



# Oregon

Theodore R. Kulongoski, Governor

## Department of Land Conservation and Development

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EXHIBIT: \_\_\_\_\_  
LAND CONSERVATION & DEVELOPMENT  
COMMISSION

DATE: Aug 9, '07

PAGES: 7

SUBMITTED BY: DLCD staff

July 5, 2007



TO: Land Conservation and Development Commission

FROM: Teddy Leland, DLCD Operations Services Division Manager

SUBJECT: 2007-09 Boards and Commissions Best Practices Performance Measure

### **Background:**

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

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

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

The Department of Administrative Services (DAS) and the Legislative Fiscal Office (LFO) submitted a recommendation to the Joint Legislative Audit Committee (JLAC). This recommendation was approved in July 2006.

The LCDC meets the criteria, and hence is one of the commissions required to implement a performance measure.

The LCDC is to conduct annual self-assessment against 15 "Best Practices Criteria" for boards and commissions as laid out by the Department of Administrative Services (DAS).

The first report is due in September of 2008 reporting on fiscal year 2007 data. LCDC and Department of Land Conservation and Development (DLCD) staff will begin tracking performance in 2007.

### **Discussion:**

During its March 2007 meeting, the LCDC agreed to adopt a target of 100% for the DAS-recommended measure. The Commission acknowledged and adopted the measure as approved by the 2007 Legislature.

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The LCDC and the department will implement the new measure immediately and begin tracking performance in 2007. The Best Practices Assessment Score Card will be completed by the August 2007 LCDC meeting to allow the commission to determine if further revision of the defined criteria is necessary. The official report on this measure will occur with completion of the Best Practices Assessment Score Card in 2008 and submittal of the results in the September 2008 Annual Performance Progress Report.

Annually, each Commissioner will have the opportunity to review the 15 best practices and will individually evaluate their assessment of the Commission's performance. During a regular LCDC meeting, Commissioners will discuss and compare their individual evaluations, and will agree on a group evaluation.

The LCDC Assistant will track actions and performance throughout the year as the 15 best practices are met, and will provide the documentation to the Commission.

The Operations Services Division Manager will draft and submit the Best Practices annual report for Commission approval with the Annual Performance Progress report due annually each September 30.

**Action Item:**

The department respectfully requests your completion of the Best Practices Assessment Scorecard in Attachment A, page 1. The criteria definitions by which the scorecard is completed are outlined in Attachment A, pages 2-5.

Please submit your scorecards to me electronically. I will then tabulate the initial results and submit a report for your discussion as outlined in Attachment A, "Recommended Assessment Process". This report will be presented at the next LCDC meeting scheduled for August 9-10, 2007.

**Best Practices Performance Measure for the  
Land Conservation and Development Commission  
Approved: June 14, 2007**

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

Recommended Assessment Process

1. Select a neutral party to facilitate the self-evaluation (recommended, not required).
2. Individual board members complete the score card shown below.
3. Tabulate the results for all board members (can be done by neutral party in advance).
4. Discuss the results—particularly the results for those areas where there are disparate responses or where the group agrees that they are not adhering to a best practice.
5. Record the group's joint response to each best practice on a new score card. If consensus is not achieved, the board or commission should record the response as "no."

**Best Practices Assessment Score Card:**

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

## CRITERIA DEFINED

Best Practices Criteria		System for Achieving Success	
<b>Best Practice: Executive Director Performance</b>			
Yes <input type="checkbox"/> No <input type="checkbox"/>			
1. Executive Director's performance expectations are current.		LCDC will establish clear performance expectations for the Director. This will include overall expectations via an updated position description, as well as any specific expectations via the LCDC policy agenda and other meeting-specific directives.	
Yes <input type="checkbox"/> No <input type="checkbox"/>			
2. Executive Director's performance has been evaluated in the last year.		LCDC will perform a formal evaluation annually. In addition to the evaluation, regular informal feedback will be provided to the Director.	
<b>Best Practice: Strategic Management</b>			
Yes <input type="checkbox"/> No <input type="checkbox"/>			
3. The agency's mission and high-level goals are current and applicable.		LCDC actively participates in development of the strategic plan and performs a review of biennial report on the plan.	
Yes <input type="checkbox"/> No <input type="checkbox"/>			
4. The Commission reviews the <i>Annual Performance Progress Report</i> as submitted to the legislature.		LCDC reviews the annual report through the LCDC BAM Subcommittee.	
Statutory/rule responsibility: OAM 20.10.00 PO DLCD Policy 03-01			
<b>Best Practice: Strategic Policy Development</b>			
Yes <input type="checkbox"/> No <input type="checkbox"/>			
5. The Commission is appropriately involved in review of agency's key communications.		LCDC is involved in DLCD's public process and key media communications. The Director coordinates regularly with the Governor and reports to the LCDC on key communications with the Governor's Office in the Director's Report during regular LCDC meetings. During legislative session, the Director and policy analyst meet regularly with the Chairperson of the Commission.	

