

AGRICULTURE, DEPARTMENT of

Annual Performance Progress Report (APPR) for Fiscal Year (2007-2008)

Proposed KPM's for Biennium (2009-2011)

Original Submission Date: 2008

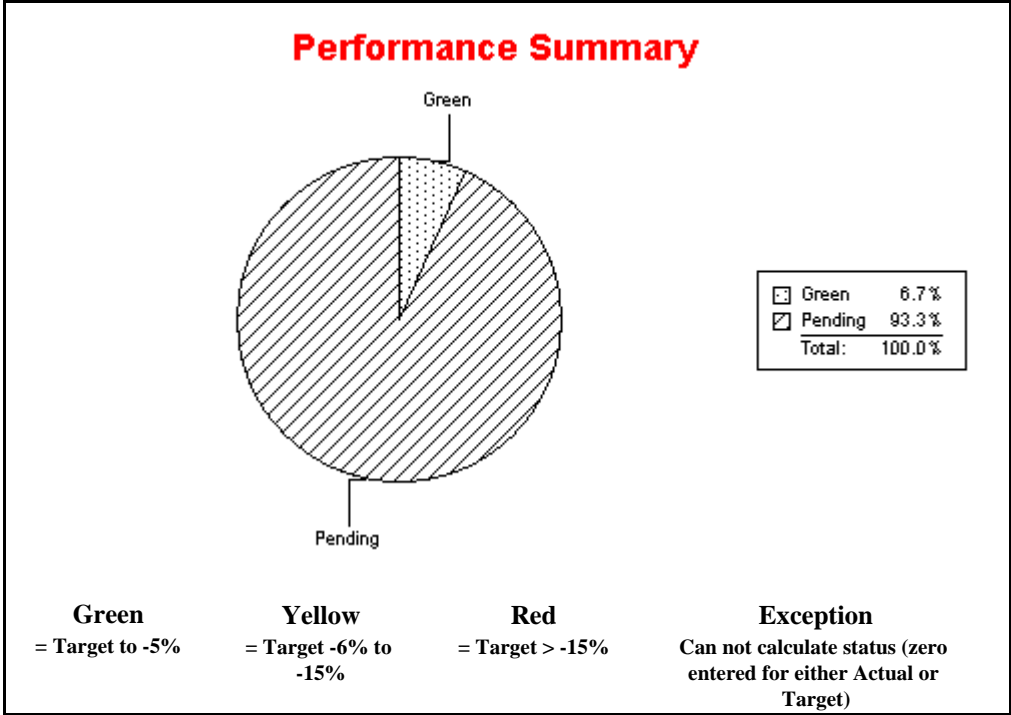
2007-2008 KPM #	2007-2008 Approved Key Performance Measures (KPMs)
1	Food Safety Ensure high levels of compliance with each of the ten risk factors identified by Centers for Disease Control in retail stores.
2	Motor Fuel - Percent of motor fuel samples found in compliance with posted octane levels.
3	Top 100 Exclusions - Number of the top 100 plant pests, diseases, or weed species successfully excluded each year.
4	Biological Control - Percentage of biological control agents released which are successfully controlling target pests and weeds.
5	T&E Plants - Number of plant species not listed in Oregon where department activities played a role in the decision.
6	Pesticide Investigations - Percent of pesticide investigations that result in enforcement actions.
7	Non-traditional production certification - Number of acres certified where the Department of Agriculture provided technical assistance or auditing services.
8	Trade Activities - Sales as a result of trade activities with Oregon producers and processors.
9	Ag Employment - Number of jobs saved or created as a result of ODA activities to retain or expand existing Oregon agricultural and food processing capacity. Measured in numbers of jobs based on telephone and email surveys of companies assisted by ODA.
10	CAFOs - Percent of permitted Oregon Confined Animal Feeding Operations (CAFOs) found to be in compliance with their permit during annual inspections.
11	Smoke Management - No increase above 2002 levels in hours of 'significant smoke intrusions' due to field burning in key cities in the Willamette Valley as measured by nephelometer readings.
12 a	Water Quality - Percent of monitored stream sites associated with predominantly agriculture use with significantly increasing trends in water quality.
12 b	Water Quality - Percent of monitored stream sites associated with predominantly agriculture use with water quality in good to excellent condition.

2007-2008 KPM #	2007-2008 Approved Key Performance Measures (KPMs)
12 c	Water Quality - Percent of monitored stream sites associated with predominantly agriculture use with decreasing trends in water quality.
13	Customer Service - 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.

New Delete	Proposed Key Performance Measures (KPM's) for Biennium 2009-2011
NEW	<p>Title: Ag Employment - Number of jobs saved or created as a result of activities to retain or expand existing Oregon agricultural and food processing capacity. Measured in numbers of jobs based on telephone and email surveys of companies assisted.</p> <p>Rationale: CURRENT MEASURE: Ag Employment - Number of jobs saved or created as a result of ODA activities to retain or expand existing Oregon agricultural and food processing capacity. Measured in numbers of jobs based on telephone and email surveys of companies assisted by ODA.</p> <p>The reference to ODA is being removed to clarify that this measure relates specifically to the activities performed by the Agriculture Development and Marketing Division (ADMD) of the Oregon Department of Agriculture.</p>
NEW	<p>Title: T&E Plants - Percent of listed T&E plants with stable or increasing populations as a result of department management and recovery efforts.</p> <p>Rationale: CURRENT MEASURE - T&E Plants - Number of plant species not listed in Oregon where department activities played a role in the decision.</p> <p>Our primary mission is to conserve plants on the T&E list and try to get them off the list. This is quite different from working on plants to keep them from being listed.</p>
NEW	<p>Title: Top 100 Exclusions - Percent of plant pests, diseases, or weeds on the Oregon 100 Most Dangerous Invaders list successfully excluded each year.</p> <p>Rationale: CURRENT MEASURE: Top 100 Exclusions - Number of the top 100 plant pests, diseases, or weed species successfully excluded each year.</p> <p>Providing a number versus a percentage does not provide a clear understanding of the actual work performed by this program. The OISC 200 worst list contains birds, fish, mammals, etc. which do not fit in the mission of ODA. There is not a list of top 100 plant pests, diseases, or weeds.</p>

New Delete	Proposed Key Performance Measures (KPM's) for Biennium 2009-2011
NEW	<p>Title: Noxious Weed Control - Percentage of state-listed noxious weeds successfully excluded from the state or with stable or decreasing populations.</p> <p>Rationale: CURRENT MEASURE: Biological Control - Percentage of biological control agents released which are successfully controlling target pests and weeds.</p> <p>Biological control is only one facet of our noxious weed control program. Exclusion, survey, eradication, and containment are just as important.</p>
DELETE	<p>Title: Top 100 Exclusions - Number of the top 100 plant pests, diseases, or weed species successfully excluded each year.</p> <p>Rationale:</p>
DELETE	<p>Title: Biological Control - Percentage of biological control agents released which are successfully controlling target pests and weeds.</p> <p>Rationale:</p>
DELETE	<p>Title: T&E Plants - Number of plant species not listed in Oregon where department activities played a role in the decision.</p> <p>Rationale:</p>
DELETE	<p>Title: Ag Employment - Number of jobs saved or created as a result of ODA activities to retain or expand existing Oregon agricultural and food processing capacity. Measured in numbers of jobs based on telephone and email surveys of companies assisted by ODA.</p> <p>Rationale:</p>

