

ANNUAL PERFORMANCE PROGRESS REPORT - EXECUTIVE SUMMARY

TIME PERIOD: FISCAL YEAR 2003 – 2004

| | | |
|---|-----------------------------|----------------|
| Agency: Department of Land Conservation and Development | Date Submitted: | Version No.: 1 |
| Contact: Lane Shetterly | Phone: 503-373-0050 ext 280 | |
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Introduction

This performance report provides data for 2003. In 2003, DLCD made significant changes to its goals and performance measures in response to comments from the Joint Committee on Ways and Means. The agency simplified its goals and focused them on core issues relating to development potential inside urban growth boundaries (UGBs), improving transportation systems, protecting farm and forest land outside UGBs, and streamlining DLCD programs and processes. DLCD also added specific performance measures in response to various issues and concerns raised in the budget process. *NOTE: This report discusses numbered “strategic planning goals” that link to Oregon benchmarks. This will be confusing to some readers, since LCDC also maintains statewide land use planning goals. Land use planning goals are numbered (from 1 to 19). When, for example, the report mentions Goal 1, it is referring to a “strategic planning goal” that pertains to optimizing development, a different subject than statewide land use planning Goal 1.*

Summary of Performance Target Achievement.

| Performance Target Achievement | # |
|---|------|
| Total Number of Key Performance Measures (KPMs) | 22 |
| # of KPMs at target for most current reporting period | 15 |
| # of KPMs not at target for most current reporting period | 4 |
| # of KPMs with no target and data not available | 3 ** |

**Note: No data is available for three KPMs provided by the legislature. These three measures require data from local governments that is not available and will most likely not be available in the future. The four KPMs not met are 660-1, 660-12, 660-19, and 660-20.

Degree and Type of Agency Influence on Chosen Benchmarks.

DLCD’s strategic planning goals are linked to the following benchmarks: OBM 4: Job Growth, OBM 70: Commuting, OBM 72: Road Condition, OBM 74: Affordable Housing, OBM 77: Wetlands Preservation, OBM 80: Agricultural Lands, OBM 81: Forest Land, OBM 87: Native Fish and Wildlife

Oregon's Statewide Planning Program plays a key role in facilitating local land development decisions that lead to job growth, affordable housing, convenient transportation systems, protection of agricultural and forest lands for commercial production, and protection of natural resources. In Oregon, state and local governments share the responsibility for these choices. The state sets overall requirements for land use planning and cities and counties adopt plans that meet the requirements. Local land use decisions are made by local governments consistent with their state-approved plans.

Land use planning is one of several programs that contribute to the state's efforts to meet these benchmarks. Other important influences include government and private investment, tax structures, and a variety of state and federal regulations. For example, preservation of agricultural land in Oregon is influenced by a supportive property tax system, investments made by the federal and state governments to subsidize certain crops and certain industries that use those crops, as well as by Oregon's land use planning requirements.

Performance Accomplishments

DLCD made significant progress in reviewing and approving local jurisdiction periodic review tasks. This is reflected in measures that address local governments' progress in providing adequate residential land to satisfy growth needs inside UGBs, and measures that indicated local progress in public facilities planning, and in adopting measures that support transit.

DLCD has also made significant improvements in the timeliness and quality of its decision-making. In addition to addressing a backlog of periodic review tasks submitted to the agency for review, DLCD has provided more timely input into local decision-making and improved the content and clarity of reports to the Land Conservation and Development Commission, thereby improving the quality of the commission's decisions.

Future Challenges

Oregon's land use planning program faces many challenges. One of these is the lack of capacity of many local governments to maintain up-to-date and high quality plans that prepare their jurisdictions for future growth. The state also has very limited capacity to fulfill its mandates, help local governments with technical assistance and grants, and track and measure the progress of its programs.

Recent changes in the Oregon statutes regarding periodic review of local comprehensive plans focus DLCD resources on cities that have populations of 10,000 or more. While there is a benefit to focusing limited resources on certain priorities, this could exacerbate capacity problems for smaller jurisdictions. Without improvement in the agency's capability, smaller cities' plans will likely grow more and more out of date and will be less and less likely to meet state planning requirements.

The periodic review changes made by the 2003 legislature will also require DLCD to reassess some of its performance measures related to periodic review. These changes will necessitate either amending performance measures in a way that reduces their value as indicators of progress, or relying on data that is not currently available.

ANNUAL PERFORMANCE PROGRESS REPORT - PART I, MANAGING FOR RESULTS
 TIME PERIOD: FISCAL YEAR 2003– 2004

| | | |
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| | |
|--|-------------------|
| Agency Name: Department of Land Conservation and Development | Agency No.: 66000 |
|--|-------------------|

The following questions shed light on how well performance measures and performance data are leveraged within your agency for process improvement and results-based management.

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|---|--|
| 1 How were staff and stakeholders involved in the development of the agency’s performance measures? | A <i>staff workgroup</i> that included representatives of all DLCD programs developed a draft strategic plan and performance measures. DLCD also put together a <i>stakeholder group</i> including representatives of local governments, advocacy organizations, and other state agencies. LCDC reviewed and approved the strategic plan and provided input on the performance measures. The <i>Joint Committee on Ways and Means</i> provided input during budget hearings and work sessions. |
| 2 How are performance measures used for management of the agency? | Performance measure data influences staff and LCDC decisions regarding the need for program or policy changes, as well as decisions regarding agency priorities and budget. |
| 3 What training has staff had in the use performance measurement? | Progress Board staff and a former director provided training to the staff work group that developed draft performance measures. |
| 4 How does the agency communicate performance results and for what purpose? | DLCD provides the annual report to LCDC for the purpose of informing the budget development process. The agency provides the annual report to the Progress Board for general reporting purposes and to the Joint Committee on Ways and Means during the budget hearing process. The annual report is also available to the public on DLCD’s website at http://www.lcd.state.or.us/publicat/AnnPerfRep.pdf . |
| 5 What important performance management changes have occurred in the past year? | DLCD, in response to the Joint Committee on Ways and Means, removed some performance measures and added several others, some of which have proven to be problematic due to inadequate data and other reasons. In response to Ways and Means, DLCD also modified its strategic plan goals. |

*ANNUAL PERFORMANCE REPORT- PART II, KEY MEASURE ANALYSIS**TIME PERIOD: FISCAL YEAR 2003 – 2004**INDEX TO KEY PERFORMANCE MEASURES*

| Key Performance Measure (KPM) | PM No. | Page # |
|--|---------------|---------------|
| Percent of urban areas with a population over 2,500 that have a sufficient supply of commercial and industrial land to implement their local economic development strategy. | 1 | 6 |
| Percent of estuarine areas designated as “development management units” in 2000 that retain that designation. | 2 | 8 |
| Percent of urban areas that have a sufficient supply of buildable residential lands to meet housing needs. | 3 | 10 |
| Percent of urban areas that have updated buildable land inventories to account for natural resource and hazard areas. | 4 | 12 |
| Percent of urban areas that have updated local plans to include reasonable cost estimates and funding plans for sewer, water. | 5 | 14 |
| Percentage of local jurisdictions that have a sufficient supply of shovel-ready commercial zoned land to implement their local development strategy. | 6 | 16 |
| Percentage of local jurisdictions that have a sufficient supply of shovel-ready industrially zoned land to implement their local development strategy. | 7 | 18 |
| Percentage of local jurisdictions that have a sufficient supply of shovel-ready residential zoned land to implement their local development strategy. | 8 | 20 |
| Percent of urban areas with a population greater than 25,000 that have adopted transit-supportive land use regulations. | 9 | 22 |
| Percent of urban areas that have updated the local plan to include reasonable cost estimates and funding plans for transportation facilities. | 10 | 24 |
| Percent of farm land outside urban growth boundaries zoned for exclusive farm use in 1987 that retains that zoning. | 11 | 26 |
| 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 | 27 |
| Percent of land added to urban growth boundaries that is not farm or forest land. | 13 | 28 |
| Number of local new periodic review work programs approved between July 1, 2003 and June 30, 2005. | 14 | 29 |
| Percent of plan amendments reviewed that meet statutory deadline. | 15 | 30 |
| Percent of staff reports that include discussion of legal requirements and policy choices, clear and unambiguous findings, discussion of alternatives, are written in “plain English”. | 16 | 31 |
| Percent of decisions to appeal a local land use decision or to file an agency brief in land use cases that are reviewed and approved by the LCDC prior to filing. | 17 | 33 |
| Percent of periodic review work tasks under review at DLCD for no longer than six months. | 18 | 35 |

| Key Performance Measure (KPM) | PM No. | Page # |
|--|---------------|---------------|
| Percentage of periodic review work tasks submitted between July 1, 2003 and December 31, 2003 that are reviewed by the Department in 120 days or less. | 18a | 35 |
| Percentage of non-mandatory periodic review work tasks under Senate Bill 920 retained on a work program by the Commission without agreement of the local jurisdiction. | 19 | 37 |
| Percent of local grants awarded to local governments within one month after receiving application. | 20 | 39 |
| Percentage of local land use decisions that are appealed by the agency and upheld. | 21 | 41 |
| Percent of local land use decisions that are returned to local jurisdictions for further actions. | 22 | 42 |

ANNUAL PERFORMANCE REPORT- PART II, KEY MEASURE ANALYSIS

TIME PERIOD: FISCAL YEAR 2003 – 2004

| Agency Name: Department of Land Conservation and Development | | Agency No.: 66000 | | | | | | | | |
|--|--------|-------------------|------|------|------|------|------|------|------|------|
| Key Performance Measure (KPM) | | 1999 | 2000 | 2001 | 2002 | 2003 | 2004 | 2005 | 2006 | 2007 |
| # 660-1. Percent of urban areas that have a sufficient supply of commercial and industrial lands to implement their local economic development strategy. | Target | | | | | 72 | 79 | 86 | 91 | 96 |
| | Data | 7 | 14 | 38 | 44 | 48 | | | | |

Data Source: Periodic review work task approval orders.

Note: 2005 and 2007 targets apply to modified measure awaiting Oregon Progress Board review.

Key Performance Measure Analysis

To what goal(s) is this performance measure linked?

Goal 1. Use land use planning to optimize development and provide buildable lands.

