

LAND CONSERVATION and DEVELOPMENT DEPARTMENT

Annual Performance Progress Report (APPR) for Fiscal Year (2007-2008)

Proposed KPM's for Biennium (2009-2011)

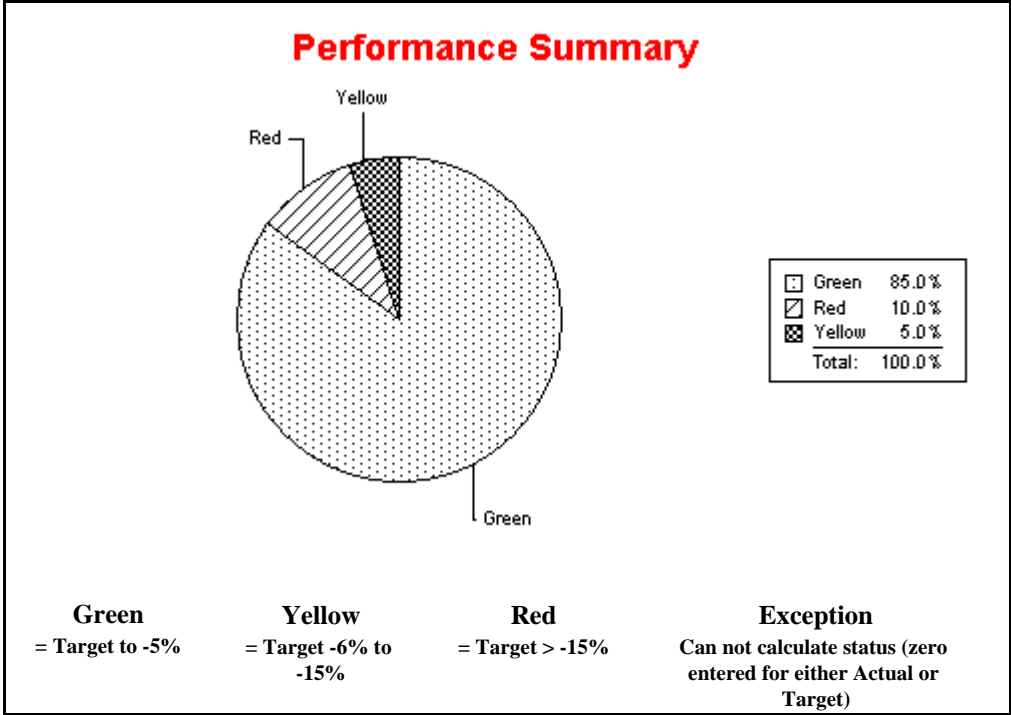
Original Submission Date: 2008

2007-2008 KPM #	2007-2008 Approved Key Performance Measures (KPMs)
1	EMPLOYMENT LAND SUPPLY – Percent of cities that have an adequate supply of land for industrial and other employment needs to implement their local economic development plan.
2	HOUSING LAND SUPPLY – Percent of cities that have an adequate supply of buildable residential land to meet housing needs.
3	PUBLIC FACILITIES PLANS – Percent of cities that have updated the local plan to include reasonable cost estimates and funding plans for sewer and water systems.
4	CERTIFIED INDUSTRIAL SITES – Number of industrial sites certified as “project-ready” added each fiscal year.
5	TRANSIT SUPPORTIVE LAND USE – Percent of urban areas with a population greater than 25,000 that have adopted transit supportive land use regulations.
6	TRANSPORTATION FACILITIES – Percent of urban areas that have updated the local plan to include reasonable cost estimates and funding plans for transportation facilities.
7	ERT – Percentage of local participants who rank DLCD involvement in the ERT process as good to excellent.
8	COASTAL DEVELOPMENT ZONING– Percent of estuarine areas designated as “development management units” in 2000 that retain that designation.
9	NATURAL RESOURCE INVENTORIES – Percent of urban areas that have updated buildable land inventories to account for natural resource and hazard areas.
10	FARM LAND – Percent of farm land outside urban growth boundaries zoned for exclusive farm use in 1987 that retains that zoning.
11	FOREST LAND – Percent of forest land outside urban growth boundaries zoned in 1987 for forest or mixed farm/forest use that remains zoned for those uses.
12	URBAN GROWTH BOUNDARY EXPANSION – Percent of land added to urban growth boundaries that is not farm or forest land.
13	PERIODIC REVIEW REMANDS – Percent of periodic review work tasks that are returned to local jurisdictions for further action.

2007-2008 KPM #	2007-2008 Approved Key Performance Measures (KPMs)
14	TIMELY COMMENTS – Percent of DLCD concerns or recommendations regarding local plan amendments that are provided to local governments within the statutory deadlines for such comments.
15	GRANT AWARDS – Percent of local grants awarded to local governments within two months after receiving application.
16	LAND USE APPEALS – Percentage of agency appeals of local land use decisions that were upheld by LUBA and the Courts.
17	CUSTOMER SERVICE: Percent of customers rating their satisfaction with the agency’s customer service as “good” or “excellent”: overall customer service, timeliness, accuracy, helpfulness, expertise and availability of information.
18	TASK REVIEW – Percent of periodic review work tasks under review at DLCD for no longer than four months.
19	MEASURE 49 - Percentage of Measure 49 claims assigned to the agency that are processed within 180 days.
20	BEST PRACTICES – Percent of total best practices met by the Board.

New Delete	
	Title: Rationale:

LAND CONSERVATION and DEVELOPMENT DEPARTMENT		I. EXECUTIVE SUMMARY	
Agency Mission: To support all our partners in creating and implementing local comprehensive plans that reflect and balance the statewide goals, the vision of local citizens, and the interests of local, state, federal and tribal governments.			
Contact: Bob Rindy		Contact Phone: 503-373-0050	
Alternate: Michael Morrissey		Alternate Phone: 503-373-0050	



1. SCOPE OF REPORT

This is the final report of the department’s progress on performance measures for 2007-2008. Data for the majority, but not all, of the Key Performance Measures are based on the current fiscal year.

Agency programs/services addressed by key performance measures

Build Oregon’s Economy:

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

Streamline the Land Use Process:

The department is streamlining statewide regulations to reduce complexity, costs to local government and the development community, and to encourage local economic development planning that supports the state’s economy. The department will continue to work with the Land Conservation and Development Commission (LCDC) to streamline and improve land use rules and goals to: (1) encourage local governments to increase the supply of project-ready industrial land in communities throughout the state; (2) encourage affordable housing; and (3) streamline the process for evaluating and, if necessary, amending urban growth boundaries (UGBs). The department is also continuing its effort to reduce the workload burdens for local governments regarding their efforts to periodically review and update local land use plans. DLCD Performance Measures 1, 4, 7, 9 and 15 link to this area of focus.

Provide Excellent Service to Local Governments:

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

Continue Implementation of Ballot Measure 49:

The department is continuing implementation of Ballot Measure 49 and will continue to evaluate and resolve, in a timely manner, all new claims submitted to the state under Measure 49, as well as property owner “elections” filed relative to existing Measure 37 claims. (NOTE: If a valid new 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). Resolution of individual property owner “elections” regarding Measure 37 claims is not statutorily required within a specified period of time. Based on approved budget, the department plans to resolve those claims by no later than December 31, 2010. DLCD Performance Measure 19 links to this program.

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

Modernize Information Technology (IT) and Delivery:

The department is continuing to implement its plan to modernize and enhance information technology and databases in order streamline agency programs and to improve service to the public, businesses, local governments, and other agencies. The department made significant strides during 2005-2007 to build a modern and efficient IT infrastructure and will continue to focus on improving database and information management, including geo-spatial data, pursuant to the department's Information Resources Management Strategic Plan. The department has proposed policy packages in 2009-11 supporting the continued efforts to create a sustainable information technology infrastructure. No external DLCD performance measures link to this program. However, the department has made strides toward developing internal key performance measures tracking the lifecycle replacement program. Continued investment by the legislature in the information technology capacity of the department will improve the agency's ability to meet key performance measure targets and assist local jurisdictions in implementing the statewide land use program.

Land Use Program Review:

The Oregon Task Force on Land Use Planning is carrying out its review of the state land use program in accordance with the objectives outlined by 2005 Senate Bill 82. The Task Force will issue a report and recommendations to the 2009 Legislature. Key performance measures do not currently address the Task Force's review of the land use program. New or amended agency performance measures may be needed depending on the Task Force final recommendations and any subsequent legislative changes to the land use program or direction to the agency based on the Task Force recommendations.

2. THE OREGON CONTEXT

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

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

Oregon's Statewide 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 programs, tax structures, and a variety of state and federal regulations. For example, progress in preserving the agricultural land economy in Oregon is influenced by a supportive property tax system, investments made by the federal and state governments to subsidize certain crops, and investments

by certain industries that use those crops.

3. PERFORMANCE SUMMARY

In general, DLCD's performance measures portray a positive trend for the program. Sixteen of the 19 measures effectively meet or exceed the goal. In the three instances where this is not the case, the trend of actual performance is in a positive direction, and a program for improvement is being implemented

This performance report provides data for fiscal year 2008. In 2008, the department requested an administrative change to key performance measure 19, reflecting passage of Measure 49 (2007). Pending the Oregon Task Force on Land Use Planning's review of the Statewide Planning Program and final recommendations, additional substantive changes to the department's key performance measures may be necessary.

4. CHALLENGES

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

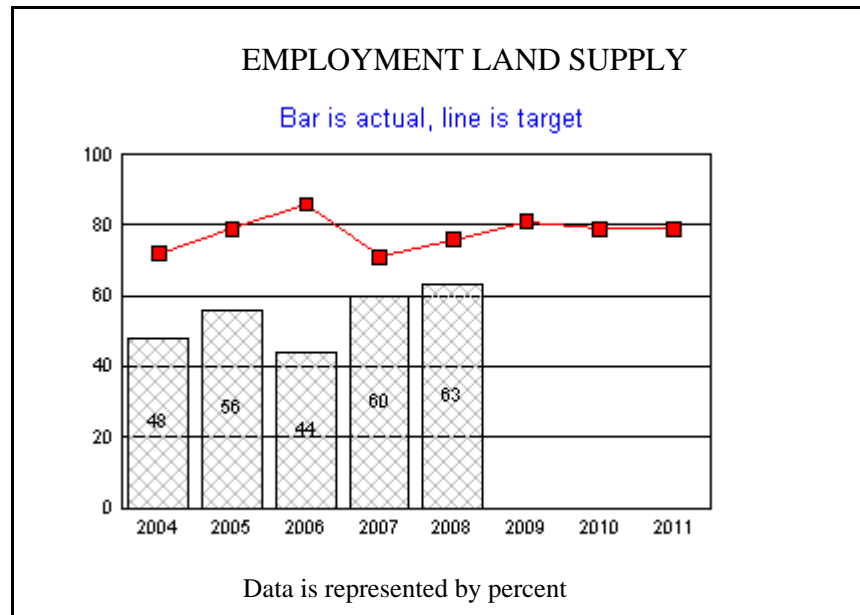
Oregon statutes regarding the periodic review and update of local comprehensive plans focus DLCD resources largely on certain land use planning efforts in cities with a population of 10,000 or more. While there is a benefit to focusing limited state resources on certain priorities, the lack of funding and mandatory requirements to maintain and update local plans may exacerbate problems in smaller jurisdictions and all local governments with regard to certain reprioritized issues affecting all local governments. Without continued investment in the department's staffing capacity and additional grant resources to assist local government planning, smaller cities' and counties' plans will likely grow more and more out of date and will be less and less likely to meet local needs and state planning requirements. This, in turn, will affect the agency's performance with respect to the measures and targets discussed in this report.

