for cities. LCDC has interpretive, administrative, and implementing responsibilities over some aspects of this chapter.

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OREGON ADMINISTRATIVE RULES: CHAPTER 660

Division 001:	Procedural Rules	660-001-0000 - 660-001-0410
Division 002:	Delegation of Authority to Director	660-002-0005 - 660-002-0020
Division 003:	Procedure for Review and Approval of Compliance Acknowledgment Request	660-003-0005 - 660-003-0050
Division 004:	Interpretation of Goal 2 Exception Process	660-004-0000 - 660-004-0040
<i>Division 005:</i>	<i>Interpretation of Goal 3 Agricultural Lands (Repealed and Replaced by Div 033)</i>	
Division 006:	Goal 4 Forest Lands	660-006-0000 - 660-006-0060
Division 007:	Metropolitan Housing	660-007-0000 - 660-007-0060
Division 008:	Interpretation of Goal 10 Housing	660-008-0000 - 660-008-0040
Division 009:	Economic Development	660-009-0000 - 660-009-0030
Division 011:	Public Facilities Planning	660-011-0000 - 660-011-0065
Division 012:	Transportation Planning	660-012-0000 - 660-012-0070
Division 013:	Airport Planning	660-013-0010 - 660-013-0160
Division 014:	Application of the Statewide Planning Goals to Newly Incorporated Cities, Annexation, and Urban Development on Rural Lands 660-014-0000 - 660-014-0070	
Division 015:	Statewide Planning Goals and Guidelines	660-015-0000 - 660-015-0010
Division 016:	Requirements and Application Procedures for Complying with Statewide Goal 5 (Superseded by Div 023)	660-016-0000 - 660-016-0030
Division 017:	Classifying Oregon Estuaries	660-017-0000 - 660-017-0030
Division 018:	Post-Acknowledgement Amendments	660-018-0005 - 660-018-0150
<i>Division 019:</i>	<i>Periodic Review (Repealed and Replaced by Div 025)</i>	
Division 020:	Willamette River Greenway Plan	660-020-0060 - 660-020-0065
Division 021:	Urban Reserves	660-021-0000 - 660-021-0100
Division 022:	Unincorporated Communities	660-022-0000 - 660-022-0070
Division 023:	Procedures and Requirements for Complying with Goal 5	660-023-0000 - 660-023-0250
Division 024:	Urban Growth Boundaries	
Division 025:	Periodic Review	660-025-0010 - 660-025-0250
<i>Division 026:</i>	<i>Regional Urban Growth Boundaries (Repealed)</i>	
Division 027:	Urban and Rural Reserves in the Portland Metropolitan Area	660-027-0005 - 660-027-0080
Division 030:	Review and Approval of State Agency Coordination Programs	660-030-0000 - 660-030-0095
Division 031:	State Permit Compliance and Compatibility	660-031-0005 - 660-031-0040
Division 033:	Agricultural Land	660-033-0010 - 660-033-0160
Division 034:	State and Local Park Planning	660-034-0000 - 660-034-0040
Division 035:	Federal Consistency	660-035-0000 - 660-035-0080
Division 036:	Ocean Planning	660-036-0000 - 660-036-0010
Division 037:	Goal 17 Water-Dependent Shorelands	660-037-0010 - 660-037-0090
Division 040:	Certification or Copying Public Records	660-040-0005
Division 041:	Measure 49	660-041-0000 - 660-041-0530
Division 045:	Citizen-Initiated Enforcement Orders	660-045-0000 - 660-045-0180

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2011-17 Six Year Agency Plan

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.

Guiding Principles:

- Provide a healthy environment;
- Sustain a prosperous economy;
- Ensure a desirable quality of life; and
- Provide fairness and equity to all Oregonians.

LCDC and DLCD Strategic Goals

1. **Secure Oregon's legacy.**
 - Conserve coastal, farm, forest, riparian and other resource lands.
 - Promote a sense of place in the built and natural environments.
 - Protect unique and threatened resources by guiding development to less sensitive areas.
2. **Promote sustainable, vibrant communities.**
 - Integrate land use, transportation and public facilities planning.
 - Provide for housing choices.
 - Encourage economic development.
3. **Engage citizens and stakeholders in continued improvements of Oregon's land use planning program.**
 - Support regional perspectives and strengths.
 - Ensure equitable application of regulatory programs.
 - Develop strong, collaborative partnerships with citizens and communities.
4. **Provide timely and dynamic leadership.**
 - Develop and coordinate strategic initiatives with other state agencies and local governments.

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- Seek solutions that address immediate and long-range challenges, including climate change, in collaboration with local governments, community and academic partners.

5. Deliver resources and services that are efficient, outcome-based and professional.

- Provide local governments with services and resources to support their comprehensive planning process.
- Communicate with the public in a timely and transparent manner.
- Focus on communications, staff training and administrative systems to ensure continued improvement of customer service.

2011-13 Two Year Agency Plan

DLCD Strategic Initiatives

1. Farm/Forest Lands:

- Continue programs to conserve productive farm and forest lands.
- Improve the monitoring and evaluation of land use trends in areas of the state in terms of conversion of farm and forest uses to non-resource uses.
- Begin working with counties to evaluate land that does not qualify as agricultural land as non-resource land, and to plan such lands consistent with their carrying capacity.
- Develop non-regulatory tools, including transfer and purchase of development rights programs, to complement regulations designed to ensure a sustained land supply for Oregon's agricultural and forest industries.
- Increase partnerships with other state agencies, higher education and other institutions to measure and communicate how rural land uses are changing over time.
- Work with local governments to evaluate ancillary uses of farm land and how they could support long-term resource use.
- Linkages: Strategic Goals 1, 3 and 5; House Bill 2229 ("Big Look" legislation.)

2. Land Supply/Sustainable Economic Development:

- Improve the capacity of local and state government to evaluate the infrastructure required for future development, along with methods for financing public facilities and infrastructure.
- Develop new tools for managing urban growth to promote timely, orderly and efficient development.
- Promote area-wide approaches to planning for employment lands.
- Linkages: Strategic Goals 2, 3 and 5; POP 105; Urban forum; House Bill 2229 "Big Look" legislation.)

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3. Climate Change:

- Statewide Adaptation Framework — Facilitate a coordinated state agency and local government initiative to create a framework that identifies priorities and recommendations for climate change adaptation actions.
- Natural hazards implementation — Implement an all hazard planning program (RiskMap).
- Urban transportation — Assist local governments in indentifying tools to reduce greenhouse gas emissions from light vehicles, and set initial planning targets for larger urban areas.
- Linkages: Strategic Goals 2 and 4, POPs 101 and 106, House Bill 2229.

4. Information Management and DLCD Services to Local Governments and Stakeholders:

- Increase the department's capacity to create, store, and analyze key data for local and state land use policy development.
- Create new methods, including web-based tools, to make this information available to local governments, citizens and stakeholders to be informed about, understand and more readily participate in all aspects of the department's mission.
- Linkages: Strategic Goal 5.

5. Education and Outreach:

- Increase the capacity and effectiveness of the department's communications program in order to raise awareness and understanding of the statewide land use program.
- Increase the participation of a wider range of stakeholders in local and state decision-making. Increase contact with Oregon's tribal governments through the department's Government to Government program.
- Linkages: Strategic Goals 3 and 5.

6. Implementation of Ballot Measure 49:

- Successfully conclude the Measure 49 program.
- Linkages: Strategic Goal 4.

7. Supporting Local Jurisdictions:

- Increase the support for local jurisdictions to refresh and update their comprehensive plans.
- Focus technical and grant assistance to help communities address emerging land use and resource challenges.
- Linkages: Strategic Goal 4, POPs 103, 104, and 105.

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8. Streamline the Land Use Program:

- Streamline the periodic review and plan amendment processes through development of legislative concepts, rulemaking and stakeholder collaboration.
- Linkages: Strategic Goal 4, legislative concepts, Urban Forum.

9. Coastal Resources and Energy

- Coordinate a planning process to prepare a comprehensive plan for ocean wave energy development.
- Linkages: Strategic Goal 2.

