

LAND CONSERVATION and DEVELOPMENT DEPARTMENT

Annual Performance Progress Report (APPR) for Fiscal Year (2010-2011)

Proposed KPMs for Biennium (2011-2013)

Original Submission Date: 2011

Finalize Date: 1/31/11

2010-2011 KPM #	2010-2011 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.

2010-2011 KPM #	2010-2011 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	Proposed Key Performance Measures (KPMs) for Biennium 2011-2013
DELETE	<p>Title: #9-- NATURAL RESOURCE INVENTORIES – Percent of urban areas that have updated buildable land inventories to account for natural resource and hazard areas. Rationale: This KPM focuses on annual process rather than long-term outcomes. Much of what is intended for this KPM is tracked in KPM #2, Housing Land Supply. Additionally, the target for this KPM is confusing due to measuring local jurisdiction activities that pertain to two different statewide planning goals—Goal 5, Natural Resources and Goal 7, Natural Hazards. The department will continue to assist with hazards</p>
DELETE	<p>Title: #13--PERIODIC REVIEW REMANDS – Percent of periodic review work tasks that are returned to local jurisdictions for further action. Rationale: Only two periodic review tasks were remanded by the department out of 18 submitted by local jurisdictions. Also, due to many variables, it is not clear whether this KPM reflects a rational standard. As the department has not received negative feedback regarding this activity, it is felt that this KPM is not doing a good job of reflecting the department’s priority objectives.</p>
DELETE	<p>Title: #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. Rationale: This KPM measures activity that is already statutorily required (responses to local plan amendments within a certain period of time), and outcomes have been almost (five out of the last six years) fully successful.</p>
DELETE	<p>Title: # 19--MEASURE 49 - Percentage of Measure 49 claims assigned to the agency that are processed within 180 days. Rationale: This performance measure focuses only on new M49 claims based on regulation adopted after January 1, 2007. No valid new claims for regulations applied after January 1, 2007 have been received by the department, and very few if any are anticipated. For all categories of M49 claims the department will issue a summary report in early 2011.</p>

Proposed Key Performance Measures Targets for Biennium 2011-2013	2012	2013
Title: 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.	75.00	75.00
Title: HOUSING LAND SUPPLY – Percent of cities that have an adequate supply of buildable residential land to meet housing needs.	90.00	90.00
Title: 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.	70.00	70.00
Title: TRANSPORTATION FACILITIES – Percent of urban areas that have updated the local plan to include reasonable cost estimates and funding plans for transportation facilities.	88.00	91.00
Title: FARM LAND – Percent of farm land outside urban growth boundaries zoned for exclusive farm use in 1987 that retains that zoning.	99.88	99.87
Title: 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.	99.93	99.93

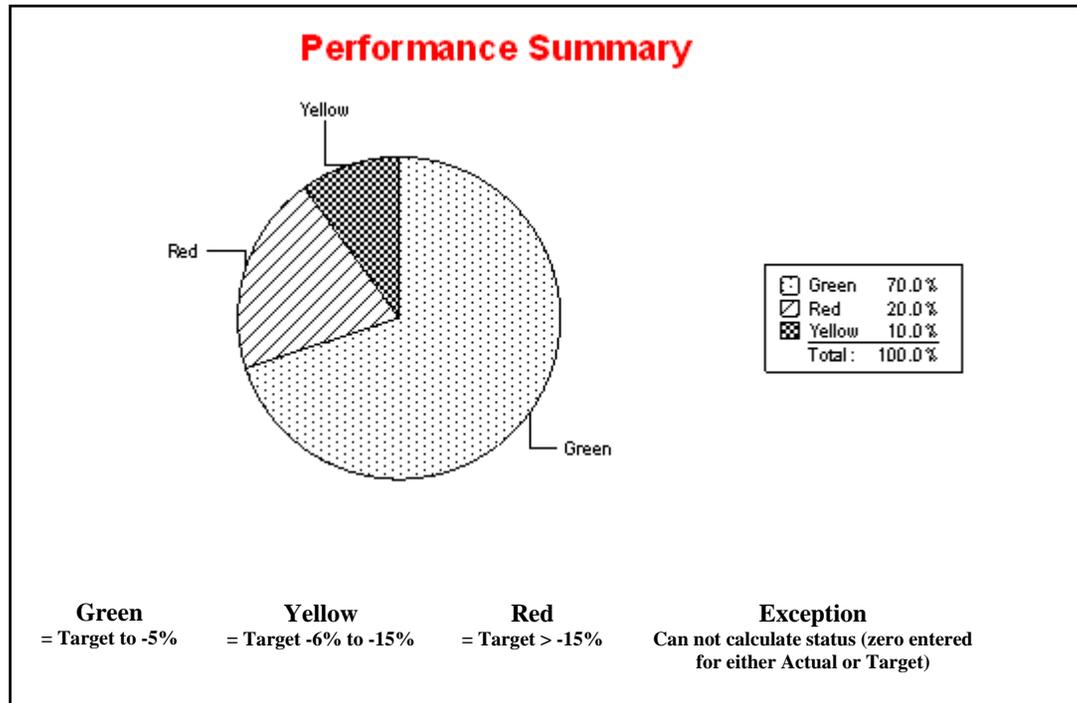
Agency Mission: To support all our partners in creating and implementing local comprehensive plans that reflect and balance the statewide goals, the vision of local citizens, and the interests of local, state, federal and tribal governments.

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1. SCOPE OF REPORT

This is the final report of the department's progress on performance measures for 2009-2010. Data for the majority, but not all, of the Key Performance Measures are based on the 2009-2010 fiscal year. Agency Programs/Services Addressed By Key Performance Measures. The department helps communities around the state plan for their future to assure a high quality of life. Department programs (planning, coastal, community services, transportation and growth management, policy development) and services (technical assistance and grants assistance to local governments; regulatory review of plan amendment, urban growth boundary decisions and periodic reviews; outreach, education and public information; policy planning;

hazards planning and agency collaboration) often address multiple goals and objectives. One way to link programs and services with key performance measures is through the framework of the department's six strategic goals: Promote sustainable, vibrant communities: A major responsibility of the department is to assist cities and counties, through technical and grants assistance for example, in planning their lands and public services to support economic development and the provision of needed housing. The department assists local governments, in coordination with ODOT and the Economic Revitalization Team (ERT), to:

- o identify and plan for developable industrial lands that are project-ready with suitable infrastructure, access, zoning and location (KPM #4);
- o plan and zone an adequate supply of buildable land for housing and employment in urban areas, supported by public facilities and services. (KPMs 1, 2 and 3);
- o plan and improve transportation systems that support planned land uses, revitalize and maintain vibrant downtowns and main streets; (KPMs 5 and 6);
- o retain important coastal-water dependent industrial and commercial sites (KPM #8).

Secure Oregon's Legacy: Preservation of coastal, farm, forest and riparian resource lands remains a core goal of the statewide land use program that helps support rural economies, as well as protect environmental values and unique and threatened sites. (KPMs 10, 11 and 12)

Deliver Services that are efficient, outcome-based and professional: Oregon's local governments are the department's partners in implementing the state wide land use program. The department's services assist local communities to foresee and prepare for growth, development and resource protection, balancing community values, generated through public participation, with state policy. The department seeks to streamline and simplify services in line with the objectives just mentioned. To accomplish these objectives, services must be timely (KPMs 14 and 15), efficient (KPMs #13, 18 and 19), professional (KPM 20) and open to customer review (KPMs 7 and 17). Provide timely and dynamic leadership: The department helps set and adjust state policy over time, so that it works from both a statewide perspective and a local perspective. This involves critical communication with policy makers, judgment and problem solving skills with interests at all levels. (KPM # 16).

Engage citizens and stakeholders in continued improvements of Oregon's land use planning program: Citizen participation is a hallmark of Oregon's planning program. Opportunities for outreach, communication and engagement with individuals, organizations and communities exist through participation of department field staff, public hearings, advisory committees and active collaboration and feedback. (KPMs 7, 17 and 20)

Agency Programs/Services, If Any, Not Addressed by Key Performance Measures Modernize Information Technology (IT) and Delivery: The department continues to implement its Information Resources Management Strategic Plan to enhance and modernize information technology and databases. For example, we have made modest gains in creating a functional GIS capacity. Overall, we are not at the level we want to be to accurately measure the performance of core program functions in terms of department activities, and in some cases, on-the-ground outcomes across the state. For example, a higher level of accuracy could be gained with the opportunity for local jurisdictions to enter certain data directly from their locations, rather than send us their information on paper, which we then enter into data bases. This kind of change in operation would take resource not available to us at present. No DAS Key Performance Measure applies to the department's IT services. 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.

2. THE OREGON CONTEXT

The agency works closely with local governments to carry out Oregon's Statewide Planning Program. DLCD plays a key role in assisting local governments, citizens and the business community with development of land use decisions that encourage: job growth; affordable housing, efficient urban development linked to transportation systems, conservation of commercial agricultural and forest lands and protection of natural resources. In Oregon, state and local governments share responsibility for achieving these outcomes. 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. Under Oregon's Statewide Planning Program, the state sets broad goals and requirements for land use planning, and cities and counties (278) adopt comprehensive land use plans that are based on these statewide goals and requirements. The 19 Statewide Planning Goals are not the same as the state's benchmarks, but are strongly linked in many respects. Oregon's Statewide Planning Program is one of many programs that contribute to 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 economy in Oregon is influenced by a supportive property tax system, investments made by the federal and state governments, and investments by certain industries that use those crops.

3. PERFORMANCE SUMMARY

This performance report provides data for fiscal year 2009/2010. In general, DLCD's performance measures indicate positive outcomes for the program. Sixteen of the twenty measures effectively meet or exceed the goal. In the four instances where this is not the case, #1 Employment Land Supply, #4 Certified Industrial Sites, #9 Natural Resource Inventories and #12 UGB Expansion, the contexts for performance are widely divergent, and each needs to be considered according to its own factors. The department's management team has considered methods to increase the effectiveness of performance measures collectively, and also improvements that could be made to individual measures. With regard to the package of measures, the department is recommending that four measures be discontinued in 2011-13, because of changes in the program, or because the measures are no longer considered accurate and reliable relative to core functions of the agency. This recommendation is considered elsewhere in the APPR.

