



Oregon

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October 30, 2013

TO: Land Conservation and Development Commission

FROM: Teddy Leland, Administrative Services Division Manager

SUBJECT: **Agenda Item 4, November 14-15, 2013, LCDC Meeting**

Summary of 2012-13 Annual Performance Progress Report (APPR) Key Performance Measures

I. AGENDA ITEM SUMMARY & RECOMMENDATION

This item includes a staff presentation of Key Performance Measures (KPMs) that will be included in the department's 2012-13 Annual Performance Progress Report (APPR). The entire APPR will be submitted to the Department of Administrative Services, Chief Financial Office after the conclusion of this commission meeting.

For more information about this agenda item, contact Teddy Leland at (503) 934-0016, Teddy.Leland@state.or.us.

II. SUMMARY OF 2012-13 ANNUAL PERFORMANCE PROGRESS REPORT

The department is required to submit its Annual Performance Progress Report to the Department of Administrative Services (DAS), Chief Financial Office in the fall of each year. The APPR is legislatively required, and is an important component of the department's budget package. Individual performance measures are legislatively approved; some originating with the legislature itself, others originating with the department.

The structure of the 2012-13 APPR report package is identical with the 2011-12 report. Part I is an Executive Summary, which functions as an overview and ties the performance measures into the state benchmark program. Part II, Key Measure Analysis, contains information on individual benchmarks. Part III, Using Performance Data, gives some background on how the performance measures are used operationally and communicated to the public. An Agency Management Report which provides a snapshot of each performance measure in terms of its actual performance and a brief comment opportunity are also part of the APPR report package.

On the whole, the key performance measures reflect mixed outcomes across a spectrum of objectives reflected in the statewide land use program. Several benchmark results are at, or above their targets, and have been so for several years. The color coding on the chart for these KPMs is green. Four measures are indicated with a “red” status meaning they were more than 15% below the target: (1) KPM #1 Employment Land Supply; (2) KPM #2 Housing Land Supply; (3) KPM #3 Public Facilities Plans; and (4) KPM #4 Certified Industrial Sites. A brief explanation for why these measures are not meeting target is found on page three of this report. Additional clarifications will be provided during the staff presentation of this report.

III. COMMISSION OPTIONS

Staff requests the commission review and comment on the summary KPM document on page three.

IV. ATTACHMENTS

- A. 2013 Annual Performance Progress Report

DLCD 2013 Key Performance Measure Summary

1	Employment Land: % of cities that have an adequate supply of employment land for industrial and other employment uses.		'08	'09	'10	'11	'12	'13	Results dropped in '09 because the department changed its method to rely only on Goal 9 information from its PAPA data base, and no longer infer that a city had an adequate supply based on a manual review of files and less reliable data. Results improved in 2010-2013, as funds were made available to a limited # of cities each year for economic opportunities analysis.
		Tar	76	81	79	79	75	75	
Act	63	29	39	48	49	49			
2	Housing Land Supply: % of cities that have an adequate supply of buildable residential land to meet housing need.		'08	'09	'10	'11	'12	'13	Measured results increased slightly, but lag by 18% compared to rising target numbers. Targets rose as a result of 2010 census data showing more cities of 2,500.
		Tar	92	67	70	84	90	90	
		Act	95	97	65	66	65	65	
3	Public Facilities Plan: % of cities that have updated the local plan to include reasonable cost estimates and funding plans for sewer and water systems.		'08	'09	'10	'11	'12	'13	Results for this measure changed due to changes in methodology. Changes included allowing city to be counted if one of three parts of public facility plan were completed (e.g. sewer but not water or storm drainage). Department recommended increasing 2012 target to reflect the change in methodology. Declining performance results are likely due to uncertain economy and insufficient funds for cities to adequately plan for their future.
		Tar	42	43	44	43	70	70	
		Act	41	42	42	50	46	43	
4	Certified Industrial Sites: Number of sites certified as project-ready <u>added</u> each year.		'08	'09	'10	'11	'12	'13	Limited options for funding and financing public infrastructure remains a challenge for many sites and has delayed certification. DLCD shares this KPM with the Regional
		Tar	12	12	6	6	6	6	
		Act	14	5	1	5	2	2	

									Solutions Team, Department of Transportation Department of Environmental Quality and the Business Development Department.
5	Transit Supportive Land Use: % of urban areas with a population greater than 25,000 that have adopted transit supportive land use regulations.		'08	'09	'10	'11	'12	'13	Performance continued to show improvement through 2012 as local governments continue to adopt transit supportive land development regulations. The focus on remaining jurisdictions is on MPO areas. The decline in performance results reflects the addition of three new cities eligible for consideration in this measure.
		Tar	76	80	86	88	88	90	
		Act	80	83	86	88	89	85	
6	Transportation Facilities: % of urban areas that have updated the local plan to include reasonable cost estimates and funding plans for transportation facilities.		'08	'09	'10	'11	'12	'13	
		Tar	58	62	69	77	89	90	
		Act	83	86	87	88	89	90	
10	Farm Land: % of farmland outside UGBs zoned for EFU in 1987 that retain that zoning.		'07	'08	'09	'10	'11	'12	The results for this KPM are reported on a calendar year basis.
		Tar	99.93	99.92	99.92	99.92	99.88	99.88	
		Act	99.91	99.90	99.89	99.88	99.87	99.85	
11	Forest Land: % of forest land outside UGBs zoned in 1987 for forest or missed farm/forest use that remains zoned for those uses.		'07	'08	'09	'10	'11	'12	The results for this KPM are reported on a calendar year basis.
		Tar	99.95	99.95	99.94	99.94	99.94	99.94	
		Act	99.94	99.94	99.92	99.92	99.92	99.93	

12	UGB Expansion: % of land added to UGBs that is not farm or forest lands.		'07	'08	'09	'10	'11	'12	Significant change is a result of 4,941 acres of UGB expansion, 4,467 of which for the new city of LaPine.
		Tar	55	55	55	55	55	55	
		Act	78	63	20	33	37	59	
15	Grant Awards: % of local grants awarded to local governments within 2 months of receiving an application.		'08	'09	'10	'11	'12	'13	Most grants were issued in early 2012 for the 2011-2013 biennia reflecting historical funding patterns for grants supporting local government efforts (one grant was awarded in fiscal year 2013).
		Tar	90	90	90	90	90	100	
		Act	76	86	94	100	100	100	
17	Customer Service: % of customers rating their satisfaction with the agency's customer service as "good" or "excellent."		'06	'08	'10	'11	'12	'13	This result is based on last year's survey results, since the survey is performed every other year. There are 6 measures. This example shows the "Overall Quality of Service at DLCD" measure, and is the example used in the KPM Management Report. 37% of respondents indicate "more/better communication and training as an identifiable category for improvement.
		Tar	80	80	83	83	83	NA	
		Act	77	70.3	71	71	73.33	NA	
19	Best Practices: % of Best Practices met by the commission.		'08	'09	'10	'11	'12	'13	LCDC to vote at November 14 meeting.
		Tar	100	100	100	100	100	100	
		Act	100	94	100	99	100	TBD	

Tar: Target
Act: Actual

LAND CONSERVATION and DEVELOPMENT DEPARTMENT
Annual Performance Progress Report (APPR) for Fiscal Year (2012-2013)

Original Submission Date: 2013

Finalize Date: 11/15/2013

2012-2013 KPM #	2012-2013 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.
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.
15	GRANT AWARDS – Percent of local grants awarded to local governments within two months after receiving application.
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.
19	BEST PRACTICES – Percent of total best practices met by the Board.

