

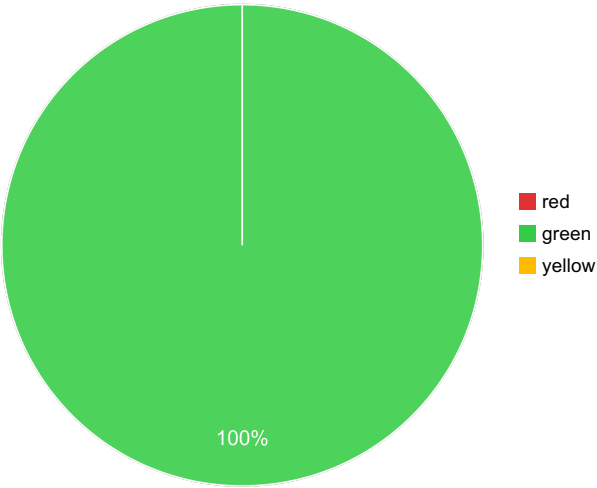
Columbia River Gorge Commission

Annual Performance Progress Report

Reporting Year 2026

Published: 5/27/2026 4:58:28 PM

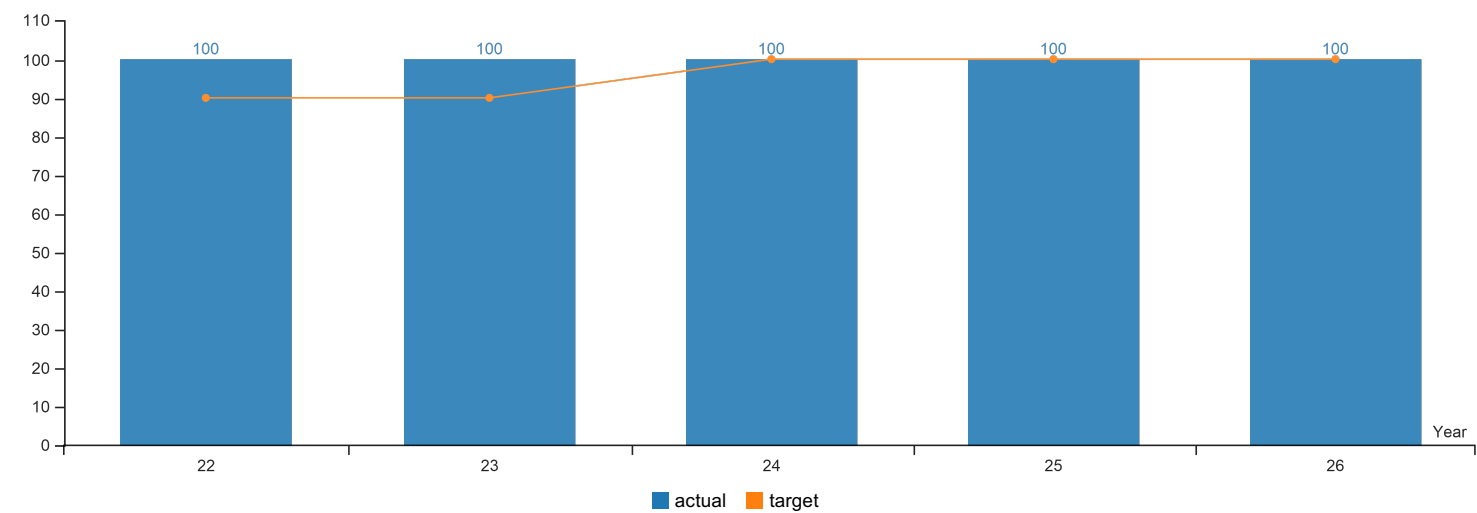
KPM #	Approved Key Performance Measures (KPMs)
1	County Decisions - Percentage and number of county decisions where Gorge Commission comments were addressed in the decision: a)fully; b) partially
3	Customer Service - Percentage of customers rating their satisfaction with the agency's customer service 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:	100%	0%	0%