The continued implementation of Measure 49 may require DLCD to reassess some of its performance measures if it is necessary to divert staff from other responsibilities. The additional workload brought about by Measure 49 may require use of other staff to assure public expectations for prompt action are met, 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 may be affected by the demands of Measure 49 claims administration and review.

5. RESOURCES AND EFFICIENCY

The department 2007-09 Legislatively Adopted Budget for its three fund types is \$23 million. Performance Measures 14, 15, 18, and 19 concern efficiency measures for the department with regard to DLCD programs.

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



1. OUR STRATEGY

Periodic review and plan amendment review are the major department activities associated with this measure. Under periodic review, each city updates its land use plan and other local programs to improve the local economy, forecasts its industrial land and employment needs for the next 20 years, and amends the plan and the local Urban Growth Boundary (UGB), if necessary, in order to increase the land supply for economic

development. The department provides technical and financial assistance to local governments for planning tasks intended to evaluate or increase the supply of industrial and other employment lands.

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

2. ABOUT THE TARGETS

Progress toward this target is determined by estimating the number of cities that are likely to finish the year with an adequate (i.e., 20-year) supply of developable industrial and other employment land. In determining progress toward the target, the department considers the following tasks related to this measure: the number of cities expected to complete periodic review work tasks for industrial or other employment lands, the number of cities expected to complete periodic review after determining that no land inventory increase is needed and the number of cities expected to complete a major economic development-related comprehensive plan update outside of periodic review through the plan amendment process provided by statute. The total derived from these estimates was divided by the total number of Oregon cities over 2,500 in population in order to arrive at the department’s determination of progress toward this target. During the biennium, individual cities determine whether they complete one of the above qualifying tasks and the department evaluates their success and the adequacy of their efforts in determining progress toward this target.

3. HOW WE ARE DOING

Although the target for this measure was not met for this reporting period, the department improved its performance relative to the target for this year compared to previous years. Oregon cities are continuing to maintain and improve their supply of industrial and other employment lands; however, more work needs to be done. Progress toward the targets in this measure is expected to improve in the near future for two reasons. First, a majority of Metro-area cities are eligible to enter periodic review in the next year, and this constitutes a large number of cities that historically have a high success rate regarding this task. Second, most DLCD planning grants awarded in the current biennium have been directed toward local planning efforts to determine and meet needs for industrial and other employment lands. These analyses are expected to result in an increase in land supplies for 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. Other states have programs and standards involving “shovel-ready industrial sites” and economic analyses. While these programs have some elements related to DLCD’s standards, they are significantly different than Oregon’s program.

5. FACTORS AFFECTING RESULTS

Recent legislation eliminating the requirement for cities with a population less than 10,000 outside Metro to periodically review and update the local land use plan may impair the department’s ability to meet targets. Also, DLCD did not have a high success rate in getting technical assistance grants approved during the first half of this biennium and none were approved in time to result in completed local work prior to June 30, 2008. In addition, the moratorium on periodic review due to legislation in 2003 delayed many comprehensive plan updates that had been anticipated when DLCD set these targets. The recent amendments to the methodology for this measure, although helpful toward producing greater accuracy, also affected this year’s results.

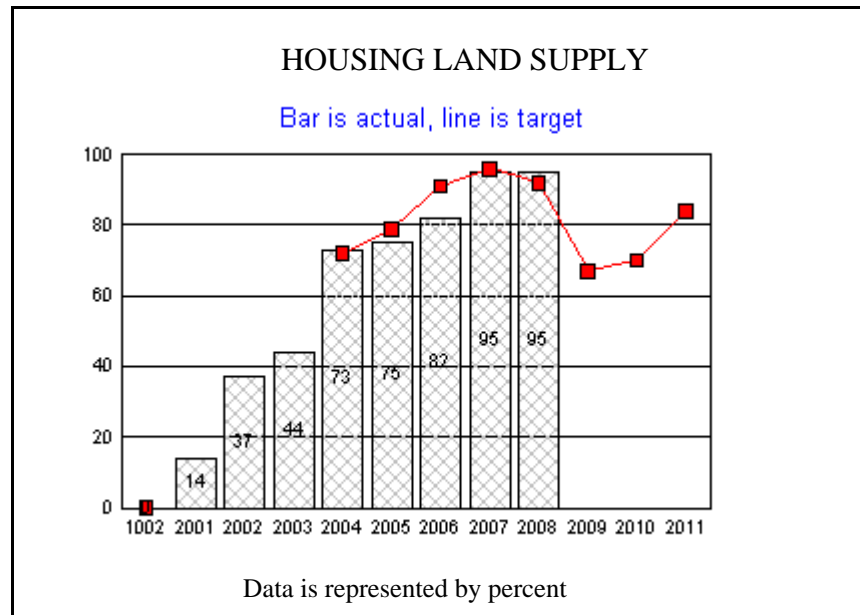
6. WHAT NEEDS TO BE DONE

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

7. ABOUT THE DATA

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

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



1. OUR STRATEGY

This measure tracks the percentage of cities with a population over 2,500 that have completed a major update of their local land use plan in order to provide an adequate (i.e., a 20-year) supply of buildable residential land within the city's urban growth boundary (UGB). Planning and zoning a sufficient amount of land, based on an up-to-date housing needs analysis, helps assure that enough land is available for construction of new housing

at various price ranges and rent levels in these communities. An increasing percentage of lower- and middle-income Oregon households pay more for housing costs than is considered reasonable under standard indicators. This gap emphasizes the importance of the department's work with other state agencies and local governments to assure an adequate supply of residential land in UGBs. The buildable residential land supply is one factor that directly affects a city's ability to provide for affordable housing needs.

2. ABOUT THE TARGETS

The higher the percentage reported under this measure, the better the performance. The targets were based on estimates of the number of cities that will update their plans each year outside of periodic review, plus the number of cities that will enter periodic review with a relevant work task, and estimates of which year each city in periodic review is expected to complete the relevant work tasks. The targets generally assume that an amended local plan on this topic will provide an adequate 20-year land supply over the average 10-year period prior to the next anticipated update, except for plans for cities within the Portland Metropolitan Service District boundaries. State statutes require Metro (and cities within Metro) to review and update the residential land supply within its UGB every five years. As such, all cities with populations over 2,500 within Metro are counted as having an adequate supply of residential land for the year that Metro completes a residential land evaluation, plus the four following years. Please note that 2007 legislation granted Metro a one-time 2-year extension of the mandatory 5-year update. Therefore, all cities with populations over 2,500 within Metro will be counted as having an adequate supply of residential land for the period 2002-2009 (seven years), instead of 2002-2007 (five years). After 2009, the 5-year planning period for Metro cities will resume.

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

3. HOW WE ARE DOING

In Fiscal Years 2005, 2006 and 2007, performance was lower than the targets. In Fiscal Year 2008, however, performance exceeded the target by three percent.

4. HOW WE COMPARE

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

and affordability due to the Oregon's requirements for a 20-year residential land supply within a UGB.

5. FACTORS AFFECTING RESULTS

Positive factors affecting this measure include: 1) A city is in periodic review (required for cities with populations over 10,000), and its periodic review work program includes a task to complete or update a residential land needs analysis and/or a UGB evaluation; 2) State grant funds are available for local buildable land inventories, residential land needs analyses, and UGB evaluations, either during periodic review or otherwise; 3) A city in periodic review is on schedule to complete its work program; 4) A city updates its buildable land inventory and residential land needs analysis at least every 10 years; and 5) Department staff resources are available to provide local governments with technical assistance.

Barriers include: 1) The legislative moratorium on periodic reviews from July 1, 2003 through June 30, 2007; 2) The fact that the department has little influence, except through grants, on whether cities not subject to periodic review (i.e., with populations less than 10,000) choose to undertake the planning necessary to provide an adequate supply of residential land; 3) Historically, that State grant funds have not covered all qualified and needed land supply planning projects, and the department's ability to provide financial assistance to cities decreases each biennium; and 4) Less staff time is available for technical assistance due to the rate of staff turnover during the previous and current biennium.

6. WHAT NEEDS TO BE DONE

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

7. ABOUT THE DATA

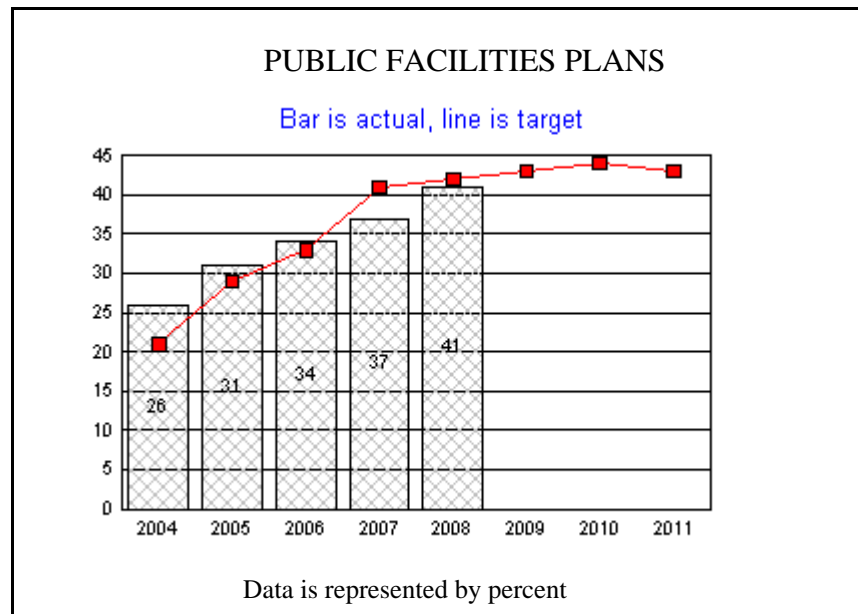
The reporting cycle is Oregon's fiscal year.

The data for this measure derive from two sources: periodic review work program products submitted to the department for review, and post-acknowledgment plan amendments for cities with populations over 2,500 that are reported to the department. For periodic reviews, the department counts approved residential lands evaluation tasks, approved work program completions, approved city findings of adequacy of residential land, and approved urban growth boundary (UGB) evaluation or amendment tasks. For post-acknowledgment plan amendments, the department counts adoption notices received for residential buildable land inventories, residential land need analyses, and legislative UGB amendments to add residential land. Post-acknowledgment plan amendments need not be acknowledged to be counted as progress toward targets under KPM 2; the city need only adopt the amendments.

Strengths of the data: The data used for this measure primarily includes the larger urban areas in Oregon, where most of the state's population resides and where much of the state's housing supply growth occurs.

Weaknesses of the data: 1) With the present database, which was designed for a different purpose, it is difficult to extract the specific data needed for this KPM. Staff evaluating data for this measure must review a large amount of data to cull out a small percentage of relevant data. 2) The data omit 139 incorporated cities in Oregon with populations less than 2,500, including many within proximity of larger metropolitan areas that are experiencing growth.

KPM #3	PUBLIC FACILITIES PLANS – Percent of cities that have updated the local plan to include reasonable cost estimates and funding plans for sewer and water systems.	2002
Goal	Economic development: Promote economic development and quality communities.	
Oregon Context	OBM: 4 Job Growth and OBM 74: Affordable Housing	
Data Source	DLCD tracking of periodic review approval orders.	
Owner	Planning Services Division, Rob Hallyburton, 503-373-0050 ext 239	



1. OUR STRATEGY

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

sites.

2. ABOUT THE TARGETS

The higher the percentage reported under this measure, the better the performance. The targets are based on estimates of the number of cities that will update their plans each year outside of periodic review, the number of cities that will enter periodic review with a relevant work task, and the number of years that cities in periodic review are expected to take to complete the relevant work tasks. The targets generally assume that an amended local plan on this topic will be adequate for a 10-year period.

