# Agency Management Report

## KPMs for Reporting Year 2016

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### Columbia River Gorge Commission

| | Green | Yellow | Red |
|---|---|---|---|
| | = Target to -5% | = Target -6% to -15% | = Target > -15% |
| **Summary Stats:** | 25% | 25% | 50% |

### Detailed Report:

| KPM | Metrics | Actual | Target | Status | Management Comments |
|---|---|---|---|---|---|
| 1. County Decisions - Percentage and number of county decisions where Gorge Commission comments were addressed in the decision: a)fully; b) partially | | 0% | 75% | Red | This measure reflects the relative effectiveness of the Commission's oversight of county implementation of the National Scenic Area Management Plan for the five counties that adopted an ordinance to be consistent with the requirements of the Management Plan. The Columbia River Gorge National Scenic Area Act authorizes counties to adopt and implement a local ordinance that achieves the objectives of the Act. For those five counties who adopted the ordinance to be consistent with the Management Plan, the Commission plays two roles in support of local implementation: first, it functions as a technical assistance resource for the county programs, and second, it serves to ensure consistency throughout the two-state, six-county region. On most county decisions, the Commission observes, reviews and verifies their planning process and decisions without comment since consistency is achieved. For those decisions where the Commission offers technical advice or constructive suggestions, this performance measure indicates the percentage of Commission suggestions the counties fully accept in local decisions and the percentage for which counties partially accept Commission comments. In order to track this measure, the counties have to acknowledge that they accept or partially accept the comments by the Commission and refer to that in their written findings. The limited remaining percentage (not included in the measure) is the portion of county decisions which do not accept comments from the Commission or they may consider the comments but do not acknowledge those comments in writing. |
| 2. Percentage of Development Reviews that are issued within the required timeframe. - | | 30% | 75% | Red | This measure reflects the ability of the Commission to complete its review of development applications in Klickitat County, who has not adopted the ordinance, in a timely fashion and is relevant to the effective and consistent implementation of the Management Plan. It is the Commission's goal to increase the percentage significantly to 80% moving forward if additional planning staff can be hired. Also, with the addition of a Klickitat County planner who is assisting the Commission staff in CY2016, the Commission should be able to make progress in reducing the time it takes to complete the development reviews and conducting the post-permit compliance inspections. . |

| KPM | Metrics | Actual | Target | Status | Management Comments |
|---|---|---|---|---|---|
| 3. Customer Service - Percentage 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. | Helpfulness | 71% | 75% | Yellow | In CY 2011, the 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 encompassed all customers and not just those that applied for a land use permit in one county. The new survey mirrors best practices for surveys that are recommended by the state of Oregon. The agency believes this change in methodology reflects a broad range of customer opinion and experiences which was the Commission's intent. We hope to keep querying our partners and members of the public on a broader basis in the future, and improve our scores as we build back our staff capacity and more fully engage our Commissioners in conducting public outreach and being available to provide information and guidance as needed. |
| | Expertise | 71% | 75% | Yellow | |
| | Accuracy | 71% | 75% | Yellow | |
| | Timeliness | 71% | 75% | Yellow | |
| | Overall | 71% | 75% | Yellow | |
| | Availability of Information | 71% | 75% | Yellow | |
| 4. Percent of total best practices met by the Board. - | | 100% | 80% | Green | This performance measure reflects the percent of total best practices met by the Commission, as assessed by the Commission members through an anonymous survey. The best practices queried in the survey include high-level indicators of the Commission's administrative processes. This measure includes fifteen yes/no questions about the agency's performance in areas ranging from Commissioners' meeting attendance to budget and personnel accountability. Commissioner responses offer a general sense for the health of the agency and the administrative function of the Commission staff. The measures do not necessarily reflect the success of the Commission in achieving its federal,state or programmatic mandates. A new Executive Director was hired in CY2015 and has worked effectively with the Commission to assure that all best practices are adhered to and met their goals. |

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.

