



Oregon

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Department of Land Conservation and Development

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October 23, 2009

TO: Land Conservation and Development Commission

FROM: Richard Whitman, Director
Michael Morrissey, Policy Analyst
Teddy Leland, Operations Services Division Manager

SUBJECT: **Agenda Item 11b, November 5-6, 2009, LCDC Meeting**

2009 ANNUAL PERFORMANCE PROGRESS REPORT

I. AGENDA ITEM SUMMARY

This item includes commission review of the 2009 Annual Performance Progress Report (APPR) proposed by the department. The department recommends the commission deliberate and accept the report and authorize the department to submit this report to the Department of Administrative Services, Budget and Management Division.

For more information about this agenda item, contact either Michael Morrissey at (503) 373-0050 ext. 320, Michael.Morrissey@state.or.us or Teddy Leland at (503) 373-0050 ext. 237, Teddy.Leland@state.or.us.

II. PROPOSED 2009 ANNUAL PERFORMANCE PROGRESS REPORT

The department is required to submit its 2009 Annual Performance Progress Report to the Department of Administrative Services (DAS), Budget and Management Division by September 30, 2009. The report has been submitted to DAS, with a note that it awaits LCDC review at its November 2009 meeting.

The APPR is legislatively required, and is an important component of the department's budget package. Individual performance measures are legislatively approved; some of them originated with (were identified by) the legislature itself, while most originated with the department. The 2009 key performance measures are identical to those used in 2008.

The structure of the 2009 APPR report package is nearly identical with the 2008 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. The new part of the package is an Agency Management Report, a snapshot of each performance measure in terms of its actual performance, and a contextual comment.

On the whole, the benchmarks reflect positive 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. Three benchmarks are indicated with a “red” status meaning that they were more than 15% below the target: #1 Employment Land Supply, #4 Certified Industrial Sites, and #9 Natural Resource Inventories. The challenge in each case is to accurately predict what local jurisdictions, or agency partners, will be able to accomplish at a future date.

A window of time will be available in the spring to propose changes to individual performance measures to DAS and the legislature. With some rethinking of the agency mission and goal statements now being considered, and some recent (and possible future) improvements to data measurement and collection, it is very possible that changes to our performance measure package will be proposed.

III. DEPARTMENT RECOMMENDATION AND DRAFT MOTION

The department recommends the commission authorize the department to submit the Annual Performance Progress Report described in this report.

Proposed Motion: I move the commission accept the department’s recommendation to submit the Annual Performance Progress Report described in this report.

Alternative Motion: I move the commission approve the department’s recommendation to submit the Annual Performance Progress Report described in this report modified as follows:

ATTACHMENTS

- A. 2009 Agency Management Report
- B. 2009 APPR

Agency Management Report

KPMs For Reporting Year 2009

Finalize Date:

Agency: LAND CONSERVATION and DEVELOPMENT DEPARTMENT

	Green = Target to -5%	Yellow = Target -6% to -15%	Red = Target > -15%	Pending	Exception Can not calculate status (zero entered for either Actual or Target)
Summary Stats:	75.00%	10.00%	15.00%	0.00%	0.00%

Detailed Report:

KPMs	Actual	Target	Status	Most Recent Year	Management Comments
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.	29.00	81.00	Red	2009	The 2009 results reflect a careful review of cities' actions during the past 10 years. The department now relies only on documented information for evidence of completed plan amendments, or periodic review tasks related to adequate supplies of employment lands in cities. The data may under-represent the adequacy of industrial land supply because some cities may have adequate supplies, but have no qualifying plan amendment activity. There is a recognized need to further define "adequate supply."
2 - HOUSING LAND SUPPLY – Percent of cities that have an adequate supply of buildable residential land to meet housing needs.	97.00	67.00	Green	2009	This indicator is operating as intended and demonstrating positive results. Cities are raising concerns with their fiscal capacity to provide infrastructure to support the required housing.

Agency Management Report

KPMs For Reporting Year 2009

Finalize Date:

KPMs	Actual	Target	Status	Most Recent Year	Management Comments
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.	42.00	43.00	Green	2009	Results continue to be positive for this performance measure. Staff are recommending some changes in reporting methodology, because current methods may under-report actual successes. This is because some cities adopt water plans and sewer plans in sequential years, while our reporting system only recognizes a completed public facility plan that is fully updated in a single year.
4 - CERTIFIED INDUSTRIAL SITES – Number of industrial sites certified as “project-ready” added each fiscal year.	5.00	12.00	Red	2009	This performance measure is shared with Business Oregon and ERT. DLCD's role is identified as offering technical assistance to local governments and assisting Business Oregon and ERT. Business Oregon, DLCD and ODOT have enhanced their efforts in regard to this program, and expect progress if resources continue to be available.
5 - TRANSIT SUPPORTIVE LAND USE – Percent of urban areas with a population greater than 25,000 that have adopted transit supportive land use regulations.	83.00	80.00	Green	2009	This performance measure continues to reflect a positive outcome. Because of the method of data collection, as with some other performance measures, the degree of success may be slightly under reported.
6 - TRANSPORTATION FACILITIES – Percent of urban areas that have updated the local plan to include reasonable cost estimates and funding plans for transportation facilities.	86.00	62.00	Green	2009	This performance measure has consistently exceeded its target.
7 - ERT – Percentage of local participants who rank DLCD involvement in the ERT process as good to excellent.	70.30	66.00	Green	2009	Although the outcome has exceeded the target, there are concerns about what is being measured and how the measurement is being conducted. DLCD will communicate its concerns to ERT and the survey sponsors.

Agency Management Report

KPMs For Reporting Year 2009

Finalize Date:

KPMs	Actual	Target	Status	Most Recent Year	Management Comments
8 - COASTAL DEVELOPMENT ZONING– Percent of estuarine areas designated as “development management units” in 2000 that retain that designation.	100.00	100.00	Green	2009	This is a stable performance measure and is expected to remain so. The department may seek other estuary-related performance measures in the future.
9 - NATURAL RESOURCE INVENTORIES – Percent of urban areas that have updated buildable land inventories to account for natural resource and hazard areas.	5.00	11.00	Red	2009	Target setting for this key performance measure continues to be a challenge. Many factors are involved in how many and which cities undertake buildable lands and natural resource inventories, including availability of funds, statutory periodic review requirements, and other timing factors.
10 - FARM LAND – Percent of farm land outside urban growth boundaries zoned for exclusive farm use in 1987 that retains that zoning.	99.90	99.92	Green	2008	This measure produced positive results. The department is considering ways to capture more detailed data that could make this KPM more valuable. Examples include tracking whether agricultural land rezoned was high-value, and tracking the type and level of development allowed when agricultural land is rezoned.
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.	99.94	99.95	Green	2008	This performance measure continues a stable and positive trend. It has added value to the department due to an emerging concern about the conversion of commercial forest lands to other uses, especially outside of the Willamette valley. The department is exploring ways to refine data relative to this measure.
12 - URBAN GROWTH BOUNDARY EXPANSION – Percent of land added to urban growth boundaries that is not farm or forest land.	63.00	55.00	Green	2008	The outcomes of this performance measure continue to trend positive.
13 - PERIODIC REVIEW REMANDS – Percent of periodic review work tasks that are returned to local jurisdictions for further action.	11.00	15.00	Green	2009	The department had two remands, one each for Newburg and McMinnville.

Agency Management Report

KPMs For Reporting Year 2009

Finalize Date:

KPMs	Actual	Target	Status	Most Recent Year	Management Comments
14 - TIMELY COMMENTS – Percent of DLCD concerns or recommendations regarding local plan amendments that are provided to local governments within the statutory deadlines for such comments.	100.00	100.00	Green	2009	The department continues to successfully submit comments to local jurisdictions in a timely manner.
15 - GRANT AWARDS – Percent of local grants awarded to local governments within two months after receiving application.	86.00	90.00	Green	2009	Timely grant awards received heightened attention during the past year, which has resulted in a successful outcome, moving the measure from the "red" category to "green".
16 - LAND USE APPEALS – Percentage of agency appeals of local land use decisions that were upheld by LUBA and the Courts.	100.00	100.00	Green	2009	DLCD appealed two local land use decisions to LUBA during the reporting period. One was dismissed and the other is still a pending decision.
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.	70.30	80.00	Yellow	2009	The Department of Land Conservation and Development (DLCD) participated in the customer service survey sponsored by the Oregon Progress Board in 2006 and 2008. 2010 data will be collected by the department. A determination and collection of this data will occur in time for the 2010 Annual Performance Progress Report.
18 - TASK REVIEW – Percent of periodic review work tasks under review at DLCD for no longer than four months.	100.00	95.00	Green	2009	DLCD continues to review periodic review tasks in a timely manner.
19 - MEASURE 49 - Percentage of Measure 49 claims assigned to the agency that are processed within 180 days.	100.00	100.00	Green	2009	The 2009 legislative session directed through HB 3225 that M49 elections be processed/resolved by June 30, 2010. An additional six months was allowed for processing of an approximate 400 claims that would have otherwise been ineligible for processing or would likely have been denied. This performance measure focuses, rather, on new M49 claims based on regulations adopted after January 1, 2007.

Agency Management Report

KPMs For Reporting Year 2009

Finalize Date:

KPMs	Actual	Target	Status	Most Recent Year	Management Comments
20 - BEST PRACTICES – Percent of total best practices met by the Board.	94.00	100.00	Yellow	2009	The commission is actively preparing its evaluation criteria and anticipates completing its evaluation of the director in the near future. Once this item has been accomplished, the commission will have achieved its 100% target.

This report provides high-level performance information which may not be sufficient to fully explain the complexities associated with some of the reported measurement results. Please reference the agency's most recent Annual Performance Progress Report to better understand a measure's intent, performance history, factors impacting performance and data gather and calculation methodology.

LAND CONSERVATION and DEVELOPMENT DEPARTMENT

Annual Performance Progress Report (APPR) for Fiscal Year (2008-2009)

Proposed KPM's for Biennium (2009-2011)

Original Submission Date: 2009

Finalize Date:

2008-2009 KPM #	2008-2009 Approved Key Performance Measures (KPMs)
1	EMPLOYMENT LAND SUPPLY – Percent of cities that have an adequate supply of land for industrial and other employment needs to implement their local economic development plan.
2	HOUSING LAND SUPPLY – Percent of cities that have an adequate supply of buildable residential land to meet housing needs.
3	PUBLIC FACILITIES PLANS – Percent of cities that have updated the local plan to include reasonable cost estimates and funding plans for sewer and water systems.
4	CERTIFIED INDUSTRIAL SITES – Number of industrial sites certified as “project-ready” added each fiscal year.
5	TRANSIT SUPPORTIVE LAND USE – Percent of urban areas with a population greater than 25,000 that have adopted transit supportive land use regulations.
6	TRANSPORTATION FACILITIES – Percent of urban areas that have updated the local plan to include reasonable cost estimates and funding plans for transportation facilities.
7	ERT – Percentage of local participants who rank DLCD involvement in the ERT process as good to excellent.
8	COASTAL DEVELOPMENT ZONING– Percent of estuarine areas designated as “development management units” in 2000 that retain that designation.
9	NATURAL RESOURCE INVENTORIES – Percent of urban areas that have updated buildable land inventories to account for natural resource and hazard areas.
10	FARM LAND – Percent of farm land outside urban growth boundaries zoned for exclusive farm use in 1987 that retains that zoning.
11	FOREST LAND – Percent of forest land outside urban growth boundaries zoned in 1987 for forest or mixed farm/forest use that remains zoned for those uses.
12	URBAN GROWTH BOUNDARY EXPANSION – Percent of land added to urban growth boundaries that is not farm or forest land.
13	PERIODIC REVIEW REMANDS – Percent of periodic review work tasks that are returned to local jurisdictions for further action.

2008-2009 KPM #	2008-2009 Approved Key Performance Measures (KPMs)
14	TIMELY COMMENTS – Percent of DLCD concerns or recommendations regarding local plan amendments that are provided to local governments within the statutory deadlines for such comments.
15	GRANT AWARDS – Percent of local grants awarded to local governments within two months after receiving application.
16	LAND USE APPEALS – Percentage of agency appeals of local land use decisions that were upheld by LUBA and the Courts.
17	CUSTOMER SERVICE: Percent of customers rating their satisfaction with the agency’s customer service as “good” or “excellent”: overall customer service, timeliness, accuracy, helpfulness, expertise and availability of information.
18	TASK REVIEW – Percent of periodic review work tasks under review at DLCD for no longer than four months.
19	MEASURE 49 - Percentage of Measure 49 claims assigned to the agency that are processed within 180 days.
20	BEST PRACTICES – Percent of total best practices met by the Board.

