

LFO Revised Budget Form #107BF04c

Columbia River Gorge Commission

Annual Performance Progress Report (APPR) 2007 (calendar year 2006)

Original Submission Date: August 10, 2007

2005-07 KPM#	2005-07 Key Performance Measures (KPMs)	Page #
1	NEW RESIDENTIAL DEVELOPMENT -Percent of new residential developments in the National Scenic Area that occurs in urban areas (OR and WA)	5-6
2	GRANTS AND LOANS-Percentage of grants and loans made in Columbia Gorge area by Oregon Investment Board and Washington Investment Board that are certified by the Gorge Commission	7-8
3	AGRICULTURE-Percentage of developments approved in the National Scenic Area on land designated agricultural that preserve the land for current or future agricultural production	9-10
4	FOREST-Percentage of developments approved on lands designated forest that preserve the land for current or future forest management.	11-12
5	APPEALS-Percentage of appeals to the Gorge Commission resolved through alternative dispute resolution.	13
6	PRESENTATION-Percentage of participants in presentations made by the Gorge Commission to civic and community groups each year who state that they have a better understanding of the National Scenic Area after the presentation.	14
7	SURVEY-Percentage of citizens surveyed (out of what number) at Commission meetings who feel they were fairly treated by the Gorge Commission.	15
8	COUNTY DECISIONS-Percentage of county development decisions that are reviewed during the land use permitting process by Gorge Commission staff (OR and WA)	16-17
9	FEDERAL APPROPRIATION-Annual federal appropriations letter coordinated by March 1 of every year.	18
10	DEVELOPMENT REVIEWS-Percentage of Development Reviews that are issued within 72 days, 102 days and 150 days	19-20
11	AGENCY SERVICES RATING-Percentage of customers rating satisfaction with agency services above average or excellent for: A: Timeliness B: Accuracy C: Helpfulness D: Expertise E: Information Availability	21-22
12	Percent of total best practices met by the Board	23-24

COLUMBIA RIVER GORGE COMMISSION

I. EXECUTIVE SUMMARY

Agency Mission: Protect And Enhance The Scenic, Natural, Cultural And Recreational Resource Of The Columbia River Gorge, And Support The Economy Of The Area By Encouraging Growth To Occur In Urban Areas And Allowing Economic Development Consistent With Resource Protection.

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1. SCOPE OF REPORT

All agency programs/services are addressed by legislatively adopted key performance measures for 2007-2009. These performance measures are reported for calendar year 2006.

2. THE OREGON CONTEXT

Commission Influence on Higher Level Outcomes and Oregon Benchmarks

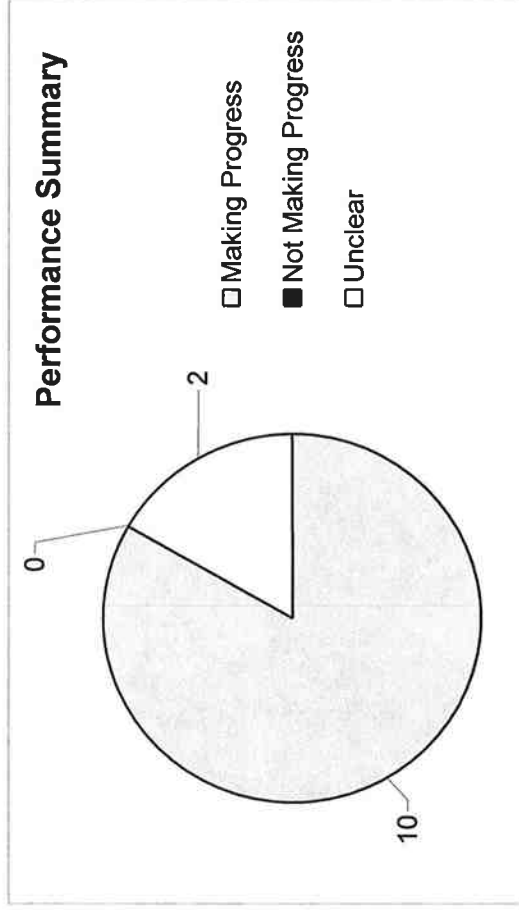
The Commission has a moderate degree of influence on its higher level outcomes. It also has a moderate influence on the Oregon Benchmarks identified as part of its performance measures, but its influence is only within the geographic confines of the Columbia River Gorge National Scenic Area.

The Commission's ability to affect these outcomes is influenced by several factors:

- The Commission shares responsibility for implementing the National Scenic Area Act with the USDA Forest Service, the State of Oregon, the State of Washington, and six county governments. The Act delegates different responsibilities for achieving its purposes broadly, and the Commission can only be as effective as all of these partners, working together.
- Some of the Commission's outcomes rely on broad economic trends and international markets. For example, The Commission's ability to achieve Oregon Benchmark #81 affected by commodity prices for agricultural crops such as apples, pears, cherries, and cattle. The same is true of the Commission's success or failure in influencing Benchmark #81, protection of forest lands.
- The overall health of the national and northwest economy affects development within the Scenic Area and economic growth inside the 13 Gorge urban areas.

3. PERFORMANCE SUMMARY

The Commission monitored the review of 100% of 173 applications for new developments in the National Scenic Area in 2006, representing a 22% improvement from 2005. The average percentage of county development decisions (Oregon) reviewed during the permitting process by the Gorge Commission in 2005 was 78% and in 2006 that percentage increased to 100%.



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For the Commission’s direct work in 2006, it processed 95% of applications in 72 days, 100% in 102 days and 100% in 150 days. In 2005, 78% of applications were processed in 72 days, 85% in 102 days and 100% in 2005. There were staff vacancies in 2005 and new staff were not hired until late September 2005.

No appeals were filed in 2006. The performance target for Commission appeals in 2006 is that 60% of appeals will be settled prior to a hearing before the Commission. It was not possible to achieve that target because of the low volume of appeals. The agency coordinates federal appropriation requests each year but it is not clear if progress is being made to secure federal funding even though the performance target is achieved.

KPM Progress Summary	Key Performance Measures (KPMs)	# of KPMs
KPMs MAKING PROGRESS at or trending toward target achievement	New Residential Development, Grants and Loans, Agriculture, Forest, Presentations, Survey Development Decisions, Development Reviews, Agency Rating and Best Practices	10
KPMs NOT MAKING PROGRESS not at or trending toward target achievement		0
KPMs - PROGRESS UNCLEAR target not yet set	Appeals, Appropriation Request	2
Total Number of Key Performance Measures (KPMs)		12

4. CHALLENGES

The demand for service grows each year as more people live, work and recreate in the National Scenic Area, which includes portions of three Oregon counties, three Washington counties, and 13 designated urban areas for a total of 292,000 acres.

Due to funding shortfalls in 2004, the agency has not filled the vacant Public Outreach Coordinator position due to budget constraints. This action limits the Commission’s abilities to meet its performance objectives and to positively affect its higher level outcomes. In 2005, the Commission was able to fill a vacant land use planner position and a new land use planner position. These positions were filled during the latter part of calendar year 2005 and the effectiveness of these positions is now reflected in the Commission’s performance measures.

Any funding and resulting service reductions will mean that the Commission must focus on mandates of the National Scenic Area Act rather on activities that generally improve the overall performance of the agency. In other words, the Commission must emphasize enforcement, current land use planning in Klickitat County, monitoring county decisions, and hearing appeals, which means lower levels of effort go into public outreach, process improvement, and intergovernmental coordination. It also significantly limits the Commission’s ability to work on important policy projects and technological improvements such as Geographic Information Service database applications.

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5. RESOURCES USED AND EFFICIENCY

The agency's biennial budget for 05-07 is 864,694.

The agency has no specific efficiency measures.

