

Columbia River Gorge Commission

Annual Performance Progress Report (APPR)
2008 (calendar year 2007)

Original Submission Date: August 13, 2008

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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 2007.

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:

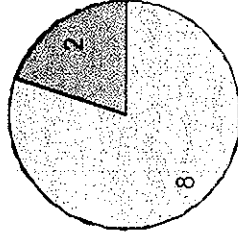
- The Commission shares responsibility for implementing the National Scenic Area Act with the USDA Forest Service, the State of Oregon, the State of Washington, and six county governments. The Act delegates different responsibilities for achieving its purposes broadly, and the Commission can only be 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 #82, 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.
- Alternative Dispute Resolution depends upon all parties' willingness to participate in this approach. The Commission has little control on other parties' commitment to the process.

3. PERFORMANCE SUMMARY

Making Progress:

The Commission monitored 100% of 172 applications for new development in the National Scenic Area in 2007, reaching 100% for the second consecutive year and is a significant improvement from 2005 at 78%. The percentage of county (Oregon) development decisions reviewed during the permitting process by the Gorge Commission in 2005 was 78% and in 2006 and 2007 that percentage increased to 100%.

Performance Summary



Making Progress

Unclear

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For the Commission's direct work in 2007, it processed 96% of applications in 72 days, 100% in 102 days and 100% in 150 days. In 2006, 95% of applications were processed in 72 days, 95% in 102 days and 100% in 150 days. In 2005, 46% of applications were processed in 72 days, 85% in 102 days and 100% in 150 days. New staff were hired in late September 2005 to process development reviews. The result of this increased capacity is demonstrated in the improved performance in 2006 and 2007.

Not Clear:

While one appeal was filed in 2007, it was withdrawn in February 2008. The performance target for Commission appeals in 2007 is 60% of appeals will be settled prior to a hearing before the Commission. It was not possible to achieve that target because there were no appeals hearings that came before the Commission.

The progress is unclear for the agency rating of overall customer service, timeliness, accuracy, helpfulness and information availability based on new methodology for this performance measure. The agency requests changing the targets to reflect the new methodology as the original targets are based on a methodology which is defunct.

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, Development Decisions, Development Reviews, and Best Practices	8
KPMs NOT MAKING PROGRESS not at or trending toward target achievement	Appeals, Agency Rating	0
KPMs - PROGRESS UNCLEAR target not yet set		2
Total Number of Key Performance Measures (KPMs)		10

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 did not fill the vacant Public Outreach/Communications 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.

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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 critical statutory initiatives such as the Vital Signs Indicators Project and technological improvements such as Geographic Information Service database applications.

5. RESOURCES USED AND EFFICIENCY

The agency's biennial budget for 07-09 is \$1,077,770

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	
Data source	Agency Mission	
Owner	Obtained from urban area, county, and scenic area land use permits. Calendar year data.	
	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, Oregon Economic and Community Development Department and Washington Department of Community, Trade and Economic Development.

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 2007. The agency will monitor this benchmark to determine whether the unexpected outcome in 2007 was an exception. If the trend continues in future years, the Commission will consider alternatives to respond. It should be noted that in 2007, the total number of new residential developments in Oregon (NSA) was significantly less than previous years. National, regional and economic downturns have significantly impacted residential development.

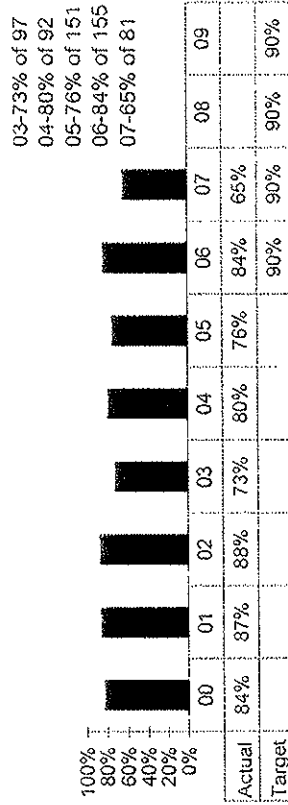
4. HOW WE COMPARE

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. Economic downturns affect results, but are not controlled by the Gorge Commission.