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	2022	2023	2024	2025	2026
Percent of County Decisions- CRGC Addressed fully and partially					
Actual	100%	100%	100%	100%	100%
Target	90%	90%	100%	100%	100%

How Are We Doing

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 in the five counties that adopted ordinances consistent with the Management Plan's requirements. 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 the planning process and decisions without comment since consistency is achieved. For those decisions in which the Commission offers technical advice or constructive suggestions, this performance measure indicates the percentage of Commission suggestions that counties fully accept in local decisions and the percentage of Commission comments that counties partially accept. To track this measure, the counties must acknowledge whether they accept or partially accept the Commission's comments and refer to this in their written findings. The limited remaining percentage (not included in the measure) represents the portion of county decisions that either do not accept comments from the Commission or accept them but do not acknowledge them in writing.

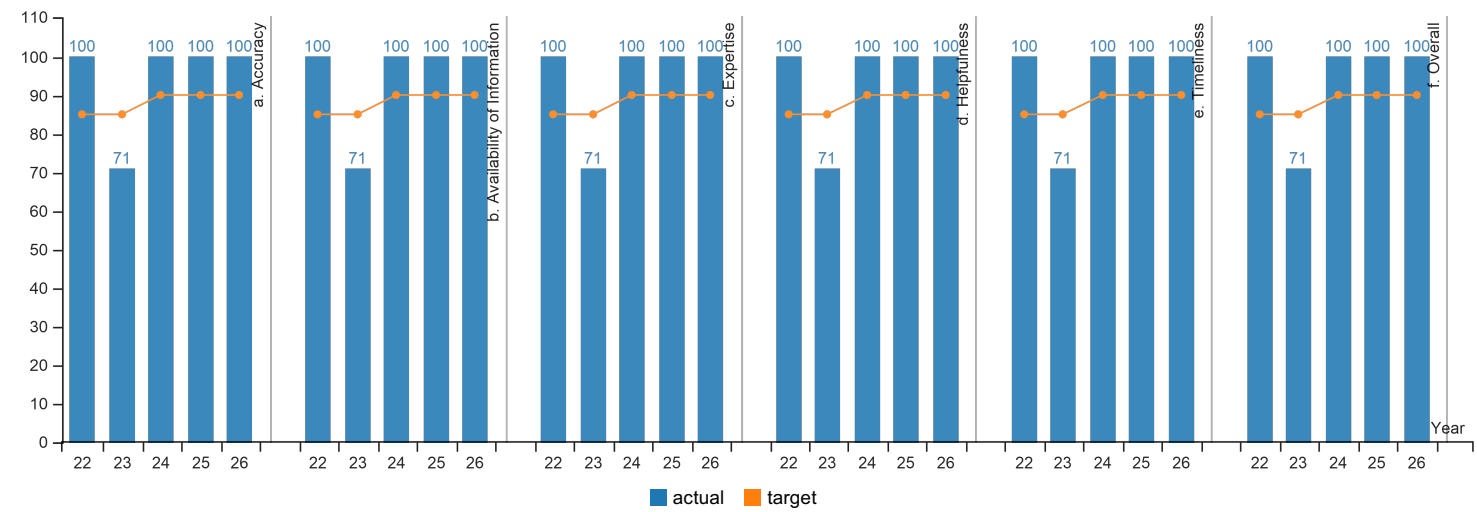
The data reflects figures for the calendar year. For the 2025 reporting year (CY 2024 data), the Commission staff issued 19 comment letters to the five counties for development review applications submitted from Wasco, Hood River, and Multnomah counties on the Oregon side, and from Skamania and Clark counties on the Washington side. Of the 19 development review applications the Commission staff commented on, all were fully or partially addressed.