What do benchmark (or other high-level outcome) data say about Oregon relative to the goal(s)? What is the impact of your agency?

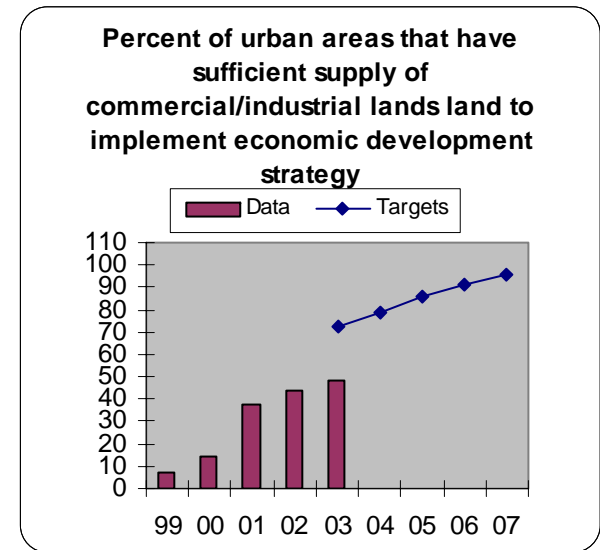
Oregon Benchmark # 4 indicates job growth is down. The department tracks the percent of urban areas that have a sufficient supply of commercial and industrial lands enabling employment growth. The department is working with state and local government to provide a sufficient supply of commercial and industrial lands enabling employment growth and improving benchmark performance.

How does the performance measure demonstrate agency progress toward the goal?

This measure shows what percent of Oregon cities with a population over 2,500 have completed a major update of their plans to provide a twenty-year supply of industrial and commercial land in their urban growth boundaries. Planning and zoning of land, based on an economic opportunities analysis, makes land available for new development in these communities.

Compare actual performance to target and explain any variance.

Metro has target expansion for both residential lands and commercial/industrial lands. The target for 2003 was not met. Metro did not complete all of the anticipated UGB amendments for industrial lands. Metro is scheduled to complete this work in 2004. The measure, based on urban area data, is weighted towards the Portland region, which is required to amend its UGB more frequently than other jurisdictions (UGB amendments for Metro were scheduled in 1997 and 2003). Therefore, the 72% target did not mean that 72% of all cities would have updated their plans.



Summarize how actual performance compares to any relevant public or private industry standards.

There is no other public or private industry standard to evaluate the sufficiency of commercial and industrial land inside UGB's. However, a 2002 study determined that, while long-term supply was adequate, near-term supply was not. DLCD's measure does not track near term industrial land supply.

What is an example of a department activity related to the measure?

Periodic review is the major activity that supports this measure. In periodic review, each city forecasts its land needs for the next twenty years, takes measures to accommodate the projected need, and amends its UGB, if necessary in order to improve the land supply. State grant funds were targeted toward the update of industrial and commercial land inventories in the 2003-2005 biennium. Also, a new program to coordinate with the Governor's Office and the Economic and Community Development Department on the designation of "certified" industrial sites is an important part of the department's work program. This new program contributes to the goal, but may require a new measure (the department has proposed a new measure).

What needs to be done as a result of this analysis?

Recent changes in legislation have eliminated the requirement to periodically review land use plans for cities with a population under 10,000. For these cities, more emphasis needs to be placed on the "plan amendment" process and other methods to update plans to provide for an adequate supply of commercial and industrial land. Better tracking of local efforts to meet this measure is needed, since periodic review will no longer provide an effective measure of progress for cities under 10,000. Also, adequate funding of the department's technical assistance and grants programs is needed to achieve the targets.

A new measure should be considered for certified industrial sites. The balance of the department's effort on comprehensive planning for employment lands and certified sites needs to be considered and appropriate targets set.

ANNUAL PERFORMANCE REPORT- PART II, KEY MEASURE ANALYSIS
 TIME PERIOD: FISCAL YEAR 2003 – 2004

| Agency Name: Department of Land Conservation and Development | | Agency No.: 66000 | | | | | | | | |
|--|--------|-------------------|------|------|------|------|------|------|------|------|
| Key Performance Measure (KPM) | | 1999 | 2000 | 2001 | 2002 | 2003 | 2004 | 2005 | 2006 | 2007 |
| # 660-2. Percent of estuarine areas designated as “development management units” in 2000 that retain that designation. | Target | | | | | 100 | 100 | 100 | 100 | 100 |
| | Data | | | 100 | 100 | 100 | | | | |

Data Source: DLCDD databases on periodic review, plan amendment, and permit consistency review.

Key Performance Measure Analysis

To what goal(s) is this performance measure linked?

Goal 1. Use land use planning to optimize development and provide buildable lands.

What do benchmark (or other high-level outcome) data say about Oregon relative to the goal(s)? What is the impact of your agency?

Oregon Benchmark # 4 indicates job growth is down. However, it is unlikely that that downturn is related to a lack of sites for future deepwater port development, the subject of this particular performance measure. In fact, the downturn puts additional pressure on local governments to convert these potential industrial sites to other uses. However, at this point, the long term potential for future job growth related to deepwater ports remains strong, as data indicates the viability of these sites is being maintained.

How does the performance measure demonstrate agency progress toward the goal?

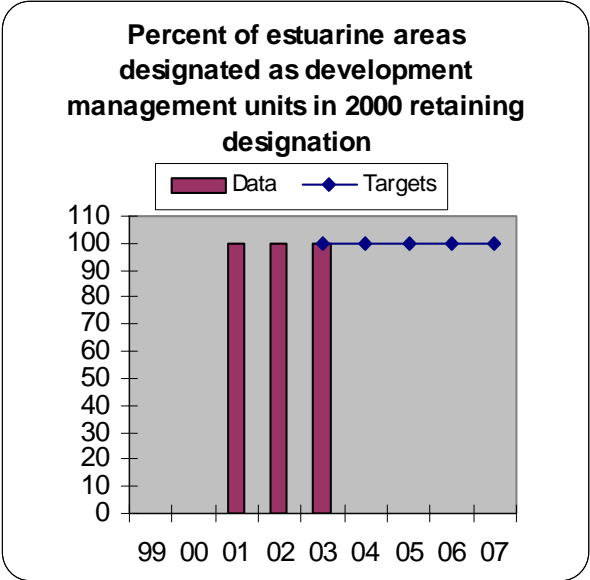
By protecting a sufficient amount of deepwater ports in estuarine areas for future development (i.e., by zoning these as development management units these areas are conserved for future development). In addition, by protecting these areas, we lessen the political and economic pressure to site development in more environmentally sensitive estuarine areas such as tidal marshes.

Compare actual performance to target and explain any variance.

We are meeting our target of 100% retention. By protecting a sufficient amount of estuarine areas for development (i.e., as development management units), we are 1) providing opportunity for sustainable economic development in our coastal communities and 2) reducing the political and economic pressure to site development in environmentally sensitive estuarine areas, such as tidal marshes.

Summarize how actual performance compares to any relevant public or private industry standards.

There is no public or private industry standard similar to the department’s measures for potential future estuarine development areas.



What is an example of a department activity related to the measure?

Department review of locally proposed plan amendments and proposed water-dependent uses in development management units. Department review of locally proposed periodic review plan amendments.

What needs to be done as a result of this analysis?

No new or different actions required, although it is important that the department continue to work with local governments to maintain these sites for future port or other water-dependent development.

ANNUAL PERFORMANCE REPORT- PART II, KEY MEASURE ANALYSIS

TIME PERIOD: FISCAL YEAR 2003 – 2004

| Agency Name: Department of Land Conservation and Development | | Agency No.: 66000 | | | | | | | | |
|---|--------|-------------------|------|------|------|------|------|------|------|------|
| Key Performance Measure (KPM) | | 1999 | 2000 | 2001 | 2002 | 2003 | 2004 | 2005 | 2006 | 2007 |
| # 660-3. Percent of urban areas that have a sufficient supply of buildable residential lands to meet housing needs. | Target | | | | | 72 | 79 | 86 | 91 | 96 |
| | Data | 7 | 14 | 37 | 44 | 73 | | | | |

Data Source: Periodic review work task approval orders.

Key Performance Measure Analysis

To what goal(s) is this performance measure linked?

Goal 1. Use land use planning to optimize development and provide buildable lands.

What do benchmark (or other high-level outcome) data say about Oregon relative to the goal(s)? What is the impact of your agency?

Oregon Benchmark (OBM) # 74 data indicates nearly three-quarters of all lower income renter households pay more than the amount considered reasonable for housing costs. This emphasizes the importance of the department’s work with state and local government to assure an adequate supply of residential land in urban growth boundaries. The supply of residential land directly affects local governments’ success in providing for affordable housing needs.

How does the performance measure demonstrate agency progress toward the goal?

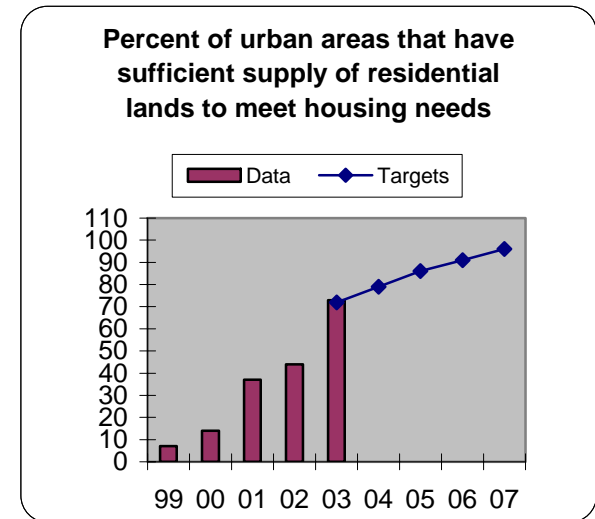
This measure shows what percent of Oregon cities with a population over 2,500 have completed a major update of their plans to provide a twenty-year supply of buildable residential land in their urban growth boundaries. Planning and zoning of residential land, based on a housing needs analysis, makes land available for construction of new housing at various price ranges and rent levels in these communities.

Compare actual performance to target and explain any variance.