AGRICULTURE, DEPARTMENT of	I. EXECUTIVE SUMMARY
Agency Mission: The Oregon Department of Agriculture has a threefold mission: 1) Ensure Food Safety and Provide Consumer Protection; 2) Protect Agricultural Natural Resources; and 3) Promote Economic Development in the Agricultural Industry.	
Contact: Lisa Hanson, Deputy Director	Contact Phone: 503-986-4632
Alternate: Sherry Kudna, Executive Assistant	Alternate Phone: 503-986-4619



1. SCOPE OF REPORT

ODA’s key performance measures represent programs that tie to the Oregon Benchmarks and directly link to the agency mission. These measures are a limited representation of the programs and services delivered by ODA. The ODA mission is diverse and encompasses activities are authorized by 30 different chapters of the Oregon Revised Statute, touching virtually every Oregonian.

Internal performance measures are maintained for ODA programs and services. These internal measures are not presented in this report.

2. THE OREGON CONTEXT

The ODA's high level outcomes are directly linked to the agency's three-fold mission: to ensure food safety and provide consumer protection, protect agricultural natural resources, and promote economic development in the agricultural industry. The programs executed within ODA are integral to carrying out the mission.

Key performance measures linking to Oregon Benchmarks include: 603-3 Top 100 Exclusions, 603-4 Biological Control, 603-5 T & E Plants, 603-6 Pesticide Investigations, 603-8 Trade Activity Sales, 603-9 New Ag Companies, 603-10 New Processing, 603-11 Ag Employment, 603-12 CAFOs, 603-13 Smoke Management, and 603-14 Water Quality. ODA works with other natural resource agencies as a contributor for many of the states environmental related Benchmarks. The agency administers programs that are strong contributors to the states water quality and salmon recovery efforts.

The following represent a few examples of coordination between ODA's various programs and sister state agencies or federal agencies by delivering services and activities, and to eliminate and/or minimize duplication of efforts.

Oregon's ability to meet new market opportunities has been enhanced through the cooperation of ODA's Ag Development and Marketing Division with regional development officers of the Oregon Economic Development Department. These partnerships leverage the considerable technical resource of the agency to build public infrastructure and private capacity.

ADMD actively cooperates with the other state agencies to promote the international trade agenda for the state, including the Governor's Office, the Port of Portland, the Oregon Tourism Commission and the International Trade and Development Division.

ODA's Natural Resource programs coordinate with DEQ and other Natural Resource Agencies to assure environmental regulations are coordinated.

3. PERFORMANCE SUMMARY

4. CHALLENGES

In many areas, ODA has made solid achievements toward performance measure targets. Programs that are core to the agency's technical expertise, and with a solid funding base show the most success.

Due to ODA's diversity of programs and services within the agency it is challenging to develop performance measures that capture information and

accomplishments that are meaningful to the public as well as ODA's core customers.

5. RESOURCES AND EFFICIENCY

ODA has a biennial budget of \$81 million. The budget is supported 60 percent by other funds (licenses and fees for service), 20 percent by state general fund, 12 percent by state lottery fund (primarily Ballot Measure 66 funds, and 8 percent by federal funds.

Examples of efficiency efforts by ODA:

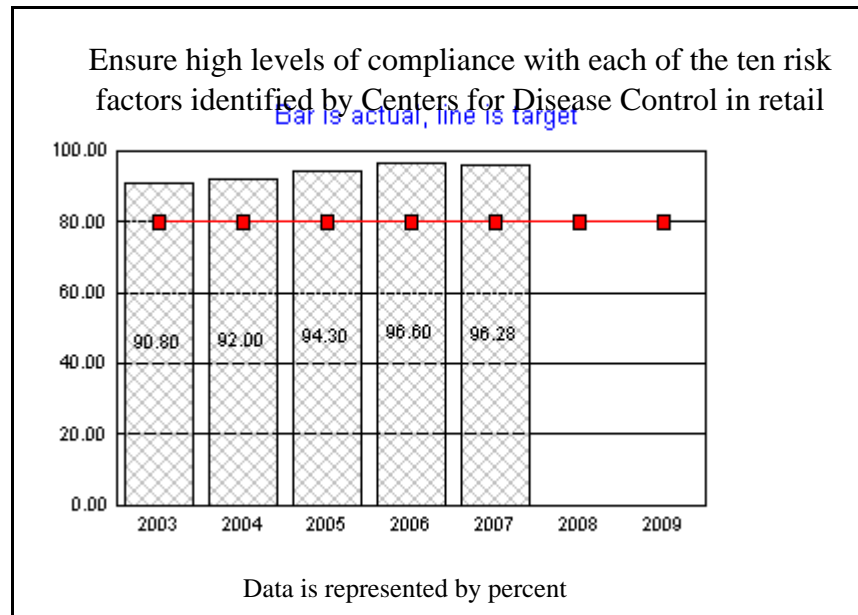
β ODA has developed strong links with higher education, creating technical exchanges with Oregon State University, one of the country's leading land grant institutions. In addition, ODA has agreements with community colleges and other educational institutions throughout the state, providing training and examinations for pesticide users by the Pesticide Division.

Inmates at the State Penitentiary are constructing gypsy moth traps for ODA's survey programs as well as performing third party grading services offered by the shipping point inspection program.

The Food Safety Program has an interagency agreement with the Oregon Department of Human Health and FDA to streamline food safety inspections.

The Animal Health Laboratory works extensively with Oregon State University's diagnostic laboratory to ensure that customer needs are met.

KPM #1	Food Safety Ensure high levels of compliance with each of the ten risk factors identified by Centers for Disease Control in retail stores.	2005
Goal	To continually improve the safety of the food supply. Agency mission is to ensure food safety and provide consumer protection.	
Oregon Context	This measure does not relate to Oregon Benchmarks.	
Data Source	From routine inspection reports of retail stores performed during the last year.	
Owner	Food Safety Division, Vance Bybee (503) 986-4720	



1. OUR STRATEGY

To identify those risk factors that are most likely to cause illness, and then focus staff efforts on corrections.

2. ABOUT THE TARGETS

While the compliance rate will never reach 100 percent, it is our goal to continue work to improve the level of compliance. The targets also allow us to easily identify any risk factors where the violation rate is increasing.

3. HOW WE ARE DOING

This is the third year we have recorded the risk factors separately. What we have noticed is that licensees are having difficulty meeting the temperature requirement. While the overall average of compliance with the 10 risk factors has leveled off, compliance with the temperature risk factor is still low. Last year it was at 81 percent.

4. HOW WE COMPARE

There are no known state or federal programs to compare with.

