

LFO Revised Budget Form #107BF04c

**Department of Land Conservation and Development
Annual Performance Progress Report (APPR)
for Fiscal Year 2005-06**

Original Submission Date: October 23, 2006

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AGENCY NAME: Department of Land Conservation and Development

I. EXECUTIVE SUMMARY

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

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1. SCOPE OF REPORT

Agency programs/services addressed by key performance measures

Build Oregon’s Economy:

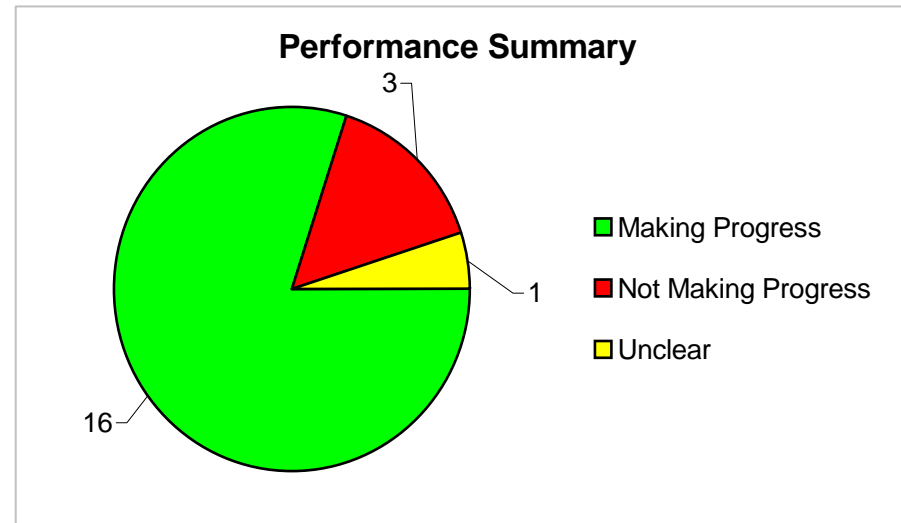
The department ensures that local land use plans throughout the state provide an ample supply of developable land for housing, commerce, and industry. The department assists local governments and the development community to: (1) identify and plan for industrial lands that are “project-ready” with suitable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

Streamline the Land Use Process:

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

Provide Excellent Service to Local Governments:

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



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Continue Implementation of Ballot Measure 37:

The department will continue implementation of Ballot Measure 37 (now ORS 197.352) and will continue to receive, evaluate and resolve in a timely manner all claims submitted to the state under Measure 37. If a valid claim is not resolved within 180 days from the date the claim was filed, the measure provides that the claimant may bring an action against the state. The department will continue to meet this 180 day deadline. DLCD Performance Measure 20 links to this program.

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

Modernize Information Technology (IT) and Delivery:

The department will implement the next phase of modernizing and enhancing information technology and databases to improve service to the public, businesses, local governments, and other agencies. The department made significant strides during 2003-2005 to build a modern and efficient IT infrastructure and will now focus on database and information management, including geo-spatial data, pursuant to the department’s Information Resources Management Strategic Plan. No DLCD Performance Measures link to this program, but the program improves DLCD’s ability to monitor progress on most key performance measures and to meet key performance measure targets.

Land Use Program Review:

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

2. THE OREGON CONTEXT

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

Oregon’s Statewide Planning Program plays a key role in assisting local land development with decisions that lead to job growth, affordable housing, efficient transportation systems, conservation of agricultural and forest lands for commercial production, and protection of natural resources. In Oregon, state and local governments share the responsibility for achieving these benchmarks. The state sets broad goals and requirements for land use planning and cities and counties adopt comprehensive land use plans that are based on the statewide goals. Local land use decisions must be consistent with local land use plans that have been “acknowledged” to meet state goals. The statewide planning goals are not the same as the state’s benchmarks, but are similar in many respects.

Oregon’s Statewide Land Use Planning Program is one of several programs that contribute to the state’s efforts to meet the state benchmarks. Other important programs not associated with the department, but that influence progress toward the benchmarks include government and private investment, tax structures, and a variety of state and federal regulations. For example, in addition to land use planning requirements, progress in preserving the agricultural

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land economy in Oregon is influenced by a supportive property tax system, investments made by the federal and state governments to subsidize certain crops, and investments by certain industries that use those crops.

3. PERFORMANCE SUMMARY

This performance report provides data for fiscal year 2005. In 2005, DLCD made changes to its goals and performance measures in response to the July 2006 committee recommendations issued by the Joint Legislative Committee on Ways and Means. In response to these recommendations, the agency simplified its methodology for key performance measures #1 and #3, worked with the Governor's Economic Revitalization Team in implementing key performance measure #7 and revised key performance measure #20. The Joint Legislative Audit Committee acknowledged and approved this report and revisions to the measures. The department also received approval from the Oregon Progress Board to make a technical/administrative correction to the time period in which data had previously been reported. The correction is to key performance measures created prior to 2006 that are reported on a fiscal year basis. Prior to the 2006 performance report, the department has reported both fiscal year targets and actual data in the prior fiscal year column (for example the fiscal year beginning in 2004 and ending in 2005 was reported in the 2004 column and should have been reported in the 2005 column). The department corrects this administrative error and now reports fiscal year data and targets in the appropriate fiscal year. Department also notes progress on key performance measure for ERT key performance measure #7 is unclear because data and targets have not been set for the time period of this report.

NOTE: This report discusses numbered "strategic planning goals" for the agency that link to Oregon benchmarks. This may be confusing to some readers, since LCDC also maintains "statewide land use planning goals" numbered from 1 to 19. However, when this report mentions, for example, 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.

4. CHALLENGES

Oregon's land use planning program faces many challenges. One of these is the reduced capacity of many local governments to maintain up-to-date and high quality land use 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 the periodic review and update of local comprehensive plans focus DLCD resources on planning in 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 staff capability and grant resources to assist local governments, smaller cities' and counties' plans will likely grow more and more out of date and will be less and less likely to meet state planning requirements. This in turn will affect the agency's performance with respect to the measures and targets discussed in this report.

The periodic review changes made by the 2003 and 2005 legislature also necessitate a reassessment of some of DLCD's performance measures or targets. Several measures and targets were established at time when periodic review was mandatory for cities between 2,500 and 10,000 in population. Changes to periodic review regarding the size and number of cities subject to that process, and refocusing periodic review on certain issues, may reduce the value of some key performance measures as indicators of progress, or may require reliance on data that is not currently available or will be difficult to obtain.

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The recent passage of Measure 37 may also require DLCD to reassess some of its performance measures due to reduced staff capacity. The additional departmental responsibility brought about by Measure 37 affects staff workload, which may in turn necessitate lowering of some performance measure targets. To the extent the department's ability to meet its performance measure targets is dependent on adequate staff, and the agency's ability to provide adequate technical assistance and grants to local governments, the department's success will be affected by the demands of Measure 37 claims administration and review. In anticipation of the workload brought on by Measure 37, the 2005 Legislature directed the department to prepare a new performance measure regarding Measure 37 responsibilities and present it to the August 2006 Joint Legislative Audit Committee.

5. RESOURCES USED AND EFFICIENCY

The department total 2005-07 biennial budget for its three fund types is \$18,171,843. Performance Measures 14, 15, 19, and 20 are efficiency measures. The Department has met or exceeded the targets for all efficiency measures, except measure 15 regarding timely processing of grant requests. We did not meet the target for measure #15 primarily due to the Measure 37 workload. We have listed only those measures meeting the efficiency measure definition. However, a number of other performance measures require the department to efficiently employ staff resources in order to respond within certain deadlines.

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II. KEY MEASURE ANALYSIS

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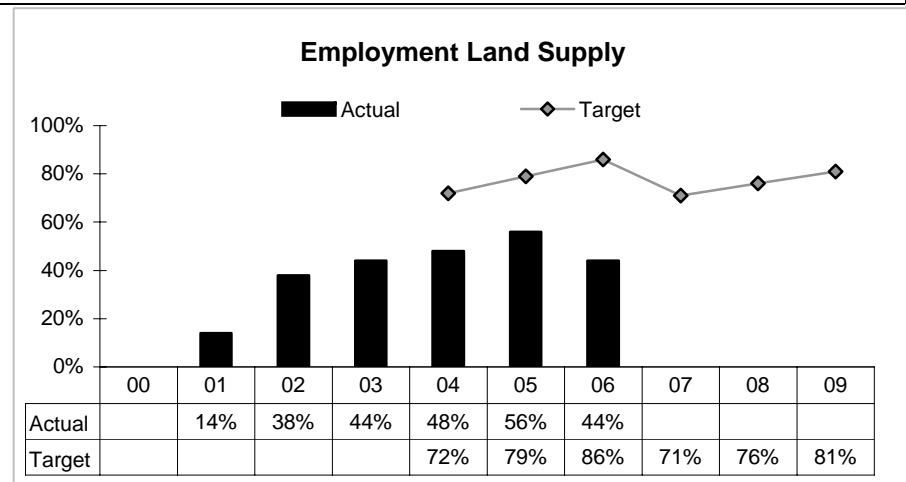
KPM #1	EMPLOYMENT LAND SUPPLY – Percent of cities that have an adequate supply of land for industrial and other employment needs to implement their local economic development plan.	Measure since: 2002
Goal	Economic development: Promote economic development and quality communities.	
Oregon Context	OBM 4: Job Growth	
Data source	DLCD tracking of periodic review approval orders.	
Owner	Bob Rindy, 503-373-0050 ext 229	

1. OUR STRATEGY

Periodic review and plan amendment review are the major department activities that support this measure. For example, in periodic review, each city updates its land use plan, forecasts its industrial land needs for the next twenty years, and amends its UGB, if necessary, in order to increase the land supply. The department provides technical and financial assistance to local governments for planning tasks intended to evaluate or increase the supply of industrial and other employment lands.