Metro has targeted expansion for both residential lands and commercial/industrial lands. The target was met for residential lands, based in large part on the amendment of the Portland urban growth boundary. The measure is weighted towards the Portland region, which is required to amend its UGB more frequently than other jurisdictions (UGB amendments were completed in 2001 and 2003). Therefore, the 73% in 2003 does not mean that 73% of all cities completed plan updates.

Summarize how actual performance compares to any relevant public or private industry standards.

There is ample evidence that raw land supply affects housing costs. The department’s performance measure of land supply is more long-term than most relevant private industry standards: Most land supply measurements concern the 2-5 year or “near-term” supply, while DLCD measures the 20-year “long term” supply. Either due to this difference, or other differences, public and private studies have tended to reach widely varying conclusions as to the affects of the long-term urban growth boundary land supply on housing costs.



What is an example of a department activity related to the measure?

Periodic review is the major activity that supports this measure. In periodic review, each city forecasts its housing and land needs for the next twenty years and amends its UGB, if needed. The department also provides grants and technical assistance to local governments to adopt comprehensive plan policies and land use regulations that permit and encourage all types of housing that residents of these communities need now or may need in the future.

What needs to be done as a result of this analysis?

Recent changes in legislation have taken cities with a population under 10,000 out of periodic review. For these cities, more emphasis needs to be placed on the “plan amendment” process to update plans for residential land. Better tracking of this measure for plan amendments is needed. Also, adequate funding of the department’s technical assistance and grants programs is needed to achieve the targets.

ANNUAL PERFORMANCE REPORT- PART II, KEY MEASURE ANALYSIS

TIME PERIOD: FISCAL YEAR 2003 – 2004

| Agency Name: Department of Land Conservation and Development | | Agency No.: 66000 | | | | | | | | |
|---|--------|-------------------|------|------|------|------|------|------|------|------|
| Key Performance Measure (KPM) | | 1999 | 2000 | 2001 | 2002 | 2003 | 2004 | 2005 | 2006 | 2007 |
| # 660-4. Percent of urban areas that have updated buildable lands inventories to account for natural resource and hazard areas. | Target | | | | | 3 | 6 | 9 | 12 | 15 |
| | Data | | | | | 3 | | | | |

Data Source: DLCDD tracking list of periodic review task approvals for 2003, DLCDD field staff.

Key Performance Measure Analysis

To what goal(s) is this performance measure linked?

Goal 1. Use land use planning to optimize development and provide buildable lands.

What do benchmark (or other high-level outcome) data say about Oregon relative to the goal(s)? What is the impact of your agency?

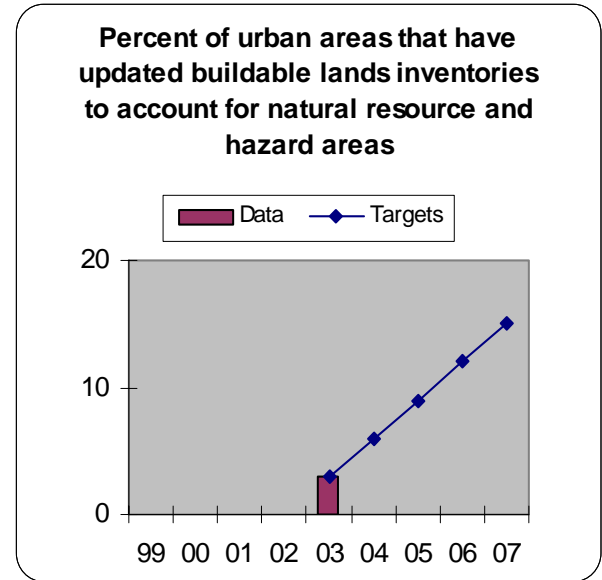
Oregon Benchmarks 4, 67, 74, 77, and 87 are relevant to this department goal. Data from the Oregon Benchmarks indicate local governments are addressing development constraints in sensitive natural resource areas. This performance measure indicates that steady progress is being made as local governments evaluate land supply affected by natural resources. However, it also indicates that many jurisdictions have a long way to go toward completing this work, which indicates the need to continue ongoing work by the department and local governments on this issue.

How does the performance measure demonstrate agency progress toward the goal?

The performance measure demonstrates whether local communities are addressing development constraints on some properties due to sensitive natural resource areas that are protected under Statewide Planning Goal 5 (which concerns wetlands, riparian areas, wildlife habitat, others) and Statewide Planning Goal 7 (which concerns natural hazard areas like floodplains, landslide zones, others). Buildable lands inventories that account for these natural resource and hazard areas accurately account for the diminished development potential in these special areas. Local communities with adequate buildable lands inventories will have removed protected natural resources and hazardous areas from the inventory of buildable lands.

Compare actual performance to target and explain any variance.

The data reveals that four out of ninety-eight urban cities with populations >2,500 completed buildable lands inventories so as to meet this performance measure (Albany, Dallas, Florence, Warrenton). This is 4.1% of the target cities. Therefore, performance for 2003 slightly exceeded the revised target of 3% set for 2003.



Assumptions:

1. Periodic review was the main vehicle for updating buildable lands inventories in 2003.
2. All 98 urban cities with populations >2,500 will amend their plans to address the 1996 Goal 5 rules and will update their buildable lands inventories to account for protected natural resource and hazard areas.
3. The department will approve four urban city periodic reviews annually and these will include updated buildable lands inventories.
4. Jurisdictions with work programs approved before 1996 would not be required to address the 1996 Goal 5 requirements. Thus, no periodic review work task approved before 2002 met the 1996 Goal 5 rule.

Summarize how actual performance compares to any relevant public or private industry standards.

There is no related public or private measurement we are aware of regarding the effect on natural resource conservation on the long-term supply of buildable land in communities.

What is an example of a department activity related to the measure?

Review and approval of periodic review tasks involving an updated buildable lands inventory.

What needs to be done as a result of this analysis?

The department will re-evaluate the data assumptions to reflect changes to the periodic review process put in place by the 2003 Oregon Legislature. The department will need to determine if this measure can be met through means other than periodic review and will need to reassess the 2004 and 2005 targets given the legislative direction to focus on other issues.

ANNUAL PERFORMANCE REPORT- PART II, KEY MEASURE ANALYSIS

TIME PERIOD: FISCAL YEAR 2003 – 2004

| Agency Name: Department of Land Conservation and Development | | Agency No.: 66000 | | | | | | | | |
|--|--------|-------------------|------|------|------|------|------|------|------|------|
| Key Performance Measure (KPM) | | 1999 | 2000 | 2001 | 2002 | 2003 | 2004 | 2005 | 2006 | 2007 |
| # 660-5. Percent of urban areas that have updated local plans to include reasonable cost estimates and funding plans for sewer, water. | Target | | | | | 21 | 29 | 33 | 38 | 43 |
| | Data | 4 | 7 | 12 | 17 | 26 | | | | |

Data Source: Periodic review work task approval orders.

Key Performance Measure Analysis

To what goal(s) is this performance measure linked?

Goal 1. Use land use planning to optimize development and provide buildable lands.

What do benchmark (or other high-level outcome) data say about Oregon relative to the goal(s)? What is the impact of your agency?

Oregon Benchmarks 4 and 74 relate to job growth and affordable housing. This performance measure relates to those indirectly in that they relate to the supply of market ready industrial sites and residential sites. In the future, Oregon Benchmark 4, 69 and 83 will more directly apply to this performance measure.

How does the performance measure demonstrate agency progress toward the goal?

This measure shows what percent of Oregon cities with a population over 2,500 have completed a major update of their plans for water and sewer facilities to serve their urban growth boundaries. The timely provision of public facilities is a prerequisite for optimal development.

Compare actual performance to target and explain any variance.

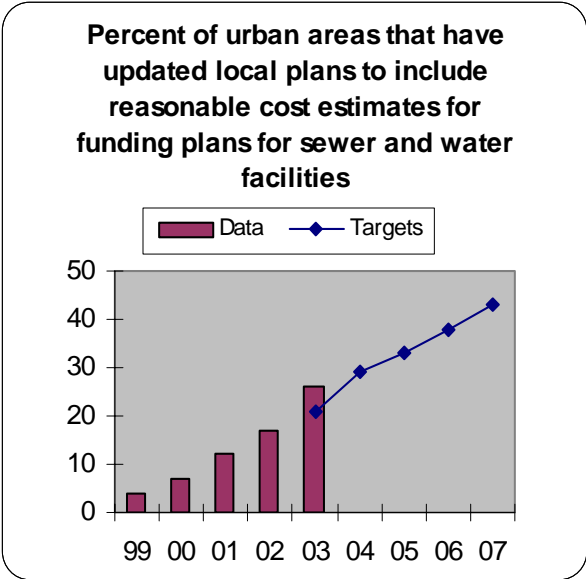
The target was exceeded, primarily because DLCD formed an interdivisional “SWAT team” to focus agency resources to assist local jurisdictions in finishing periodic review tasks. Only plans completed through periodic review were counted in assessing this measure. Other plans may have been updated outside of periodic review through the plan amendment process but these are not accounted for here.

Summarize how actual performance compares to any relevant public or private industry standards.

There is no public or private industry standard we are aware of that evaluates the department’s or local governments’ progress toward updating funding plans for sewer and water facilities.

What is an example of a department activity related to the measure?

Periodic review is the major activity that supports this measure. In periodic review, each city forecasts its land needs for the next twenty years and amends its public facility plan accordingly, if needed. The department also provides grants and technical assistance for cities to adopt comprehensive plan policies and land use regulations that ensure that adequate and appropriate public facilities are provided with urban development.



What needs to be done as a result of this analysis?

Recent changes in legislation have taken cities with a population under 10,000 out of periodic review. For these cities, more emphasis needs to be placed on other programs that would encourage local update of public facility plans. Better tracking of updates that occur through plan amendments outside periodic review is needed. Also, adequate funding of the department's technical assistance and grants programs is needed to help achieve the targets. The relatively low targets for this measure reflect the limited resources of both the department and local governments to update public facility plans on a regular basis.