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



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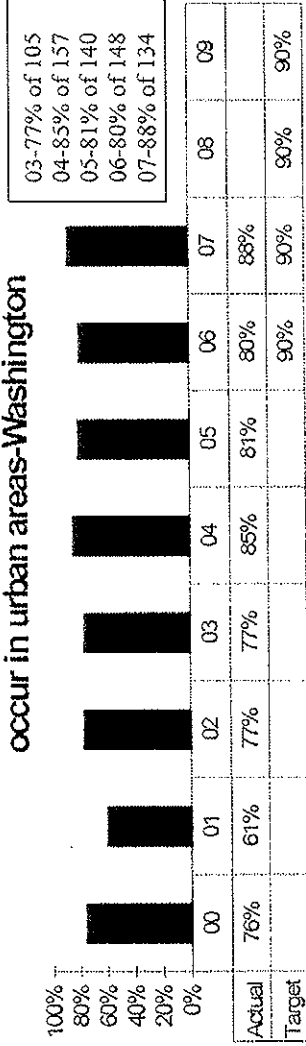
6. WHAT NEEDS TO BE DONE

The agency will continue 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. Additional analysis of this metric is needed.

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.

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



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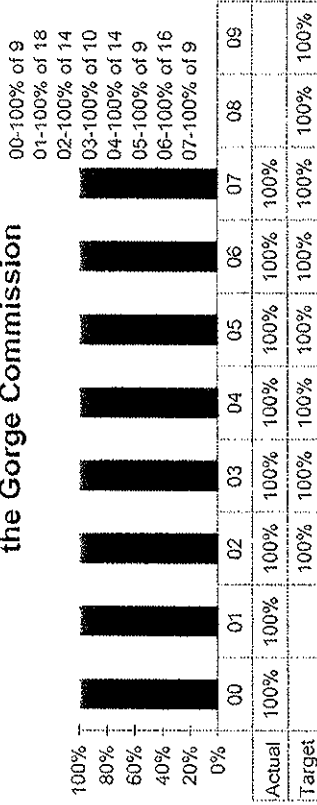
KPM # 2	GRANTS AND LOANS- Percentage of grants and loans made in Columbia Gorge area by Oregon Investment Board and Washington Investment Board that are certified by the Gorge Commission	Measure since: 2003
Goal	Economic- support the economic vitality of the urban areas of the Gorge and allow other economic 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.

Percentage of Grants and Loans Certified by the Gorge Commission



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.

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 will continue 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. Due to the cooperative efforts of the Investment Boards and the Gorge Commission, the percentage has not changed in eight years. Perhaps another metric would better represent this goal.

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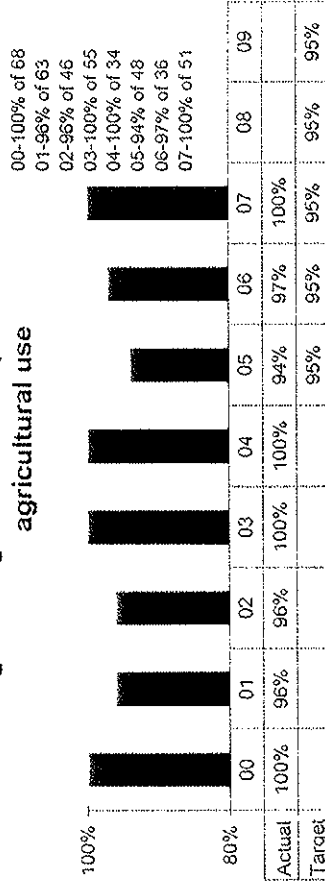
KPM # 3	AGRICULTURE- Percentage of developments approved in the National Scenic Area on land designated agricultural that preserve the land for current or future agricultural production	Measure since: 2003
Goal	Economic- support the economic vitality of the urban areas of the Gorge and allow other economic 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 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.