Agency Mission:

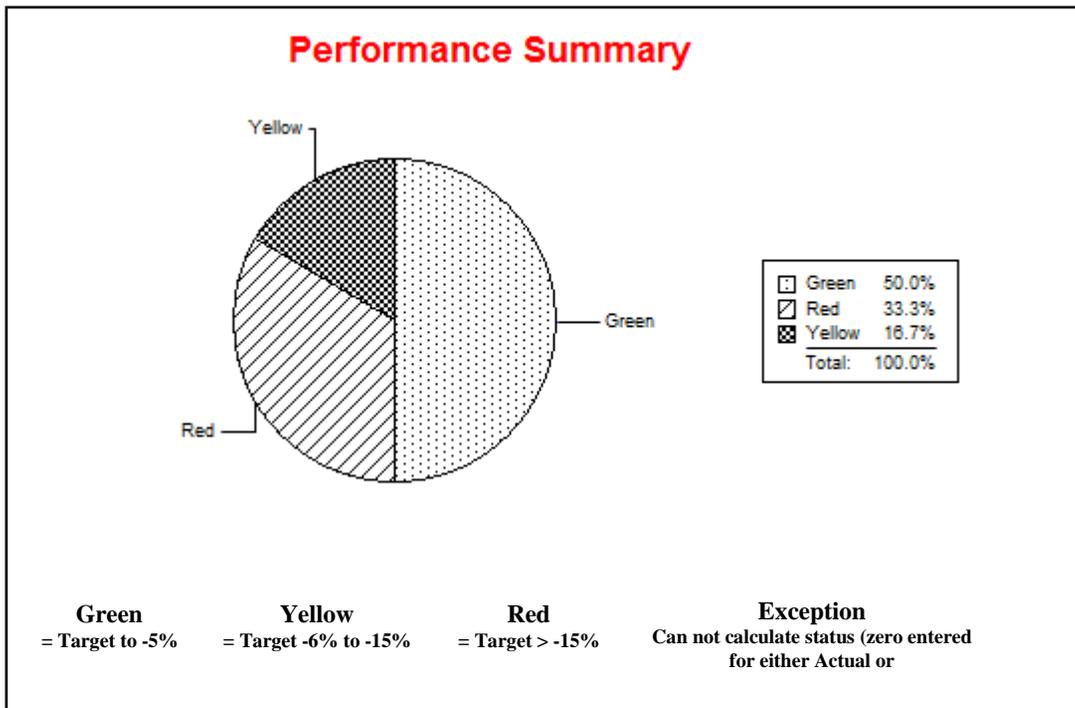
To help communities and citizens plan for, protect and improve the built and natural systems that provide a high quality of life. In partnership with citizens and local governments, we foster sustainable and vibrant communities and protect our natural resources legacy.

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1. SCOPE OF REPORT

This is the final report of the Department of Land Conservation and Development's (DLCD) progress on performance measures for 2012-2013. Data for the majority, but not all, of the Key Performance Measures are based on the 2012-2013 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 are: Planning Services Division, Ocean and Coastal Services Division, Community Services Division, Transportation and Growth Management Program, Administrative Services Division and policy development in the Director's Office. Department services are: technical assistance and grants assistance to local governments; regulatory review of plan amendments; urban growth boundary decisions and periodic reviews; outreach, education and public information; policy planning; hazards planning and agency collaboration. Together, programs and services address multiple goals and objectives. One way to link programs and services with key performance measures is through the framework of the department's five strategic goals:

Promote Sustainable, Vibrant Communities: A major responsibility of the department is to assist cities and counties through technical and grants assistance. This is accomplished, for example, when local jurisdictions plan their land uses and public services to support economic development and the provision of needed housing. The department assists local governments, in coordination with Oregon Business Development Department (OBDD), Oregon Department of Transportation (ODOT) and the Regional Solutions Teams, to:

- identify and plan for developable industrial lands that are project-ready with suitable infrastructure, access, zoning and location (KPM #4);
- 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);
- plan and improve transportation systems that support planned land uses, revitalize and maintain vibrant downtowns and main streets; (KPMs #5 and 6).

Secure Oregon's Legacy: Preservation of coastal, farm, forest and riparian resource lands is a core goal of the statewide land use program. It helps support rural economies, and protects 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 statewide land use planning program. The department's services assist local communities to foresee and prepare for growth, development, and resource protection, while 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 (KPM #15) and open to customer review (KPM #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 process involves critical communication with policy makers and requires judgment and problem solving skills when engaging community interests at all levels. (KPM #19).

Engage Citizens and Stakeholders in Continued Improvements of Oregon's Land Use Planning Program: Citizen participation is a hallmark of Oregon's land use 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 19)

Agency Programs/Services, If Any, Not Addressed by Key Performance Measures

Modernize Information Technology (IT) and Delivery: The department continues to implement its Information Management Modernization Initiative (IMMI) in order to enhance and modernize information technology databases and delivery of information to its customers. In 2012 the department embarked on the Information Management Modernization Initiative (IMMI). This five-year plan will provide a quantum leap in the department's ability to gather, analyze, and disseminate information for a variety of customers and audiences. One objective is to gain a higher level of accuracy by having local jurisdictions able to enter certain data directly from their locations, rather than send us their information on paper, which we then enter into data bases. This initiative directly affects several key performance measures that measure outcomes at the city and county level. This change in operation has begun with identified, but limited, resources and will depend on future budget decisions for its success.

No DAS Key Performance Measure applies to the department's information technology services. However, the department has made strides toward developing internal key performance measures that track the lifecycle replacement program and other administrative actions. Continued investment by the legislature in the information technology capacity of the department will improve the department's ability to meet key performance measure targets and assist local jurisdictions in implementing the statewide land use planning program.