4. CHALLENGES

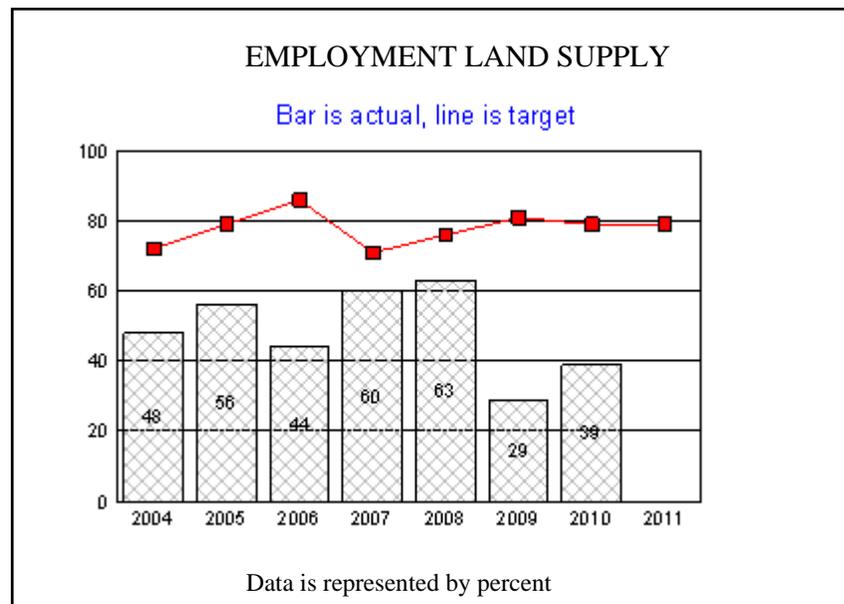
Oregon's Statewide Planning Program faces some challenges. One of these is the reduced financial capacity of most local governments to maintain up-to-date and high-quality land use plans that prepare cities and counties for the future, and that support the infrastructure necessary for land development 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 combined with mandatory requirements to maintain and update local plans is likely to lead to long-term problems for smaller jurisdictions. Without adequate capacity (including grant resources) to assist local government planning, the plans of smaller cities and counties 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. During the current biennium, the department has begun to realign its key performance measures with an update of the agency's goals and objectives. The agency clearly desires to better articulate the desired outcomes of the planning program through more direct measures, such as vehicle miles traveled, urban growth boundary efficiency and costs and the results of local programs to protect natural resources. However, the resources do not yet exist to more fully accomplish

this objective.

5. RESOURCES AND EFFICIENCY

The department's 2009-11 Legislatively Adopted Budget for its three fund types is \$24,255,390 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 sustainable, vibrant 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

This measure tracks the percentage of cities with a population over 2,500 that completed a comprehensive update to their land use plans in the last ten years regarding their supply of land for employment-related uses. Under state law, cities are required to maintain a 20-year supply of land

suitable and available for employment uses. This measure was adopted when all cities were required to periodically review and update their plans. In 2007, the legislature removed this requirement for most cities – leaving it in place only for cities with a population of over 10,000. The department provides technical and financial assistance to local governments for evaluations of the supply of industrial and other employment lands, but generally only for cities over 10,000.

2. ABOUT THE TARGETS

Under the statewide land use program, all cities are expected to provide an adequate supply of suitable sites for employment purposes, but only cities with a population over 10,000 are required to periodically update their land supply. This measure tracks the number of cities over 2,500 that evaluate and update their employment land supply over a ten year period – the measure does not track the total number of cities that currently have, or don't have, an adequate employment land supply. The target is set relative to cities with a population over 2,500 (104 cities as of 2009) because cities under that size are granted various exemptions from the statewide planning program. The 2010 target of 79% indicates an expectation that a large number of jurisdictions over 2,500 can and will meet this objective over time. However, the target does not reflect that, since 2007, cities under 10,000 (or 80% of Oregon cities) are not required to update their land supply under periodic review.

3. HOW WE ARE DOING

The target has not been met for this reporting period, though results have improved somewhat since the 2009 reporting period. Results for 2009 and 2010 fall short because, beginning in 2009, actual reported results reflected a higher standard of what local actions qualify as a comprehensive evaluation and update than was done in prior years. Thus, more accurate data account for much of the apparent drop in progress this reporting period. In addition, the fact that periodic review was suspended for all cities between 2003 and 2007 continues to color results. Results may also reflect the drop in local government revenue and resources necessary to evaluate local land supply.

4. HOW WE COMPARE

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

5. FACTORS AFFECTING RESULTS

Legislation in 2007 eliminated the requirement for cities with a population less than 10,000 outside Metropolitan Planning Organization boundaries to periodically review and update the comprehensive plan. This may also have lowered the priority for grant funding to those cities. Furthermore, the periodic and technical assistance grant program was reduced during the second half of the biennium due to state budget constraints. The results also reflect the drop in local government revenue and resources available to evaluate and adjust local land supplies.

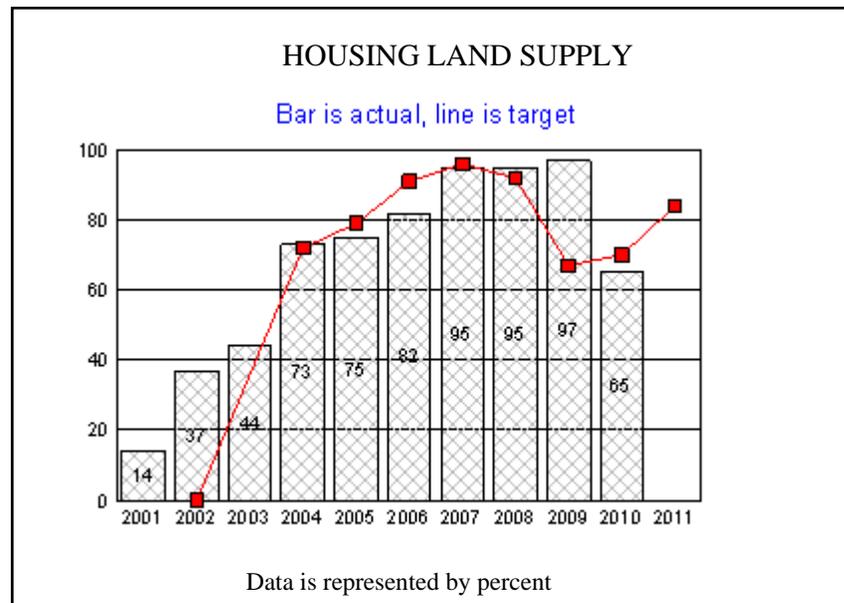
6. WHAT NEEDS TO BE DONE

For cities no longer subject to periodic review, DLCDC needs better methods to track local efforts to provide an adequate supply of employment lands.

7. ABOUT THE DATA

The reporting cycle is Oregon's fiscal year. Progress under this measure is counted if, during the past 10 years, a city completes and the department approves a periodic review task to evaluate the adequacy of its industrial and other employment lands and add such lands to its UGB if needed. Progress is also counted if, during the past ten years, a city completes a major plan update relating to the local employment land supply, such as adopting an economic opportunities analysis that evaluates employment land needs and availability 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 sustainable vibrant 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 plans in order to provide 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 households pay more for housing costs than is considered reasonable. This emphasizes the importance of the department's work with state agencies and local governments to assure an adequate supply of residential land in UGBs. 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 include 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 years required for cities in periodic review to complete the relevant work tasks. The targets generally assume that local plans are good for ten years. Cities within the Portland Metropolitan Service District boundaries are exceptions to this framework. State statute requires Metro to review and update the residential land supply within its UGB every five years. The department is counting all Metro jurisdictions in compliance with their buildable land inventories until 2011 when Metro will complete its UGB analysis. This key performance measure has been in effect since 2002. During that time, the number of cities providing evidence of having adopted plans for an adequate supply of buildable residential land has increased, even surpassing targets set for this measure during recent years. As some cities reach the end of the ten-year time period for which the plans are assumed to be viable, the target for this measure is beginning to decrease, in recognition that many cities will begin to revisit analyses of their buildable land supply.

3. HOW WE ARE DOING

The target for this performance measure has decreased, as mentioned above, and the results are about 7% below the target. This is likely due, in large measure, to the lack of planning resources required for cities to perform the necessary tasks related to buildable land supply.

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 varying conclusions on the effects of the residential land supply within a UGB on housing costs and affordability.

5. FACTORS AFFECTING RESULTS

Factors supporting a positive outcome 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 to a positive outcome 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., generally those with populations less than 10,000) undertake the planning necessary to provide an adequate supply of residential land; and 3) Historically, 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.

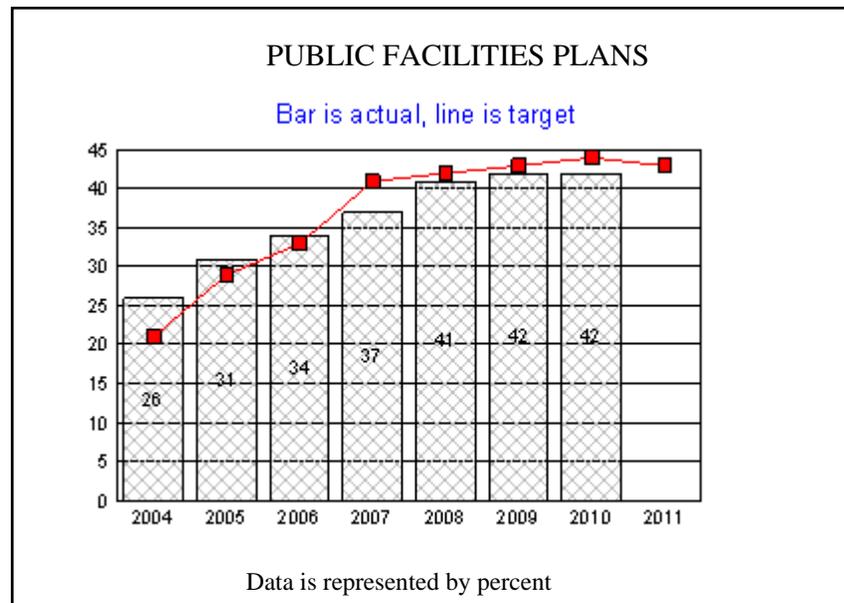
6. WHAT NEEDS TO BE DONE

1) Continue tracking this measure using the current data source and methodology. 2) In order to encourage more local governments to update their land supply, the department will need additional funds for grants to local governments that would support residential buildable land 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 have two sources: periodic review work program products and post-acknowledgment plan amendments for cities with populations over 2,500. For periodic reviews, the department counts approved city findings of adequacy of residential land, approved residential land needs tasks, approved work program completions, and approved urban growth boundary (UGB) evaluation or amendment tasks. Post-acknowledgment plan amendments need not be acknowledged to be counted as qualifying for KPM#2; the city need only provide a written adoption notice to the department. Strengths of the data: It includes the larger urban areas in Oregon, where most of the state's population resides. 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. Searches are overbroad, and the reporter must review a large amount of data to cull out a small percentage of relevant data. 2) The data omits the 139 incorporated cities in Oregon with populations less than 2,500, a number of which are within the orbit of the larger metropolitan areas.