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



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 operations. 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 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.

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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

The Commission will continue to protect agricultural lands.

7. ABOUT THE DATA

Data reflects figures for the calendar year. The strengths and for 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

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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 operations. It will measure the effectiveness of the Management Plan in protecting forest land.

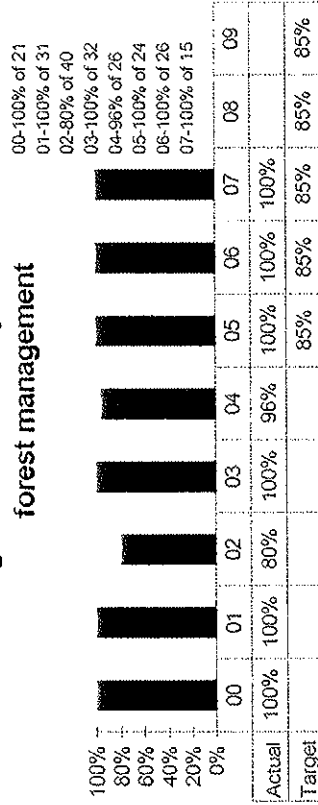
3. HOW WE ARE DOING

Targets have been established as of 2005 at 85%. 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 developed forest that preserves land for forest management



COLUMBIA RIVER GORGE COMMISSION

II. KEY MEASURE ANALYSIS

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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

The Commission will continue to protect forest lands.

7. ABOUT THE DATA

There were only fifteen developments on forest land in 2007, which is the lowest number in the last eight years. Due to lower totals, the variation in percentages may widen. 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
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KPM #5 APPEALS- Percentage of appeals to the Gorge Commission that is 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(ADR) 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 70%.

3. HOW WE ARE DOING

The current level of appeals is very low, so one case can dramatically affect the agency's benchmark.

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, and the willingness of parties willing to participate in ADR.

6. WHAT NEEDS TO BE DONE

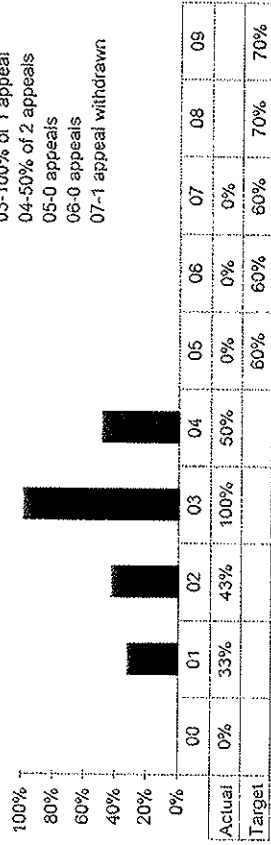
Additional evaluation of the validity of this KPM is needed, as the number of appeals has decreased dramatically and consistently in recent years.

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.

Percent of appeals that are resolved through alternative dispute resolution

- 00-no data
- 01-33% of 6 appeals
- 02-43% of 7 appeals
- 03-100% of 1 appeal
- 04-50% of 2 appeals
- 05-0 appeals
- 06-0 appeals
- 07-1 appeal withdrawn



COLUMBIA RIVER GORGE COMMISSION

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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 presentations 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 in outreach presentations.

