

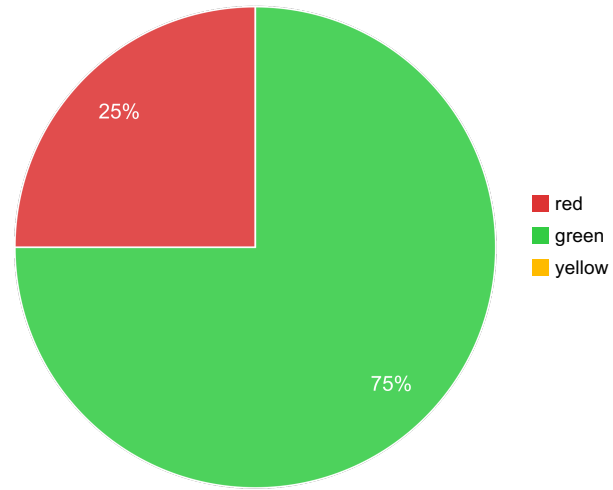
Columbia River Gorge Commission

Annual Performance Progress Report

Reporting Year 2023

Published: 7/14/2023 11:50:06 AM

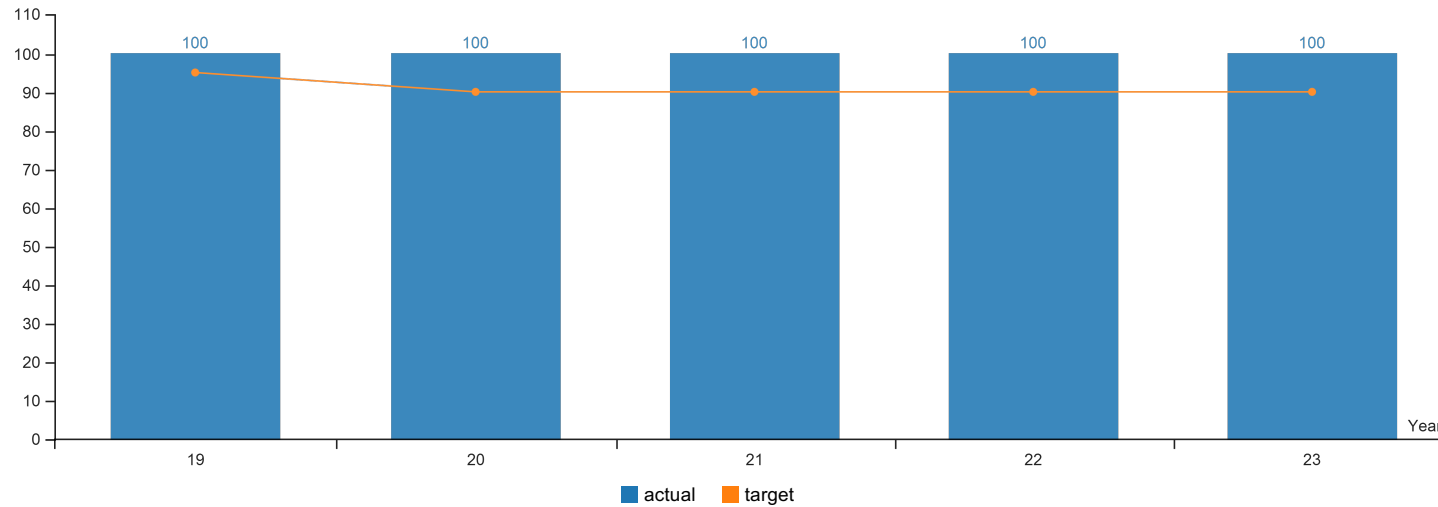
KPM #	Approved Key Performance Measures (KPMs)
1	County Decisions - Percentage and number of county decisions where Gorge Commission comments were addressed in the decision: a)fully; b) partially
3	Customer Service - Percentage of customers rating their satisfaction with the agency's customer service 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. -
5	Number of presentations to civic and community groups each year - Increase public awareness of the National Scenic Area Act and Management Plan.