2. ABOUT THE TARGETS

The measure shows the percent of Oregon cities with population over 2,500 that have updated their plan to provide a twenty-year supply of industrial and other employment land inside urban growth boundaries. The analysis for this measure in previous years relied exclusively on data derived from the state’s periodic review program. Metro is required to go through periodic review more frequently than other urban areas in the state, and in the past, the department took this into account by weighting the measure toward the Metro region. In 2005 the legislature requested that the department revise the methodology so as not to weight Metro data. The revised methodology will lower the performance in the near term, as discussed below.



3. HOW WE ARE DOING

The targets were not met for this reporting period. Oregon cities are continuing to maintain and improve their supply of industrial and other employment lands; however, more work needs to be done. The department may also need to consider reducing these targets in recognition of the reduced scope of Periodic Review as a result of 2005 legislation. The reason for the reported drop in 2005 performance from the previous year is because the department changed the methodology for this measure (in response to a legislative budget note). Under the revised methodology, the Metro region data has been disaggregated and each Metro city is now counted individually. In prior years, all Metro cities were presumed to have an adequate supply each time Metro completed an urban growth boundary expansion. If the methodology used in previous reporting years had not changed, the figure reported for 2005 would have been 64%. However, progress toward this measure is expected to improve in the near future for two reasons. First, a majority of Metro area cities are eligible to enter periodic review in the next biennium. Second, most grant awards in the current biennium have been directed toward local planning efforts to determine land

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needs for industrial and other employment lands. These needs analyses are expected to increase land supplies designated to meet long-term and near-term industrial and other employment needs.

4. HOW WE COMPARE

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

5. FACTORS AFFECTING RESULTS

Recent legislation eliminated the requirement for cities with a population less than 10,000 outside Metro to periodically review and update the local land use plan. In addition, the moratorium on periodic review due to SB 920 in 2003 delayed many comprehensive plan updates. The recent amendments to the methodology for this measure also affected this year's results.

6. WHAT NEEDS TO BE DONE

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

7. ABOUT THE DATA

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

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

1. OUR STRATEGY

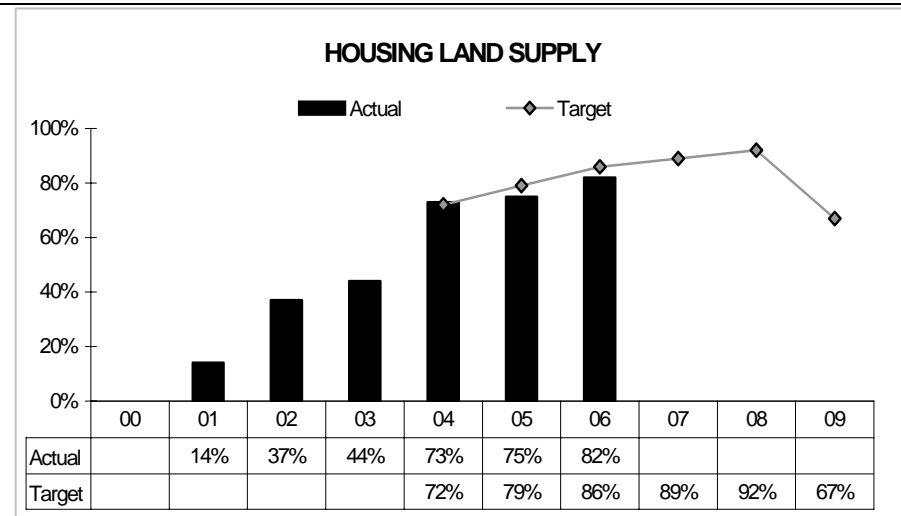
This measure tracks the percentage of cities with a population over 2,500 that have completed a major update of their local land use plan in order to provide a 20-year supply of buildable residential land within the urban growth boundary. Planning and zoning a sufficient land supply, based on an up-to-date housing need analysis, helps assure that enough land is available for construction of new housing at various price ranges and rent levels in these communities. Nearly ¾ of all lower income households pay more than an 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.

2. ABOUT THE TARGETS

The higher the percentage reported under this measure, the better the department’s performance. The analysis for this measure in previous years relied exclusively on data derived from the state’s periodic review program. One problem with using this methodology is that Metro is required to go through periodic review more frequently than other urban areas in the state, and is required by statute to review its residential buildable land supply under a time frame that does not necessarily coincide with periodic review. . Because of this, Metro’s residential land supply data did not correlate well with data from other urban areas subject to periodic review. In the past, the department took this into account by weighting the measure toward the Metro region. To more accurately track the urban residential land supply for the state, and in response to a legislative budget note, the department has changed the methodology for this measure starting in 2005. (See “About the Data” below.) The approved targets have not changed. The revised methodology for this measure has had some effect on the results this fiscal year, and the department did not meet its target.

3. HOW WE ARE DOING

The department exceeded the target in 2003, but was four percentage points lower than the target in 2004 and in 2005. This is primarily due to the legislative moratorium on new periodic reviews, but may also be due to the amended methodology (see About the Targets, above). Since the targets are set to increase



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until 08, the department is not currently trending toward meeting these targets. As the moratorium on new periodic reviews expires in 07, the department anticipates progress will improve for this KPM.

4. HOW WE COMPARE

There is ample evidence that raw land supply affects housing costs, although there is not general agreement on the magnitude of that affect. The department’s performance measure of land supply is more long-term than most relevant private industry standards. Most land supply measurements concern the two- to five-year, or “near-term,” supply, while DLCD measures the 20-year “long-term” supply. Either due to this difference, or due to other differences, public and private studies have tended to reach widely varying conclusions as to the effects of the land supply within the urban growth boundary on housing costs.

5. FACTORS AFFECTING RESULTS

Results are affected by the following: (1) when a city subject to periodic review enters a new periodic review, (2) whether a city subject to periodic review completes its residential land supply work task(s), or urban growth boundary evaluation work task(s) on schedule, and (3) whether a city that is not required to undergo periodic review decides to update its plan to ensure an adequate supply of residential land (and provides timely notice to the department) at least every 10 years. The department and LCDC control the schedule for periodic review (with some limits), but DLCD has little influence over cities outside periodic review (DLCD may encourage, but not require, communities to update land supply outside periodic review). The legislative moratorium on new periodic reviews has a major effect on these results, and the department anticipates that the results will improve as that moratorium expires in 2007.

6. WHAT NEEDS TO BE DONE

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

7. ABOUT THE DATA

The reporting cycle is Oregon’s fiscal year.

The department has revised the data source for this measure. In previous years, the data was derived from approved periodic review work tasks, which included periodic review by Metro and all cities outside Metro with populations over 2,500. Legislation in 2005 eliminated mandatory periodic review for cities with populations less than 10,000 and also put a moratorium on LCDC’s scheduling of “new” periodic reviews until July 1, 2007. This legislation essentially eliminated cities between 2,500 and 10,000 in population from mandatory periodic review, and therefore significantly shrank the measure’s data source because such cities constitute approximately 23 % of Oregon’s 241 incorporated cities. To approximate the broader data base used in the past, the department has revised its data source, starting in 2005, by adding information gathered from notices of local “plan amendments” (outside periodic review) that concern the residential land supply for cities over 2,500 in population.

The department has also revised the methodology for this measure, as described in “About the Targets,” above.

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II. KEY MEASURE ANALYSIS

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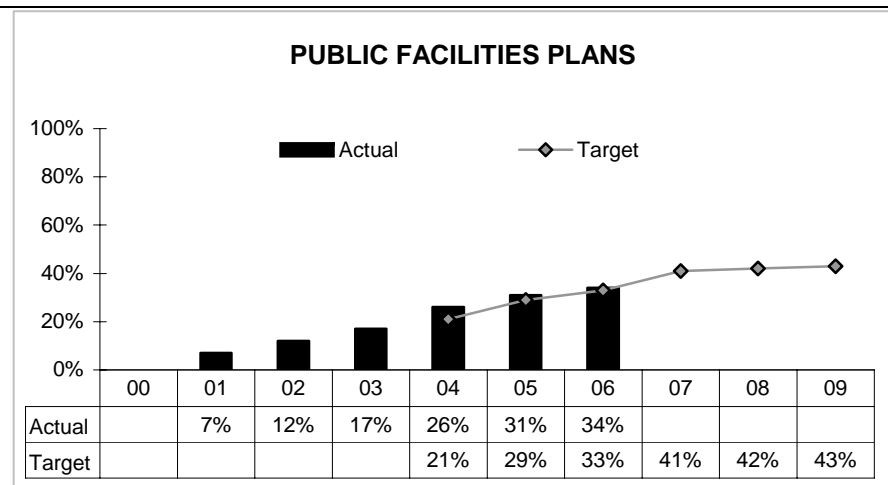
KPM #3	PUBLIC FACILITIES PLANS – Percent of cities that have updated the local plan to include reasonable cost estimates and funding plans for sewer and water systems.	Measure since: 2002
Goal	Economic development: Promote economic development and quality communities.	
Oregon Context	OBM: 4 Job Growth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

1. OUR STRATEGY

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

2. ABOUT THE TARGETS

The higher the number for this measure, the better the department’s performance. In previous years, this measure considered only local plan updates that were completed through periodic review, which was mandatory for cities with over 2,500 in population. Legislation in 2005 eliminated mandatory periodic review for cities with populations less than 10,000. Because cities between 2,500 and 10,000 in population constitute approximately 23% of all Oregon cities, this legislation significantly reduced the data base for this performance measure. Accordingly, the targets and methodology for this measure have been revised to approximate the previous data base by including data collected from plan amendments that occurred outside of periodic review for cities over 2,500 in population. In addition, the target for each year after 2006 includes plan amendments outside of periodic review (as well as plan amendments that occur during periodic review). 2005 legislation put a moratorium on the initiation of “new” periodic reviews until July 1, 2007. The 2006 and 2007 targets also presume the completion of overdue “pre-moratorium” periodic review work tasks. The 2008 and 2009 targets include estimated work tasks expected to be completed as “post-moratorium” periodic reviews. Completions of periodic review work tasks that were begun before the moratorium are included in the targets for 2006 and 2007. Completions of periodic review work tasks expected to start after July 1, 2007 are included in the targets for 2008 and 2009. All future targets subtract an estimated number of outdated (i.e., over 10 years old) plans for cities between 2,500 and 10,000 in population. Cities subject to periodic review (over 10,000 in population) are expected to update their plans through periodic review every 5 to 15 years.