2. THE OREGON CONTEXT

The department works closely with local governments to carry out Oregon's statewide land use 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 land use 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 land use 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 2012-13. In general, DLCD's performance measures indicate mixed outcomes for the program. Eight of the twelve effectively meet or exceed the goal. In the four instances where this is not the case: (1) KPM #1 Employment Land Supply; (2) KPM #2 Residential Land Supply; (3) KPM #3 Public Facilities Plans; and (4) KPM #4 Certified Industrial Sites, the contexts for performance are widely divergent, and each needs to be considered according to its own factors. A common theme underlying these results is the continued lack of resources at the city and county level, including diminishing planning grants from the department to help local communities amend their plans in a timely manner.

The department's management team regularly considers methods to increase the effectiveness of performance measures as a package, and improvements that could be made to individual measures.

4. CHALLENGES

Oregon's statewide land use planning program continues to face challenges. As mentioned previously, a key to ongoing challenges is the reduced financial capacity of most local governments to maintain up-to-date and high-quality land use plans. These plans prepare cities and counties for the future, and identify the infrastructure necessary for land development and other land use decisions. The department also has insufficient capacity to:

- (1) fulfill all its mandated programs;
- (2) provide adequate land use planning help to local governments through technical assistance and grants, and
- (3) to track and measure the progress of all its programs.

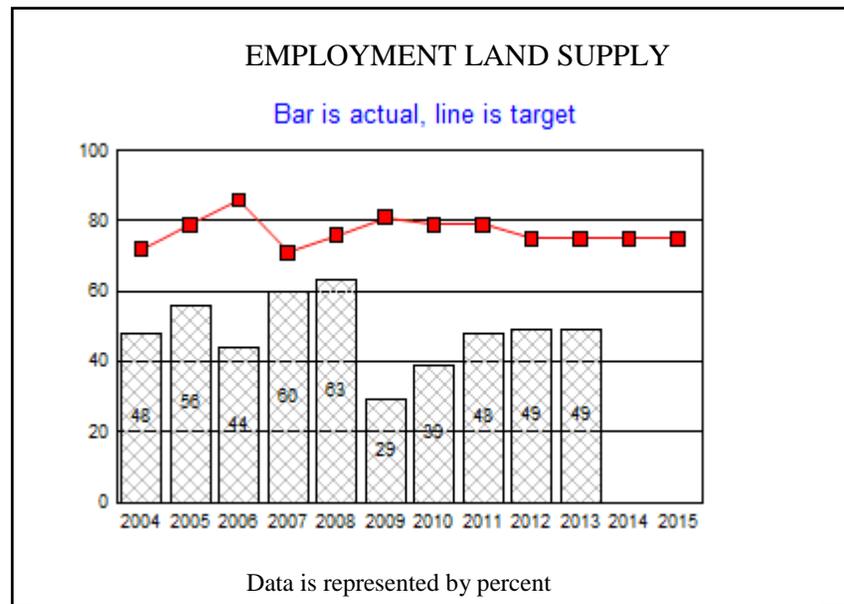
Oregon statutes regarding periodic review and update of local comprehensive plans, require the department to focus resources largely on certain land use planning efforts in cities with a population of 10,000 or more. While there is a benefit to focusing limited state resources on certain priorities, 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.

In 2010, the department realigned 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. The Governor's 10-Year Healthy Environment Policy Vision may prove to be a path to creating better outcome data, both within the department and across other state natural resource agencies.

5. RESOURCES AND EFFICIENCY

The department's 2013-15 Legislatively Adopted Budget for its three fund types is \$19.2 million. Performance Measure #19 reflects results of department efforts toward better efficiency.

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, Matt Crall, 503-934-0046.	



1. OUR STRATEGY

This measure tracks the percentage of cities with a population over 2,500 that have completed an update to their land use plans in order to provide a 20-year

supply of land for employment-related uses. This measure was adopted when all cities over 2,500 populations were required to periodically review and update their plans. In 2007, the legislature removed this requirement for cities with a population of less than 10,000.

Planning and zoning a sufficient amount of land, based on up-to-date economic opportunities analyses helps ensure enough land is available for development to new employment uses in a community. The department provides technical and financial assistance to local governments for evaluations of the supply of industrial and other employment lands.

2. ABOUT THE TARGETS

The higher the percentage reported under this measure, the better the performance. This measure tracks the number of cities with a population greater than 2,500 that evaluated and updated their employment land supply during the last ten years. There could be other cities with an adequate employment land supply that haven't recently updated their plans, but this number cannot be extracted from known data sources. Under the statewide land use planning program, cities are expected to provide an adequate supply of suitable sites for employment purposes. The target is based on the number of cities with a population over 2,500 (104 cities as of 2009 because, when the target was set, cities under that size were not required to periodically update their plans).

Now, generally, only cities over 10,000 in population have that requirement, so many smaller cities have not updated their plans as expected.

3. HOW WE ARE DOING

The target has not been met for this reporting period, though results have improved somewhat since the 2011 reporting period. In addition, a legislative moratorium applied to periodic review for all cities, between years 2003 and 2007, continues to influence results.

4. HOW WE COMPARE

There is no 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. The planning grant programs were 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.

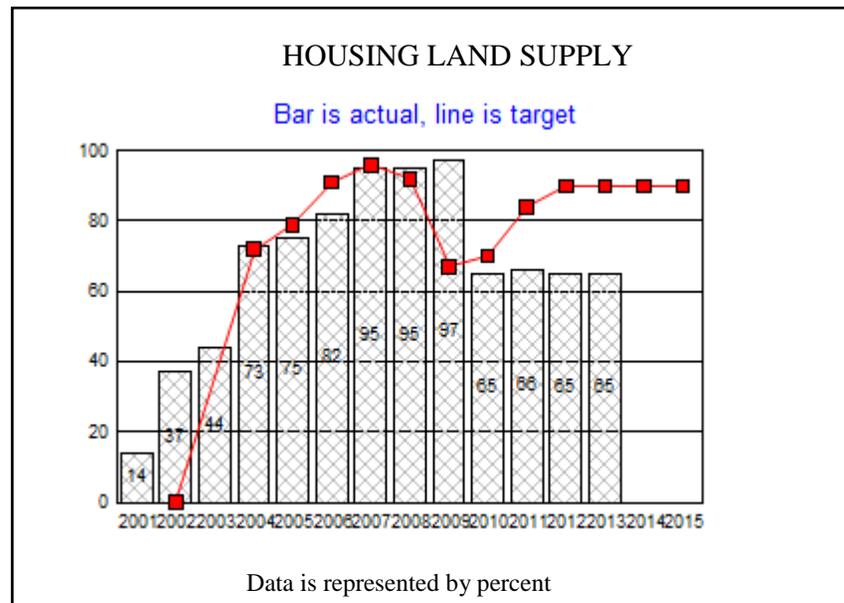
6. WHAT NEEDS TO BE DONE

For the 184 cities no longer subject to periodic review, the department needs better methods to track local efforts to provide an adequate supply of employment lands. Also, adequate funding of the department's technical assistance and grant programs will be necessary for the department to achieve the targets.

