



Oregon

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September 10, 2015

TO: Land Conservation and Development Commission

FROM: Teddy Leland, Administrative Services Director

SUBJECT: **Agenda Item 11, September 24-25, 2015, LCDC Meeting**

BEST PRACTICES ASSESSMENT SCORECARD

I. AGENDA ITEM SUMMARY

This item includes Land Conservation and Development Commission (LCDC or commission) deliberation and individual completion of the Best Practices Assessment Scorecard in Attachment A to be completed prior to the commission meeting on September 24 – 25, 2015. For additional information about this report, please contact Teddy Leland, Administrative Services Manager at 503-934-0016, or teddy.leland@state.or.us.

II. BACKGROUND

The 2005 legislature directed the Department of Administrative Services (DAS) and the Legislative Fiscal Office (LFO) to develop a measure for certain boards and commissions to use in evaluating their performance.

The legislature asked that best practices and a measure be developed for boards and commissions that have governance oversight. To identify boards having governance oversight, two criteria were established:

- The board has an independent state budget or is included in another state agency's budget.
- The board hires the agency or board's executive director.

DAS and LFO submitted a recommendation to the Joint Legislative Audit Committee. This recommendation was approved in July 2006 and reporting on this measure was required in the Annual Performance Progress Report (APPR).

LCDC meets the above criteria, and is required to report on this performance measure. LCDC is required to conduct an annual self-assessment against 15 "Best Practices Criteria" for boards and commissions as laid out by DAS.

By November 2015, the department must submit its 2015 APPR to DAS. Key Performance Measure #19 measuring the best practices of the commission is included in this annual report.

III. RECOMMENDATION

The Department of Land Conservation and Development recommends each commissioner individually review and complete the Best Practices Assessment Scorecard located in Attachment A. The department recommends this action occur prior to the meeting. During the commission meeting, all commissioners will deliberate on outstanding questions and review the criteria as revised during their last meeting. The commission chair will also lead a conversation on any clarifications on how the commission defines how they meet each of the criteria and lead the commission to approve criteria definitions in Attachment B. The current definitions are described in the commission's Defined Criteria located in Attachment B. After the commission deliberates on these items, each commissioner will finalize their scorecard assessments and submit the assessment scorecards with their name recorded at the top of the scorecard to the commission assistant.

The department also recommends the commission authorize the department to submit a summary of the Best Practices Assessment Scorecard in the 2015 APPR to DAS.

IV. ATTACHMENTS

- A. Best Practices Assessment Scorecard
- B. Defined Criteria in Meeting Best Practices



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**ATTACHMENT A
BEST PRACTICES ASSESSMENT SCORECARD**

**Best Practices Performance Measure for the
Land Conservation and Development Commission (LCDC)**

Annually, commission members are to self-evaluate their adherence to a set of best practices and report the percent of total best practices met by the commission (percent of yes responses in the table below) in the *Annual Performance Progress Report* as specified in the Department of Administrative Services' Budget Instructions.

Best Practices Assessment Score Card:

Commissioner's Name: _____ **Date:** _____

Best Practices Criteria	Yes	No
1. Executive Director's performance expectations are current.	<input type="checkbox"/>	<input type="checkbox"/>
2. Executive Director's performance has been evaluated in the last year.	<input type="checkbox"/>	<input type="checkbox"/>
3. The agency's mission and high-level goals are current and applicable.	<input type="checkbox"/>	<input type="checkbox"/>
4. The commission reviews the <i>Annual Performance Progress Report</i> .	<input type="checkbox"/>	<input type="checkbox"/>
5. The commission is appropriately involved in review of agency's key communications.	<input type="checkbox"/>	<input type="checkbox"/>
6. The commission is appropriately involved in policy-making activities.	<input type="checkbox"/>	<input type="checkbox"/>
7. The agency's policy option packages are aligned with their mission and goals.	<input type="checkbox"/>	<input type="checkbox"/>
8. The commission reviews all proposed budgets.	<input type="checkbox"/>	<input type="checkbox"/>
9. The commission periodically reviews key financial information and audit findings.	<input type="checkbox"/>	<input type="checkbox"/>
10. The commission is appropriately accounting for resources.	<input type="checkbox"/>	<input type="checkbox"/>
11. The agency adheres to accounting rules and other relevant financial controls.	<input type="checkbox"/>	<input type="checkbox"/>
12. Commission members act in accordance with their roles as public representatives.	<input type="checkbox"/>	<input type="checkbox"/>
13. The commission coordinates with others where responsibilities and interests overlap.	<input type="checkbox"/>	<input type="checkbox"/>
14. The commission members identify and attend appropriate training sessions.	<input type="checkbox"/>	<input type="checkbox"/>
15. The commission reviews its management practices to ensure best practices are utilized.	<input type="checkbox"/>	<input type="checkbox"/>
16. Others [<i>The commission may add additional best practices; however, they are not to be counted when calculating the percentage adherence to best practices.</i>]	<input type="checkbox"/>	<input type="checkbox"/>
Total Number		
Percentage of Total		



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ATTACHMENT B
Land Conservation and Development Commission (LCDC)
Defined Criteria in Meeting Best Practices