5. FACTORS AFFECTING RESULTS

The food industry is pulled in a lot of directions. Their priorities are constantly changing. ODA inspection staff need to be present to consistently remind and educate them of critical risk factors that affect public health.

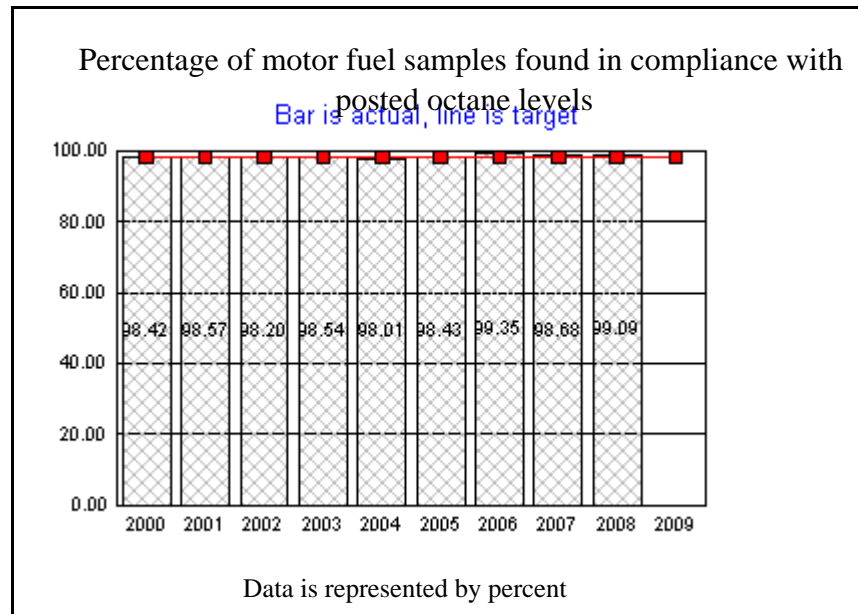
6. WHAT NEEDS TO BE DONE

Any time we see a risk factor decrease in compliance, we need to direct staff efforts to address those issues. Notifying the industry and focusing routine inspections in a specific area is the most effective way to increase compliance.

7. ABOUT THE DATA

This data is taken from inspection reports for the fiscal year. Uniformity among inspectors is always an area of concern. Our field supervisors are continually working with staff to gain uniformity.

KPM #2	Motor Fuel - Percent of motor fuel samples found in compliance with posted octane levels.	1998
Goal	This measure is linked to the agency's mission to ensure food safety and provide consumer protection.	
Oregon Context	ODA Mission	
Data Source	During routine inspections, random samples of gasoline are screened to ensure they meet the posted octane levels. The posted octane and the screened octane are entered into the inspection report and the division database for retrieval.	
Owner	Measurement Standards Division - Russ Wyckoff, Administrator – Phone: 503-986-4670	



1. OUR STRATEGY

Approximately 1.5 billion gallons of gasoline are sold to consumers in the state of Oregon each year. Routinely monitoring the quality of gasoline sold in Oregon helps assure consumers and businesses that the gasoline meets national quality standards. At the current retail price of gasoline, there

is about ten cents per gallon difference between 87 to 89 octane and between 89 to 92 octane. Division inspectors verify gasoline octane to ensure consumers are getting the octane they are paying for.

2. ABOUT THE TARGETS

In 1997 Oregon adopted national standards for motor fuel following a pilot project checking samples of gasoline for octane levels. It was determined that more than three percent of the fuel screened failed to meet national standards. The goal was to cut that number in half, obtaining a target compliance rate of 98.4 percent.

3. HOW WE ARE DOING

In the last four years ODA has continued to exceed its target compliance rate of 98.4 percent for motor fuel samples meeting posted octane levels. As of June 30, 2008, 2,868 samples of gasoline have been screened to ensure they meet the antiknock index (or octane rating) posted on dispensers at gas stations. Of the 2,868 samples, 26 failed the inspector's screenings for octane requirements, resulting in a 99.09 percent compliance rate.

4. HOW WE COMPARE

There are no established standards for minimum compliance. In states where no motor fuel inspection exists, it is suspected that motor fuels may be sub-standard. Verification of quality provides assurance to consumers and businesses that they are getting what they pay for.

5. FACTORS AFFECTING RESULTS

The biggest factor affecting results is the quality of fuel transported into the state. The presence of a viable program and continued unannounced screening of product throughout the supply chain (i.e., terminal, wholesaler, retailer) ensures that product continues to meet national standards.

6. WHAT NEEDS TO BE DONE

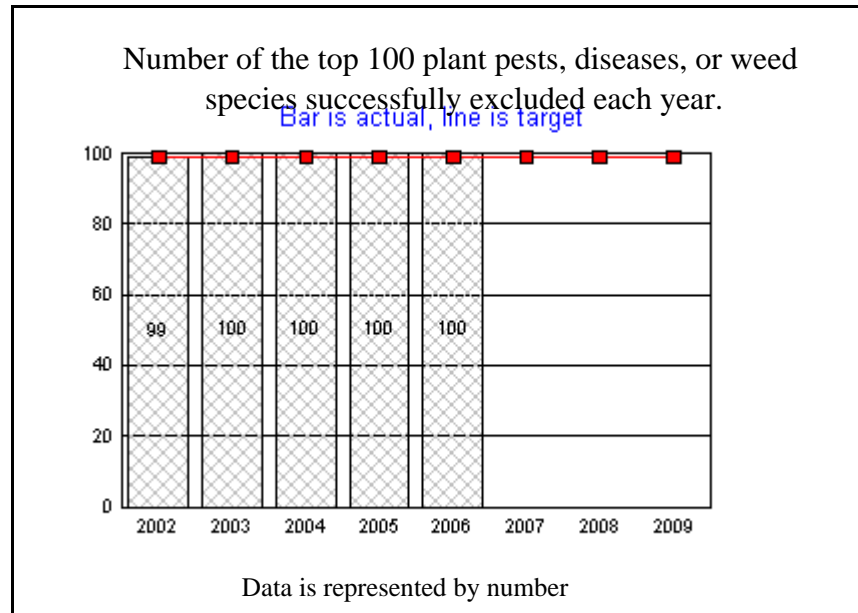
ODA will continue regular screenings of gasoline in Oregon for octane requirements, and conduct screenings to follow-up on consumer complaints.

7. ABOUT THE DATA

Reporting cycle is based on an Oregon fiscal year, July 1 through June 30. Data is collected by inspectors who draw samples during routine

screenings and when following up on consumer complaints. The fuel is screened to ensure that it meets the octane level posted on the dispenser. ODA ships samples of motor fuel to independent laboratories if further examination is deemed necessary.

KPM #3	Top 100 Exclusions - Number of the top 100 plant pests, diseases, or weed species successfully excluded each year.	2005
Goal	TOP 100 EXCLUSIONS. Keep as many harmful invasive species out of the state as possible.	
Oregon Context	Directly related to Benchmark #89; the number of most threatening invasive species not successfully excluded or contained since 2000.	
Data Source	Annual Report Card of the Oregon Invasive Species Council.	
Owner	Plant Division, Dan Hilburn, 503-986-4663	



1. OUR STRATEGY

The Oregon Invasive Species Council (OISC) publishes an annual list of the 100 Most Dangerous Invasive Species Threatening to Invade Oregon. The ODA Plant Division strives to keep out plant pests, diseases, and weeds on this list. USDA, APHIS, PPQ; USDA, Forest Service; and BLM are our primary partners.