For the 2026 reporting year (CY 2025 data), the Commission staff issued 16 comment letters to the five counties for development review applications submitted from Wasco, Hood River, and Multnomah counties on the Oregon side and Skamania and Clark counties on the Washington side. Of the 16 development applications the Commission staff commented on, all were fully or partially addressed. These figures reflect only applications for which development review decisions have been completed. (Note: Klickitat County in Washington did not adopt the ordinance, so the Commission staff processes all development review applications and issues all the decisions.)

Factors Affecting Results

The Commission's comment letters may require in-depth technical review and consultation with relevant agencies. The Commission has three experienced planners who thoroughly review development applications across the five counties. Additionally, regular meetings between county and Commission planners have enhanced the application of standards and guidelines 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	2022	2023	2024	2025	2026
a. Accuracy					
Actual	100%	71%	100%	100%	100%
Target	85%	85%	90%	90%	90%
b. Availability of Information					
Actual	100%	71%	100%	100%	100%
Target	85%	85%	90%	90%	90%
c. Expertise					
Actual	100%	71%	100%	100%	100%
Target	85%	85%	90%	90%	90%
d. Helpfulness					
Actual	100%	71%	100%	100%	100%
Target	85%	85%	90%	90%	90%
e. Timeliness					
Actual	100%	71%	100%	100%	100%
Target	85%	85%	90%	90%	90%
f. Overall					
Actual	100%	71%	100%	100%	100%
Target	85%	85%	90%	90%	90%

In CY 2021, staff implemented a new process for collecting survey results. Due to the change in methodology, survey responses increased and now include all customers, not just those applying for a land use permit in one county. The new survey aligns with best practices recommended by the state of Oregon. The agency believes this change reflects a wide range of customer opinions and experiences, which was the Commission's goal. We plan to continue surveying our partners and the public more broadly in the future and to improve our scores by more actively engaging our Commissioners in public outreach and in providing information and guidance to landowners and other agencies as needed. We have trained our staff in facilitation, effective public outreach, and collaboration, and enhanced our communication tools to help the public better understand our roles, responsibilities, and the regulations that govern the National Scenic Area.