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3. HOW WE ARE DOING

The target for 2006 was exceeded. The targets have been exceeded since 2003 in part because the department formed an interdivisional team to focus agency resources to assist local jurisdictions in finishing periodic review work tasks, including public facilities plans.

4. HOW WE COMPARE

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

5. FACTORS AFFECTING RESULTS

Results are affected by: (1) when a city subject to periodic review (over 10,000 in population) enters a new periodic review, (2) whether a city subject to periodic review completes its public facilities plan work task on time, and (3) whether a city not subject to periodic review (between 2,500 and 10,000 in population) updates its plan (and provides timely notice to the department) at least every 10 years.

6. WHAT NEEDS TO BE DONE

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

7. ABOUT THE DATA

The reporting cycle is Oregon's fiscal year. See explanation above regarding revised data base in response to new methodology.

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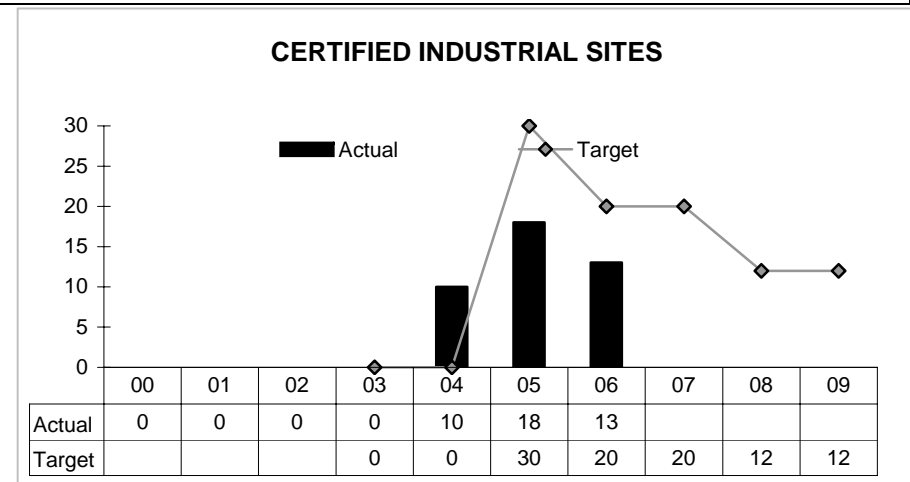
KPM #4	CERTIFIED INDUSTRIAL SITES – Number of industrial sites certified as “project-ready” added each fiscal year.	Measure since: 2003
Goal	Economic development: Promote economic development and quality communities.	
Oregon Context	OBM: 4 Job Growth	
Data source	Department records.	
Owner	Bob Rindy,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

1. OUR STRATEGY

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

2. ABOUT THE TARGETS

Targets were set in consultation with the Oregon Economic and Community Development Department and the Economic Revitalization Team office at the onset of the program, before a track record on this program had been established. As such, the targets were overly ambitious and have not been fully achieved. In general, potential project-ready sites have more complex and more costly issues to resolve than anticipated, and the total acreage for potential sites has turned out to be smaller than originally projected. It is assumed that the initial years of this program will see the greatest number of sites added. Once the ready supply of sites that are easily converted to “project ready” status is exhausted, the number of sites added each year is expected to drop and then level off.



3. HOW WE ARE DOING

The targets were not met for this reporting period. Locating and certifying potential project-ready sites has proved to be more complex and more costly than anticipated when the targets were set. Nevertheless, Oregon is on track toward creating and maintaining a competitive portfolio of certified industrial sites. It is expected that certified industrial sites will develop and therefore must be replaced. More than ten of the certified sites have been developed or are slated for development. Information on Oregon’s certified industrials sites are available at <http://www.oregonprospector.com>.

4. HOW WE COMPARE

Only a few states have certification programs and Oregon’s program is unique. A meaningful comparison with other state programs is not possible.

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5. FACTORS AFFECTING RESULTS

The reduction in the number of cities required to undergo mandatory periodic review will continue to reduce the number of cities that evaluate and update their industrial land supply, including project-ready industrial sites. The changes in cities required to undergo periodic review is a result of 2005 legislation.

6. WHAT NEEDS TO BE DONE

The Department of Land Conservation and Development needs to continue providing grants and other assistance to local governments to continue to encourage periodic evaluation and update of the industrial land supply. Continued assistance by other state agencies is also necessary to maintain Oregon's portfolio of certified sites.

7. ABOUT THE DATA

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

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II. KEY MEASURE ANALYSIS

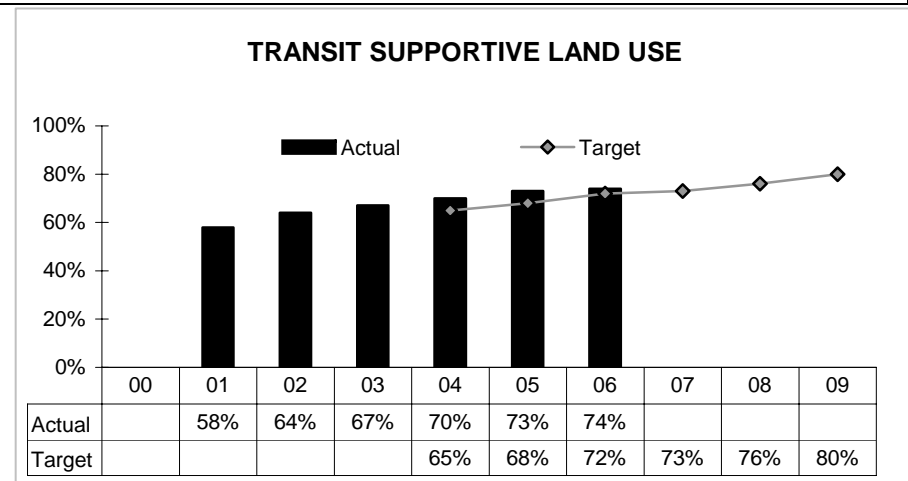
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KPM #5	TRANSIT SUPPORTIVE LAND USE – Percent of urban areas with a population greater than 25,000 that have adopted transit supportive land use regulations.	Measure since: 2002
Goal	Economic development: Promote economic development and quality communities.	
Oregon Context	OBM 4: Job Growth and OBM 70: Commuting	
Data source	Periodic review work task orders and post acknowledgment plan amendments.	
Owner	Cora Parker, 503-373-0050 ext 223	

1. OUR STRATEGY

This performance measure demonstrates whether local communities are adopting land development regulations that assure land use and transit systems re 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 provide safe and convenient access for pedestrians and to enable transit systems to operate efficiently.

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’s communities, enhance the efficiency of public transit systems, and, therefore, indirectly assists with job growth. Governmental partners include local governments, transit districts, and the Oregon Department of Transportation (ODOT). Non-governmental partners include property owners, developers, and realtors who participate in planning and outreach efforts to promote transportation-efficient land use patterns.



2. ABOUT THE TARGETS

The targets were established based on the rate that local government comprehensive plans and transportation system plans have been approved (“acknowledged”) over the past ten years. Accomplishment of higher targets and results are desirable.

3. HOW WE ARE DOING

The data reveals that the targets have been achieved and progress is continuing to be made. Local governments are gradually adopting transit-supportive land development regulations. The general trend between 2000 and 2005 shows a gradual improvement.

4. HOW WE COMPARE

There are no directly comparable public or private industry standards for this measure. The Federal Transit Administration (FTA) does have similar standards it uses to evaluate “new starts” for major transit improvements, like light rail or bus rapid transit systems. FTA’s performance measure is a rating

AGENCY NAME: Department of Land Conservation and Development

II. KEY MEASURE ANALYSIS

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

of transit supportive land use policies and supportive zoning regulations. FTA provides ratings as “high,” “medium high,” “medium,” “low-medium,” or “low.” FTA’s standards are set out in 49 CFR 611.1 and Appendix A to Part 611.

5. FACTORS AFFECTING RESULTS

Factors affecting the results include the complexity and controversy often associated with planning for transit supportive land uses, lack of public understanding and support for transit and related development regulations, and concern from some local elected officials that transit supportive regulations may be inconsistent with real estate market trends.

6. WHAT NEEDS TO BE DONE

The department will need to continue providing technical assistance and grants to local governments. This includes continuation of the ODOT/DLCD Transportation and Growth Management (TGM) Program and continued provision of technical assistance to local governments in the preparation and completion of periodic review tasks and post acknowledgement plan amendments. 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 options for resolving overdue periodic review tasks with the Land Conservation and Development Commission (LCDC).

7. ABOUT THE DATA

The reporting data is based on the Oregon fiscal year (July 1 – June 30). Data is based upon acknowledgement of periodic review tasks and plan amendments that occur outside of periodic review.