2. ABOUT THE TARGETS

It would be desirable to keep all harmful invasive species out of Oregon, but a perfectly effective exclusion program would either curtail all trade and travel, or be prohibitively expensive. An ambitious but realistic goal is 99 percent success each year.

3. HOW WE ARE DOING

Since 2002, only one species on the OISC 100 Most Dangerous list has become established—an aquatic snail. The OISC annual report card for 2007, gave Oregon's invasive species exclusion programs an "A" grade.

4. HOW WE COMPARE

Oregon's exclusion programs for invasive species compare favorably to those of other states and most other countries. Oregon completed the largest gypsy moth eradication program ever attempted anywhere in the 1980s. Our current sudden oak death and exotic woodborer eradication programs are the only programs of their kind in the country. Comparative measures are not available.

5. FACTORS AFFECTING RESULTS

Introductions of invasive species are the direct result of trade and travel. As globalization increases, so does the risk of introducing harmful invasive species. USDA provides the first line of defense at international ports. ODA surveys for gypsy moth, sudden oak death, kudzu, and many other plant pests, diseases, and weeds. Two thirds of the species on the OISC 100 Most Dangerous List are insects, plant diseases, or weeds. A major focus of the Plant Division is to exclude these species, or contain them if they become established, before they can spread throughout the state. Unfortunately, traps or other efficient survey tools are only available for about a third of the target species. Effective, environmentally acceptable controls are also not always available.

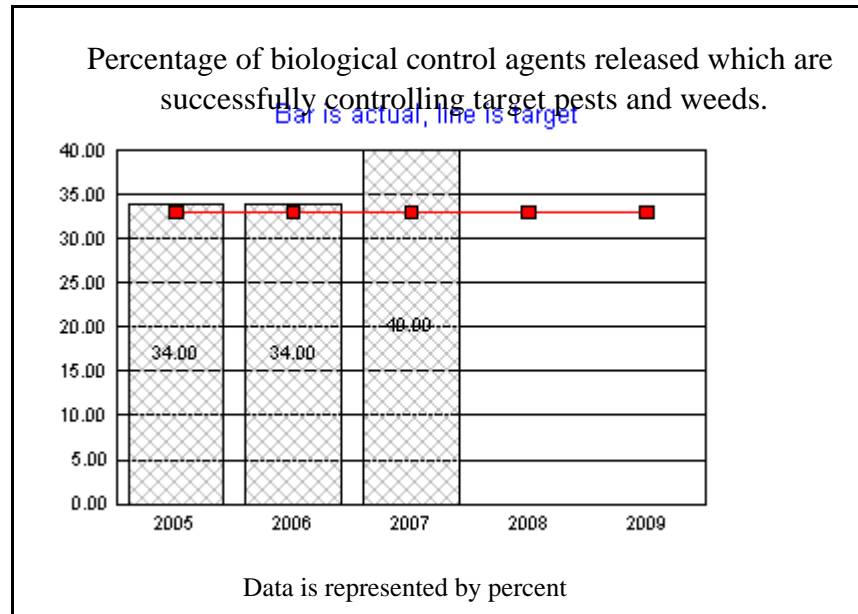
6. WHAT NEEDS TO BE DONE

Resources are flat at a time of increasing risk. A method to link resources to infestations detected, and to risk factors (trade and travel), would be highly desirable. A contingency fund for supporting emergency responses to invasive species introductions is needed.

7. ABOUT THE DATA

For additional information see the Annual Report Cards of the Oregon Invasive Species Council <http://oregon.gov/OISC/reports.shtml> and the Annual Reports of the ODA, Plant Division <http://oregon.gov/ODA/PLANT/reports.shtml>

KPM #4	Biological Control - Percentage of biological control agents released which are successfully controlling target pests and weeds.	2005
Goal	BIOLOGICAL CONTROL. Utilize biological control of noxious weeds and plant pests whenever possible.	
Oregon Context	Directly related to benchmark #87: percent of monitored terrestrial plants and animals not at risk.	
Data Source	Survey and release records, Oregon Department of Agriculture.	
Owner	Plant Division, Eric Coombs, 503-986-4624	



1. OUR STRATEGY

Biological controls suppress weed and pest populations and improve the competitiveness of desirable native plants. Our agency strives to maximize the success of introduced biological control agents. Partners include: USDA, APHIS; BLM; USFS; County Weed Programs; Indian tribes; The Nature Conservancy; and other land managers.

2. ABOUT THE TARGETS

The world average rate of success for biological control agents is about 33 percent. A well-managed, sustained program should be above average. Our goal is to maintain a success rate of at least 50 percent, the higher, the better.

3. HOW WE ARE DOING

Our biological control program is above average and improving

4. HOW WE COMPARE

Oregon's biological control program is well above world and national standards. Oregon is a leader in developing biological control programs.

5. FACTORS AFFECTING RESULTS

Success in biological control programs is constrained by the availability of approved biological control agents and resources necessary to release, monitor, and redistribute them. The pipeline of approved agents flows through USDA and is not under the control of ODA.

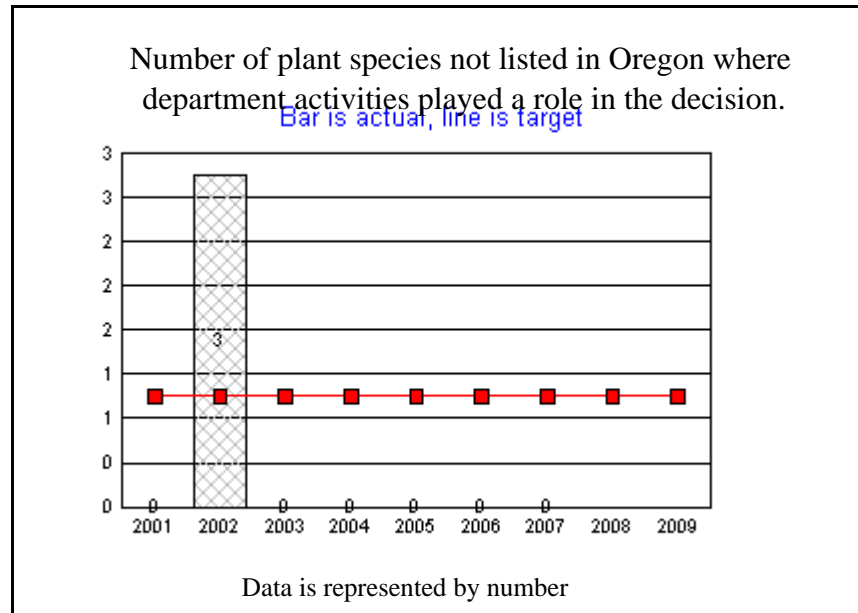
6. WHAT NEEDS TO BE DONE

Additional resources could be used to expand the release, monitoring, and redistribution activities.