ANNUAL PERFORMANCE REPORT- PART II, KEY MEASURE ANALYSIS

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|---|--------|-------------------|------|------|------|------|------|------|------|------|
| Key Performance Measure (KPM) | | 1999 | 2000 | 2001 | 2002 | 2003 | 2004 | 2005 | 2006 | 2007 |
| # 660-6. Percentage of local jurisdictions that have a sufficient supply of shovel-ready commercially zoned land to implement their local development strategy. | Target | | | | | | | | | |
| | Data | | | | | | | | | |

Data Source: No data source available.

Note: Proposed for deletion by department and awaiting Oregon Progress Board review.

Note: This measure was given to DLCD by budget note in the 2003 legislative session. However, DLCD is not aware of any jurisdictions that have determined a need for shovel ready commercial land as part of their local development strategy. Statewide planning requirements suggest that local governments provide an adequate amount of vacant or redevelopable land for retail use, but no statewide goals suggest that local governments should make expenditures necessary to assure such land is “shovel-ready.” As such, data of this type would not be particularly helpful in measuring the efficacy of statewide planning development goals or local development strategies. Furthermore, this measure requires data from local governments that is not available.

Key Performance Measure Analysis

To what goal(s) is this performance measure linked?

Goal 1. Use land use planning to optimize development and provide buildable lands.

What do benchmark (or other high-level outcome) data say about Oregon relative to the goal(s)? What is the impact of your agency?

Oregon Benchmark # 4 indicates a decrease in job growth. Job growth is linked to local development strategies. The department goals do not suggest local governments make expenditures necessary to assure commercial retail land is shovel ready. Rather, to increase job growth, local expenditures should be targeted toward industrial land (see PM # 7). The department has requested deletion of performance measure #660-6.

How does the performance measure demonstrate agency progress toward the goal?

Data is not available. Department is unable to determine progress.

Compare actual performance to target and explain any variance.

Data is not available from local governments.

Summarize how actual performance compares to any relevant public or private industry standards.

There is no public or private industry standard on this matter.

What is an example of a department activity related to the measure?

There is no department activity related to shovel ready commercial sites, although the department encourages an adequate 20-year supply of such sites through periodic review, and also encourages the provision of public facilities to maintain a near-term development potential for commercial sites, also through periodic review.

What needs to be done as a result of this analysis?

The department recommends deletion of this measure as there is no stated public policy encouraging shovel-ready commercial sites, and since there is no available data.

ANNUAL PERFORMANCE REPORT- PART II, KEY MEASURE ANALYSIS

TIME PERIOD: FISCAL YEAR 2003 – 2004

| Agency Name: Department of Land Conservation and Development | | Agency No.: 66000 | | | | | | | | |
|---|--------|-------------------|------|------|------|------|------|------|------|------|
| Key Performance Measure (KPM) | | 1999 | 2000 | 2001 | 2002 | 2003 | 2004 | 2005 | 2006 | 2007 |
| # 660-7. Percentage of local jurisdictions that have a sufficient supply of shovel-ready industrially zoned land to implement their local development strategy. | Target | | | | | | | | | |
| | Data | | | | | | | | | |

Data Source: No data source available.

Note: Proposed for modification by department and awaiting Oregon Progress Board review.

Note: This measure was given to DLCD by budget note in the 2003 legislative session. The department has worked with GERT agencies to propose an amendment to this measure: currently agencies are encouraging “certified” industrial sites in various regions of the state. While the term “certified” is similar to “shovel-ready”, there are differences. More important, this measure should reflect public policy to provide adequate certified sites in various regions rather than in each jurisdiction.

Key Performance Measure Analysis

To what goal(s) is this performance measure linked?

Goal 1. Use land use planning to optimize development and provide buildable lands.

What do benchmark (or other high-level outcome) data say about Oregon relative to the goal(s)? What is the impact of your agency?

Oregon Benchmark # 4 indicates a decrease in job growth. Job growth is linked to local development strategies. The department is promoting “project-ready” certified industrial sites, which roughly compare to “shovel ready sites”.

How does the performance measure demonstrate agency progress toward the goal?

Data is not available for “shovel ready” sites, but is available for “project ready certified sites”. The Department therefore presumes this measure intends to refer to certified sites. The department and other GERT agencies have successfully begun to certify a large number of industrial sites throughout the state. While no targets were set by the legislature for shovel-ready industrial sites in each jurisdiction, targets were set for certified sites statewide.

Compare actual performance to target and explain any variance.

Data is not available from local jurisdictions regarding “shovel- ready sites”. Also this measure does not currently include any targets. The department has proposed a modified performance measure and targets. While no targets were set by the legislature for shovel-ready industrial sites in each jurisdiction, targets were set for certified sites statewide and the agency has met these targets.

Summarize how actual performance compares to any relevant public or private industry standards.

See above discussion of “shovel-ready” vs. “certified” “sites”.

What is an example of a department activity related to the measure?

DLCD works closely with other GERT agencies to identify and evaluate industrial sites for certification.

What needs to be done as a result of this analysis?

Current analysis shows significant progress in identifying and certifying sites for future industrial development. The department needs to modify the performance measure to reflect the current terminology and goals of the certification program, and needs to continue its work of encouraging local governments to identify and protect industrial sites that can be developed in the short-term.

ANNUAL PERFORMANCE REPORT- PART II, KEY MEASURE ANALYSIS
 TIME PERIOD: FISCAL YEAR 2003 – 2004

| Agency Name: Department of Land Conservation and Development | | Agency No.: 66000 | | | | | | | | |
|--|--------|-------------------|------|------|------|------|------|------|------|------|
| Key Performance Measure (KPM) | | 1999 | 2000 | 2001 | 2002 | 2003 | 2004 | 2005 | 2006 | 2007 |
| # 660-8. Percentage of local jurisdictions that have a sufficient supply of shovel-ready residential zoned land to implement their local development strategy. | Target | | | | | | | | | |
| | Data | | | | | | | | | |

Data Source: No data source available.

Note: Proposed for deletion by department and awaiting Oregon Progress Board review.

Note: This measure was given to DLCD by budget note in the 2003 legislative session. However, DLCD is not aware of any jurisdictions that have determined a need for shovel ready residential land as part of their local development strategy. Statewide planning requirements suggest that local governments provide an adequate amount of vacant or redevelopable land for residential use, but no statewide goals suggest that local governments should make expenditures necessary to assure such land is “shovel-ready.” As such, data of this type would not be particularly helpful in measuring the efficacy of statewide planning development goals or local development strategies. Furthermore, this measure requires data from local governments that is not available. Statewide goals currently require a long-term (20-year) supply of residential land, and also require jurisdictions to provide public services to land for a 3 to 7 year “near-term” period. This does not necessarily equate with “shovel ready residential land”.

Key Performance Measure Analysis

To what goal(s) is this performance measure linked?

Goal 1. Use land use planning to optimize development and provide buildable lands.

What do benchmark (or other high-level outcome) data say about Oregon relative to the goal(s)? What is the impact of your agency?

Benchmark and other high-level outcome data implies that Oregon needs to work harder in providing for vacant or redevelopable residential land that is near public services and free from development constraints. While the term “shovel-ready” is not generally employed with respect to residential land, it equates to this need. At this time, the agency is not funded to obtain or manage data on the availability of “shovel ready” residential land. However, the department will continue its efforts to help local governments provide for developable residential land that is readily serviceable and free of development constraints.

How does the performance measure demonstrate agency progress toward the goal?

Agency is not able to determine progress due to lack of data.

Compare actual performance to target and explain any variance.

Agency is not able to determine performance due to lack of data.

Summarize how actual performance compares to any relevant public or private industry standards.

There is no public or private industry standard to compare with the department's actual performance regarding shovel ready residential land. The department's only measure of residential land supply is long-term (20-years), while public or private land supply measurements would more typically target the 2-5 year or "near-term" supply. Either due to this difference or other differences, public and private studies have tended to reach widely varying conclusions as to the affects of urban land supply on housing costs in Oregon.

What is an example of a department activity related to the measure?

Periodic review is the major activity that supports this measure. In periodic review, each city forecasts its residential land needs for the next twenty years, takes measures to accommodate predicted residential growth, and amends its UGB, if needed. The department also provides grants and technical assistance for local governments to plan and zone for an adequate supply of vacant land for current and future residential needs. Similar department activities during periodic review illustrate planning for adequate public facilities and the inventory of development constraints due to natural hazards or resource protections. Combined, these activities relate to "shovel-ready" residential land, but data sources are not available in order to show the combined effects. The department also provides grants and technical assistance for local governments to plan and zone for an adequate supply of vacant land for current and future residential needs.

What needs to be done as a result of this analysis?

Additional funding for local governments is required for an adequate periodic review program that would assure adequate residential land in the near-term, i.e., sufficient amounts of land near services and free from development constraints. Additional funding of grant programs would enable more communities to plan and zone for residential growth.

ANNUAL PERFORMANCE REPORT- PART II, KEY MEASURE ANALYSIS
TIME PERIOD: FISCAL YEAR 2003 – 2004

| Agency Name: Department of Land Conservation and Development | | Agency No.: 66000 | | | | | | | | |
|--|--------|-------------------|------|------|------|------|------|------|------|------|
| Key Performance Measure (KPM) | Target | 1999 | 2000 | 2001 | 2002 | 2003 | 2004 | 2005 | 2006 | 2007 |
| # 660-9. Percent of urban areas with a population greater than 25,000 that have adopted transit-supportive land use regulations. | Target | | | | | 65 | 68 | 72 | 73 | 76 |
| | Data | 54 | 58 | 64 | 67 | 70 | 72 | | | |

Data Source: The data is derived from the department’s tracking of adopted periodic review tasks and post acknowledgement plan amendments.

Key Performance Measure Analysis

To what goal(s) is this performance measure linked?

Goal 2. Use land use planning to make community transportation systems work better.

What do benchmark (or other high-level outcome) data say about Oregon relative to the goal(s)? What is the impact of your agency?