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

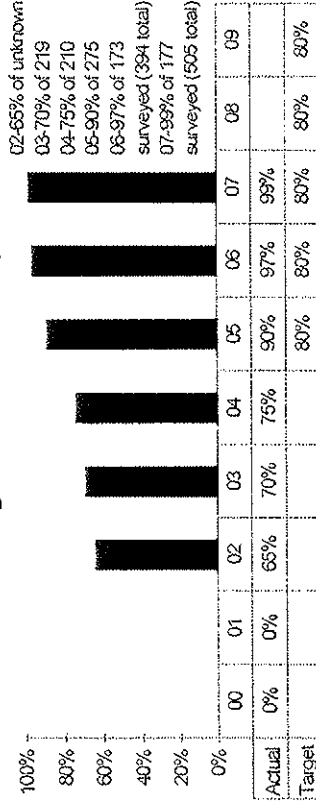
As resources become available, the agency would like to conduct community meetings and other outreach activities to better educate and involve the public.

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.

Data reflects figures for the calendar year.

Percentage of participants in presentations made by the Gorge Commission who state they have a better understanding of the NSA after the presentation



COLUMBIA RIVER GORGE COMMISSION

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KPM #7	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

Coordination 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 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.

3. HOW WE ARE DOING

Targets were established for 2006 and 2007 at 57% and 60%, the commission achieved 100% in each state for both years. 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.

6. WHAT NEEDS TO BE DONE

It will be important for the agency to continue reviewing all development decisions. In order to accomplish this it will be necessary to maintain adequate staff resources to perform this work. Because staff reviewed 100% of the decisions in the last years, the measure should be re-evaluated.

7. ABOUT THE DATA

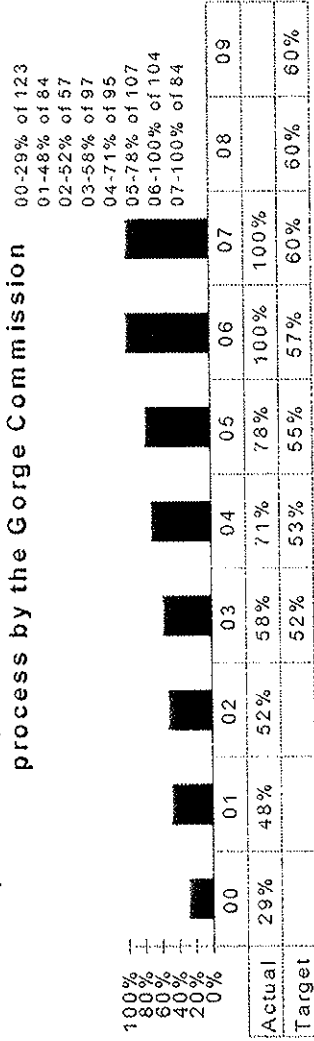
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COLUMBIA RIVER GORGE COMMISSION

II. KEY MEASURE ANALYSIS

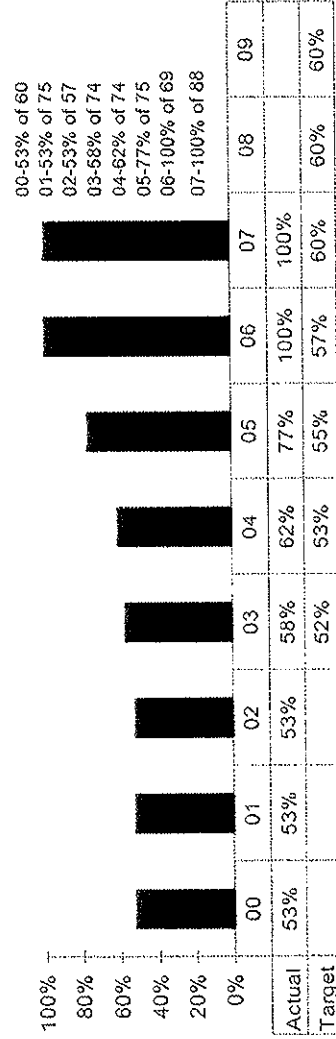
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Percentage of county development decisions (OREGON) that are reviewed during the permitting process by the Gorge Commission



■ Actual Target

Percentage of county development decisions (WASHINGTON) that are reviewed during the permitting process by the Gorge Commission



■ Actual Target

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KPM # 8	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	Agency 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.