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 that evaluates the adequacy of its industrial and other employment lands and adds such lands to its UGB, if needed. Progress is also counted if, during the past ten years, a city amends its comprehensive plan to provide a 20-year supply of employment land 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, Matt Crall, 503-934-0046.	



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). This measure was adopted when all cities over 2,500

were required to periodically review and update their plans. In 2007 the legislature removed this requirement for cities with a population of less than 10,000. 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. The department provides technical and financial assistance to local governments for evaluation of the supply of residential lands.

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 target is based on the number of cities with a population over 2,500 because, when the target was set, cities under that size were not required to periodically update their comprehensive plans. Now, generally only cities over 10,000 population have that requirement, so many smaller cities have not updated their plans as expected. The targets generally assume that local plans are valid 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.

At the beginning of the year, Metro completed a capacity analysis for the region through an Urban Growth Report that identifies their buildable land inventory and housing needs. It is now in the midst of a UGB analysis. All Metro jurisdictions are assumed to provide an adequate supply of buildable residential land.

3. HOW WE ARE DOING

The target has not been met for this reporting period. The result at 65% is about 25 percent points below the target of 90%. This is due, in large measure, to the lack of planning resources required for cities to perform the necessary tasks related to buildable land supply. 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 10-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 revise analyses of their 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 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
 - 2) 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

The department needs to continue tracking this measure using the current data source and methodology. In order to encourage more local governments to update their land supply, the department will also 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.

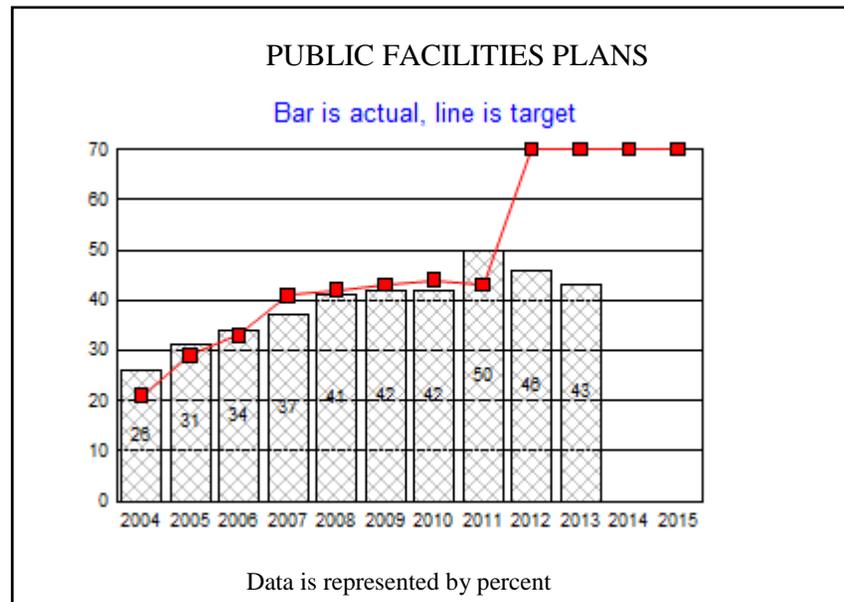
7. ABOUT THE DATA

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-acknowledgement 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, Matt Crall, 503-934-0046.	



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 within 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 through the post-acknowledgment plan amendment process, 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.

3. HOW WE ARE DOING

Performance was 24 percentage points below the FY 2012/2013 target. The target is 70% of all jurisdictions, while performance dipped from 46% to 43% of all jurisdictions.

4. HOW WE COMPARE

The department is not aware of other public or private industry standards that evaluate 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 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
- 2) 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

Pursue additional funds for department grants to local governments to prepare or update public facilities plans.

7. ABOUT THE DATA

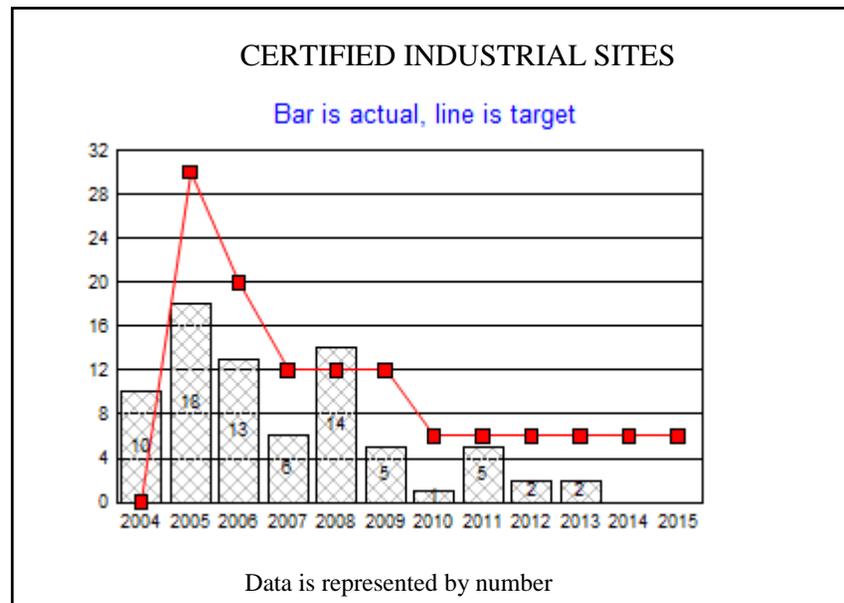
The reporting cycle is Oregon's fiscal year. The data have two sources: periodic review work programs and post-acknowledgment plan amendments for cities with populations over 2,500. For periodic reviews, the department counts approved public facility plan tasks. For post-acknowledgment plan amendments, the department counts notices received for adopted public facilities plans. Cities are counted as having met this performance measure if they complete a water, sewer, or storm drainage master plan within the previous 10-year period.

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.

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, Matt Crall, 503-934-0046.	



1. OUR STRATEGY

Site certification is attractive to companies that are looking to develop quickly on sites with minimal, or at least well documented, barriers to development. Site certification helps inform participants about the rigorous demands of land entitlement and development and serves as a planning tool, helping

communities better understand the quantity and the quality of their current stock of industrial/employment land.