COLUMBIA RIVER GORGE COMMISSION

II. KEY MEASURE ANALYSIS

Agency Mission: Protect And Enhance The Scenic, Natural, Cultural And Recreational Resource Of The Columbia River Gorge, And Support The Economy Of The Area By Encouraging Growth To Occur In Urban Areas And Allowing Economic Development Consistent With Resource Protection.

KPM # 1	NEW RESIDENTIAL DEVELOPMENT	Measure since: 2003
Goal	Percent of new residential developments in the National Scenic Area that occurs in urban areas (OR and WA)	
Oregon Context	Protect and Enhance-protect and enhance the scenic, cultural , recreational and natural resources of the Columbia River Gorge	
Agency Mission	Protect and Enhance-protect and enhance the scenic, cultural , recreational and natural resources of the Columbia River Gorge	
Data source	Obtained from urban area, county, and scenic area land use permits. Calendar year data.	
Owner	Columbia River Gorge Commission/ Executive Director/509-493-3323	

1. OUR STRATEGY

The benchmark data would indicate whether development is being focused in the defined urban areas of the National Scenic Area, as mandated by the second purpose of the Scenic Area Act. Focusing new development in the urban areas accomplishes several key goals: (1) preserves the scenic, natural and cultural resources of the National Scenic Area, (2) preserves lands for agriculture and forestry, (3) supports the economies of the urban areas and (4) makes efficient use of public infrastructure. This measure is directly related to the agency's mission. Agency partners include: US Forest Service, 4 Indian Treaty Tribes, Oregon and Washington Department of Natural Resources, Oregon and Washington Fish and Wildlife Departments.

2. ABOUT THE TARGETS

It measures the agency's ability to develop adequate protection standards, monitor county decisions and enforcement actions . The measure provides a gauge of residential development in the area.

3. HOW WE ARE DOING

Targets have only been established as of 2006 at 90%. Past trend data indicates that a higher percentage of residential development was occurring inside Gorge urban areas until 2003. The agency will monitor this benchmark to determine whether the unexpected outcome in 2003 was an exception. If the trend continues in future years, the Commission will consider alternatives to respond.

4. HOW WE COMPARE

The Commission is not aware of any commonly accepted standards for this measure.

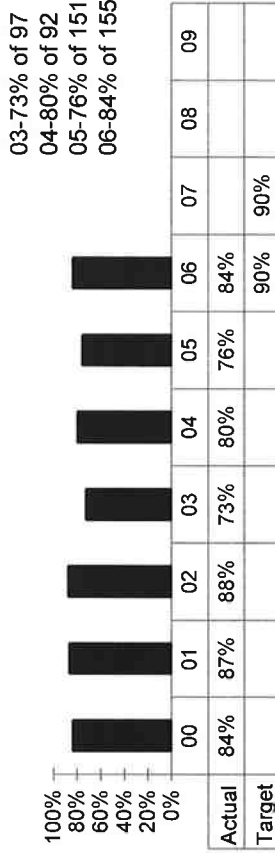
5. FACTORS AFFECTING RESULTS

The agency monitors county land use decisions and enforcement actions and depends on the accuracy and availability of this data from counties.

6. WHAT NEEDS TO BE DONE

The agency requires additional resources to monitor land use decisions and to carry out enforcement actions. The performance measure was modified to reflect the percentage of total number of developments and a breakdown of Oregon and Washington developments.

Percent of New Residential Developments in NSA that occur in urban areas-Oregon



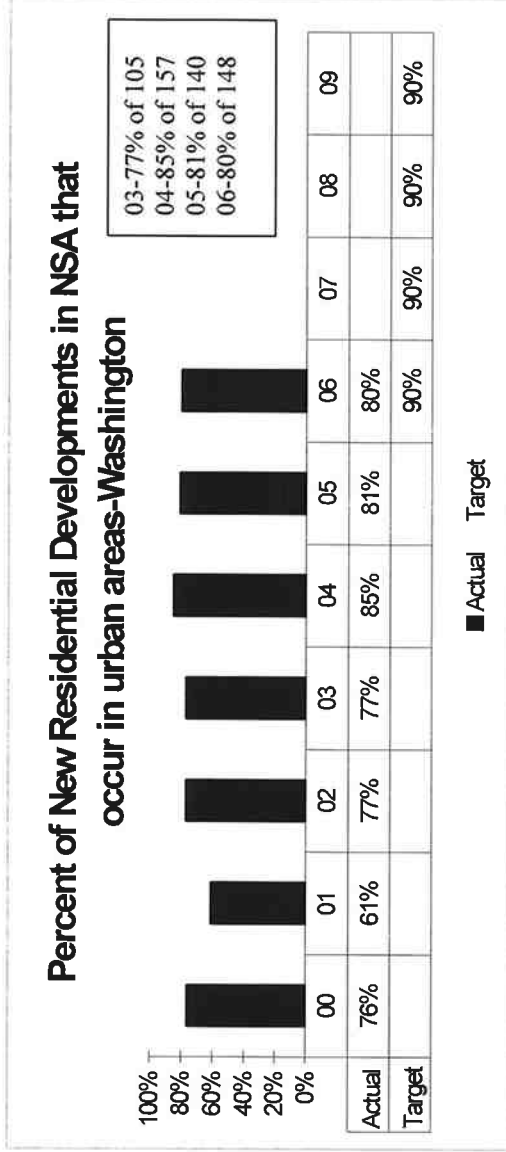
COLUMBIA RIVER GORGE COMMISSION

II. KEY MEASURE ANALYSIS

Agency Mission: Protect And Enhance The Scenic, Natural, Cultural And Recreational Resource Of The Columbia River Gorge, And Support The Economy Of The Area By Encouraging Growth To Occur In Urban Areas And Allowing Economic Development Consistent With Resource Protection.

7. ABOUT THE DATA

Data reflects figures for the calendar year. The strengths and /or weaknesses of the data depends upon availability of county records. In compiling this data, agency staff check county data against agency records to improve reliability. Readers desiring more detail can access additional or disaggregated data by contacting individual county planning departments.



COLUMBIA RIVER GORGE COMMISSION

II. KEY MEASURE ANALYSIS

Agency Mission: Protect And Enhance The Scenic, Natural, Cultural And Recreational Resource Of The Columbia River Gorge, And Support The Economy Of The Area By Encouraging Growth To Occur In Urban Areas And Allowing Economic Development Consistent With Resource Protection.

KPM # 2	GRANTS AND LOANS- Percentage of grants and loans made in Columbia Gorge area by Oregon Investment Board and Washington Investment Board that are certified by the Gorge Commission	Measure since: 2003
Goal	Economic- support the economic vitality of the urban areas of the Gorge and allow other economic development consistent with resource protection.	
Oregon Context	Agency Mission	
Data source	Agency records and the Oregon and Washington Investment Boards. Calendar year data.	
Owner	Columbia River Gorge Commission/ Executive Director/509-493-3323	

1. OUR STRATEGY

The Economic Strategy includes the following elements:

- Coordinate with the Oregon Investment Board and Washington Investment Board to support their grant and loan programs. Process requests for certification of grants and loans, and look for ways to streamline the grant and loan process.
- Support efforts to increase grant funds that support economic development activity in the Columbia River Gorge. Those efforts may include fulfilling the original \$10 million authorization in the National Scenic Area Act, seeking to increase the total authorization, and supporting other funding programs that bring funds to the Gorge and to Gorge urban areas.
- Ensure that the revised management plan protects agricultural and forest land and promotes industrial and commercial activities inside urban areas. Seek to understand agriculture and forestry market forces and land management practices. Evaluate the consequences of Management Plan practices on agriculture and forestry, and create a regulatory structure that allows those industries to respond to larger market forces.