Performance Summary	Green	Yellow	Red
	= Target to -5%	= Target -5% to -15%	= Target > -15%
Summary Stats:	75%	0%	25%

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

* Upward Trend = positive result



Report Year	2019	2020	2021	2022	2023
Percent of County Decisions- CRGC Addressed fully and partially					
Actual	100%	100%	100%	100%	100%
Target	95%	90%	90%	90%	90%

How Are We Doing

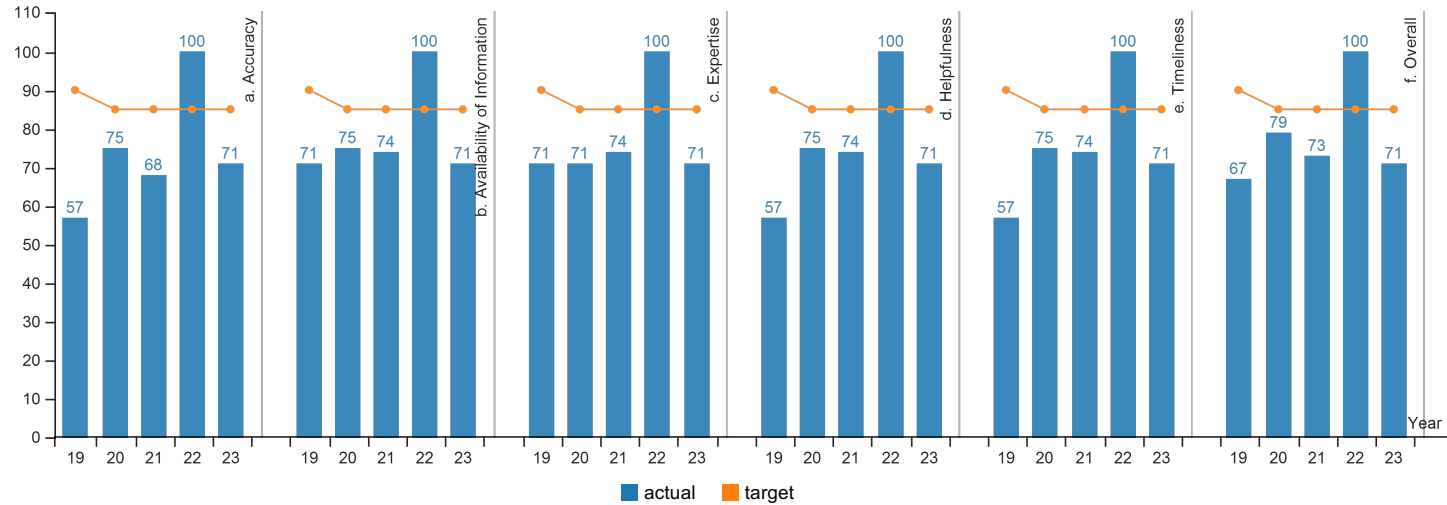
This measure reflects the relative effectiveness of the Commission's oversight of county implementation of the National Scenic Area Management Plan for the five counties that adopted an ordinance to be consistent with the requirements of the Management Plan. The Columbia River Gorge National Scenic Area Act authorizes counties to adopt and implement a local ordinance that achieves the objectives of the Act. For those five counties that 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. For 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. To track this measure, the counties must 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.

Data reflects figures for the calendar year. For the 2022 reporting year (CY 2021 data) development review applications submitted from Wasco, Hood River, and Multnomah counties on the Oregon side, and Skamania and Clark counties on the Washington side - 7 comment letters were issued by the Commission staff to the five counties. Of those 7 development applications that Commission staff commented on, all 7 were fully or partially addressed. For the 2023 reporting year (CY 2022 data) development review applications submitted - 2 comment letters were issued by the Commission staff to the five counties. Of those 2 development applications that the Commission staff commented on, both were fully or partially addressed. (Note: Klickitat County in Washington did not adopt the ordinance, so the Commission staff issue all the decisions on development review applications.)

Factors Affecting Results

With the loss of two experienced senior planners in CY 2014, the Commission only had one planning position filled until a second planner was hired in October 2015. Consequently, the Commission was challenged with its ability to review all the development review applications for the five counties within the timeframe each county established for its review process. As a result, the number of comment letters issued by Commission planning staff on development review applications was reduced significantly because each of the comment letters may require extensive technical review and consultation with appropriate agencies. The Commission now has two experienced planners who fully cover five county development reviews. In addition, regular meetings between county and Commission planners have improved the application of standards in the National Scenic Area Management Plan.

