



# Oregon

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July 1, 2012

TO: Land Conservation and Development Commission

FROM: Jim Rue, Acting Director  
Teddy Leland, Administrative Services Manager

SUBJECT: **Agenda Item 5, July 19, 2012 LCDC Meeting**

## **BOARDS AND COMMISSIONS BEST PRACTICES**

### **I. AGENDA ITEM SUMMARY**

This item includes commission deliberation and individual completion of the Best Practices Assessment Scorecard in Attachment A at the July 19, 2012, Land Conservation and Development Commission meeting.

For more information about this agenda item, contact Teddy Leland at (503) 373-0050, ext. 237, or e-mail [Teddy.Leland@state.or.us](mailto:Teddy.Leland@state.or.us).

### **II. RECOMMENDATION**

The department recommends the Land Conservation and Development Commission (LCDC) review the criteria located within Attachment B of this document, deliberate, and then individually complete the required Best Practices Assessment Scorecard located in Attachment A, page 3.

The department also recommends the commission authorize the department submittal of a summary of these Best Practices Assessment Scorecards by reporting on Key Performance Measure #20 in the 2012 Annual Performance Progress Report. The Annual Performance Progress Report will be submitted to the Department of Administrative Services (DAS), Budget and Management Division (BAM) within the department's budget document.

### **III. BEST PRACTICES ASSESSMENT SCORECARD**

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

The 2005 legislature asked that best practices and a measure be developed for boards and commissions that have governance oversight. To identify commissions having governance oversight, two criteria were established:

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

DAS and LFO submitted a recommendation to the Joint Legislative Audit Committee (JLAC). This recommendation was approved in July 2006.

LCDC meets the above criteria, hence it is one of the commissions required to implement and report on this performance measure. To meet reporting requirements for this legislatively required performance measure, LCDC must conduct an annual self-assessment against 15 "Best Practices Criteria for boards and commissions" set by DAS. Also according to DAS requirements, DLCD submits a summary of these annual self-assessments in DLCD Key Performance Measure #20.

The department is required to submit to DAS BAM, its 2012 Annual Performance Progress Report in the next few months. Key Performance Measure #20 measuring the Best Practices of the commission is a part of this Annual Report.

#### **IV. COMMISSION OPTIONS**

The commission may:

1. Accept the department's recommendation to complete the Best Practices Assessment Scorecard and approve the submittal of a summary of the scorecard in the Annual Performance Progress Report to DAS BAM; or
2. Deny the department's recommendation, completion of the Best Practices Assessment Scorecard, and submittal of a summary of the scorecard in the Annual Performance Progress Report; or
3. Modify the department's recommendation and approve submittal of a summary of the scorecard in the Annual Performance Progress Report to DAS BAM.

#### **ATTACHMENTS**

- A. 2012 Best Practices Assessment Scorecard
- B. Land Conservation and Development Commission Defined Criteria in Meeting "Best Practices".

**ATTACHMENT A  
 BEST PRACTICES ASSESSMENT SCORECARD**

Annually, commission members must self-evaluate their adherence to a set of state required best practices and report the percent of total best practices met by the commission. A percent of yes and no responses identified in the table below is summarized and reported in the *Annual Performance Progress Report*.

Recommended Assessment Process

1. Select a neutral party to facilitate the self-evaluation (recommended, not required).
2. Individual commission members complete the score card shown below.
3. Tabulate the results for all commission 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 commission should record the response as “no.”