2. ABOUT THE TARGETS

It measures the agency's performance in supporting the economic vitality of the area in a manner that is consistent with resource protection.

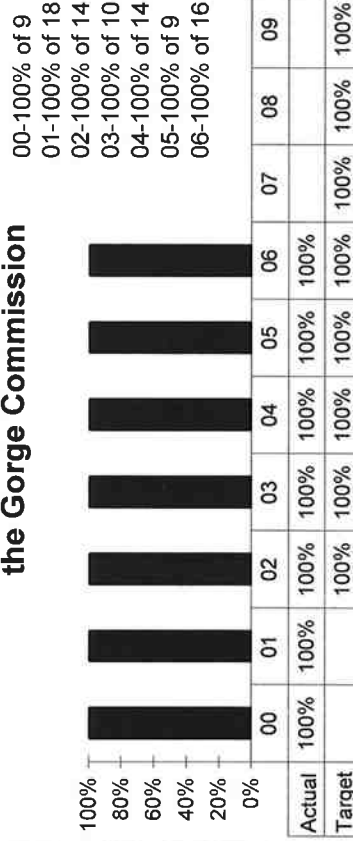
3. HOW WE ARE DOING

Targets have been established as of 2002 at 100% and the agency has consistently met this target.

4. HOW WE COMPARE

Actual performance has been consistent for several years. This agency function was improved in 2003 through development of an expedited review process. This process was the result of a collaborative effort with Oregon and Washington economic development agencies.

Percentage of Grants and Loans Certified by the Gorge Commission



COLUMBIA RIVER GORGE COMMISSION

II. KEY MEASURE ANALYSIS

Agency Mission: Protect And Enhance The Scenic, Natural, Cultural And Recreational Resource Of The Columbia River Gorge, And Support The Economy Of The Area By Encouraging Growth To Occur In Urban Areas And Allowing Economic Development Consistent With Resource Protection.

5. FACTORS AFFECTING RESULTS

Factors include the amount of federal funding available for the NSA economic development program and the ability of Oregon and Washington economic development agencies to process grant and loan applications

6. WHAT NEEDS TO BE DONE

The agency needs additional resources to seek additional federal funding for the National Scenic Area economic development grants and loans

7. ABOUT THE DATA

Data reflects figures for the calendar year.

COLUMBIA RIVER GORGE COMMISSION

II. KEY MEASURE ANALYSIS

Agency Mission: Protect And Enhance The Scenic, Natural, Cultural And Recreational Resource Of The Columbia River Gorge, And Support The Economy Of The Area By Encouraging Growth To Occur In Urban Areas And Allowing Economic Development Consistent With Resource Protection.

KPM # 3	AGRICULTURE- Percentage of developments approved in the National Scenic Area on land designated agricultural that preserve the land for current or future agricultural production	Measure since: 2003
Goal	Economic- support the economic vitality of the urban areas of the Gorge and allow other economic development consistent with resource protection.	
Oregon Context	OBM #81	
Data source	Obtained from urban area, county, and scenic area land use permits. Calendar year data.	
Owner	Columbia River Gorge Commission/ Executive Director/509-493-3323	

1. OUR STRATEGY

Economic Strategy includes the following elements:

- Coordinate with the Oregon Investment Board and Washington Investment Board to support their grant and loan programs. Process requests for certification of grants and loans, and look for ways to streamline the grant and loan process.
- Support efforts to increase grant funds that support economic development activity in the Columbia River Gorge. Those efforts may include fulfilling the original \$10 million authorization in the National Scenic Area Act, seeking to increase the total authorization, and supporting other funding programs that bring funds to the Gorge and to Gorge urban areas.
- Ensure that the revised management plan protects agricultural and forest land and promotes industrial and forestry market forces and land management understand agriculture and forestry market forces and land management practices. Evaluate the consequences of Management Plan practices on agriculture and forestry, and create a regulatory structure that allows those industries to respond to larger market forces.

2. ABOUT THE TARGETS

As required by the National Scenic Area Act, one of the goals of the Commission is protection of agricultural lands and operators. It will measure the effectiveness of the Management Plan in protecting agricultural land.

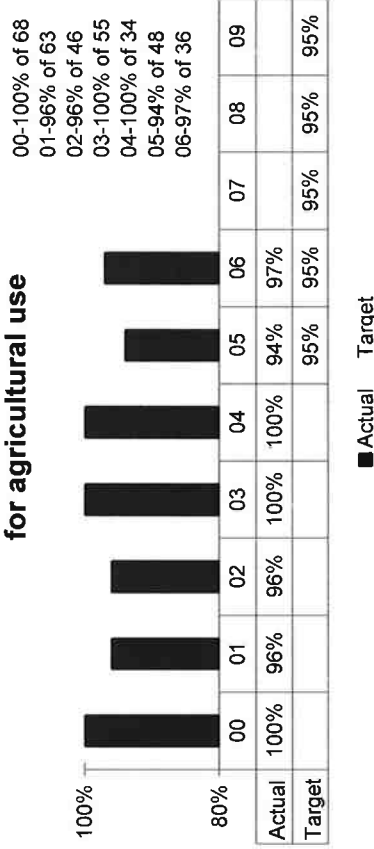
3. HOW WE ARE DOING

Targets have been established as of 2005 at 95%. NSA performance has consistently been near or above our future targets. We expect this trend to continue.

4. HOW WE COMPARE

The Commission is unaware of any previous standard. The agency's performance appears to be comparable to the State of Oregon's on OBM #80. The majority of vital agricultural land is still available for farming.

Percent of developments approved in the NSA on land designated agricultural that preserves land for agricultural use



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5. FACTORS AFFECTING RESULTS

The Commission limits conversion of agricultural land to residential use through the Management Plan. The Commission enforces these regulations by monitoring county decisions and through its own decisions.

6. WHAT NEEDS TO BE DONE

Unknown.

7. ABOUT THE DATA

Data reflects figures for the calendar year. The strengths and /or weaknesses of the data depends upon availability of county records. In compiling this data, agency staff check county data against agency records to improve reliability. Readers desiring more detail can access additional or disaggregated data by contacting individual county planning departments.

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KPM # 4	FOREST- Percentage of developments approved in the National Scenic Area on land designated forest that preserve the land for current or future forest management.		Measure since: 2003
Goal	Economic- support the economic vitality of the urban areas of the Gorge and allow other economic development consistent with resource protection		
Oregon Context	OBM #82		
Data source	Obtained from urban area, county, and scenic area land use permits. Calendar year data.		
Owner	Columbia River Gorge Commission/ Executive Director/509-493-3323		

1. OUR STRATEGY

Economic Strategy includes the following elements:

- Coordinate with the Oregon Investment Board and Washington Investment Board to support their grant and loan programs. Process requests for certification of grants and loans, and look for ways to streamline the grant and loan process.
- Support efforts to increase grant funds that support economic development activity in the Columbia River Gorge. Those efforts may include fulfilling the original \$10 million authorization in the National Scenic Area Act, seeking to increase the total authorization, and supporting other funding programs that bring funds to the Gorge and to Gorge urban areas.
- Ensure that the revised management plan protects agricultural and forest land and promotes industrial and commercial activities inside urban areas. Seek to understand agriculture and forestry market forces and land management practices. Evaluate the consequences of Management Plan practices on agriculture and forestry, and create a regulatory structure that allows those industries to respond to larger market forces.

2. ABOUT THE TARGETS

As required by the National Scenic Area Act, one of the goals of the Commission is protection of forest lands and operators. It will measure the effectiveness of the Management Plan in protecting forest land.