10. Staff Development and Training:

- Increase the opportunities for professional staff development and training.
- Linkages: Strategic Goal 5.

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2011-13 Two Year Agency Plan

AGENCY PROGRAMS

For the 2011-13 biennium, the agency budget will contain two primary program units: Planning Program Unit (including all planning program and administration services) and Grants Program Unit (funding assistance for local governments, no staffing).

- 1. Planning Program Unit:** The state planning program is implemented primarily through local government land use plans. Each of Oregon's 242 cities and 36 counties is responsible for maintaining a comprehensive land use plan, and for adopting development codes and land use permits to implement the plan. LCDRC reviews local plans and amendments to those plans to ensure consistency with state requirements.

Planning services are provided by DLCD to assist local governments and others in planning for development and land conservation statewide. Most agency programs are contained in this service cluster, including regional representative services, grants and technical assistance programs, coastal and ocean programs, economic development planning programs, the Transportation and Growth Management Program (in partnership with ODOT), farm and forest land programs, natural hazards program, urban services, rural services, mineral and aggregate services, landowner notification (Ballot Measure 56, 1998), and Measure 49 (2007) services. Programs and services within this area are detailed in the program unit summary.

- 2. Grants Program Unit:** The department provides grants to local and regional governments for economic development opportunities analyses, buildable lands inventories and planning for growth. The grants help cities and counties adopt, apply, and update their plans and ordinances, meet statutory obligations and comply with the statewide planning goals. The department administers several grant programs funded from different sources. Grants are a critical element of the state's partnership with local governments in implementing the statewide planning program. Grant programs include General Fund technical assistance grants and Coastal Planning Assistance Grants. Additional grant program details are contained in each program unit summary.

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Criteria for 2011-13 Budget Development

The department has developed its 2011-13 Agency Request Budget by program. The Planning Program includes staff, services and supplies expenditures necessary to support the land use program. The Grants Program includes special payments to local governments for technical assistance and periodic review.

Development Criteria

The department took the following issues into account in developing its budget:

- Will the program help to promote economic development?
- Will the program help to enhance livability and sustainability in communities statewide?
- Will the program support the core mission of the agency?
- Will the program facilitate protection of farm, forest, coastal and other natural and economic resources?
- Will the program improve collaboration among public and private-sector partners?
- Will the program help to make the statewide planning program less process-oriented and more outcome-oriented?
- Will the program streamline the statewide planning program for the private sector and for our local government partners?
- Is the program necessary to meet state or federal mandates?
- Will the program leverage other public or private resources?

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Key Performance Measure Criteria

DLCD has determined the criteria for measuring performance for the 2011-13 biennium will:

Promote economic development and quality communities, secure Oregon's legacy, improve collaboration and deliver the highest level of customer service possible, and streamline state and local planning.

Specific proposed performance measures including data sources and target information may be found in the Annual Performance Progress Report (APPR).

LAND CONSERVATION and DEVELOPMENT DEPARTMENT

Annual Performance Progress Report (APPR) for Fiscal Year (2010-2011)

Proposed KPMs for Biennium (2011-2013)

Finalize Date: 1/31/11

2010-2011 KPM #	2010-2011 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.
7	ERT – Percentage of local participants who rank DLCD involvement in the ERT process as good to excellent.
8	COASTAL DEVELOPMENT ZONING– Percent of estuarine areas designated as “development management units” in 2000 that retain that designation.
9	NATURAL RESOURCE INVENTORIES – Percent of urban areas that have updated buildable land inventories to account for natural resource and hazard areas.
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	PERIODIC REVIEW REMANDS – Percent of periodic review work tasks that are returned to local jurisdictions for further action.

2010-2011 KPM #	2010-2011 Approved Key Performance Measures (KPMs)
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.
15	GRANT AWARDS – Percent of local grants awarded to local governments within two months after receiving application.
16	LAND USE APPEALS – Percentage of agency appeals of local land use decisions that were upheld by LUBA and the Courts.
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.
18	TASK REVIEW – Percent of periodic review work tasks under review at DLCD for no longer than four months.
19	MEASURE 49 - Percentage of Measure 49 claims assigned to the agency that are processed within 180 days.
20	BEST PRACTICES – Percent of total best practices met by the Board.

New Delete	Proposed Key Performance Measures (KPMs) for Biennium 2011-2013
DELETE	<p>Title: #9-- NATURAL RESOURCE INVENTORIES – Percent of urban areas that have updated buildable land inventories to account for natural resource and hazard areas. Rationale: This KPM focuses on annual process rather than long-term outcomes. Much of what is intended for this KPM is tracked in KPM #2, Housing Land Supply. Additionally, the target for this KPM is confusing due to measuring local jurisdiction activities that pertain to two different statewide planning goals—Goal 5, Natural Resources and Goal 7, Natural Hazards. The department will continue to assist with hazards</p>
DELETE	<p>Title: #13--PERIODIC REVIEW REMANDS – Percent of periodic review work tasks that are returned to local jurisdictions for further action. Rationale: Only two periodic review tasks were remanded by the department out of 18 submitted by local jurisdictions. Also, due to many variables, it is not clear whether this KPM reflects a rational standard. As the department has not received negative feedback regarding this activity, it is felt that this KPM is not doing a good job of reflecting the department's priority objectives.</p>
DELETE	<p>Title: #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. Rationale: This KPM measures activity that is already statutorily required (responses to local plan amendments within a certain period of time), and outcomes have been almost (five out of the last six years) fully successful.</p>
DELETE	<p>Title: # 19--MEASURE 49 - Percentage of Measure 49 claims assigned to the agency that are processed within 180 days. Rationale: This performance measure focuses only on new M49 claims based on regulation adopted after January 1, 2007. No valid new claims for regulations applied after January 1, 2007 have been received by the department, and very few if any are anticipated. For all categories of M49 claims the department will issue a summary report in early 2011.</p>

HB 5032 Budget Report:

The 2011 Legislature approved the Department's request to delete KPM #19 related to Measure 49 claim processing.

The Legislature also directed the Department to retain KPMs #9, #13, and #14 during 2011-13 and re-evaluate for possible deletion and/or replacement in 2013-15.

The Legislature set the 2012 and 2013 targets for KPM #13 - Periodic Review Remands at 10 percent.

Proposed Key Performance Measures Targets for Biennium 2011-2013	2012	2013
Title: 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.	75.00	75.00
Title: HOUSING LAND SUPPLY – Percent of cities that have an adequate supply of buildable residential land to meet housing needs.	90.00	90.00
Title: 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.	70.00	70.00
Title: TRANSPORTATION FACILITIES – Percent of urban areas that have updated the local plan to include reasonable cost estimates and funding plans for transportation facilities.	88.00	91.00
Title: FARM LAND – Percent of farm land outside urban growth boundaries zoned for exclusive farm use in 1987 that retains that zoning.	99.88	99.87
Title: 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.	99.93	99.93

Agency Management Report

KPMs For Reporting Year 2011

Finalize Date: 1/31/11

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)
Summary Stats:	70.00%	10.00%	20.00%	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.	39	79	Red	2010	This measure tracks the number of cities over 2,500 in population that evaluate and update their employment land supply over a 10-year period. The measure does not track the adequacy of the quantity or quality of employment lands. The department is developing a more direct measure of the adequacy of the amount and development-readiness of employment lands, and will propose significant changes to this performance measure when an alternate measure is ready to implement.
2 - HOUSING LAND SUPPLY – Percent of cities that have an adequate supply of buildable residential land to meet housing needs.	65	70	Yellow	2010	This indicator is operating as intended and demonstrating positive results. Targets and results have changed somewhat as some cities are nearing the end of the 10-year qualifying window for this KPM. Cities continue to raise concerns with their fiscal capacity to provide infrastructure to support the required housing.
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.	42	44	Green	2010	Results continue to be positive for this performance measure.