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

Planning for the timely provision of public facilities is a prerequisite for urban development, affordable housing, and market-ready industrial sites. This measure tracks the percentage of cities with a population over 2,500 that have completed an update of their local plans for water and sewer

system facilities needed to serve future land development with the urban growth boundary (UGB), including cost estimates and funding plans.

2. ABOUT THE TARGETS

The higher the percentage reported under this measure, the better the performance. The targets include 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 years in which cities in periodic review will complete the relevant work tasks. The targets assume that local plans are good for 10 years. A legislative moratorium on periodic review began July 1, 2003 and ended June 30, 2007. Completions of periodic review work tasks started after July 1, 2007 are included in the yearly targets since that time. State statute requires Metro to review and update the residential land supply within its UGB every five years. The department is counting all Metro jurisdictions in compliance with their buildable land inventories until 2011 when Metro will complete its UGB analysis.

3. HOW WE ARE DOING

Performance was one percentage point below the target (42/43) for FY 2009, and two percentage points below the target (42/44) for FY 2010. This is the 5th year that results have increased for this KPM.

4. HOW WE COMPARE

The department is not aware of other public or private industry standard that evaluates progress toward updating comprehensive plans for urban sewer and water facilities.

5. FACTORS AFFECTING RESULTS

Factors leading to a positive outcome 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 do 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 to a positive outcome 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; and 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.

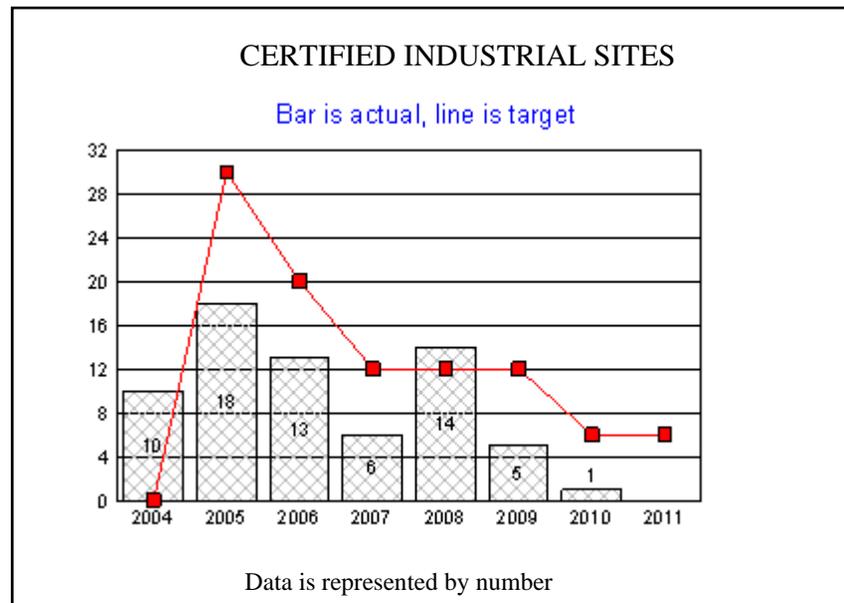
6. WHAT NEEDS TO BE DONE

1) Revise the methodology for future years in order to better capture the cities that update their public facility plans. 2) Pursue additional funds for department grants to local governments to prepare or update public facilities plans.

7. ABOUT THE DATA

The reporting cycle is Oregon's fiscal year. The data have two sources: periodic review work programs, and post-acknowledgment plan amendments for cities with populations over 2,500. For periodic reviews, the department counts approved public facility plan tasks. For post-acknowledgment plan amendments, the department counts notices received for adopted public facilities plans. Cities are counted as having met this performance measure if they complete both water and sewer plans with the previous 10-year period. In addition to relying on periodic review and post-acknowledgment plan amendment information in the department's data base, for FY 2010 we surveyed cities directly about the completeness of their public facilities plans and effective dates. City website comprehensive plan information and other relevant planning documents were also checked against our information in our database. Strengths of the data: It includes the larger urban areas in Oregon where most of the state's population resides. 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 a KPM. Searches are overbroad, and the reporter then 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, a number of which are within the orbit of larger metropolitan areas and are experiencing growth. 3) The data do not include all cities with over 2,500 people that have updated their public facilities plans.

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

Maintaining the supply of project-ready industrial sites is a shared responsibility, with the Oregon Business Development Department (OBDD, formerly the Economic and Community Development Department (OECDD)) as the lead agency. The Department of Land Conservation and Development (DLCD), other state agencies that participate in the Economic Revitalization Team (ERT), and local governments are partners in this

effort. DLCD provides technical assistance to local governments regarding zoning ordinances, and also assists OBDD and ERT with land use related aspects of this effort.

2. ABOUT THE TARGETS

Targets were set in consultation with OBDD and the ERT office at the onset of the program before a track record on this program had been established. In general, certifying project-ready sites has become more complex and more costly over time as the "easy" sites are certified and developed. The total acreage available for potential sites also has turned out to be smaller than originally projected. It was assumed that the initial years of this program would see the greatest number of sites added. The legislatively approved target was reduced from twelve to six for the 2010 fiscal year, in recognition of the significant number of sites already certified under the program and the increasing shortage of unencumbered sites available to certify.

3. HOW WE ARE DOING

The target was not met for this year. Three sites were certified, during calendar year 2010, although only one can be counted for the 2009-10 fiscal year. However some of the state's most prominent employment successes for FY2010 have occurred on certified sites in Prineville, Fairview, Salem, Hillsboro and Portland. Sixty five sites have been certified through 2009. Information on Oregon's certified industrials sites is available at <http://www.oregonprospector.com>.

4. HOW WE COMPARE

Only a few states have certification programs, and Oregon's program is unique. Oregon's program is generally seen as a model for this type of industrial development strategy.

5. FACTORS AFFECTING RESULTS

As this program matures, it will likely become more and more difficult to certify industrial sites. In addition, with the curtailment of periodic review in the land use program, cities will devote their own resources to certification only if they and the property owner perceive a substantial benefit from the program.

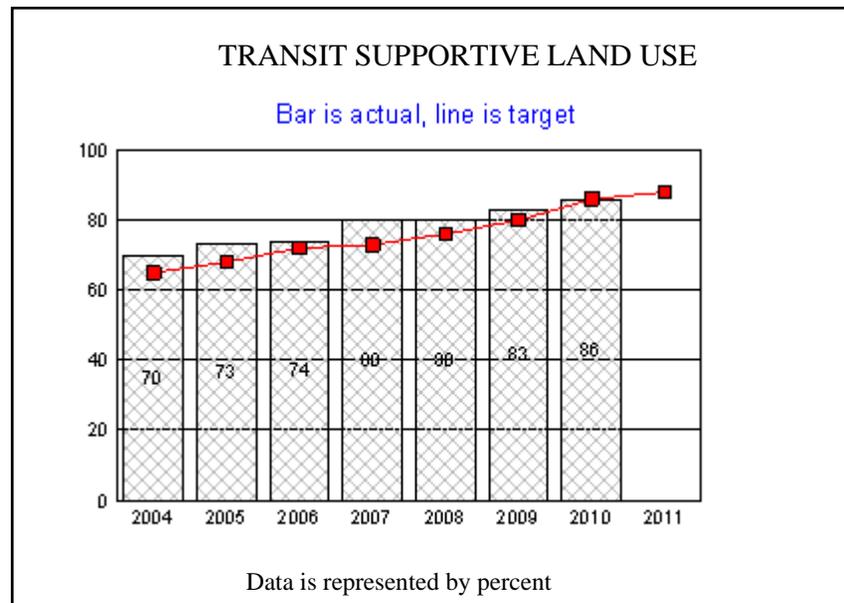
6. WHAT NEEDS TO BE DONE

The Department of Land Conservation and Development and Business Oregon need to work together with local governments and property owners to stimulate more interest in this program. Business Oregon is proposing changes in this program that would raise its profile and bring new resources to bear on developing new candidate sites for certification. As the supply of “shovel-ready” sites becomes more mature, the agencies also are exploring a second category of “development-ready” sites that will require more effort to get to construction, but that can be a longer-term source of lands for employment uses.

7. ABOUT THE DATA

The fiscal year (July 1-June 30) reporting data were derived from lists published by the OBDD.

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. 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 and enhance the efficiency of public transportation systems. Government partners include local governments, transit districts, and the Oregon Department of Transportation (ODOT) through the Transportation and Growth Management program. Other 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 DLCD within the past ten years. Accomplishment of higher percentages is desirable.

3. HOW WE ARE DOING

The targets have been achieved because local governments continue to adopt transit-supportive land development regulations. The general trend shows gradual improvement as many local jurisdictions adopt transit supportive standards. The department has been focusing effort on the remaining jurisdictions, especially in areas designated for a Metropolitan Planning Organization (MPO), such as Salem-Keizer, Eugene-Springfield and Medford. Eugene recently completed land use and transportation planning for the area around the Franklin Station on the Bus Rapid Transit (BRT) system.