AGENCY NAME: Department of Land Conservation and Development

II. KEY MEASURE ANALYSIS

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

KPM #6	TRANSPORTATION FACILITIES – Percent of urban areas that have updated the local plan to include reasonable cost estimates and funding plans for transportation facilities.	Measure since: 2002
Goal	Economic development: Promote economic development and quality communities.	
Oregon Context	OBM 4: Job Growth and OBM 72: Road Condition	
Data source	Periodic review approval orders.	
Owner	Cora Parker, 503-373-0050 ext 229	

1. OUR STRATEGY

This measure shows 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 (Statewide Planning Goal 12). These TSPs address streets and highways, mass transit for large cities, and air and rail facilities. These plans are coordinated at the city, county and state level. They contain lists of major transportation projects which are needed to support compact, urban development for the next 20 years.

The department assists local governments in adopting TSPs and related land developments regulations. This work will ultimately assist with resolving commuting problems in Oregon’s communities, enhance the efficiency of the transportation system, and, therefore, indirectly assist with job growth. Governmental partners include local governments, transit districts and the Oregon Department of Transportation (ODOT).

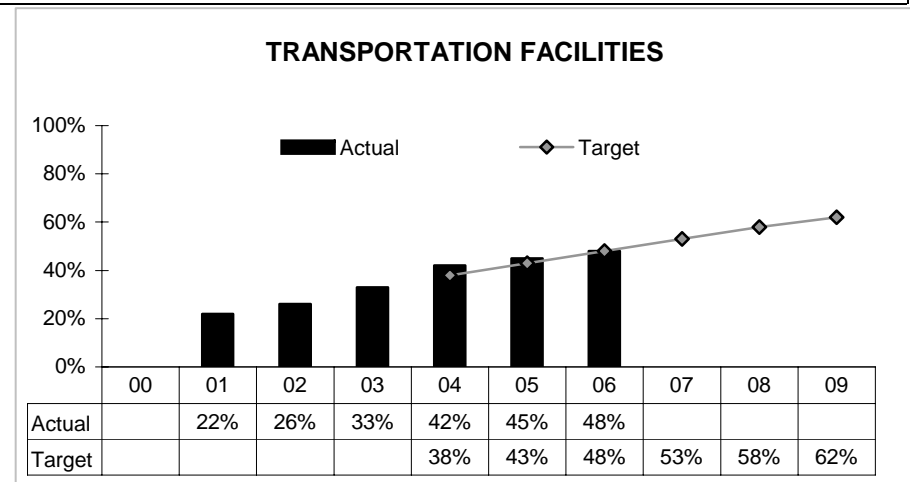
Non-governmental partners include property owners, developers, and realtors who participate in planning and outreach efforts to promote efficient transportation systems and supportive land use patterns.

2. ABOUT THE TARGETS

The targets were established based upon the acknowledgement rate of comprehensive plans and transportation system plans over the past ten years. Accomplishment of higher targets and results are desirable.

3. HOW WE ARE DOING

The data reveals that the targets have been achieved and progress is continuing to be made. Local governments are gradually adopting TSPs that include realistic cost estimates and funding plans. The general trend between 2000 and 2005 shows a gradual improvement although the adoption rate has slowed gradually in the last two years.



AGENCY NAME: Department of Land Conservation and Development

II. KEY MEASURE ANALYSIS

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

4. HOW WE COMPARE

There are no directly comparable public or private industry standards. Federal law does require that metropolitan areas prepare and regularly update 20-year regional transportation plans (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. Metropolitan Planning Areas (MPOs) must have an approved, up-to-date plan to receive federal funding for transportation projects. Oregon has a total of six MPOs: Portland Metro, Salem-Keizer, Eugene-Springfield, Medford, Corvallis, and Bend.

5. FACTORS AFFECTING RESULTS

Factors affecting the results include the complexity associated with planning for transportation systems and supportive land uses, the availability of grants and technical assistance funds to prepare TSPs, and the difficulty associated with preparing reliable projections on the availability of federal, state, and local transportation funding.

6. WHAT NEEDS TO BE DONE

Periodic review, plan amendment review, ODOT/DLCD Transportation and Growth Management (TGM) grants, and technical assistance grants are the major activities in support of this measure. Recent changes in legislation have taken cities with a population under 10,000 out of mandatory periodic review. For these cities, more emphasis needs to be placed on the “plan amendment” process to encourage local governments to complete TSPs. With a greater emphasis on economic development for the department’s grant programs, greater reliance on TGM grants and technical assistance is needed. Consideration should also be given to increasing the awareness of and addressing 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

The reporting data is based on the Oregon fiscal year (July 1 – June 30). Data is based on the numbers of approved (“acknowledged”) periodic review tasks and plan amendments outside of periodic review.

AGENCY NAME: Department of Land Conservation and Development

II. KEY MEASURE ANALYSIS

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

KPM #7	ERT – Percentage of local participants who rank DLCD involvement in the ERT process as good to excellent.	Measure since: 2006
Goal	Economic development: Promote economic development and quality communities.	
Oregon Context	DLCD Mission.	
Data source	Customer service survey results provided by economic revitalization team (ERT).	
Owner	Lane Shetterly, 503-373-0050 ext 280	

1. OUR STRATEGY

The Governor’s Economic Revitalization Team [ERT] includes, in their Customer Satisfaction Study for the Progress Board, questions measuring customer satisfaction for four partner agencies [DLCD, DEQ, DSL, ODOT]. Questions measure the agencies involvement in ERT projects for timeliness, helpfulness, responsiveness to local needs, ability to navigate their own agency and whether the involvement with ERT led to a better outcome for the project. The desired outcome is a high percentage of responses rating DLCD involvement in the ERT process as good to excellent.

2. ABOUT THE TARGETS

This is a new measure; no target is established for the first year. The results will be used to fine tune the ERT Study and establish targets.

3. HOW WE ARE DOING

This is a new measure. ERT projects are the most difficult and complex, often as a result of the need to coordinate competing program goals and regulations across several agencies. These projects typically have heightened political profiles. 2006 Data will be reported in the September 2007 Annual Progress report.

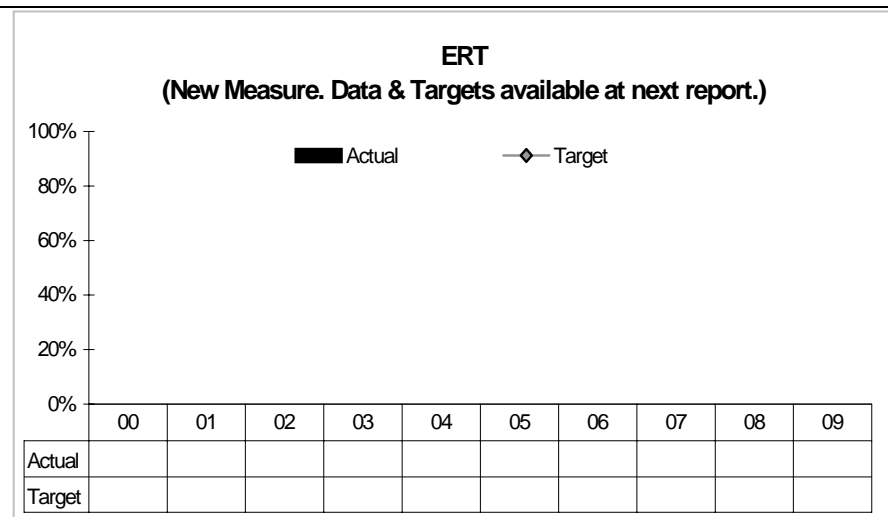
4. HOW WE COMPARE

This is a new measure approved to be added to our 2005-07 performance measures by the July 2006 Joint Legislative Audit Committee.

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.

Because ERT works with a much smaller number of projects each year than the partner agencies, the sample size is quite small which may impact the results. In addition, this is the first year these questions have been included in ERT’s Customer Satisfaction Study. The wording of the questions may also need further refinement.



AGENCY NAME: Department of Land Conservation and Development

II. KEY MEASURE ANALYSIS

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

6. WHAT NEEDS TO BE DONE

The results need to be used to refine the methodology and establish a target for next time.

Two of the results from the ERT study, but not listed as part of this DLCD KPM, need further evaluation to determine how they contribute to the project outcome result. The ERT study reported DLCD’s responsiveness to local needs [41.4%] and ability to navigate the DLCD program [45.6%] as good to excellent. (In a separate but related Customer Satisfaction Survey of DLCD, the department was ranked “good to excellent” in four areas – Timeliness, Accuracy, Helpfulness, Expertise and Availability of Information – and received a score of 2.98 out of 4.00 on Overall Service. See KPMs 17 and 18 below.)

7. ABOUT THE DATA

This data is reported as summary data from the ERT Customer Satisfaction Study biennially. Data is anticipated to be provided on a biennial basis.

AGENCY NAME: Department of Land Conservation and Development

II. KEY MEASURE ANALYSIS

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

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

1. OUR STRATEGY

DLCD will continue to monitor and review proposed changes to local estuary zoning that would affect the designation of “development management units” or their use. The agency will rely on its relationship with local governments, port districts and other state agencies such as the Department of State Lands in working to maintain the supply of areas zoned for water related commercial and industrial use.

2. ABOUT THE TARGETS

The target is to maintain the current level of acreage designated for “development” of uses that rely on adjacency to water, such as fish processing uses. A lower percentage represents a loss of acreage available for development within estuaries with water-dependent port and industrial facilities, where a “loss” means the acreage have been converted to uses that are not water-dependent, such as residential uses.