Agency Management Report

KPMs For Reporting Year 2011

Finalize Date:

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.	1	6	Red	2010	This performance measure is shared with Business Oregon and ERT. DLCD's role is to provide technical assistance to local governments, Business Oregon and ERT on land use issues. Business Oregon, DLCD and ODOT have enhanced their efforts in regard to this program, and expect progress if resources continue to be available. Although only one site qualified for the 2009-10 fiscal year, three sites qualified within calendar year 2010. Recent information indicates that additional sites are coming online in the first half of 2011.
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	86	Green	2010	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.	88.00	69.00	Green	2010	This performance measure has consistently exceeded its target.
7 - ERT – Percentage of local participants who rank DLCD involvement in the ERT process as good to excellent.	65	66	Green	2010	Although slightly lower than last year's results, the outcome is similar. Concerns remain about what is being measured and how the measurement is being conducted. DLCD will communicate its concerns to ERT and the survey sponsors.
8 - COASTAL DEVELOPMENT ZONING– Percent of estuarine areas designated as “development management units” in 2000 that retain that designation.	100	100	Green	2010	This is a stable performance measure and is expected to remain so. The department may seek other estuary-related performance measures in the future.

Agency Management Report

KPMs For Reporting Year 2011

Finalize Date:

KPMs	Actual	Target	Status	Most Recent Year	Management Comments
9 - NATURAL RESOURCE INVENTORIES – Percent of urban areas that have updated buildable land inventories to account for natural resource and hazard areas.	3	6	Red	2010	This KPM is recommended for deletion or significant change elsewhere in our 2010 APPR. This KPM focuses on annual process rather than long-term outcomes. Much of what is intended for this KPM is tracked in KPM #2, Housing Land Supply. Additionally, the target for this KPM is confusing due to measuring local jurisdiction activities that pertain to two different state land use planning goals-- Goal 5, Natural Resources, Scenic and Historic Areas and Open Spaces; and Goal 7, Areas Subject to Natural Hazards. The department does assist local jurisdictions with natural hazards planning and mapping, but this KPM is not the best or most accurate way to measure that activity
10 - FARM LAND – Percent of farm land outside urban growth boundaries zoned for exclusive farm use in 1987 that retains that zoning.	99.89	99.92	Green	2009	This measure produced positive results. The department is considering ways to capture more detailed data that could make this KPM more valuable. Examples include tracking whether agricultural land rezoned was high-value, and tracking the type and level of development allowed when agricultural land is rezoned.
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	99.94	Green	2009	This performance measure continues a stable and positive trend. It has added value to the department due to 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.	20	55	Red	2009	The target had been exceeded for the prior three years. Outcomes for this performance measure can be highly variable depending on the location of the urban growth boundary under consideration for expansion.

Agency Management Report

KPMs For Reporting Year 2011

Finalize Date:

KPMs	Actual	Target	Status	Most Recent Year	Management Comments
13 - PERIODIC REVIEW REMANDS – Percent of periodic review work tasks that are returned to local jurisdictions for further action.	11.00	15.00	Green	2010	With positive results for the past five years, the department believes that the target of no more than 15% returned work tasks is reasonable.
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.	100	100	Green	2010	The department continues to successfully submit comments to local jurisdictions in a timely manner.
15 - GRANT AWARDS – Percent of local grants awarded to local governments within two months after receiving application.	94	90	Green	2010	Timely grant awards received heightened staff attention during this biennium, which has resulted in a positive trend for this KPM. There is concern for 2011 in that local planning departments have suffered significant staff depletion, making timely application for grants a difficult proposition for many.
16 - LAND USE APPEALS – Percentage of agency appeals of local land use decisions that were upheld by LUBA and the Courts.	100	100	Green	2010	There continue to be no or few appeals of local land use decisions by DLCD
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.	71.00	83.00	Yellow	2010	The survey results were mixed, and a higher response rate to the survey would have been desirable. Given that this is the third customer service survey within a six year period, a discussion with DAS with regard to target setting and the utility of the survey as currently constructed seems appropriate.
18 - TASK REVIEW – Percent of periodic review work tasks under review at DLCD for no longer than four months.	100	95	Green	2010	DLCD continues to review periodic review tasks in a timely manner.

Agency Management Report

KPMs For Reporting Year 2011

Finalize Date:

KPMs	Actual	Target	Status	Most Recent Year	Management Comments
19 - MEASURE 49 - Percentage of Measure 49 claims assigned to the agency that are processed within 180 days.	100	100	Green	2010	This performance measure focuses only on new M49 claims based on regulations adopted after January 1, 2007. For all categories of M49 claims, the department will prepare a summary report in the autumn of 2010.
20 - BEST PRACTICES – Percent of total best practices met by the Board.	100	100	Green	2010	The commission continues to operate very much as a working board, with a heavy load of work tasks identified for the rest of the biennium.

This report provides high-level performance information which may not be sufficient to fully explain the complexities associated with some of the reported measurement results. Please reference the agency's most recent Annual Performance Progress Report to better understand a measure's intent, performance history, factors impacting performance and data gather and calculation methodology.

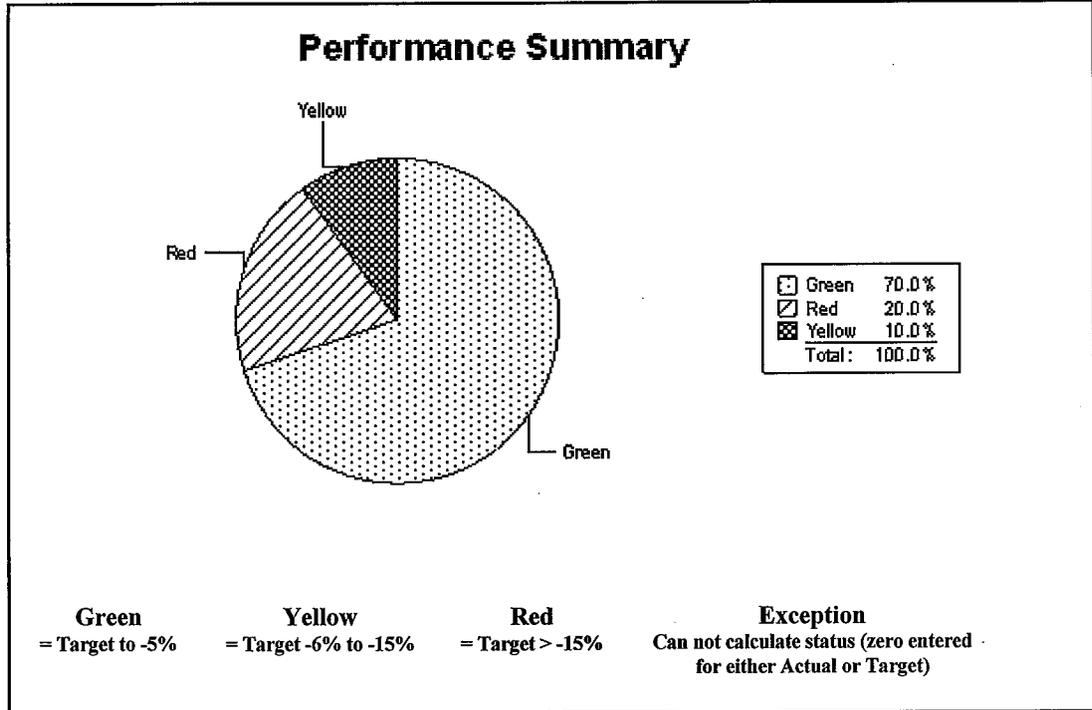
Agency Mission: To support all our partners in creating and implementing local comprehensive plans that reflect and balance the statewide goals, the vision of local citizens, and the interests of local, state, federal and tribal governments.