4. HOW WE COMPARE

There are no directly comparable public or private industry standards for this measure.

5. FACTORS AFFECTING RESULTS

Factors that have improved results in recent years include increased concerns about greenhouse gas emissions and increased concern about “peak oil” that could lead to higher fuel prices. Factors that continue to make progress difficult include the complexity and controversy often associated with planning for transit supportive land uses, limited 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.

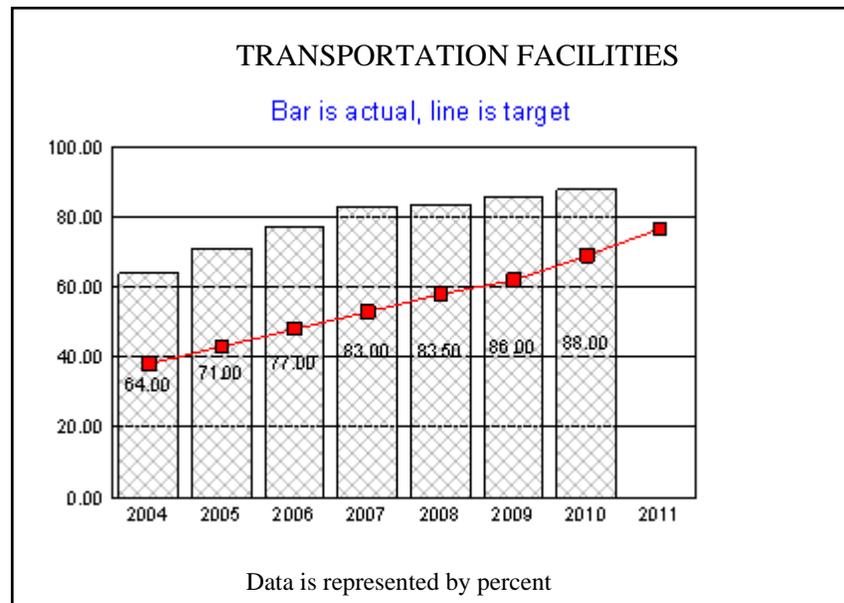
6. WHAT NEEDS TO BE DONE

The department, including the joint ODOT-DLCD Transportation and Growth Management (TGM) Program, will continue providing technical assistance and grants to assist local governments. 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 cities that have made only partial progress to date. The TGM program will provide general planning grants and targeted technical assistance for code updates.

7. ABOUT THE DATA

Data are reported as of June 30, 2010. Data are based on the numbers of Transportation System Plans and implementing ordinances that have been adopted by cities and counties 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 TSPs 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. Government partners include local governments, transit districts and the Oregon Department of Transportation (ODOT) through the Transportation and Growth Management (TGM) program. Other 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 rate that comprehensive plans and transportation system plans have been adopted and acknowledged. A higher number is desirable indicating that more cities have met the requirement.

3. HOW WE ARE DOING

The targets have been achieved and progress continues. Local governments are adopting TSPs that include cost estimates and funding plans. The general trend between 2000 and 2007 shows continued progress, 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 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.

5. FACTORS AFFECTING RESULTS

The slower rate of completion since 2007 is to be expected since there are fewer cities that have not already adopted their TSP. 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..

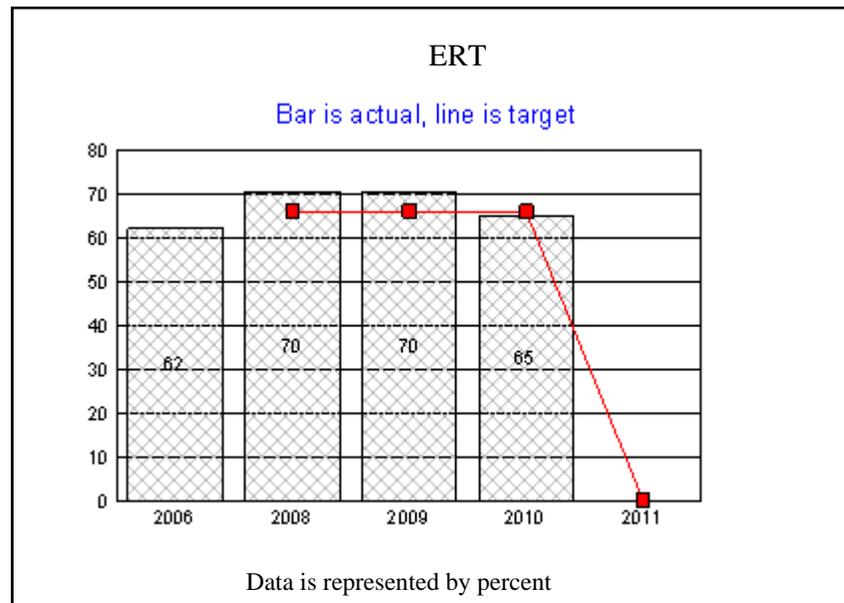
6. WHAT NEEDS TO BE DONE

Periodic review, plan amendment review, TGM grants, and technical assistance grants are the major activities that support of this measure. Cities with a population under 10,000 are no longer required to undergo periodic review. For these cities, more emphasis needs to be placed on grant programs, especially the TGM program. 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 are reported as of June 30, 2010 and are based on analysis of periodic review, and plan amendments outside periodic review. In some cases a city may have adopted a TSP without notifying the department, or the adoption may not have been coded properly, so it is possible that additional cities have meet the requirement to prepare a TSP.

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) includes, in their 2010 Oregon Joint Customer Satisfaction Report for the Progress Board, questions measuring customer satisfaction for four partner agencies (DLCD, PUC, ERT, WRD). The survey measures customer’s perception of ERT projects with regard to timeliness, helpfulness, accuracy, knowledge and expertise and availability of information. Each agency participating in ERT

projects is also rated on “overall quality of service.” The desired outcome is a high percentage of responses rating DLCD involvement in the ERT process as “good” or “excellent”, related to quality of service.

2. ABOUT THE TARGETS

The source of information for this performance measure is a 2010 survey sponsored by the Department of Administrative Services' Budget and Management Division, in which ERT also participated. This survey is conducted every other year. DLCD's KPM target, related to the 2008 and 2010 surveys, is 66%

3. HOW WE ARE DOING

The 2010 survey result for reporting purposes is 65 percent, slightly lower than the 2008 survey result of 70%.

4. HOW WE COMPARE

DLCD's 2010 result of 65 placed us third, behind the top scoring ERT at 92 and ODOT at 73. Based on a single question in the survey rating the perceptions of a single agency, it is difficult to draw detailed conclusions from the data.

5. FACTORS AFFECTING RESULTS

ERT projects are the most difficult and complex to assess, often as a result of the need to coordinate competing program goals and regulations across several agencies. Customer satisfaction results are expected to be lower for these selected projects than reported elsewhere for the agency as a whole. 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 may impact survey results and conclusions drawn from those results. The wording of the questions has been changed, and may yet need further refinement.

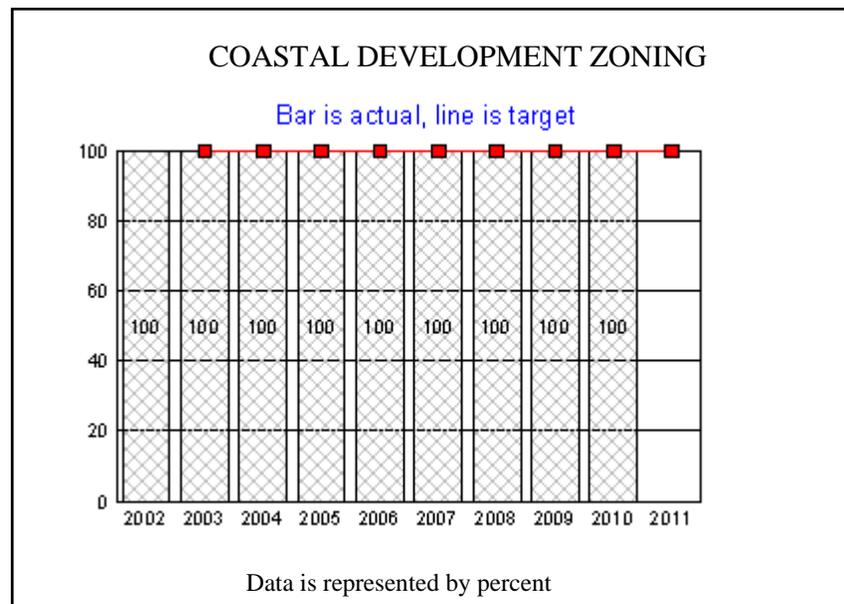
6. WHAT NEEDS TO BE DONE

The results need to be used to refine the methodology and establish a target for the next survey. There have been changes in how the biennial survey is conducted that may make it impossible to include these ERT sub-agency survey questions.

7. ABOUT THE DATA

The data are reported as summary data from the 2010 Oregon Economic Revitalization Team Oregon Joint Customer Satisfaction Study (biennial).

KPM #8	COASTAL DEVELOPMENT ZONING– Percent of estuarine areas designated as “development management units” in 2000 that retain that designation.	2002
Goal	Promote sustainable, vibrant communities	
Oregon Context	OBM 4: Job Growth	
Data Source	DLCD databases on periodic review, post acknowledgement plan amendments 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 areas within shallow-draft and deep-draft development estuaries, and are generally

associated with and intended for water-dependent or water-related industrial and commercial uses, including supporting navigational areas, port facilities and other navigation infrastructure. These areas, and the investments made within them, are limited and can not easily be recreated or relocated. There are no substitute or alternative areas that can easily be developed for these purposes if the current areas are converted to other uses. Recent examples of new water dependent uses requiring location in development management units are Liquefied Natural Gas Import terminals and supporting navigation infrastructure.

2. ABOUT THE TARGETS

The target is 100 percent. There should be no net loss in the amount of acreage or location of estuarine development management units. There is some potential for increased acreage due to plan amendments to authorize unanticipated navigational areas and increased economic development activities in new locations that support water-dependent uses.