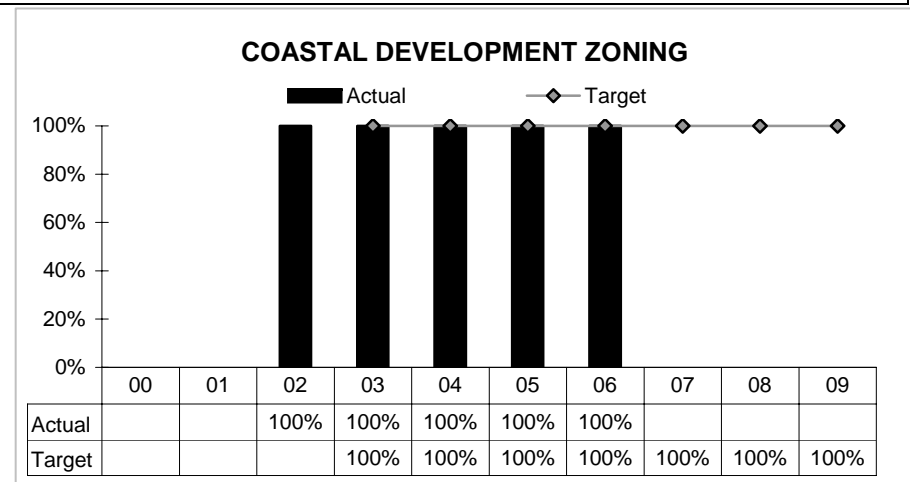
There is constant pressure at the local level to convert water-dependent industrial estuarine sites to other types of uses, especially during economic downturns. This measure protects those sites for new water dependent uses, such as the recently proposed Liquid Natural Gas terminals and wave energy facilities, which need these estuarine sites for water-related development.

3. HOW WE ARE DOING

There has been no loss of areas designated for development use within Oregon’s estuaries in 2005. The agency met its target to maintain the existing zoning, and the long-term trend shows that there has been no change in estuarine areas zoned for development since 2000.

4. HOW WE COMPARE

There are no comparable Oregon or private industry standards for measuring potential estuarine development. The only viable comparison is to date on the development of estuaries in other states, where urban waterfronts and estuarine shorelands have been converted to non-water dependent uses, thereby foreclosing industrial development and, in some cases, creating conflict between industrial, recreational, and residential users.



AGENCY NAME: Department of Land Conservation and Development

II. KEY MEASURE ANALYSIS

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

5. FACTORS AFFECTING RESULTS

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

6. WHAT NEEDS TO BE DONE

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

7. ABOUT THE DATA

The data is prepared every fiscal year and comes from the departments permit review and plan amendment files. There is no dispute as to the date accuracy or completeness. The reporting data is based on the Oregon fiscal year (July 1 – June 30).

AGENCY NAME: Department of Land Conservation and Development

II. KEY MEASURE ANALYSIS

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

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

1. OUR STRATEGY

In order for urban residential development to occur in the manner contemplated by local land use plans and statewide planning goals, local land use plans must account for building constraints due to natural resources and natural hazards. Many urban area land use plans were adopted without adequate inventories of natural resource and hazard areas. Therefore, updated buildable land inventories that account for improved inventories of natural resources and hazards are necessary to provide a solid basis for residential development planning and zoning.

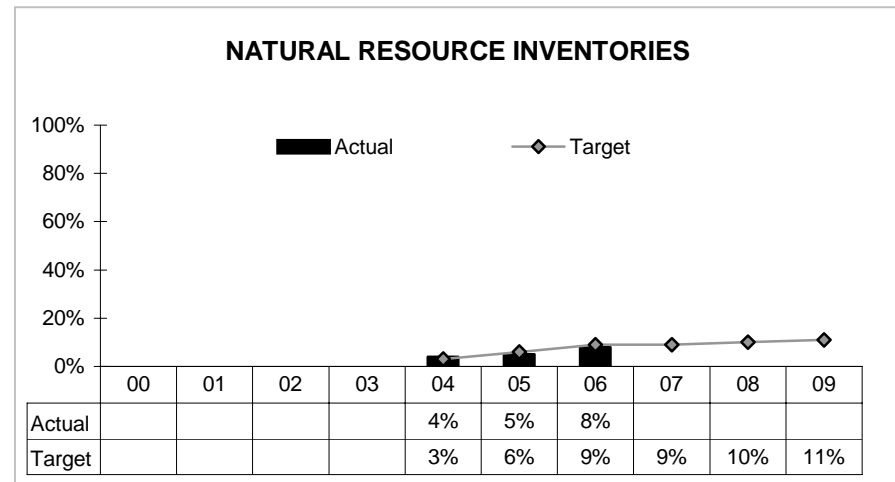
2. ABOUT THE TARGETS

The target is based on cities with population greater than 2,500 (of which there are 100 statewide). It is assumed that updated buildable lands inventories will be valid for 10 years. The target of 9% equates to 9 cities per fiscal year.

3. HOW WE ARE DOING

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

This measure tracks the success of local governments in determining development constraints on urban residential lands due to sensitive natural resources inventoried under Statewide Planning Goal 5 (e.g. wetlands, riparian areas, wildlife habitat) and natural hazards inventoried under Statewide Planning Goal 7 (e.g., floodplains, landslide zones, urban wildfire). Updated buildable land inventories that are counted under this measure have accurately accounted for the diminished development potential in these resource or hazard areas.



AGENCY NAME: Department of Land Conservation and Development

II. KEY MEASURE ANALYSIS

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

4. HOW WE COMPARE

The Department is not aware of any related public or private measurement regarding the effects of natural resource or hazards constraints on the long-term supply of buildable lands.

5. FACTORS AFFECTING RESULTS

This measure was originally crafted when periodic review was a primary vehicle for updating buildable lands inventories. . Legislative changes to periodic review have substantially reduced the number of jurisdictions subject to periodic review, and have also required that other planning work not associated with natural resource or hazards planning be given higher priority by jurisdictions still subject to periodic review. Also, as a result of this legislation, state grant funding for natural resource inventories has been substantially reduced. Natural hazards inventories are more likely to be up-to-date, but this measure does not separate these inventories from natural resource inventories.

6. WHAT NEEDS TO BE DONE

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

7. ABOUT THE DATA

The reporting period is the Oregon fiscal year – July 1, 2005 through June 30, 2006. Data sources are the Department’s periodic review approvals checklist and the plan amendment database for cities with a population of 2,500 or more. Even though the KPM was designed to track inventory updates during periodic review only, the Department expanded the data base to include inventory updates that occur as plan amendments outside of periodic review, in order to approximate the previous database. Additional details about the data sources and associated files can be obtained by contacting the Department.

AGENCY NAME: Department of Land Conservation and Development

II. KEY MEASURE ANALYSIS

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

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

1. OUR STRATEGY

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

2. ABOUT THE TARGETS

The target measures the amount of agricultural land that remains zoned for farm use over time compared with the amount of land converted to rural or urban development. A lower percentage of land (acres) converted from farm use indicates that the local plans and ordinances are working to protect agricultural land for commercial agriculture.

3. HOW WE ARE DOING

In 2005, the acreage of agricultural land converted from farm use to rural or urban development was consistent with trends in previous years and with the projected target. We note that the 2005 data appears to indicate that the state has gained agricultural land relative to 2004. However, in 2004 there was an error in evaluating the data, such that more agricultural acreage was considered to have been converted to other uses than actually occurred. The corrected data shows that we were on target at 99.94%.

4. HOW WE COMPARE

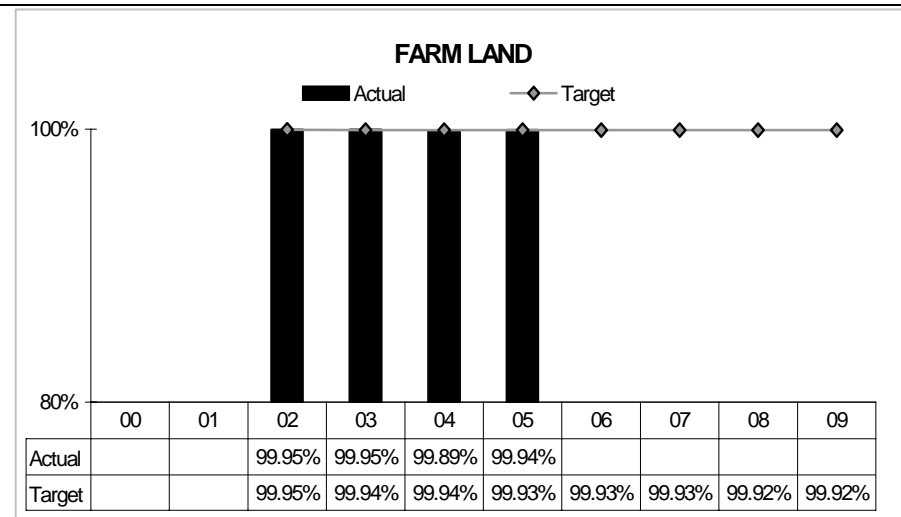
There are no public or private standards in Oregon or elsewhere that compare to this measure.

5. FACTORS AFFECTING RESULTS

The rate of conversion of farm land to other uses is based on reports of land use applications approved by counties. The department has minimal means to affect the rate of local approvals authorizing the conversion of farm land to other uses. Only local approvals that were considered “final” and not subject to appeal were used in this measure. In the future, Measure 37 claims will affect farm land but will not be counted under the current measure and its methodology, since approval of these claims allows development for non-farm uses but does not typically result in a change of zoning.

6. WHAT NEEDS TO BE DONE

Department needs to maintain its current strategies to meet this target but should also monitor the long term affects of Measure 37 on this goal.



AGENCY NAME: Department of Land Conservation and Development

II. KEY MEASURE ANALYSIS

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

7. ABOUT THE DATA

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

AGENCY NAME: Department of Land Conservation and Development

II. KEY MEASURE ANALYSIS

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

KPM #11	FOREST LAND – Percent of forest land outside urban growth boundaries zoned in 1987 for forest or mixed farm/forest use that remains zoned for those uses.	Measure since: 2002
Goal	Secure Oregon’s Legacy.	
Oregon Context	OBM 4: Job Growth, OBM 81: Forest Land	
Data source	DLCD’s rural lands GIS database and plan amendment database.	
Owner	Rob Hallyburton, 503-373-0050 ext 239	

1. OUR STRATEGY

Statewide Planning Goal 4 is to conserve forest lands for forest uses and protect the state’s forest economy. This goal is accomplished through state requirements applicable to local comprehensive land use plans and forest zoning.