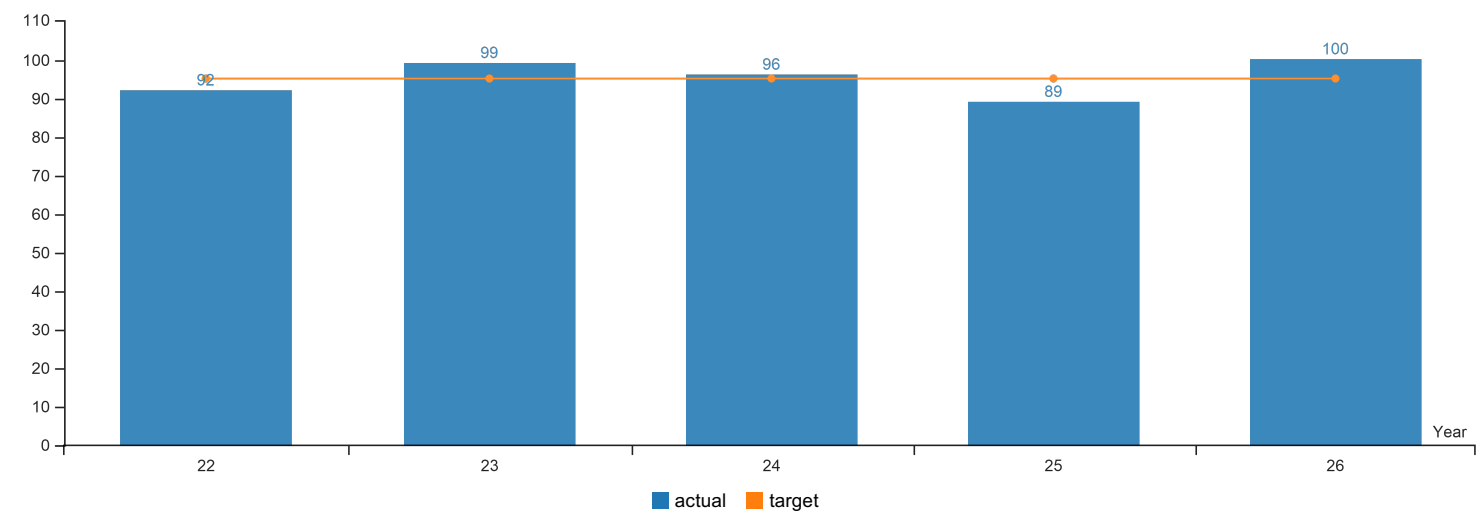
Factors Affecting Results

The roles of the Columbia River Gorge Commission, the National Scenic Area (NSA) Act, and the Management Plan that guides our regulations for protecting NSA resources are not well understood by the public. The land use laws of both states differ, and regional planning efforts are complex topics. The NSA Act was passed nearly 40 years ago, and public misinformation about the National Scenic Area, the Commission's role, and its collaboration with county commissions, city councils, county planners, and agencies at the state and federal levels persists. Negative perceptions from the past four decades still linger. The 13-member Commission, appointed by the two state Governors, six counties, and the Secretary of Agriculture, along with its small staff (9.5 FTE in 2025), works diligently to communicate policies and management decisions to the public, partners, and government entities. However, the lack of a dedicated communications expert and limited staff capacity hinder more frequent engagement and visibility efforts. The Commission and staff strive to inform and assist the public, residents, and landowners through its recently updated website, in-person meetings, and newly developed social media campaign, though only as time allows, given daily operational demands. Following staff turnover in 2019 and 2020, ratings for timeliness and customer service declined due to the onboarding of new staff. Despite our small size, we remain committed to improving customer service and increasing public participation and access to information across all areas of our work. Improving communication tools with the public and decision-makers is a top priority. Our customer satisfaction survey, available online and in paper form in our office, helps gather feedback. In July 2019, we added a tablet at the front counter to make survey completion easier during visits.

For the 2024 reporting year (CY 2023 data), customer satisfaction increased to 100%, thanks to more timely development reviews and responsive service. For the 2025 reporting year (CY 2024 data), customer satisfaction remained at 100%, reflecting staff's sustained commitment to high-quality service, proactive communication, and careful follow-through of customer needs. For the 2026 reporting year (CY 2025 data), customer satisfaction remained at 100%, reflecting staff's continued diligence, strong teamwork, and a shared commitment to meeting customer expectations.

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

* Upward Trend = positive result



Report Year	2022	2023	2024	2025	2026
Percentage of total best practices met by the board					
Actual	92%	99%	96%	89%	100%
Target	95%	95%	95%	95%	95%

How Are We Doing

This performance measure indicates the percentage of best practices met by the Commission, as evaluated by Commission members through an anonymous survey. The best practices assessed include high-level indicators of the Commission's administrative processes. This measure consists of 15 yes-or-no questions regarding the Commission and the agency's performance in areas such as Commissioner attendance at meetings, budget management, and personnel accountability. Responses from Commissioners provide a general indication of the agency's overall health and the administrative effectiveness of the Commission staff. These measures do not necessarily reflect the Commission's success in fulfilling its federal, state, or programmatic mandates. The Executive Director hired in CY 2015 has worked diligently to collaborate effectively with the Commission to ensure adherence to best practices and achieve objectives.

In 2022, the Commission began conducting training sessions to review best practices established for the Commission and its staff, based on accepted standards for Oregon state boards and commissions. The Commission adopted the 15 best practices and monitors them annually. Examples include yearly performance reviews of the Executive Director, reviews of policies and procedures, financial and IT audit results, and the Commission's involvement in key communications. The Commission continues its comprehensive annual training process to ensure that all Commissioners stay up to date on their responsibilities, follow the rules, regularly evaluate their effectiveness, promote transparency and accountability in decision-making, and provide effective oversight of the Executive Director.