# Columbia River Gorge Commission

Annual Performance Progress Report

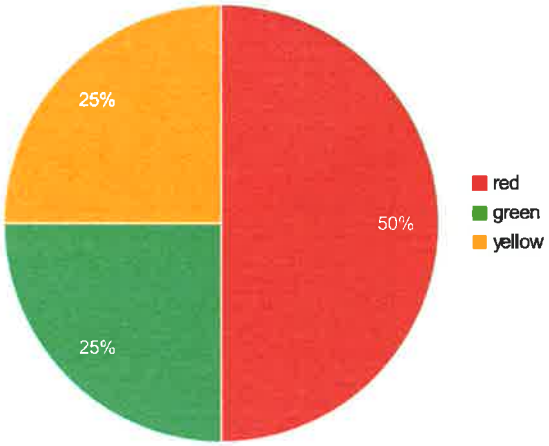
Reporting Year 2016

Published: 9/26/2016 9:19:00 AM

| KPM # | Approved Key Performance Measures (KPMs) |
|---|---|
| 1 | County Decisions - Percentage and number of county decisions where Gorge Commission comments were addressed in the decision: a)fully; b) partially |
| 2 | Percentage of Development Reviews that are issued within the required timeframe. - |
| 3 | Customer Service - Percentage 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. |
| 4 | Percent of total best practices met by the Board. - |

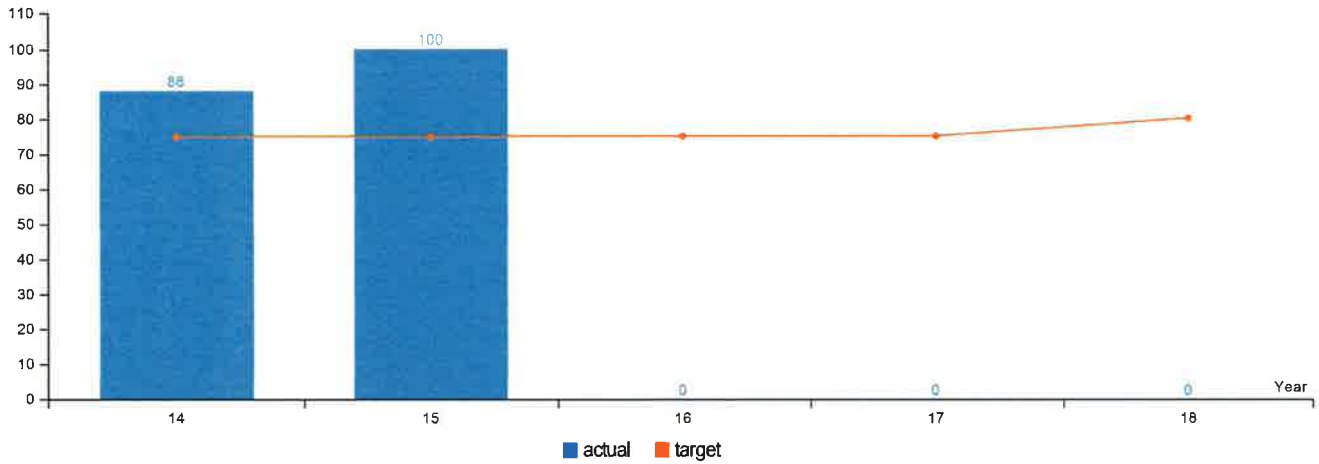
**Proposal** **Proposed Key Performance Measures (KPMs)**

**No proposed KPMs exist**




| | Green | Yellow | Red |
|---|---|---|---|
| | = Target to -5% | = Target -6% to -15% | = Target > -15% |
| **Summary Stats:** | 25% | 25% | 50% |