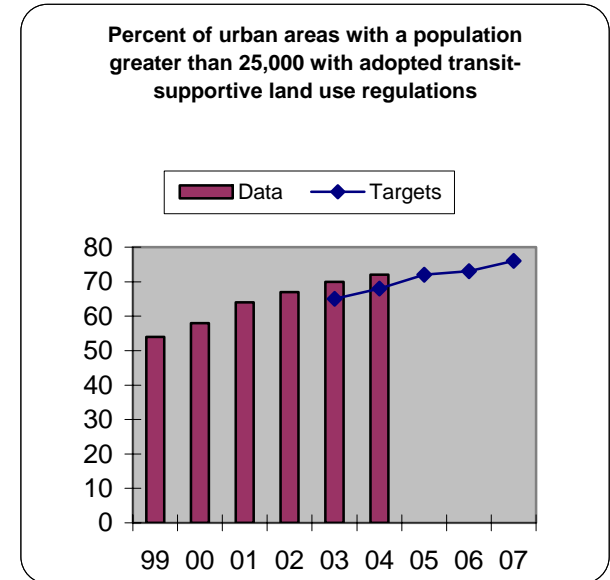
Oregon Benchmarks 4 and 70 indicate there have been a decrease in job growth and no significant improvement in the percentage of Oregonians who commute during peak hours by means other than a single occupancy vehicle. The department assists local governments in adopting land development regulations intended to improve local transit options. This work will ultimately assist with commuting problems in Oregon communities and therefore indirectly job growth.

How does the performance measure demonstrate agency progress toward the goal?

This performance measure demonstrates whether local communities are adopting land development regulations that assure land use and transit systems are integrated and mutually supportive, as required by the transportation planning rule (Statewide Planning Goal 12). Transit-supportive land use regulations are necessary to ensure densities are adequate to support transit service and pedestrian- and transit-facilities are provided as part of new developments to safe and convenient access for pedestrians and to enable transit systems to operate efficiently.

Compare actual performance to target and explain any variance.

The data reveals that the targets have been achieved and progress is continuing to be made. Local governments are gradually adopting transit-supportive land development regulations. Note that the data has been updated since 2002 to reflect the partial adoption of transit-supportive land use regulations that have occurred in some jurisdictions. This adjustment in the data has resulted in a slight increase in the percentage of local governments that have adopted transit-supportive land use regulations.



Summarize how actual performance compares to any relevant public or private industry standards.

There are no directly comparable public or private industry standards for this measure. The Federal Transit Administration (FTA) does have similar standards it uses to evaluate "new starts" for major transit improvements, like light rail or bus rapid transit systems. FTAs performance measure is a rating of transit supportive land use policies and supportive zoning regulations. FTA provides ratings as "high", "medium high", "medium", "low-medium" or "low". FTA's standards are set out in 49 CFR 611.11 and Appendix A to Part 611.

What is an example of a department activity related to the measure?

Department activities related to this measure include: providing technical assistance and grants to local governments through the ODOT/DLCD Transportation and Growth Management (TGM) Program; technical assistance for, and review of, periodic review tasks and post acknowledgement plan amendments.

What needs to be done as a result of this analysis?

The department will need to continue providing technical assistance and grants to local governments. The department may wish to focus efforts on some of the larger jurisdictions, such as Eugene, Medford, and Salem, where only partial progress has been made. The department will need to review overdue periodic review tasks with the Land Conservation and Development Commission (LCDC).

ANNUAL PERFORMANCE REPORT- PART II, KEY MEASURE ANALYSIS

TIME PERIOD: FISCAL YEAR 2003 – 2004

| Agency Name: Department of Land Conservation and Development | | Agency No.: 66000 | | | | | | | | |
|---|--------|-------------------|------|------|------|------|------|------|------|------|
| Key Performance Measure (KPM) | | 1999 | 2000 | 2001 | 2002 | 2003 | 2004 | 2005 | 2006 | 2007 |
| # 660-10. Percent of urban areas that have updated the local plan to include reasonable cost estimates and funding plans for transportation facilities. | Target | | | | | 38 | 43 | 48 | 53 | 58 |
| | Data | 18 | 22 | 26 | 33 | 42 | | | | |

Data Source: Periodic review work task approval orders.

Key Performance Measure Analysis

To what goal(s) is this performance measure linked?

Goal 2. Use land use planning to make community transportation systems work better.

What do benchmark (or other high-level outcome) data say about Oregon relative to the goal(s)? What is the impact of your agency?

Oregon Benchmark 70 indicates there has been no significant improvement in the percent of Oregonians who commute during peak hours by means other than a single occupancy vehicle. The department assists local government in adopting land development regulations that intend to improve local transportation choices and this work will ultimately assist with commuting problems in Oregon communities.

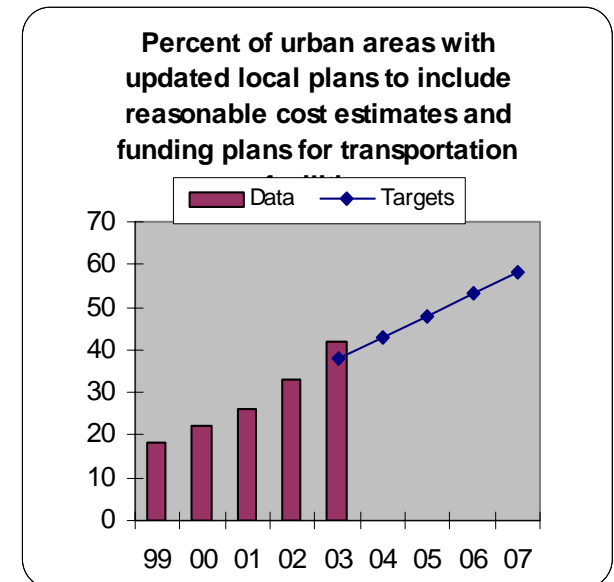
How does the performance measure demonstrate agency progress toward the goal?

This measure shows the percentage of cities with over 2,500 population that have completed a Transportation Systems Plan (TSP) as required by LCDC’s Transportation Planning Rule. These transportation system plans address streets and highways, mass transit for large cities, and air and rail facilities. These plans are coordinated at the city, county and state level. They contain lists of major transportation projects, which are needed to support compact, urban development for the next twenty years.

Compare actual performance to target and explain any variance.

The target was exceeded by a substantial amount due to the department's emphasis on completing periodic review work programs and the emphasis by Transportation and Growth Management (TGM) staff on the completion of overdue TSPs.

The data for 2003 did not include any TSPs completed through the plan amendment process; it is likely that some TSPs completed as plan amendments were not counted and the target was exceeded by a greater amount than shown above.



Summarize how actual performance compares to any relevant public or private industry standards.

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

What is an example of a department activity related to the measure?

Periodic review, plan amendment review, and grants are the major activities in support of this measure. The TGM program provides technical assistance to local governments in completing transportation systems plans.

What needs to be done as a result of this analysis?

Recent changes in legislation have taken cities with a population under 10,000 out of periodic review. For these cities, more emphasis needs to be placed on the "plan amendment" process to complete transportation systems plans. Better tracking of this measure for plan amendments is needed. With the greater emphasis on economic development for the departments grant programs, greater reliance on TGM grants and technical assistance is needed. Since the target for 2003 was exceeded, consideration should be given, in consultation with the TGM program, whether future targets can be raised.

ANNUAL PERFORMANCE REPORT- PART II, KEY MEASURE ANALYSIS

TIME PERIOD: FISCAL YEAR 2003 – 2004

| Agency Name: Department of Land Conservation and Development | | Agency No.: 66000 | | | | | | | | |
|--|--------|-------------------|------|------|-------|-------|-------|-------|-------|-------|
| Key Performance Measure (KPM) | | 1999 | 2000 | 2001 | 2002 | 2003 | 2004 | 2005 | 2006 | 2007 |
| # 660-11. Percent of farmland outside urban growth boundaries zoned for exclusive farm use in 1987 that retains that zoning. | Target | | | | 99.95 | 99.94 | 99.94 | 99.93 | 99.93 | 99.93 |
| | Data | | | | 99.95 | 99.95 | | | | |

Data Source: DLCD's rural lands GIS database and plan amendment database.

Key Performance Measure Analysis

To what goal(s) is this performance measure linked?

Goal 3. Use land use planning to protect farm and forest resources.

What do benchmark (or other high-level outcome) data say about Oregon relative to the goal(s)? What is the impact of your agency?

Oregon Benchmark # 80 data demonstrates the department is exceeding targets in conserving agriculture land. The department's data also shows we are meeting our targets.

How does the performance measure demonstrate agency progress toward the goal?

This measure shows the amount of agricultural land that remains zoned for agricultural use over time.

Compare actual performance to target and explain any variance.

Slightly less agricultural land outside urban growth boundaries was converted to rural residential, commercial, or industrial uses than the average expected based on previous years. These conversions occur based on applications approved at the county level and the rate of such applications is not something that the department can control. Local approvals were in accord with state land use laws.

Summarize how actual performance compares to any relevant public or private industry standards.

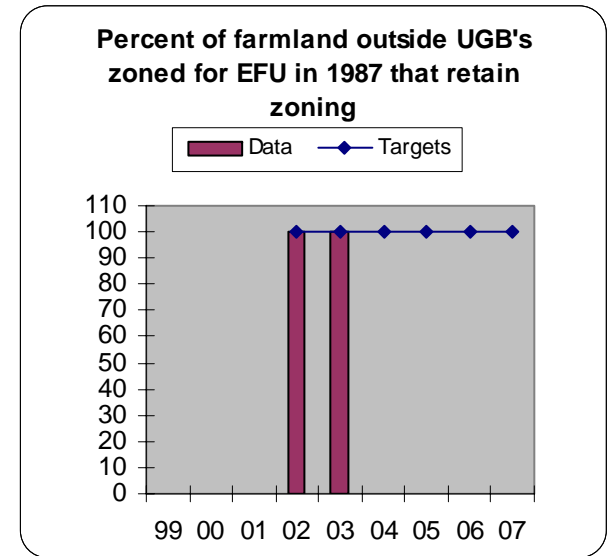
Except for Oregon's own standards, there are no public or private standards.

What is an example of a department activity related to the measure?

Department activity relating to the measure includes review of local plan amendments.

What needs to be done as a result of this analysis?

Continue current efforts toward this target.