Contact: Michael Morrissey

Contact Phone: 503-373-0050

Alternate: Teddy Leland

Alternate Phone: 503-373-0050



1. SCOPE OF REPORT

This is the final report of the department's progress on performance measures for 2009-2010. Data for the majority, but not all, of the Key Performance Measures are based on the 2009-2010 fiscal year. Agency Programs/Services Addressed By Key Performance Measures. The department helps communities around the state plan for their future to assure a high quality of life. Department programs (planning, coastal, community services, transportation and growth management, policy development) and services (technical assistance and grants assistance to local governments; regulatory review of plan amendment, urban growth boundary decisions and periodic reviews; outreach, education and public information; policy planning;

hazards planning and agency collaboration) often address multiple goals and objectives. One way to link programs and services with key performance measures is through the framework of the department's six strategic goals: Promote sustainable, vibrant communities: A major responsibility of the department is to assist cities and counties, through technical and grants assistance for example, in planning their lands and public services to support economic development and the provision of needed housing. The department assists local governments, in coordination with ODOT and the Economic Revitalization Team (ERT), to: o identify and plan for developable industrial lands that are project-ready with suitable infrastructure, access, zoning and location (KPM #4); o plan and zone an adequate supply of buildable land for housing and employment in urban areas, supported by public facilities and services. (KPMs 1, 2 and 3);o plan and improve transportation systems that support planned land uses, revitalize and maintain vibrant downtowns and main streets; (KPMs 5 and 6);o retain important coastal-water dependent industrial and commercial sites (KPM #8).Secure Oregon's Legacy: Preservation of coastal, farm, forest and riparian resource lands remains a core goal of the statewide land use program that helps support rural economies, as well as protect environmental values and unique and threatened sites. (KPMs 10, 11 and 12)Deliver Services that are efficient, outcome-based and professional: Oregon's local governments are the department's partners in implementing the state wide land use program. The department's services assist local communities to foresee and prepare for growth, development and resource protection, balancing community values, generated through public participation, with state policy. The department seeks to streamline and simplify services in line with the objectives just mentioned. To accomplish these objectives, services must be timely (KPMs 14 and 15), efficient (KPMs #13, 18 and 19), professional (KPM 20) and open to customer review (KPMs 7 and 17). Provide timely and dynamic leadership: The department helps set and adjust state policy over time, so that it works from both a statewide perspective and a local perspective. This involves critical communication with policy makers, judgment and problem solving skills with interests at all levels. (KPM # 16).Engage citizens and stakeholders in continued improvements of Oregon's land use planning program: Citizen participation is a hallmark of Oregon's planning program. Opportunities for outreach, communication and engagement with individuals, organizations and communities exist through participation of department field staff, public hearings, advisory committees and active collaboration and feedback. (KPMs 7, 17 and 20)Agency Programs/Services, If Any, Not Addressed by Key Performance Measures Modernize Information Technology (IT) and Delivery: The department continues to implement its Information Resources Management Strategic Plan to enhance and modernize information technology and databases. For example, we have made modest gains in creating a functional GIS capacity. Overall, we are not at the level we want to be to accurately measure the performance of core program functions in terms of department activities, and in some cases, on-the ground outcomes across the state. For example, a higher level of accuracy could be gained with the opportunity for local jurisdictions to enter certain data directly from their locations, rather than send us their information on paper, which we then enter into data bases. This kind of change in operation would take resource not available to us at present. No DAS Key Performance Measure applies to the department's IT services. However, the department has made strides toward developing internal key performance measures tracking the lifecycle replacement program. Continued investment by the legislature in the information technology capacity of the department will improve the agency's ability to meet key performance measure targets and assist local jurisdictions in implementing the statewide land use program.

2. THE OREGON CONTEXT

The agency works closely with local governments to carry out Oregon's Statewide Planning Program. DLCD 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 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 Statewide 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 Statewide Planning Program is one of many programs that contribute to the state benchmarks. Other important programs not associated with the department, but that influence progress toward the benchmarks, include government and private investment programs, tax structures, and a variety of state and federal regulations. For example, progress in preserving the agricultural economy in Oregon is influenced by a supportive property tax system, investments made by the federal and state governments, and investments by certain industries that use those crops.

3. PERFORMANCE SUMMARY

This performance report provides data for fiscal year 2009/2010. In general, DLCD's performance measures indicate positive outcomes for the program. Sixteen of the twenty measures effectively meet or exceed the goal. In the four instances where this is not the case, #1 Employment Land Supply, #4 Certified Industrial Sites, #9 Natural Resource Inventories and #12 UGB Expansion, the contexts for performance are widely divergent, and each needs to be considered according to its own factors. The department's management team has considered methods to increase the effectiveness of performance measures collectively, and also improvements that could be made to individual measures. With regard to the package of measures, the department is recommending that four measures be discontinued in 2011-13, because of changes in the program, or because the measures are no longer considered accurate and reliable relative to core functions of the agency. This recommendation is considered elsewhere in the APPR.

4. CHALLENGES

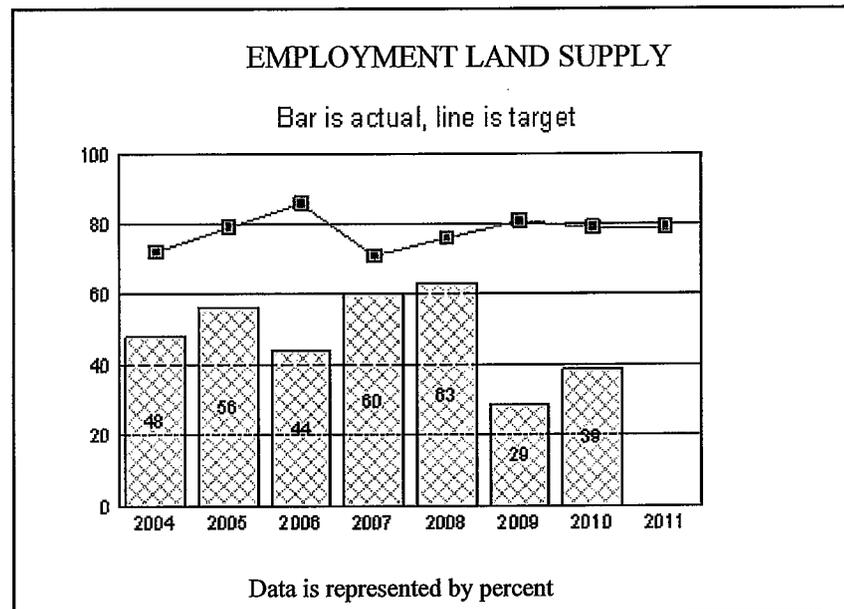
Oregon's Statewide Planning Program faces some challenges. One of these is the reduced financial capacity of most local governments to maintain up-to-date and high-quality land use plans that prepare cities and counties for the future, and that support the infrastructure necessary for land development and other land use decisions contemplated by local plans. 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. 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, 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. During the current biennium, the department has begun to realign its key performance measures with an update of the agency's goals and objectives. The agency 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. However, the resources do not yet exist to more fully accomplish

this objective.

5. RESOURCES AND EFFICIENCY

The department's 2009-11 Legislatively Adopted Budget for its three fund types is \$24,255,390 million. Performance Measures 14, 15, 18, and 19 concern efficiency measures for the department with regard to DLCD programs.

KPM #1	EMPLOYMENT LAND SUPPLY – Percent of cities that have an adequate supply of land for industrial and other employment needs to implement their local economic development plan.	2002
Goal	Economic development: Promote sustainable, vibrant communities.	
Oregon Context	OBM 4: Job Growth	
Data Source	DLCD tracking of periodic review approval orders and post-acknowledgment plan amendments.	
Owner	Planning Services Division, Rob Hallyburton, 503-373-0050 ext 239	



1. OUR STRATEGY

This measure tracks the percentage of cities with a population over 2,500 that completed a comprehensive update to their land use plans in the last ten years regarding their supply of land for employment-related uses. Under state law, cities are required to maintain a 20-year supply of land

suitable and available for employment uses. This measure was adopted when all cities were required to periodically review and update their plans. In 2007, the legislature removed this requirement for most cities – leaving it in place only for cities with a population of over 10,000. The department provides technical and financial assistance to local governments for evaluations of the supply of industrial and other employment lands, but generally only for cities over 10,000.