LAND CONSERVATION and DEVELOPMENT DEPARTMENT

I. EXECUTIVE SUMMARY

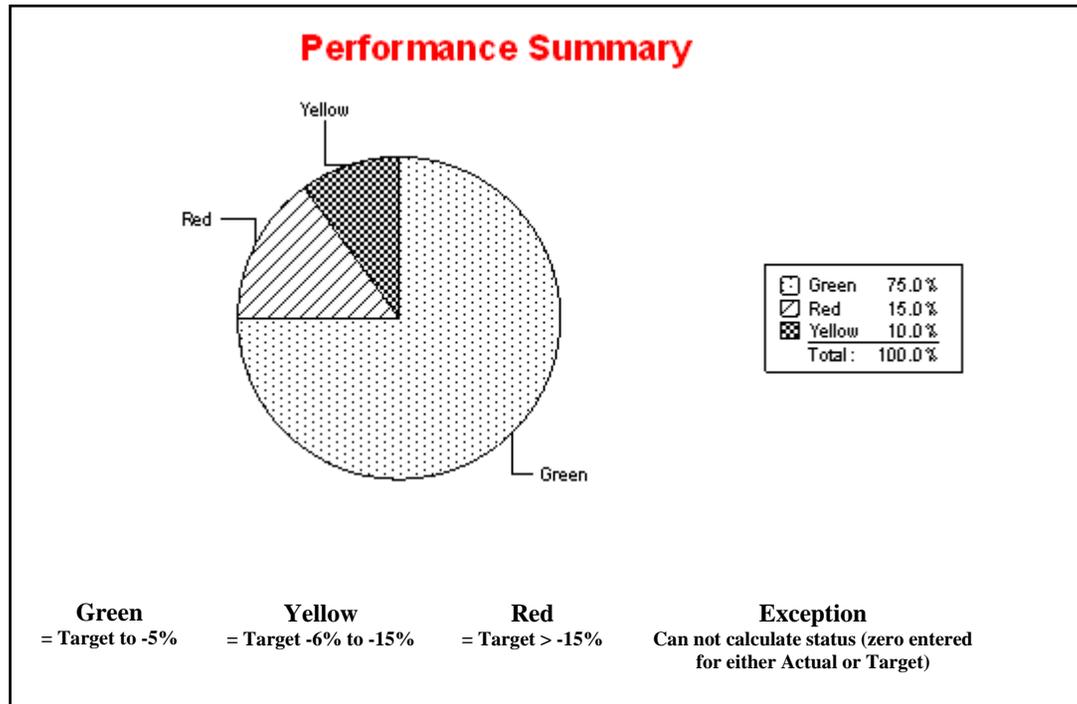
Agency Mission: To support all our partners in creating and implementing local comprehensive plans that reflect and balance the statewide goals, the vision of local citizens, and the interests of local, state, federal and tribal governments.

Contact: Michael Morrissey

Contact Phone: 503-373-0050

Alternate: Teddy Leland

Alternate Phone: 503-373-0050



1. SCOPE OF REPORT

This is the final report of the department's progress on performance measures for 2008-2009. Data for the majority, but not all, of the Key Performance Measures are based on the 2008-09 fiscal year. Agency programs/services addressed by key performance measures

Build Oregon's Economy: The Department of Land Conservation and Development (DLCD) ensures that local land use plans throughout the state provide an adequate supply of developable land for housing and employment. The department assists local governments in coordination with other agencies and the Economic Revitalization Team (ERT), to: (1) identify and plan for developable industrial lands that are project-ready with suitable infrastructure, access, zoning and location; (2) plan and zone an adequate supply of buildable land for housing and employment in urban areas, supported by public facilities and services; (3) plan and improve transportation systems that support planned land uses; (4) revitalize and maintain vibrant downtowns and main streets; (5) encourage

sustainable and livable communities; and (6) protect farm, forest, coastal and other natural and economic resources. DLCD Performance Measures 1 through 12 and 16 link to this area of focus.

Streamline the Land Use Process: The department is continuing its effort to reduce the workload burdens for local governments regarding their efforts to periodically review and update local land use plans. DLCD Performance Measures 1, 4, 7, 9 and 15 link to this area of focus.

Provide Excellent Service to Local Governments: The department helps local governments implement Oregon's land use system to improve local communities, solve local economic development and other development problems, and increase public awareness and civic engagement in land use planning statewide. The department also works with local governments and other key stakeholders to identify and adopt cost-effective improvements to the land use program and streamline statewide requirements and procedures. DLCD Performance Measures 7 and 13 through 19 link to this area of focus.

Continue Implementation of Ballot Measure 49: The department is continuing implementation of Ballot Measure 49 and will continue to evaluate and resolve, in a timely manner, all new claims submitted to the state under Measure 49, as well as property owner elections filed relative to existing Measure 37 claims. (NOTE: If a valid new claim, which is the subject of KPM #19, is not resolved within 180 days from the date the claim was filed, the measure provides that the claimant may bring an action against the state). House Bill 3225 (2009) generally requires resolution of individual property owner M49 elections regarding Measure 37 claims by June 30, 2010. HB 3225 also allows approximately 400 M49 elections, otherwise ineligible for successful outcomes, to be resolved by the department by no later than December 31, 2010. DLCD Performance Measure 19 links to this program. Agency programs/services, if any, not addressed by key performance measures Modernize Information Technology (IT) and Delivery: The department is continuing to implement its plan to modernize and enhance information technology and databases in order streamline agency programs and to improve service to the public, businesses, local governments, and other agencies. The department made significant strides during the last two biennia to build a modern and efficient IT infrastructure and will continue to focus on improving database and information management, including geo-spatial data, pursuant to the departments Information Resources Management Strategic Plan. The department's proposed policy packages for the 2009-11 budget deliberation was not successful, but did help the department identify the framework needed to create a sustainable information technology infrastructure. No external DLCD performance measures link to this program. However, the department has made strides toward developing internal key performance measures tracking the lifecycle replacement program. Continued investment by the legislature in the information technology capacity of the department will improve the agency's ability to meet key performance measure targets and assist local jurisdictions in implementing the statewide land use program. Land Use Program Review: The Oregon Task Force on Land Use Planning completed its review of the state land use program in accordance with the objectives outlined by 2005 Senate Bill 82. The Task Force issued a report and recommendations to the 2009 Legislature. An important recommendation in the report is to "strategically plan for a sustainable Oregon." This recommendation called for development of an integrated strategic plan, conducted by multiple state agencies, which includes updated benchmarks, performance measures and monitoring systems. The legislature did not provide funds for this recommendation, although other key aspects of the Big Look legislative recommendations were approved in House Bill 2229.

2. THE OREGON CONTEXT

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.

Oregon's Statewide Planning Program 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 and 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. Under Oregon's Statewide Planning Program, the state sets broad goals and requirements for land use planning, and cities and counties adopt comprehensive land use plans that are based on these statewide goals and requirements. Local land use decisions must be consistent with local land use comprehensive plans that have been previously acknowledged by the state as meeting state goals and other land use requirements. The Statewide Planning Goals are not the same as the states benchmarks, but are similar in many respects.

Oregon's Statewide Planning Program is one of many programs that contribute to the state benchmarks. Other important programs not associated with the department, but that influence progress toward the benchmarks, include government and private investment programs, tax structures, and a variety of state and federal regulations. For example, progress in preserving the

3. PERFORMANCE SUMMARY

In general, DLCD's performance measures portray a positive trend for the program. Sixteen of the 19 measures effectively meet or exceed the goal. In the three instances where this is not the case, the trend of actual performance is in a positive direction, and a program for improvement is in place. This performance report provides data for fiscal year 2008/2009. In 2008, the department requested an administrative change to key performance measure 19, reflecting passage of Measure 49 (2007). The 2009 report reflects that three measures--Employment Land Supply, Certified Industrial Sites and Natural Resource Inventories are categorized as "red", indicating an actual result at least 15% below the targeted result. In general, these results reflect structural weaknesses in data collection, or the capacity of local jurisdictions to take up certain aspects of comprehensive plan revision due to reductions in staffing, or in fiscal resources.

4. CHALLENGES

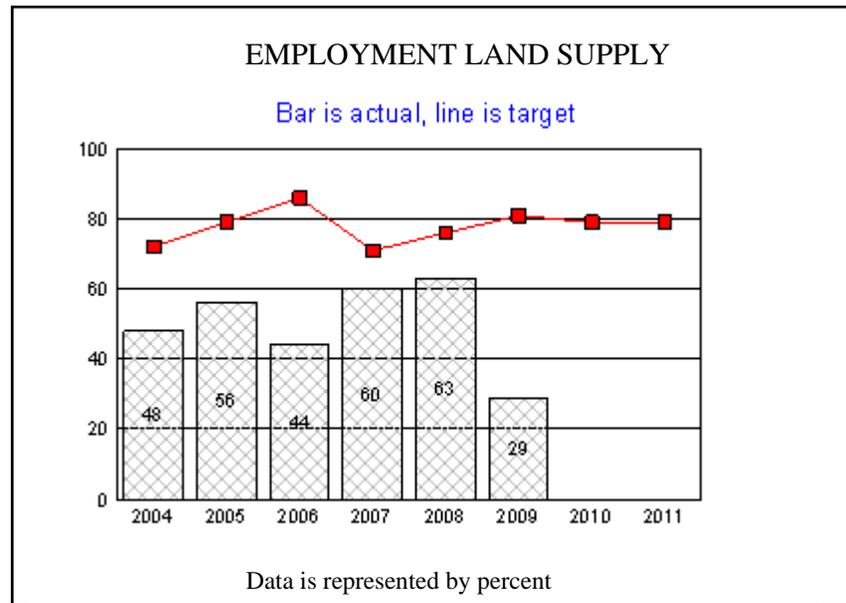
Oregon's Statewide Planning Program faces some challenges. One of these is the reduced financial capacity of most local governments to maintain up-to-date and high-quality land use plans that prepare cities and counties for the future, and that support the infrastructure necessary for land development and other land use decisions contemplated by local plans. The department also has insufficient capacity to fulfill all its mandated programs, provide adequate land use planning help to local governments through technical assistance and grants, and to track and measure the progress of all its programs. Oregon statutes regarding the periodic review and update of local comprehensive plans focus DLCD resources largely on certain land use planning efforts in cities with a population of 10,000 or more. While there is a benefit to focusing limited state resources on certain priorities, the lack of funding and mandatory requirements to maintain and update local plans is likely to lead to long-term problems in smaller jurisdictions. Without restoring the department's capacity (including grant resources) to assist local government planning, smaller cities and counties plans 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. The department expects to realign its key performance measures with an update of the agency's goals and objectives during the current biennium. During this time, attention will be given to key performance measure changes by articulating 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.

5. RESOURCES AND EFFICIENCY

The department's 2009-11 Legislatively Adopted Budget for its three fund types is \$24.2 million. Performance Measures 14, 15, 18, and 19 concern efficiency measures for the department with regard to DLCD programs.

LAND CONSERVATION and DEVELOPMENT DEPARTMENT	II. KEY MEASURE ANALYSIS
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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 economic development and quality communities.	
Oregon Context	OBM 4: Job Growth	
Data Source	DLCD tracking of periodic review approval orders and post-acknowledgment plan amendments.	
Owner	Planning Services Division, Rob Hallyburton, 503-373-0050 ext 239	



1. OUR STRATEGY

This measure tracks the percentage of cities with a population over 2,500 that have updated comprehensive plans to provide a 20- year supply of buildable land for employment uses. The department provides technical and financial assistance to local governments for planning tasks intended to

LAND CONSERVATION and DEVELOPMENT DEPARTMENT

II. KEY MEASURE ANALYSIS

evaluate or increase the supply of industrial and other employment lands.

2. ABOUT THE TARGETS

All cities are expected to have an adequate supply of suitable sites for employment purposes. The target is set relative to cities with a population over 2,500 (104 cities as of 2008) because cities under that size are granted various exemptions from the statewide planning program. The 2009 target of 81% continues an expectation of an increasing number of jurisdictions meeting this objective over time.

3. HOW WE ARE DOING

The target has not been met for this reporting period, and results seem to indicate a significant decline in performance. However, the 2009 actual reported figure reflects a more rigorous review of documented completion of qualifying activities, such as plan amendments and periodic review tasks, than was done in prior years, rather than any major change in the level of work Oregon cities are doing to plan for adequate employment lands. The department is making improvements in its data gathering, data reporting, database and grant management activities.

4. HOW WE COMPARE

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

5. FACTORS AFFECTING RESULTS

Legislation eliminated the requirement for cities with a population less than 10,000 outside Metropolitan Planning Organization boundaries to periodically review and update the comprehensive plan. This has the effect of lowering the priority for funding to those cities. The technical assistance grant program had funds disappropriated during the second half of the biennium.

6. WHAT NEEDS TO BE DONE

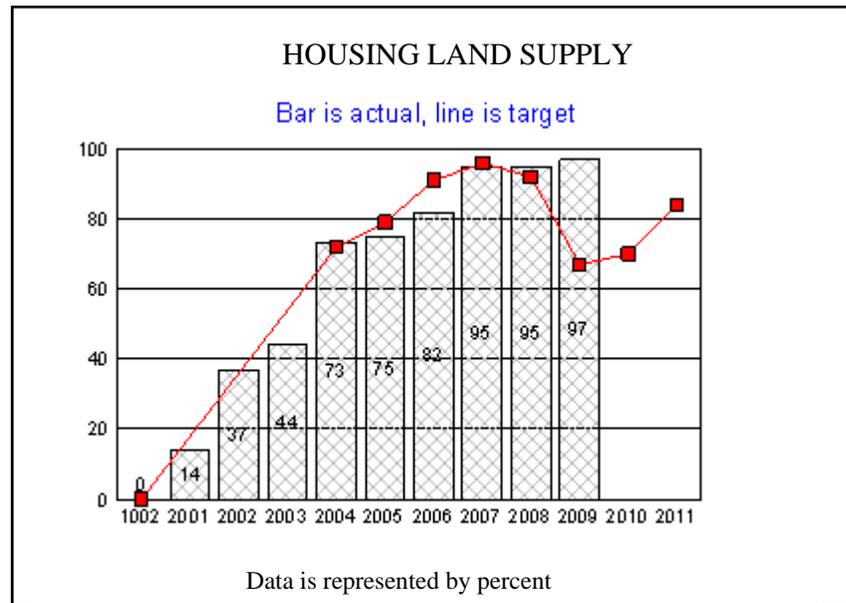
For cities no longer subject to periodic review, DLCD needs to place more reliance on the agency's local grants program to encourage an adequate supply of industrial land and other land planned for employment needs. Better tracking of local efforts to meet this measure is also needed, since periodic review will no longer provide an effective method to measure progress of cities under 10,000 in population. Also, adequate funding of the department's technical assistance and grant programs will be necessary for the agency to achieve the targets. Even if funding is maintained or improved, the targets may need to be lowered to account for the loss of the periodic review process for cities with less than 10,000 a population.