ANNUAL PERFORMANCE REPORT- PART II, KEY MEASURE ANALYSIS

TIME PERIOD: FISCAL YEAR 2003 – 2004

| Agency Name: Department of Land Conservation and Development | | Agency No.: 66000 | | | | | | | | |
|--|--------|-------------------|------|------|-------|-------|-------|-------|-------|-------|
| Key Performance Measure (KPM) | | 1999 | 2000 | 2001 | 2002 | 2003 | 2004 | 2005 | 2006 | 2007 |
| # 660-12. Percent of forestland outside urban growth boundaries zoned in 1987 for forest or mixed farm/forest use that remains zoned for those uses. | Target | | | | | 99.96 | 99.96 | 99.96 | 99.95 | 99.95 |
| | Data | | | | 99.97 | 99.95 | | | | |

Data Source: DLCD's rural lands GIS database and plan amendment database.

Key Performance Measure Analysis

To what goal(s) is this performance measure linked?

Goal 3. Use land use planning to protect farm and forest resources.

What do benchmark (or other high-level outcome) data say about Oregon relative to the goal(s)? What is the impact of your agency?

Oregon Benchmark # 80 data demonstrates the state is exceeding targets in conserving agriculture land. The department's data also shows we are meeting our targets.

How does the performance measure demonstrate agency progress toward the goal?

This measure shows the amount of forestland that remains zoned for forest uses over time.

Compare actual performance to target and explain any variance.

Slightly more forestland outside urban growth boundaries was converted to rural residential, commercial, or industrial uses than targeted. These conversions occurred based on applications approved at the county level. Local approvals were in accord with state land use laws.

Summarize how actual performance compares to any relevant public or private industry standards.

Except for Oregon's own standards, there are no public or private standards.

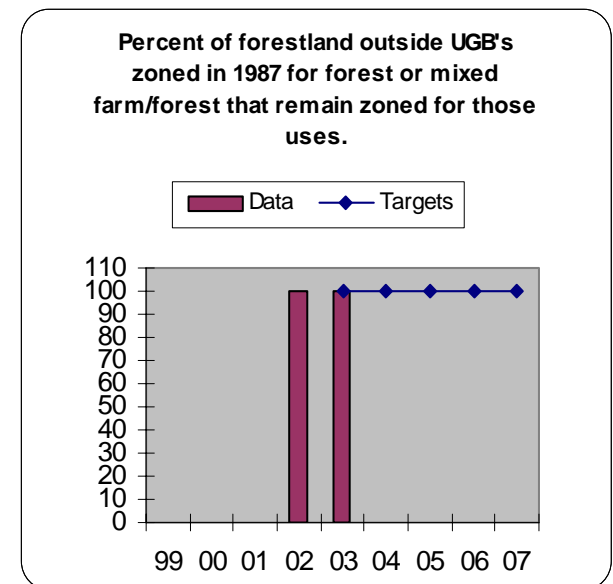
What is an example of a department activity related to the measure?

Department activity related to measure includes review of local plan amendments.

What needs to be done as a result of this analysis?

Continue current efforts toward this target

Agency Name: Department of Land Conservation and Development



ANNUAL PERFORMANCE REPORT- PART II, KEY MEASURE ANALYSIS

TIME PERIOD: FISCAL YEAR 2003 – 2004

| Agency Name: Department of Land Conservation and Development | | Agency No.: 66000 | | | | | | | | |
|--|--------|-------------------|------|------|------|------|------|------|------|------|
| Key Performance Measure (KPM) | | 1999 | 2000 | 2001 | 2002 | 2003 | 2004 | 2005 | 2006 | 2007 |
| # 660-13. Percent of land added to urban growth boundaries that is not farm or forestland. | Target | | | | | 55 | 55 | 55 | 55 | 55 |
| | Data | | | 48 | 61 | 70 | | | | |

Data Source: Plan amendment and periodic review databases.

Key Performance Measure Analysis

To what goal(s) is this performance measure linked?

Goal 3. Use land use planning to protect farm and forest resources.

What do benchmark (or other high-level outcome) data say about Oregon relative to the goal(s)? What is the impact of your agency?

Oregon Benchmark 80 and 81 data demonstrate the percent of Oregon forestland in 1970 still preserved for forest use. The benchmarks indicate Oregon lost no appreciable forestland during the 1990's. The department's data shows we are exceeding our targets.

How does the performance measure demonstrate agency progress toward the goal?

Oregon's land use planning system directs local jurisdictions to avoid including land zoned for farm or forest use in UGBs. This measure reflects the extent to which this is being achieved.

Compare actual performance to target and explain any variance.

The target for 2003 was significantly exceeded. Examination of the data shows that the percentage of non-farm and forestland added to UGBs fluctuates widely year-to-year. An estimate of the average since 1987 is 55%.

Summarize how actual performance compares to any relevant public or private industry standards.

Except for Oregon's own standards, there are no public or private standards.

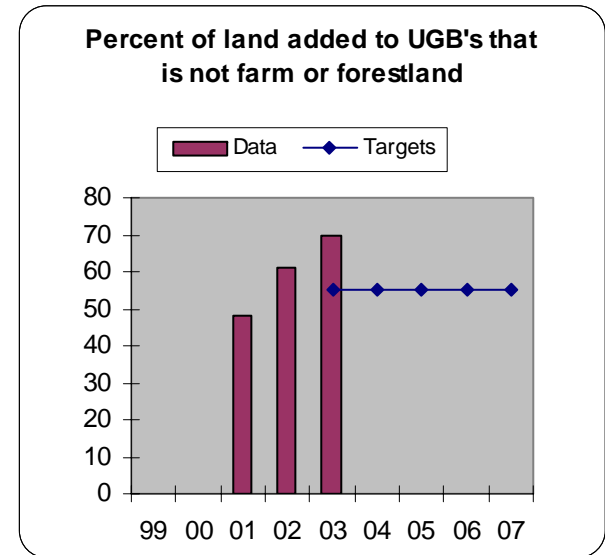
What is an example of a department activity related to the measure?

DLCD technical assistance and review of plan amendments and periodic review tasks that lead to UGB amendments.

What needs to be done as a result of this analysis?

Continue current efforts toward this target.

Agency Name: Department of Land Conservation and Development



ANNUAL PERFORMANCE REPORT- PART II, KEY MEASURE ANALYSIS
TIME PERIOD: FISCAL YEAR 2003 – 2004

| Agency Name: Department of Land Conservation and Development | | Agency No.: 66000 | | | | | | | | |
|--|--------|-------------------|------|------|------|------|------|------|------|------|
| Key Performance Measure (KPM) | | 1999 | 2000 | 2001 | 2002 | 2003 | 2004 | 2005 | 2006 | 2007 |
| # 660-14. Number of local new periodic review work programs approved between July 1, 2003 and June 30, 2005. | Target | | | | | | | | | |
| | Data | | | | | 0 | | | | |

Data Source: Department records.

Note: Proposed for deletion by department and awaiting Oregon Progress Board review.

Key Performance Measure Analysis

To what goal(s) is this performance measure linked?

Goal 4. Streamline DLCD land use planning activities.

What do benchmark (or other high-level outcome) data say about Oregon relative to the goal(s)? What is the impact of your agency?

This department measure is not directly tied to an Oregon Benchmark. It is tied to the department’s mission to support all our partners in creating and implementing local comprehensive plans that reflect and balance the statewide planning goals, the vision of local citizens, and the interests of local, state, federal and tribal governments.

How does the performance measure demonstrate agency progress toward the goal?

New periodic review work programs reflect additional work for which there is not adequate department staff capacity.

Compare actual performance to target and explain any variance.

There is a statutory prohibition on new periodic review work programs unless requested by the local government.

Summarize how actual performance compares to any relevant public or private industry standards.

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

What is an example of a department activity related to the measure?

Department activity related to the measure includes approval of periodic review work programs.

What needs to be done as a result of this analysis?

No additional tasks required.

ANNUAL PERFORMANCE REPORT- PART II, KEY MEASURE ANALYSIS

TIME PERIOD: FISCAL YEAR 2003 – 2004

| Agency Name: Department of Land Conservation and Development | | Agency No.: 66000 | | | | | | | | |
|---|--------|-------------------|------|------|------|------|------|------|------|------|
| Key Performance Measure (KPM) | | 1999 | 2000 | 2001 | 2002 | 2003 | 2004 | 2005 | 2006 | 2007 |
| # 660-15. Percent of plan amendments reviewed that meet statutory deadline. | Target | | | | | 100 | 100 | 100 | 100 | 100 |
| | Data | | | | | 100 | | | | |

Data Source: Department records.

Note: Proposed for modification by department and awaiting Oregon Progress Board review.

Key Performance Measure Analysis

To what goal(s) is this performance measure linked?

Goal 4. Streamline and use planning activities.

What do benchmark (or other high-level outcome) data say about Oregon relative to the goal(s)? What is the impact of your agency?

This department measure is not directly tied to an Oregon Benchmark. It is tied to the department’s mission to support all our partners in creating and implementing local comprehensive plans that reflect and balance the statewide planning goals, the vision of local citizens, and the interests of local, state, federal and tribal governments.

How does the performance measure demonstrate agency progress toward the goal?

The data illustrates department input into local land-use proceedings continues to be timely. Late responses can slow the local decision process.

Compare actual performance to target and explain any variance.

The data shows DLCD makes timely comments on plan amendments when evaluating local land use actions.

Summarize how actual performance compares to any relevant public or private industry standards.

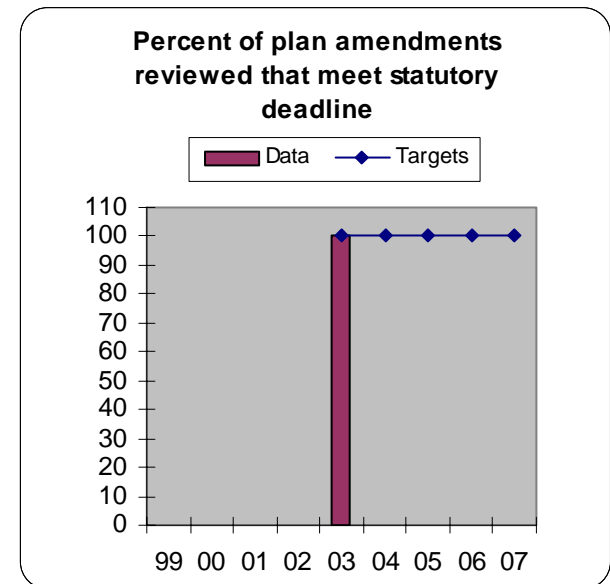
There is no public or private industry standard to compare with the department’s actual performance.