3. HOW WE ARE DOING

Performance was 4% below the target in FY 2007, but in FY 2008, performance was only 1% below the target, indicating that the department will soon be back on track in meeting or exceeding its targets as it did in FY 2004, FY 2005 and FY 2006.

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

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

Barriers include: 1) The legislative moratorium on periodic reviews from July 1, 2003 through June 30, 2007; 2) The department has little influence over whether cities that are not subject to periodic review (i.e., with populations less than 10,000) undertake the preparation or updating of public facilities plans; 3) Historically, state grant funds have not covered all qualified and needed local projects, and the department's ability to provide financial assistance to cities decreases each biennium; and 4) Less staff time is available for technical assistance to cities on this program due to the

rate of staff turnover in the previous and current biennium.

6. WHAT NEEDS TO BE DONE

Continue using the recently revised methodology for tracking this measure in future years. Pursue additional budgeted funds from the legislature for grants to local governments to encourage cities to prepare or update public facilities plans. The department has submitted a request for additional grant funds, a portion of which would be used to assist local governments' land use planning efforts.

7. ABOUT THE DATA

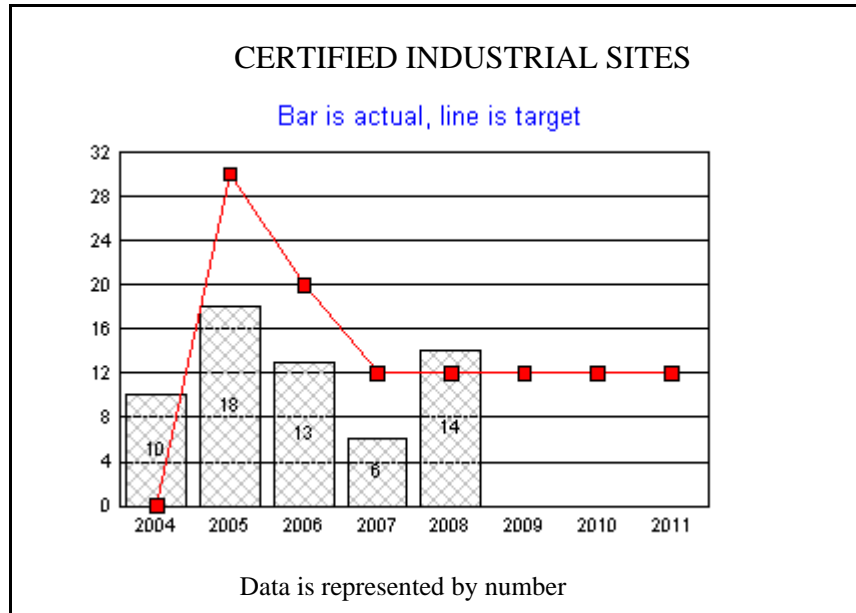
The reporting cycle is Oregon's fiscal year.

The data for this measure derive from two sources: periodic review work programs submitted to the department for review, and post-acknowledgment plan amendments for cities with populations over 2,500 reported to the department. For periodic reviews, the department counts approved public facility plan tasks. For post-acknowledgment plan amendments, the department counts notices received regarding newly adopted public facilities plans.

Strengths of the data: It includes the larger urban areas in Oregon where most of the state's population resides and where much of the state's growth occurs.

Weaknesses of the data: 1) With the department's current database, which was designed for a different purpose, it is difficult to extract the specific data needed for a KPM. Staff assigned to track this measure must review a very large amount of data to cull out a small percentage of relevant data. 2) Data omits 139 incorporated cities in Oregon with populations less than 2,500, many which are within proximity of larger metropolitan areas and are experiencing growth.

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



1. OUR STRATEGY

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

development, and also assists OECD and ERT with land use related aspects of this effort.

2. ABOUT THE TARGETS

Targets were set in consultation with the Oregon Economic and Community Development Department and the Economic Revitalization Team office at the onset of the program, before a track record on this program had been established. As such, the targets were unrealistically high when the program was new and without a track record. In general, potential providing a supply of project-ready sites is an effort that entails more complex and more costly issues to resolve than anticipated, and the total acreage provided so far, 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 more accessible supply of sites that are easily made “project ready” is exhausted, the number of sites added each year is expected to drop and then level off. As project ready sites are developed over time, replenishing these sites is also expected to be increasingly difficult.

3. HOW WE ARE DOING

The targets were exceeded for this reporting period. Locating, recruiting and certifying potential project-ready sites has proved to be more complex and more costly than anticipated when the targets were set. The department is reporting at this time on 2007 target changes approved by 2007 Legislature in order to synchronize DLCD’s report with the Oregon Economic and Community Development target changes approved in their report to a 2006 Joint Legislative Audit Committee. Nevertheless, Oregon is on track toward creating and maintaining a competitive portfolio of certified industrial sites. It is expected that certified industrial sites will develop with new and expanded industry over time, and therefore must be replaced. Information on Oregon's certified industrial sites is available at <http://www.oregonprospector.com>.

4. HOW WE COMPARE

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

5. FACTORS AFFECTING RESULTS

The reduction in the number of cities required to undergo mandatory periodic review will continue to reduce the number of cities that evaluate and update their industrial land supply, including the supply of project-ready industrial sites. The changes in state law reducing the number of cities required to undergo periodic review were enacted in 2005. Therefore, over time, this statute change will hinder the state’s ability to meet targets for project-ready industrial sites.

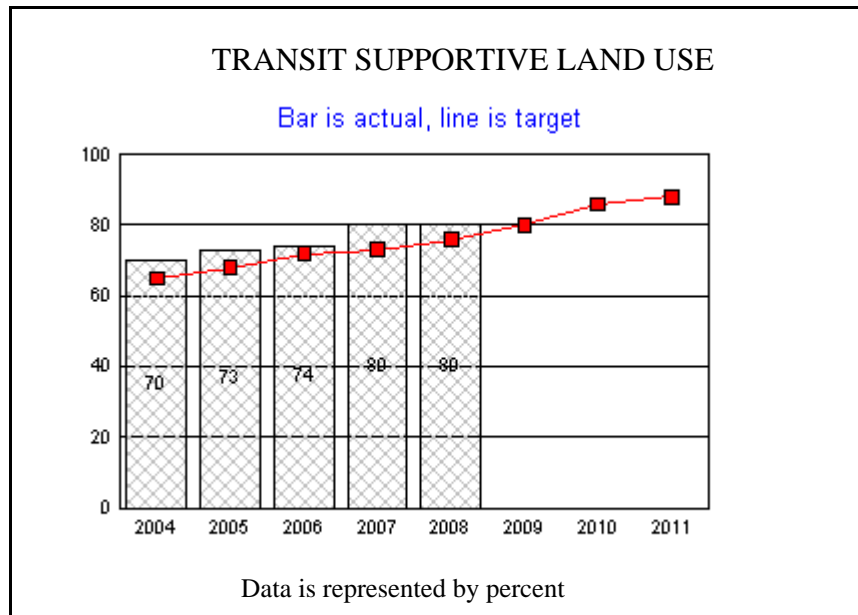
6. WHAT NEEDS TO BE DONE

For cities no longer subject to periodic review, DLCD must increasingly rely on state grant programs to encourage local governments to provide an adequate supply of project-ready industrial sites. DLCD needs to continue providing grants and other assistance to local governments to encourage periodic evaluation and update of the industrial land supply. Other state agencies should assist as necessary to maintain Oregon's portfolio of certified sites. The department is seeking additional 2009-2011 budget for grants to local governments specifically targetted at economic development, which will assist cities in planning for industrial sites and make the sites ready for certification.

7. ABOUT THE DATA

The fiscal year (July 1-June 30) reporting data were derived from lists published by the Oregon Economic and Community Development regarding sites certified as "project-ready."

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



1. OUR STRATEGY

This performance measure demonstrates whether local communities are adopting land development regulations that assure land use and public transit systems are integrated and mutually supportive, as required by the transportation planning rule (OAR 660-12) and Statewide Planning Goal 12. Transit-supportive land use regulations are necessary to allow development at densities adequate to support transit service and to ensure that

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

The department assists local governments in adopting land development regulations intended to improve local transportation options. This work will ultimately assist with transportation 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 adopted by local government and acknowledged by DLCDC over the past ten years. Accomplishment of higher percentages is desirable.

3. HOW WE ARE DOING

The data reveals that the targets have been achieved. Local governments are adopting transit-supportive land development regulations. The general trend shows a gradual improvement as many local jurisdictions adopt transit supportive standards. The department has been focusing effort on the remaining jurisdictions, especially the larger cities such as Eugene, Medford, and Salem, where only partial progress has been made. The department and the City of Salem recently reached an agreement on the planning work remaining for the city to comply with the TPR through a Periodic Review work task. The TGM program continues to support planning in Eugene related to the new Bus Rapid Transit (BRT) system and the Franklin Station area in particular.

4. HOW WE COMPARE

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

5. FACTORS AFFECTING RESULTS

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

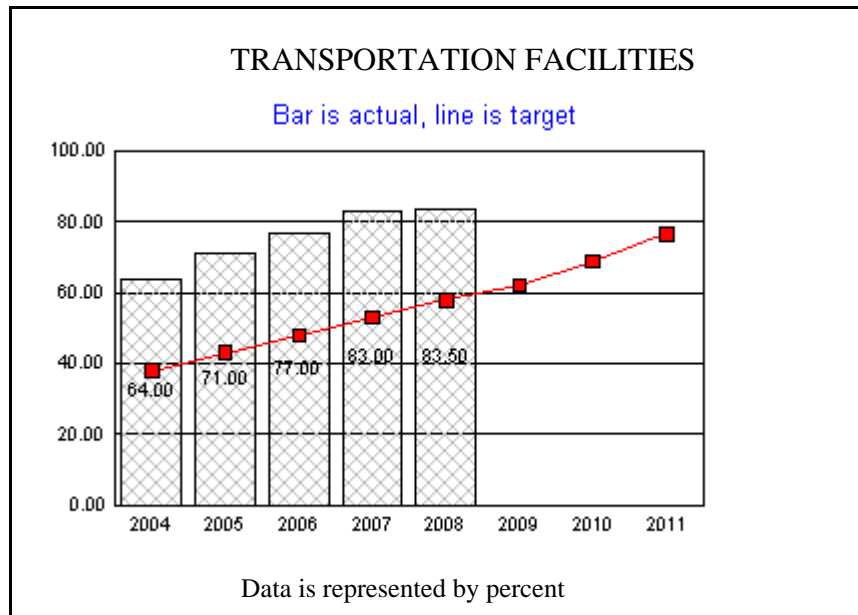
6. WHAT NEEDS TO BE DONE

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

7. ABOUT THE DATA

Data is reported as of June 30, 2008. Data is based on the numbers of TSP's and implementing ordinances that have been adopted by the city and acknowledged by DLCD (through periodic review or the plan amendment process).

KPM #6	TRANSPORTATION FACILITIES – Percent of urban areas that have updated the local plan to include reasonable cost estimates and funding plans for transportation facilities.	2002
Goal	Economic development: Promote economic development and quality communities.	
Oregon Context	OBM 4: Job Growth and OBM 72: Road Condition	
Data Source	Periodic review approval orders.	
Owner	Planning Services Division, Rob Hallyburton, 503-373-0050 ext 239	



1. OUR STRATEGY

This measure indicates the percentage of cities with a population over 2,500 that have completed a Transportation System Plan (TSP) as required by LCDC’s Transportation Planning Rule (OAR 660, division 12, and Statewide Planning Goal 12). These TSP’s address streets and highways, mass transit for large cities, and air and rail facilities, and are intended to assist local and state efforts to improve transportation facilities. These plans

are coordinated at the city, county and state level. They contain lists of major transportation projects which are needed to support compact, urban development for the next 20 years.