3. HOW WE ARE DOING

Staff were hired in late September 2005. Performance improved considerably in 2006 and 2007 as a result of increased capacity.

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.

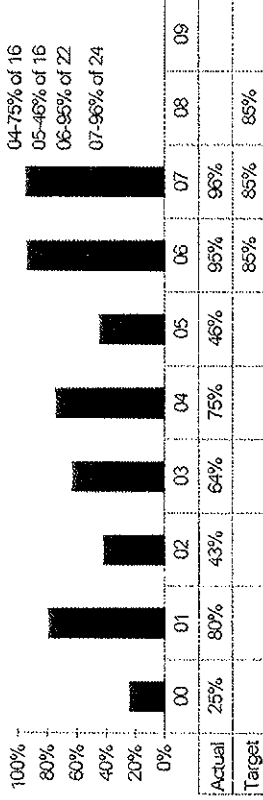
6. WHAT NEEDS TO BE DONE

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.

Percentage of Development Reviews that are issued in 72 days

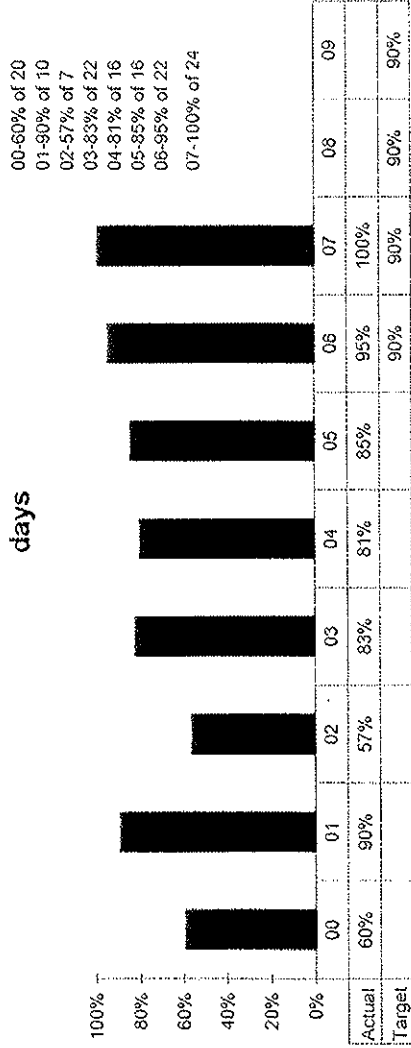


COLUMBIA RIVER GORGE COMMISSION

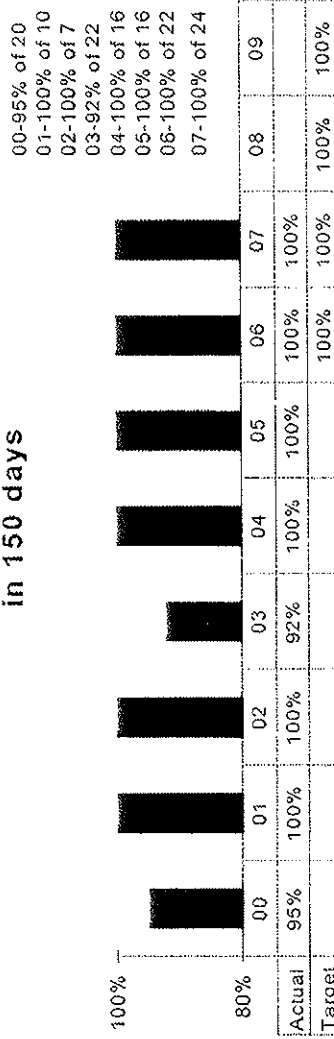
II. KEY MEASURE ANALYSIS

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.