What is an example of a department activity related to the measure?

Review of, and comments on, local proposals for post-acknowledgment plan amendments.

What needs to be done as a result of this analysis?

The department needs to continue providing timely responses.



ANNUAL PERFORMANCE REPORT- PART II, KEY MEASURE ANALYSIS

TIME PERIOD: FISCAL YEAR 2003 – 2004

| Agency Name: Department of Land Conservation and Development | | Agency No.: 66000 | | | | | | | | |
|--|--------|-------------------|------|------|------|------|------|------|------|------|
| Key Performance Measure (KPM) | Target | 1999 | 2000 | 2001 | 2002 | 2003 | 2004 | 2005 | 2006 | 2007 |
| # 660-16. Percent of staff reports that include discussion of legal requirements and policy choices, clear and unambiguous findings, discussion of alternatives, and are written in "plain English." | Target | | | | | 100 | 100 | 100 | ** | ** |
| | Data | | | | | 100 | | | | |

Data Source: Department reports.

Note: Proposed for deletion by department and awaiting Oregon Progress Board review.

Key Performance Measure Analysis

To what goal(s) is this performance measure linked?

Goal 4. Streamline land use planning activities.

What do benchmark (or other high-level outcome) data say about Oregon relative to the goal(s)? What is the impact of your agency?

This department measure is not directly tied to an Oregon Benchmark. It is tied to the department’s mission to support all our partners in creating and implementing local comprehensive plans that reflect and balance the statewide planning goals, the vision of local citizens, and the interests of local, state, federal and tribal governments.

How does the performance measure demonstrate agency progress toward the goal?

Preparing complete and understandable staff reports helps LCDC reach clear and legally complete decisions faster.

Compare actual performance to target and explain any variance.

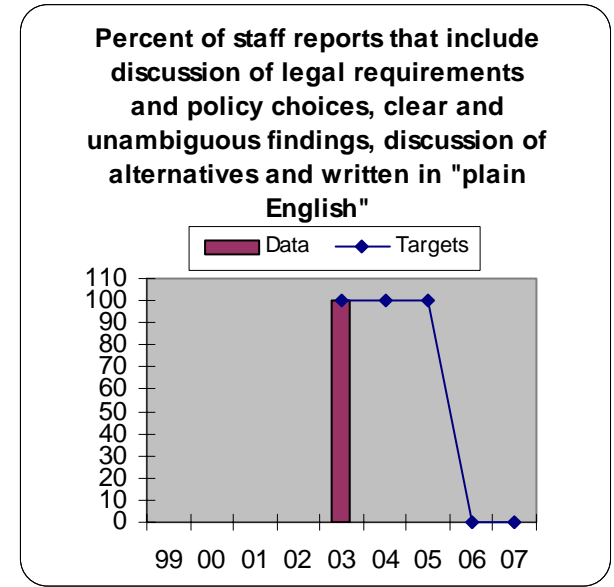
DLCD has instituted the practice of including sections in staff reports to describe legal requirements, policy choices, findings and a discussion of alternatives.

Summarize how actual performance compares to any relevant public or private industry standards.

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

What is an example of a department activity related to the measure?

Commission report preparation by department staff.



What needs to be done as a result of this analysis?

Department needs to continue using its improved report format and content standards.

ANNUAL PERFORMANCE REPORT- PART II, KEY MEASURE ANALYSIS

TIME PERIOD: FISCAL YEAR 2003 – 2004

| Agency Name: Department of Land Conservation and Development | | Agency No.: 66000 | | | | | | | | |
|---|--------|-------------------|------|------|------|------|------|------|------|------|
| Key Performance Measure (KPM) | | 1999 | 2000 | 2001 | 2002 | 2003 | 2004 | 2005 | 2006 | 2007 |
| # 660-17. Percent of decisions to appeal a local land use decision or to file an agency brief in land use cases that are reviewed and approved by LCDC prior to filing. | Target | | | | | 100 | 100 | 100 | 100 | 100 |
| | Data | | | | | 100 | | | | |

Data Source: Department records.

Note: Proposed for deletion by department and awaiting Oregon Progress Board review.

Key Performance Measure Analysis

To what goal(s) is this performance measure linked?

Goal 4. Streamline DLCD land use planning activities.

What do benchmark (or other high-level outcome) data say about Oregon relative to the goal(s)? What is the impact of your agency?

This department measure is not directly tied to an Oregon Benchmark. It is tied to the department’s mission to support all our partners in creating and implementing local comprehensive plans that reflect and balance the statewide planning goals, the vision of local citizens, and the interests of local, state, federal and tribal governments.

How does the performance measure demonstrate agency progress toward the goal?

LCDC has the opportunity to carefully weigh implications of appeals with regard to program priorities and policy considerations.

Compare actual performance to target and explain any variance.

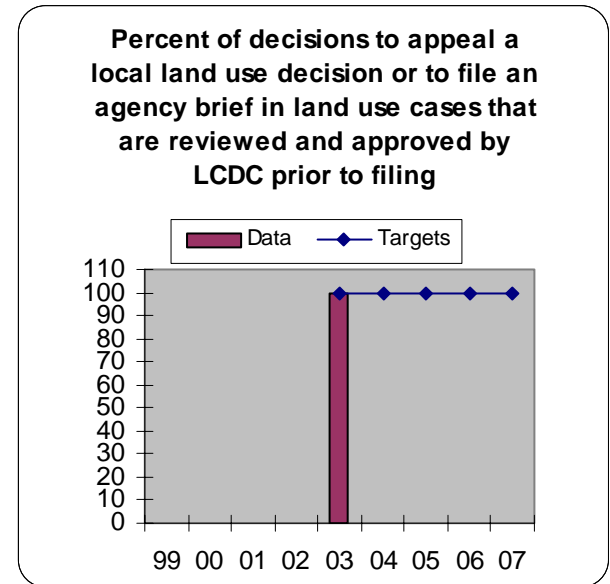
The data shows that DLCD rarely appeals local land use decision or submits agency briefs in local appeals to LUBA or the Court of Appeals.

Summarize how actual performance compares to any relevant public or private industry standards.

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

What is an example of a department activity related to the measure?

Enforcement of the statewide planning goals.



What needs to be done as a result of this analysis?

Ask the Commission for permission to appeal a local decision or file an agency brief when appropriate.

ANNUAL PERFORMANCE REPORT- PART II, KEY MEASURE ANALYSIS

TIME PERIOD: FISCAL YEAR 2003 – 2004

| Agency Name: Department of Land Conservation and Development | | Agency No.: 66000 | | | | | | | | | |
|--|--------|-------------------|------|------|------|------|------|------|------|------|--|
| Key Performance Measure (KPM) | | 1999 | 2000 | 2001 | 2002 | 2003 | 2004 | 2005 | 2006 | 2007 | |
| # 660-18. | Target | | | | | 100 | 100 | 100 | 100 | 100 | |
| | Data | | | | | 100 | | | | | |
| <ul style="list-style-type: none"> Percent of periodic review work tasks under review at DLCD for no longer than six months. Percent of periodic review work tasks submitted between July 1, 2003 and December 31, 2003 that are reviewed by the department in 120 days or less. | | | | | | | | | | | |

Data Source: Department records.

Note: Proposed for modification and partial deletion by department and awaiting Oregon Progress Board review.

Key Performance Measure Analysis

To what goal(s) is this performance measure linked?

Goal 4. Streamline DLCD land use planning activities.

What do benchmark (or other high-level outcome) data say about Oregon relative to the goal(s)? What is the impact of your agency?

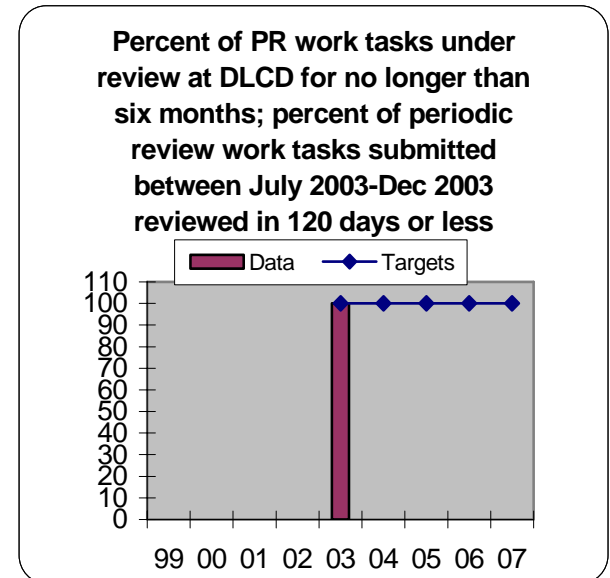
This department measure is not directly tied to an Oregon Benchmark. It is tied to the department’s mission to support all our partners in creating and implementing local comprehensive plans that reflect and balance the statewide planning goals, the vision of local citizens, and the interests of local, state, federal and tribal governments.

How does the performance measure demonstrate agency progress toward the goal?

DLCD has made significant improvement in reducing the time it takes to review submitted periodic review tasks.

Compare actual performance to target and explain any variance.

The data illustrates that DLCD meets targets for timely review of PR tasks. However, due to reduced staff, agency decisions regarding these tasks have been made with less thorough review and interaction with the local government than would be optimal.



Summarize how actual performance compares to any relevant public or private industry standards.
There is no public or private industry standard to compare with the department's actual performance.

What is an example of a department activity related to the measure?
Periodic review, task review, and approvals.

What needs to be done as a result of this analysis?
Reviews are performed according to statutory deadlines.

ANNUAL PERFORMANCE REPORT- PART II, KEY MEASURE ANALYSIS

TIME PERIOD: FISCAL YEAR 2003 – 2004

| Agency Name: Department of Land Conservation and Development | | Agency No.: 66000 | | | | | | | | |
|--|--------|-------------------|------|------|------|------|------|------|------|------|
| Key Performance Measure (KPM) | Target | 1999 | 2000 | 2001 | 2002 | 2003 | 2004 | 2005 | 2006 | 2007 |
| # 660-19. Percent of non-mandatory periodic review tasks under Senate Bill 920 retained on a work program by the Commission without agreement of the local jurisdiction. | Target | | | | | 10 | 10 | 10 | ** | ** |
| | Data | | | | | 0 | | | | |

Data Source: Department records.