The industrial site certification program is administered by the Oregon Business Development Department (OBDD) and readying industrial sites for "project ready" certification is a collaborative multi-agency process with state and local contributions. DLCD works with OBDD and the other state partners including Oregon Department of Transportation (ODOT), State Historic Preservation Office (SHPO), Department of Environmental Quality (DEQ) and Regional Solutions Team (RST). These partner agencies gain important policy guidance by participating in the certification process as they become more informed of how current policies impact the state's economic development efforts. Private property owners, local tribes, and non-profit organizations are also key partners in the certification efforts.

Industrial site certification prepares land for development into industrial and other employment uses, helping communities attract new employers and retain or expand existing Oregon businesses. Industrial site certification has benefited Oregon in two major areas: as a proven recruitment tool for business development and as an effective program that assists communities to plan for future development.

2. ABOUT THE TARGETS

As a result of initial targets for this measure being set relatively high without a measurable track record to assess the program, an adjustment to the target from 20 to 12 sites per year was approved by the Joint Legislative Audit Committee (JLAC) for FY 07. Twelve sites per year remained the target in the 2007-09 biennium. The target was changed to 6 sites per year during the 2009 fiscal year recognizing that a significant number of sites that have already been certified under the program and increasing shortage of available, usable sites.

3. HOW WE ARE DOING

Results improved significantly in the last two years, but 2013 fell short of the target.

4. HOW WE COMPARE

The Oregon Industrial Site Certification program is one of more than twenty programs nationwide that have some level of state involvement. Program requirements and state involvement vary widely by state. Many of these state programs were sponsored by electric utilities and focused on niche categories (i.e. megasites). Oregon has the highest certification standards in the country, giving the program a greater amount of credibility in comparison to others. Industry standards for developable industrial land are very high, with many companies demanding "shovel-ready" sites where they can break ground within 90 days or less. In Oregon, sites are certified as "project-ready," meaning they can be developed within 180 days of lease or purchase.

5. FACTORS AFFECTING RESULTS

Many of the 41 sites over the first years of the program (ending in fiscal year 2006) were straightforward to certify. A total of 24 sites were certified over the next three years ending in fiscal year 2009. The remaining sites enrolled in the program are more constrained by physical, transportation, land use and market factors making them more difficult to meet certification requirements. Limited options for funding and financing public infrastructure improvements remains a challenge for many of these sites and has delayed certification. Over time the program's requirements have become better defined, and more aligned to market-driven standards and has resulted in longer process times and fewer certifications.

Almost half of the sites in the certification process have not qualified due to a number of factors, including infrastructure deficiencies, brownfields, wetlands, zoning, cultural resources or concerns surrounding easements and clear title. Efforts are being made to work through the challenges on these sites. The fact that some of these sites may not be certified is a direct reflection of the program's high standards that signal unique competitive qualities (speed to market, certainty) that are not found in all sites.

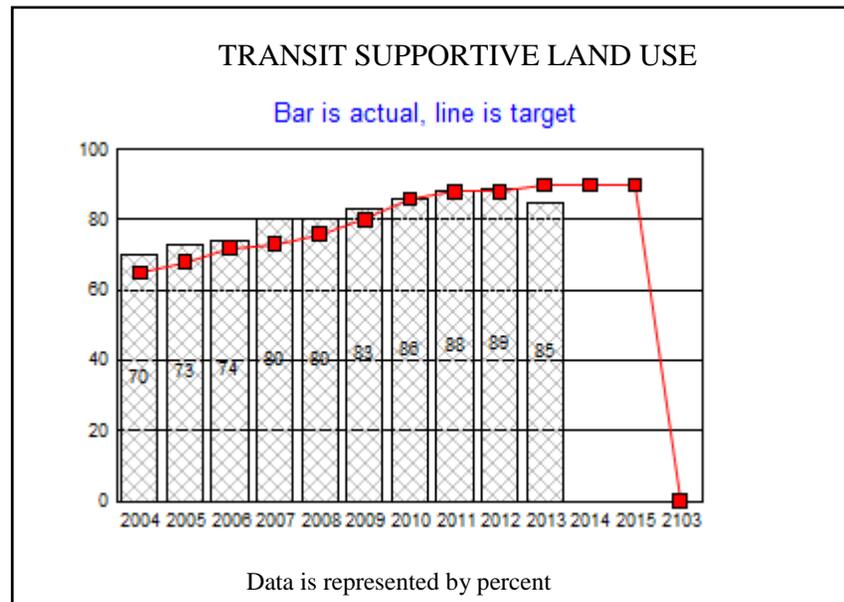
6. WHAT NEEDS TO BE DONE

DLCD will continue to work with OBDD to streamline and improve certification without compromising the integrity of the process, and along with new guidelines relating to certification in FY2011. These guidelines reflect the state-of-the-art practices as they relate to certification and also broaden the program to embrace a more comprehensive measurement of site preparedness called Industrial Readiness. The Industrial Readiness Initiative includes a new designation called decision-ready that the department implemented as a stepping stone to the existing shovel-ready designation as well as a policy tool that can be used to assess sites for public assistance and investment, help guide policy choices around land use and transportation, and work as a significant enhancement to the marketability of the site.

7. ABOUT THE DATA

Results represent sites certified within the Fiscal Year. The date of the certification corresponds to the date on the certification letter under the OBDD director's signature. For certification, each site needs to document that it is ready for development within 180 days of lease or purchase. OBDD maintains notebooks, as well as compact discs, with all the documentation, and also works toward periodic recertification of the sites. Documentation and the site itself is reviewed by an independent consultant who recommends certification.

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, Matt Crall, 503-934-0046.	



1. OUR STRATEGY

This performance measure demonstrates whether local communities have adopted 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 (TGM) 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. Accomplishment of higher percentages is desirable.

3. HOW WE ARE DOING

The targets have been achieved up to this time because local governments have adopted transit-supportive land development regulations. Beginning this year, the targets will become increasingly difficult to meet as there are fewer jurisdictions remaining where improvements are needed. As the compliance rate approaches 100%, the remaining cities often provide the most difficult challenge. The department has been focusing effort on the remaining jurisdictions, especially in areas designated for a Metropolitan Planning Organization (MPO).

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.