The data reflects figures for the calendar year.

In the 2022 reporting year (CY 2021 data), the board’s assessment was 92%. It increased to 99% for the 2023 reporting year (CY 2022 data) and to 96% for the 2024 reporting year (CY 2023 data). For the 2025 reporting year (CY 2024 data), the board’s assessment dipped to 89% primarily due to five newly appointed commissioners who had not yet engaged with communications and other

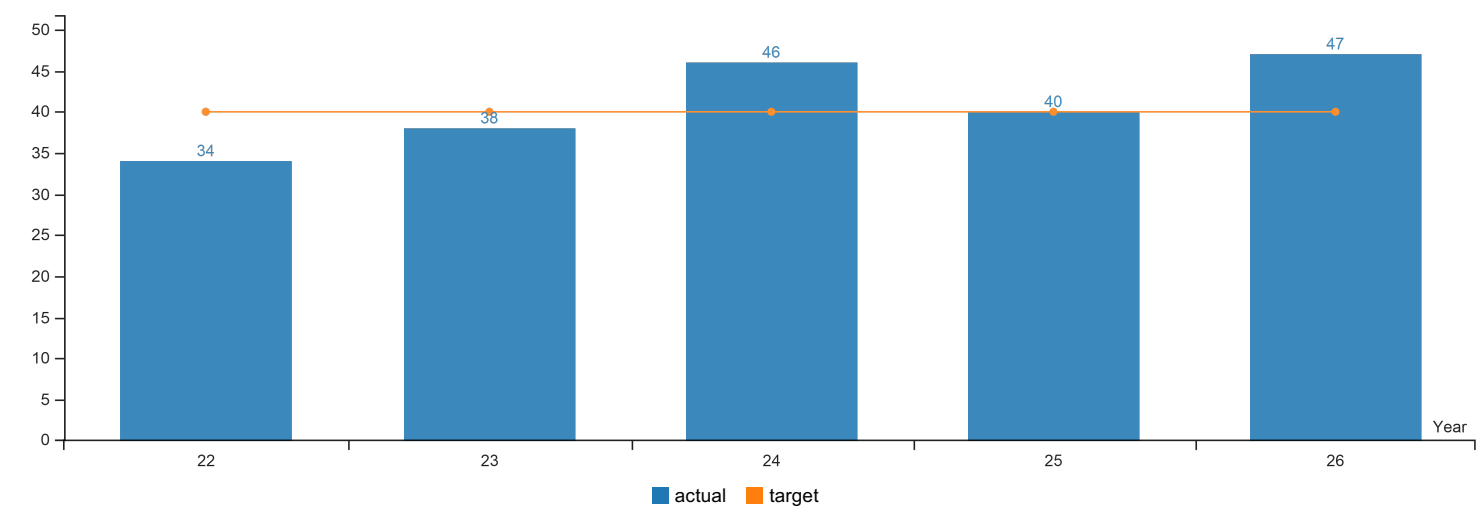
aspects of the Commission's work and performance measures. The new commissioners responded negatively, since there is no "abstain" option in the survey. For the 2026 reporting year (CY 2025 data), the board's assessment increased to 100%.

Factors Affecting Results

Factors that can influence our results include turnover within the 13-member Commission, since their appointments are staggered annually; the appointment of a new Chair and Vice-Chair each year; their leadership styles; and any loss of key staff positions. A comprehensive overview of best practices, along with additional presentations on audits and financial reports to the Commission, is believed to have enhanced the Commission's scores and understanding of the best practices it should follow. Training for Commissioners on governance topics and communication also contributed to improved scores. The Commission plans to continue this annual review practice. In CY 26, the Commission has planned additional training and reminders on topics related to implementing best practices.