7. ABOUT THE DATA

Data is collected in the spring and summer and reported on an annual basis. Each biological control agent is ranked on scale of 0-10 establishing four measures of success: distribution, attack rate, damage, and control. The averages for each agent are then added together and an overall average calculated. The annual report of the Plant Division <http://oregon.gov/ODA/PLANT/reports.shtml> contains a summary and highlights from the biological control program.

KPM #5	T&E Plants - Number of plant species not listed in Oregon where department activities played a role in the decision.	2005
Goal	T & E Plants. Protect and conserve threatened and endangered native plants.	
Oregon Context	Directly related to benchmark #87a; percent of monitored terrestrial plants not at risk.	
Data Source	Annual Report of the ODA, Plant Division.	
Owner	Plant Division, Dr. Bob Meinke, 541-737-2317	



1. OUR STRATEGY

Native plants on the threatened and endangered list are extremely rare and could become extinct without protection and conservation efforts. The program concentrates on restoring habitat and replanting at-risk species. Partners include: BLM, USFS, ODOT, state parks, TNC, cities and counties, and many other land managers.

2. ABOUT THE TARGETS

The target is to delist or downlist (from endangered to merely threatened) one species per year, while reducing the potential for other species to be added to the list.

3. HOW WE ARE DOING

Species recovery is laborious and time consuming. All state funding for this program was cut several years ago. It survived in skeletal form on federal grants. In 2003 some funding was restored, and additional funding was authorized in 2005. These funds are M66 lottery funds that can be used for on-the-ground projects. In response, the number of active projects has increased significantly, but it will take several years before results are apparent.

4. HOW WE COMPARE

Most states in the US have a conservation program for threatened and endangered native plants. In terms of funding and other resources, Oregon's plant conservation programs ranks in the lower 25th percentile nationwide.

5. FACTORS AFFECTING RESULTS

Important program services to agencies and the general public, such as statutorily mandated species reviews, legal compliance consultations with state and local agencies, and permit approvals, have been significantly reduced in the past few years due to lack of resources for other than on-the-ground projects. M66 lottery funds cannot be used for these purposes.

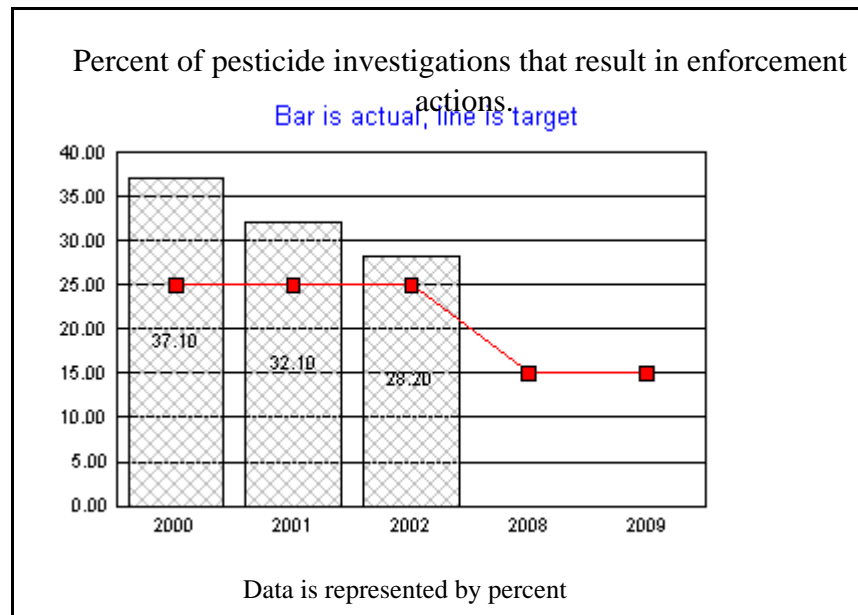
6. WHAT NEEDS TO BE DONE

A base allocation of funding would strengthen and balance this program, and bring it into line with comparable programs in other states.

7. ABOUT THE DATA

Additional information about the state T & E program for native plants can be found on the Plant Division Web page http://oregon.gov/ODA/PLANT/npcp_index.shtml, <http://oregon.gov/ODA/PLANT/CONSERVATION>, and in the Plant Division Annual Report <http://oregon.gov/ODA/PLANT/reports.shtml>.

KPM #6	Pesticide Investigations - Percent of pesticide investigations that result in enforcement actions.	1999
Goal	Percentage of pesticide investigations that result in enforcement actions. This measure is linked to the agency's mission to ensure food safety, provide consumer protection, and protect agricultural natural resources.	
Oregon Context	OBM #69 - Safe Drinking Water, OBM # 79 - Stream Water Quality	
Data Source	Refer to item #7 below.	
Owner	Chris Kirby, Pesticides Division, (503) 986-4635	



1. OUR STRATEGY

The Oregon Department of Agriculture (ODA) is responsible for regulating the sales, use and distribution of pesticide products in Oregon. The agency provides pesticide education and outreach activities, licenses pesticide applicators, and conducts routine compliance monitoring associated

with pesticide use practices. The conduct of these activities reduces the potential for misuse of pesticide products resulting in adverse health or environmental harm or damage.

2. ABOUT THE TARGETS

The rationale for the target is to demonstrate a continued decline in the percent of investigations that result in enforcement actions.

3. HOW WE ARE DOING

The data for 2008 reflects a significant increase in enforcement actions issued as a result of specific target monitoring during 2006/2007 of investigations and related enforcement actions issued in Malheur County, Oregon.

4. HOW WE COMPARE

Performance measure is based on enforcement and compliance monitoring of Oregon's Pesticide Control Law, ORS 634. No relevant public or private industry standards to compare.

5. FACTORS AFFECTING RESULTS

Factors that may affect annual results include changes associated with the state and federal pesticide laws and regulations as well as specific focused monitoring activities of alleged misuse.

6. WHAT NEEDS TO BE DONE

Based on the current data, the Pesticides Division will continue to evaluate and identify program resources to increase education and outreach efforts to reduce the percent of investigations resulting in enforcement actions.

7. ABOUT THE DATA

Reporting cycle is based on State Fiscal year (July 1 – June 30). Data is from ODA Pesticides Division, Pesticide Enforcement Database. All investigations "completed" (includes AUO, AUF, NUO, NUF, EUP, PEI, MPI, IMP, EXP, ARI, DRI, PLR) within state fiscal year (July 1 to June 30). Basis: any investigative activity "may" lead to documentation of a violation of ORS 634 and enforcement action issued. Enforcement actions measures are limited to (= =1) Notice of Violation's and (==2) Imposition of Civil Penalty, (==3) Stop Sale, Use and Removal Order, or (==8)

Notice of Embargo/Detainment To obtain additional information regarding the Pesticides Division compliance monitoring and enforcement program contact Chris Kirby, Pesticides Division Administrator (503) 986-4635.