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	2019	2020	2021	2022	2023
a. Accuracy					
Actual	57%	75%	68%	100%	71%
Target	90%	85%	85%	85%	85%
b. Availability of Information					
Actual	71%	75%	74%	100%	71%
Target	90%	85%	85%	85%	85%
c. Expertise					
Actual	71%	71%	74%	100%	71%
Target	90%	85%	85%	85%	85%
d. Helpfulness					
Actual	57%	75%	74%	100%	71%
Target	90%	85%	85%	85%	85%
e. Timeliness					
Actual	57%	75%	74%	100%	71%
Target	90%	85%	85%	85%	85%
f. Overall					
Actual	67%	79%	73%	100%	71%
Target	90%	85%	85%	85%	85%

How Are We Doing

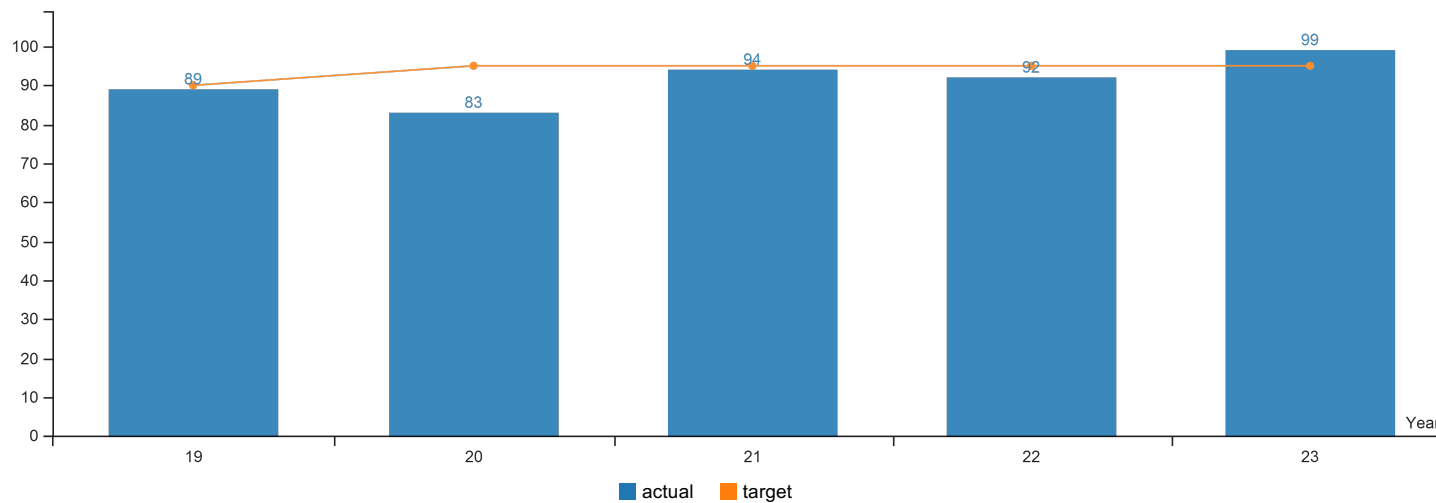
In CY 2011, the staff engaged in a new process for collecting survey results and as a result of the methodology change, response to the survey was much greater and encompassed all customers and not just those that applied for a land use permit in one county. The new survey mirrors best practices for surveys that are recommended by the state of Oregon. The agency believes this change in methodology reflects a broad range of customer opinions 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 to landowners and other agencies as needed. We have trained our staff in facilitation, effective public outreach, and collaboration, as well as improving our communication tools to help the public better understand our roles and responsibilities, and the regulations that govern the National Scenic Area.

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 over 35 years ago, but there continues to be public misinformation about the National Scenic Area, the Commission's role, and its work with County Commissions, city councils, county planners, and state and federal agencies, economic development entities, and landowners. There are negative public perceptions dating from the past three decades that persist today. The 13-member Commission, appointed by the two state Governors, six counties, and the Secretary of Agriculture, and its small staff (8 FTE in 2021), continue to work hard to communicate to the public, partners, local, state, and federal agencies about the policies and management plan decisions. However, 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 public, residents, and landowners through the Commission's website and in-person meetings, but only as our time allows given all of our many day-to-day obligations to run the agency. Given the staff turnover in CY 2017 and CY 2018, people rating our timeliness and customer service were not as high as we had hoped due to learning curves for new staff. Despite our small staff, however, we are committed to improving all aspects of customer service and providing opportunities for public participation and access to information in all aspects of the Commission's work moving forward. Improving our communication tools with the public and decision-makers is a very high priority. Our customer satisfaction survey is accessible on our website and also at our office in paper form. We installed a tablet on our front counter in July 2019 so that the public could easily complete the satisfaction survey during their visit to our office. We have found that this additional option of completing the satisfaction survey increased our percentage of surveys completed. For the 2020 reporting year (CY 2019 data), our average percentage of customer satisfaction increased by 12% (CY 2018 data 63%) to 75%. We believe that the average percentage of customer satisfaction decreased in 2020 to 73% due to COVID restrictions. Although COVID restrictions remained in place, for the 2022 reporting year (CY 2021 data), the agency's average percentage of customer satisfaction increased to 100%. For the 2023 reporting year (CY 2022 data), our average percentage of customer satisfaction decreased to 71%. This decrease was primarily caused by delays with the USDA Forest Service not having adequate staff capacity to review permits. The USDA Forest Service also reviews all the permit applications for impacts on cultural resources. It was unusual that in CY 2022, the cultural resources specialist was detailed out on another assignment which created a backlog for permit applications needing a cultural resource assessment. These applications were not able to be processed, so landowners were delayed in getting approvals, creating customer dissatisfaction.