The department assists local governments in adopting TSPs and related land developments regulations. This work will ultimately assist with resolving commuting problems in Oregon's communities, enhance the efficiency of the transportation system, and, therefore, indirectly assist with job growth. Governmental partners include local governments, transit districts and the Oregon Department of Transportation (ODOT). Non-governmental partners include property owners, developers, and realtors who participate in planning and outreach efforts to promote efficient transportation systems and supportive land use patterns.

2. ABOUT THE TARGETS

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

3. HOW WE ARE DOING

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

4. HOW WE COMPARE

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

5. FACTORS AFFECTING RESULTS

Factors affecting the results include the complexity associated with planning for transportation systems and supportive land uses, the availability of

grants and technical assistance funds to help local governments prepare TSPs, and the difficulty encountered in preparing reliable projections on the availability of federal, state, and local transportation funding.

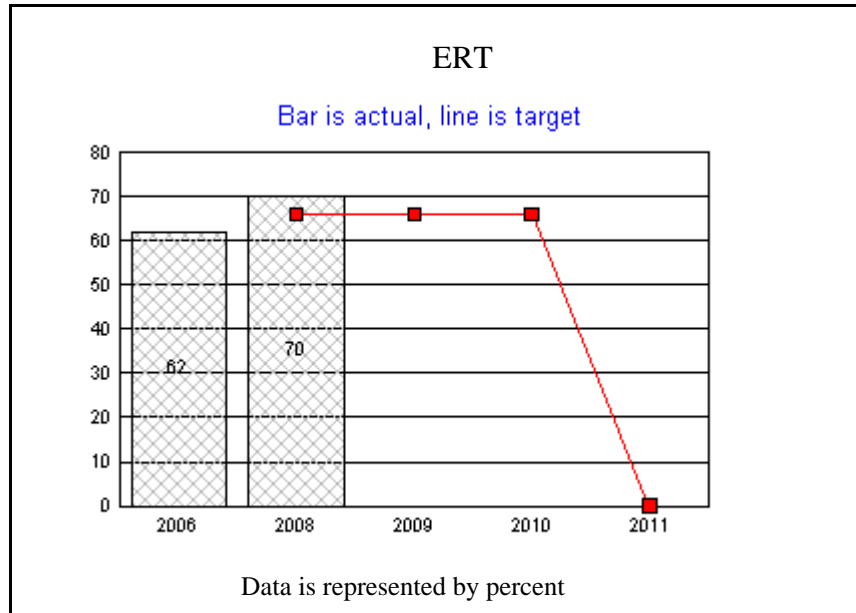
6. WHAT NEEDS TO BE DONE

Periodic review, plan amendment review, ODOT/DLCD Transportation and Growth Management (TGM) grants, and technical assistance grants are the major activities in support of this measure. Recent legislation has removed cities with a population under 10,000 from mandatory periodic review. For these cities, more emphasis needs to be placed on grant programs to assist local governments and on the voluntary plan amendment process to encourage local governments to complete TSPs outside of periodic review. With a greater emphasis on economic development for the department's grant programs, greater reliance on TGM grants and technical assistance is needed. The department will also work to increase the awareness of the projected shortfall in available federal, state, and local transportation funds to construct the planned transportation facilities and services identified in TSPs.

7. ABOUT THE DATA

Data is reported as of June 30, 2008. The 2004 report for this KPM used data only from periodic review, and included the following disclaimer: "The data for 2003 did not include any TSPs completed through the plan amendment process; it is likely that some TSPs completed as plan amendments were not counted and the target was exceeded by a greater amount than shown above." Subsequent reports tracked new TSP's primarily through the periodic review process. This report is based on a new review of periodic review and plan amendments outside periodic review, and thus reports a higher completion rate for previous years' actual data.

KPM #7	ERT – Percentage of local participants who rank DLCD involvement in the ERT process as good to excellent.	2006
Goal	Economic development: Promote economic development and quality communities.	
Oregon Context	DLCD Mission.	
Data Source	Customer service survey results provided by economic revitalization team (ERT).	
Owner	Richard Whitman, 503-373-0050 ext 271	



1. OUR STRATEGY

The Governor’s Economic Revitalization Team [ERT] include, questions measuring customer satisfaction for four partner agencies [DLCD, PUC, ERT, DWR] in their 2008 Oregon Joint Customer Satisfaction Report for the Progress Board. Questions measure the agencies’ involvement in ERT projects with regard to timeliness, helpfulness, accuracy, knowledge and expertise, availability of information and overall quality of service. The

desired outcome is a high percentage of responses that report a high overall quality of service with regard to DLCD involvement in the ERT process. Quality of service was chosen as the best indicator of DLCD performance and ERT oversight because this seemed most important from a customer point of view. That 2008 survey result for reporting purposes is 70.3 percent.

2. ABOUT THE TARGETS

This is the second year for this measure. The department participated with ERT in the customer satisfaction survey sponsored by the Department of Administrative Services' Budget and Management Division in 2008. The department anticipated a biennial survey of its customers and therefore does not and will not have data to report for 2007 and 2009. Biennial targets for this measure were established by the agency and approved by the 2007 Legislature. DLCD anticipates potential changes to these targets as more clarity on ERT customer service survey methodology is determined.

3. HOW WE ARE DOING

This is a the second year for this measure. There is no trend and interpretation of the data is difficult due to data and statistical quality issues. 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.

4. HOW WE COMPARE

DLCD's result of 70.3 placed the agency second behind the top scoring ERT agency result of 84.6%.

5. FACTORS AFFECTING RESULTS

For the reasons stated in section 3 above, customer satisfaction results are expected to be lower for these selected projects than reported elsewhere for the agency as a whole.

Due to the small number of projects ERT works on each year, relative to overall partner-agency projects, the survey sample size is necessarily small and therefore sample size may impact survey results and conclusions drawn from those results. In addition, this is only the second year ERT-related questions have been included in ERT's Customer Satisfaction Study for the four targeted agencies. The wording of the questions has been changed, and may yet need further refinement.

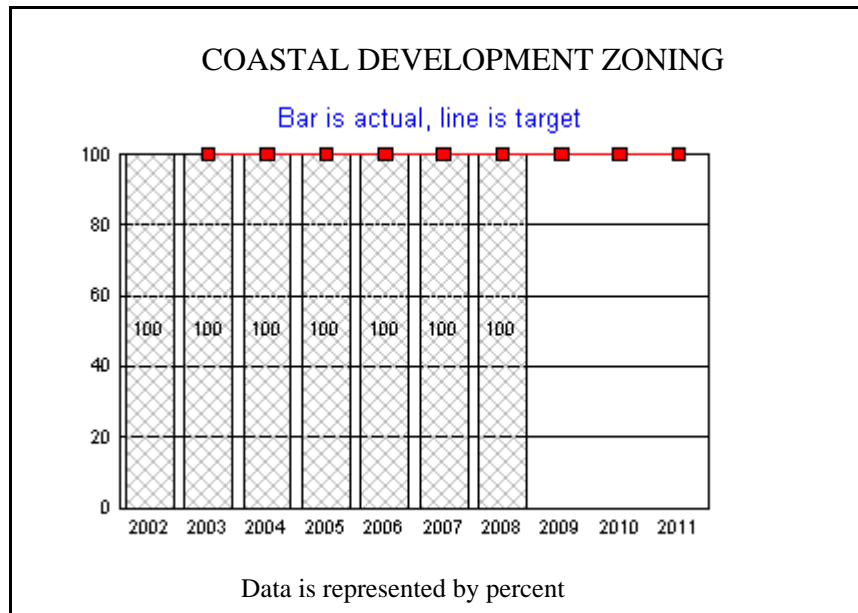
6. WHAT NEEDS TO BE DONE

DLCD will continue working with ERT to improve access to information about state programs and processes and continues to make quality customer service a focus in its planning efforts. The Economic Revitalization Team will also look for communication/outreach opportunities which could improve customer service ratings.

7. ABOUT THE DATA

This data is reported as summary data from the 2008 Oregon Economic Revitalization Team Oregon Joint Customer Satisfaction Study (biennial). The department anticipates a biennial survey. There have been changes in how the biennial survey is to be conducted that may make it impossible to include these ERT sub-agency survey questions.

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



1. OUR STRATEGY

The agency strategy for this goal is to retain the total number and distribution of estuary management units zoned for development. These areas constitute a relatively small percentage of the total estuarine land which are located in the shallow draft and deep draft estuaries, and are generally associated with and intended for industrial and commercial uses that are strictly water-dependent, such as those located in ports. The development

management units are located in estuarine areas where there is substantial public investment in facilities to support coastal marine-based commercial and industrial uses, such as where there are inlets with federally maintained jetties and channels, navigation aids, dock and port facilities, and other infrastructure. These areas, and the investments made within them, are limited and can not be recreated or relocated. There are no substitute or alternative areas that can be developed for these purposes if the current areas are converted to other uses. Recent examples of “new” water dependent uses which require location in these areas include the Liquid Natural Gas port and the wave energy power generation facilities.

2. ABOUT THE TARGETS

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

3. HOW WE ARE DOING

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

4. HOW WE COMPARE

Oregon performs extremely well in comparison to other states in the manner that we manage and protect the limited number of estuarine areas that are available for water-dependent industrial and commercial uses. Generally speaking, in many states, these areas are not protected for water-dependent industrial and commercial uses, but are subject to normal development pressures and speculation. As such, in other states, such areas may be converted and have been converted to other non water-dependent uses, such as residential, non water-dependent commercial or other non-compatible uses, or incompatible uses may be located adjacent to them, causing conflicts.

5. FACTORS AFFECTING RESULTS

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

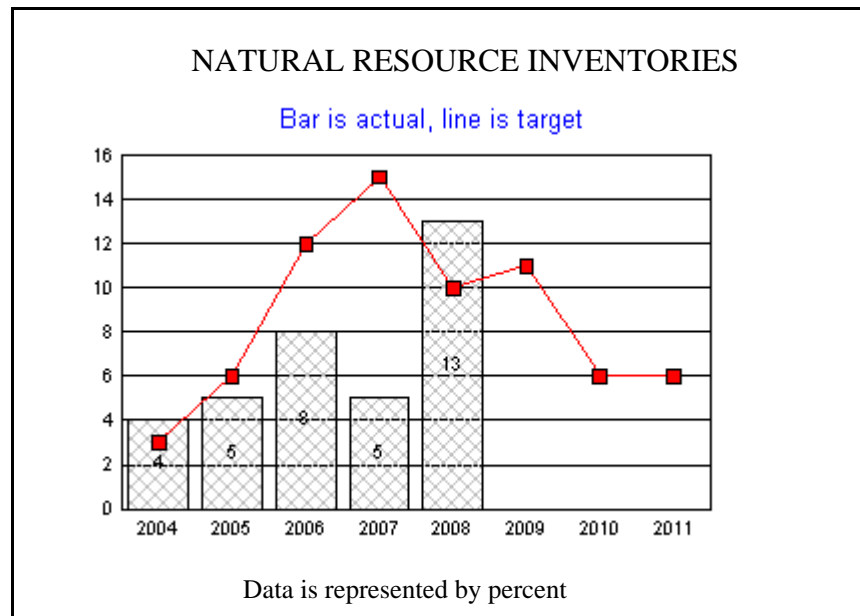
6. WHAT NEEDS TO BE DONE

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

7. ABOUT THE DATA

The reporting cycle is from July 1, 2007 to June 30, 2008. Zone changes in these areas require either a major plan amendment or a goal exception. The zone change data is derived directly from the plan amendment and goal exception submittals from local governments that are reviewed by the department. Specific uses within estuaries also require local, state and federal permits. The department routinely reviews those types of permitted activities. The department must issue a federal consistency determination for all activities that require a federal permit or that are conducted by a federal agency.