2. ABOUT THE TARGETS

Under the statewide land use program, all cities are expected to provide an adequate supply of suitable sites for employment purposes, but only cities with a population over 10,000 are required to periodically update their land supply. This measure tracks the number of cities over 2,500 that evaluate and update their employment land supply over a ten year period – the measure does not track the total number of cities that currently have, or don't have, an adequate employment land supply. The target is set relative to cities with a population over 2,500 (104 cities as of 2009) because cities under that size are granted various exemptions from the statewide planning program. The 2010 target of 79% indicates an expectation that a large number of jurisdictions over 2,500 can and will meet this objective over time. However, the target does not reflect that, since 2007, cities under 10,000 (or 80% of Oregon cities) are not required to update their land supply under periodic review.

3. HOW WE ARE DOING

The target has not been met for this reporting period, though results have improved somewhat since the 2009 reporting period. Results for 2009 and 2010 fall short because, beginning in 2009, actual reported results reflected a higher standard of what local actions qualify as a comprehensive evaluation and update than was done in prior years. Thus, more accurate data account for much of the apparent drop in progress this reporting period. In addition, the fact that periodic review was suspended for all cities between 2003 and 2007 continues to color results. Results may also reflect the drop in local government revenue and resources necessary to evaluate local land supply.

4. HOW WE COMPARE

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

5. FACTORS AFFECTING RESULTS

Legislation in 2007 eliminated the requirement for cities with a population less than 10,000 outside Metropolitan Planning Organization boundaries to periodically review and update the comprehensive plan. This may also have lowered the priority for grant funding to those cities. Furthermore, the periodic and technical assistance grant program was reduced during the second half of the biennium due to state budget constraints. The results also reflect the drop in local government revenue and resources available to evaluate and adjust local land supplies.

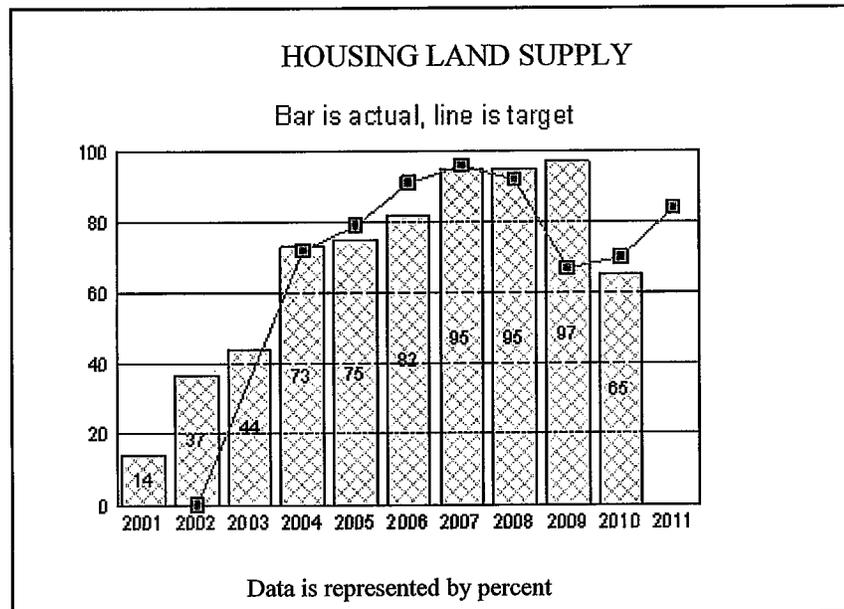
6. WHAT NEEDS TO BE DONE

For cities no longer subject to periodic review, DLCD needs better methods to track local efforts to provide an adequate supply of employment lands.

7. ABOUT THE DATA

The reporting cycle is Oregon's fiscal year. Progress under this measure is counted if, during the past 10 years, a city completes and the department approves a periodic review task to evaluate the adequacy of its industrial and other employment lands and add such lands to its UGB if needed. Progress is also counted if, during the past ten years, a city completes a major plan update relating to the local employment land supply, such as adopting an economic opportunities analysis that evaluates employment land needs and availability in accordance with Statewide Planning Goal 9.

KPM #2	HOUSING LAND SUPPLY – Percent of cities that have an adequate supply of buildable residential land to meet housing needs.	2002
Goal	Economic development: Promote sustainable vibrant communities.	
Oregon Context	OBM 74: Affordable housing	
Data Source	DLCD tracking of periodic review approval orders.	
Owner	Planning Services Division, Rob Hallyburton, 503-373-0050 ext 239	



1. OUR STRATEGY

This measure tracks the percentage of cities with a population over 2,500 that have completed a major update of their local land use plans in order to provide a 20-year supply of buildable residential land within the city's urban growth boundary (UGB). 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.

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 targets generally assume that local plans are good 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. The department is counting all Metro jurisdictions in compliance with their buildable land inventories until 2011 when Metro will complete its UGB analysis. This key performance measure has been in effect since 2002. During that time, the number of cities providing evidence of having adopted plans for an adequate supply of buildable residential land has increased, even surpassing targets set for this measure during recent years. As some cities reach the end of the ten-year time period for which the plans are assumed to be viable, the target for this measure is beginning to decrease, in recognition that many cities will begin to revisit analyses of their buildable land supply.

3. HOW WE ARE DOING

The target for this performance measure has decreased, as mentioned above, and the results are about 7% below the target. This is likely due, in large measure, to the lack of planning resources required for cities to perform the necessary tasks related to buildable land supply.

4. HOW WE COMPARE

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

5. FACTORS AFFECTING RESULTS

Factors supporting a positive outcome include: 1) A city is in periodic review (required for cities with populations over 10,000), and its periodic review work program includes a task to complete or update a residential land needs analysis and/or a UGB evaluation; 2) State grant funds are available for local buildable land inventories, residential land needs analyses, and UGB evaluations, either during periodic review or otherwise; 3) A city in periodic review is on schedule to complete its work program; 4) A city updates its buildable land inventory and residential land needs analysis at least every 10 years; and 5) Department staff resources are available to provide local governments with technical assistance. Barriers to a positive outcome include: 1) The 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., generally those with populations less than 10,000) undertake the planning necessary to provide an adequate supply of residential land; and 3) 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.

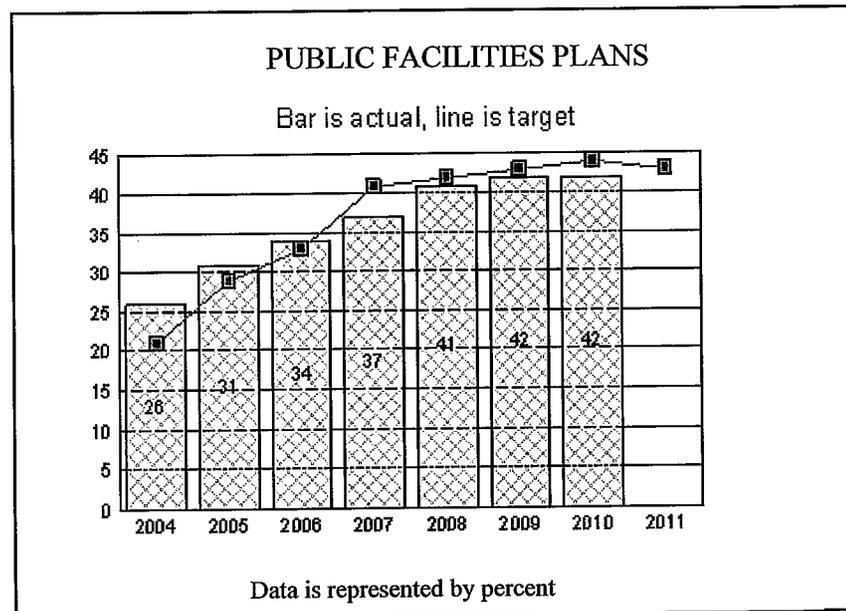
6. WHAT NEEDS TO BE DONE

1) Continue tracking this measure using the current data source and methodology. 2) In order to encourage more local governments to update their land supply, the department will 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.