Note: Proposed deletion by department and awaiting Oregon Progress Board review.

Key Performance Measure Analysis

To what goal(s) is this performance measure linked?

Goal 4. Streamline DLCD land use planning activities.

What do benchmark (or other high-level outcome) data say about Oregon relative to the goal(s)? What is the impact of your agency?

This department measure is not directly tied to an Oregon Benchmark. It is tied to the department’s mission to support all our partners in creating and implementing local comprehensive plans that reflect and balance the statewide planning goals, the vision of local citizens, and the interests of local, state, federal and tribal governments.

How does the performance measure demonstrate agency progress toward the goal?

This legislative requirement does not necessarily equate with better performance toward this goal. It is a short-term cost-cutting measure that reflects a reduced DLCD capacity to support local periodic review.

Compare actual performance to target and explain any variance.

The streamlining of periodic review under SB 920 did not affect many tasks of regional or statewide significance, the criterion for retaining non-mandatory tasks on work programs.

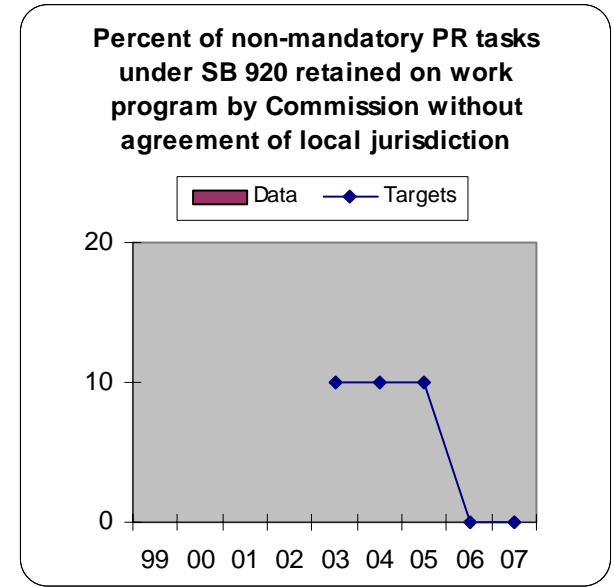
Summarize how actual performance compares to any relevant public or private industry standards.

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

What is an example of a department activity related to the measure?

Periodic Review.

Agency Name: Department of Land Conservation and Development



What needs to be done as a result of this analysis?

No additional tasks required. Department has recommended deletion of this measure.

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|---|--------|-------------------|------|------|------|------|------|------|------|------|
| Key Performance Measure (KPM) | | 1999 | 2000 | 2001 | 2002 | 2003 | 2004 | 2005 | 2006 | 2007 |
| # 660-20. Percent of local grants awarded within one month after receiving application. | Target | | | | | 90 | 90 | 90 | 90 | 90 |
| | Data | | | | | 14 | | | | |

Data Source: Department records.

Note: Proposed modification by department and awaiting Oregon Progress Board review.

Key Performance Measure Analysis

To what goal(s) is this performance measure linked?

Goal 4. Streamline DLCD land use planning activities.

What do benchmark (or other high-level outcome) data say about Oregon relative to the goal(s)? What is the impact of your agency?

This department measure is not directly tied to an Oregon Benchmark. It is tied to the department’s mission to support all our partners in creating and implementing local comprehensive plans that reflect and balance the statewide planning goals, the vision of local citizens, and the interests of local, state, federal and tribal governments.

How does the performance measure demonstrate agency progress toward the goal?

The data shows how quickly local governments can begin work on a planning project. With funding tied to the biennial budget, the sooner a grant gets awarded, the more time the jurisdiction has to complete the project.

Compare actual performance to target and explain any variance.

The ramp-up time for the grant program has been slow this biennium. A budget note directed DLCD to establish a grants advisory committee to advise LCDC on a plan for allocation and distribution of grants and to submit the plan to the Emergency Board no later than January 2004. Prior to Emergency Board review, DLCD could award only those grants that were continuations of projects approved during the 2001-03 biennium. DLCD submitted the allocation plan to the Emergency Board for its January 2004 meeting, but was removed from the agenda. The allocation plan went before the Emergency Board on April 8-9, 2004. The April Emergency Board approved the grants allocation plan to start spending dollars. The late approval of the grant allocation plan resulted in a change to the program that slowed awarding of grants.

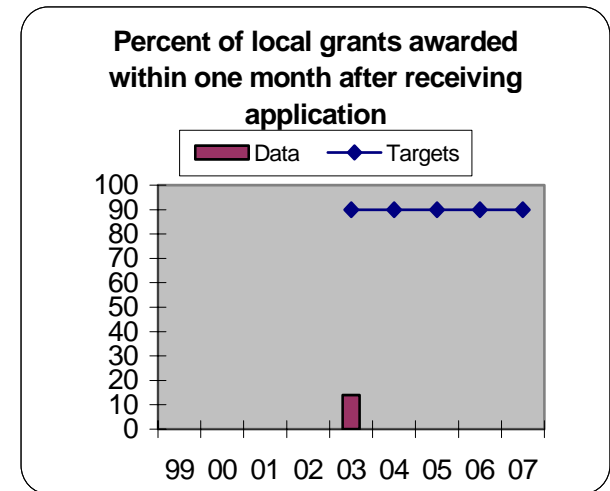
Summarize how actual performance compares to any relevant public or private industry standards.

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

What is an example of a department activity related to the measure?

Approval of local government grant requests by the department.

Agency Name: Department of Land Conservation and Development



What needs to be done as a result of this analysis?

Faster turn-around of requests and possible re-examination of target.

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|--|--------|-------------------|------|------|------|------|------|------|------|------|
| Key Performance Measure (KPM) | | 1999 | 2000 | 2001 | 2002 | 2003 | 2004 | 2005 | 2006 | 2007 |
| # 660-21. Percentage of local land use decisions that are appealed by the agency and upheld. | Target | | | | | 100 | 100 | 100 | 100 | 100 |
| | Data | | | 100 | 100 | ** | | | | |

Data Source: DLCD courts database.

**Note: DLCD did not file any appeals in 2003.

Note: Proposed modification by department and awaiting Oregon Progress Board review.

Key Performance Measure Analysis

To what goal(s) is this performance measure linked?

Goal 4. Streamline DLCD land use planning activities.

What do benchmark (or other high-level outcome) data say about Oregon relative to the goal(s)? What is the impact of your agency?

This department measure is not directly tied to an Oregon Benchmark. It is tied to the department’s mission to support all our partners in creating and implementing local comprehensive plans that reflect and balance the statewide planning goals, the vision of local citizens, and the interests of local, state, federal and tribal governments.

How does the performance measure demonstrate agency progress toward the goal?

DLCD rarely appeals local land use decisions unless there are legitimate concerns about violations of law.

Compare actual performance to target and explain any variance.

Since no appeals were filed by the department during this report period, this measure does not apply this biennium.

Summarize how actual performance compares to any relevant public or private industry standards.

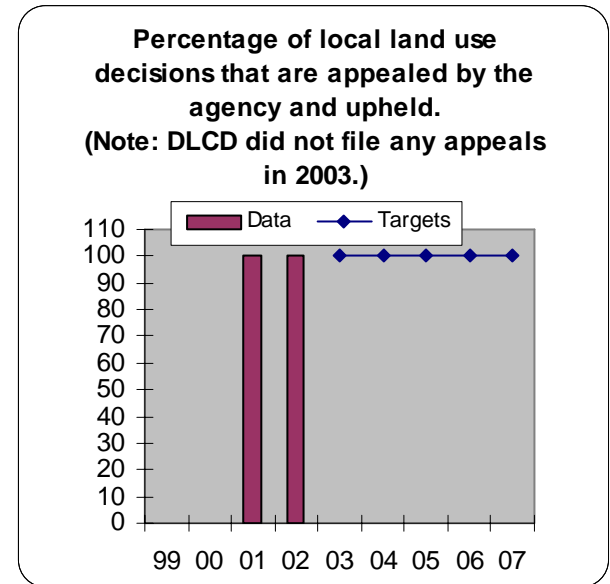
There is no public or private industry standard to compare with the department’s actual performance.

What is an example of a department activity related to the measure?

Department appeals only in cases that have a statewide significance.

What needs to be done as a result of this analysis?

Department is requesting a modification of this measure to more clearly explain its intent and meaning.



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|---|--------|-------------------|------|------|------|------|------|------|------|------|
| Key Performance Measure (KPM) | | 1999 | 2000 | 2001 | 2002 | 2003 | 2004 | 2005 | 2006 | 2007 |
| # 660-22. Percent of local land use decisions that are returned to local jurisdictions for further actions. | Target | | | | | ** | ** | ** | 15 | 15 |
| | Data | | | | | 8.14 | | | | |

Data Source: Department records.

** Note: This KPM was given to DLCD by budget note with no target provided.

Note: Proposed modification by department and awaiting Oregon Progress Board review.

Key Performance Measure Analysis

To what goal(s) is this performance measure linked?

Goal 4. Streamline DLCD land use planning activities.

What do benchmark (or other high-level outcome) data say about Oregon relative to the goal(s)? What is the impact of your agency?

This department measure is not directly tied to an Oregon Benchmark. It is tied to the department’s mission to support all our partners in creating and implementing local comprehensive plans that reflect and balance the statewide planning goals, the vision of local citizens, and the interests of local, state, federal and tribal governments.

How does the performance measure demonstrate agency progress toward the goal?

The data illustrates the rate that local governments comply with the goals and rules during initial periodic review task adoption. Remands add time and conflict with streamlining.

Compare actual performance to target and explain any variance.

Local jurisdictions usually do not need to readdress periodic review tasks after their initial adoption.

Summarize how actual performance compares to any relevant public or private industry standards.

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

What is an example of a department activity related to the measure?

Periodic review task review and approval relate to this measure.

What needs to be done as a result of this analysis?

Department needs to continue timely review of submitted periodic review tasks.

Agency Name: Department of Land Conservation and Development