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	2022	2023	2024	2025	2026
Number of presentations to civic and community groups each year					
Actual	34	38	46	40	47
Target	40	40	40	40	40

How Are We Doing

The Columbia River Gorge National Scenic Area Act was enacted by Congress and signed into law by President Ronald Reagan on November 17, 1986. The Columbia River Gorge Commission was created in 1987 through an interstate compact called the Columbia River Gorge Compact, established by Oregon and Washington. The purpose of the Columbia River Gorge National Scenic Area (NSA) Act is to:

1. To establish a national scenic area to protect and provide for the enhancement of the scenic, cultural, recreation, and natural resources of the Columbia River Gorge; and
2. To protect and support the economy of the Columbia River Gorge area by encouraging growth to occur in existing urban areas and by allowing future economic development in a manner that is consistent with paragraph (1).

Under the Act, the Columbia River Gorge Commission and the USDA Forest Service adopted a National Scenic Area Management Plan in 1991 to guide land use within the Columbia River Gorge National Scenic Area. Spanning 292,500 acres and 85 miles of the Columbia River in Oregon and Washington, the area is jointly managed by the Columbia River Gorge Commission and the USDA Forest Service.

Since the creation of the National Scenic Area, 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 assessed for impacts on protected resources. The National Scenic Area attracts more than 2.5 million visitors who sightsee and recreate, providing economic benefits to local communities. Additionally, the National Scenic Area attracts many new enterprises, small travel-related businesses, and industries, creating jobs for people in communities that value the quality of life the Columbia River Gorge offers.

In 2020, the Gorge Commission completed its largest and most comprehensive public outreach effort since it was established in 1986 to develop a 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, which necessitated creating new policies and regulations to safeguard the National Scenic Area over the coming decade. Topics like climate change or the need for urban area boundary expansions were not envisioned initially, yet how the Gorge Commission addresses these issues will significantly impact the National Scenic Area. Clearly communicating the importance of monitoring and enforcement, defending tribal treaty rights, and balancing economic growth with resource conservation is crucial for public understanding. The Gorge Commission is committed to expanding public outreach through workshops and greater engagement with residents and visitors to develop a clearer, more understandable Management Plan that will steer development and protection policies for the next ten years. The Commission staff works closely with local, state, and federal agencies, four Treaty Tribes, stakeholders from Oregon and Washington, and realtors to better share information about the NSA, its rules and regulations, and permit requirements.

For reporting year 2022 (CY 2021 data), it organized and/or participated in 34 meetings; for 2023 (CY 2022 data), 38, falling just short of the target of 40; for 2024 (CY 2023 data), 46; and for reporting year 2025 (CY 2024), 40. For the reporting year 2026 (CY 2025 data), the Commission organized and/or participated in 47 outreach meetings, exceeding the performance target.

Factors Affecting Results

The roles of the Columbia River Gorge Commission, the National Scenic Area (NSA) Act, and the Management Plan that guides our regulations for protecting NSA resources are not well understood by the public. The land use laws of both states differ, and regional planning efforts are complex topics. The NSA Act was passed nearly 40 years ago, and 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, Treaty Tribes, and landowners persists. Long-standing negative perceptions remain today. The 13-member Commission, appointed by the two state Governors, six counties, and the Secretary of Agriculture, along with its small staff (9.5 FTE in 2025), works diligently to communicate with the public, partners, and local, state, and federal agencies about policies and management plan decisions. However, the lack of a dedicated communications expert and limited staff capacity hinder regular engagement and visibility efforts, making information less accessible than desired. The Commission and staff strive to inform and assist the public, residents, and landowners through its recently updated website, in-person meetings, and newly developed social media campaign, though only as time allows, given daily operational demands. Our goal is to organize and/or participate in at least 40 meetings or gatherings that help the public and agencies better understand the Gorge Commission and our role in managing the resources within the National Scenic Area.