7. ABOUT THE DATA

The reporting cycle is Oregon's fiscal year. Progress under this measure is counted when, during the past 10 years, a city completes, and the department approves, a periodic review task to add industrial and other employment lands to its UGB, or when a city completes periodic review after evaluating the land supply and determining it has sufficient employment land. Completions are also counted when, during the past ten years, a city completes a major plan update relating to the employment land supply, such as adopting an economic opportunities analysis that determines employment land needs in accordance with Statewide Planning Goal 9.

LAND CONSERVATION and DEVELOPMENT DEPARTMENT	II. KEY MEASURE ANALYSIS
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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 economic development and quality communities.	
Oregon Context	OBM 74: Affordable housing	
Data Source	DLCD tracking of periodic review approval orders.	
Owner	Planning Services Division, Rob Hallyburton, 503-373-0050 ext 239	



1. OUR STRATEGY

This measure tracks the percentage of cities with a population over 2,500 that have completed a major update of its local land use plan in order to provide a 20-year supply of buildable residential land within the city’s urban growth boundary (UGB). Planning and zoning a sufficient amount of

LAND CONSERVATION and DEVELOPMENT DEPARTMENT

II. KEY MEASURE ANALYSIS

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 departments work with state agencies and local governments to assure an adequate supply of residential land in UGBs. Residential land supply is one factor that directly affects a city's ability to provide for affordable housing needs.

2. ABOUT THE TARGETS

The higher the percentage reported under this measure, the better the performance. The targets include estimates of the number of cities that will update their plans each year outside of periodic review, the number of cities that will enter periodic review with a relevant work task, and the years required for cities in periodic review to complete the relevant work tasks. The targets generally assume that local plans are good for 10 years. The exceptions are acknowledged cities within the Portland Metropolitan Service District boundaries. State statute requires Metro to review and update the residential land supply within its UGB every five years. This means that, normally, all cities with populations over 2,500 within Metro are counted as having an adequate supply of residential land the year that Metro does a residential UGB evaluation, plus the following four years. However, 2007 legislation granted Metro a one-time extension from five years to seven years. Therefore, all cities with populations over 2,500 within Metro are counted as having an adequate supply of residential land for a seven-year period, 2002-2009, instead of a five-year period, 2002-2007. After 2009, the five-year plan period for Metro cities will resume. A legislative moratorium on periodic reviews began July 1, 2003 and ended June 20, 2007. Completions of periodic review work tasks expected to start after July 1, 2007 are included in the targets for 2008 and 2009.

3. HOW WE ARE DOING

The FY 2008 performance of 95% exceeded the target of 92% by 3 percentage points. This year's performance of 97% greatly exceeded the target of 67% by 20 percentage points.

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

LAND CONSERVATION and DEVELOPMENT DEPARTMENT

II. KEY MEASURE ANALYSIS

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 do 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; and5) Department staff resources are available to provide local governments with technical assistance. Barriers to a positive outcome include:1) The legislative moratorium on periodic reviews from July 1, 2003 through June 30, 2007;2) The department has little influence over whether cities that are not subject to periodic review (i.e., generally those with populations less than 10,000) undertake the planning necessary to provide an adequate supply of residential land; and3) Historically, state grant funds have not covered all qualified and needed land supply planning projects, and the department's ability to provide financial assistance to cities decreases each biennium.

6. WHAT NEEDS TO BE DONE

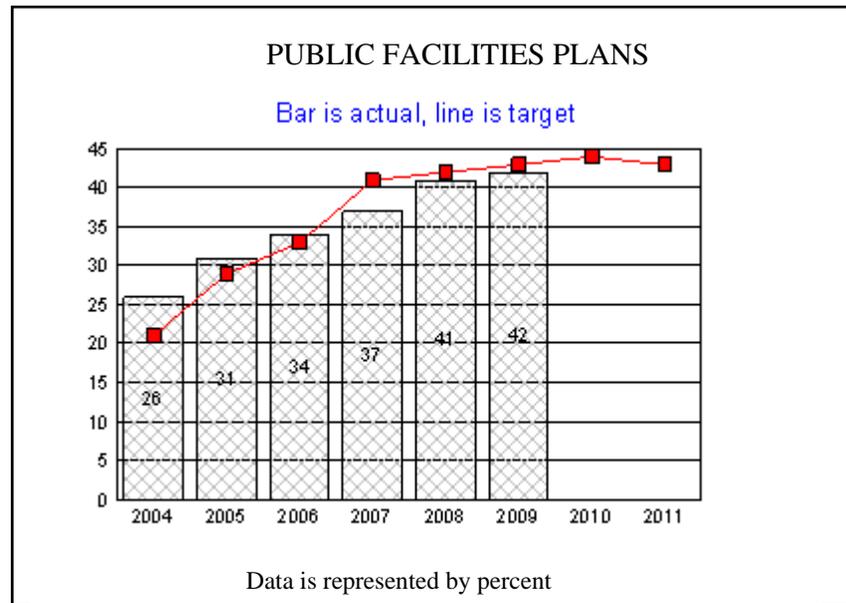
1) Continue tracking this measure using the current data source and methodology. 2) In order to encourage more local governments to update their land supply, the department will need additional funds for grants to local governments that would support residential buildable land inventories, land need analyses, and urban growth boundary land supply evaluations.

7. ABOUT THE DATA

The reporting cycle is Oregon's fiscal year. The data have two sources: periodic review work program products, and post-acknowledgment plan amendments for cities with populations over 2,500. For periodic reviews, the department counts approved city findings of adequacy of residential land, approved residential land needs tasks, approved work program completions, and approved urban growth boundary (UGB) evaluation or amendment tasks. Post-acknowledgement plan amendments need not be acknowledged to be counted 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 states 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 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.

LAND CONSERVATION and DEVELOPMENT DEPARTMENT	II. KEY MEASURE ANALYSIS
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KPM #3	PUBLIC FACILITIES PLANS – Percent of cities that have updated the local plan to include reasonable cost estimates and funding plans for sewer and water systems.	2002
Goal	Economic development: Promote economic development and quality communities.	
Oregon Context	OBM: 4 Job Growth and OBM 74: Affordable Housing	
Data Source	DLCD tracking of periodic review approval orders.	
Owner	Planning Services Division, Rob Hallyburton, 503-373-0050 ext 239	



1. OUR STRATEGY

Planning for the timely provision of public facilities is a prerequisite for urban development, affordable housing, and market-ready industrial sites. The 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

LAND CONSERVATION and DEVELOPMENT DEPARTMENT

II. KEY MEASURE ANALYSIS

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

2. ABOUT THE TARGETS

The higher the percentage reported under this measure, the better the performance. The targets include estimates of the number of cities that will update their plans each year outside of periodic review, the number of cities that will enter periodic review with a relevant work task, and the years in which cities in periodic review will complete the relevant work tasks. The targets assume that local plans are good for 10 years. A legislative moratorium on periodic review began July 1, 2003 and ended June 30, 2007. Completions of periodic review work tasks expected to start after July 1, 2007 are included in the targets for 2008 and 2009.

3. HOW WE ARE DOING

Performance was 4% below the target in FY 2007, but in FY 2008 and FY 2009, performance was only 1% below the target, indicating that the department will soon be back on track in meeting or exceeding its targets, as it did in FY 2004 through FY 2006.

4. HOW WE COMPARE

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

5. FACTORS AFFECTING RESULTS

Factors leading to a positive outcome include: 1) A city is in periodic review (required for cities with populations over 10,000), and its periodic review work program includes a task to do or update a public facilities plan; 2) State grant funds are available for public facilities plans, either during periodic review or otherwise; 3) A city in periodic review is on schedule to complete its work program; 4) A city updates its public facilities plan at least every 10 years; and 5) Department staff resources are available to provide local governments with technical assistance in preparing public facilities plans. Barriers to a positive outcome include: 1) The legislative moratorium on periodic reviews from July 1, 2003 through June 30, 2007; 2) The department has little influence over whether cities that are not subject to periodic review (i.e., with populations less than 10,000) undertake the preparation or updating of public facilities plans; and 3) Historically, state grant funds have not covered all qualified and needed local projects, and the department's ability to provide financial assistance to cities decreases each biennium.

6. WHAT NEEDS TO BE DONE

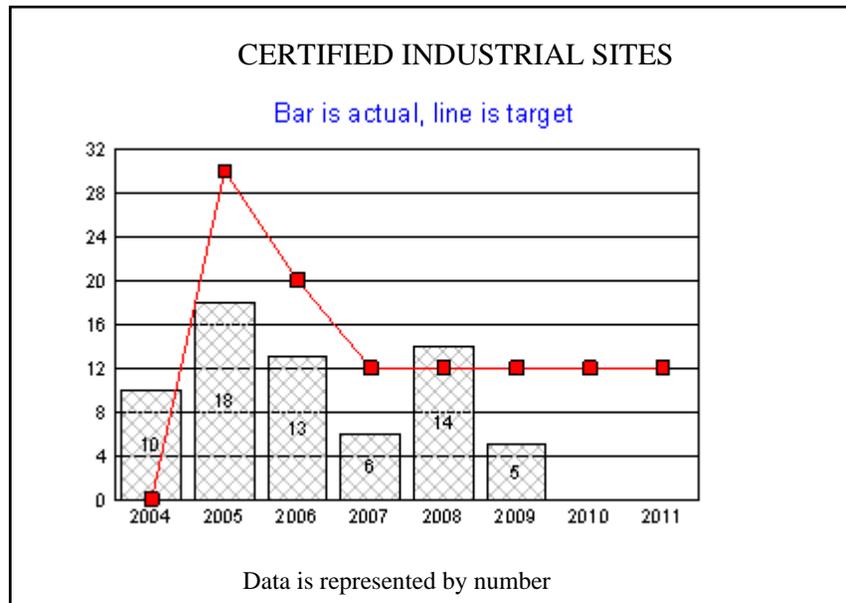
1) Revise the methodology for future years in order to better capture the cities that update their public facility plans. 2) Pursue additional funds for grants to local governments to prepare or update public facilities plans.

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. Strengths of the data: It includes the larger urban areas in Oregon where most of the state's population resides. Weaknesses of the data: 1) With the present database, which was designed for a different purpose, it is difficult to extract the specific data needed for a KPM. Searches are overbroad, and the reporter then must review a large amount of data to cull out a small percentage of relevant data. 2) The data omit 139 incorporated cities in Oregon with populations less than 2,500, a number of which are within the orbit of larger metropolitan areas and are experiencing growth. 3) The data do not include all cities with over 2,500 people that have updated their public facilities plans (see #9 below).

LAND CONSERVATION and DEVELOPMENT DEPARTMENT	II. KEY MEASURE ANALYSIS
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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 Growths	
Data Source	Department records.	
Owner	Planning Services Division, Rob Hallyburton, 503-373-0050 ext 239	



1. OUR STRATEGY

Maintaining the supply of project-ready industrial sites is a shared responsibility, with the Oregon Business Development Department (OBDD, formerly the Economic and Community Development Department (OECDD)) as the lead agency, the Department of Land Conservation and

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II. KEY MEASURE ANALYSIS

Development (DLCD), as well as other agencies that participate in the Economic Revitalization Team (ERT) and local government s. DLCD provides technical assistance to local governments regarding zoning ordinances and design review, and also assists OBDD and ERT with land use related aspects of this effort.

2. ABOUT THE TARGETS

Targets were set in consultation with OBDD and the ERT office at the onset of the program, before a track record on this program had been established. As such, the targets may be unrealistic. In general, certifying project-ready sites has become more complex and more costly over time as the "easy" sites are developed. The total acreage for potential sites also has turned out to be smaller than originally projected. It was assumed that the initial years of this program will see the greatest number of sites added. Once the ready supply of sites that are easily converted to project ready status is exhausted, the number of sites added each year will drop and then level off.

3. HOW WE ARE DOING

The target was not met for this year. Maintaining certified potential project-ready sites has proved to be more complex and more costly than anticipated when the targets were set. Nevertheless, OBD, DLCD and ODOT have launched a renewed effort to maintain a competitive portfolio of certified industrial sites. In this fiscal year five sites were certified. Information on Oregon's certified industrials sites is available at <http://www.oregonprospector.com>.

4. HOW WE COMPARE

Only a few states have certification programs, and Oregon's program is unique. A meaningful comparison with other state programs is not possible.

5. FACTORS AFFECTING RESULTS

The reduction in the number of cities required to undergo mandatory periodic review will continue to reduce the number of cities that evaluate and update their industrial land supply, including project-ready industrial sites. The changes in cities required to undergo periodic review is a result of 2005 legislation.