3. HOW WE ARE DOING

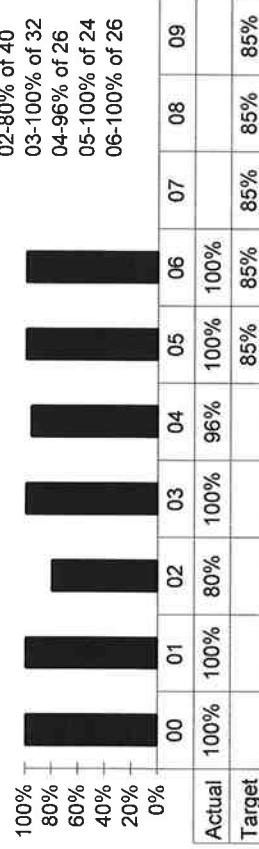
Targets have been established as of 2005 at 95%. There are a relatively small number of decisions each year issued on forest land in the Scenic Area. In general, the agency and gorge Counties appear to be performing close to future targets, although 2002 is an exception year.

4. HOW WE COMPARE

Like the State of Oregon as a whole, the vast majority of Forest land in the Gorge remains in active forest management.

Percent of developments approved in the NSA on land designated forest that preserves land for forest management

00-100% of 21
01-100% of 31
02-80% of 40
03-100% of 32
04-96% of 26
05-100% of 24
06-100% of 26



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5. FACTORS AFFECTING RESULTS

The Commission limits conversion of forest land to residential use through the Management Plan. The Commission enforces these regulations by monitoring county decisions and through its own decisions.

6. WHAT NEEDS TO BE DONE

Unknown.

7. ABOUT THE DATA

Data reflects figures for the calendar year. The strengths and /or weaknesses of the data depends upon availability of county records. In compiling this data, agency staff check county data against agency records to improve reliability. Readers desiring more detail can access additional or disaggregated data by contacting individual county planning departments.

COLUMBIA RIVER GORGE COMMISSION

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KPM #5	APPEALS- Percentage of appeals to the Gorge Commission that are resolved through alternative dispute resolution.	Measure since: 2003
Goal	Increase citizen understanding and participation in decision-making processes in the National Scenic Area.	
Oregon Context	Agency Mission	
Data source	Obtained from agency records. Calendar year data.	
Owner	Columbia River Gorge Commission/ Executive Director/509-493-3323	

1. OUR STRATEGY

The Commission has selected percentage of appeals as a citizen participation measure, because in general, when disputes are mediated, all parties are involved in problem solving. When the Commission has to solve problems through traditional means, such as appeals to the Commission or lawsuits, parties have to hire lawyers and participation in problem-solving is limited to people who “intervene” in the process, which is a large barrier to including interested people in the process. Additionally, alternative dispute resolution generally resolves problems rather than just determining a winner or a loser.

2. ABOUT THE TARGETS

The benchmark data relates directly to the agency’s mission. Targets have been established as of 2008 at 95%.

3. HOW WE ARE DOING

The current level of appeals is very low, so one case can dramatically affect the agency’s benchmark. It has been very difficult to establish whether performance on this measure can be considered a “trend”.

4. HOW WE COMPARE

We are not aware of any commonly accepted standard for this measure.

5. FACTORS AFFECTING RESULTS

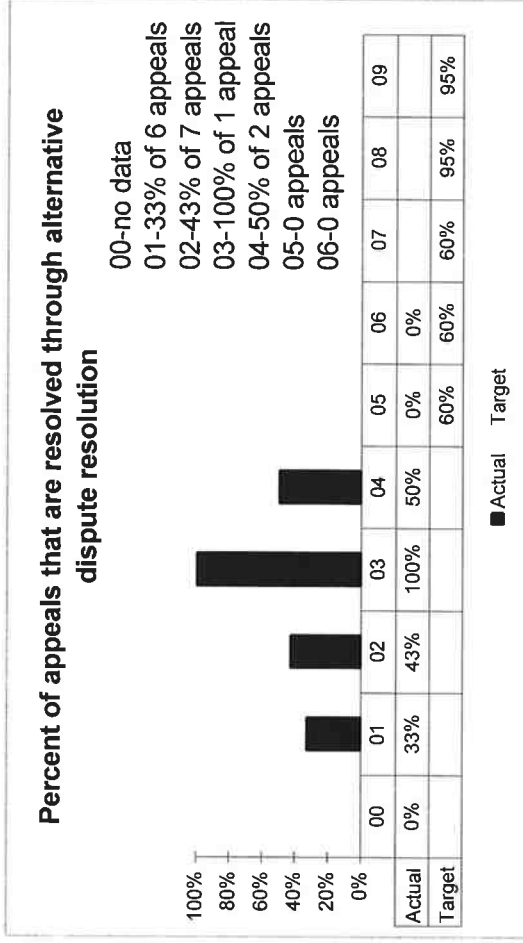
The number of disputes that may be filed as an appeal.

6. WHAT NEEDS TO BE DONE

The agency would like to refer a broader range of cases to alternative dispute resolution such as code enforcement cases or neighborhood disputes but currently lacks resources for this service.

7. ABOUT THE DATA

Data reflects figures for the calendar year. Readers desiring more detail can access additional or disaggregated data by contacting the Gorge Commission.



COLUMBIA RIVER GORGE COMMISSION

II. KEY MEASURE ANALYSIS

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KPM # 6	PRESENTATIONS- Percentage of participants in presentations made by the Gorge Commission to civic and community groups each year who state that they have a better understanding of the National Scenic Area after the presentation.	Measure since: 2003
Goal	Increase citizen understanding and participation in decision-making processes in the National Scenic Area.	
Oregon Context	Agency Mission	
Data source	Obtained from agency records . Calendar year data.	
Owner	Columbia River Gorge Commission/ Executive Director/509-493-3323	

1. OUR STRATEGY

The Columbia River Gorge Commission, Scenic Area Act and Management Plan are often misunderstood as land use planning is a complex topic. The agency is working to better educate the public and to create more opportunities for public participation. A questionnaire is distributed at civic group and other community meetings but it can be difficult to get all the questionnaires completed/returned. The target for number of presentation is 10 each year.

2. ABOUT THE TARGETS

Targets have been established as of 2005 at 80%.

3. HOW WE ARE DOING

The agency has made progress but with the Community Outreach Coordinator position unfilled, the agency may have difficulty in meeting targets.

4. HOW WE COMPARE

We are not aware of any commonly accepted standard for this measure.

5. FACTORS AFFECTING RESULTS

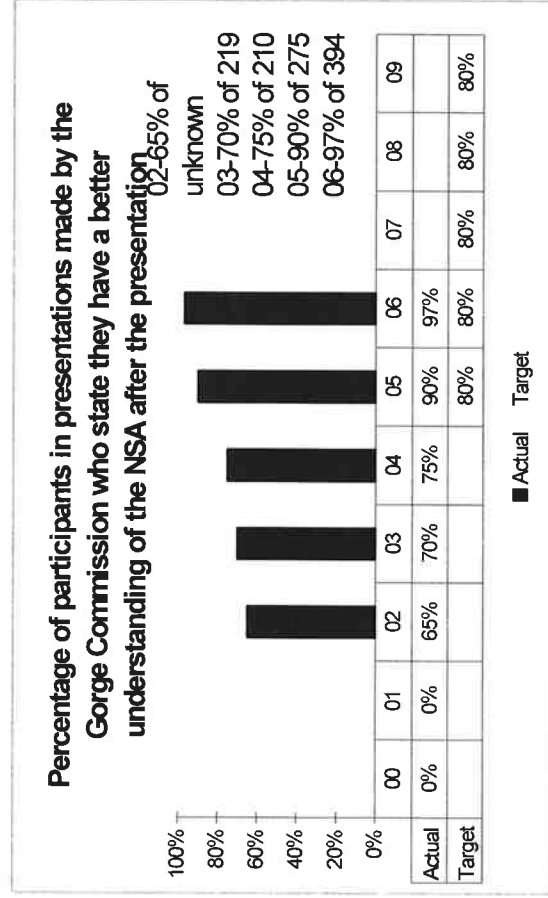
The results are greatly affected by the number of presentations given and number of audience members that are willing to complete a questionnaire.