KPM #4	Percent of total best practices met by the Board. -
	Data Collection Period: Jan 01 - Jan 01

* Upward Trend = positive result



Report Year	2019	2020	2021	2022	2023
Percentage of total best practices met by the board					
Actual	89%	83%	94%	92%	99%
Target	90%	95%	95%	95%	95%

How Are We Doing

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 15 yes/no questions about the Commission and agency's performance in areas ranging from Commissioners' meeting attendance to budget and personnel accountability. Commissioner responses offer a general sense of 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. The Executive Director hired in CY 2015 has worked effectively with the Commission to ensure that all best practices are adhered to, and they meet their goals.

In 2012, the Commission held a training session 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 15 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 and procedures, financial and IT audit findings, and involvement of the Commission in key communications. The Commission continues its comprehensive training process each year to ensure that 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 decision-making, and providing effective oversight of the Executive Director. Data reflects figures for the calendar year. In the 2019 reporting year (CY 2018 data), the board's assessment was 90% and for the 2020 reporting year (CY 2019 data), the board's assessment was 83%. The board's assessment increased to 94% for the 2021 reporting year (CY 2020 data) and to 95% for the 2022 reporting year (CY 2021 data). For the 2023 reporting year (CY 2022 data), the board's assessment increased to 99%.

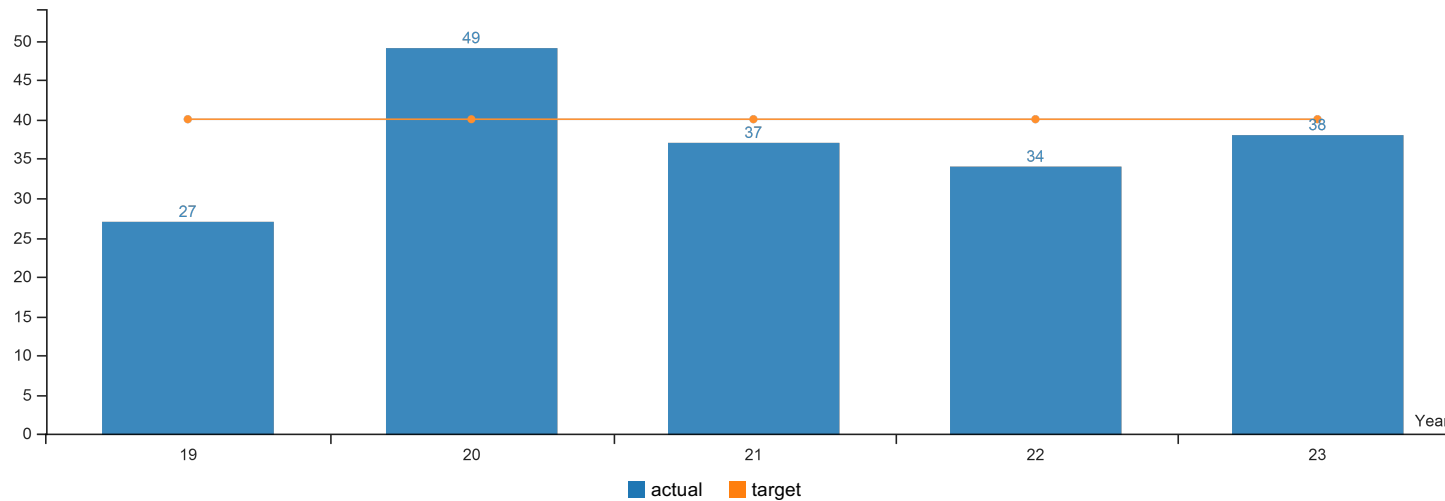
Factors Affecting Results

Factors that can affect our results include turnover that occurs in the 13-member Commission since their appointments are staggered by year, appointments of a new Chair and Vice-chair each year

and how they lead the Commission, and any loss in key staff positions. A comprehensive overview of best practices and more presentations on audits and financial reports to the Commission in CY 2020, CY 2021, and CY 2022 are believed to have improved scores and understanding of the best practices they should follow. The Commission intends to continue this practice of annual reviews.