3. HOW WE ARE DOING

The acreage of estuarine areas designated for development has been stable over the monitoring period for this performance measure. The foundation for estuary planning together with the locally recognized importance of development management unit designations creates an incentive to retain the economic development potential provided through these management units.

4. HOW WE COMPARE

Oregon performs extremely well in comparison to other coastal states in the manner that we manage and protect the limited estuarine areas that are available for water-dependent and water-related development. In many states, there is not a land use/estuarine management component that is equivalent. The balance between conservation and development that maintains diversity among Oregon's estuaries is relatively unique as is the partnership between the state and local government.

5. FACTORS AFFECTING RESULTS

There are no external factors affecting the results of this measure. The data are confirmed by department records and ongoing monitoring of actions affecting Oregon estuaries.

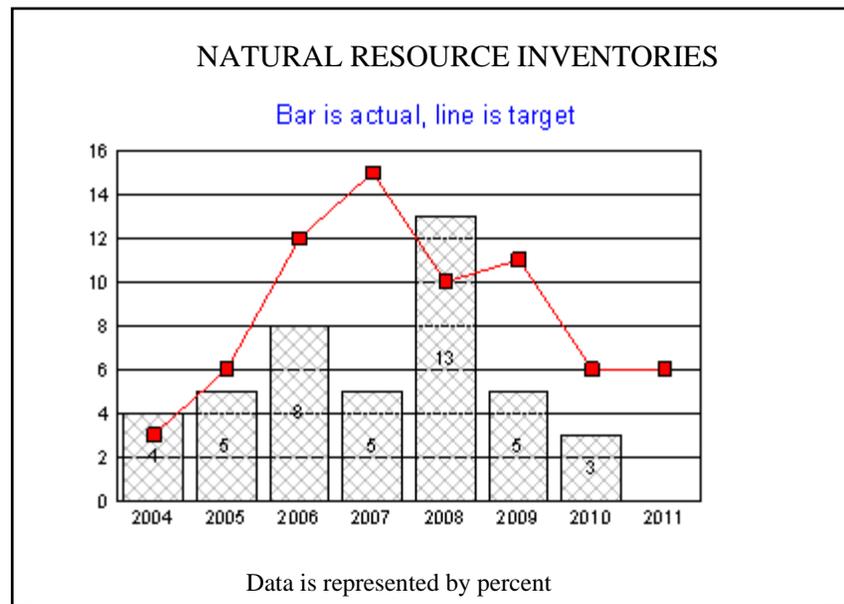
6. WHAT NEEDS TO BE DONE

No change is recommended in response to the data. The department will continue to work with local government and the ports to ensure a stable inventory of estuarine areas designated for development in order to assure a sufficient supply of water-dependent and water-related commercial and industrial land, including areas required for supporting navigation infrastructure.

7. ABOUT THE DATA

This reporting cycle is from July 1, 2009 through June 30, 2010. Zone changes for these areas require either a major plan amendment or a goal exception. The data are derived from our review of the statutorily required plan amendment and goal exception submittals from local governments. Specific uses within estuaries also require local, state and federal permits. The department routinely reviews those types of permitted activities. The department must review and issue a federal consistency determination for activities that require a federal permit or actions 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 plans and the statewide planning goals, local plans must account for building constraints due to natural resources and natural hazards. Many urban area land use plans were adopted without adequate inventories of

natural resource and hazard areas. As buildable land inventories are updated, they typically include improved inventories of natural resources and hazards – such inventories are necessary to provide a solid basis for 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 an acknowledged post-acknowledgment plan amendment relating to buildable lands serves as evidence that the local government’s buildable land inventories account for natural resource and hazard areas.

2. ABOUT THE TARGETS

This target counts incremental progress; it does not represent the total number of cities that have adequately inventoried land supply. This target counts those cities with population greater than 2,500 (of which there are 103 statewide) that, during the 2010 fiscal year, have either received approval for completing 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 FY2009/10 target of 6% represents an expectation that approximately 7-8 cities during the fiscal year would update their buildable lands inventories, and that these updates would account for the constraints on residential development potential due to the presence of sensitive natural resources or natural hazards.

3. HOW WE ARE DOING

Performance did not meet the target. The target was 6% and the result was 3%. This result indicates that cities are making progress more slowly than desired in comprehensively assessing the impact of natural resource and hazard constraints on their urban land supplies. This KPM is set up to give an annual accounting of buildable lands inventories that successfully address natural resource and natural hazard areas. If the measure instead assessed and reported on a rolling 10-year basis, like many of the other KPMs, the results would be that 66% of such cities have completed the desired work

4. HOW WE COMPARE

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

5. FACTORS AFFECTING RESULTS

This measure was originally crafted when periodic review was required of all cities and was the primary method for updating buildable lands inventories. Subsequent legislative changes to periodic review have substantially reduced the number of jurisdictions subject to periodic review, and have also required that other types of local planning work not associated with natural resource or hazards inventories be given higher priority by jurisdictions still subject to periodic review. Also, as a result of budget shortfalls and legislation rolling back local periodic review, state grant funding for natural resource inventories has been substantially reduced. Natural hazards inventories are more likely to be up-to-date than natural resource inventories because they receive funding from the Federal Emergency Management Agency, but this measure does not separate hazard inventories from natural resource inventories. If a city inventories only one type of development constraint, such as hazards, but not other constraints such as natural resources, the city's effort during the reporting period does not count toward this measure. This measure omits 139 incorporated cities in Oregon with populations less than 2,500. As mentioned, targets and results of this measure are not tracked cumulatively, but rather on an individual fiscal year basis.

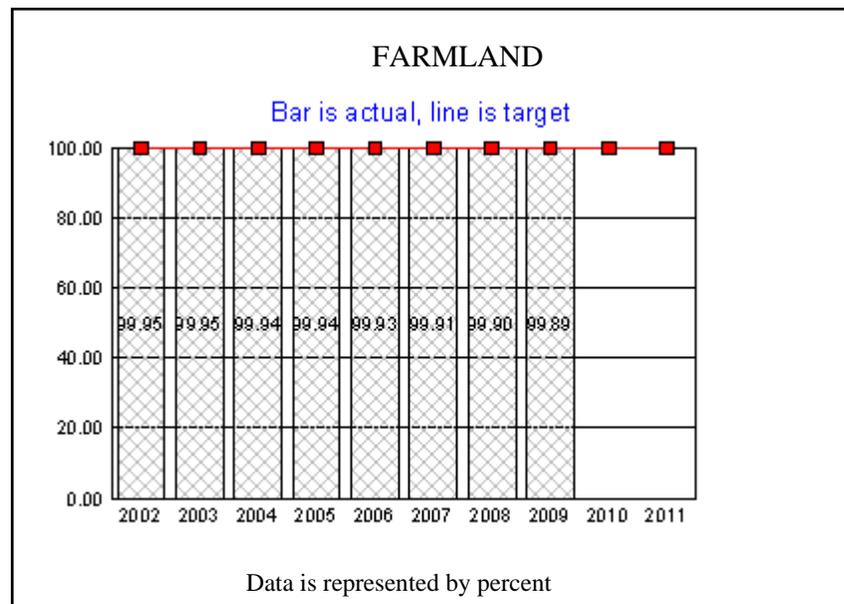
6. WHAT NEEDS TO BE DONE

Provide funding or other incentives for local governments to update buildable land inventories and to inventory development constraints due to the presence of natural resources and natural hazards. This measure should also be changed to track compliance over a total 10-year period, as is done for buildable land inventories, rather than on a single year basis.

7. ABOUT THE DATA

The reporting period is Oregon's fiscal year. Data sources are the department's periodic review approvals checklist and the plan amendment 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

One of the goals of Oregon's planning program (Statewide Planning Goal 3) is to conserve agricultural land for farm uses, consistent with legislative policies in ORS 215.243 and 215.700. The Department of Land Conservation and Development 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 or urban 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 agriculture.

2. ABOUT THE TARGETS

The targets 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 or non- resource land designations can be 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 calendar year 2009 show that the state's land use program continues to work well to maintain agricultural lands for commercial farm use. In 2009, a net of 2,122 acres of EFU land were rezoned: 1,045 acres for rural development, 618 acres for urban uses, and 459 acres for other (forest) resource use. Because of a high level of rezonings from EFU to non-farm uses in 2007, the percent of acreage in EFU zones in 2007 and subsequent years is slightly short of the target for these years. From a base of 16.1 million acres of EFU-zoned land in 1987, a total of 18,419 acres have been rezoned to other urban and rural uses in the 22-year period through 2009.

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 significantly higher rate than the rest of the nation. Between 1978 and 2007, the rate of loss of large (500+ acres) and mid-sized (50-499 acres) farms in Oregon was less than one third that of the rate 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. Such applications are subject to 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 not register on the farmland performance graph. This measure offers only a partial assessment of the type or level of development and land division activity that occurs within EFU zones, as it does not track the cumulative impact of EFU zoning over time, nor does

it distinguish between high value 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.

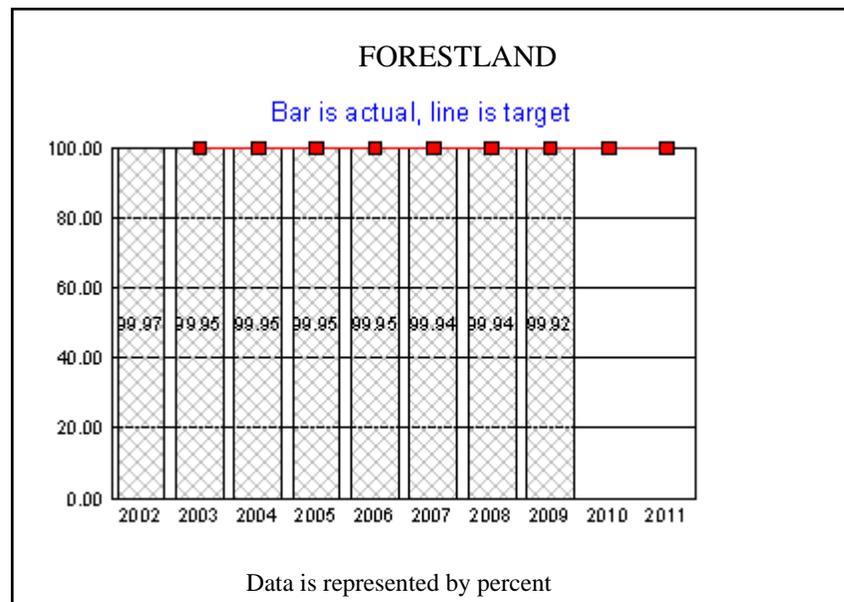
6. WHAT NEEDS TO BE DONE

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

This Key Performance Measure tracks the percentage of forestland 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 mixed farm-forest in 1987, the greater the indication that local plans and ordinances are working to protect forestland for commercial and other forest uses.