2. ABOUT THE TARGETS

The target is to maintain a significant amount of forest and mixed forest-agricultural land (99+%) that remains zoned for forest uses and is not converted to rural or urban development. The target is set at a level that would indicate that local plans and zoning ordinances are protecting forest land for forest uses.

3. HOW WE ARE DOING

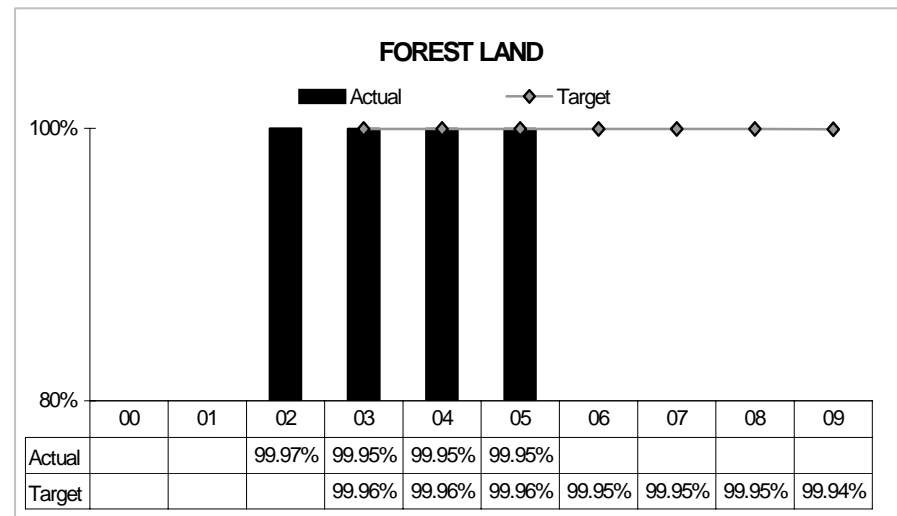
Slightly more forestland outside urban growth boundaries was converted to rural residential, commercial or industrial uses than targeted. However, the amount by which the department did not achieve its targets was .01%, which does not appear to be significant at this point. Forest land is converted to other uses in response to applications approved at the county level, and the department has limited ability to affect these results. All local approvals allowing conversion of forest land to other uses were in accord with state land use laws.

4. HOW WE COMPARE

There are no public or private standards for forestland conservation that compares with the state’s standard.

5. FACTORS AFFECTING RESULTS

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



AGENCY NAME: Department of Land Conservation and Development

II. KEY MEASURE ANALYSIS

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

6. **WHAT NEEDS TO BE DONE**

Continue current efforts toward this target.

7. **ABOUT THE DATA**

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

AGENCY NAME: Department of Land Conservation and Development

II. KEY MEASURE ANALYSIS

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

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

1. OUR STRATEGY

Statewide Planning Goal 14 requires urban growth boundaries (UGBs) intended to assure that urban areas provide sufficient land for needed long-term growth, and to assure an orderly and efficient transition from rural to urban land use. Land included in a UGB must be selected consistent with the priorities set forth in ORS 197.298 and Goal 14 that are intended to conserve farm and forest land.

2. ABOUT THE TARGETS

The target establishes an acceptable level of farm or forest land added to UGBs relative to the total amount of land added each year. The target has proven to be overly ambitious in the long run, as cities continue to expand and have limited options to include land that is not farm or forest land when expanding UGBs.

3. HOW WE ARE DOING

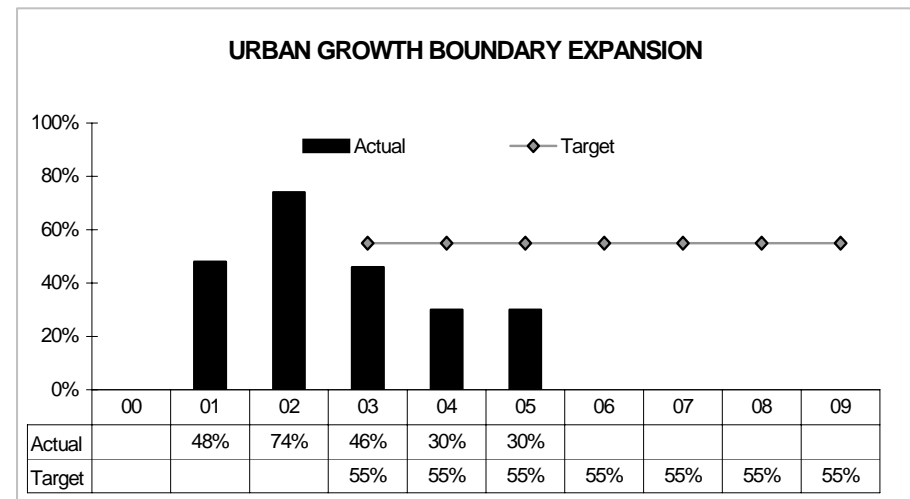
In 2005, the acreage of land that is not farm and forest land added to urban areas was less than the amount targeted, i.e., the target was not achieved. The 2005 figure continues the trend established in 2004 whereby more farm and forest land was added to urban areas than expected.

4. HOW WE COMPARE

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

5. FACTORS AFFECTING RESULTS

The overall number of UGB amendments statewide has increased in recent years, and many of these amendments have occurred in urban areas surrounded by farm and forest lands. The type of land added to urban growth boundaries is selected by local governments through plan amendments approved at the city and county level. The Land Conservation and Development Commission has some authority to disallow UGB amendments that do not follow statutory priorities regarding farm land, but this ability will not improve performance for this measure in areas where local governments do not have other options for urban expansion.



AGENCY NAME: Department of Land Conservation and Development

II. KEY MEASURE ANALYSIS

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

6. WHAT NEEDS TO BE DONE

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

7. ABOUT THE DATA

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

AGENCY NAME: Department of Land Conservation and Development

II. KEY MEASURE ANALYSIS

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

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

1. OUR STRATEGY

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

2. ABOUT THE TARGETS

The target reflects that a certain number of periodic review work task submittals will not satisfy all applicable state requirements. NOTE: There was no target established for 2003-2005.

3. HOW WE ARE DOING

Since there were no 2003-2005 targets, progress on this measure cannot be determined for this report. However, the percent of periodic review remands during this time period were less than the projected targets for the future.

4. HOW WE COMPARE

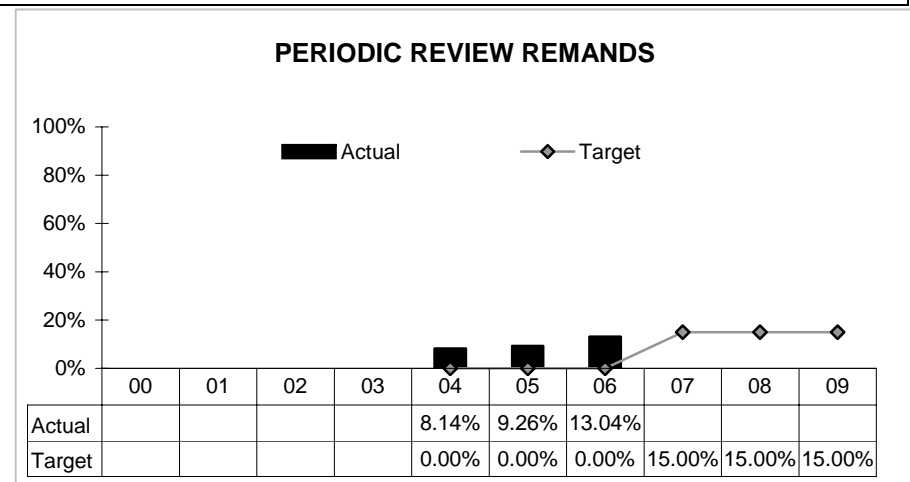
There are no public or private standards to compare with this measure.

5. FACTORS AFFECTING RESULTS

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

6. WHAT NEEDS TO BE DONE

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



AGENCY NAME: Department of Land Conservation and Development

II. KEY MEASURE ANALYSIS

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

7. ABOUT THE DATA

The 2005 data is for all periodic review approval decisions made by DLCD or LCDC for the fiscal year from July 1, 2005 through June 30, 2006. There are five possible outcomes for each submittal: approval, remand, partial approval, partial remand, or referral to the Land Conservation and Development Commission for a decision. The data shows remands (there was only one remand this reporting period) and partial remands (only one this reporting period) divided by the total number of approval decisions (39 for the fiscal reporting period).