LCDC Approved Criteria: June 14, 2007

LCDC Revised Criteria: August 17, 2011

LCDC Revised Criteria Proposed as suggested at November 13-14, 2014 Meeting

Best Practices Criteria	System for Achieving Success
Best Practice: Executive Director Performance	
1. Executive Director's performance expectations are current.	LCDC will establish clear performance expectations for the executive director. This will include overall expectations via an updated position description, as well as any specific expectations via the LCDC policy agenda and other meeting-specific directives.
2. Executive Director's performance has been evaluated in the last year.	LCDC will perform a formal evaluation annually. In addition to the evaluation, regular informal feedback will be provided to the executive director.
Best Practice: Strategic Management	
3. The agency's mission and high-level goals are current and applicable.	LCDC actively participates in development of the strategic plan and performs a review of biennial work plan identifying LCDC's "high level goals".
4. The commission reviews the <i>Annual Performance Progress Report</i> as submitted to the legislature. <i>Statutory/rule responsibility:</i> <i>OAM 20.10.00 PO</i> <i>DLCD Policy 03-01</i>	LCDC reviews the annual report through the LCDC Budget and Management (BAM) Subcommittee.
Best Practice: Strategic Policy Development	
5. The commission is appropriately involved in review of agency's key communications.	LCDC is involved in DLCD's public process and key media communications. The director coordinates regularly with the Governor and reports to the LCDC on key communications with the Governor's Office in the Director's Report during regular LCDC meetings. During legislative session, the director and

	policy analyst meet regularly with the LCDC legislative subcommittee.
6. The commission is appropriately involved in policy-making activities. <i>Statutory/rule responsibility: ORS Chapter 197 & OAR 660-002-0010</i>	LCDC reviews and approves the department’s annual rulemaking agenda and participates in key rulemaking hearings. Commissioners are also involved in all department rulemaking activity.
7. The agency’s policy option packages are aligned with their mission and goals (biennially). <i>Statutory/rule responsibility: OAM 20.10.00 PO DLCD Policy 03-01</i>	LCDC guides and collaborates with DLCD in budget and legislative agenda development through the LCDC BAM Subcommittee and reports from the director at regular LCDC meetings.
Best Practice: Fiscal Oversight	
8. The commission reviews all proposed budgets. <i>Statutory/rule responsibility: OAM 20.10.00 PO OAM 25.00.00 PO DLCD Policy 03-01</i>	LCDC BAM Subcommittee reviews department’s proposed budget and the budget request are certified by the LCDC Chairperson.
9. The commission periodically reviews key financial information and audit findings. <i>Statutory/rule responsibility: OAM 20.10.00 PO OAM 25.00.00 PO</i>	DLCD will provide regular (approximately 7 times a year) financial reports and audit reports to the LCDC BAM Subcommittee.
10. The commission is appropriately accounting for resources. <i>Statutory/rule responsibility: OAM 20.10.00 PO OAM 25.00.00 PO DLCD Policy 03-01</i>	LCDC BAM Subcommittee regularly reviews financial reports providing opportunity for regular accounting of department resources.
11. The agency adheres to	LCDC BAM Subcommittee reviews agency head transactions

<p>accounting rules and other relevant financial controls.</p> <p><i>Statutory/rule responsibility: OAM 25.00.00 PO OAM 10.90.00 PO</i></p>	<p>monthly. Full commission reviews summary of agency head transactions annually.</p>
Best Practice: Commission Management	
<p>12. Commission members act in accordance with their roles as public representatives.</p> <p><i>Statutory/rule responsibility: ORS 244.040 (1)</i></p>	<p>LCDC uses practices that support effective meetings, such as use of subcommittees, opportunities for public comment at each commission meeting, and scheduled “Other time” on agendas for richer and more meaningful discussions.</p> <p>In addition, each commissioner does not use position to obtain financial gain or avoid financial detriment for themselves, a relative or member of their household, or any business with which the commissioner is associated.</p>
<p>13. The commission coordinates with others where responsibilities and interests overlap.</p> <p><i>Statutory/rule responsibility: ORS Chapter 195</i></p>	<p>LCDC and the department coordinate with its stakeholders. Example: joint commission meetings with other agencies; maintaining a designee on the Governor’s Regional Solutions Teams, designation of regional representative addressing tribal concerns, support of the Citizen Involvement Advisory Committee (CIAC), Local Officials Advisory Committee (LOAC), Joint Oregon Transportation Commission (OTC), presentation from local governments and local stakeholders at commission roundtables held throughout the state.</p>
<p>14. The commission members identify and attend appropriate training sessions.</p>	<p>LCDC is given notice of training supporting its governance efforts. Examples: New commission member training and agency orientation for new commission members and regular review of the Membership Handbook for Boards and Commissions located at: http://governor.oregon.gov/Gov/pdf/forms/Handbook.pdf. LCDC receives briefings on upcoming land use decisions and on land use matters. LCDC travels around the state to learn more about local land use issues. Training on land use matters is relevant to commission decision making.</p>
<p>15. The commission reviews its management practices to ensure best practices are utilized.</p>	<p>LCDC provides annual review of these 15 best practices and provides regular feedback through the LCDC BAM Subcommittee to the director and DLCD financial staff.</p>

Best Practice: Other	
To be identified by LCDC	No additional best practices identified at this time.