Percentage of Development Reviews that are issued in 102 days



Percentage of Development Reviews that are issued in 150 days



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KPM #9	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 conducted in 2008 for service in 2007		
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 for several reasons: land use is a complex subject for which most of the public has no training; there is misinformation about the Commission and its work; and there are public perceptions dating from the past two decades that persist today. The agency is working to better inform and assist the public and land owners applying for land use permits. The Commission is committed to improve all aspects of customer service and to provide more opportunities for public participation in Commission work.

2. ABOUT THE TARGETS

Targets have been established based on the results of the first survey conducted by the agency in 2006 and on results of comparative research. The agency requests changing targets based on the results of new survey methodology used for 2007 data.

3. HOW WE ARE DOING

For services rendered in 2007, all performance ratings were lower than established targets. Staff engaged in a new process for collecting survey results and as a result of the methodology change, response to the survey was much greater and performance levels were rated lower than in previous years. The agency believes this change in methodology reflects a much broader range of customer opinion and experiences which was the Commission's intent. The 2007-09 targets were established using 2006 data as a baseline and the agency requests changing targets based on the new methodology.

4. HOW WE COMPARE

The agency will research similar agencies' customer service surveys and results to assist in setting targets and improving service.

5. FACTORS AFFECTING RESULTS

The small number of responses affects the variability of data. Consistency in providing surveys to customers will improve the return rate and increase the sample population. Increased emphasis on customer service among staff is imperative. The Commission lost its communications coordinator in the early 2000s due to budget reductions; reinstating that full-time position would improve the opportunities to better serve our customers.

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 communication coordinator, agency staff and Commissioners will strive to create more opportunities for public participation of the Commission's work. The planning staff recently created a mission statement for their work that includes a strong customer service focus. Focusing staff on exceeding customer expectations and implementing a more formalized survey process should improve positive responses. Re-instituting the position of communications coordinator would assist in outreach efforts, widen the distribution of information, and focus staff on establishing specific improvements in the area of customer service.

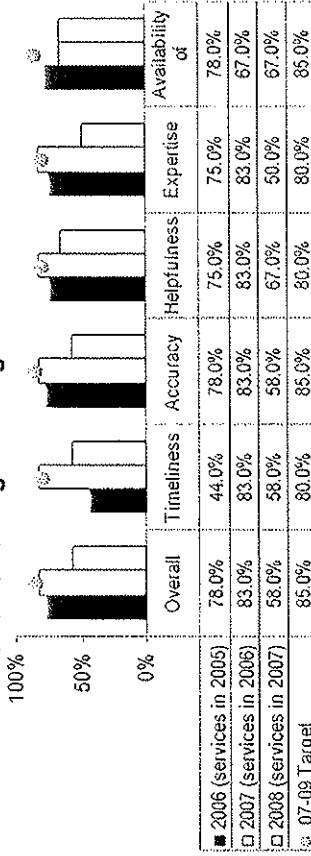
COLUMBIA RIVER GORGE COMMISSION

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7. ABOUT OUR CUSTOMER SERVICE SURVEY

- (a) survey name; Development Review Survey
- (b) surveyor; agency staff -date conducted April 2008 for CY 07 service
- (c) population; persons requesting development reviews in Klickitat County in 2007
- (d) sampling frame; list of land owners 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 20 surveys (return postage paid) and 1 was returned via mail. This number reflects all of the development reviews issued in 2007 that Commission staff prepared. Due to the lack of response, staff conducted the survey via phone and 11 surveys were conducted in this manner. A total of 12 surveys were tabulated out of 20 surveys sent for a response rate of 60%. In 2006, the agency sent out 46 surveys for services rendered in CY 2004 and 2005, with a response rate of 20.5%. In 2007 the response rate was 33.3 %
- (g) weighting; the results are based on the response of a single survey and no other surveys were factored into the results.