6. WHAT NEEDS TO BE DONE

The Department of Land Conservation and Development needs to continue providing grants and other assistance to local governments to encourage

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II. KEY MEASURE ANALYSIS

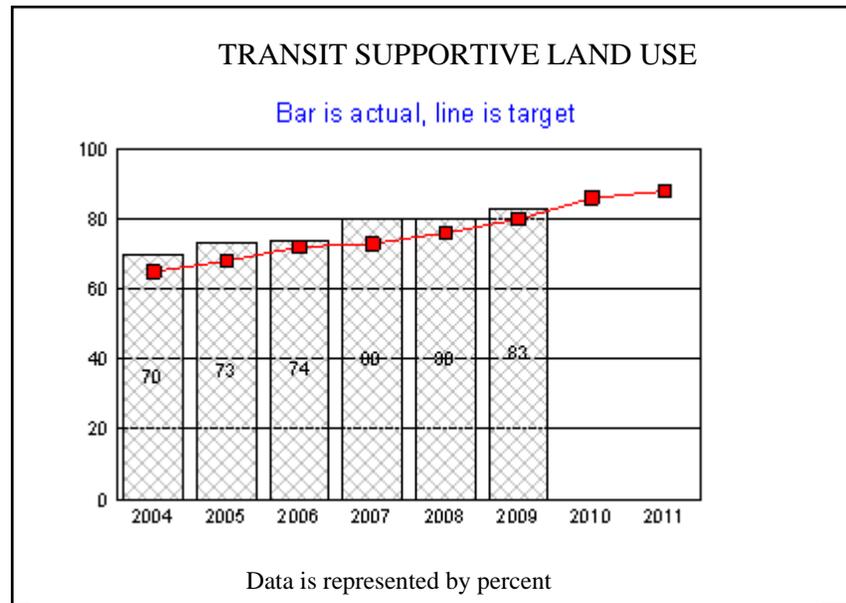
periodic evaluation and update of the industrial land supply. Other state agencies' assistance also is necessary to maintain Oregon's portfolio of certified sites.

7. ABOUT THE DATA

The fiscal year (July 1-June 30) reporting data was derived from lists published by the Oregon Economic and Community Development.

LAND CONSERVATION and DEVELOPMENT DEPARTMENT	II. KEY MEASURE ANALYSIS
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KPM #5	TRANSIT SUPPORTIVE LAND USE – Percent of urban areas with a population greater than 25,000 that have adopted transit supportive land use regulations.	2002
Goal	Economic development: Promote economic development and quality communities.	
Oregon Context	OBM 4: Job Growth and OBM 70: Commuting	
Data Source	Periodic review work task orders and post acknowledgment plan amendments.	
Owner	Planning Services Division, Rob Hallyburton, 503-373-0050 ext 239	



1. OUR STRATEGY

This performance measure demonstrates whether local communities are adopting land development regulations that assure land use and public transit systems are integrated and mutually supportive. Transit-supportive land use regulations are necessary to allow development at densities

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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. This work will ultimately assist with transportation problems in Oregon's communities, enhance the efficiency of public transit systems, and, therefore, indirectly assists with job growth. Governmental partners include local governments, transit districts, and the Oregon Department of Transportation (ODOT). Non-governmental 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 over the past ten years. Accomplishment of higher percentages is desirable.

3. HOW WE ARE DOING

The data reveal that the targets have been achieved. Local governments are adopting transit-supportive land development regulations. The general trend shows a gradual improvement as many local jurisdictions adopt transit supportive standards. The department has been focusing effort on the remaining jurisdictions, especially larger cities such as Eugene, Medford, and Salem, where only partial progress has been made.

4. HOW WE COMPARE

There are no directly comparable public or private industry standards for this measure. The Federal Transit Administration (FTA) does have similar standards it uses to evaluate the extent to which a city is transit supportive when applying for a new starts grant for major transit improvements. FTA's performance measure is a rating of transit supportive land use policies and supportive zoning regulations. FTA provides ratings as high, medium high, medium, low-medium, or low.

5. FACTORS AFFECTING RESULTS

Factors affecting the results include the complexity and controversy often associated with planning for transit supportive land uses, lack of 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.

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6. WHAT NEEDS TO BE DONE

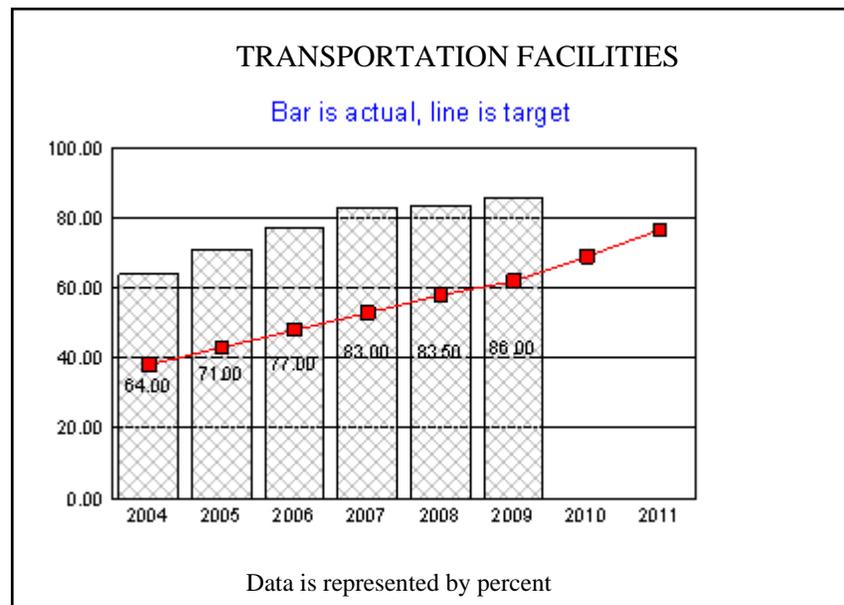
The department will continue providing technical assistance and grants to local governments, including the joint ODOT-DLCD Transportation and Growth Management (TGM) Program. As the compliance rate approaches 100%, the remaining cities often provide the most difficult challenge. The department will continue to focus effort on these remaining jurisdictions, especially the larger cities such as Eugene, Medford, and Salem, where only partial progress has been made. 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, 2009. Data are based on the numbers of TSP's and implementing ordinances that have been adopted by the city and acknowledged by DLCD (through periodic review or the plan amendment process).

LAND CONSERVATION and DEVELOPMENT DEPARTMENT	II. KEY MEASURE ANALYSIS
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KPM #6	TRANSPORTATION FACILITIES – Percent of urban areas that have updated the local plan to include reasonable cost estimates and funding plans for transportation facilities.	2002
Goal	Economic development: Promote economic development and quality communities.	
Oregon Context	OBM 4: Job Growth and OBM 72: Road Condition	
Data Source	Periodic review approval orders.	
Owner	Planning Services Division, Rob Hallyburton, 503-373-0050 ext 239	



1. OUR STRATEGY

This measure indicates the percentage of cities with a population over 2,500 that have completed a Transportation System Plan (TSP). These TSP's 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

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transportation facilities. These plans are coordinated at the city, county and state level. They contain lists of major transportation projects which are needed to support compact, urban development for the next 20 years. The department assists local governments in adopting TSPs and related land developments regulations. Government partners include local governments, transit districts and the Oregon Department of Transportation (ODOT) through the Transportation and Growth Management (TGM) program. Other partners include property owners, developers, and realtors who participate in planning and outreach efforts to promote efficient transportation systems and supportive land use patterns.

2. ABOUT THE TARGETS

The targets were established based upon the rate that comprehensive plans and transportation system plans have been adopted and acknowledged. A higher number is desirable indicating that more cities have met the requirement.

3. HOW WE ARE DOING

The targets have been achieved and progress continues. Local governments are adopting TSPs that include cost estimates and funding plans. The general trend between 2000 and 2007 shows continued progress, although the adoption rate slowed gradually between 2004 and 2006. This slowing in local TSP adoption occurred because there are fewer cities that have not already completed their TSP. Most cities tracked by this KPM have completed their first TSP, and TSP updates will be more common in the near future.

4. HOW WE COMPARE

There are no directly comparable public or private industry standards.

5. FACTORS AFFECTING RESULTS

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 in support of this measure. Cities with a population under 10,000 are no longer required to undergo periodic review. For these cities, more emphasis needs to be placed on grant programs,

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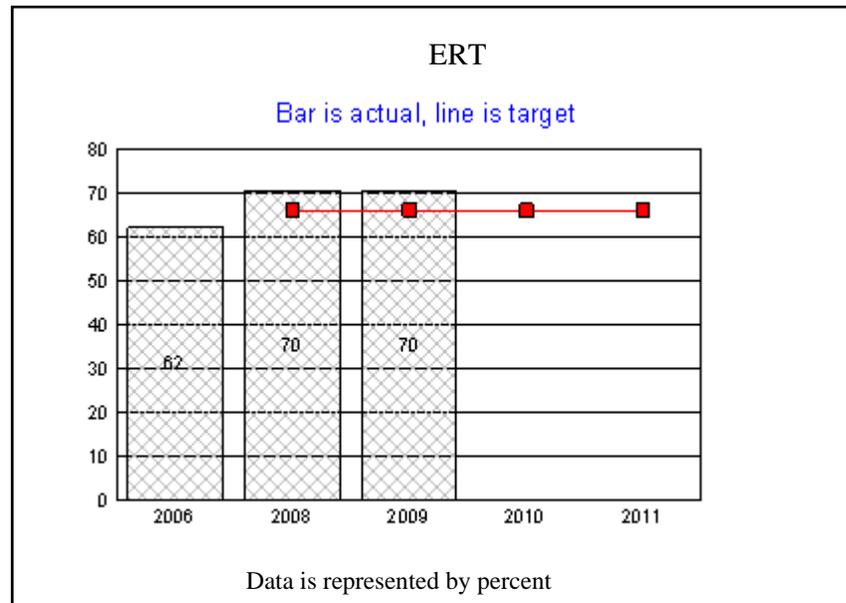
especially the TGM program. The department will also work to increase the awareness of the projected shortfall in available federal, state, and local transportation funds to construct the planned transportation facilities and services identified in TSPs.

7. ABOUT THE DATA

Data are reported as of June 30, 2009 and are based on review of periodic review and plan amendments outside periodic review. In some cases a city may have adopted a TSP without notifying the department, or the adoption may not have been coded properly, so it is possible that additional cities have meet the requirement to prepare a TSP.

LAND CONSERVATION and DEVELOPMENT DEPARTMENT	II. KEY MEASURE ANALYSIS
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KPM #7	ERT – Percentage of local participants who rank DLCD involvement in the ERT process as good to excellent.	2006
Goal	Economic development: Promote economic development and quality communities.	
Oregon Context	DLCD Mission.	
Data Source	Customer service survey results provided by economic revitalization team (ERT).	
Owner	Richard Whitman, 503-373-0050 ext 271	



1. OUR STRATEGY

The Economic Revitalization Team (ERT) includes, in their 2008 Oregon Joint Customer Satisfaction Report for the Progress Board, questions measuring customer satisfaction for four partner agencies (DLCD, PUC, ERT, WRD). Questions measure the agencies' involvement in ERT projects

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for timeliness, helpfulness, accuracy, knowledge and expertise, availability of information and overall quality of service. The desired outcome is a high percentage of responses rating DLCD involvement in the ERT process as having a high overall quality of service. Quality of service was chosen as the best indicator of DLCD performance and ERT oversight because this seemed most important from a customer point of view. That 2008 survey result for reporting purposes is 70.3 percent..

2. ABOUT THE TARGETS

The source of information for this performance measure is a 2008 survey sponsored by the Department of Administrative Services' Budget and Management Division, in which ERT also participated. This survey is conducted only every other year. Therefore the targets and outcomes reflect and repeat the 2008 KPM and survey results.

3. HOW WE ARE DOING

The ERT survey is conducted once per biennium. 2008 was the second year for this measure. There is no trend and interpretation of the data is difficult due to data and statistical quality issues. ERT projects are the most difficult and complex, often as a result of the need to coordinate competing program goals and regulations across several agencies. These projects typically have heightened political profiles.

4. HOW WE COMPARE

DLCD's 2008 result of 70.3 placed us second behind the top scoring ERT at 84.6.

5. FACTORS AFFECTING RESULTS

ERT projects are the most difficult and complex to assess, often as a result of the need to coordinate competing program goals and regulations across several agencies. Customer satisfaction results are expected to be lower for these selected projects than reported elsewhere for the agency as a whole. Due to the small number of projects ERT works on each year, relative to overall partner agency projects, the survey sample size is necessarily small and may impact survey results and conclusions drawn from those results. In addition, 2008 was the second year ERT-related questions have been included in ERTs Customer Satisfaction Study for the four targeted agencies. The wording of the questions has been changed, and may yet need further refinement.

6. WHAT NEEDS TO BE DONE

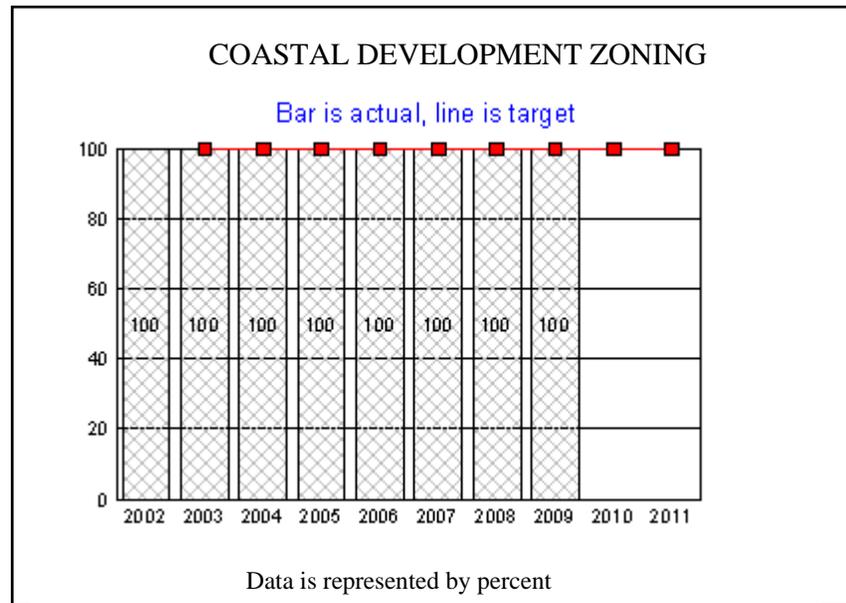
The results need to be used to refine the methodology and establish a target for the next survey. However, fundamental issues regarding the role of the ERT may be difficult to clarify, making it problematical at best to measure outcomes regarding the role and related activities.