KPM #7	Non-traditional production certification - Number of acres certified where the Department of Agriculture provided technical assistance or auditing services.	
Goal	Promote economic development. This measure is linked to the agency’s mission to promote economic development of the agriculture industry	
Oregon Context	Agency mission	
Data Source	Good Agriculture Practices/Good Handling Practices, internal certification records and USDA –AMS certification records	
Owner	Oregon Dept of Agriculture, Commodity Inspection Division – Administrator, James Cramer, phone 503-986-4620	

Data Display

1. OUR STRATEGY

Increasingly, fresh fruit and vegetable producers are being required to provide documented assurances that the products they deliver into the market place have been produced and handled in a way that minimizes food borne illness potential. In response, this program provides compliance audits under the national program whereby allowing Oregon's fruit and vegetable industry to maintain and increase market share.

2. ABOUT THE TARGETS

This is a federal/state Good Agriculture, Good Handling audit program administered by the USDA, and performed by various state departments of agriculture, including Oregon's. It's designed to minimize the potential of microbial contaminants in fresh fruits and vegetables.

In providing assurances of quality and wholesomeness of Oregon crops, it would be desirable to see an increase in the number of audits and acres of farms, under this voluntary certification program.

3. HOW WE ARE DOING

Because of production cycles for Oregon crops this information is tracked by calendar year. For 2007, ODA certified 41,837 Acres under GAP exceeding our target by 19,337 acres. GAP audits have not been completed at this time for 2008 calendar year.

4. HOW WE COMPARE

Oregon Department of Agriculture had 84 requests for GAP audits, California Dept. of Food and Ag had 110. Idaho Dept. of Ag had 216.

5. FACTORS AFFECTING RESULTS

The increase in audits can largely be attributed to 1) Recent food borne illness outbreaks resulting in a greater number of retailers and wholesalers requiring audits; 2) Greater acceptance in the market place for the USDA-Federal/State Audit, and; 3) A requirement by Commodity Procurement Branch of USDA (purchases for School Lunches, Military, Federal Prisons) to have audits on fresh fruit and vegetable suppliers. This requirement had a great impact on the request for potato GAPs for Idaho.

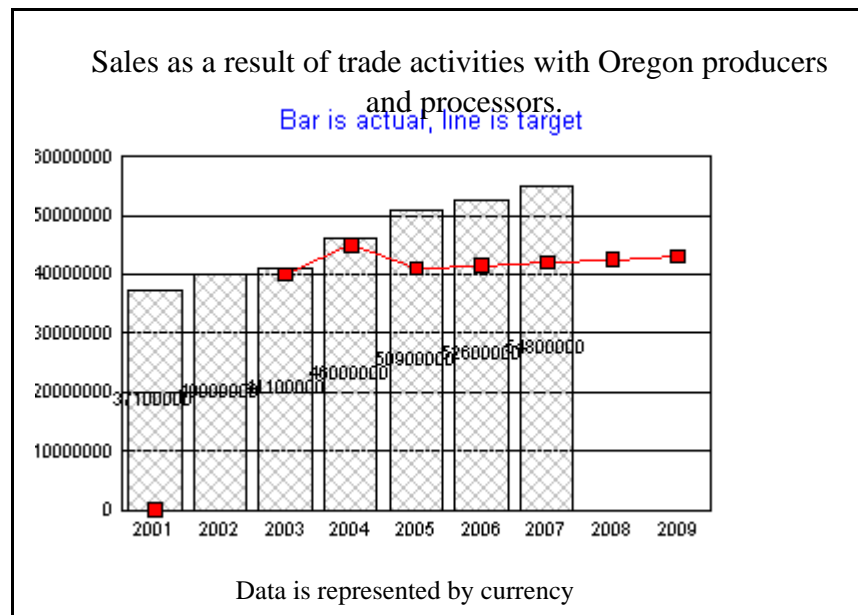
6. WHAT NEEDS TO BE DONE

The buyers of Oregon produce have been the driving force behind this and other similar audit based programs. As these programs expand in scope, complexity and demand, there appears to be a need for educational and informational tools, especially for producers.

7. ABOUT THE DATA

For this performance measure, data must be compiled on a calendar year basis. This is due to the fact that the harvests of Oregon crops have been completed by December of each year. Also, the USDA Web site, from which data on California audits was obtained, showed several audits (Tulelake, Ca.) as California audits.

KPM #8	Trade Activities - Sales as a result of trade activities with Oregon producers and processors.	2001
Goal	TRADE ACTIVITY SALES - The measure is linked to the agency's mission to promote economic development in the agricultural industry.	
Oregon Context	This performance measure captures the agency's efforts that affect agriculture's contribution to the state's economy. The agency's activities of impact include certification programs, supervising price negotiations and trade development activities - all of which are clearly beneficial and measurable as demonstrated by the data.	
Data Source	Analysis of participants and beneficiaries of marketing and certification programs.	
Owner	Agricultural Development & Marketing Division (ADMD), Gary Roth, 503-872-6600.	



1. OUR STRATEGY

Economic impact. Provide customer service and conduct certification, price negotiation, advocacy and trade development activities that provide

meaningful sales and economic benefit to Oregon's economy.

2. ABOUT THE TARGETS

This measure has been a long-standing goal for the agency. It captures the results of the agency's efforts to generate economic benefit to the industry. The agency seeks to maintain the target of generating new economic benefit to the state by assisting the industry in bringing new products and sales to the marketplace on an annual basis.

3. HOW WE ARE DOING

In 2007, the volume and value of products benefiting from ODA programs increased over previous years. On average, actual results are anticipated to increase over time.

4. HOW WE COMPARE

There are no industry standards, as such, for the range of activities covered by this type of performance measure. This measure is unique in that it attempts to capture and quantify economic benefit across a varied range of services.

5. FACTORS AFFECTING RESULTS

Some fluctuations in performance are attributable to crop size and price, as well as international trade barriers and exchange rates beyond the control of the agency and producers alike.

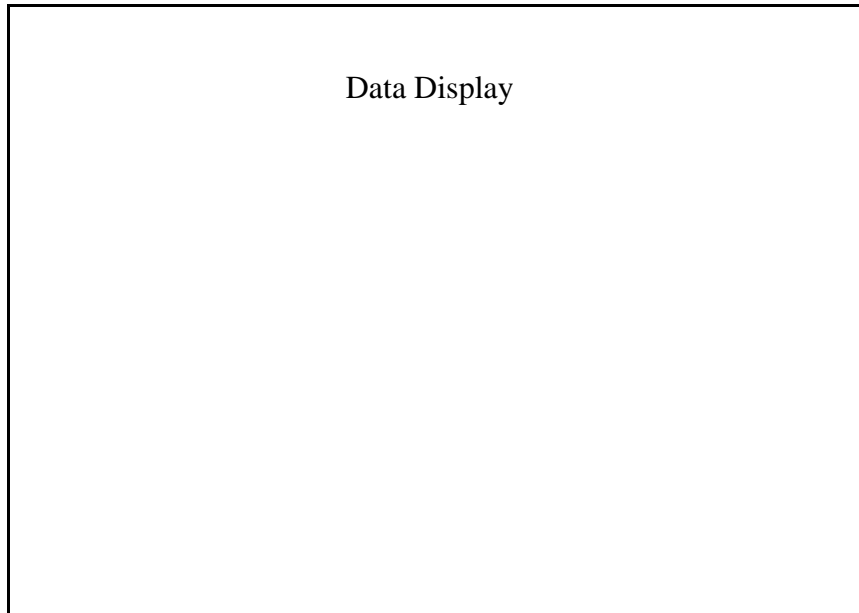
6. WHAT NEEDS TO BE DONE

ODA will continue to build broad industry clusters to optimize market access and promotion activities in key markets as well as expand the range and reach of certification programs, allowing products to enter the marketplace at greater values.