KPM #1 County Decisions - Percentage and number of county decisions where Gorge Commission comments were addressed in the decision: a)fully; b) partially
Data Collection Period: Jan 01 - Jan 01




| Report Year | 2014 | 2015 | 2016 | 2017 | 2018 |
|---|---|---|---|---|---|
| **Percent of County Decisions- CRGC Addressed fully and partially** | | | | | |
| Actual | 88% | 100% | 0% | No Data | No Data |
| Target | 75% | 75% | 75% | 75% | 80% |

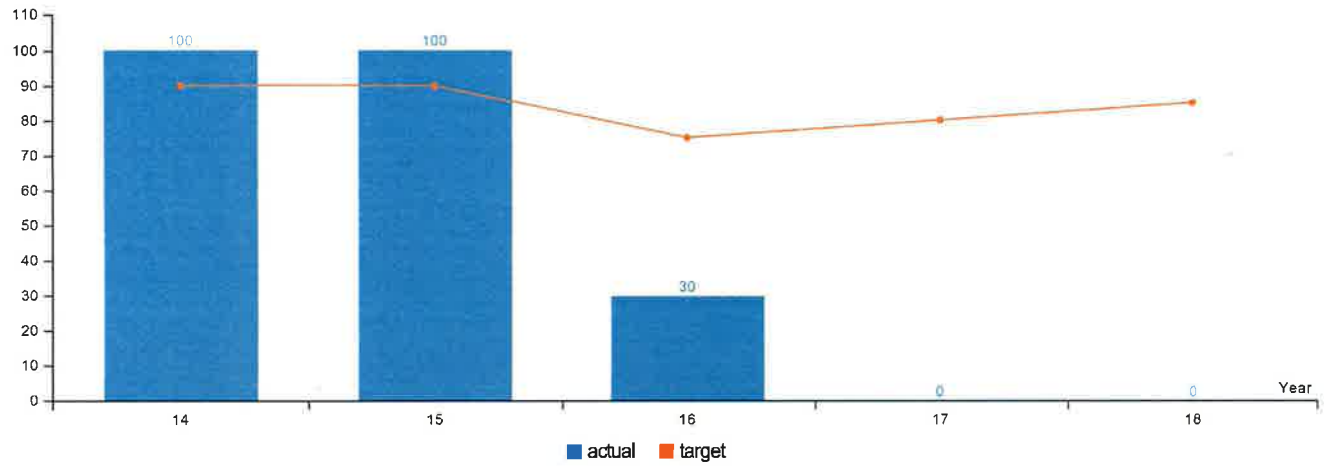
**How Are We Doing**

The percentage and number of county decisions where the Commission's comments were addressed in the decision fully or partially increased from 88% in CY 2013 to 100% in CY 2014. Due to the loss of planning staff, the number of reviews of county decisions that could be completed by Commission staff and written comment letters issued to the five counties (that have adopted the National Scenic Area ordinances) on development review applications has been reduced significantly. In CY 2015, five comment letters were issued by the Commission staff to the five counties (Wasco, Hood River and Multnomah counties on the Oregon side, and Skamania and Clark counties on the Washington side). Of those five development applications that Commission staff commented on, none of the decisions have been issued by the counties so we cannot yet measure whether our concerns have been fully or partially addressed. Consequently, we have no actual performance metric to submit for this measure for CY 2015. Data reflects figures for the calendar year. (Klickitat County in Washington did not adopt the ordinance so the Commission staff issue all the decisions on development review applications)

**Factors Affecting Results**

In response to budget reductions from 2008 to 2013 and the resulting loss of 65% of the agency's planning staff, the Commission has been challenged with its ability to review all the development review applications for the five counties within the timeframe each county has established for their review process. As a result, the number of comment letters issued by Commission planning staff on development review applications has been reduced significantly because each of the comment letters may require extensive technical review and consultation with appropriate agencies. With the loss of two experienced senior planners in CY 2014, the Commission only had only one planning position filled until a second planner was hired in October 2015. In CY 2015, the Commission planner(s) issued five comment letters to the counties. Of those five applications, none of the decisions have been issued yet so we cannot measure whether our concerns have been fully or partially addressed. Consequently, we have no actual performance to submit for this measure for CY 2015.