**Best Practices Assessment Score Card:**

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

**ATTACHMENT B**  
**Land Conservation and Development Commission**  
**Defined Criteria in Meeting Best Practices**

**LCDC Approved Criteria: June 14, 2007**  
**LCDC Revised Criteria: August 17, 2011**

Best Practices Criteria	System for Achieving Success
<b>Best Practice: Executive Director Performance</b>	
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.
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>	
3. The agency's mission and high-level goals are current and applicable.	LCDC actively participates in development of the strategic plan and performs a review of biennial work plan identifying LCDC's "high level goals".
4. The commission reviews the <i>Annual Performance Progress Report</i> as submitted to the legislature.  <i>Statutory/rule responsibility: OAM 20.10.00 PO DLCD Policy 03-01</i>	LCDC reviews the annual report through the LCDC BAM Subcommittee.
<b>Best Practice: Strategic Policy Development</b>	
5. The commission is appropriately involved in review of agency's key communications.	LCDC is involved in DLCD's public process and key media communications. The director coordinates regularly with the Governor and reports to the LCDC on key communications with the Governor's Office in the Director's Report during regular LCDC meetings. During legislative session, the director and policy analyst meet regularly with the LCDC legislative subcommittee.
6. The commission is appropriately involved in policy-making activities.  <i>Statutory/rule responsibility: ORS Chapter 197 &amp; OAR 660-002-0010</i>	LCDC reviews and approves the department's annual rulemaking agenda and participates in key rulemaking hearings.  Commissioners are also involved in all department rulemaking activity.

<p>7. The agency’s policy option packages are aligned with their mission and goals (biennially).</p> <p><i>Statutory/rule responsibility:          OAM 20.10.00 PO          DLCD Policy 03-01</i></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>	
<p>8. The commission reviews all proposed budgets.</p> <p><i>Statutory/rule responsibility:          OAM 20.10.00 PO, OAM 25.00.00 PO          DLCD Policy 03-01</i></p>	<p>LCDC BAM Subcommittee reviews department’s proposed budget and the budget request are certified by the LCDC Chairperson.</p>
<p>9. The commission periodically reviews key financial information and audit findings.</p> <p><i>Statutory/rule responsibility:          OAM 20.10.00 PO, OAM 25.00.00 PO</i></p>	<p>DLCD will provide regular (approximately 8 times a year) financial reports and audit reports to the LCDC BAM Subcommittee.</p>
<p>10. The commission is appropriately accounting for resources.</p> <p><i>Statutory/rule responsibility:          OAM 20.10.00 PO, OAM 25.00.00 PO          DLCD Policy 03-01</i></p>	<p>LCDC BAM Subcommittee regularly reviews financial reports providing opportunity for regular accounting of department resources.</p>
<p>11. The agency adheres to accounting rules and other relevant financial controls.</p> <p><i>Statutory/rule responsibility:          OAM 25.00.00 PO          OAM 10.90.00 PO</i></p>	<p>LCDC BAM Subcommittee reviews agency head transactions monthly. Full commission review summary of agency head transactions annually.</p>
<b>Best Practice: Commission Management</b>	
<p>12. Commission members act in accordance with their roles as public representatives.</p> <p><i>Statutory/rule responsibility:          ORS 244.040 (1)</i></p>	<p>LCDC uses practices that support effective meetings, such as use of subcommittees, opportunities for public comment at each commission meeting, and scheduled “Other time” on agendas for richer and more meaningful discussions.</p>

<p>13. The commission coordinates with others where responsibilities and interests overlap.</p> <p><i>Statutory/rule responsibility:          ORS Chapter 195</i></p>	<p>LCDC coordinates with its stakeholders. Example: joint commission meetings with other agencies; maintaining a designee on the Governor’s Regional Solutions Teams, designation of regional representative addressing tribal concerns, support of the Citizen Involvement Advisory Committee (CIAC), Local Officials Advisory Committee (LOAC), Joint Oregon Transportation Commission (OTC), presentation from local governments and local stakeholders at commission roundtables held throughout the state.</p>
<p>14. The commission members identify and attend appropriate training sessions.</p>	<p>LCDC is given notice of training supporting its governance efforts. Examples: New commission member training and agency orientation for new commission members and regular review of the Membership Handbook for Boards and Commissions located at:  <a href="http://governor.oregon.gov/Gov/pdf/forms/Handbook.pdf">http://governor.oregon.gov/Gov/pdf/forms/Handbook.pdf</a>.          LCDC receives briefings on upcoming land use decisions and on land use matters. LCDC travels around the state to learn more about local land use issues. Training on land use matters is relevant to commission decision making.</p>
<p>15. The commission reviews its management practices to ensure best practices are utilized.</p>	<p>LCDC provides annual review of these 15 best practices and provides regular feedback through the LCDC BAM Subcommittee to the director and DLCD financial staff.</p>
<p><b>Best Practice: Other</b></p>	
<p>To be identified by LCDC</p>	<p>No additional best practices identified at this time.</p>