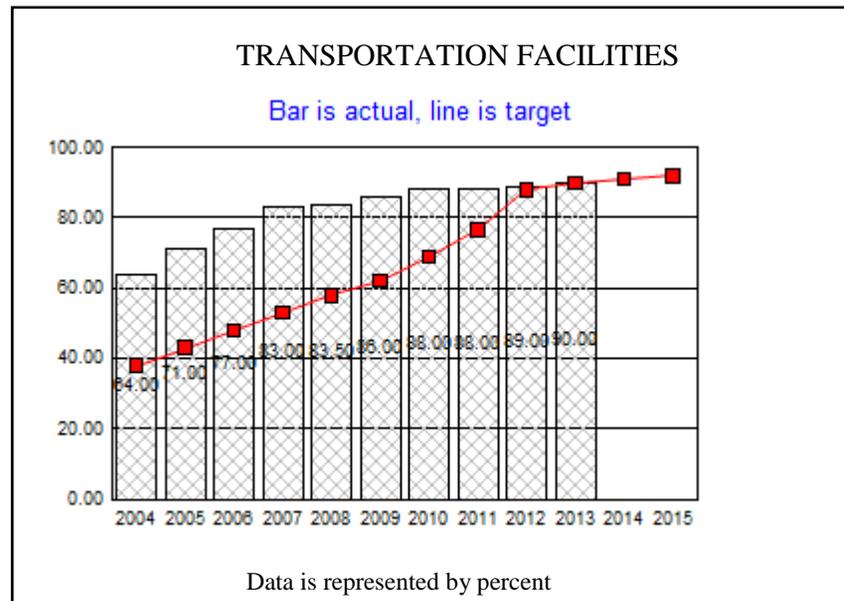
6. WHAT NEEDS TO BE DONE

The department, including the joint ODOT-DLCD 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, 2013. 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, Matt Crall, 503-934-0046.	



1. OUR STRATEGY

This measure indicates the percentage of cities with a population over 2,500 that have an acknowledged 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 shows continued progress, although the adoption rate has slowed since 2007. This slowing in local TSP adoption occurred because there are fewer cities that have not already completed their TSP. Most cities tracked by this measure have completed their first TSP, and TSP updates will be more common in the 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.

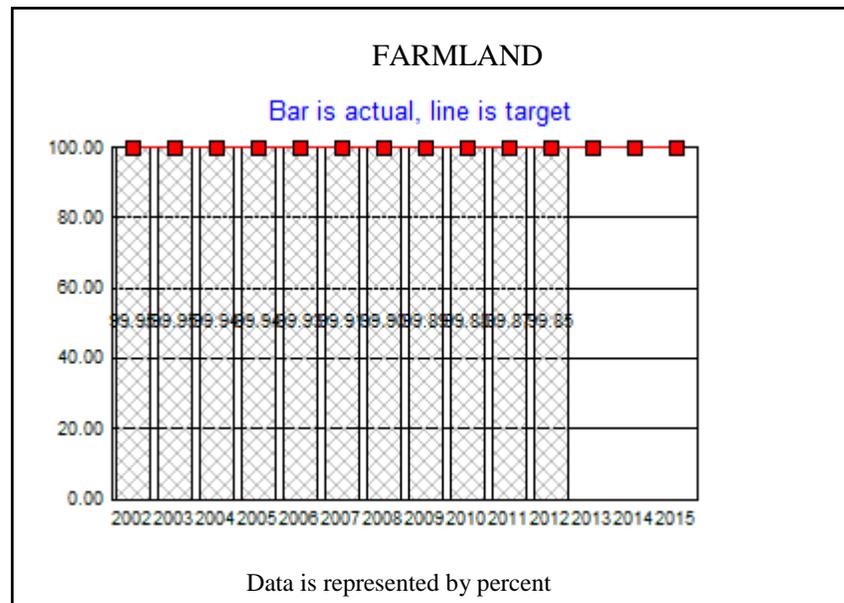
6. WHAT NEEDS TO BE DONE

Periodic review, plan amendment review, TGM grants, and technical assistance grants are the major activities that support 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, 2013 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 met the requirement to prepare a TSP.

KPM #10	FARM LAND – Percent of farm land outside urban growth boundaries zoned for exclusive farm use in 1987 that retains that	2002
Goal	Secure Oregons Legacy.	
Oregon Context	OBM 4: Job Growth, OBM 81: Agricultural Lands	
Data Source	DLCDs rural lands GIS database, plan amendment, and farm/forest databases.	
Owner	Community Services Division, Rob Hallyburton, 503-934-0018.	



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 acres 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 2012 show that the state's land use planning program continues to work well to maintain agricultural lands for farm use. In 2012, 2,448 acres of EFU land were rezoned: 1,174 acres for rural development (most in mineral and aggregate overlays), 757 acres for urban uses and 517 acres for forest use. From a base of 16.1 million acres of EFU-zoned land in 1987, a total of 23,522 acres have been rezoned to other urban and rural uses in the 25-year period through 2012. This means that 99.85% of land zoned EFU in 1987 was still zoned EFU in 2012, thus not meeting the target.

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 U.S. 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+ acre) farms in Oregon was less than one-third that of the rate for the nation as a whole, while the rate of loss of mid-sized farms (50 – 499 acres) was one-fifteenths the national rate of loss.

5. FACTORS AFFECTING RESULTS

Rezoning of farmland occurs through local government decisions in response to applications to change EFU zoning and through expansions of urban growth boundaries. Such applications are subject to 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 may occur on lands zoned out of EFU, including that projected to occur through Measure 49 claims. It does not measure land use conversion based on permitted development and land divisions that take place within EFU zones. Estimates are that several times as much acreage is converted within EFU zones as is rezoned out of EFU zones each year.

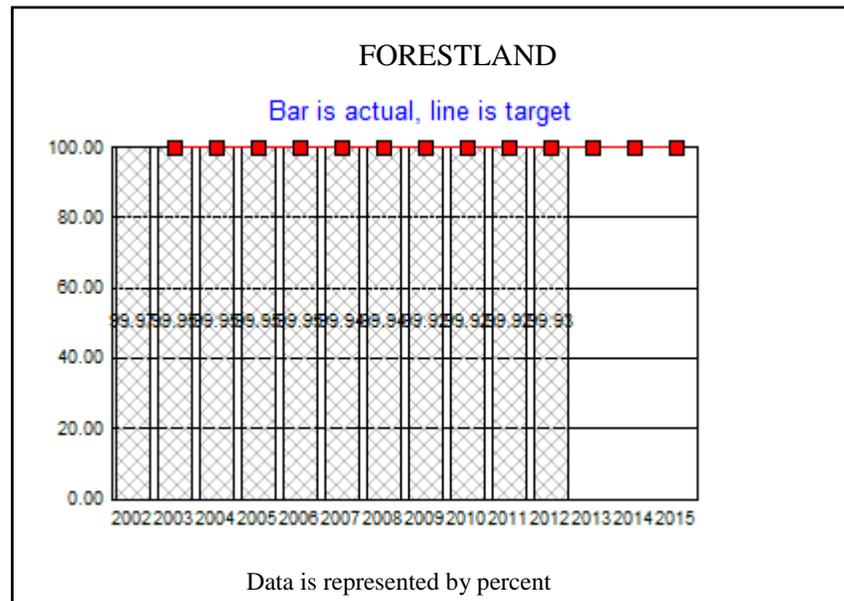
6. WHAT NEEDS TO BE DONE

Continue current efforts toward meeting the target, but add a new measure to gauge actual land conversion so as to permit a more detailed evaluation of Goal 3 farmland protections and Measure 49 impacts.