7. ABOUT THE DATA

The reporting cycle is Oregon's fiscal year. The data have two sources: periodic review work program products and post-acknowledgment plan amendments for cities with populations over 2,500. For periodic reviews, the department counts approved city findings of adequacy of residential land, approved residential land needs tasks, approved work program completions, and approved urban growth boundary (UGB) evaluation or amendment tasks. Post-acknowledgment plan amendments need not be acknowledged to be counted as qualifying for KPM#2; the city need only provide a written adoption notice to the department. 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 this KPM. Searches are overbroad, and the reporter must review a large amount of data to cull out a small percentage of relevant data. 2) The data omits the 139 incorporated cities in Oregon with populations less than 2,500, a number of which are within the orbit of the larger metropolitan areas.

KPM #3	PUBLIC FACILITIES PLANS – Percent of cities that have updated the local plan to include reasonable cost estimates and funding plans for sewer and water systems.	2002
Goal	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	Planning Services Division, Rob Hallyburton, 503-373-0050 ext 239	



1. OUR STRATEGY

Planning for the timely provision of public facilities is a prerequisite for urban development, affordable housing, and market-ready industrial sites. This measure tracks the percentage of cities with a population over 2,500 that have completed an update of their local plans for water and sewer

system facilities needed to serve future land development with 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, the number of cities that will enter periodic review with a relevant work task, and the years in which cities in periodic review will complete the relevant work tasks. The targets assume that local plans are good for 10 years. A legislative moratorium on periodic review began July 1, 2003 and ended June 30, 2007. Completions of periodic review work tasks started after July 1, 2007 are included in the yearly targets since that time. State statute requires Metro to review and update the residential land supply within its UGB every five years. The department is counting all Metro jurisdictions in compliance with their buildable land inventories until 2011 when Metro will complete its UGB analysis.

3. HOW WE ARE DOING

Performance was one percentage point below the target (42/43) for FY 2009, and two percentage points below the target (42/44) for FY 2010. This is the 5th year that results have increased for this KPM.

4. HOW WE COMPARE

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

5. FACTORS AFFECTING RESULTS

Factors leading to a positive outcome include: 1) A city is in periodic review (required for cities with populations over 10,000), and its periodic review work program includes a task to do or update a public facilities plan; 2) State grant funds are available for public facilities plans, either during periodic review or otherwise; 3) A city in periodic review is on schedule to complete its work program; 4) A city updates its public facilities plan at least every 10 years; and 5) Department staff resources are available to provide local governments with technical assistance in preparing public facilities plans. Barriers to a positive outcome include: 1) The 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; and 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.

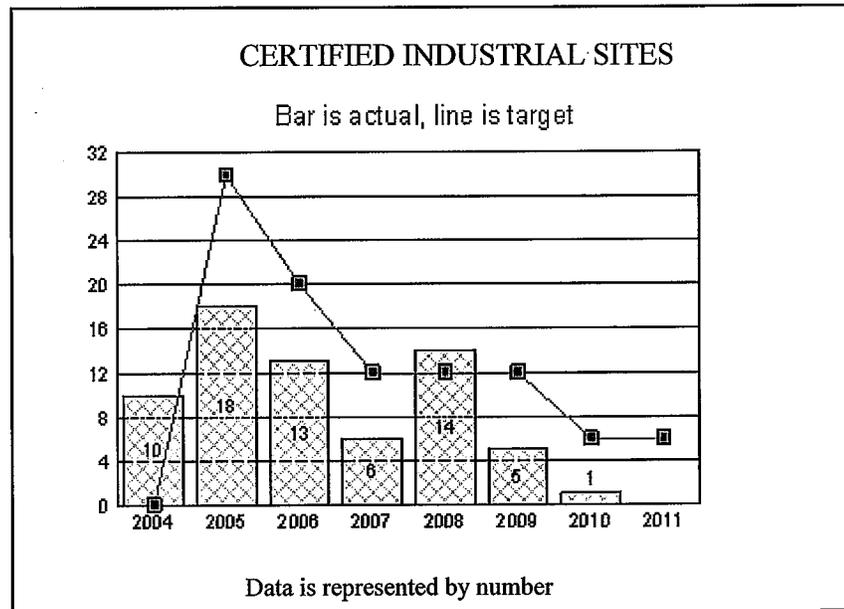
6. WHAT NEEDS TO BE DONE

1) Revise the methodology for future years in order to better capture the cities that update their public facility plans. 2) 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 two sources: periodic review work programs, and post-acknowledgment plan amendments for cities with populations over 2,500. For periodic reviews, the department counts approved public facility plan tasks. For post-acknowledgment plan amendments, the department counts notices received for adopted public facilities plans. Cities are counted as having met this performance measure if they complete both water and sewer plans with the previous 10-year period. In addition to relying on periodic review and post-acknowledgment plan amendment information in the department's data base, for FY 2010 we surveyed cities directly about the completeness of their public facilities plans and effective dates. City website comprehensive plan information and other relevant planning documents were also checked against our information in our database. Strengths of the data: It includes the larger urban areas in Oregon where most of the state's population resides. Weaknesses of the data: 1) With the present database, which was designed for a different purpose, it is difficult to extract the specific data needed for a KPM. Searches are overbroad, and the reporter then must review a large amount of data to cull out a small percentage of relevant data. 2) The data omit 139 incorporated cities in Oregon with populations less than 2,500, a number of which are within the orbit of larger metropolitan areas and are experiencing growth. 3) The data do not include all cities with over 2,500 people that have updated their public facilities plans.

KPM #4	CERTIFIED INDUSTRIAL SITES – Number of industrial sites certified as “project-ready” added each fiscal year.	2003
Goal	Economic development: Promote economic development and quality communities.	
Oregon Context	OBM: 4 Job Growth	
Data Source	Department records.	
Owner	Planning Services Division, Rob Hallyburton, 503-373-0050 ext 239	



1. OUR STRATEGY

Maintaining the supply of project-ready industrial sites is a shared responsibility, with the Oregon Business Development Department (OBDD, formerly the Economic and Community Development Department (OECD)) as the lead agency. The Department of Land Conservation and Development (DLCD), other state agencies that participate in the Economic Revitalization Team (ERT), and local governments are partners in this

effort. DLCD provides technical assistance to local governments regarding zoning ordinances, and also assists OBDD and ERT with land use related aspects of this effort.

2. ABOUT THE TARGETS

Targets were set in consultation with OBDD and the ERT office at the onset of the program before a track record on this program had been established. In general, certifying project-ready sites has become more complex and more costly over time as the "easy" sites are certified and developed. The total acreage available for potential sites also has turned out to be smaller than originally projected. It was assumed that the initial years of this program would see the greatest number of sites added. The legislatively approved target was reduced from twelve to six for the 2010 fiscal year, in recognition of the significant number of sites already certified under the program and the increasing shortage of unencumbered sites available to certify.

3. HOW WE ARE DOING

The target was not met for this year. Three sites were certified, during calendar year 2010, although only one can be counted for the 2009-10 fiscal year. However some of the state's most prominent employment successes for FY2010 have occurred on certified sites in Prineville, Fairview, Salem, Hillsboro and Portland. Sixty five sites have been certified through 2009. Information on Oregon's certified industrial sites is available at <http://www.oregonprospector.com>.

4. HOW WE COMPARE

Only a few states have certification programs, and Oregon's program is unique. Oregon's program is generally seen as a model for this type of industrial development strategy.

5. FACTORS AFFECTING RESULTS

As this program matures, it will likely become more and more difficult to certify industrial sites. In addition, with the curtailment of periodic review in the land use program, cities will devote their own resources to certification only if they and the property owner perceive a substantial benefit from the program.