KPM #9	NATURAL RESOURCE INVENTORIES – Percent of urban areas that have updated buildable land inventories to account for natural resource and hazard areas.	2002
Goal	Secure Oregon’s Legacy	
Oregon Context	OBM 4:Job Growth, OBM 67:Emergency Preparedness, OBM 74:Affordable Housing, OBM 77:Wetlands Preservation, OBM 87: Native Fish and Wildlife	
Data Source	DLCD tracking of periodic review approval orders.	
Owner	Rob Hallyburton, 503-373-0050 ext 239	



1. OUR STRATEGY

For urban residential development to occur in the manner contemplated by local land use plans and the statewide planning goals, local land use plans must account for building constraints due to natural resources and natural hazards on land otherwise planned and zoned for development. Most

urban area land use plans were adopted decades ago without adequate inventories of natural resource and hazard areas. As buildable land inventories are updated, these inventories should include improved assessments of natural resources and hazards that affect the actual amount of land inventoried and assumed to be developable. Such inventories are necessary to provide a solid basis for residential development planning and zoning. DLCD verifies the adequacy of natural resource and hazards inventories during the periodic review and post acknowledgement plan amendment review processes. An approved periodic review task or adopted plan amendment serves as evidence that updated buildable land inventories account for natural resource and hazard areas.

2. ABOUT THE TARGETS

This target counts cities with population greater than 2,500 that, during the fiscal year, either have received approval for a periodic review work task or have adopted a comprehensive plan amendment that includes an updated buildable lands inventory with goal-compliant natural resource and hazards inventories. This measure tracks the success of local governments in determining development constraints on urban residential lands due to the presence of sensitive natural resources inventoried under Statewide Planning Goal 5 (e.g. wetlands, riparian areas, wildlife habitat) and natural hazards inventoried under Statewide Planning Goal 7 (e.g., floodways and floodplains, landslide hazard areas, urban wildfire zones). The FY 2007/08 target of 10% equates to an expectation that approximately 10 cities during the fiscal year would update their buildable lands inventories, and that these updates would account for the diminished development potential due to the presence of a sensitive natural resources or natural hazards in areas planned for development.

3. HOW WE ARE DOING

For the first time since FY 2004, performance exceeded the target. This result indicates that (1) more cities are preparing and adopting residential buildable land inventories, and (2) local governments are making progress in comprehensively assessing the impact of natural resource and hazard constraints on their urban land supplies.

4. HOW WE COMPARE

The department is not aware of any related public or private standards to measure the effects of natural resource or hazards constraints on the long-term (20-year) supply of buildable lands.

5. FACTORS AFFECTING RESULTS

This measure was originally crafted when periodic review was the primary means of assuring and tracking local government updates of buildable

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

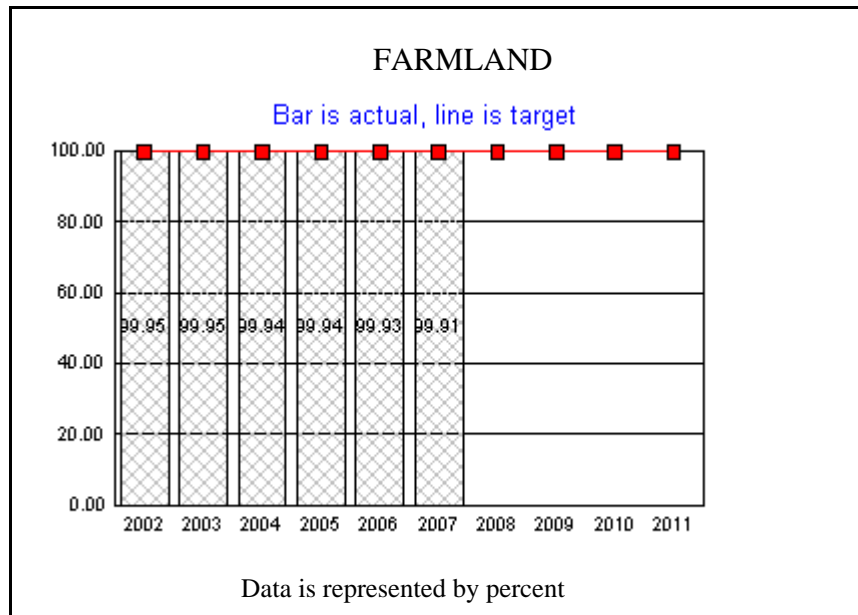
6. WHAT NEEDS TO BE DONE

Continue using the revised methodology in future years. Pursue additional budgeted funds from the legislature for grants to local governments to encourage them to update buildable land inventories to account for natural resources and natural hazards. It is important to note that “buildable land” is a statutory term that pertains only to residential land. However, of natural resource and hazard constraints are also important with respect to land provided for industrial and other employment uses (see KPM 4, above). As such, over time the department should consider amendment of this measure to assess natural resource constraints on inventories of land planned for industrial and employment use.

7. ABOUT THE DATA

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

KPM #10	FARM LAND – Percent of farm land outside urban growth boundaries zoned for exclusive farm use in 1987 that retains that zoning.	2002
Goal	Secure Oregon’s Legacy.	
Oregon Context	OBM 4: Job Growth, OBM 81: Agricultural Lands	
Data Source	DLCD’s rural lands GIS database, plan amendment, and farm/forest databases.	
Owner	Rob Hallyburton, 503-373-0050 ext 239	



1. OUR STRATEGY

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

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

2. ABOUT THE TARGETS

The targets developed here acknowledge that while the land use program is intended to protect agricultural land from conversion to other uses, there nevertheless will be a small amount of land rezoned for urban and rural development as cities grow and where rural exceptions to farm protections can be justified under certain circumstances. This factor is built into the target, which provides for a small amount of yearly rezoning of agricultural land.

3. HOW WE ARE DOING

The results for 2007 show that the State's land use program continues to work well to maintain agricultural lands for commercial farm use, although the level of rezonings from EFU to other rural uses is somewhat higher and slightly off-target for 2007. From a base of 16.1 million acres of EFU-zoned land in 1987, a total of 14,859 acres have been rezoned to other urban and rural uses in the 20-year period through 2007. About 22% of this rezoning activity, or 3,253 acres, occurred in 2007. About one-third of this acreage was rezoned to forest or farm-forest use, and thus continues to be used for resource industry.

4. HOW WE COMPARE

To our knowledge, there are no public or private standards for farmland zoning to compare with Oregon's land use program. However, there is indirect evidence of the effectiveness of Oregon's extensive EFU zoning. The most recent US Census of Agriculture figures show that Oregon is holding onto its large and mid-sized farms at a higher rate than the rest of the nation. Between 1978 and 2002, the rate of loss of large (500+ acres) farms in Oregon was less than half the rate for the nation, while the rate of loss of mid-sized farms (50-499 acres) was almost four times lower than for the nation as a whole.

5. FACTORS AFFECTING RESULTS

Rezoning of farmland occurs through local government decisions in response to applications to change EFU zoning or expansion of urban growth boundaries. The approval of such applications is generally not influenced by the Department, but is restrained by LCDC goals, rules and State land

use statutes. While this performance measure provides a good overall assessment of the longevity of EFU zoning over time, the modest amount of land rezoned out of EFU compared to the very large base of current EFU zoning is so small as to be insignificant on the Farmland graphic. This measure offers only a partial assessment of Goal 3 as it does not track the cumulative impact of EFU rezonings over time, nor does it distinguish between high- and non-high value farmlands rezoned, nor does it measure the type or level of development and land division activity that occurs within EFU zones, including that projected to occur through Measure 49 claims (development of farm land under measures 37 and 49 does not require a rezoning of land, and therefore is not tracked by this measure). Finally, the data do not reflect downgrading within EFU zoning categories, such as EFU-80 to EFU-40.

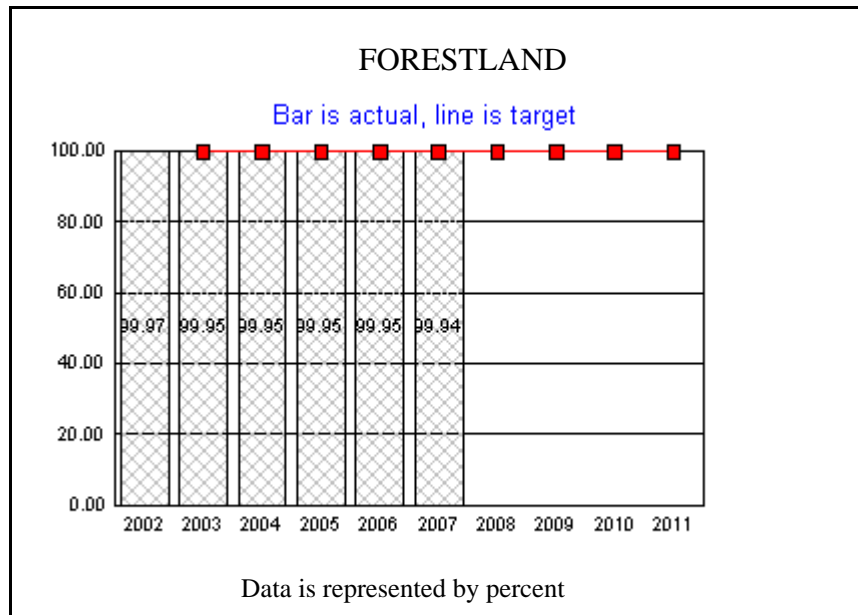
6. WHAT NEEDS TO BE DONE

Continue current efforts toward meeting the target, but consider refining the performance measure or adding new measures to allow more detailed evaluation of Goal 3 farmland protections and for the effects of Measure 49.

7. ABOUT THE DATA

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

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



1. OUR STRATEGY

Statewide Planning Goal 4 provides for the conservation of forest lands for forest uses and protection of the State’s forest economy. The Department accomplishes this goal through statute and rule restrictions of uses allowed on forest land, and through programs that monitor and assist with local comprehensive land use plans and forest zoning.

This Key Performance Measure tracks the percentage of forest land that remains zoned for forest or mixed farm-forest use over time as compared to the acreage zoned for forest or farm-forest uses in 1987. The less forest land rezoned for urban and rural development relative to the amount zoned forest or farm-forest in 1987, the greater the indication that local plans and ordinances are working to protect forest land for commercial and other forest uses.

2. ABOUT THE TARGETS

The targets developed here acknowledge that while the land use program is intended to protect forest land from conversion to other uses, there nevertheless will be a small amount of land rezoned for urban and rural development as cities grow and where rural “exceptions” to forest land protection requirements are justified. This factor is built into the target, which provides for a small amount of yearly rezoning of agricultural land.

3. HOW WE ARE DOING

The results for 2007 show that the State’s land use program continues to work well; maintaining forest lands for commercial and other forest uses. The acreage of land rezoned from forest or farm-forest use to development uses was consistent with trends in previous years and just slightly off the projected target. From a base of 11.8 million acres of forest- and farm-forest zoned land in 1987, a net total of 286 acres were rezoned for development in 2007; no forest- or farm-forest zoned land was rezoned for urban uses that year. It is noteworthy that 1,115 acres of land that were in EFU zoning were placed into forest- or farm-forest zones, significantly reducing the net loss of forest-zoned lands.