7. ABOUT THE DATA

This data is collected on a calendar year. Capturing exact economic benefit is difficult and, therefore, is an inherent weakness in the data. However, the strength of the data lies in verifiability of the numbers through analysis of participants and beneficiaries of ADMD activities.

KPM #9	Ag Employment - Number of jobs saved or created as a result of ODA activities to retain or expand existing Oregon agricultural and food processing capacity. Measured in numbers of jobs based on telephone and email surveys of companies assisted by ODA.	2005
Goal	AG EMPLOYMENT - This measure is linked to the agency's mission to promote economic development in the agricultural industry.	
Oregon Context	This performance measure captures the agency's activities that affect agriculture's contribution to the state's economy. This measure is linked to the state's objective to retain and provide new jobs for Oregonians.	
Data Source	Analysis of participants and beneficiaries of ADMD activities.	
Owner	Agricultural Development & Marketing Division (ADMD), Gary Roth, 503-872-6600.	



1. OUR STRATEGY

Retain and create agricultural employment for Oregonians. Assist agricultural firms through the promotion and development work of the ODA, in cooperation with its partners, to encourage economic development, and streamline regulatory requirements and processes.

2. ABOUT THE TARGETS

The target is based on historical levels of jobs the agency has assisted in developing. The number is anticipated to continue to increase over time.

3. HOW WE ARE DOING

The agency has maintained a relatively constant result from its work and has come close to achieving its target each year. Future years' data will allow for trend analysis to determine whether increasing the target annually is feasible.

4. HOW WE COMPARE

While other groups and agencies external to ODA focus on retaining and creating jobs across all industries, ADMD's efforts are unique, in that they focus on agriculture and food processing. These agency efforts are complimentary to those conducted by others.

5. FACTORS AFFECTING RESULTS

The market development and access work conducted by the agency is unique in the type of jobs it retains or creates. External business factors affecting results include the number of new or existing firms needing assistance from ADMD.

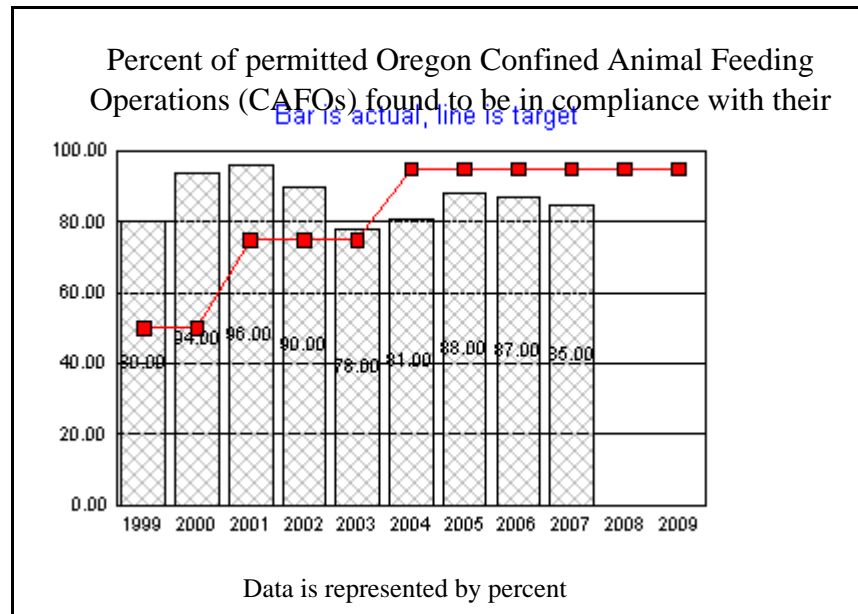
6. WHAT NEEDS TO BE DONE

The agency will continue to work with the industry and its economic development partners to retain and create jobs for Oregonians.

7. ABOUT THE DATA

The data is collected on a calendar year basis. The strength of the data lies in verifiability of the numbers through analysis of participants and beneficiaries of ADMD activities.

KPM #10	CAFOs - Percent of permitted Oregon Confined Animal Feeding Operations (CAFOs) found to be in compliance with their permit during annual inspections.	2005
Goal	To protect agricultural natural resources.	
Oregon Context	OBM #78 indicates overall water quality trends are improving. The agency's CAFO program contributes to this trend.	
Data Source	CAFO program records and complaint log.	
Owner	Natural Resource Division, Confined Animal Feeding Operations (CAFO) Program, Wym Matthews. Program Manager, 503-986-4792.	



1. OUR STRATEGY

The Federal Clean Water Act provides for the regulation of confined animal feeding operations under a National Pollutant Discharge Elimination System (NPDES) permit. This authority has been granted to the state through an agreement with the US Environmental Protection Agency (EPA).

The department has been delegated the responsibility to oversee and implement a program that allows for this sort of agricultural operation to continue while protecting the state's water quality. For all operations requiring a permit, the department conducts an annual inspection and reviews an animal waste management plan. This ensures regular contact with operations and is an opportunity to identify problems early, when they are still manageable.

2. ABOUT THE TARGETS

A new, more complex permit (NPDES) was issued in 2003. The new permit requirements posed increased challenges for the industry. ODA anticipated a drop in compliance and subsequent improvement once the permit was implemented due to education and assistance to operations required to have a permit.

3. HOW WE ARE DOING

This performance measure demonstrates the agency's ability to educate permitted CAFOs regarding permit requirements and state and federal water quality laws. The measure also allows the agency to bring swift resolution for permitted CAFOs in violation of permit or water quality laws and rules. While we have not met the target, we are progressing forward to meeting our goal.

4. HOW WE COMPARE

There are no private industry standards. Oregon's CAFO Program is reviewed annually by EPA and has met their expectations.

5. FACTORS AFFECTING RESULTS

Change in ownership of CAFOs, technology available to operators, and weather conditions all affect compliance with the state permit. Thus, regular staff interaction with operators is necessary to prevent minor problems from becoming substantial.