KPM #2 Percentage of Development Reviews that are issued within the required timeframe. -
Data Collection Period: Jan 01 - Jan 01




| Report Year | 2014 | 2015 | 2016 | 2017 | 2018 |
|---|---|---|---|---|---|
| **Percentage of development reviews issues within the required timeframe** | | | | | |
| Actual | 100% | 100% | 30% | No Data | No Data |
| Target | 90% | 90% | 75% | 80% | 85% |

**How Are We Doing**

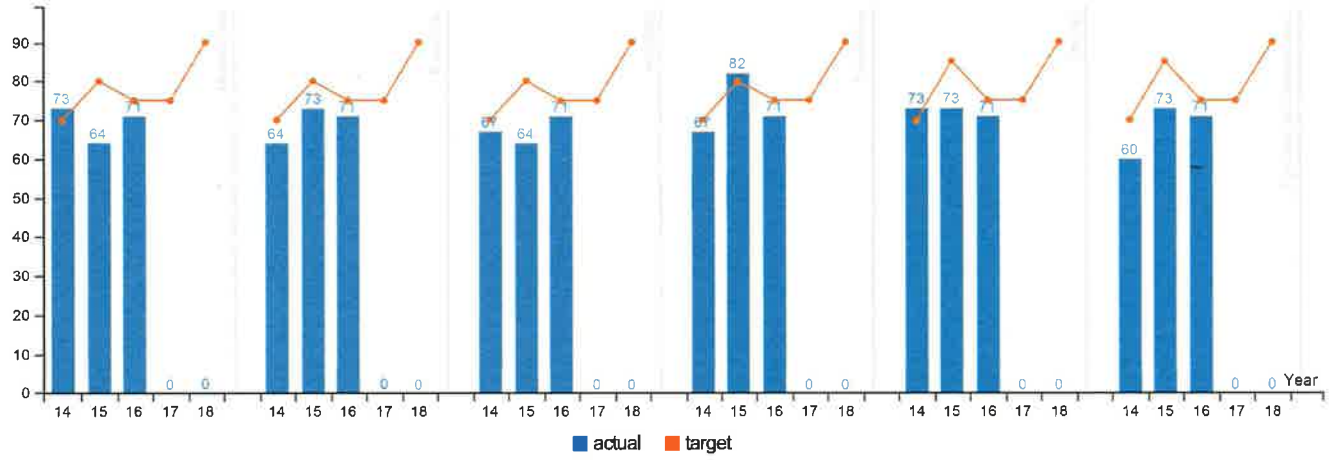
This performance measure applies only to the Commission's work in Klickitat County, since they did not adopt the NSA ordinance. Thus the Commission staff do the development reviews, whereas in the other 5 counties in the NSA, the county planners process the development applications and the Commission staff review them (refer to Performance Measure 1). In response to budget reductions starting in 2008, the Commission temporarily suspended time frames for development review applications in 2010. With further budget reductions and the resulting loss of 65% of the agency's planning staff in 2012, the Commission permanently amended its rule to remove all time frames for development review applications. With the loss of two experienced senior planners in CY 2014, the Commission had only one planning position filled until October 2015. However, to show some measurement of performance in CY2015, the Commission has decided to re-instate the 72-day rule it had used previously which would allow a comparison for the calendar year to show the percentage of time that the Commission staff could complete development reviews within the 72-day review period. The Commission staff were able to meet this time frame 30% of the time.

