Oregon
Kate Brown, Governor

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July 9, 2015

TO: Land Conservation and Development Commission

FROM: Jim Rue, Director

SUBJECT: **Agenda Item 11, July 24, 2015, LCDC Meeting**

PERFORMANCE MANAGEMENT SYSTEM

I. Agenda Item Summary

The Land Conservation and Development Commission (LCDC or commission) will receive a briefing from the Director and Deputy Director on a Performance Management System currently being designed and implemented by the Department of Land Conservation and Development (DLCD or department). No commission action is required on this agenda item.

For additional information about this report, please contact Jim Rue, Director at 503-934-0002 or at jim.rue@state.or.us

II. Background

For nearly five years the department has been working to define, align, and streamline its work in an attempt to be more efficient, effective, and transparent. In 2010, department personnel initiated a Lean Kaizen process improvement project to streamline and rationalize the Periodic Review administrative process. In 2013 and 2014 the Deputy Director led a department wide effort to write a new Strategic Plan for DLCD. That work led to a vibrant conversation among department employees, the commission, and stakeholders, centered on what the department does and seeks to do, and how it does its work. The Strategic Plan was always meant to be the first step toward defining our core work, our outcomes, and our measures of success.

In 2014, the State of Oregon signed a master purchase agreement with Mass Ingenuity (MI), a performance management consulting firm in Portland. DLCD began work with MI in March of 2015 to design and implement a performance management system for the entire department. The purposes for undertaking this work ensures that:

- The Statewide Planning Goals, Mission, Strategy, Values, and Guiding Principles are integrated into every aspect of the department's work,
- Every employee knows where and how they contribute,

- Every employee is accountable for their role in implementing the department's mission,
- Work is measured and managed to meet critical outcomes', and
- The commission and stakeholders are able to see and how the department enacts its strategy and mission.

The key document in this work is the Fundamentals Map attached as Attachment A to this report. While this map is still in draft form, the reader can see on one page all of the outcomes, processes, and measures. On a quarterly basis, the department will conduct a Quarterly Target Review (QTR) to assess progress and take remedial action to correct deficiencies. The first QTR will take place in mid-July.

Undertaking his project has meant scores of hours of work involving every member of the organization. It represents a huge investment that we believe will further the department's desire to continuously improve its processes and outcomes for the people of Oregon.

Attachment A

Oregon Department of Land Conservation and Development

Fundamentals Map

Statewide Planning Goals:

1-**Citizen Involvement** 2-**Land Use Planning** 3-**Agricultural Lands** 4-**Forest Lands** 5-**Natural Resources, Scenic and Historic Areas, and Open Spaces** 6-**Air, Water and Land Resources Quality** 7-**Areas Subject to Natural Hazards** 8-**Recreational Needs** 9-**Economic Development** 10-**Housing** 11-**Public Facilities and Services** 12-**Transportation**. 13-**Energy Conservation** 14-**Urbanization**.

Foundations {

Mission:

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

Vision:

Vision Statement

Values:

Stewardship, Collaborative Partnerships, Fact-based Outcomes, Comprehensive Planning, Sustainability, Public Focus, Transparency and Integrity

Guiding Principles:

Provide a healthy environment, sustain a prosperous economy, ensure a desirable quality of life, provide fairness and equity to all Oregonians, ensure consistency with the 10-year plan for Oregon

Key Goals

- Protect natural resources
- Develop sustainable, vibrant, resilient communities
- Conserve working lands
- Engaged and educated public
- Strong local and regional partnerships
- Timely, dynamic and outcome-based leadership
- Integrated and efficient professional services