4. HOW WE COMPARE

To our knowledge, there are no public or private standards for forestland zoning to compare with Oregon’s land use program.

5. FACTORS AFFECTING RESULTS

Rezoning of forest land occurs through local government decisions in response to applications to change forest or farm-forest zoning. The approval of such applications is generally not influenced by the Department, but is restrained by LCDC goals, rules and State land use statutes. While this performance measure provides a good overall assessment of the longevity of forest and farm-forest zoning over time, the modest amount of land rezoned out of forest use compared to the very large base of current forest and farm-forest zoning is so small as to be unnoticeable on the Forest Land graphic. This measure offers only a partial assessment of Goal 4 as it does not track the cumulative impact of forest and farm-forest rezonings

over time, nor does it measure the type or level of development and land division activity that occurs within forest and farm-forest zones, including that projected to occur through Measure 37 and 49 claims (development of forest land under measures 37 and 49 does not include a rezoning of land, and therefore is not tracked by this measure). Finally, the data do not reflect downgrading within forest zones, such as from forest to farm-forest.

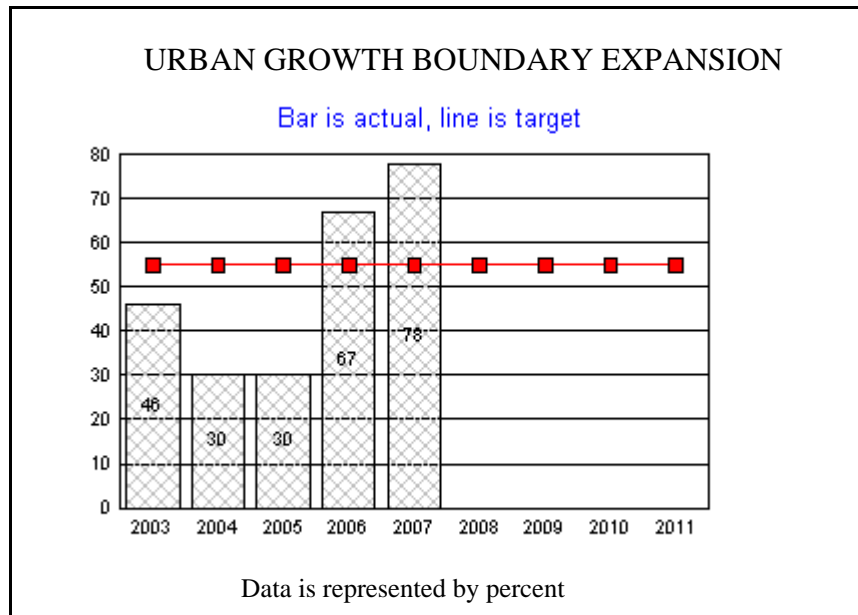
6. WHAT NEEDS TO BE DONE

Continue current efforts toward meeting this target, but consider refining the performance measure or adding new measures to allow more detailed evaluation of Goal 4.

7. ABOUT THE DATA

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

KPM #12	URBAN GROWTH BOUNDARY EXPANSION – Percent of land added to urban growth boundaries that is not farm or forest land.	2002
Goal	Secure Oregon’s Legacy.	
Oregon Context	OBM 81: Agricultural Lands, OBM 82: Forest Land	
Data Source	Plan amendment and periodic review database.	
Owner	Rob Hallyburton, 503-373-0050 ext 239	



1. OUR STRATEGY

Statewide Planning Goal 14 requires each city (or Metro) to establish an urban growth boundary (UGB) to separate urban land from rural farm and forest land, and assure that urban areas have sufficient land for long-term growth while providing for an orderly and efficient transition from rural to urban land use. Land included in a UGB must be selected consistent with priorities set forth in ORS 197.298 and Goal 14 intended to conserve

farm and forest land as much as possible. Those priorities require that farm or forest land be considered “last” when considering land for UGB expansion.

2. ABOUT THE TARGETS

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

3. HOW WE ARE DOING

In 2007, 78% of the acreage added (418 acres) to UGBs Statewide was land that had been zoned for nonresource uses and 22% of the acreage added was land previously zoned for farm or forest uses. The Department therefore exceeded its target.

4. HOW WE COMPARE

To our knowledge, there are no public or private standards for UGB expansions to compare with Oregon's land use program.

5. FACTORS AFFECTING RESULTS

The total number of UGB amendments and acreage involved is highly variable from year to year. Many UGB amendments occur in areas surrounded by farm or forest-zoned lands. In some areas, non-resource zoned lands are in increasingly short supply, so cities have no choice but to include farm or forest land as the urban area expands. Local governments select the type of land added to urban growth boundaries through plan amendments approved at the city and county level. LCDC has some authority to disallow UGB amendments that do not follow statutory priorities regarding farm land, but this ability will not improve performance where local governments have no other options for urban expansion.

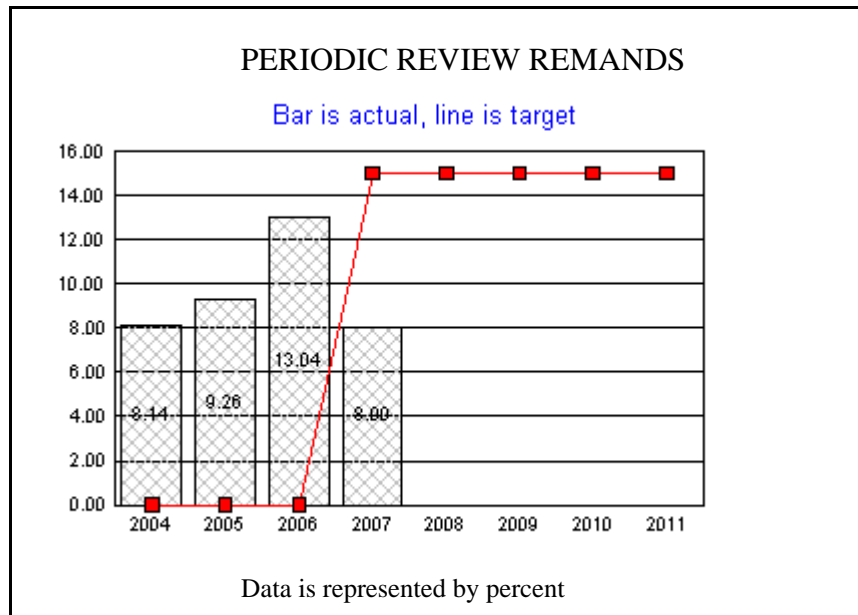
6. WHAT NEEDS TO BE DONE

Continue current efforts toward meeting the target, but periodically reevaluate the target based on the relative availability of non-resource zoned lands available for inclusion in UGBs.

7. ABOUT THE DATA

The data come from information submitted by local governments to the Department for each calendar year, as required by ORS 197.065 and 197.610. Local governments have the opportunity to review and respond to draft compiled data in the biannual Farm and Forest Reports before they are finalized.

KPM #13	PERIODIC REVIEW REMANDS – Percent of periodic review work tasks that are returned to local jurisdictions for further action.	2003
Goal	Improve Collaboration.	
Oregon Context	DLCD Mission	
Data Source	Department records.	
Owner	Darren Nichols, 503-373-0050 ext 255	



1. OUR STRATEGY

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

2. ABOUT THE TARGETS

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

3. HOW WE ARE DOING

The department has met the target. The target for 2007-08 is for the department to not exceed 15 percent of submitted work tasks returned to local jurisdictions. No tasks were remanded, or “returned for additional work.”

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 a local government’s work on a particular task may be sent back for further action. The more complex or controversial, the more likely a task may be sent back.

6. WHAT NEEDS TO BE DONE

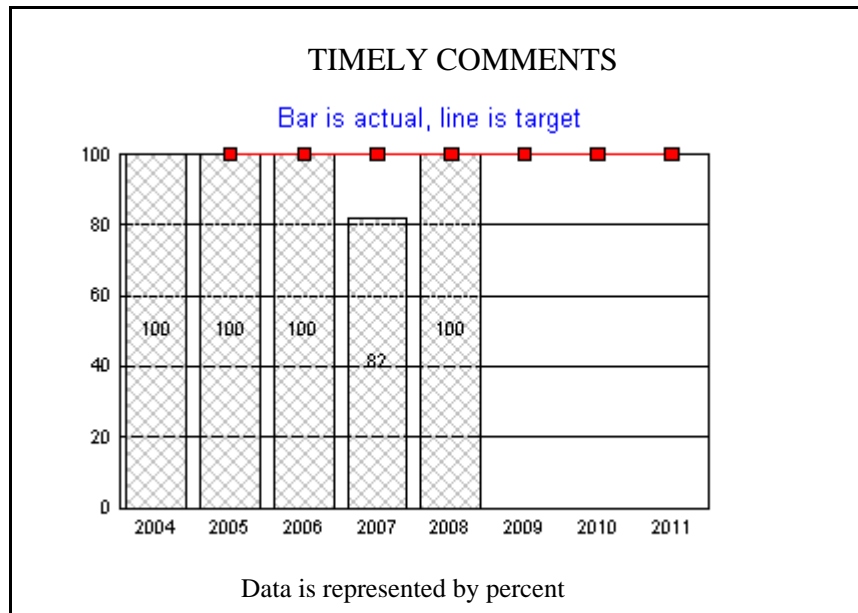
The department should continue to work closely with local governments involved in periodic review in order to improve the planning products submitted to the state for approval.

7. ABOUT THE DATA

The 2008 data is for all periodic review approval decisions made by DLCD or LCDC for the fiscal year from July 1, 2007 through June 30, 2008. There are four possible outcomes for each submittal: approval, remand, partial approval and partial remand, or referral to LCDC for a decision. The

data is typically derived by dividing the total number of approval decisions (0 for the reporting period) by the number of remands (there were no remands this reporting period) and partial remands (there were no partial remands this reporting period).

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.	2003
Goal	Improve Collaboration and Deliver the highest level of customer service possible.	
Oregon Context	DLCD Mission	
Data Source	Department records.	
Owner	Darren Nichols, 503-373-0050 ext 255	



1. OUR STRATEGY

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

2. ABOUT THE TARGETS

DLCD should make comments within the deadlines established by statute. Thus, the target is set at 100 percent. The statutory deadline is 15 days before the final evidentiary hearing at the local government. Local jurisdictions are required to submit plan amendments to the department at least 45 days prior to the local government's first evidentiary hearing.

3. HOW WE ARE DOING

The department met the target this year. During the 2006-2007 report, the department relied on data that used the date of the first evidentiary hearing for the department's response deadline instead of the date of the final evidentiary hearing. That discrepancy mistakenly led to an apparent shortfall of the performance measure. The current report corrects the data to more appropriately demonstrate that the department meets its key performance target.

4. HOW WE COMPARE

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

5. FACTORS AFFECTING RESULTS

The complexity of some submittals makes the review deadline difficult to attain in some cases. In some cases, the proposal as submitted is not complete, further complicating department review. The department continues to strive for early coordination and communication with local governments in its efforts to provide accurate, constructive and timely help to Oregon communities.