Yes <input type="checkbox"/> No <input type="checkbox"/>	
<p>6. The Commission is appropriately involved in policy-making activities.</p>          <p>Statutory/rule responsibility: ORS Chapter 197 OAR 660-002-0010</p>	<p>LCDC reviews and approves the department's annual rulemaking agenda and participates in key rulemaking hearings.</p>  <p>Commissioners are also involved in all department rulemaking activity.</p>
Yes <input type="checkbox"/> No <input type="checkbox"/>	
<p>7. The agency's policy option packages are aligned with their mission and goals (biennially).</p>          <p>Statutory/rule responsibility: OAM 20.10.00 PO DLCD Policy 03-01</p>	<p>LCDC guides and collaborates with DLCD in budget and legislative agenda development through the LCDC BAM Subcommittee and reports from the Director at regular LCDC meetings.</p>
<b>Best Practice: Fiscal Oversight</b>	
Yes <input type="checkbox"/> No <input type="checkbox"/>	
<p>8. The board reviews all proposed budgets.</p>          <p>Statutory/rule responsibility: OAM 20.10.00 PO, OAM 25.00.00 PO DLCD Policy 03-01</p>	<p>LCDC BAM Subcommittee reviews department's proposed budget and the budget request is certified by the LCDC Chairperson.</p>
Yes <input type="checkbox"/> No <input type="checkbox"/>	
<p>9. The board periodically reviews key financial information and audit findings.</p>          <p>Statutory/rule responsibility: OAM 20.10.00 PO, OAM 25.00.00 PO</p>	<p>DLCD will provide monthly financial reports and audit reports to the LCDC BAM Subcommittee.</p>

Yes <input type="checkbox"/> No <input type="checkbox"/>	
<p>10. The board is appropriately accounting for resources.</p> <p>Statutory/rule responsibility: OAM 20.10.00 PO, OAM 25.00.00 PO DLCD Policy 03-01</p>	<p>LCDC BAM Subcommittee regularly reviews financial reports providing opportunity for regular accounting of department resources.</p>
Yes <input type="checkbox"/> No <input type="checkbox"/>	
<p>11. The agency adheres to accounting rules and other relevant financial controls.</p> <p>Statutory/rule responsibility: OAM 25.00.00 PO OAM 10.90.00 PO</p>	<p>LCDC BAM Subcommittee reviews agency head transactions monthly. Full commission review summary of agency head transactions annually.</p>
<b>Best Practice: Board Management</b>	
Yes <input type="checkbox"/> No <input type="checkbox"/>	
<p>12. Commission members act in accordance with their roles as public representatives.</p> <p>Statutory/rule responsibility: ORS 244.040 (1)</p>	<p>LCDC uses practices that support effective meetings, such as use of consent agendas, subcommittees, opportunities for public comment at each commission meeting, and scheduled "Other time" on agendas for richer and more meaningful discussions.</p>
Yes <input type="checkbox"/> No <input type="checkbox"/>	
<p>13. The Commission coordinates with others where responsibilities and interests overlap.</p> <p>Statutory/rule responsibility: ORS Chapter 195</p>	<p>LCDC coordinates with its stakeholders. Example: joint commission meetings with other agencies; maintaining a designee on the Governor's Economic Revitalization Team, designation of regional representative addressing tribal concerns, support of the Citizen Involvement Advisory Committee (CIAC), Local Officials Advisory Committee (LOAC), Joint Oregon Transportation Commission (OTC), presentation from local governments and local stakeholders at commission roundtables held throughout the state.</p>

Yes <input type="checkbox"/> No <input type="checkbox"/>	
14. The Commission members identify and attend appropriate training sessions.	LCDC is given notice of training supporting its governance efforts. Examples: New board member training and agency orientation for new Commission members and regular review of the Membership Handbook for Boards and Commissions located at: <a href="http://governor.oregon.gov/Gov/pdf/forms/Handbook.pdf">http://governor.oregon.gov/Gov/pdf/forms/Handbook.pdf</a> . Periodic informational briefings to inform Commissioners about upcoming LCDC decisions.
Yes <input type="checkbox"/> No <input type="checkbox"/>	
15. The Commission reviews its management practices to ensure best practices are utilized.	LCDC provides annual review of these 15 best practices and provides regular feedback through the LCDC BAM Subcommittee to the Director and DLCD financial staff.
<b>Best Practice: Other</b>	
Yes <input type="checkbox"/> No <input type="checkbox"/>	
To be identified by LCDC	No additional best practices identified at this time.