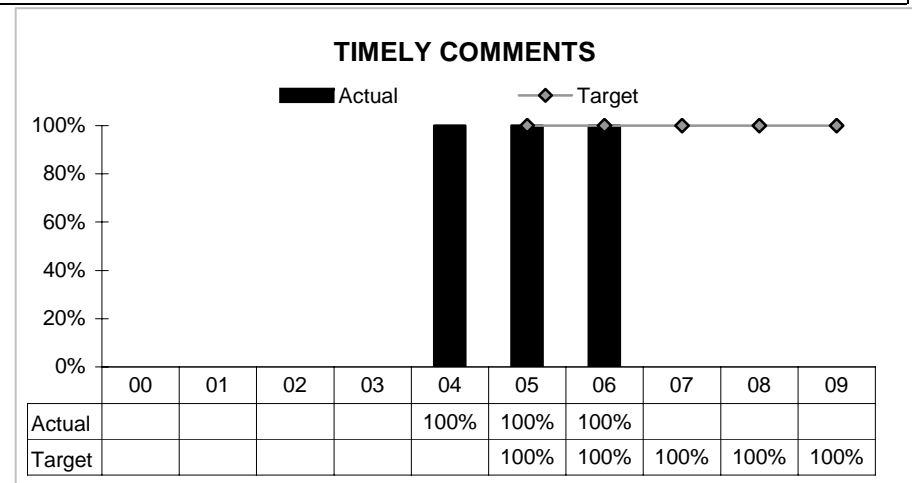
AGENCY NAME: Department of Land Conservation and Development

II. KEY MEASURE ANALYSIS

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

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

- OUR STRATEGY**
DLCD staff reviews proposed local plan amendments and provides comments, concerns or recommendations to the local government, where warranted, in a timely manner.
- ABOUT THE TARGETS**
DLCD should always make comments within the time deadlines established by statute. Thus, the target is set at 100 percent.
- HOW WE ARE DOING**
DLCD comments on only a small fraction of local plan amendments proposed each year. In all cases, DLCD comments were sent within the statutory deadlines.
- HOW WE COMPARE**
There is no public or private industry standard to compare with this measure.
- FACTORS AFFECTING RESULTS**
The timeliness and completeness of plan amendment notices sent to DLCD affects the department’s ability to provide meaningful comments in a timely manner
- WHAT NEEDS TO BE DONE**
Continue to submit comments in a timely manner.
- ABOUT THE DATA**
The department maintains a database of plan amendments notices and tracks department responses. The 2005 data is for comments made by DLCD during the fiscal year from July 1, 2005 through June 30, 2006.



AGENCY NAME: Department of Land Conservation and Development

II. KEY MEASURE ANALYSIS

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

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

1. OUR STRATEGY

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

2. ABOUT THE TARGETS

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

3. HOW WE ARE DOING

DLCD was not able to meet its target in this reporting period. While making significant improvements in internal processes and priorities related to grants administration, DLCD needs to improve its progress on this measure. This target cannot be achieved if, as in this reporting period, all grants for the biennium require simultaneous processing. However, this situation derived from circumstances that are not likely to recur in future biennia.

4. HOW WE COMPARE

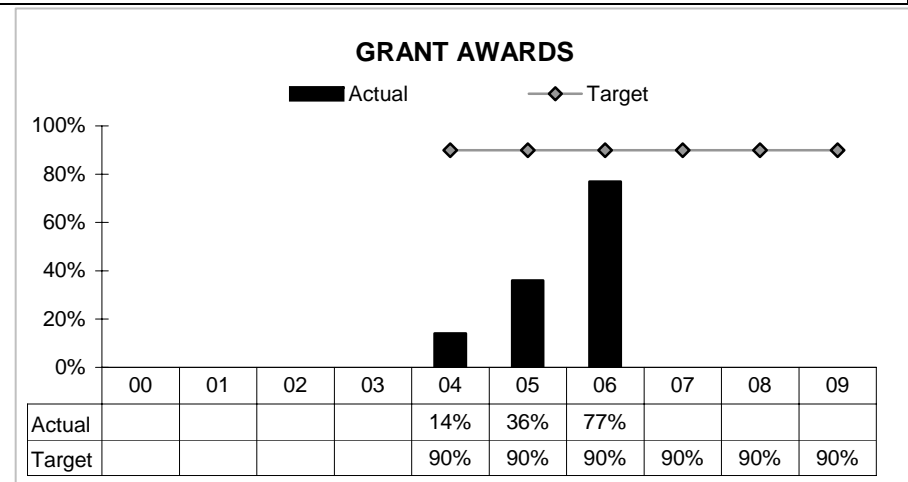
There is no public or private industry standard to compare with the department’s measure.

5. FACTORS AFFECTING RESULTS

Requests for grants always exceed available grant funds. To respond to this, the department establishes priorities for grant funds. However, this means that detailed analysis is necessary for each grant request, to assure grant approvals follow pre-established award priorities. This analysis sometimes requires additional communication with the applicant, slowing the approval process.

6. WHAT NEEDS TO BE DONE

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



AGENCY NAME: Department of Land Conservation and Development

II. KEY MEASURE ANALYSIS

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

7. ABOUT THE DATA

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

AGENCY NAME: Department of Land Conservation and Development

II. KEY MEASURE ANALYSIS

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

1. OUR STRATEGY

Local land use decisions should be a last resort, and DLCD should not appeal unless the local decision is in error and has broad implications for land use policy.

2. ABOUT THE TARGETS

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

3. HOW WE ARE DOING

There were no appeals of local government land use decisions during the reporting period. This follows a trend that began in 2003, and there have been no appeals concluded, and thus no data for this measure, since 2003.

4. HOW WE COMPARE

There were 209 appeals to the Land Use Board of Appeals filed by parties other than DLCD during the reporting period. The department has not determined the success rate of appeals brought by other parties.

5. FACTORS AFFECTING RESULTS

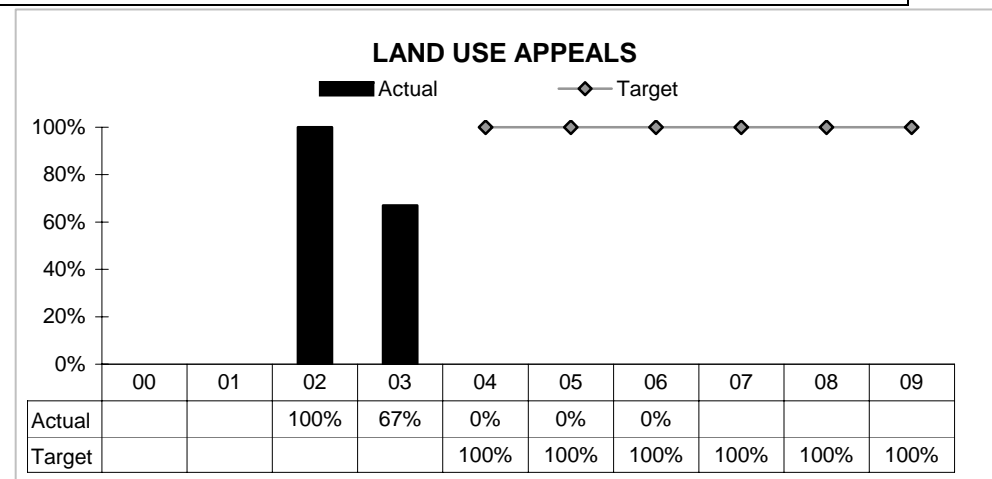
The amount of funding available to the department for appeals may affect DLCD’s decision whether or not to appeal. Also, Land Conservation and Development Commission approval is required for all appeals.

6. WHAT NEEDS TO BE DONE

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

7. ABOUT THE DATA

The data reported is for appeals acted on by the Land Use Board of Appeals between July 1, 2005 and June 30, 2006 (or higher courts if appealed). There was one appeal brought by the department during that period, but there was no final decision in the case at the time of this report.



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

KPMs #17 and #18	CUSTOMER SERVICE : Percent of customers rating their satisfaction with the agency’s customer service as “good” or “excellent”: overall, timeliness, accuracy, helpfulness, expertise, availability of information	Measure since: 2006
Goal	Improve Collaboration and Deliver the highest level of customer service possible.	
Oregon Context	DLCD Mission	
Data source	Department survey results.	
Owner	Lane Shetterly, 503-373-0050 ext 280	

1. OUR STRATEGY

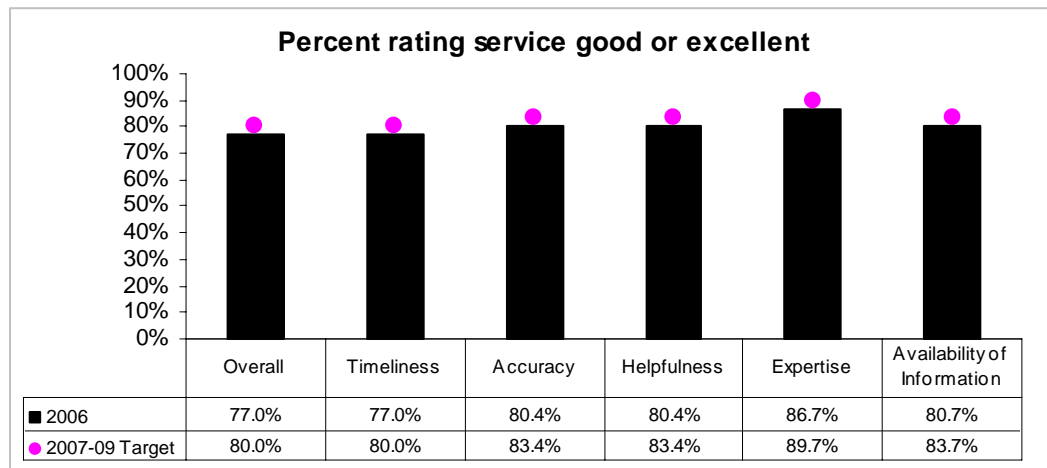
Recommended Statewide Customer Service Performance Measures were approved by the 2005 Legislature and require all state agencies to survey and report on customer satisfaction. The department participated in the customer satisfaction survey sponsored by the Oregon Progress Board. The department anticipates a biennial survey of its customers.

2. ABOUT THE TARGETS

This is a new measure for the department. The targets were established using 2006 data as a baseline with an overall average of 3% increased rating targeted for each biennium.

3. HOW WE ARE DOING

For the 2005 reporting period, there is no data and no target. For the 2006 reporting period, the department is reporting in advance. There are no targets for 2006. In 2006, 77% of respondents indicated that the overall level of customer service provided by the Department was “good or better”. Timeliness of information provided by the department scored the lowest for the department, with 77% of respondents rating timeliness as good or excellent. Knowledge and expertise was most highly rated, at 86.7%. 2007-09 targets were established using 2006 data as a baseline.