7. ABOUT THE DATA

This data are reported as summary data from the 2008 Oregon Economic Revitalization Team Oregon Joint Customer Satisfaction Study (biennial). The department anticipates a biennial survey. There have been changes in how the biennial survey is to be conducted that may make it impossible to include these ERT sub-agency survey questions.

LAND CONSERVATION and DEVELOPMENT DEPARTMENT	II. KEY MEASURE ANALYSIS
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KPM #8	COASTAL DEVELOPMENT ZONING– Percent of estuarine areas designated as “development management units” in 2000 that retain that designation.	2002
Goal	Secure Oregon’s Legacy	
Oregon Context	OBM 4: Job Growth	
Data Source	DLCD databases on periodic review, plan amendment, and permit consistency review.	
Owner	Bob Bailey, 503-373-0050 ext 281	



1. OUR STRATEGY

The agency strategy for this goal is to retain the total number and distribution of estuary management units zoned for development. These areas constitute a relatively small percentage of the total estuarine areas within shallow-draft and deep-draft development estuaries, and are generally

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

2. ABOUT THE TARGETS

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

3. HOW WE ARE DOING

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

4. HOW WE COMPARE

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

5. FACTORS AFFECTING RESULTS

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

6. WHAT NEEDS TO BE DONE

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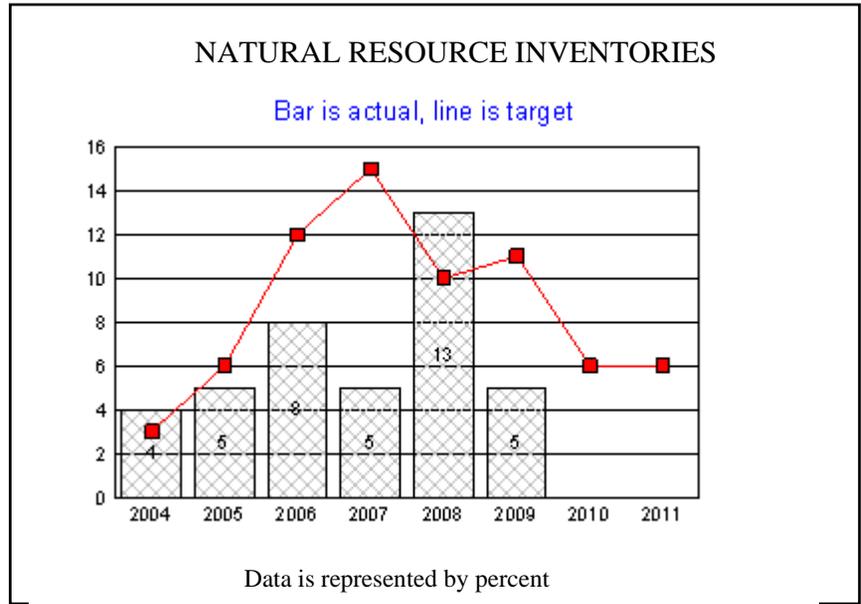
No change is recommended in response to the data. The department will continue to work with local government and the ports to ensure a stable inventory of estuarine areas designated for development in order to assure a sufficient supply of water-dependent and water-related commercial and industrial land,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

7. ABOUT THE DATA

This reporting cycle is from July 1, 2008 through June 30, 2009. Zone changes for these areas require either a major plan amendment or a goal exception. The data are derived from our review of the statutorily required plan amendment and goal exception submittals from local governments. Specific uses within estuaries also require local, state and federal permits. The department routinely reviews those types of permitted activities. The department must review and issue a federal consistency determination for activities that require a federal permit or actions conducted by a federal agency.

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KPM #9	NATURAL RESOURCE INVENTORIES – Percent of urban areas that have updated buildable land inventories to account for natural resource and hazard areas.	2002
Goal	Secure Oregon’s Legacy	
Oregon Context	OBM 4:Job Growth, OBM 67:Emergency Preparedness, OBM 74:Affordable Housing, OBM 77:Wetlands Preservation, OBM 87: Native Fish and Wildlife	
Data Source	DLCD tracking of periodic review approval orders.	
Owner	Rob Hallyburton, 503-373-0050 ext 239	



1. OUR STRATEGY

In order for urban residential development to occur in the manner contemplated by local land use plans and statewide planning goals, local land use

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plans must account for building constraints due to natural resources and natural hazards. Many urban area land use plans were adopted without adequate inventories of natural resource and hazard areas. As buildable land inventories are updated, they include improved inventories of natural resources and hazards necessary to provide a solid basis for development planning and zoning. DLCDC verifies the adequacy of natural resource and hazards inventories during the periodic review and post-acknowledgement plan amendment review processes. An approved periodic review task or adopted post-acknowledgement plan amendment serves as evidence that updated buildable land inventories account for natural resource and hazard areas. For urban development to occur in the manner contemplated by local land use plans and the statewide planning goals, local land use plans must account for building constraints due to natural resources and natural hazards on land otherwise planned and zoned for development.

2. ABOUT THE TARGETS

This target counts cities with population greater than 2,500 (of which there are 102 statewide) that, during the fiscal year, have either received approval for completing a periodic review work task, or have adopted a comprehensive plan amendment that includes an updated buildable lands inventory with goal-compliant natural resource and hazards inventories. This measure tracks the success of local governments in determining development constraints on urban residential lands due to the presence of sensitive natural resources inventoried under Statewide Planning Goal 5 (e.g. wetlands, riparian areas, wildlife habitat) and natural hazards inventoried under Statewide Planning Goal 7 (e.g., floodways and floodplains, landslide hazard areas, urban wildfire zones). The FY2008/09 target of 11% equates to an expectation that approximately 11 cities during the fiscal year would update their buildable lands inventories, and that these updates would account for diminished development potential due to the presence of sensitive natural resources or natural hazards.

3. HOW WE ARE DOING

Performance did not meet the target. This result indicates that cities are making progress more slowly than desired in comprehensively assessing the impact of natural resource and hazard constraints on their urban land supplies.

4. HOW WE COMPARE

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

5. FACTORS AFFECTING RESULTS

This measure was originally crafted when periodic review was the primary vehicle for updating buildable lands inventories. Legislative changes to

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periodic review have substantially reduced the number of jurisdictions subject to periodic review, and have also required that other planning work not associated with natural resource or hazards planning be given higher priority by jurisdictions still subject to periodic review. Also, as a result of this legislation, state grant funding for natural resource inventories has been substantially reduced. Natural hazards inventories are more likely to be up-to-date because they receive funding from the Federal Emergency Management Agency, but this measure does not separate these inventories from natural resource inventories. This measure omits 139 incorporated cities in Oregon with populations less than 2,500, some of which are within the orbit of larger metropolitan areas and are experiencing growth.

6. WHAT NEEDS TO BE DONE

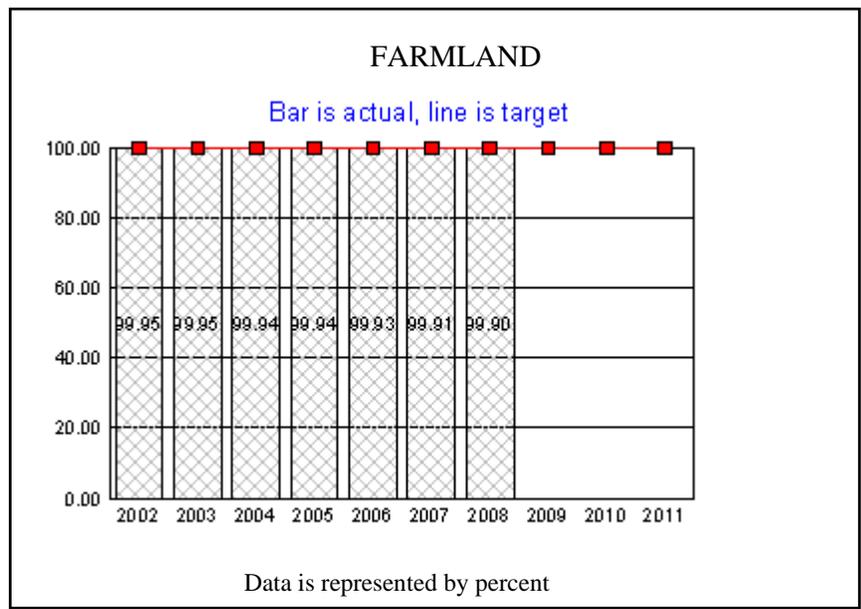
Pursue additional funds for grants to local governments to encourage them to update buildable land inventories and to account for constraints due to the presence of natural resources and natural hazards.

7. ABOUT THE DATA

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

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KPM #10	FARM LAND – Percent of farm land outside urban growth boundaries zoned for exclusive farm use in 1987 that retains that zoning.	2002
Goal	Secure Oregon’s Legacy.	
Oregon Context	OBM 4: Job Growth, OBM 81: Agricultural Lands	
Data Source	DLCD's rural lands GIS database, plan amendment, and farm/forest databases.	
Owner	Rob Hallyburton, 503-373-0050 ext 239	



1. OUR STRATEGY

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

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of local comprehensive land use plans and exclusive farm use zoning. This Key Performance Measure tracks the percentage of agricultural land outside UGBs that remains zoned exclusive farm use (EFU) over time, as compared to the acreage zoned EFU in 1987. The less farmland rezoned for rural or urban development relative to the total amount zoned EFU in 1987, the greater the indication that local plans and ordinances are working to protect farmland for agriculture.

2. ABOUT THE TARGETS

The targets acknowledge that while the land use program is intended to protect agricultural land from conversion to other uses, there nevertheless will be a small amount of land rezoned for urban and rural development as cities grow, and where rural exceptions or non- resource land designations can be justified. This factor is built into the target, which provides for a small amount of yearly rezoning of agricultural land.

3. HOW WE ARE DOING

The results for calendar year 2008 show that the state's land use program continues to work well to maintain agricultural lands for commercial farm use. In 2008, a net of 1,438 acres of EFU land were rezoned to other rural and urban uses, only 54 acres of which was rezoned to another resource use (mixed farm-forest). However, because of a high level of rezonings from EFU to non-farm uses in 2007, the percent of acreage in EFU zones in 2008 is slightly short of the 2008 target. From a base of 16.1 million acres of EFU-zoned land in 1987, a total of 16,297 acres have been rezoned to other urban and rural uses in the 21-year period through 2008.

4. HOW WE COMPARE

To our knowledge, there are no public or private standards for farmland zoning to compare with Oregon's land use program. However, there is indirect evidence of the effectiveness of Oregon's extensive EFU zoning. The most recent US Census of Agriculture figures show that Oregon is holding onto its large and mid-sized farms at a significantly higher rate than the rest of the nation. Between 1978 and 2007, the rate of loss of large (500+ acres) and mid-sized (50-499 acres)farms in Oregon was less than one third that of the rate for the nation as a whole.

5. FACTORS AFFECTING RESULTS

Rezoning of farmland occurs through local government decisions in response to applications to change EFU zoning or expansion of urban growth boundaries. Such applications are subject to LCDC goals, rules and state land use statutes. While this performance measure provides a good overall assessment of the longevity of EFU zoning over time, the modest amount of land rezoned out of EFU compared to the very large base of current EFU zoning is so small as to not register on the KPM performance graph. This measure does not assess the type or level of development and land

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division activity that occurs within EFU zones, including that projected to occur through Measure 49 claims (development of farm land under measures 37 and 49 does not require a rezoning of land, and therefore is not tracked by this measure).

6. WHAT NEEDS TO BE DONE

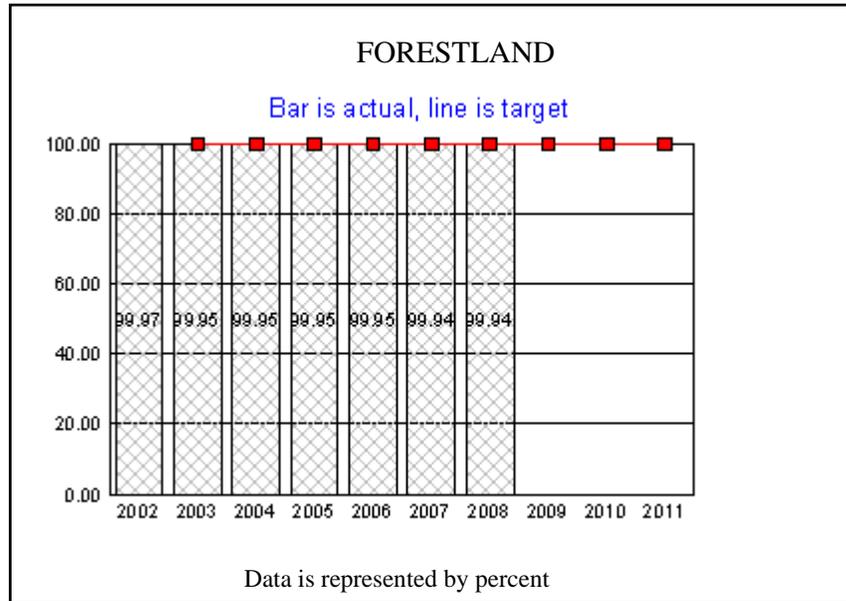
Continue current efforts toward meeting the target, but consider refining the performance measure, or adding new measures, to allow more detailed evaluation of Goal 3 farmland protections and for the effects of Measure 49.

7. ABOUT THE DATA

The data come from information submitted by local governments to the Department for each calendar year, as required by ORS 197.065 and 197.610. Local governments have the opportunity to review and respond to draft compiled data in the annual Farm Report before it is finalized.