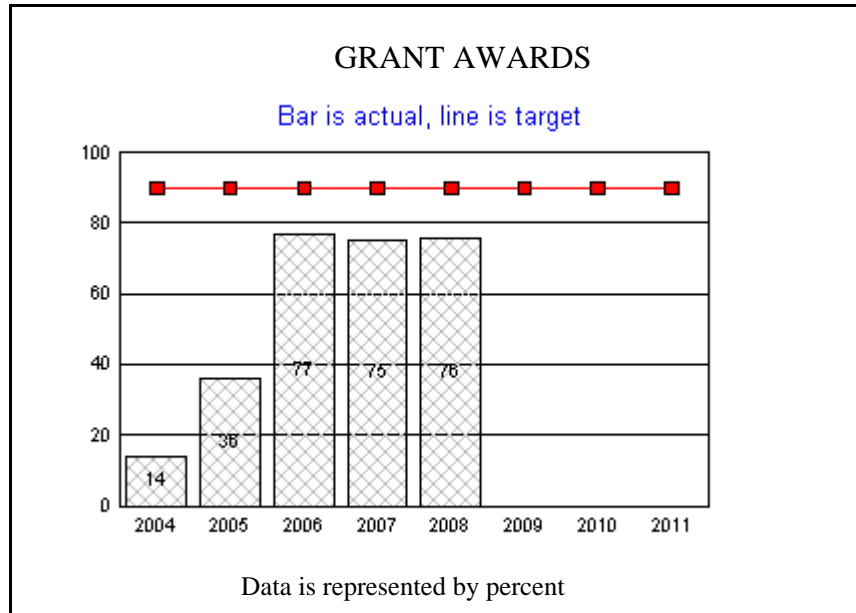
6. WHAT NEEDS TO BE DONE

The department needs to continue to emphasize the importance of providing constructive comments within the required statutory time lines. DLCD distributed a plan amendment "processing schedule" and to relevant staff. This procedure helps the department continue to provide comments in an efficient, timely manner.

7. ABOUT THE DATA

The department maintains a database of plan amendments notices and tracks department responses. The 2007 data is for comments made by DLCD during the fiscal year from July 1, 2007 through June 30, 2008.

KPM #15	GRANT AWARDS – Percent of local grants awarded to local governments within two months after receiving application.	2003
Goal	Improve Collaboration and Deliver the highest level of customer service possible.	
Oregon Context	DLCD Mission	
Data Source	Department records.	
Owner	Darren Nichols, 503-373-0050 ext 255	



1. OUR STRATEGY

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

2. ABOUT THE TARGETS

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

3. HOW WE ARE DOING

DLCD was not able to meet its target in this reporting period. While making significant improvements in internal processes and priorities related to grants administration during the first year of the biennium, DLCD needs to continue to improve its progress on this measure. DLCD's efforts to streamline grant awards was challenged in part by a transition in the management of the grants program. The current grant program manager recognizes and is working to further improve the timeliness and effectiveness of the department's grant program.

4. HOW WE COMPARE

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

5. FACTORS AFFECTING RESULTS

The grant program operates on a biennial basis, and most of the activity is during the first year (reported in 2007). There were 157 grant applications during this reporting period.

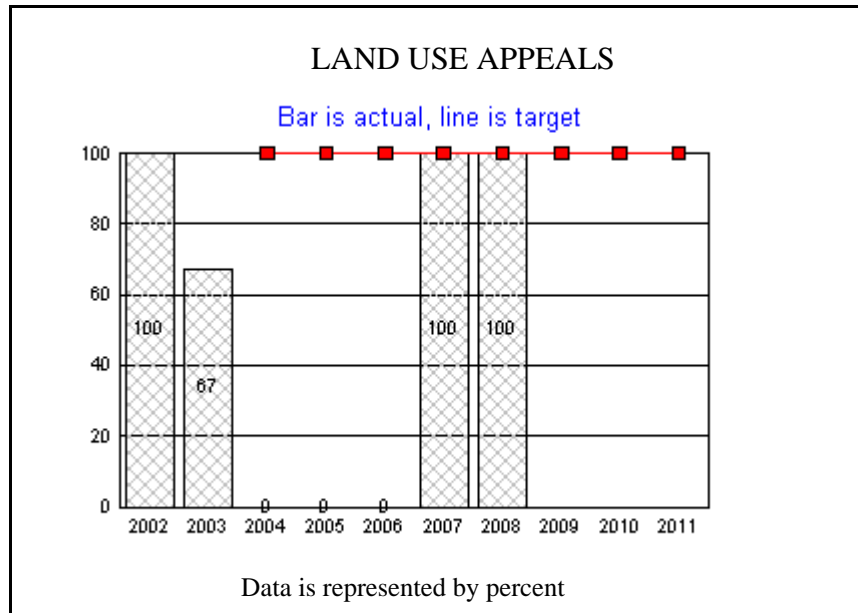
6. WHAT NEEDS TO BE DONE

The department needs to continue refining internal processes for grant evaluation. The department has convened an internal staff group to review and recommend improvements for the grant application/awards process. The department has also asked for input from its Grants Advisory Committee regarding the same issues.

7. ABOUT THE DATA

The data is for grant approvals by DLCD during the fiscal year from July 1, 2007 through June 30, 2008, including "General Fund" grants, commonly referred to as Technical Assistance, Periodic Review, and Gorge grants. These grants are awarded on a biennial basis, and the current reporting period included a significant increase in grant applications relative to the applications reported in the previous year.

KPM #16	LAND USE APPEALS – Percentage of agency appeals of local land use decisions that were upheld by LUBA and the Courts.	2003
Goal	Economic development: Promote economic development and quality communities.	
Oregon Context	DLCD Mission	
Data Source	DLCD appellate case database.	
Owner	Darren Nichols, 503-373-0050 ext 255	



1. OUR STRATEGY

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

2. ABOUT THE TARGETS

The target of 100 percent success at LUBA or in higher courts is based on the assumption that DLCD would only appeal a local land use decision that clearly violates a state land use regulation.

3. HOW WE ARE DOING

There continue to be few appeals of local government land use decisions. DLCD prevailed in the one case where a decision was reached during 2007-08; this case therefore represents a 100 percent performance.

4. HOW WE COMPARE

The Land Use Board of Appeals, Court of Appeals, and Supreme Court issued approximately 283 final opinions in land use appeals during the reporting period. All but seven of these were brought by parties other than the department. The department has not determined the success rate of appeals brought by other parties.

5. FACTORS AFFECTING RESULTS

The amount of funding available to the department for appeals is one factor in DLCD's decision whether or not to appeal a local decision. Also, LCDC approval is required for all appeals. The Commission did not deny the staff recommendation to participate in any appeals during the reporting period.

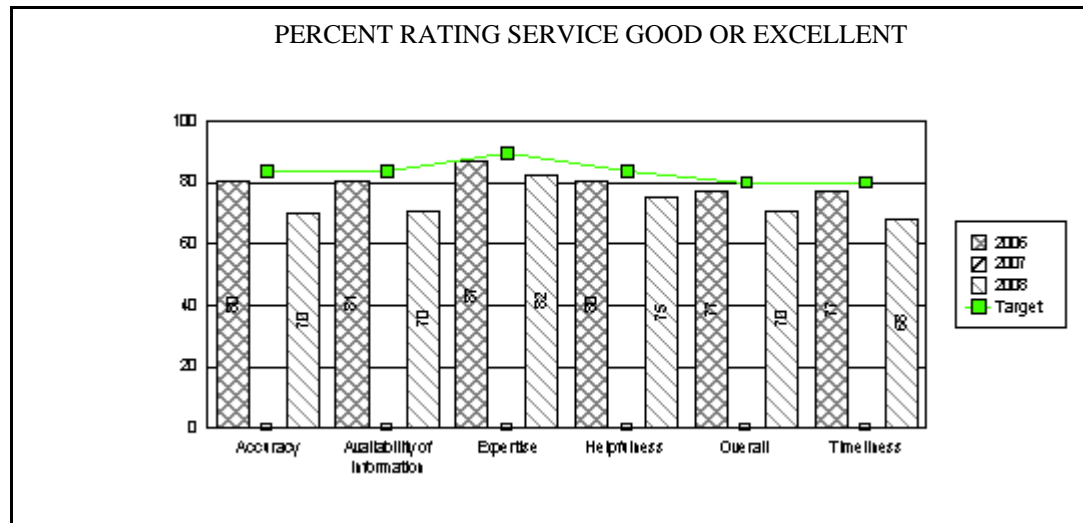
6. WHAT NEEDS TO BE DONE

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 and the Court of Appeals between July 1, 2007 and June 30, 2008. There was one appeal brought by the department that generated a decision during that period, and DLCD prevailed in that case.

KPM #17	CUSTOMER SERVICE: Percent of customers rating their satisfaction with the agency’s customer service as “good” or “excellent”: overall customer service, timeliness, accuracy, helpfulness, expertise and availability of information.	2006
Goal	Improve Collaboration and Deliver the highest level of customer service possible.	
Oregon Context	DLCD Mission	
Data Source	Department survey results.	
Owner	Richard Whitman, 503-373-0050 ext 271	



1. OUR STRATEGY

The 2005 Legislature approved Statewide Customer Service Performance Measures and required all state agencies to survey and report on customer satisfaction. The department participated in the customer satisfaction survey sponsored by the Department of Administrative Services’ Budget and Management Division in 2008. The department anticipates a biennial survey of its customers and therefore obtains new data once every biennia.

2. ABOUT THE TARGETS

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

3. HOW WE ARE DOING

This is a relatively new biennial key performance measure for the department. For the 2005 reporting period, there is no data and no target. Because the measure was new, there were no targets established for 2006. In 2008, data collection shows satisfaction decreased overall from 2006 to 2008. Slightly more than 70% of respondents rated satisfaction with overall service at DLCDC as “good” or “excellent.” There was a decrease in percentage of respondents who rated the overall quality “excellent.” Timeliness of service provided by the department scored the lowest for the department in comparison to other indicators, but was still above average with 68% of respondents rating timeliness “good” or “excellent.” Knowledge and expertise was rated most highly at 82.1%. The department will continue its efforts to improve its communications with local jurisdictions by notifying jurisdictions of department actions in a timely manner and providing training for local jurisdictions. For instance, the department has written an Introductory Guide to Land Use Planning for Cities and Counties in Oregon, and has implemented planners network meetings all over the state. The department also continues its internal communication improvements by conducting regular division and all-staff meetings. The Citizen Involvement Advisory Committee also regularly reports its findings and recommendations to LCDC.

4. HOW WE COMPARE

This is a relatively new biennial measure for state agencies. Comparisons with other agencies participating in the Department of Administrative Services’ Budget and Management Division sponsored survey do not show significant differences.

5. FACTORS AFFECTING RESULTS

Factors anticipated to affect future results include continued implementation of Measure 49 and the Oregon Task Force on Land Use Planning efforts. The department’s ability to meet its performance measure targets is dependent on staffing levels, including staff for technical assistance and grant management. The department’s decisions on how to deploy existing and future resources with increasing service demands will affect customer services results.

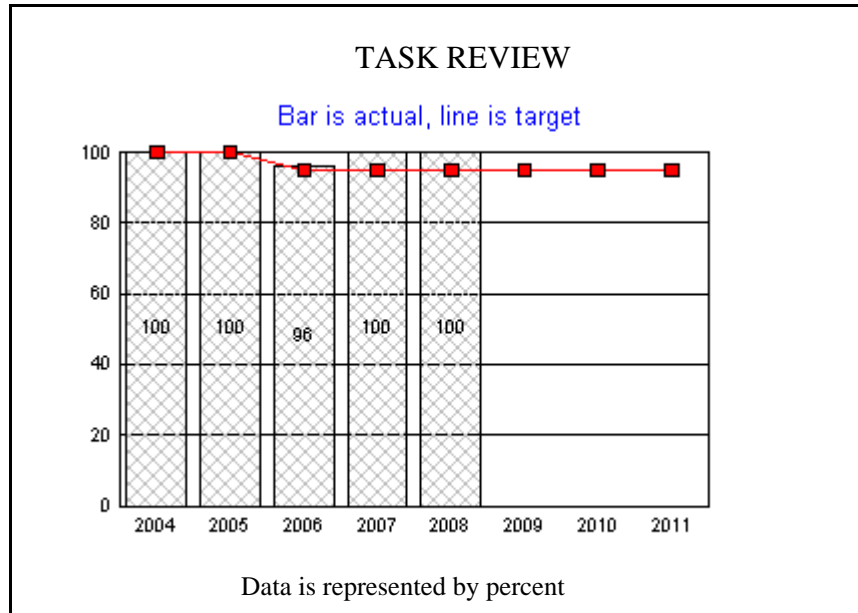
6. WHAT NEEDS TO BE DONE

All DLCD employees are responsible for customer service in one way or another. In response to the 2008 data, the department will continue its efforts to improve communications with local jurisdictions. The department also continues to evaluate and improve its internal communication and decision-making processes.