6. WHAT NEEDS TO BE DONE

As resources become available, the agency would like to conduct community meetings and other outreach activities to better educate and involve the public.

7. ABOUT THE DATA

Data reflects figures for the calendar year. In 2002, data was calculated for a percentage value only and did not note the number of participants .Readers desiring more detail can access additional or disaggregated data by contacting the Gorge Commission.



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KPM # 7	SURVEY-Percentage of citizens surveyed (out of what number) at Commission meetings who feel they were fairly treated by the Gorge Commission		Measure since: 2003
Goal	Increase citizen understanding and participation in decision-making processes in the National Scenic Area.		
Oregon Context	Mission		
Data source	Obtained from agency records.		
Owner	Columbia River Gorge Commission/ Executive Director/509-493-3323		

1. OUR STRATEGY

The agency is working to ensure that people who bring issues to the Commission feel that they have been allowed to express their concern and that the Commission has sought to understand their point of view. This measure is not designed to evaluate whether participants agree with Commission decisions.

2. ABOUT THE TARGETS

Targets have been established as of 2005. The agency began actively tracking this measure in 2005.

3. HOW WE ARE DOING

The survey is available at all Commission meetings but is voluntary. Meeting attendees have not shown much interest in completing the survey.

4. HOW WE COMPARE

We are not aware of any commonly accepted standard for this measure.

5. FACTORS AFFECTING RESULTS

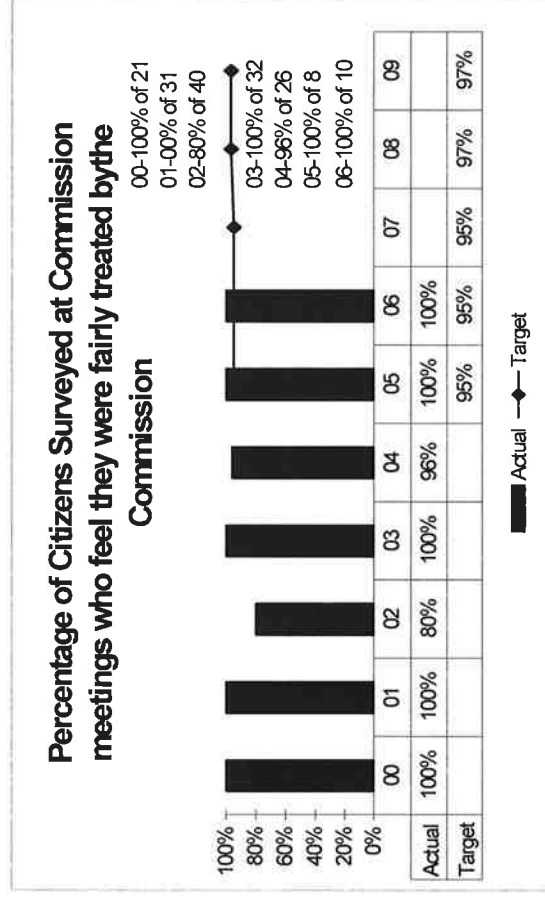
The results are greatly affected by the number of audience members that are willing to complete a survey.

6. WHAT NEEDS TO BE DONE

As resources become available, the agency would like to conduct community meetings and other outreach activities to better educate and involve the public. The performance measure was modified to reflect the percentage of total number of participants.

7. ABOUT THE DATA

Data reflects figures for the calendar year.



COLUMBIA RIVER GORGE COMMISSION

II. KEY MEASURE ANALYSIS

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KPM #8	DEVELOPMENT DECISIONS-Percentage of county development decisions that are reviewed during the land use permitting process by Gorge Commission staff (OR and WA)		Measure since: 2003
Goal	Coordinate effective and consistent implementation of the Management Plan by county governments.		
Oregon Context	Mission		
Data source	All counties provide notice of their development decisions to the Commission. Calendar year data.		
Owner	Columbia River Gorge Commission/ Executive Director/509-493-3323		

1. OUR STRATEGY

Coordinate Strategy includes:

- Provide technical assistance to county planning departments in implementing county ordinances that enact the Management Plan.
- Convene county policy makers, administrators and technical staff to permit collaboration on issues of mutual concern. Meet regularly with planning directors and planning staff.
- Monitor current planning decisions of counties under their land use ordinances that implement the Management Plan. Strive to prevent potential conflicts, appeals, and enforcement cases by reviewing the development applications that have the potential to have the most significant impact on Gorge resources.
- Hear appeals of county development decisions.
- Provide training to Commission and county staff on the technical aspects of the Management Plan.

2. ABOUT THE TARGETS

The Commission staff monitors a portion of all county decisions which serves to coordinate effective and consistent implementation of the Management Plan and ensure the purposes of the National Scenic Area Act are met. The greater the number of county decisions monitored by Gorge Commission staff, the more effective and consistent implementation of the National Scenic Area Act.

3. HOW WE ARE DOING

Targets have been established for 2006 at 57% and the Commission achieved 100% for Oregon and 100% for Washington. Agency performance improved significantly in CY 2006 with the hiring of 2 planning staff in September 2005.

4. HOW WE COMPARE

No applicable standards available for comparison.

5. FACTORS AFFECTING RESULTS

Land use decisions are submitted to the Commission by individual counties and Commission staff review these decisions for consistency with the Management Plan and Scenic Area Act. Performance levels are directly impacted by the agency's workload and staff resources.