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 and Forest 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 Oregons Legacy.	
Oregon Context	OBM 4: Job Growth, OBM 81: Forest Land	
Data Source	DLCDS rural lands GIS database and plan amendment database.	
Owner	Community Services Division, Rob Hallyburton, 503-934-0018.	



1. OUR STRATEGY

This Key Performance Measure tracks the percent of forest land that remains zoned for forest or mixed farm-forest use over time, as compared to the acreage zoned for forest or mixed 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 forest land for commercial and other forest uses.

2. ABOUT THE TARGETS

The targets acknowledge that while the land use program is intended to protect forest 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. These factors are built into the target, which provides for a small amount of yearly rezoning of forest and mixed farm-forest land. The 2012 target is that 99.91% of the 1987 base of forest and mixed farm-forest zoning of 11,766,543 acres be maintained.

3. HOW WE ARE DOING

The results for calendar year 2012 show that the state's land use program continues to work well to maintain forest lands for commercial forest and other forest uses. In 2012, 159 acres of forest or mixed farm-forest lands were rezoned: 79 acres to rural development and 80 acres of forest-zoned land to mixed farm-forest use. At the same time, 517 acres of EFU-zoned land were rezoned to forest use; this yields a net gain of 438 acres of forest-zoned land for 2012. From a 1987 base of nearly 11.8 million acres of forest and mixed farm-forest zoned land, a net total of 8,816 acres have been rezoned from forest and mixed farm-forest to other rural and urban uses in the 25-year period through 2012. This means that 99.93% of land zoned forest in 1987 was still zoned forest or mixed farm-forest in 2012, thus meeting the 2012 target.

4. HOW WE COMPARE

To our knowledge, there are no public or private standards for forest land zoning to compare with Oregon's land use program.

5. FACTORS AFFECTING RESULTS

Rezoning of forest land occurs through local government decisions, in response to applications by property owners to change forest or mixed farm-forest zoning, and through UGB expansions. The approval of such applications is governed by goals, rules and state land use statutes. While this performance

provides a good overall assessment of the longevity of forest and mixed 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 mixed 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 may occur on lands zoned out of forest and mixed farm-forest zones, including that projected to occur through Measure 49 claims. It does not measure land use conversion based on permitted development and land divisions that take place within forest and mixed farm-forest zones. Estimates are that several times as much acreage is converted within forest and mixed farm-forest zones as is rezoned out of these zones each year.

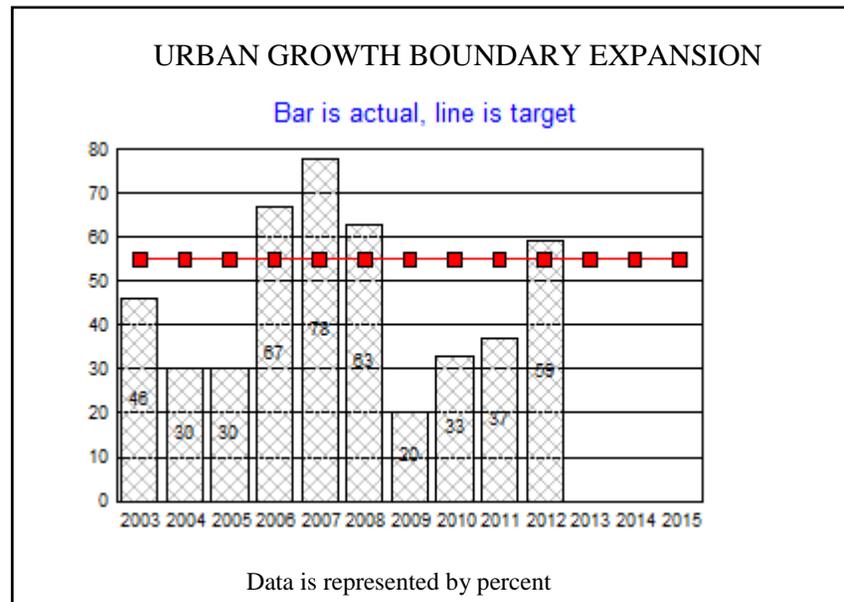
6. WHAT NEEDS TO BE DONE

Continue current efforts toward meeting this target, but add a new measure to gauge actual land conversion so as to permit a more detailed evaluation of Goal 4 forest land protections and Measure 49 impacts.

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 Farm and 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	Community Services Division, Rob Hallyburton, 503-934-0018.	



1. OUR STRATEGY

Statewide Planning Goal 14 requires establishment of an urban growth boundary (UGB) around each urban area 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 percent of the lands added to UGBs each year be land currently zoned for non-resource uses rather than for farm or forest use.

3. HOW WE ARE DOING

In 2012, 4,941 acres were added to UGBs statewide (4,467 for the new city of La Pine). Of this, 757 acres (15%) were previously zoned EFU, 1,272 acres (26%) were zoned forest and 2,912 acres (59%) were zoned for non-resource uses (most of the latter from acknowledgment of the UGB for the already-developed community of La Pine). Therefore, the target was 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 amendments and acreage added to UGBs 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 unavailable, 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 UGBs through plan amendments approved by the city and county. LCDC has some authority to disallow UGB amendments that do not follow statutory priorities regarding farm and forest land, but this ability will not improve performance where local governments have no other options for urban expansion.