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KPM #11	FOREST LAND – Percent of forest land outside urban growth boundaries zoned in 1987 for forest or mixed farm/forest use that remains zoned for those uses.	2002
Goal	Secure Oregon’s Legacy.	
Oregon Context	OBM 4: Job Growth, OBM 81: Forest Land	
Data Source	DLCD’s rural lands GIS database and plan amendment database.	
Owner	Rob Hallyburton, 503-373-0050 ext 239	



1. OUR STRATEGY

This Key Performance Measure tracks the percentage of forestland that remains zoned for forest or mixed farm-forest use over time as compared to the acreage zoned for forest or farm-forest uses in 1987. The less forest land rezoned for urban and rural development relative to the amount zoned

LAND CONSERVATION and DEVELOPMENT DEPARTMENT

II. KEY MEASURE ANALYSIS

forest or mixed farm-forest in 1987, the greater the indication that local plans and ordinances are working to protect forestland for commercial and other forest uses.

2. ABOUT THE TARGETS

The targets acknowledge that while the land use program is intended to protect forestland from conversion to other uses, there nevertheless will be a small amount of land rezoned for urban and rural development as cities grow and where rural exceptions or non-resource land designations can be justified. This factor is built into the target, which provides for a small amount of yearly rezoning of forest and mixed farm-forest land.

3. HOW WE ARE DOING

The results for calendar year 2008 show that the state's land use program continues to work well to maintain forestlands for commercial and other forest uses. In 2008, a net of 297 acres of forest and mixed farm-forest lands were rezoned to other rural uses (none were rezoned to urban uses), 131 acres or 44% of which were rezoned to EFU use and 166 acres of which were rezoned for rural development uses. Not included in these figures were another 509 acres rezoned from forest to mixed farm-forest use. From a 1987 base of 11.8 million acres of forest and mixed farm-forest zoned land, a net total of 10,620 acres have been rezoned from forest and farm-forest to other rural and urban uses in the 21-year period through 2008.

4. HOW WE COMPARE

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

5. FACTORS AFFECTING RESULTS

Rezoning of forestland occurs through local government decisions in response to applications by property owners to change forest or farm-forest zoning. The approval of such applications is governed by LCDC goals, rules and state land use statutes. While this performance measure provides a good overall assessment of the longevity of forest and farm-forest zoning over time, the modest amount of land rezoned out of forest use compared to the very large base of current forest and farm-forest zoning is so small as to not register on the KPM Forest Land graph. This measure does not assess the type or level of development and land division activity that occurs within forest and farm-forest zones, including that projected to occur through Measure 37 and 49 claims.

6. WHAT NEEDS TO BE DONE

LAND CONSERVATION and DEVELOPMENT DEPARTMENT

II. KEY MEASURE ANALYSIS

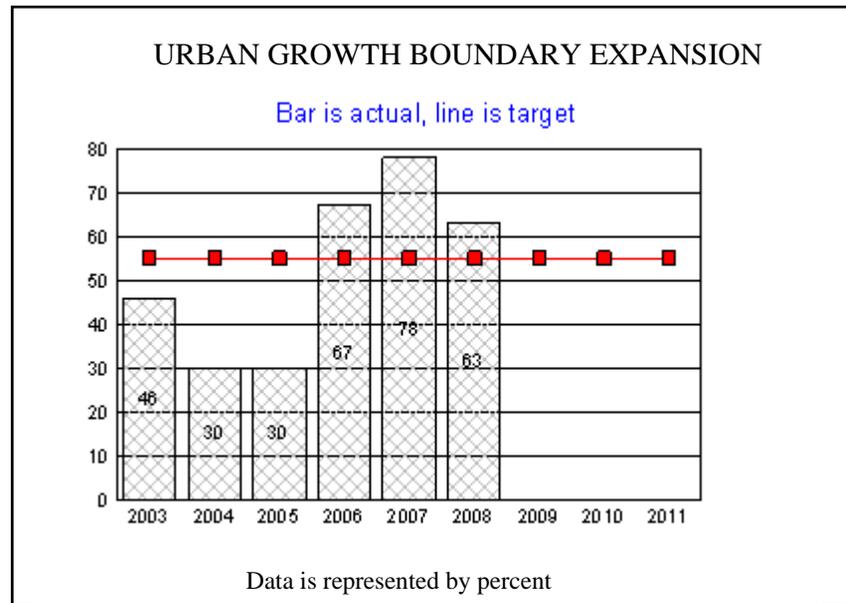
Continue current efforts toward meeting this target, but consider refining the performance measure or adding new measures to allow more detailed evaluation of Goal 4.

7. ABOUT THE DATA

The data come from information submitted by local governments to the department for each calendar year, as required by ORS 197.065 and 197.610. Local governments have the opportunity to review and respond to draft compiled data in the biennial Forest Report before it is finalized.

LAND CONSERVATION and DEVELOPMENT DEPARTMENT	II. KEY MEASURE ANALYSIS
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KPM #12	URBAN GROWTH BOUNDARY EXPANSION – Percent of land added to urban growth boundaries that is not farm or forest land.	2002
Goal	Secure Oregon's Legacy.	
Oregon Context	OBM 81: Agricultural Lands, OBM 82: Forest Land	
Data Source	Plan amendment and periodic review database.	
Owner	Rob Hallyburton, 503-373-0050 ext 239	



1. OUR STRATEGY

Statewide Planning Goal 14 requires each city (or Metro) to establish an urban growth boundary (UGB) to separate urban land from rural farm and forest land, and assure that urban areas have sufficient land for long-term growth while providing for an orderly and efficient transition from rural to

LAND CONSERVATION and DEVELOPMENT DEPARTMENT

II. KEY MEASURE ANALYSIS

urban land use. Land included in a UGB must be selected consistent with priorities set forth in ORS 197.298 and Goal 14 intended to conserve farm and forest land as much as possible. Those priorities require that farm or forest lands are the last priority for UGB expansions.

2. ABOUT THE TARGETS

The target for this Key Performance Measure was set based on historic trends and the state's goal to limit the amount of land that is zoned for EFU or forest use added annually to UGBs and rezoned for development. While the department cannot directly control the amount or types of land added to UGBs, a desirable target is that a minimum of 55% of the lands added to UGBs each year be land currently zoned for non-resource uses rather than land currently zoned for farm or forest use.

3. HOW WE ARE DOING

In 2008, 78% of the acreage added (418 acres) to UGBs statewide was land that had been zoned for nonresource uses, and 22% of the acreage added was land previously zoned for farm or forest uses. This target was exceeded.

4. HOW WE COMPARE

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

5. FACTORS AFFECTING RESULTS

The total number of UGB amendments and acreage involved is highly variable from year to year. Many UGB amendments occur in areas surrounded by farm or forest-zoned lands. In some areas, non-resource zoned lands are in increasingly short supply, so cities have no choice but to include farm or forest land as the urban area expands. Local governments select the type of land added to urban growth boundaries through plan amendments approved at the city and county level. LCDC has some authority to disallow UGB amendments that do not follow statutory priorities regarding farm land, but this ability will not improve performance where local governments have no other options for urban expansion.

6. WHAT NEEDS TO BE DONE

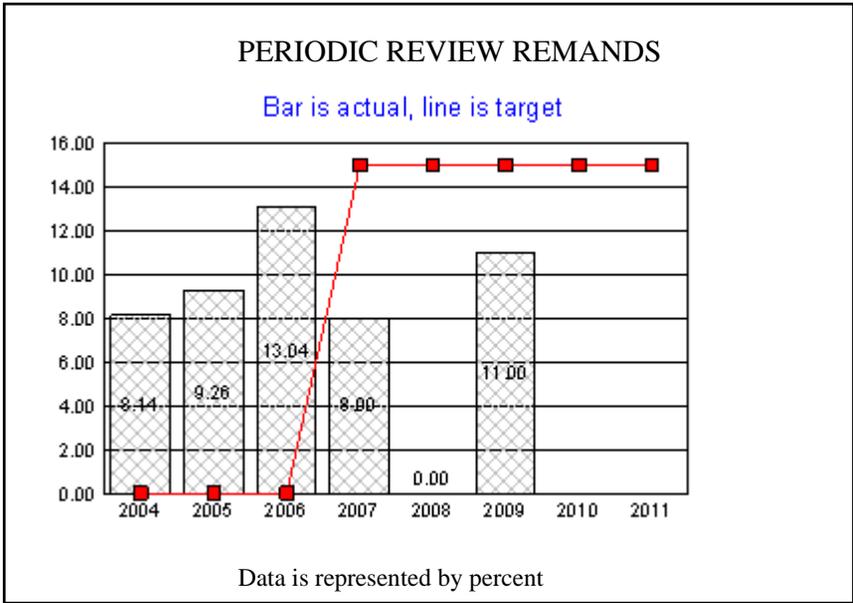
Continue current efforts , but reevaluate or refine the target based on the relative availability of non-resource zoned lands available for inclusion in UGBs.

7. ABOUT THE DATA

The data come from information submitted by local governments to the department for each calendar year, as required by ORS 197.065 and 197.610. Local governments have the opportunity to review and respond to draft compiled data in the biannual Farm and Forest Reports before they are finalized.

LAND CONSERVATION and DEVELOPMENT DEPARTMENT	II. KEY MEASURE ANALYSIS
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KPM #13	PERIODIC REVIEW REMANDS – Percent of periodic review work tasks that are returned to local jurisdictions for further action.	2003
Goal	Improve Collaboration.	
Oregon Context	DLCD Mission	
Data Source	Department records.	
Owner	Darren Nichols, 503-373-0050 ext 255	



1. OUR STRATEGY

DLCD works with a limited number of cities and counties to periodically update local land use plans. The purpose of periodic review is to ensure that comprehensive plans are consistent with statewide land use goals and reflect the current vision and priorities of communities. This measure relies

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II. KEY MEASURE ANALYSIS

on DLCD and LCDC's authority to review and approve land use plan changes submitted for periodic review approval.

2. ABOUT THE TARGETS

The target is premised on the percentage of periodic review work task submittals that do not satisfy applicable state requirements being at or below 15%. A lower percentage is desirable.

3. HOW WE ARE DOING

The department has met the target. The target for 2008-09 is for the department to return less than 15 percent of submitted work tasks to local jurisdictions. Two tasks were remanded, or returned for additional work out of a total of 18 submitted by local jurisdictions.

4. HOW WE COMPARE

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

5. FACTORS AFFECTING RESULTS

The target predicts few remands, which was the case this year, with two remands issued by the department.

6. WHAT NEEDS TO BE DONE

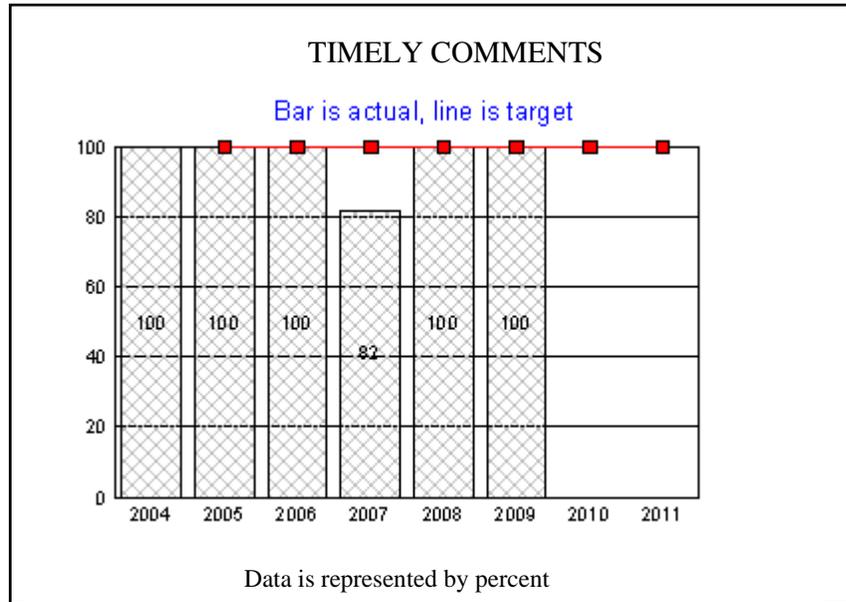
The department should continue to work closely with local governments involved in periodic review in order to improve the planning products submitted to the state for approval.

7. ABOUT THE DATA

The 2009 data is for all periodic review approval decisions made by DLCD or LCDC for the fiscal year from July 1, 2008 through June 30, 2009. There are four possible outcomes for each submittal: approval, remand, partial approval and partial remand, or referral to LCDC for a decision. The data is typically derived by dividing the total number of approval decisions (18 for the reporting period) by the number of remands (there were two remands this reporting period).

LAND CONSERVATION and DEVELOPMENT DEPARTMENT	II. KEY MEASURE ANALYSIS
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KPM #14	TIMELY COMMENTS – Percent of DLCD concerns or recommendations regarding local plan amendments that are provided to local governments within the statutory deadlines for such comments.	2003
Goal	Improve collaboration and deliver the highest level of customer service possible.	
Oregon Context	DLCD Mission	
Data Source	Department records.	
Owner	Darren Nichols, 503-373-0050 ext 255	



1. OUR STRATEGY

DLCD staff reviews proposed local plan amendments and provides comments, concerns or recommendations to the local government, when warranted, in a timely manner.

LAND CONSERVATION and DEVELOPMENT DEPARTMENT

II. KEY MEASURE ANALYSIS

2. ABOUT THE TARGETS

DLCD should make comments within the deadlines established by statute. Thus, the target is set at 100 percent. The statutory deadline is 15 days before the final evidentiary hearing at the local government. Local jurisdictions are required to submit plan amendments to the department at least 45 days prior to the local government's first evidentiary hearing, but do not always meet this deadline.