COLUMBIA RIVER GORGE COMMISSION

II. KEY MEASURE ANALYSIS

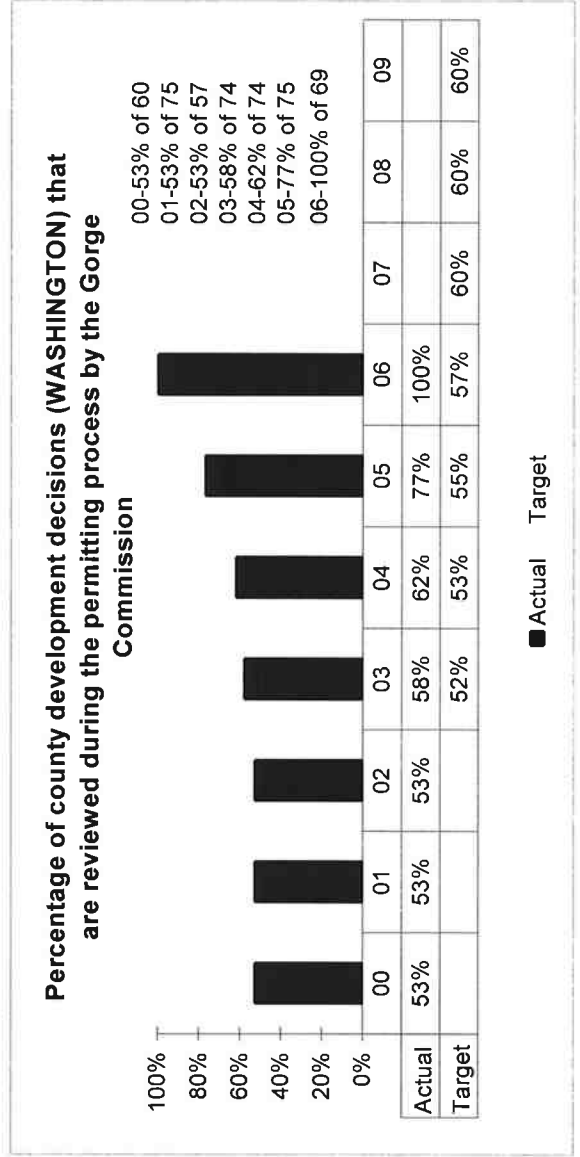
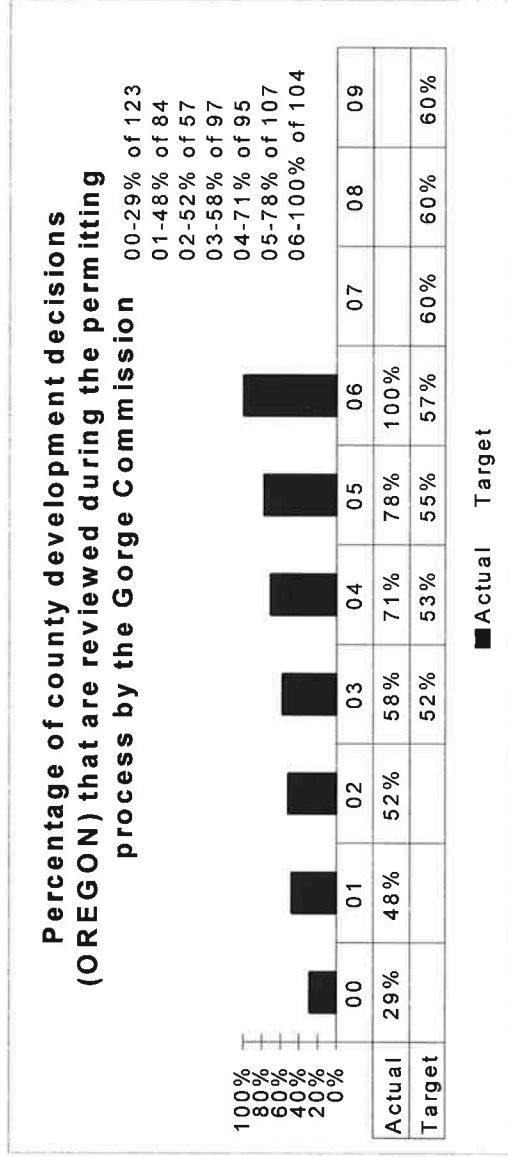
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6. WHAT NEEDS TO BE DONE

It will be important for the agency to maintain adequate staff resources to perform this work.

7. ABOUT THE DATA

Data reflects figures for the calendar year.



COLUMBIA RIVER GORGE COMMISSION

II. KEY MEASURE ANALYSIS

Agency Mission: Protect And Enhance The Scenic, Natural, Cultural And Recreational Resource Of The Columbia River Gorge, And Support The Economy Of The Area By Encouraging Growth To Occur In Urban Areas And Allowing Economic Development Consistent With Resource Protection.

KPM # 9	FEDERAL APPROPRIATIONS--Annual federal appropriations letter coordinated by March 1 of every year.	Measure since: 2003
Goal	Facilitate a Gorge-wide approach to issues that makes efficient use of public resources, supports interagency projects and solves problems.	
Oregon Context	Mission	
Data source	Obtained from agency records.	
Owner	Columbia River Gorge Commission/ Executive Director/509-493-3323	

1. OUR STRATEGY

This is a level of effort measure that demonstrates the agency's efforts to achieve progress. This measure recognizes the Commission's responsibility to ensure that all federal funds authorized under the National Scenic Area Act are appropriated. The measure also reflects the role of the Commission in working with a variety of state, federal and local agencies to implement the National Scenic Area Act.

2. ABOUT THE TARGETS

The Commission coordinates a federal appropriations letter and request by March 1st of each year. The request is submitted to all federal representatives for Oregon and Washington. Commissioners meet with congressional delegates and provide a tour of the Columbia River Gorge Scenic Area as resources allow.

3. HOW WE ARE DOING

The Commission has achieved the target since 2003.

4. HOW WE COMPARE

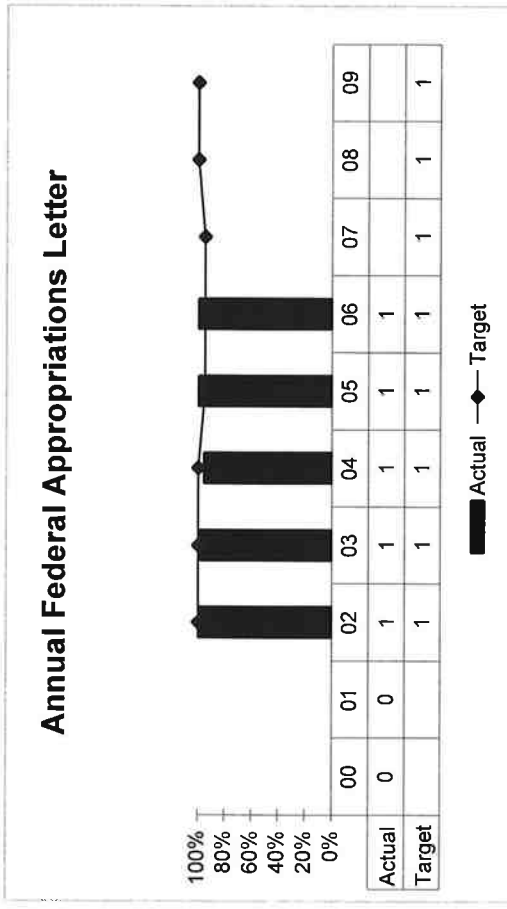
No applicable standards available for comparison.

5. FACTORS AFFECTING RESULTS

A significant factor affecting the success of the federal appropriation requests is the ability of staff and Commissioners to meet with congressional delegates and stakeholders. The Commission requested an option package for the 2005-2007 biennium budget that would have provided funding to meet with congressional delegates. This package was not funded in 2005-2007.

7. ABOUT THE DATA

Data reflects figures for the calendar year.



COLUMBIA RIVER GORGE COMMISSION

II. KEY MEASURE ANALYSIS

Agency Mission: Protect And Enhance The Scenic, Natural, Cultural And Recreational Resource Of The Columbia River Gorge, And Support The Economy Of The Area By Encouraging Growth To Occur In Urban Areas And Allowing Economic Development Consistent With Resource Protection.

KPM # 10	DEVELOPMENT REVIEWS- Percentage of Development Reviews that are issued within 72 days, 102 days and 150 days	Measure since: 2003
Goal	Protect and enhance the scenic, cultural, recreational and natural resources of the Columbia River Gorge	
Oregon Context	Mission	
Data source	Obtained from agency records. The Commission data bases are used to track this from the date an application is declared complete to date a decision is issued. Calendar year data.	
Owner	Columbia River Gorge Commission/ Executive Director/509-493-3323	

1. OUR STRATEGY

The Commission reviews and provides a decision on development reviews submitted to the agency.

2. ABOUT THE TARGETS

This measure reflects the ability of the Commission to perform this service in a timely fashion and is relevant to the effective and consistent implementation of the Management Plan. No formal targets have been established but staff strive to issue development reviews within the 72 day period.

3. HOW WE ARE DOING

In 2005, decisions were late because applicants changed plans, a cultural resources survey was delayed due to weather and one decision depended upon the outcome of another decision. There were staff vacancies in 2005 and staff were not hired until the late September 2005. Performance has improved considerably in 2006 with the hiring/training of planning staff.

4. HOW WE COMPARE

No applicable standards available for comparison.