4. HOW WE COMPARE

This is a new measure for all state agencies. Comparisons at this point are not available.

5. FACTORS AFFECTING RESULTS

Factors affecting results include the recent passage of Measure 37. The department’s required Measure 37 activities and legal deadlines have impacted the department’s ability to meet local jurisdiction expectations for certain DLCD services. The department’s workload for Measure 37 claims suggests that DLCD should reassess some of its performance measures in light of staffing capacity, and may necessitate an amendment of performance measure targets. To the extent the department’s ability to meet its performance measure targets is dependent on staffing levels, including technical assistance and grant

AGENCY NAME: Department of Land Conservation and Development

II. KEY MEASURE ANALYSIS

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management, it is anticipated that the department’s success in providing such services will continue to be affected by the demands of Measure 37 claims administration and review.

6. WHAT NEEDS TO BE DONE

The score of 2.98 in this survey indicates that overall service provided by DLCD is perceived as satisfactory to DLCD “customers,” but can be improved upon.

7. ABOUT OUR CUSTOMER SERVICE SURVEY

The Department of Land Conservation and Development (DLCD) participated in the customer service survey sponsored by the Oregon Progress Board. The Oregon Progress Board contracted with Clearwater Research, Inc. to provide study design, instrument consultation, administration of the survey, and analysis of results for each participating agency. Clearwater Research, Inc. provided DLCD the 2006 Customer Service census survey. This survey was conducted between April 19 and May 9, 2006 using census sampling. The 633 “consumer” population base included mayors, legislators, city and county planning directors, city managers, county commissioners, the US Army Corps, the Coastal Zone Management Association, the Governor’s Economic Revitalization Team, the Federal Emergency Management Agency, and several technical and policy workgroups. Clearwater completed 180 interviews using the CATI system, with distribution of respondents among the population base similar to the distribution of the population. Because this was a single survey, weighting was not required. The response rate for DLCD was 37.8%. Confidence level was 95%.

AGENCY NAME: Department of Land Conservation and Development

II. KEY MEASURE ANALYSIS

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

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

1. OUR STRATEGY

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

2. ABOUT THE TARGETS

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

3. HOW WE ARE DOING

The department has met its target during the reporting period.

4. HOW WE COMPARE

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

5. FACTORS AFFECTING RESULTS

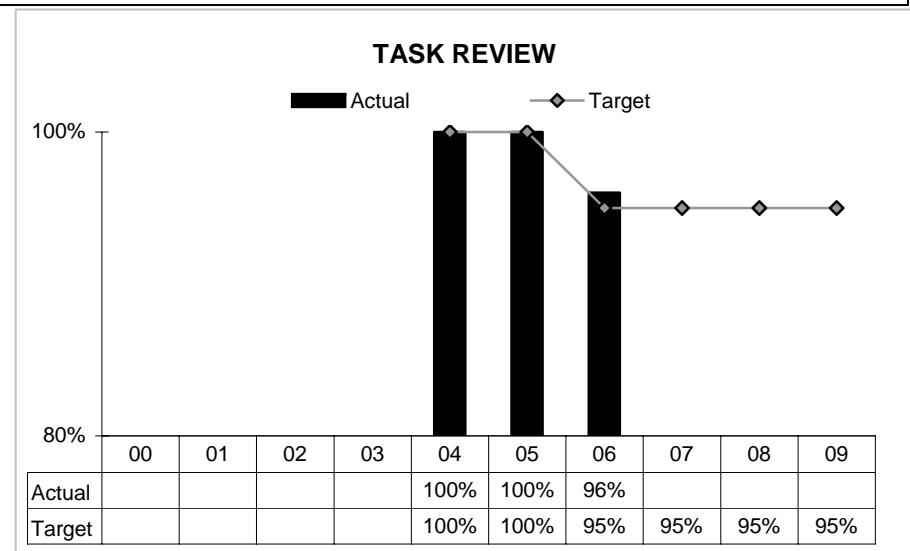
The complexity and adequacy of the local government’s task submittal, and the number and complexity of objections from third parties, have a major influence on the time necessary for the department’s review of periodic review submittals.

6. WHAT NEEDS TO BE DONE

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

7. ABOUT THE DATA

The data reported is for periodic review work task decisions made by DLCD during the fiscal year between July 1, 2004 and June 30, 2005.



AGENCY NAME: Department of Land Conservation and Development

II. KEY MEASURE ANALYSIS

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

KPM #20	MEASURE 37 – Percentage of Measure 37 claims assigned to the agency that are processed within 180 days.	Measure since: 2006
Goal	Streamlining	
Oregon Context	DLCD Mission	
Data source	Department records.	
Owner	Cora Parker, 503-373-0050 ext 223	

1. OUR STRATEGY

Ballot Measure 37 (now ORS 197.352) became effective December 2, 1994. The Measure allows landowners to file claims with the state for loss in fair market value due to certain state land use regulations. On average, 35 claims per week are filed with the state and of those approximately 98% are assigned to DLCD. The department works with the Department of Justice (DOJ) and the Department of Administrative Services (DAS) in evaluating each claim and issuing final reports and final orders.

2. ABOUT THE TARGETS

ORS 197.352 prescribes a time limit of 180 days from the filing of a claim before certain remedies may be due to claimants. Therefore, to reduce risk to the state and to meet statutory requirements, the department is obliged to meet the 180 day deadline. Certain tasks are performed by DAS and DOJ before the department can begin its work, such that the department actually has only approximately 90-100 days to complete its review of each claim.

3. HOW WE ARE DOING

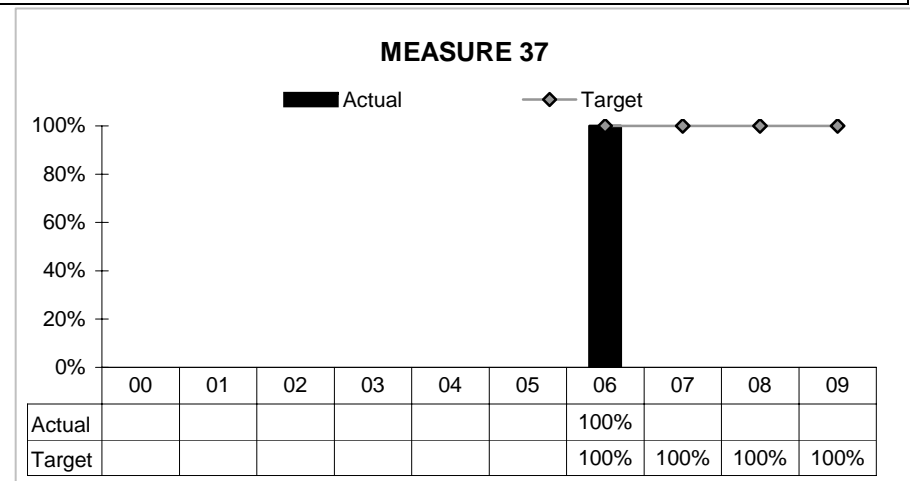
In 2005 and 2006 the department finalized 100% of claims assigned to it within the 180 day time limit.

4. HOW WE COMPARE

Claimants often must also file M37 claims with a local government that regulates their property. Many local governments are also challenged to accommodate the claims work load in the 180-day time frame. It is not known whether any cities or counties have missed the 180 day deadline, though some local governments, by mutual agreement with claimants, have been able to extend the deadline to accommodate data gathering, negotiation, or unforeseen situations.

5. FACTORS AFFECTING RESULTS

The ongoing working relationship with DAS and DOJ is the biggest factor affecting the department’s ability to meet this benchmark. Regular meetings are held with these departments to assure a successful outcome on all claims. As of September 2006, over 2400 claims had been received by DAS; 1884 had



AGENCY NAME: Department of Land Conservation and Development

II. KEY MEASURE ANALYSIS

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been referred by DAS to state agencies for claims resolution; of those 1844 were referred to DLCD. During the reporting period, while the agencies were in transition to reactivate the claims process after the measure had been suspended and then reinstated by the courts, one claim was not transmitted to DLCD until after the 180th day. Upon receipt of the claim it was expedited by DLCD and resolved without liability to the state.

6. WHAT NEEDS TO BE DONE

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

7. ABOUT THE DATA

This is a straight-forward measure to track. There is no ambiguity about the data.

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

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

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

The following questions indicate how performance measures and data are used for management and accountability purposes.	
1 INCLUSIVITY Describe the involvement of the following groups in the development of the agency's performance measures.	A staff workgroup that included representatives of all DLCD programs developed a draft strategic plan and performance measures. DLCD also put together a stakeholder group including representatives of local governments, advocacy organizations, and other state agencies. LCDC reviewed and approved the strategic plan and provided input on the performance measures. The Joint Committee on Ways and Means provided input during budget hearings and work sessions.
2 MANAGING FOR RESULTS How are performance measures used for management of the agency? What changes have been made in the past year?	Performance measure data influences staff and LCDC in considering the need for program or policy changes, as well as decisions regarding agency priorities and budget. Changes made in the last year in response to performance measure data include: staff increases necessary to meet Measure 37 legal deadlines, workload reassignment to meet department needs as a result of Measure 37, and adjustment of performance measure methodology in response to a 2005 Legislative budget note requiring a report to the Joint Legislative Audit Committee. The department reported and received acknowledgement of its report.
3 STAFF TRAINING What training has staff had in the past year on the practical value and use of performance measures?	Training that has occurred in the last year included attendance at quarterly roundtables by the department's key performance measure coordinator and attendance at a seminar on "Internal Auditing of Key Performance Measures."
4 COMMUNICATING RESULTS How does the agency communicate performance results to each of the following audiences 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.oregon.gov/LCD/docs/publications/annperprep0904.pdf .