3. HOW WE ARE DOING

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

4. HOW WE COMPARE

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

5. FACTORS AFFECTING RESULTS

The complexity of some submittals makes the review deadline difficult to attain in some cases. In some cases, the proposal as submitted is not complete, or is changed or supplemented over time, further complicating review for the department and others. The department continues to strive for early coordination and communication with local governments in its efforts to provide accurate, constructive and timely help to Oregon communities.

6. WHAT NEEDS TO BE DONE

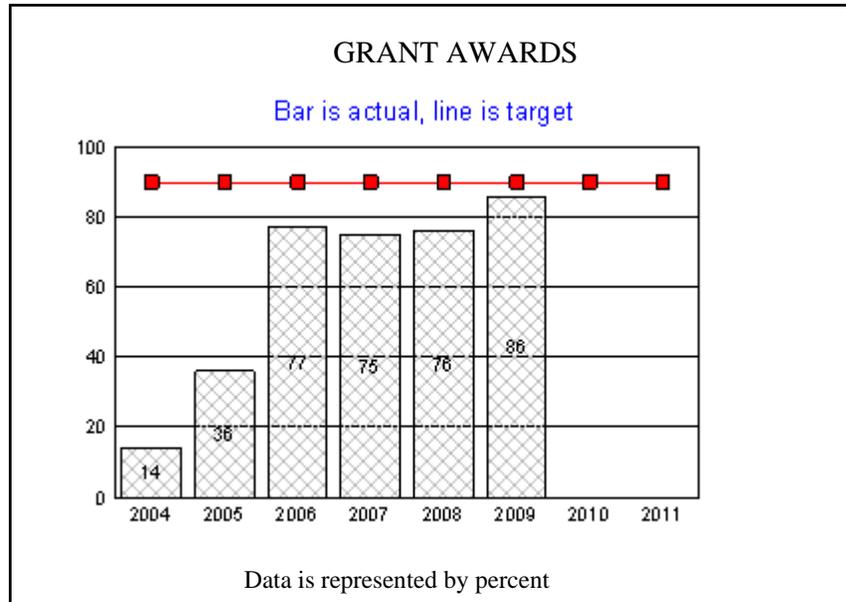
The department continues to emphasize the importance of providing constructive comments within the required statutory time lines. DLCD distributed a plan amendment processing schedule and to relevant staff. This procedure helps the department continue to provide comments in an efficient, timely manner.

7. ABOUT THE DATA

The department maintains a database of plan amendments notices and tracks department responses. The 2009 data are for comments made by DLCD during the fiscal year from July 1, 2008 through June 30, 2009.

LAND CONSERVATION and DEVELOPMENT DEPARTMENT	II. KEY MEASURE ANALYSIS
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KPM #15	GRANT AWARDS – Percent of local grants awarded to local governments within two months after receiving application.	2003
Goal	Improve Collaboration and Deliver the highest level of customer service possible.	
Oregon Context	DLCD Mission	
Data Source	Department records.	
Owner	Darren Nichols, 503-373-0050 ext 255	



1. OUR STRATEGY

In order to provide quality customer service to local governments, DLCD endeavors to make decisions on grant applications quickly.

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II. KEY MEASURE ANALYSIS

2. ABOUT THE TARGETS

The 90 percent target was established as an ambitious but attainable objective.

3. HOW WE ARE DOING

DLCD met its target in this reporting period, which continues an improving trend for this performance measure. That is, of 137 grants awarded in this reporting period, 118 were awarded within two months of application submittal. As reported last year, increased staff attention was devoted to improving outcomes in this area.

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. There were 137 grants awarded during this reporting period.

6. WHAT NEEDS TO BE DONE

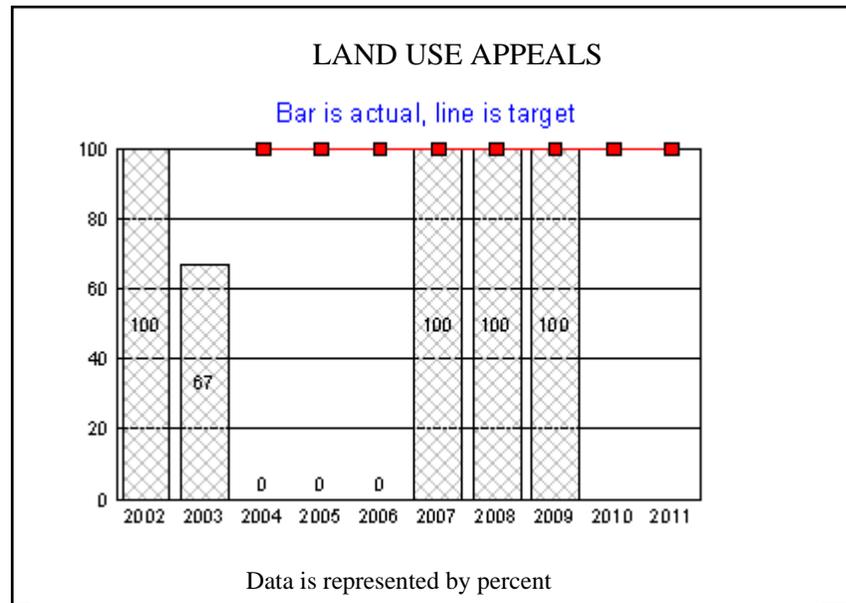
The department has continued refining internal processes for grant evaluation. The department has convened an internal staff group to review and recommend improvements for the grant application/awards process. The department has also asked for input from its Grants Advisory Committee regarding the same issues.

7. ABOUT THE DATA

The data are for grant approvals by DLCD during the fiscal year from July 1, 2008 through June 30, 2009, including General Fund grants, commonly referred to as Technical Assistance, Periodic Review, and Gorge grants. These grants are awarded on a biennial basis.

LAND CONSERVATION and DEVELOPMENT DEPARTMENT	II. KEY MEASURE ANALYSIS
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KPM #16	LAND USE APPEALS – Percentage of agency appeals of local land use decisions that were upheld by LUBA and the Courts.	2003
Goal	Economic development: Promote economic development and quality communities.	
Oregon Context	DLCD Mission	
Data Source	DLCD appellate case database.	
Owner	Darren Nichols, 503-373-0050 ext 255	



1. OUR STRATEGY

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

LAND CONSERVATION and DEVELOPMENT DEPARTMENT

II. KEY MEASURE ANALYSIS

2. ABOUT THE TARGETS

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

3. HOW WE ARE DOING

There continue to be few appeals of local government land use decisions. The department filed two appeals in FY 2008-2009. One appeal was dismissed following a settlement; the decision in the other is pending. There were no final decisions during this period.

4. HOW WE COMPARE

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

5. FACTORS AFFECTING RESULTS

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

6. WHAT NEEDS TO BE DONE

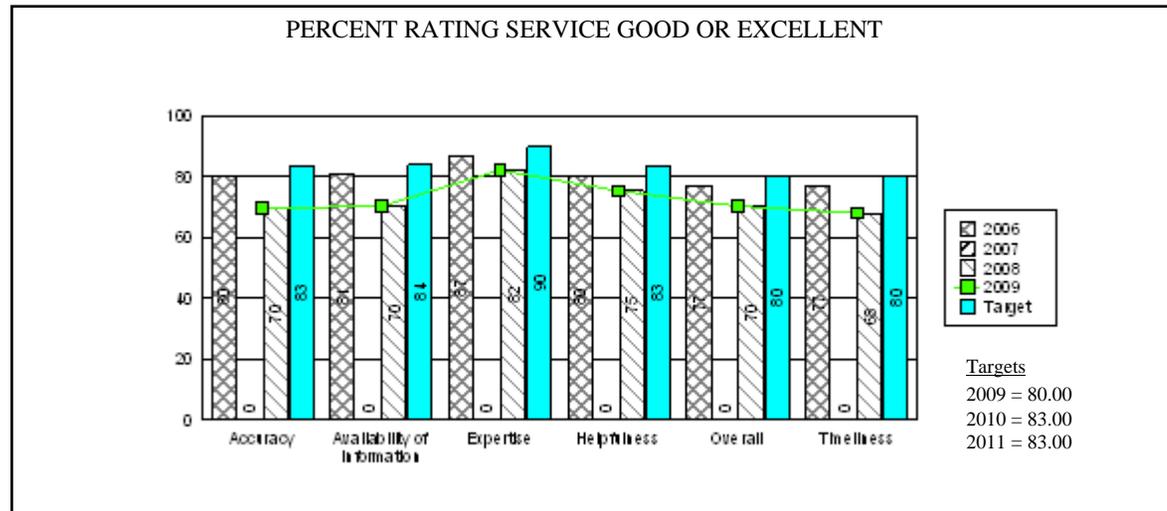
Continue to appeal only where an appeal has merit and land use policy implications.

7. ABOUT THE DATA

The data reported are for decisions on appeals that were issued by the Land Use Board of Appeals, Oregon Court of Appeals, and Oregon Supreme Court between July 1, 2008 and June 30, 2009. The data are taken from LUBA and appellate court decisions, which LUBA sends to the department on a weekly basis. Strength of the data: They are reliable because they come from a primary source. Weaknesses of the data: "Upheld" in the context of this key performance measure means LUBA or the court agreed with the department's position, generally resulting in a remand or reversal of the local government's decision. A case that has been dismissed or withdrawn, or voluntarily remanded, is not included in the calculation. However, sometimes a dismissal or voluntary remand signifies success. An appeal dismissed at DLCD's request is different than an appeal dismissed involuntarily.

LAND CONSERVATION and DEVELOPMENT DEPARTMENT	II. KEY MEASURE ANALYSIS
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KPM #17	CUSTOMER SERVICE: Percent of customers rating their satisfaction with the agency’s customer service as “good” or “excellent”: overall customer service, timeliness, accuracy, helpfulness, expertise and availability of information.	2006
Goal	Improve Collaboration and Deliver the highest level of customer service possible.	
Oregon Context	DLCD Mission	
Data Source	Department survey results.	
Owner	Richard Whitman, 503-373-0050 ext 271	



1. OUR STRATEGY

The 2005 Legislature approved Statewide Customer Service Performance Measures and required all state agencies to survey and report on customer satisfaction. The department participated in the customer satisfaction survey sponsored by the Oregon Progress Board in 2006 and 2008. The department anticipates a biennial survey of its customers and therefore does not have any data to report for 2009.

LAND CONSERVATION and DEVELOPMENT DEPARTMENT

II. KEY MEASURE ANALYSIS

2. ABOUT THE TARGETS

This continues to be a relatively new biennial key performance measure for the department. For the 2009 reporting period, there are no data and no target. Because the measure was new, there were no targets established for 2006. Because this is a biennial measure, the 2008 and 2010 targets should have reflected zero. 2010 targets were established using 2008 data as a baseline with a modest but achievable target.

3. HOW WE ARE DOING

This is a relatively new biennial key performance measure for the department. For the 2005 reporting period, there are no data and no target. Because the measure was new, there were no targets established for 2006. In 2008, data collection shows satisfaction decreased slightly from 2006 to 2008. Slightly more than 70% of respondents rated satisfaction with overall service at DLCD as good or excellent. There was a decrease in percentage of respondents who rated the overall quality excellent. Timeliness of service provided by the department scored the lowest for the department in comparison to other indicators, but was still above average with 68% of respondents rating timeliness good or excellent. Knowledge and expertise was rated most highly at 82.1%. 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 written an Introductory Guide to Land Use Planning for Cities and Counties in Oregon, and has implemented planner's network meetings all over the state. The department also continues its internal communication improvements by conducting regular division and all-staff meetings. The Citizen Involvement Advisory Committee also regularly reports its findings and recommendations to LCDC.

4. HOW WE COMPARE

Comparisons at this point are not available until further data collection occurs over the coming biennia.

5. FACTORS AFFECTING RESULTS

There are no data to report for 2009.

6. WHAT NEEDS TO BE DONE

All DLCD employees are responsible for customer service in one way or another. In response to the 2006 and 2008 data, the department has worked on customer service. While there are no data to report for 2009, the department continues its efforts to improve communications with local jurisdictions and department stakeholders. The department also continues its work on internal communication by: bringing in expert speakers

LAND CONSERVATION and DEVELOPMENT DEPARTMENT

II. KEY MEASURE ANALYSIS

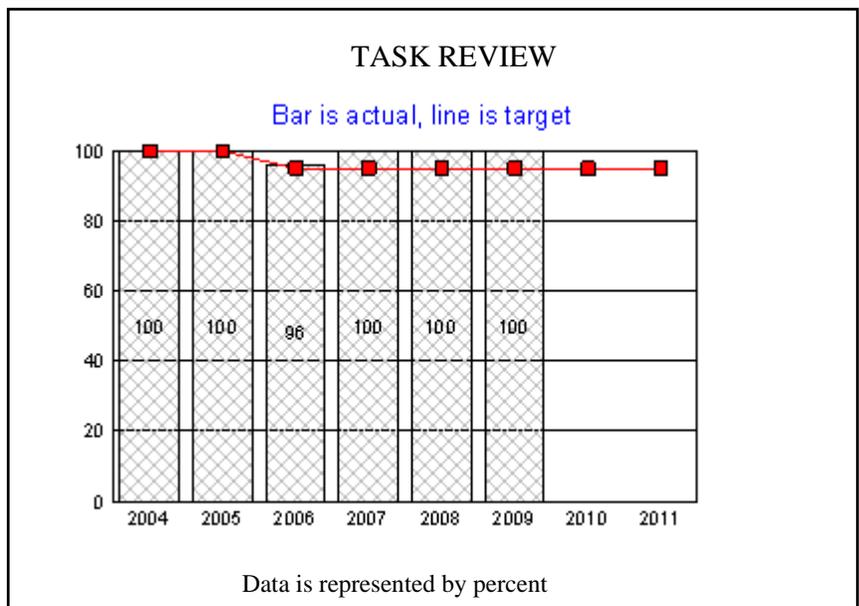
to all-staff meetings; providing division updates in the Director's Report to the Land Conservation and Development Commission; communications training for all employees; implementation of communications tools received in the training course; and establishment of chartered workgroups. The Citizen Involvement Advisory Committee continues regularly reports its findings and recommendations to the Land Conservation and Development Commission. The re-establishment of the Local Officials Advisory Committee is also underway. The department anticipates additional data collection for the next biennial customer satisfaction survey in preparation for the 2010 Annual Performance Progress Report. The department also anticipates making a coordinated management response to the data from this survey.