5. FACTORS AFFECTING RESULTS

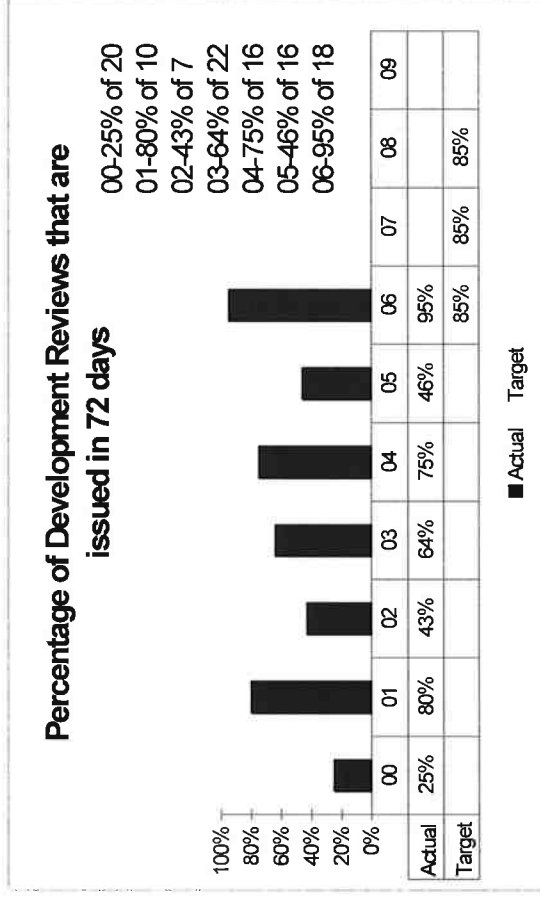
Internal factors include staffing and workload levels which affect the Commission's performance. External factors include the number and scope of proposed developments in the Gorge. Development is significantly impacted by real estate trends.

6. WHAT NEEDS TO BE DONE

The Commission will need to evaluate the development process as part of its annual work plan.

7. ABOUT THE DATA

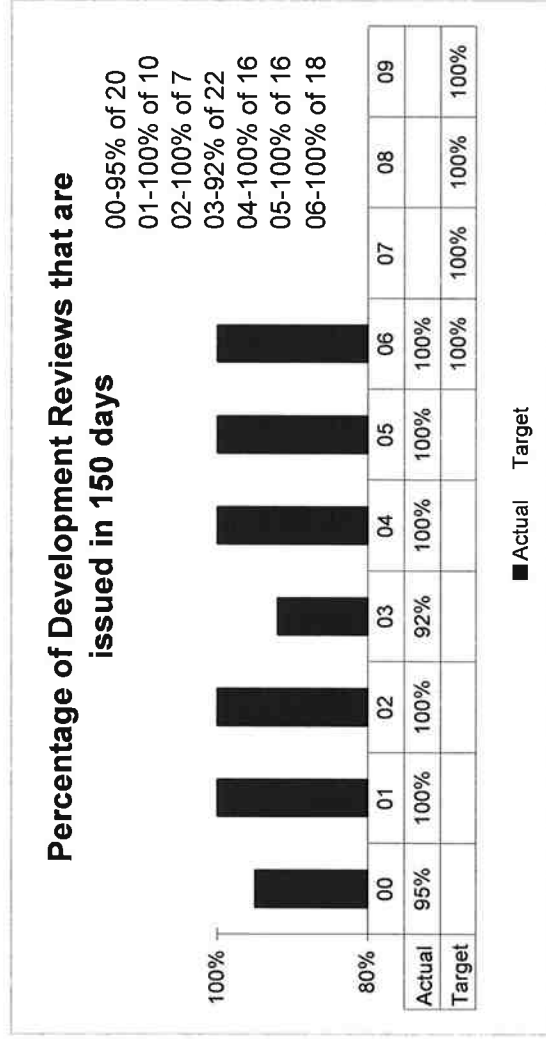
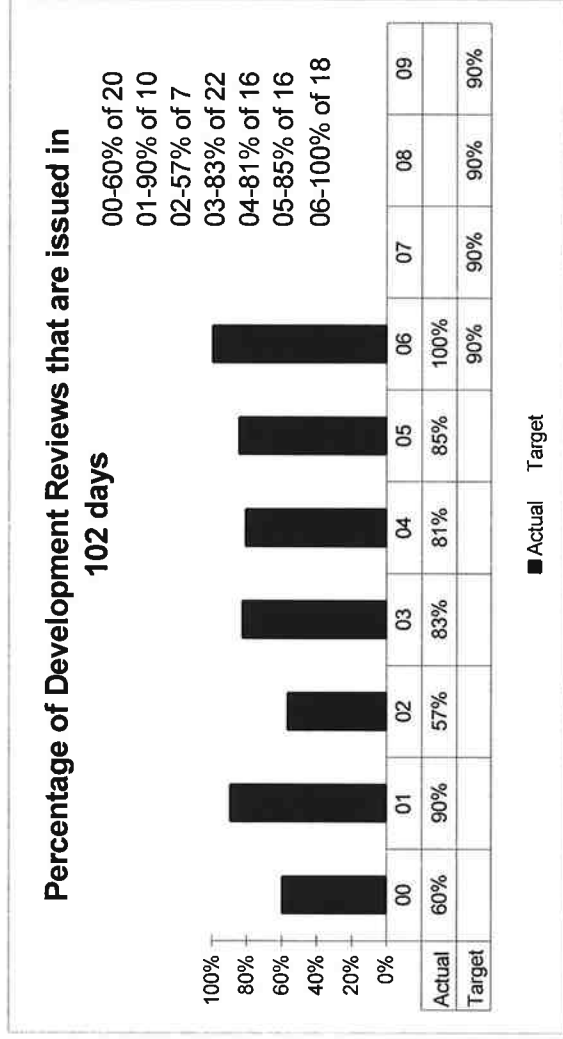
Data reflects figures for the calendar year.



COLUMBIA RIVER GORGE COMMISSION

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KPM #11	AGENCY RATING— 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.	Measure since: 2006
Goal	Increase citizen understanding and participation in decision-making processes in the National Scenic Area.	
Oregon Context	Mission	
Data source	Agency survey. Calendar year data.	
Owner	Columbia River Gorge Commission- 509-493-3323	

1. OUR STRATEGY

The Columbia River Gorge Commission, Scenic Area Act and Management Plan are often misunderstood as land use planning is a complex topic. The agency is working to better inform and assist those applying for land use permits. The agency is working to improve all aspects of customer service and to provide more opportunities for public participation in all aspects of the Commission's work. A new website was launched in late spring of 2007 with the intention to provide more information in a user-friendly format.

2. ABOUT THE TARGETS

Targets have been established based on the results of the first survey conducted by the agency in 2006 for agency services performed in 2005.

3. HOW WE ARE DOING

In 2007, timeliness improved to 83% from 44% in 2006. Availability of information fell from 78% in 2006 to 67% in 2007. The overall rating improved from 78% to 83% in 2007 for agency services performed in 2006.

4. HOW WE COMPARE

The agency is not aware of any industry standards for this performance measure.

5. FACTORS AFFECTING RESULTS

Due to budget constraints, the agency has not filled a public outreach coordinator position for several years. This position is critical in the development and implementation of customer service policies and procedures, public outreach/education efforts and polling public response and perception of the agency. In 2004 and 2005, the agency struggled to meet the demands of a heavy work load with minimal planning staff and this impacted the timeliness of service.

6. WHAT NEEDS TO BE DONE

Agency staff must strive to better educate the public and those that apply for land use permits. In the absence of a public outreach coordinator, agency staff and Commissioners will strive to create more opportunities for public participation in all aspects of the Commission's work.