7. ABOUT THE DATA

DLCD participated in the customer service survey sponsored by the Department of Administrative Services' Budget and Management Division.

KPM #18	TASK REVIEW – Percent of periodic review work tasks under review at DLCD for no longer than four months.	2003
Goal	Streamlining	
Oregon Context	DLCD Mission	
Data Source	Department records.	
Owner	Darren Nichols, 503-373-0050 ext 255	



1. OUR STRATEGY

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

2. ABOUT THE TARGETS

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

3. HOW WE ARE DOING

The department 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.

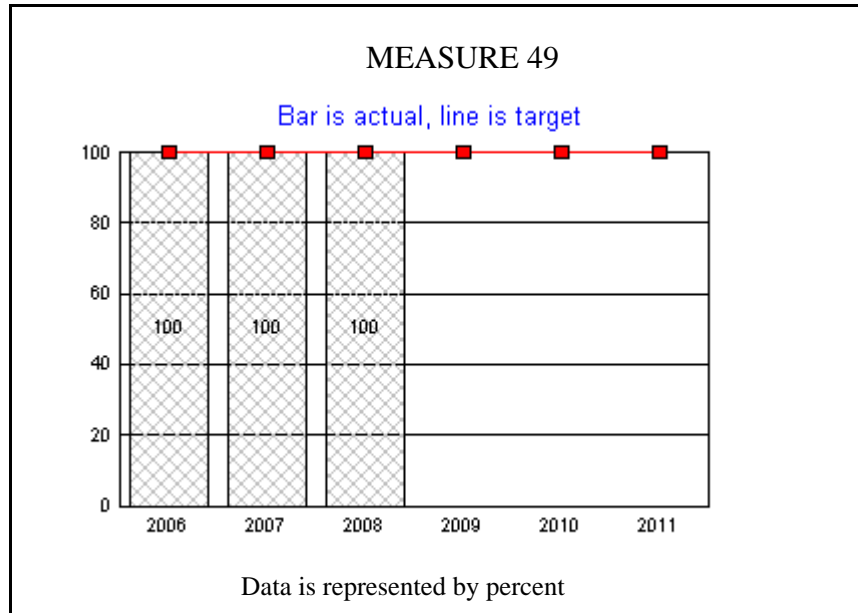
6. WHAT NEEDS TO BE DONE

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, 2007 and June 30, 2008.

KPM #19	MEASURE 49 - Percentage of Measure 49 claims assigned to the agency that are processed within 180 days.	2006
Goal	Streamlining	
Oregon Context	DLCD Mission	
Data Source	Department records.	
Owner	Carmel Bender, 503-373-0050 ext 326	



1. OUR STRATEGY

2004 Ballot Measure 37 (ORS 197.352) allowed the owner of an interest in private real property who believed that one or more land use regulations had reduced the value of his or her property to file a written demand for compensation with the public entity that enacted the regulation. The public entity then had the choice to pay compensation for any reduction in value, or waive the regulation to allow the owner to carry out a use of

the property permitted when he or she acquired it. If the regulation continued to apply to the property 180 days after the demand, the owner was entitled to compensation, including attorney fees. The state received approximately 6,800 Measure 37 claims and met all 180 day deadlines that fell before statutory changes were made to the requirement.

Measure 49 (ORS 195.300), effective December 6, 2007, altered Measure 37 by replacing waivers with an authorization to establish a limited number of home sites. Measure 49 provides for supplemental review of Measure 37 claims, and also allows for new Measure 49 claims, based on land use regulations adopted after January 1, 2007. The department works closely with the Department of Justice to analyze each type of Measure 49 election/claim. Under Measure 49 there is no deadline for DLCD final action with regard to Measure 37 supplemental reviews under Measure 49. There is however, a 180 day timeline for processing of new Measure 49 claims.

2. ABOUT THE TARGETS

Measure 49 prescribes a time limit of 180 days from the filing of a new Measure 49 claim before certain remedies may be due to claimants. The department works closely with the Department of Justice to meet statutory deadlines and to reduce risk to the state.

3. HOW WE ARE DOING

The department has processed approximately 88 new claims to-date within the 180 day deadline. However, virtually all of those claims were Measure 37 claims that were filed after June 28, 2008, and thus were required to be treated as new claims. New claims must be based on land use regulations adopted after January 1, 2007. Of the 88 new claims, none were considered valid new claims.

4. HOW WE COMPARE

There are few, if any, new Measure 49 claims filed with local governments.

5. FACTORS AFFECTING RESULTS

There are few state or local land use regulations adopted after January 1, 2007, due, in part to the forward-looking aspects of Measure 49. The department expects to meet 180-day deadlines under the current circumstances.

6. WHAT NEEDS TO BE DONE

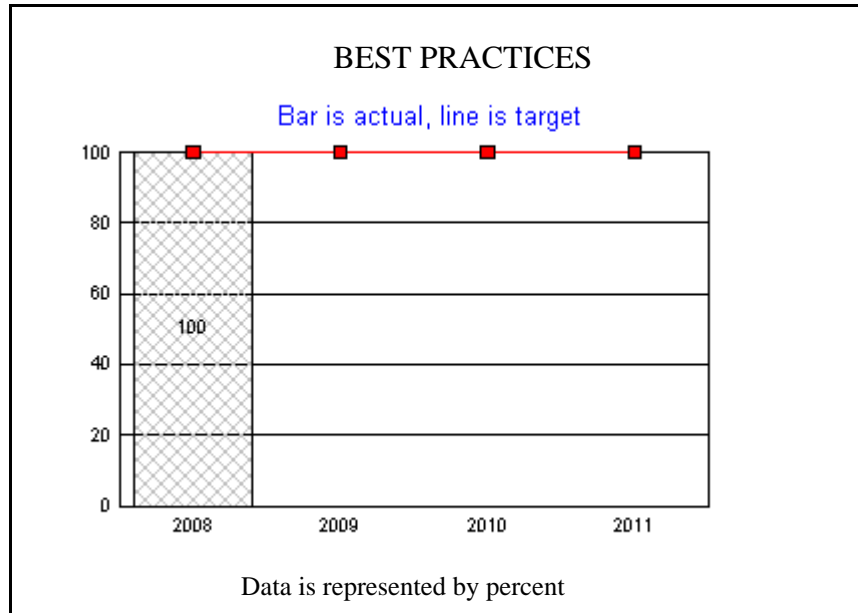
The department is responding to new claims in a timely manner. The department will track proposed legislation in the 2009 session in order to be

aware of legislation that could trigger new Measure 49 claims.

7. ABOUT THE DATA

There is no ambiguity about this data. It is tracked as new claims are submitted.

KPM #20	BEST PRACTICES – Percent of total best practices met by the Board.	2007
Goal	Streamlining	
Oregon Context	DLCD Mission	
Data Source	Department and Land Conservation and Development Commission records.	
Owner	Teddy Leland, 503-373-0050 ext 237	



1. OUR STRATEGY

The 2007 Legislature approved Statewide Best Practices Measure and required certain boards and commissions to report on ability to meet established criteria. The Commission has defined how it will meet the established criteria. The Commission performed an initial test of its ability to meet this measure in 2007. The Commission completed its best practices scorecard for 2008.

2. ABOUT THE TARGETS

This was a new measure for LCDC in 2007. Until further data is received, target establishment has been based on approximations of anticipated ability to meet the best practices criteria established by the legislature.

3. HOW WE ARE DOING

This is a new annual key performance measure for the department. For the prior reporting periods, there are no data and no targets. The Commission, as a result of recent transition in Directors, determined it should report not applicable for the annual review of the Director. With the not applicable score, the Commission has otherwise met the target for 2008. The Commission anticipates fully meeting the target in 2009.

4. HOW WE COMPARE

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

5. FACTORS AFFECTING RESULTS

The Commission recently hired a new Director effective January 2008. The Director's annual evaluation is not due during the reporting timeframe of this analyses. As a result, Commission members' responses toward its ability to meet Best Practice Criteria pertaining to evaluation of its Director was impacted.

6. WHAT NEEDS TO BE DONE

The Commission will perform its annual evaluation in time for the 2009 Annual Performance Progress Report.

7. ABOUT THE DATA

The data reported is a cumulative total of Commission members' responses to a survey about its ability to meet the statewide best practice criteria.

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

Contact Phone: 503-373-0050

Alternate: Michael Morrissey

Alternate Phone: 503-373-0050

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

1. INCLUSIVITY

- * **Staff :** In 2003, a staff workgroup that included representatives of all DLCD programs developed a draft strategic plan and performance measures. DLCD also put together a stakeholder group including representatives of local governments, advocacy organizations, and other state agencies. Land Conservation and Development Commission (LCDC) reviewed and approved the strategic plan and provided input on the performance measures.
- * **Elected Officials:** The Joint Committee on Ways and Means continues providing input during budget hearings and work sessions. Pending the results of the Oregon Task Force on Land Use Planning’s efforts, the department may have additional edits to its key performance measures for the 2011-13 biennia.
- * **Stakeholders:** Pending the results of the Land Use Review Task Force efforts' meetings with citizens of the state, the department may have additional edits to its key performance measures for the 2011-13 biennia.
- * **Citizens:** Pending the results of the Oregon Task Force on Land Use Planning’s efforts, the department may have additional edits to its key performance measures for the 2011-13 biennia.

2 MANAGING FOR RESULTS

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 and Measure 49 legal deadlines. The ability of the department to meet its targets is also subject to the capacity of the local jurisdictions to meet their land use planning efforts. As such, the department responds to needs for additional technical assistance to local jurisdictions through its grant processing committee and proposing additional budgeted funds for grants to local jurisdictions each budget development cycle. Future capacity is dependent on proposed policy packages requesting additional grant funding, staffing resources, and information technology increasing the department’s ability to accurately and efficiently track and report land use planning program information.

	<p>Changes made to performance measures in the last year include the department's request and approval of a technical adjustment of KPM 19 reflecting recent passage of Measure 49.</p>
<p>3 STAFF TRAINING</p>	<p>Training that has occurred in the last year includes regular attendance at quarterly roundtables by the department's key performance measure coordinator. In August 2007, the department intern from the Oregon Performance Internship program concluded his determinations and evaluations of data necessary for these annual reports.</p>
<p>4 COMMUNICATING RESULTS</p>	<p>* Staff :</p> <p>DLCD submits its annual report upon approval by the LCDC. LCDC also receives the report for the purpose of informing the budget development process. The department Director reviews the performance data and makes recommendations for changes. The department continues using this report to identify recommended changes in process or other actions.</p> <p>* Elected Officials: The agency provides the annual report to the Department of Administrative Services' Budget and Management Division for general reporting purposes and to the Joint Committee on Ways and Means during the budget hearing process.</p> <p>* Stakeholders: The annual report is also available to the public on DLCD's website at http://www.oregon.gov/LCD/docs/publications/.</p> <p>* Citizens: The annual report is also available to the public on DLCD's website at http://www.oregon.gov/LCD/docs/publications/.</p>