2. ABOUT THE TARGETS

The targets acknowledge that while the land use program is intended to protect forestland 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 or non-resource land designations can be justified. This factor is built into the target, which provides for a small amount of yearly rezoning of forest and mixed farm-forest land.

3. HOW WE ARE DOING

The results for calendar year 2009 show that the state's land use program continues to work well to maintain forestlands for commercial and other forest uses. In 2009, a net of 2,052 acres of forest and mixed farm-forest lands were rezoned: 2,048 acres to rural development and 4 acres to urban uses. Because of a high level of rezonings from forest to non-forest uses in 2007 and 2009, the percentage of acreage in forest zones in 2007 and subsequent years is slightly short of the targets for these years. In 2009, 99.92% of land zoned forest in 1987 was still zoned forest or mixed farm-forest (target is 99.94%). From a 1987 base of nearly 11.8 million acres of forest and mixed farm-forest zoned land, a net total of 9,034 acres have been rezoned from forest and farm-forest to other rural and urban uses in the 22-year period through 2009.

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 forestland occurs through local government decisions, in response to applications by property owners, to change forest or farm-forest zoning. The approval of such applications is governed 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 not register on the Forest Land KPM graph. This measure offers only a partial assessment of 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.

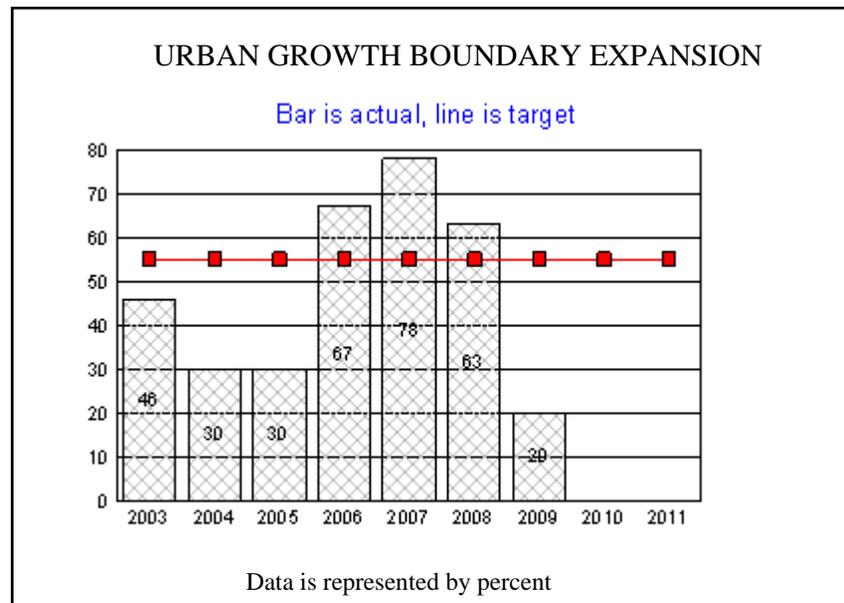
6. WHAT NEEDS TO BE DONE

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 biennial 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 lands are the last priority for UGB expansions.

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 the 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 2009, 20% of the 782 acres added (160 acres) to UGBs statewide was land that had been zoned for nonresource uses, and 80% of the acreage added (622 acres) was land previously zoned for farm or forest uses. Therefore, the target was not met.

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.

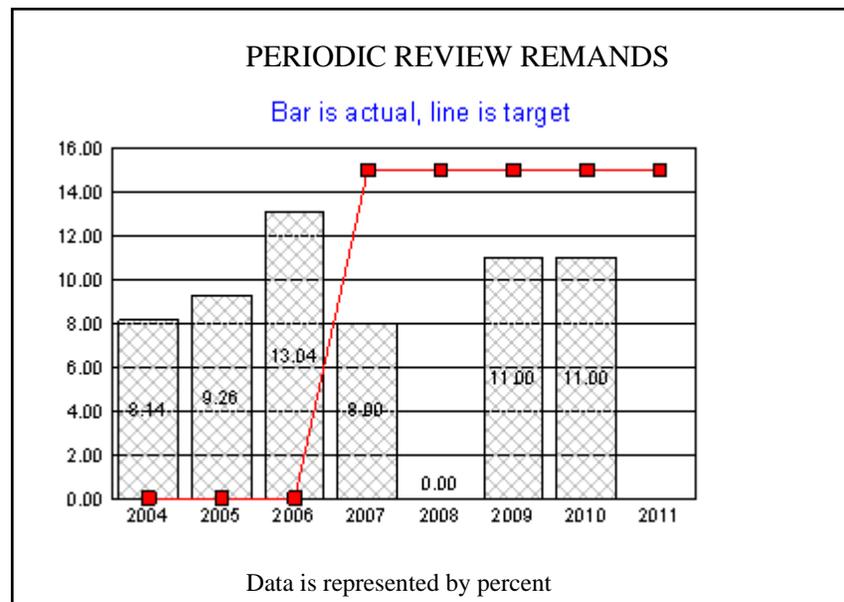
6. WHAT NEEDS TO BE DONE

Continue current efforts, but reevaluate or refine the target based on the relative availability of non-resource zoned lands available for inclusion in UGBs. Continue to encourage cities to consider all surrounding rural residential land for UGB expansion, even where difficulties exist.

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 a limited number of cities and counties to periodically update local land use plans. The purpose of periodic review is to ensure that comprehensive plans are consistent with statewide land use goals and reflect the current vision and priorities of communities. 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 is premised on the percentage of periodic review work task submittals that do not satisfy applicable state requirements being at or below 15%. A lower percentage is desirable.

3. HOW WE ARE DOING

The department met the target, with a result of 11%. The target for 2009-10 is for the department to return less than 15 % of submitted work tasks to local jurisdictions. Six jurisdictions submitted nine work tasks. Those for Benton County, Florence, Junction City (3), McMinnville and Salem (2) were approved. One work task was partially approved and partially remanded (Yamhill County). Therefore, the result for this KPM is that 11% of submitted work tasks were returned for further work.

4. HOW WE COMPARE

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

5. FACTORS AFFECTING RESULTS

The target predicts few remands, which was the case again this year, with one remand issued by the department. A legislative moratorium was imposed on initiation of periodic reviews from July 1, 2003 to June 30, 2007, and the number of work tasks submitted in future years could rise.

6. WHAT NEEDS TO BE DONE

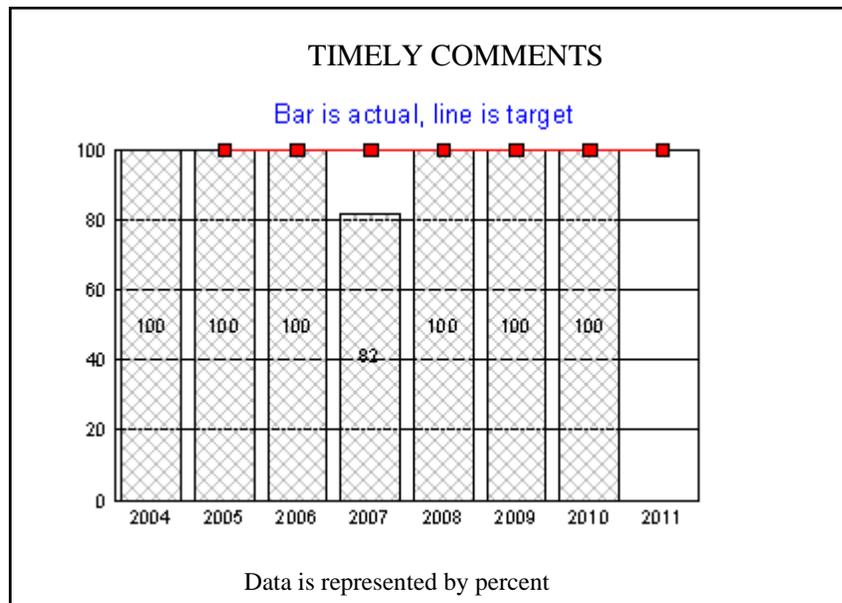
The department should continue to work closely with local governments involved in periodic review in order to improve the planning products submitted to the state for approval.

7. ABOUT THE DATA

The 2010 data is for all periodic review approval decisions made by DLCD or LCDC for the fiscal year from July 1, 2009 through June 30, 2010. 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 decisions (Nine for the reporting period) by the number of remands (there was one remand this reporting period).

KPM #14	TIMELY COMMENTS – Percent of DLCDC 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	DLCDC Mission	
Data Source	Department records.	
Owner	Darren Nichols, 503-373-0050 ext 255	



1. OUR STRATEGY

DLCDC 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, but do not always meet this deadline.

3. HOW WE ARE DOING

The department met the target this year, which is the fifth time in the last six years the department has done so, at the 100% level.

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. Plan amendments can cover issues as different as economic and industrial development to natural resource protection or transportation planning. In some cases, the proposal as submitted is not complete, or is changed or supplemented over time, further complicating review for the department and others. 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.