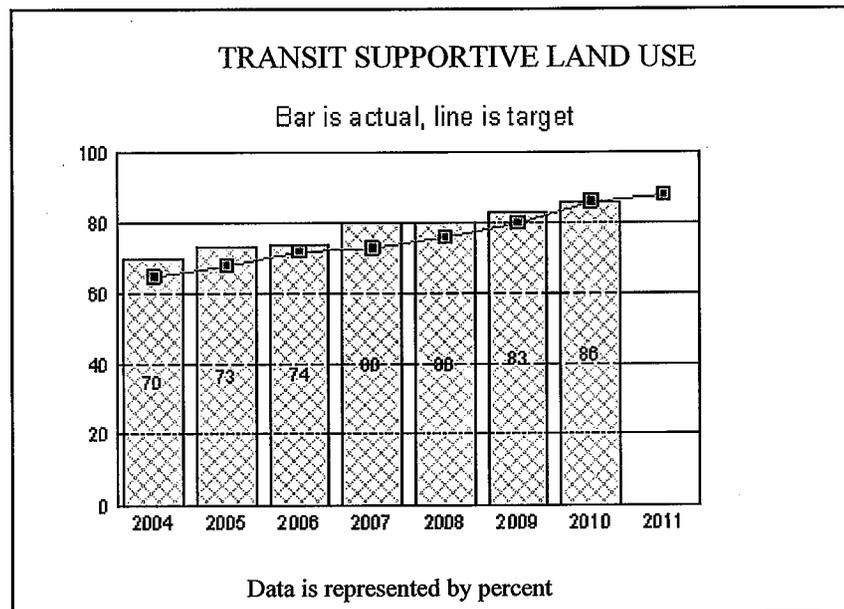
6. WHAT NEEDS TO BE DONE

The Department of Land Conservation and Development and Business Oregon need to work together with local governments and property owners to stimulate more interest in this program. Business Oregon is proposing changes in this program that would raise its profile and bring new resources to bear on developing new candidate sites for certification. As the supply of “shovel-ready” sites becomes more mature, the agencies also are exploring a second category of “development-ready” sites that will require more effort to get to construction, but that can be a longer-term source of lands for employment uses.

7. ABOUT THE DATA

The fiscal year (July 1-June 30) reporting data were derived from lists published by the OBDD.

KPM #5	TRANSIT SUPPORTIVE LAND USE – Percent of urban areas with a population greater than 25,000 that have adopted transit supportive land use regulations.	2002
Goal	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	Planning Services Division, Rob Hallyburton, 503-373-0050 ext 239	



1. OUR STRATEGY

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

adequate to support transit service and to ensure that pedestrian and transit facilities are provided as part of new developments. The combination of adequate intensity of uses along a transit line with safe and convenient access for pedestrians is important to enable transit systems to operate efficiently. The department assists local governments in adopting land development regulations intended to improve local transportation options and enhance the efficiency of public transportation systems. Government partners include local governments, transit districts, and the Oregon Department of Transportation (ODOT) through the Transportation and Growth Management 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 within the past ten years. Accomplishment of higher percentages is desirable.

3. HOW WE ARE DOING

The targets have been achieved because local governments continue to adopt transit-supportive land development regulations. The general trend shows gradual improvement as many local jurisdictions adopt transit supportive standards. The department has been focusing effort on the remaining jurisdictions, especially in areas designated for a Metropolitan Planning Organization (MPO), such as Salem-Keizer, Eugene-Springfield and Medford. Eugene recently completed land use and transportation planning for the area around the Franklin Station on the Bus Rapid Transit (BRT) system.

4. HOW WE COMPARE

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

5. FACTORS AFFECTING RESULTS

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

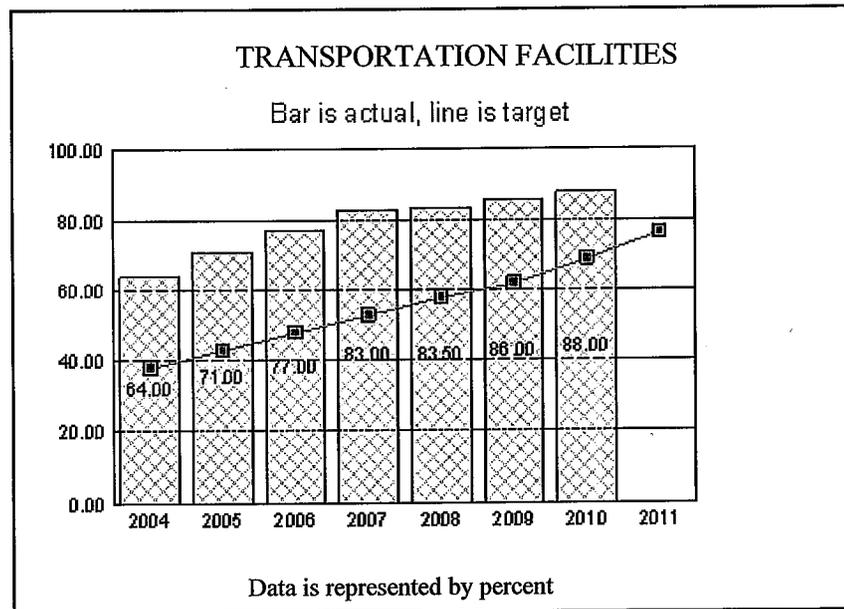
6. WHAT NEEDS TO BE DONE

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

7. ABOUT THE DATA

Data are reported as of June 30, 2010. Data are based on the numbers of Transportation System Plans and implementing ordinances that have been adopted by cities and counties and acknowledged by DLCD (through periodic review or the plan amendment process).

KPM #6	TRANSPORTATION FACILITIES – Percent of urban areas that have updated the local plan to include reasonable cost estimates and funding plans for transportation facilities.	2002
Goal	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	Planning Services Division, 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 TSPs address streets and highways, mass

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

2. ABOUT THE TARGETS

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

3. HOW WE ARE DOING

The targets have been achieved and progress continues. Local governments are adopting TSPs that include cost estimates and funding plans. The general trend between 2000 and 2007 shows continued progress, 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 their first TSP, and TSP updates will be more common in the near future.

4. HOW WE COMPARE

There are no directly comparable public or private industry standards.

5. FACTORS AFFECTING RESULTS

The slower rate of completion since 2007 is to be expected since there are fewer cities that have not already adopted their TSP. Factors affecting the results include the complexity associated with planning for transportation systems and supportive land uses, the availability of grants and technical assistance funds to help local governments prepare TSPs, and the difficulty encountered in preparing reliable projections on the availability of federal, state, and local transportation funding.

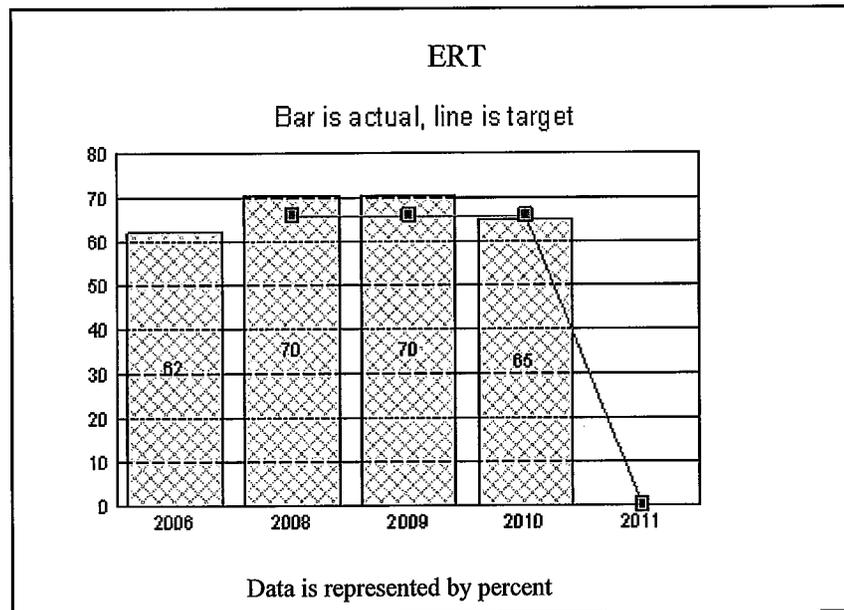
6. WHAT NEEDS TO BE DONE

Periodic review, plan amendment review, TGM grants, and technical assistance grants are the major activities that support of 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, 2010 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 meet the requirement to prepare a TSP.