**Factors Affecting Results**

Internal factors that affect our results include overall staffing levels, overall workloads, and number of professional planners that have the time to complete development reviews in a timely manner given the other workload obligations of Commission staff. With the significant reductions in the number of planning staff during the last several bienniums, the time it takes to conduct thorough reviews has increased and this has resulted in a decrease in being able to meet or exceed the timeline target for this measure. External factors include the number and scope of proposed developments in Klickitat County that have increased over time due to the popularity of the National Scenic Area as a place to work and live.

KPM #3 Customer Service - Percentage 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.

Data Collection Period: Jan 01 - Jan 01




| Report Year | 2014 | 2015 | 2016 | 2017 | 2018 |
|---|---|---|---|---|---|
| **Helpfulness** | | | | | |
| Actual | 73% | 64% | 71% | No Data | No Data |
| Target | 70% | 80% | 75% | 75% | 90% |
| **Expertise** | | | | | |
| Actual | 64% | 73% | 71% | No Data | No Data |
| Target | 70% | 80% | 75% | 75% | 90% |
| **Accuracy** | | | | | |
| Actual | 67% | 64% | 71% | No Data | No Data |
| Target | 70% | 80% | 75% | 75% | 90% |
| **Timeliness** | | | | | |
| Actual | 67% | 82% | 71% | No Data | No Data |
| Target | 70% | 80% | 75% | 75% | 90% |
| **Overall** | | | | | |
| Actual | 73% | 73% | 71% | No Data | No Data |
| Target | 70% | 85% | 75% | 75% | 90% |
| **Availability of Information** | | | | | |
| Actual | 60% | 73% | 71% | No Data | No Data |
| Target | 70% | 85% | 75% | 75% | 90% |

**How Are We Doing**

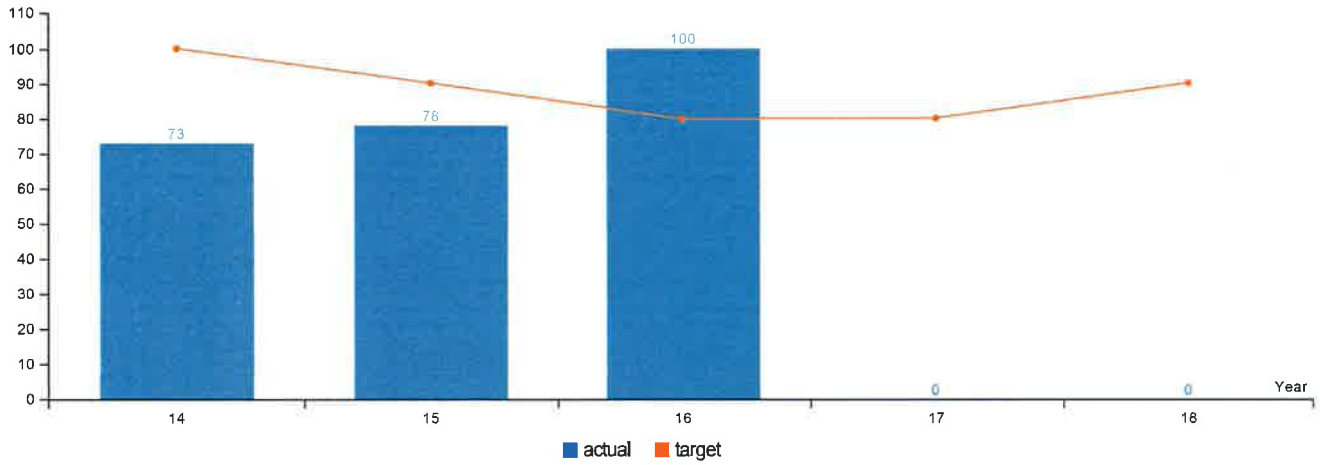
The Commission strives to provide the best customer service for the communities and partners we work with in the National Scenice Area (NSA). Our goal is to provide timely technical/expert reviews for the county development applications in the five counties that have adopted the ordinance, provide helpful guidance to people seeking to learn about building a home, addition or starting a business in the NSA, provide helpful information to the general public about our policies and procedures, and to use our unique role as a bi-state compact agency to build partnerships and collaborative relationships in the Columbia River Gorge area with both Washington and Oregon communities on issues that affect both sides of the river. However, significant budget reductions beginning in 2009 reduced the Gorge Commission planning staff from 4.5 FTE to 1.6 FTE. The Commission has been severly understaffed but still trying to meet customer needs in a timely way. In CY 2015, the planning staff included only one principal planner with another planner hired in October 2015. In July 2015, Klickitat County received a two-year grant in the FY15-17 Washington budget to hire a planner to work with the Commission planner on development reviews for Klickitat County in the National Scenic Area. The Klickitat County planner shares space at the Gorge Commission office. This additional Klickitat County planner assists with researching and drafting development review memos but since Klickitat County did not adopt the ordinance, the Commission planner must still do the majority of the work. The assistance of the Klickitat County planner has helped the Commission planner to reduce the permit review time, and clear up the backlog of active permits, which has led to better customer satisfaction. However, only the Commission planner can perform the monitoring and compliance for post-permit inspections and there continues to be a 2-year backlog to conduct all the site visits. In order to improve availability of information, the Commission staff initiated a new website design process, but this was not completed until CY2016. The "helpfulness" and "accuracy" categories increased by 7% in CY 2015. The "expertise", "availability of information" and "overall" categories decreased by 2%. The "timeliness" category decreased by 9%, which is reflective of the lack of planning staff capacity in CY 2015. Data reflects figures for the calendar year.