7. ABOUT THE DATA

The reporting cycle is for a calendar year. The customer service survey data is as follows:

- (a) survey name; Development Review Survey (b) surveyor; agency staff (b) date conducted; February 1-May 1, 2007

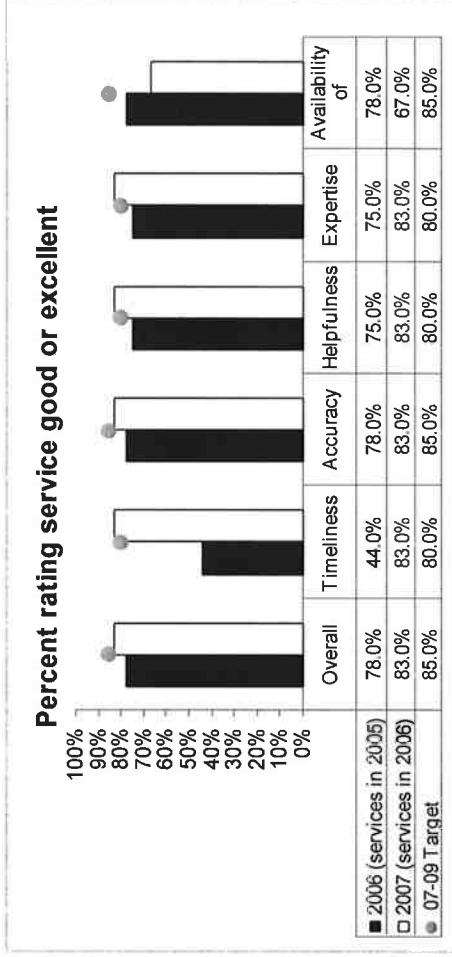
COLUMBIA RIVER GORGE COMMISSION

II. KEY MEASURE ANALYSIS

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- (c) population; compliers of development reviews issued in 2006
- (d) sampling frame; list of compliers of recent development reviews issued by Commission staff. The list is maintained in the agency database.
- (e) sampling procedure; convenience sample was used. All surveyed met the key characteristics. This survey was not intended to survey the entire population but was designed to focus on a specific subset of the population—those that have been required to apply for a land use permit and comply with the results of the development review issued by the Commission.
- (f) sample characteristics; the agency sent out 18 surveys (return postage paid). This number reflects all of the development reviews issued in 2006 that Commission staff prepared. Out of 18 surveys sent, 6 were completed for a return rate of 20.5%.
- (g) weighting; the results are based on the response of a single survey and no other surveys were factored into the results.

The sample of the survey is available by request.



COLUMBIA RIVER GORGE COMMISSION

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KPM #12	BEST PRACTICES	Measure since:
Goal	Best Practices-Percent of total best practices met by the board	2006
Oregon Context	Mission	
Data source	Agency self-evaluation and discussion. Calendar year data.	
Owner	Columbia River Gorge Commission- 509-493-3323	

1. OUR STRATEGY

The agency's strategy includes self evaluation and ongoing training and development. The agency partners with the US Forest Service, Gorge Counties, Tribal Nations, various state agencies and stakeholder groups.

2. ABOUT THE TARGETS

The rationale for the targets is to meet 100% of best practices by the Commission. The direction desired is to achieve the highest possible percentage as soon as possible.

3. HOW WE ARE DOING

This is the first year monitoring this performance measure and the agency is performing at 99%. The agency believes its performance will improve because of greater awareness and focus. Based on the results of the self-assessment, the Commission is doing well in all areas. This is the first self-assessment and serves as a benchmark to develop targets and identify areas of concern.

4. HOW WE COMPARE

At this time, the agency does not have information to make a comparison. This is the first year implementing this performance measures for all state boards and commissions and it is reasonable to expect data for comparison will be available within the year.

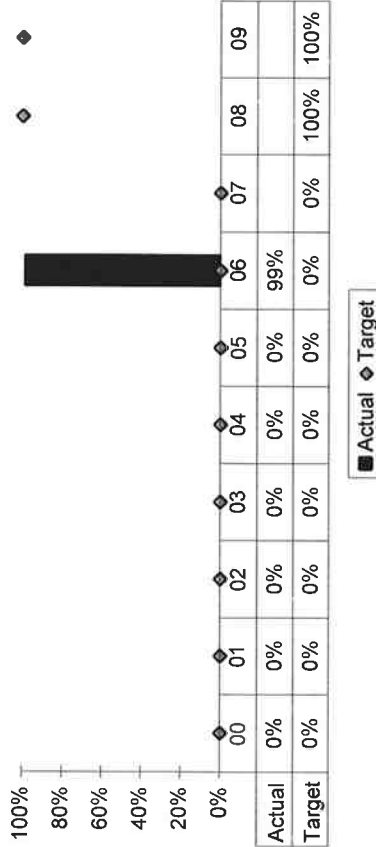
5. FACTORS AFFECTING RESULTS

Factors that affect results include turnover of Commission members and the appointment of Chair and Vice-chair. Additionally, Commission members have not participated in a group training or retreat for several years and the Commission's membership has changed since the last group training session.

6. WHAT NEEDS TO BE DONE

Institutionalize best practices and governance principles by incorporation of a systematic process aligned with these practices and principles.

Percent of total best practices met by the board



COLUMBIA RIVER GORGE COMMISSION

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7. ABOUT THE DATA

The reporting cycle is for calendar year 2006. The strength of the data lies in the number of commissioners (13) who are eligible to engage in the self assessment rather than a very small commission or board with only a few members. The weakness in the data is the Commission has some relatively new members that are learning about commission practices. The agency verified reliability by conducting the self evaluation in a confidential manner and conducted a session about the performance measure to enhance the understanding of the evaluation process and development of responses to key questions. Readers desiring more detail can access additional data by contacting the agency.

COLUMBIA RIVER GORGE COMMISSION

III. USING PERFORMANCE DATA

Agency Mission: Protect And Enhance The Scenic, Natural, Cultural And Recreational Resource Of The Columbia River Gorge, And Support The Economy Of The Area By Encouraging Growth To Occur In Urban Areas And Allowing Economic Development Consistent With Resource Protection.

Contact: Jill Arens	Phone: 509-493-3323
Alternate: Kathy Obayashi-Bartsch	Phone: 509-493-3323

The following questions indicate how performance measures and data are used for management and accountability purposes.	
<p>1 INCLUSIVITY Describe the involvement of the following groups in the development of the agency's performance measures.</p>	<p>The Commission's performance measures were created as part of updating the agency's strategic plan. Commission staff reviewed the goals and objectives in the plan, and provided feedback to the Gorge Commission and options for performance measures. Stakeholders were involved largely through public meetings during the strategic plan update. The Commission held a public comment session on the strategic plan and performance measures. The Commission updates the strategic plan and performance measures every other year prior to developing the next biennium's budget request and invites public comment at every Commission meeting</p>
<p>2 MANAGING FOR RESULTS How are performance measures used for management of the agency? What changes have been made in the past year?</p>	<p>The Commission's performance measures are related either directly to its mission or to the Commission's strategic goals. They are used to track overall performance, to establish work priorities, and to qualitatively evaluate various Commission programs and services.</p>
<p>3 STAFF TRAINING What training has staff had in the past year on the practical value and use of performance measures?</p>	<p>The Commission's Executive Director held internal briefings with key staff on performance measurement. The focus has been on two issues. First, to develop systematic, reliable ways of maintaining data on the measures, so time has been spent training staff how to gather, maintain, and report data. Second, to evaluate agency activities based on the performance measures, so training has been provided to staff about how to diagnose problems indicated through our performance measures.</p>
<p>4 COMMUNICATING RESULTS How does the agency communicate performance results to each of the following audiences and for what purpose?</p>	<p>The Commission produces the annual performance measure report, which includes tracking performance measures and results are posted on the agency website at www.gorgecommission.org. The purpose is to share this information in the most cost-effective manner and to elicit feedback and comments.</p>