KPM #5	Number of presentations to civic and community groups each year - Increase public awareness of the National Scenic Area Act and Management Plan.
	Data Collection Period: Jan 01 - Jan 01

* Upward Trend = positive result



Report Year	2019	2020	2021	2022	2023
Number of presentations to civic and community groups each year					
Actual	27	49	37	34	38
Target	40	40	40	40	40

How Are We Doing

The Columbia River Gorge National Scenic Area Act was passed by Congress and signed into law by President Ronald Reagan on November 17, 1986. The Columbia River Gorge Commission was established in 1987 by the states of Oregon and Washington through an interstate compact, the Columbia River Gorge Compact. The purpose of the Columbia River Gorge National Scenic Area (NSA) Act is to protect and enhance the natural, cultural, scenic, and recreation resources of the NSA, and to protect and support the economy of the Columbia River Gorge area. In accordance with the Act, the Columbia River Gorge Commission and USDA Forest Service adopted a National Scenic Area Management Plan in 1991 to guide land use in the Columbia River Gorge National Scenic Area. Covering 292,000 acres and 85 miles of the Columbia River in Oregon and Washington, the National Scenic Area is managed jointly by the Columbia River Gorge Commission and the USDA Forest Service.

Since the National Scenic Area was created, land uses were designated to be compatible with the intent of the Act, and a Management Plan was adopted to guide land development decisions. Any new proposed developments outside the urban area boundaries are reviewed for impacts on the protected resources. The National Scenic Area attracts more than 2.5 million visitors who sightsee and recreate, providing economic benefits to local communities. In addition, the National Scenic Area attracts many new enterprises, small travel-related businesses, and industries that have created jobs for people in communities who value the quality of life that the Columbia River Gorge provides.

In 2020, the Gorge Commission completed its largest and most comprehensive public outreach program since its inception in 1986 to develop the 10-year vision through the Gorge 2020 Management Plan review and update process. Most of the current management plan was over 30 years old and outdated, requiring new policies and regulations to be developed to protect the National Scenic Area for the next decade. Complicated topics such as climate change or the need for urban area boundary expansions were not originally envisioned, yet how the Gorge Commission will address these will forever impact the National Scenic Area. Being able to communicate the need for monitoring and enforcement, protecting tribal treaty rights, and balancing economic vitality with resource protection is

critical for the public to understand. The Gorge Commission is committed to doing more public outreach workshops and engaging residents and visitors in developing a better and more understandable management plan that will guide development and protection policies for the next decade. The Commission staff is working with local, state, and federal agencies, four Treaty Tribes, stakeholders in Oregon and Washington, and realtors to better communicate information about the NSA, rules, regulations, and permit requirements. For the reporting year 2020 (CY 2019 data), the Commission organized and/or participated in 49 meetings/gatherings. In 2020, the Commission organized and/or participated in 37 meetings; in 2021 the Commission organized and/or participated in 34 meetings; and in 2022 the Commission organized and/or participated in 38 meetings, which is just short of the target of 40.

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 over 35 years ago, but there continues to be public misinformation about the National Scenic Area, the Commission's role, and its work with county commissions, city councils, county planners, state and federal agencies, economic development entities, and landowners. There are negative public perceptions dating back three decades that persist today. The 13-member Commission, appointed by the two state Governors, 6 counties, and the Secretary of Agriculture, and its small staff (8 FTE in 2021), continue to work hard to communicate to the public, partners, local, state, and federal agencies about the policies and management plan decisions. However, 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 public, residents, and landowners through the website and meetings, but only as our time allows given all our many day-to-day obligations to run the agency. Our goal is to organize and/or participate in at least 40 meetings or gatherings that help the public and agencies improve their understanding of the Gorge Commission and our role in managing the resources in the National Scenic Area. The Commission exceeded the target of 40 meetings and reached 49 in CY 2019 (2020 reporting year). We believe that the number of organized meetings decreased in 2020, 2021, and 2022 due primarily to COVID restrictions.