7. ABOUT THE DATA

The Department of Land Conservation and Development (DLCD) participated in the customer service survey sponsored by the Oregon Progress Board in 2006 and 2008. 2010 data will be collected by the department. A determination and collection of this data will occur in time for the 2010 Annual Performance Progress Report.

LAND CONSERVATION and DEVELOPMENT DEPARTMENT	II. KEY MEASURE ANALYSIS
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KPM #18	TASK REVIEW – Percent of periodic review work tasks under review at DLCD for no longer than four months.	2003
Goal	Streamlining	
Oregon Context	DLCD Mission	
Data Source	Department records.	
Owner	Darren Nichols, 503-373-0050 ext 255	



1. OUR STRATEGY

In order to provide quality service to local governments, DLCD and LCDC decisions regarding submitted periodic review tasks need to be made in a timely manner in order to meet the four month deadline.

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II. KEY MEASURE ANALYSIS

2. ABOUT THE TARGETS

DLCD is statutorily obligated to make task decisions within 120 days of the date of periodic review work task submittal, with some exceptions. The target recognizes that exceptions to these deadlines might be necessary at times, but infrequently.

3. HOW WE ARE DOING

The department met its target during the reporting period.

4. HOW WE COMPARE

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

5. FACTORS AFFECTING RESULTS

The complexity and adequacy of the local government's task submittal, and the number and complexity of objections from third parties, have a major influence on the time necessary for the department's review of periodic review submittals.

6. WHAT NEEDS TO BE DONE

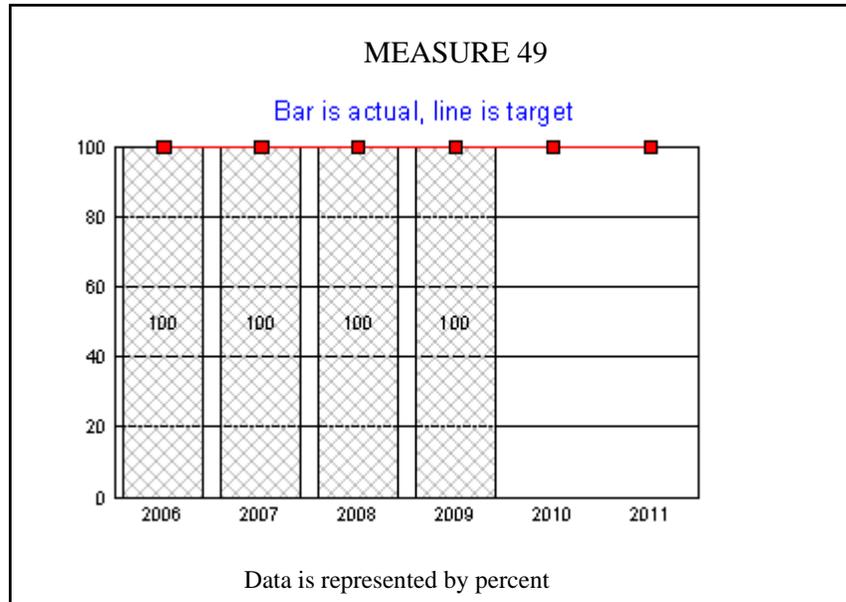
DLCD needs to continue providing timely reviews of periodic review task submittals.

7. ABOUT THE DATA

The data reported are for periodic review work task decisions made by DLCD during the fiscal year between July 1, 2008 and June 30, 2009.

LAND CONSERVATION and DEVELOPMENT DEPARTMENT	II. KEY MEASURE ANALYSIS
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KPM #19	MEASURE 49 - Percentage of Measure 49 claims assigned to the agency that are processed within 180 days.	2006
Goal	Streamlining	
Oregon Context	DLCD Mission	
Data Source	Department records.	
Owner	Judith Moore, 503-373-0050 ext 373	



1. OUR STRATEGY

2004 Ballot Measure 37 (ORS 197.352) allowed the owner of an interest in private real property who believed that one or more land use regulations had reduced the value of his or her property to file a written demand for compensation with the public entity that enacted the regulation. The public

LAND CONSERVATION and DEVELOPMENT DEPARTMENT

II. KEY MEASURE ANALYSIS

entity then had the choice to pay compensation for any reduction in value, or waive the regulation to allow the owner to carry out a use of the property permitted when he or she acquired it. If the regulation continued to apply to the property 180 days after the demand, the owner was entitled to compensation, including attorney fees. The state received approximately 6,800 Measure 37 claims and met all 180 day deadlines that fell before statutory changes were made to the requirement. Measure 49 (ORS 195.300), effective December 6, 2007, altered Measure 37 by replacing waivers with an authorization to establish a limited number of home sites. Measure 49 provides for supplemental review of Measure 37 claims, and also allows for new Measure 49 claims, based on land use regulations adopted after January 1, 2007. The department works closely with the Department of Justice to analyze each type of Measure 49 election/claim. Under HB 3225 (2009) there is a June 31, 2010 deadline for DLCDC final action with regard to Measure 37 supplemental reviews under Measure 49. There is also, a 180 day timeline for processing of any new Measure 49 claims, which is the focus of this performance measure.

2. ABOUT THE TARGETS

Measure 49 prescribes a time limit of 180 days from the filing of a new Measure 49 claim before certain remedies may be due to claimants. The department works closely with the Department of Justice to meet statutory deadlines and to reduce risk to the state.

3. HOW WE ARE DOING

The department has processed approximately 88 new claims to-date within the 180 day deadline. However, virtually all of those claims were Measure 37 claims that were filed after June 28, 2008, and thus were required to be treated as new claims. New claims must be based on land use regulations adopted after January 1, 2007. Of the 88 new claims, none were considered valid new claims.

4. HOW WE COMPARE

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

5. FACTORS AFFECTING RESULTS

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

6. WHAT NEEDS TO BE DONE

LAND CONSERVATION and DEVELOPMENT DEPARTMENT

II. KEY MEASURE ANALYSIS

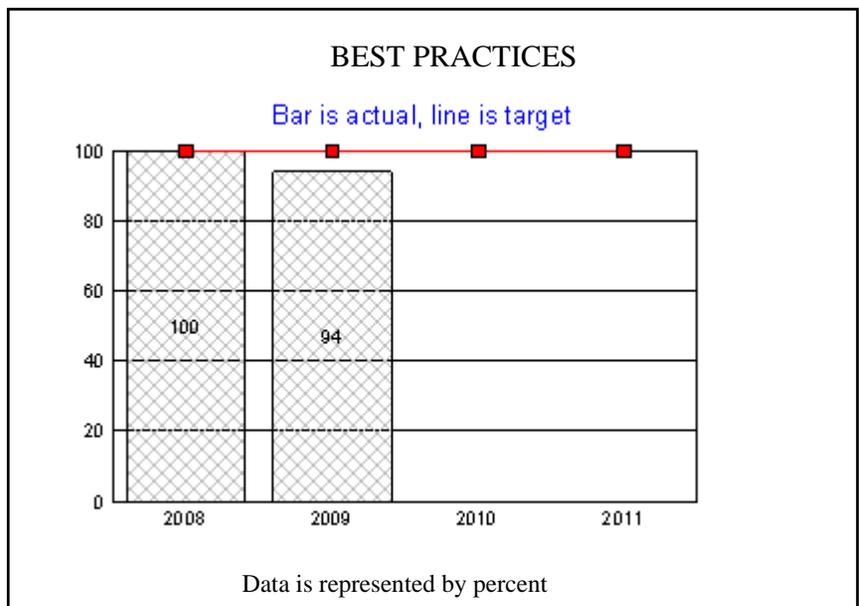
The department is responding to new claims in a timely manner. The department tracked legislation in the 2009 session to flag legislation that could trigger new Measure 49 claims.

7. ABOUT THE DATA

There is no ambiguity about the data. They tracked as new claims are submitted.

LAND CONSERVATION and DEVELOPMENT DEPARTMENT	II. KEY MEASURE ANALYSIS
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KPM #20	BEST PRACTICES – Percent of total best practices met by the Board.	2007
Goal	Streamlining	
Oregon Context	DLCD Mission	
Data Source	Department and Land Conservation and Development Commission records.	
Owner	Teddy Leland, 503-373-0050 ext 237	



1. OUR STRATEGY

The 2007 Legislature approved a Statewide Best Practices Measure and required certain boards and commissions to report on ability to meet established criteria. Implementation of this performance measure for affected boards and commissions includes an annual self-assessment. To meet

LAND CONSERVATION and DEVELOPMENT DEPARTMENT

II. KEY MEASURE ANALYSIS

this requirement, each member of LCDC conducts a self-assessment against 15 best practices criteria established by the Department of Administrative Services and the Legislative Fiscal Office and reflected on a best practices scorecard. The commission has defined how it will meet the established criteria. The commission completed its first best practices scorecard in 2008. This report includes the Land Conservation and Development Commission (LCDC) completion of its second (2009) best practices scorecard.

2. ABOUT THE TARGETS

This was a new measure for the Land Conservation and Development Commission (LCDC) in 2007. Until further data are received, target establishment has been based on approximations of anticipated ability to meet the best practices criteria established by the legislature.

3. HOW WE ARE DOING

For the prior reporting period, the commission, as a result of transition in director's office, determined it should report "not applicable" for the annual review of the director. With the "not applicable" score, the commission otherwise met the target for 2008. For 2009, the commission recorded a 6% "no" score and 94% "yes" score. The "no" score pertains to the director's evaluation. The commission is finalizing the evaluation criteria for the director's performance evaluation. The commission anticipates meeting the 100% target upon completion of the director's evaluation in the near future.

4. HOW WE COMPARE

This is a relatively new measure for state boards and commission. Comparisons at this point are not available until further data collection occurs over the next biennium.

5. FACTORS AFFECTING RESULTS

The commission hired a new director effective January 2008. The commission is determining the level of involvement of staff and other stakeholders in the evaluation process. To effectively consider all aspects of evaluating its director, the commission determined a slight delay in completing the director's evaluation is the best approach. The commission is actively researching and discussing evaluation criteria. The commission anticipates it will be able to meet a 100% target achievement in the near future.

6. WHAT NEEDS TO BE DONE

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II. KEY MEASURE ANALYSIS

The commission is actively preparing its evaluation criteria and anticipates completing its evaluation of the director in the near future. Once this item has been accomplished, the commission will have achieved its 100% target.

7. ABOUT THE DATA

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

LAND CONSERVATION and DEVELOPMENT DEPARTMENT	III. USING PERFORMANCE DATA
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Agency Mission: To support all our partners in creating and implementing local comprehensive plans that reflect and balance the statewide goals, the vision of local citizens, and the interests of local, state, federal and tribal governments.

Contact: Michael Morrissey	Contact Phone: 503-373-0050
Alternate: Teddy Leland	Alternate Phone: 503-373-0050

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

1. INCLUSIVITY	<p>* Staff : In 2003, a staff workgroup that included representatives of all DLCD programs developed a draft strategic plan and performance measures. DLCD also put together a stakeholder group including representatives of local governments, advocacy organizations, and other state agencies. Land Conservation and Development Commission (LCDC) reviewed and approved the strategic plan and provided input on the performance measures. Staff have now begun re-examining that strategic plan, and proposals to revise one or more performance measures could be an outcome of that exercise.</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, other avenues are available to the department regarding land use objectives and outcomes. The Land Conservation and Development Commission and the department recently approved a 2009-2011 policy agenda and work plan, after several public hearings and invited input from many organizations and individuals.</p> <p>* Citizens: The Oregon Task Force on Land Use Planning recommended creation of a coordinated state agency strategic plan for Oregon's land use program. Integral to that recommendation was inclusion of benchmarks and performance measures.</p>
2 MANAGING FOR RESULTS	<p>Performance measure data influences staff and LCDC in considering the need for program or policy changes, as well as decisions regarding agency priorities and budget. Changes made in response to performance measure data include revisions to staffing levels needed to meet Measure 49 statutory deadlines. The ability of the department to meet its performance measure targets and other objectives is also subject to the capacity of the local jurisdictions to timely perform their land use planning objectives. The department responds to requests for technical assistance from local jurisdictions through its grants program. The ability to improve performance measurement is dependent to a degree on proposed policy packages in the budget process requesting additional grant funding, staffing resources, and</p>

	information technology capacity.
3 STAFF TRAINING	The department's key performance measure coordinator heavily involves staff throughout the department in gathering and analyzing data necessary for the APPR.
4 COMMUNICATING RESULTS	<p>* Staff : DLCD submits its annual report to DAS upon approval by the LCDC. LCDC also receives the report for the purpose of informing the budget development process. The department Director reviews the performance data and makes recommendations for changes. The department continues using this report to identify recommended changes in process or other actions.</p> <p>* Elected Officials: The agency provides the annual report to the Department of Administrative Services Budget and Management Division for general reporting purposes and to the Joint Committee on Ways and Means during the budget hearing process.</p> <p>* Stakeholders: The annual report is also available to the public on DLCD's website at http://www.oregon.gov/LCD/docs/publications/.</p> <p>* Citizens: The annual report is also available to the public on DLCD's website at http://www.oregon.gov/LCD/docs/publications/.</p>