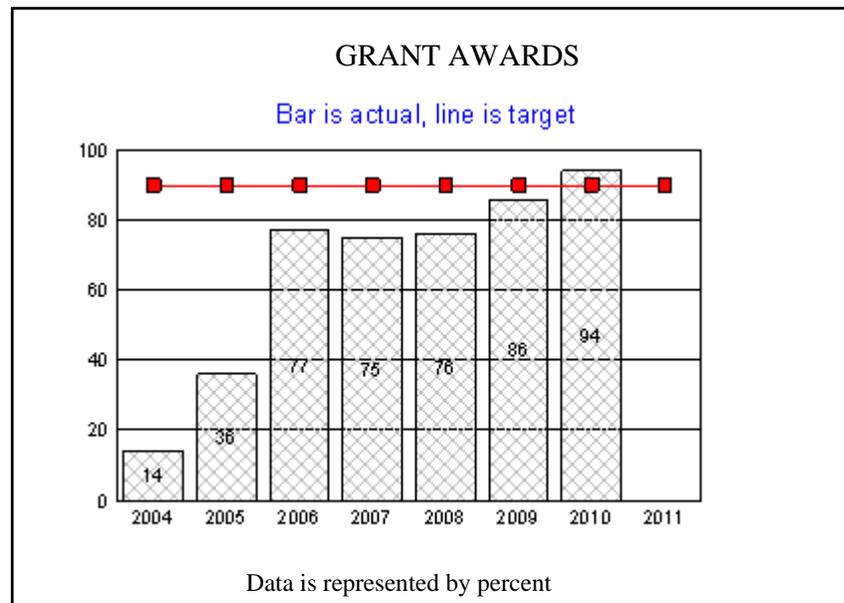
6. WHAT NEEDS TO BE DONE

The department continues to emphasize the importance of providing constructive comments within the required statutory time lines. DLCD distributed a plan amendment processing schedule as a means of clarifying and streamlining the process.

7. ABOUT THE DATA

The department maintains a database that tracks plan amendments notices and. The 2010 data are for comments made by DLCD during the fiscal year from July 1, 2009 through June 30, 2010.

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 local governments with the maximum time to benefit from grant awards within a biennium, DLCD minimizes application and processing time.

2. ABOUT THE TARGETS

The 90 percent target was established as an ambitious but attainable objective. Achieving this target requires close coordination with local governments and occasionally with state and federal agencies.

3. HOW WE ARE DOING

DLCD exceeded its target in this reporting period, which continues an improving trend for this performance measure. That is, of 154 grants awarded in this reporting period, 145 were awarded within two months of application submittal. As reported last year, increased staff attention was devoted to improving outcomes in this area. Of note in achieving these results was the support and participation of the League of Oregon Cities, the Association of Oregon Counties and members of DLCD's Grants Advisory Committee.

4. HOW WE COMPARE

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

5. FACTORS AFFECTING RESULTS

The grant program operates on a biennial basis, and most of the activity is during the first year of the biennium. This year, with 154 grants awarded, local governments did their share of moving the process by providing required information in a timely manner.

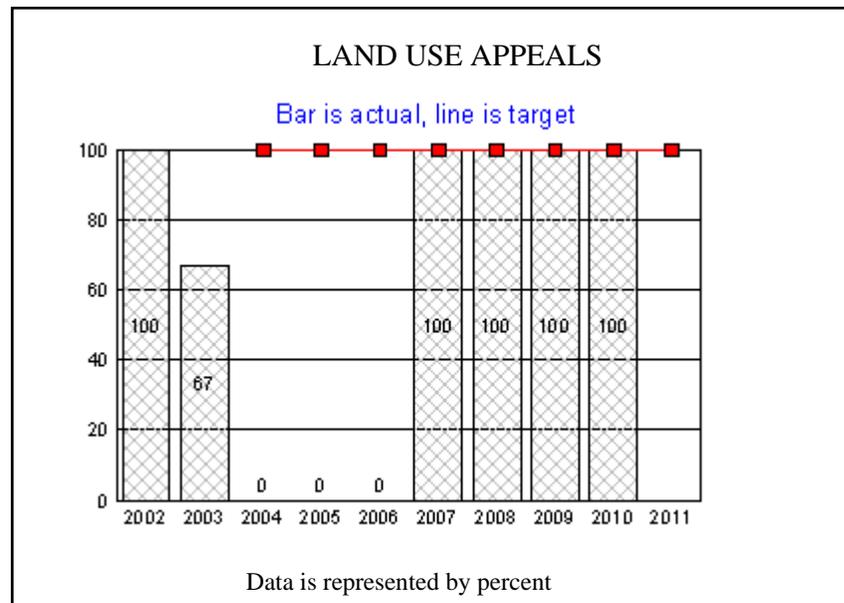
6. WHAT NEEDS TO BE DONE

The department has continued refining internal processes for grant evaluation. With input from its Grants Advisory Committee, department staff have improved guidelines for applicants, increased staff resources to review and approve grant applications and provided for earlier application deadlines.

7. ABOUT THE DATA

The data reflect grant approvals by DLCD during the fiscal year from July 1, 2009 through June 30, 2010, including General Fund grants, commonly referred to as Technical Assistance, Periodic Review, and Gorge grants. These grants are awarded on a biennial basis.

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

Appeal of a local land use decision is a last resort. DLCD generally does not appeal local land use decisions unless they are clearly in error and have broad implications for land use policy. The number of appeals is very small, and has been declining.

2. ABOUT THE TARGETS

The higher the number, the better the performance. The FY 2009 target of 100 percent success at LUBA and in higher courts assumes that DLCD will only appeal a local land use decision that clearly violates a state land use regulation.

3. HOW WE ARE DOING

There continue to be few appeals of local government land use decisions. The department filed one appeal in FY 2009-2010. The appeal involved a goal 14 exception in Jefferson County. It was remanded by LUBA at the parties' request. As explained in #7 below, voluntary remands are not included in the calculations for this KPM, therefore, in effect, the results for this KPM will be calculated as if no appeals of a local land use decision had been undertaken for FY 2009-10.

4. HOW WE COMPARE

The department is not aware of any related public or private measurement standards regarding appeal success.

5. FACTORS AFFECTING RESULTS

Land Conservation and Development Commission approval is required for all appeals.

6. WHAT NEEDS TO BE DONE

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

7. ABOUT THE DATA

The data reported are for decisions on appeals that were issued by the Land Use Board of Appeals, Oregon Court of Appeals, and Oregon Supreme Court between July 1, 2009 and June 30, 2010. The data are taken from LUBA and appellate court decisions, which LUBA sends to the department on a weekly basis. Strength of the data: They reliable because they come from a primary source. Weaknesses of the data: "Upheld" in the context of this key performance measure means LUBA or the court agreed with the department's position, generally resulting in a remand or reversal of the local government's decision. A case that has been dismissed or withdrawn, or voluntarily remanded, is not included in the calculation. However, sometimes a dismissal or voluntary remand signifies success. An appeal dismissed at DLCD's request is different than an appeal dismissed

involuntarily.

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 survey is conducted biennially. This is the third survey, and the first conducted by the department. Previous surveys were conducted by the Oregon Progress Board in 2006 and 2008.

2. ABOUT THE TARGETS

This KPM remains a relatively new biennial key performance measure for the department. Target setting has been based on estimates of anticipated growth in customer service satisfaction. 2010 targets were established using 2006 data as a baseline, with built-in increases for modest but achievable targets. This KPM contains six service aspects: overall, accuracy, availability of information, expertise, helpfulness and timeliness. The 2010 legislatively approved target for each category is 83%.

3. HOW WE ARE DOING

2010 is the first year that the survey was conducted online, rather than by telephone. Three categories increased slightly and three declined. Satisfaction with overall service at DLCD, the broadest measure of service, increased from 70% to 71% for the combined good or excellent score. Timeliness of service provided by the department climbed 2% and accuracy increased 1%. Expertise, availability of information and helpfulness all declined somewhat compared to 2008. While no service aspect result met the goal of 83%, to see some increases in a year of declining resource capacity, particularly at the local level, provides some encouragement. The department is continuing 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 is preparing an “Employment Land Planning Guidebook” to help streamline the process for identifying and planning for employment lands, and continues to engage planners in training and educational opportunities across the state, when possible. An open-ended question at the end of the survey allowed for additional feedback. This feedback was grouped into categories for tallying purposes. The category of “general positive comments” contained the largest number of responses at 13, with “more/better communication”, as an identifiable category, receiving the next most comments with 4 (“other” received 7).

4. HOW WE COMPARE

Comparisons are not available at this point.

5. FACTORS AFFECTING RESULTS

This was the first year that the department conducted this survey online. The response rate was quite low, with 89 responses from a total of 559 individuals sent survey questions. The response rate drove up the margin of error for the survey somewhat, and so one should be cautious in drawing conclusions from the data. Reduced staffing levels, grant resources and budget constraints generally, have stressed local and state capacity to perform the tasks necessary to fulfill the requirements of the land use program. While it is difficult to know how this plays out in a customer satisfaction survey, it is not difficult to imagine how service aspects such as timeliness and availability of information could be impacted with dwindling resources.

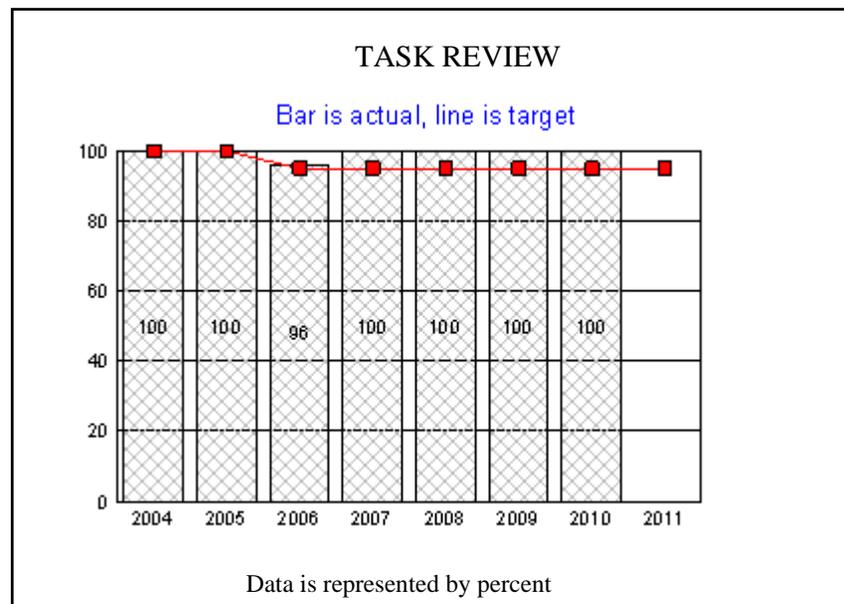
6. WHAT NEEDS TO BE DONE

All DLCD employees are responsible for customer service in one way or another. In response to the 2010 data, the department will continue working to improve communications with local jurisdictions. For example, the helpfulness and timeliness service aspects performed least well in the survey, and follow up will help identify ways to improve results. The department also continues its work on internal communication by: bringing in expert speakers to all-staff meetings; providing division updates in the Director's Report to the Land Conservation and Development Commission; communications training for all employees; implementation of communications tools received in the training course; and establishment of chartered workgroups. The Citizen Involvement Advisory Committee continues regularly reports its findings and recommendations to the Land Conservation and Development Commission. The re-establishment of the Local Officials Advisory Committee is also underway. The department also anticipates making a coordinated management response to the data from this survey.