KPM #7	ERT – Percentage of local participants who rank DLCD involvement in the ERT process as good to excellent.	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	Richard Whitman, 503-373-0050 ext 271	



1. OUR STRATEGY

The Governor’s Economic Revitalization Team (ERT) includes, in their 2010 Oregon Joint Customer Satisfaction Report for the Progress Board, questions measuring customer satisfaction for four partner agencies (DLCD, PUC, ERT, WRD). The survey measures customer’s perception of ERT projects with regard to timeliness, helpfulness, accuracy, knowledge and expertise and availability of information. Each agency participating in ERT

projects is also rated on “overall quality of service.” The desired outcome is a high percentage of responses rating DLCD involvement in the ERT process as “good” or “excellent”, related to quality of service.

2. ABOUT THE TARGETS

The source of information for this performance measure is a 2010 survey sponsored by the Department of Administrative Services' Budget and Management Division, in which ERT also participated. This survey is conducted every other year. DLCD's KPM target, related to the 2008 and 2010 surveys, is 66%

3. HOW WE ARE DOING

The 2010 survey result for reporting purposes is 65 percent, slightly lower than the 2008 survey result of 70%.

4. HOW WE COMPARE

DLCD's 2010 result of 65 placed us third, behind the top scoring ERT at 92 and ODOT at 73. Based on a single question in the survey rating the perceptions of a single agency, it is difficult to draw detailed conclusions from the data.

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. 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. The wording of the questions has been changed, and may yet need further refinement.

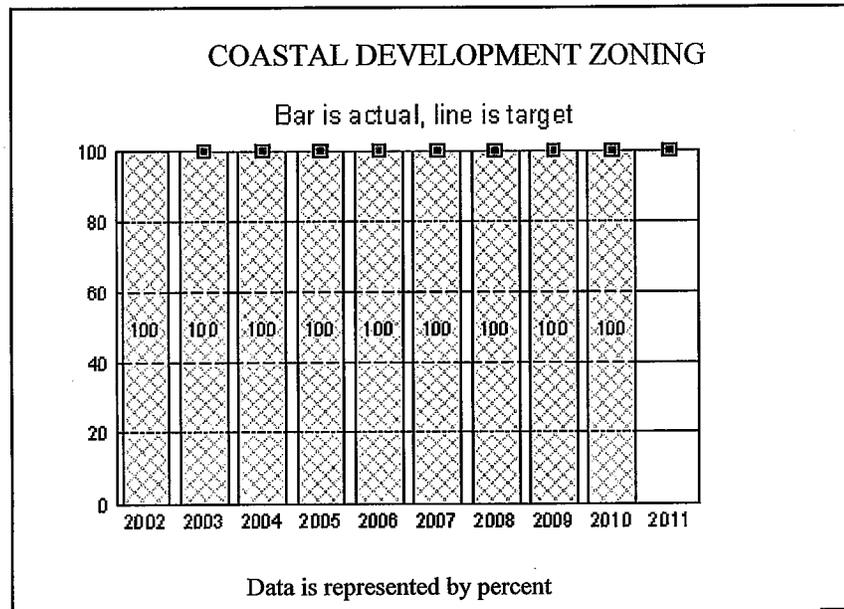
6. WHAT NEEDS TO BE DONE

The results need to be used to refine the methodology and establish a target for the next survey. There have been changes in how the biennial survey is conducted that may make it impossible to include these ERT sub-agency survey questions.

7. ABOUT THE DATA

The data are reported as summary data from the 2010 Oregon Economic Revitalization Team Oregon Joint Customer Satisfaction Study (biennial).

KPM #8	COASTAL DEVELOPMENT ZONING– Percent of estuarine areas designated as “development management units” in 2000 that retain that designation.	2002
Goal	Promote sustainable, vibrant communities	
Oregon Context	OBM 4: Job Growth	
Data Source	DLCD databases on periodic review, post acknowledgement plan amendments and permit consistency review.	
Owner	Bob Bailey, 503-373-0050 ext 281	



1. OUR STRATEGY

The agency strategy for this goal is to retain the total number and distribution of estuary management units zoned for development. These areas constitute a relatively small percentage of the total estuarine areas within shallow-draft and deep-draft development estuaries, and are generally

associated with and intended for water-dependent or water-related industrial and commercial uses, including supporting navigational areas, port facilities and other navigation infrastructure. These areas, and the investments made within them, are limited and can not easily be recreated or relocated. There are no substitute or alternative areas that can easily be developed for these purposes if the current areas are converted to other uses. Recent examples of new water dependent uses requiring location in development management units are Liquefied Natural Gas Import terminals and supporting navigation infrastructure.

2. ABOUT THE TARGETS

The target is 100 percent. There should be no net loss in the amount of acreage or location of estuarine development management units. There is some potential for increased acreage due to plan amendments to authorize unanticipated navigational areas and increased economic development activities in new locations that support water-dependent uses.

3. HOW WE ARE DOING

The acreage of estuarine areas designated for development has been stable over the monitoring period for this performance measure. The foundation for estuary planning together with the locally recognized importance of development management unit designations creates an incentive to retain the economic development potential provided through these management units.

4. HOW WE COMPARE

Oregon performs extremely well in comparison to other coastal states in the manner that we manage and protect the limited estuarine areas that are available for water-dependent and water-related development. In many states, there is not a land use/estuarine management component that is equivalent. The balance between conservation and development that maintains diversity among Oregon's estuaries is relatively unique as is the partnership between the state and local government.

5. FACTORS AFFECTING RESULTS

There are no external factors affecting the results of this measure. The data are confirmed by department records and ongoing monitoring of actions affecting Oregon estuaries.

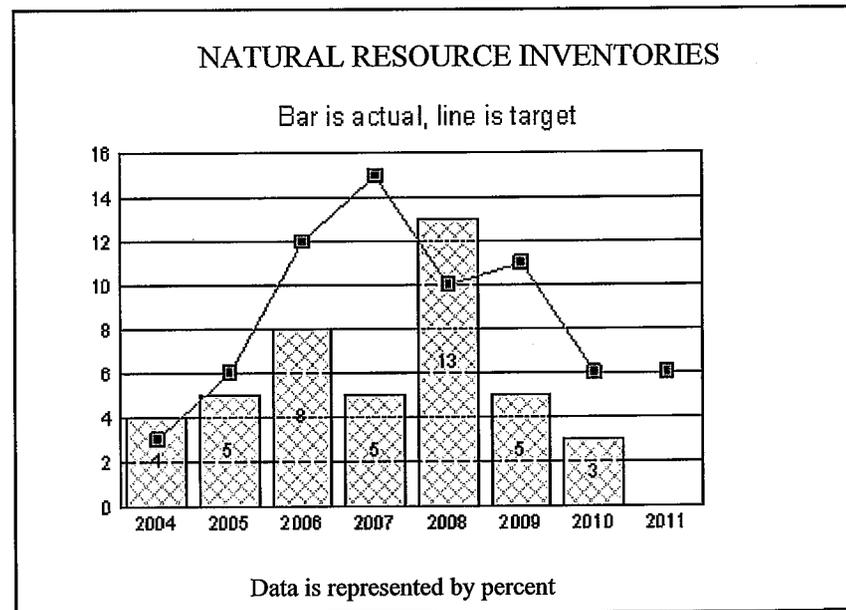
6. WHAT NEEDS TO BE DONE

No change is recommended in response to the data. The department will continue to work with local government and the ports to ensure a stable inventory of estuarine areas designated for development in order to assure a sufficient supply of water-dependent and water-related commercial and industrial land, including areas required for supporting navigation infrastructure.

7. ABOUT THE DATA

This reporting cycle is from July 1, 2009 through June 30, 2010. Zone changes for these areas require either a major plan amendment or a goal exception. The data are derived from our review of the statutorily required plan amendment and goal exception submittals from local governments. Specific uses within estuaries also require local, state and federal permits. The department routinely reviews those types of permitted activities. The department must review and issue a federal consistency determination for activities that require a federal permit or actions conducted by a federal agency.

KPM #9	NATURAL RESOURCE INVENTORIES – Percent of urban areas that have updated buildable land inventories to account for natural resource and hazard areas.	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	Rob Hallyburton, 503-373-0050 ext 239	



1. OUR STRATEGY

For urban residential development to occur in the manner contemplated by local plans and the statewide planning goals, local 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