Percent rating service good or excellent



COLUMBIA RIVER GORGE COMMISSION

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KPM #10	BEST PRACTICES	Measure since: 2006
Goal	Percent of total best practices met by the board	
Oregon Context	Best Practices-Percent of total best practices met by the board	
Data source	Agency Mission	
Owner	Agency self-evaluation and discussion. Calendar year data. Columbia River Gorge Commission- 509-493-3323	

1. OUR STRATEGY

The agency's strategy includes self evaluation and ongoing training and development.

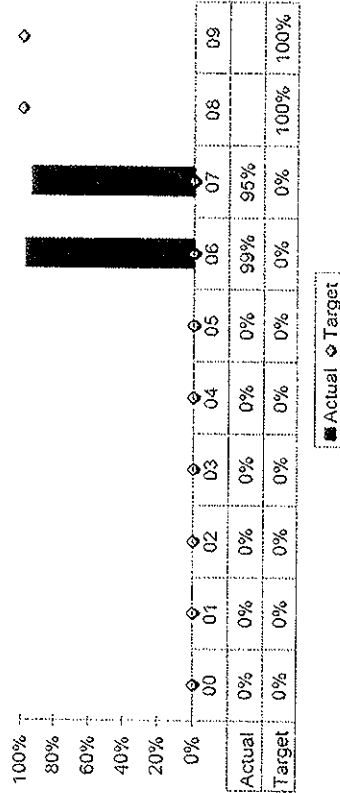
2. ABOUT THE TARGETS

The goal of 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

2006 was the first year this performance measure was instituted and monitored. The Commission is working to develop a better understanding of the measure and believes its performance will improve because of greater awareness and further Commission training. This is the first year a training session was conducted with a focus on this issue and will serve to develop targets and identify areas of concern. Based on the results of the self-assessment, the Commission is doing well in most areas and has identified one area (Commission members act in accordance with their roles as public representatives) needing additional training and discussion.

Percent of total best practices met by the board



4. HOW WE COMPARE

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

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 training session.

6. WHAT NEEDS TO BE DONE

Institutionalize best practices and governance principles by developing a more comprehensive training process for new Commissioners; by scheduling ongoing training sessions for all Commissioners; and by periodic review by Commissioners of their effectiveness and the Commission's strategic plan.

COLUMBIA RIVER GORGE COMMISSION

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7. ABOUT THE DATA

The reporting cycle is for calendar year 2007. The agency conducted the self evaluation in a confidential manner and conducted a session about the performance measure to deepen the understanding of the evaluation process as well as their roles and responsibilities as Commissioners. 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.

1 INCLUSIVITY

Describe the involvement of the following groups in the development of the agency's performance measures.

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 through public meetings during the strategic plan update and are encouraged to contact the Commission via email, fax, letter, or phone calls. 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 develop the next biennium's budget request and invites public comment at every Commission meeting.

2 MANAGING FOR RESULTS

How are performance measures used for management of the agency? What changes have been made in the past year?

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 evaluate various Commission programs and services. The Commission is adapting to the results of the performance measures in various ways. Within the past year the Commission has changed survey instruments, the planning staff have drafted a mission statement for their work, the Commission created technical and community advisory teams relating to the Vital Signs Indicators Project, and performance review templates have been revamped.

3 STAFF TRAINING

What training has staff had in the past year on the practical value and use of performance measures?

The Commission's Executive Director held internal briefings with 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 effectiveness based on the performance measures, so training has been provided to staff about how to diagnose problems indicated through our performance measures and to adapt practices in order to improve.

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4 COMMUNICATING RESULTS

How does the agency communicate performance results to each of the following audiences and for what purpose?

The Commission produces the annual performance measure report, which includes tracking performance measures, the results of which are posted on the agency website at: www.gorgecommission.org

The Commission discusses and evaluates performance periodically during their monthly meetings. The purposes of communicating results include increasing accountability of the agency, sharing the information with a broader audience via the agency web site and at meetings, and to elicit feedback and comments.