7. ABOUT THE DATA

The Department of Land Conservation and Development (DLCD) conducted an online survey, using Survey Monkey as the tool for distributing and gathering information. The department maintained anonymity of survey respondent information. The online survey tools contain a report generation capacity in an aggregate manner, but individual responses were not available. Reliability of information is maintained through the survey methodology.

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 a statutory 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. That is, all nine periodic review work tasks were under DLCD review for no longer than four months.

4. HOW WE COMPARE

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

5. FACTORS AFFECTING RESULTS

The complexity and adequacy of the local governments' 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.

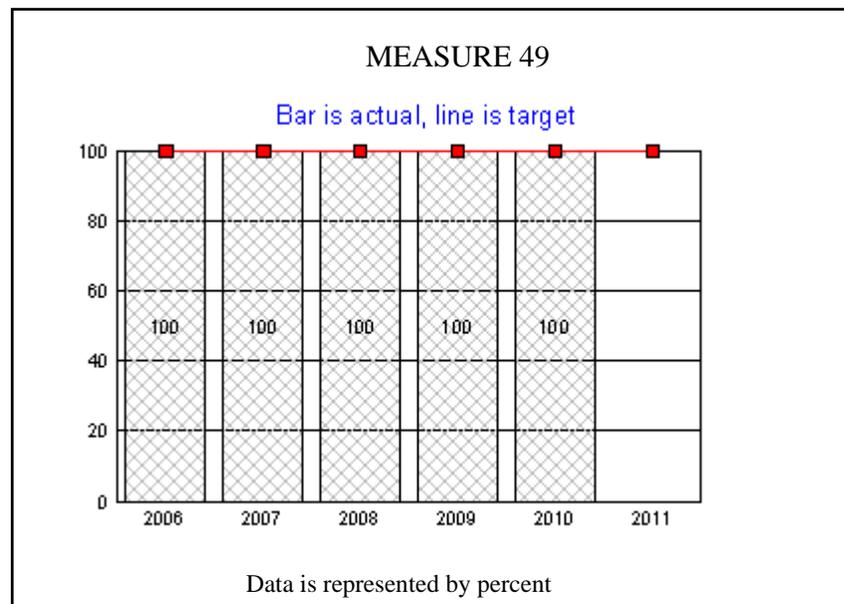
6. WHAT NEEDS TO BE DONE

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

7. ABOUT THE DATA

The data reported are for periodic review work task decisions made by DLCD during the fiscal year between July 1, 2009 and June 30, 2010.

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	Kristin May, 503-373-0050 ext 373	



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 June 31, 2010 deadline under HB 3225 (2009) for DLCD final action with regard to Measure 37 supplemental reviews under Measure 49 has been met. HB 3225 also allowed limited categories of claims that would otherwise likely have been denied to proceed through the supplemental review process. There were 222 of these claims and the required deadline of December 31, 2010 for processing of these claims will be met, with under 10 of these claims remaining to be processed in October 2010. Senate Bill 1049 signed into law on February 25, 2010, allows processing of approximately 600 county-only M49 claims, and for 88 claims that had been applied for under the conditional M49 path, but for which no (required) appraisal had been submitted. Processing for county-only claims must be completed by June 31, 2011. There is also, a 180 day timeline for processing of any new Measure 49 claims, which is the focus of this performance measure.

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.

4. HOW WE COMPARE

There have been very few, if any, new Measure 49 claims filed with local governments.

5. FACTORS AFFECTING RESULTS

There have been few state or local land use regulations adopted after January 1, 2007 that restrict residential development. The department expects to meet 180-day deadlines under the current circumstances.

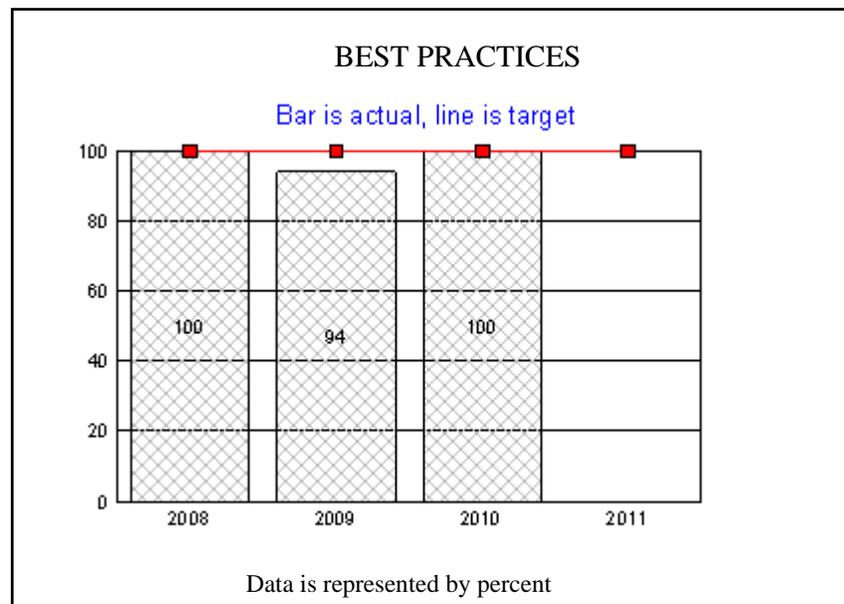
6. WHAT NEEDS TO BE DONE

The department is responding to new claims in a timely manner. The department tracked legislation in the 2009 and 2010 sessions in order to flag legislation that could trigger new Measure 49 claims.

7. ABOUT THE DATA

There is no ambiguity about the data. They tracked when 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 a Statewide Best Practices Measure and required certain boards and commissions to report on ability to meet established criteria. Implementation of this performance measure for affected boards and commissions includes an annual commission

self-assessment. To meet this requirement, the commission has defined how it will meet the established criteria. Each member of LCDC rates the commission against 15 best practices criteria established by the Department of Administrative Services and the Legislative Fiscal Office. The commission completed its first best practices scorecard at its July 23, 2010 LCDC meeting.

2. ABOUT THE TARGETS

Targets have been established based on approximations of anticipated ability to meet the best practices criteria established by the legislature. This is the third application of this process.

3. HOW WE ARE DOING

For this reporting period, the commission is 100% in compliance with the criteria.

4. HOW WE COMPARE

This is a relatively new measure for state boards and commission. Comparisons at this point are not available.

5. FACTORS AFFECTING RESULTS

The commission has proved to operate effectively for some time. The success of this KPM is largely due to the commission itself, although staff resources and support also play a role.

6. WHAT NEEDS TO BE DONE

Nothing at this time.

7. ABOUT THE DATA

The data reported are a cumulative total of commission member's responses to a survey about its ability to meet the statewide best practice criteria.

LAND CONSERVATION and DEVELOPMENT DEPARTMENT	III. USING PERFORMANCE DATA
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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: Michael Morrissey	Contact Phone: 503-373-0050
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Alternate: Teddy Leland	Alternate Phone: 503-373-0050
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The following questions indicate how performance measures and data are used for management and accountability purposes.

1. INCLUSIVITY	<p>* Staff : In 2009, department management engaged in a department-wide staff effort resulting in a revised strategic plan. This effort included review of our performance measure package in light of the revised strategic plan and in terms of how to improve the performance measure package itself. At the recommendation of the department, the Land Conservation and Development Commission (LCDC) reviewed and accepted the strategic plan, and provided input on the performance measures.</p> <p>* Elected Officials: The Joint Committee on Ways and Means provides input during budget hearings and work sessions.</p> <p>* Stakeholders: In addition to recommendations by the Oregon Task Force on Land Use Planning, which received extensive input from citizens, local officials and stakeholders, the department actively solicited stakeholder input regarding land use objectives and outcomes in 2009 and 2010. The Land Conservation and Development Commission and the department amended its 2009-2011 policy agenda mid 2010, and work plan after several public hearings and invited input from many organizations and individuals.</p> <p>* Citizens: The department’s review of the strategic plan and key performance measures included consideration of the Oregon Task Force on Land Use Planning final report. As a result, the new mission and goal statement now includes the four principles recommended by the Task Force, and includes clearer references to regional strengths and equity considerations in application of the land use program. Both the strategic plan and the key performance measures were available for public comment at several 2010 LCDC meetings.</p>
2 MANAGING FOR RESULTS	<p>Improving the department’s Key Performance Measure package has been the subject of significant line staff and management discussion during 2010. The ability of the department to meet its performance measure targets and other objectives depends on the skill and capacities of internal staff, and availability of IT resources. It is also subject to the capacity of the local jurisdictions to timely perform their plan amendment and periodic review tasks. Our ability to improve performance measurement has caused the department to</p>

	<p>seek outside resources to beef up our IT resources especially, in addition to past budget policy packages which the department sought unsuccessfully. Performance measure data influences the department when considering the need for program or policy changes, as well as decisions regarding agency priorities and budget. When the department improves its ability to capture and analyze reliable data, from both internal and external sources, it will have more confidence in the implementation of a stronger management for results program.</p>
<p>3 STAFF TRAINING</p>	<p>The department's key performance measure coordinator prepares staff throughout the department annually in gathering and analyzing data necessary for the APPR.</p>
<p>4 COMMUNICATING RESULTS</p>	<p>* Staff: DLCD submits its annual report to DAS 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>