**Factors Affecting Results**

The role of the Columbia River Gorge Commission, the National Scenic Area (NSA) Act and the Management Plan that guides our regulations to protect NSA resources, are not well enough understood by the public. The land use laws of both states differ and regional planning efforts are complex subjects. THE NSA Act was passed 30 years ago, but there continues to still be public misinformation about the National Scenic Area, the Commission and its work; and there are negative public perceptions dating from the past 3 decades that still persist today. The 13-member Commission appointed by the two state Governors and 6 counties, and its small staff (6 FTE), continues to work hard to communicate to the public, partners, local, state and federal agencies about the policies and management plan decisions, but the lack of a communications expert, and lack of staff capacity to engage with more of our partners on a regular basis and raise our visibility, means that the information is not as readily available as is desired. The Commission and staff are working to inform and assist the general public, residents and land owners through the website and in-person meetings, but only as our time allows given all our day to day obligations to run the agency. Despite our small staff, we are committed to improve all aspects of customer service and to provide opportunities for public participation and access to information in all aspects of the Commission's work moving forward.

KPM #4

Percent of total best practices met by the Board. -
Data Collection Period: Jan 01 - Jan 01




| Report Year | 2014 | 2015 | 2016 | 2017 | 2018 |
|---|---|---|---|---|---|
| **Percentage of total best practices met by the board** | | | | | |
| Actual | 73% | 78% | 100% | No Data | No Data |
| Target | 100% | 90% | 80% | 80% | 90% |

**How Are We Doing**

Since 2012, the Commission has held one training session per year to review the best practices established for the Commission and staff based on the accepted best practices for Oregon state boards and commissions. There are fifteen best practices that the Commission has adopted and tracks each year. Examples of these best practices include annual performance reviews of the Executive Director, Commission review of policies, procedures, financial and IT audit findings, and involvement of the Commission is key communications. The Commission continues its comprehensive training process each year to assure all Commissioners are up to date with their understanding of their responsibilities, that they are adhering to Commission rules, conducting a periodic review of their effectiveness, fostering transparency and accountability with their decisionmaking, and providing effective oversight of the Executive Director. Data reflects figures for the calendar year.

**Factors Affecting Results**

Factors that can effect our results include turnover that occurs in the 13-member commission since their appointments are staggered, appointments of a new Chair and Vice-chair, and any loss in key staff positions.