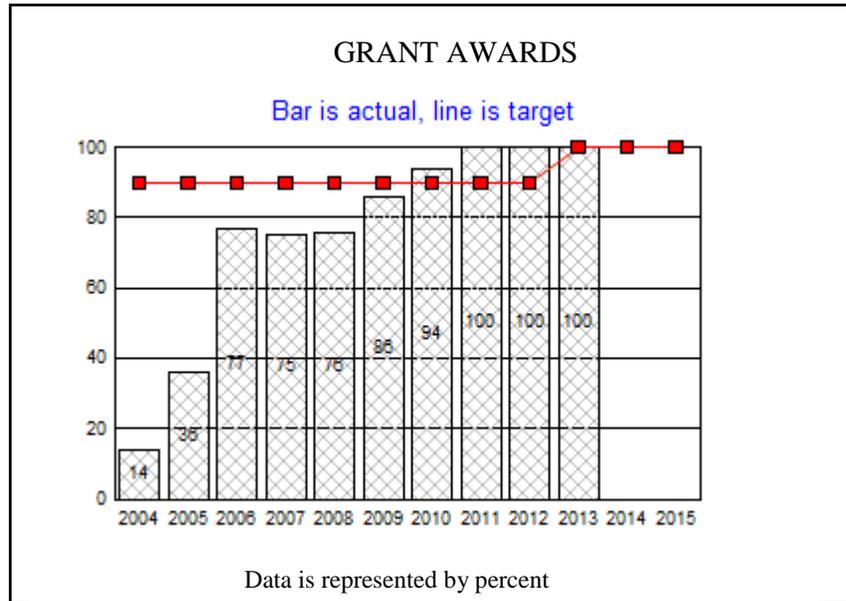
6. WHAT NEEDS TO BE DONE

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 biennial Farm and Forest Reports before they are finalized.

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	Rob Hallyburton, 503-934-0018	



1. OUR STRATEGY

In order to provide local governments with the maximum time to utilize planning grant resources within the 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.

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. The department employed an application deadline this biennium, which allowed for quick comparison of proposals and fast turn-around times with award recommendations.

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. These efforts need to continue.

7. ABOUT THE DATA

The data reflect grant approvals by DLCD during the fiscal year July 1, 2012 through June 30, 2013, including General Fund grants, commonly referred to as Technical Assistance and Periodic Review grants. These competitive application grants are awarded on a biennial basis. The department maintains spreadsheet data of all applications and awards.

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	Administrative Services Division, Teddy Leland, 503-934-0016.	



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. The department conducted its fourth survey in 2012. Previous surveys were conducted by the Oregon Progress Board in 2006 and 2008. A survey did not occur during fiscal year 2013.

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 2012 legislatively approved target for each category is 83%. There are no targets for 2013.

3. HOW WE ARE DOING

The department conducted its biennial survey in 2012. The next survey will occur in 2014.

In 2012, all categories maintained or increased in performance. Satisfaction with overall service at DLCD, the broadest measure of service, increased from 71% to 73% for the combined good or excellent score. Timeliness of service provided by the department climbed 1% and accuracy slightly decreased by less than 1%. Expertise increased by almost 8%; availability of information significantly increased by almost 13%; and helpfulness significantly increased by almost 13% as compared to 2010. Availability of information decreased by almost 8% with a shift in respondents rating this “excellent” increasing but counterbalanced by a substantial decrease in respondents rating “good”. While no service aspect result met the goal of 83%, to see increases in a period 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 has prepared an online training tool for local planning commissioners, 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 37%, with “more/better communication and training”, as an identifiable category, receiving the next most comments with 18%.

4. HOW WE COMPARE

Comparisons are not available at this point.

5. FACTORS AFFECTING RESULTS

There are no data to report for 2013.

6. WHAT NEEDS TO BE DONE

All DLCD employees are responsible for customer service in one way or another. In response to the 2012 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 communication training for all staff; providing division updates in the Director's Report to the Land Conservation and Development Commission; developing better orientation for commissioners and new employees; and implementation of a transformative Information Management Modernization Initiative (IMMI). The Citizen Involvement Advisory Committee continues regularly reports its findings and recommendations to the Land Conservation and Development Commission (LCDC). The Local Officials Advisory Committee also meets with the LCDC.

7. ABOUT THE DATA

The Department of Land Conservation and Development (DLCD) conducted an online survey in 2012, 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.

The next survey is scheduled to occur and will be reported in the 2014 Annual Performance Progress Report.

KPM #19	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	Administrative Services Division, Teddy Leland, 503-934-0016.	



1. OUR STRATEGY

The 2007 Legislature approved a Statewide Best Practices Measure and required certain boards and commissions to report on their ability to meet established criteria. Implementation of this performance measure for affected boards and commissions includes an annual commission self-assessment of the state best practices criteria. To meet this requirement, the Land Conservation and Development Commission (LCDC) 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 an initial best practices scorecard at its November 2013 LCDC meeting.

2. ABOUT THE TARGETS

Targets have been established based on LCDC's estimated ability to meet the best practices criteria established by the legislature. This is the sixth application of this process since 2008.

3. HOW WE ARE DOING

For this reporting period, the commission is 100% in compliance. 15 items were voted on by 5 commissioners for a total of 75 votes. Out of 105 total votes, there were 75 votes and zero votes. The general trend for this measure reflects significant compliance in best practices by LCDC.

4. HOW WE COMPARE

This is a relatively new measure for state boards and commission. Statewide comparisons can be found by review of each affected board and commission annual performance progress reports (APPR), and budget reports. It appears there are 45 boards and commissions that are required to report on this best practices measure during FY 2013. Of that total, 47% met 100% of target in 2010. Information for succeeding years has not yet been posted and is not available for review.

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

Continued governance training opportunities need to be provided to commission members.

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

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The following questions indicate how performance measures and data are used for management and accountability purposes.

<p>1. INCLUSIVITY</p>	<p>* Staff : In 2009, and again in 2010, 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. The department anticipates additional engagement of staff once the state has completed its statewide review of the performance measurement processes and reporting methodologies.</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 2010 and 2011. The Land Conservation and Development Commission and the department amended its 2013-15 policy agenda and work plan in 2013, 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 2013 LCDC meetings.</p>
<p>2 MANAGING FOR RESULTS</p>	<p>Improving the department’s Key Performance Measure package was been the subject of significant staff and management discussion during 2010 and 2012. The department worked with the 2013 Legislature to delete several</p>

	<p>key performance measures. The measures include: KPM #8: Coastal Development Zoning; KPM #9: Natural Resources Inventories; KPM# 13: Periodic Review Remands; KPM #14: Timely Comments; KPM#16: Land Use Appeals; KPM #18: Task Review; and KPM #19: Measure 49. All but one of these measures will be tracked internally. 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 desire to improve performance measurement has resulted in the department's search of outside resources to beef up our IT capacity. Performance measure data influences the department when considering the need for program or policy changes, as well as decisions regarding agency priorities and budget. The department intends the Information Management Modernization Initiative to greatly improve its ability to capture and analyze reliable data, from both internal and external sources. As the department continues this five year endeavor, it will have more confidence in the implementation of stronger performance management and results for results for the land use planning 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 review 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 Chief Financial Office 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>