Core Processes	Operating Processes								Supporting Processes				
	OP1 Developing Land Use Policy	OP2 Providing Grants	OP3 Providing Technical Assistance	OP4 Reviewing for Compliance	OP5 Managing and Providing Data	OP6 Engaging and Educating the Public and Stakeholders	OP7 Coordinating with Government Agencies	OP8 Staffing LCDC	SP1 Leading DLCD	SP2 Managing Human Resources	SP3 Managing Financial Resources	SP4 Providing Technology Infrastructure	SP5 Managing Facilities and Operations
Process Owner	Carrie MacLaren	Rob Hallyburton	Matt Crall	Rob Hallyburton	Cy Smith	Sadie Carney	Patty Snow	Jim Rue	Carrie MacLaren	Vickie McDermott	Teddy Leland	Teddy Leland	Teddy Leland
Sub Processes	1. Exploring and researching policy need (e.g., workgroups, research) 2. Assessing and scoping policy development 3. Formulating LCDC policy agenda (includes selection of policy tool and petition for rulemaking) 4. Rulemaking 5. Seeking legislation 6. Reviewing and responding to proposed legislation 7. Staffing LCDC Legislative Subcommittee	1. Establishing Grants Allocation Plan/Formula/Criteria 2. Announcing grant availability and assisting applicants 3. Receiving grant applications 4. Reviewing grant applications (with ODOT for TGM) 5. Awarding grants 6. Negotiating grant scope and contract 7. Executing grant contracts 8. Managing and reporting on grant processes 9. Reviewing deliverables and making grant payments 10. Assessing grantee feedback	1. Maintaining programmatic and subject matter expertise 2. Building relationships 3. Identifying a opportunity - taking initiative to outreach 4. Responding to requests 5. Writing and publishing guidance 6. Providing training to local governments 7. Participating on technical advisory committees	1. Receiving submittal 2. Completing, posting required notices 3. Reviewing UGB or PR submittal 4. Determining appropriate action 5. Sending comment letter for plan amend. 6. Making DLCD decision; federal consistency determ. 7. Filing appeal of approved plan amendment to LUBA 8. Receiving appeal of DLCD decision on UGB, PR task, federal consist. 9. Staffing LCDC hearing for appeal of DLCD decision 10. Completing LCDC order 11. Preparing record for judicial review, if appealed	1. Defining need, designing, and architecting data solutions 2. Developing or adopting data standards 3. Prioritizing data acquisition 4. Collecting, acquiring, or developing data and documenting 5. Performing QA/QC and improving data 6. Managing, maintaining, and stewarding data 7. Providing access to data 8. Improving process of data collection, aggregation, and access	1. Maintaining presence with core list of venues/organizations/affiliations 2. Improving and updating website 3. Responding to requests (media, general information, speaking) 4. Holding Planners Network meetings 5. Developing and publicizing educational and marketing materials 6. Identifying and understanding emerging needs 7. Improving staff ability to provide education and outreach 8. Creating and distributing press releases	1. Holding/participating in group and individual agency meetings 2. Prioritizing, initiating, and developing projects 3. Sharing information on on-going projects of joint interest 4. Colloborating on projects 5. Responding to requests relating to rules, policies and data 6. Maintaining and developing relationships 7. Executing joint work plans 8. Disseminating information and best practices 9. Meeting federal obligations	1. Recommending commissioners 2. Training/orientation of commissioners 3. Setting annual meeting schedule 4. Setting bi-monthly meeting agenda 5. Arranging meeting logistics 6. Preparing staff reports 7. Distributing meeting materials 8. Conducting meetings 9. Confirming and completing action items	1. Developing, evaluating, updating, communicating strategic plans 2. Developing biennial work plan that identifies department priorities 3. Aligning, balancing agency priorities & programs with those of the state 4. Managing work to implement & promote the strat plan, dept. work plan 5. Evaluating and improving program performance 6. Leveraging & directing resources to achieve outcomes 7. Fostering a productive, stimulating work environment	1. Translating strategic and tactical department plans into HR strategic and operational plans 2. Developing and implementing strategies for recruitment, orientation and onboarding 3. Assessing employee needs related to career development and/or job knowledge/skills 4. Developing training programs to further department objectives 5. Managing compliance 6. Responding to and addressing employee concerns and needs 7. Managing employee performance 8. Workforce Planning	1. Developing budget for agency request and governor's recommended 2. Obtaining legislative approval 3. Developing an operating budget consistent with LAB 4. Executing budget 5. Applying for and managing federal grants 6. Managing timesheets and payroll 7. Accounting for expenditures and revenues 8. Procuring and managing contracting activities 9. Reporting on finances	1. Developing and maintaining server and web applications 2. Planning and managing IT strategies (scalability and innovation) 3. Supporting end users (internal and external) 4. Managing software, hardware, and network assets (including maintenance, reporting) 5. Managing security of systems to ensure asset confidentiality and minimize risks 6. Implementing legislative and executive requirements 7. Coordinating with partners on enterprise shared services and funding	1. Maintaining facilities 2. Maintaining public records and responding to requests 3. Finalizing, distributing, and archiving publications 4. Exploring opportunities for shared services and funding
Process Measures	A. RAC Materials timeliness B. RAC meeting note timeliness C. Filing adopted rules D. Legislative influence E. LCDC Evaluation F. Input into policy making G. Projects started well	A. Application review B. Grant agreement execution C. Grant management D. Grant priority E. Grant project reporting	A. Satisfaction with DLCD Timeliness B. Staff satisfaction with technical assistance C. Manager satisfaction D. Guidance documents E. Training attendance F. TAC participation G. Satisfaction with DLCD Knowledge	A. PAPA notices B. PAPA assignment C. Decision making D. LCDC orders E. Record preparation F. Commission support G. On-line PAPA submittals H. PAPA comments I. Periodic Review Initiation	A. Providing access to data - Framework data sets B. Providing access to data - internal data sets C. Data acquisition & documentation D. Managing data - steward identified E. Managing data - data sets curated	A. Media Response - Pick Up B. Local Government Engagement -PNM held C. Sufficiency D. Prepared Media Response E. Local Government Engagement - Satisfaction with PNM F. Media Response -	A. Partner Agency Timeliness Satisfaction B. Partner Agency Collaboration Satisfaction C. Project Collaboration	A. Management review of staff report B. Commissioner prep C. Public notice D. Commissioner Knowledge	A. Process Improvement B. Employee survey response rate C. Employee satisfaction with communication of priorities D. Process measures in green E. Strategic Plan use F. Strategic Plan review G. Employee Work Plans	A. Recruiting and Onboarding B. Training and Development C. Individual Development Plans D. Retaining our best E. Managing performance F. Workforce planning	A. Financial report timeliness B. Procurement timeliness C. Accounting timeliness D. Timesheet accuracy E. Quality accounting activities F. Budget development accuracy G. Financial report accuracy	A. Managing assets B. Technology availability C. Staff satisfaction D. End user support	A. Responsiveness to request B. Quality publications C. Work environment satisfaction D. Service coordination E. Public records assistance timleiness

7/8/2015

Outcomes	OM1: Quality communities developed	OM2: Protected natural resources	OM3: Working lands	OM4: Resilient communities	OM5: Local government capacity	OM6: Grant support	OM7: Partnerships strengthened	OM8: Public engagement	OM9: Data used for decisions	OM10: Program alignment	OM11: Customer satisfaction
Outcome Owner	Matt Crall	Patty Snow	Rob Hallyburton	Matt Crall	Rob Hallyburton	Jim Rue	Sadie Carney	Sadie Carney	Cy Smith	Cy Smith	Teddy Leland