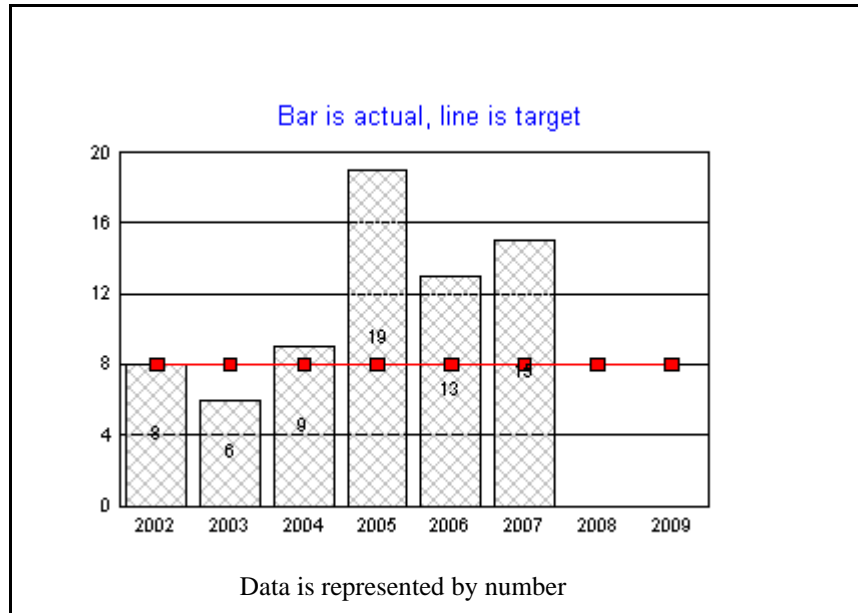
6. WHAT NEEDS TO BE DONE

The department believes that continuing to provide a variety of permit assistance services while carrying out enforcement actions when necessary, will result in increased compliance trend. The department believes that the 95 percent compliance goal is realistic.

7. ABOUT THE DATA

Routine inspections are conducted on a fiscal year basis (July 1 to June 30). Results of inspections are maintained in the ODA CAFO database.

KPM #11	Smoke Management - No increase above 2002 levels in hours of 'significant smoke intrusions' due to field burning in key cities in the Willamette Valley as measured by nephelometer readings.	2002
Goal	Field Burning Smoke Impact Minimization; The goal of the Smoke Management Program is to provide and allow Willamette Valley grass seed growers the opportunity to burn up to 65,000 acres of grass seed, while protecting the public from "smoke intrusion."	
Oregon Context	OBM #75. Program is responsible for controlling movement of air pollutants due to field burning.	
Data Source	"Smoke Intrusions" are measured by nephelometers. Nephelometers measure concentrations of airborne particulate matter. There are seven nephelometers located throughout the Willamette Valley. Nephelometers are operated by the Oregon Department of Environmental Quality and Lane Regional Air Pollution Authority. The Oregon Department of Agriculture (ODA) uses the meters under agreement with these two organizations. Airborne particulate levels are reported and recorded hourly. The definition of "smoke intrusion" is outlined in OAR (603-077-0105(8)(a)(b)(c)(d)).	
Owner	ODA Natural Resources Division; Smoke Management Program; John Byers - Program Manager 503-986-4701.	



1. OUR STRATEGY

The decision to allow grass seed growers to field-burn is made by close examination of meteorological conditions on an hourly basis. When weather conditions exist that will take the smoke up, out, and away from populated areas, field burn permits are issued depending upon each field’s geographic location relative to weather patterns. Once the weather is conducive to field burning, permits are issued to growers, who then have one hour in which to light their permitted field.

2. ABOUT THE TARGETS

This performance measure is outlined by Oregon Administrative Rule (OAR), 603-077-0105. These OARs were adopted in response to Oregon Revised Statutes 468A.550, 468A.555 to 468A.620, and 468A.992.

3. HOW WE ARE DOING

Smoke intrusions have been higher than anticipated. Predicting weather patterns that will take smoke up, out, and away from populated areas is an inexact science. Challenges include rapidly changing wind patterns, lower than expected mixing heights (essentially how high the smoke will rise),

unpredictable smoke downmixing, and field burning procedure execution by growers. Additionally, some years provide better weather conditions for burning than others.

4. HOW WE COMPARE

ODA strives to protect the public from smoke impacts while still allowing the grass seed growers the opportunity to burn as mandated by ORS and OAR.

5. FACTORS AFFECTING RESULTS

Even with today's relatively sophisticated weather forecasting tools, smoke intrusions are difficult to eliminate completely. Weather pattern prediction errors, poor field burning procedures, and the lack of perfect weather conditions for burning created smoke intrusions.

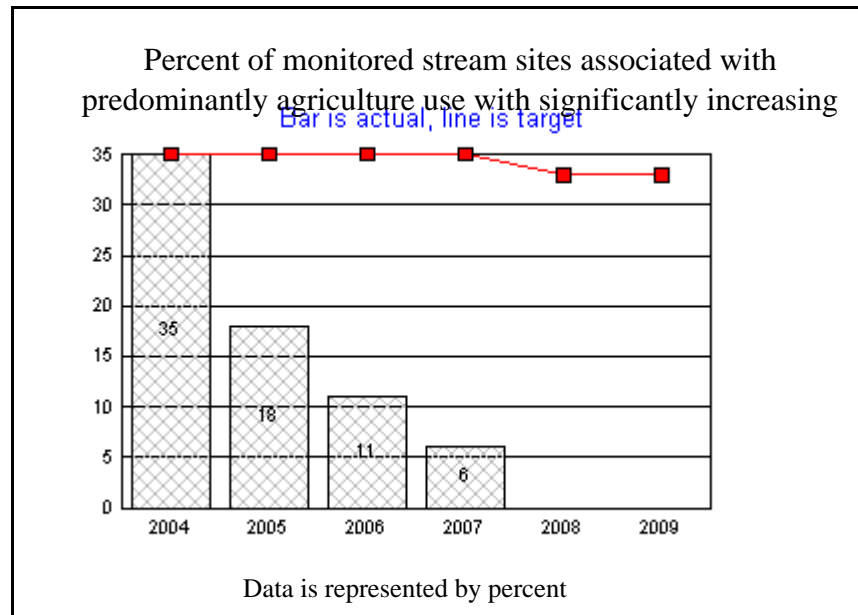
6. WHAT NEEDS TO BE DONE

ODA continues to learn from past weather prediction experience, educate growers in proper field burning processes, and carry out enforcement actions when necessary. Additionally, ODA continues to research and invest in new equipment and weather predicting techniques to improve performance.

7. ABOUT THE DATA

Field burning is conducted annually in the summer following grass seed harvest in the Willamette Valley. The nephelometers sample particulate matter continually. ODA monitors and records the nephelometer readings during the field-burning season (June 15 through October 15).

KPM #12a	Water Quality - Percent of monitored stream sites associated with predominantly agriculture use with significantly increasing trends in water quality.	2005
Goal	To protect agricultural natural resources.	
Oregon Context	OBM #78 water quality trends. The agency's Water Quality Program contributes to this trend.	
Data Source	DEQ's ambient monitoring program.	
Owner	Ray Jaendl, Administrator, Natural Resources Division (503) 986-4713	



1. OUR STRATEGY

The agency uses a combination of voluntary, educational efforts and regulatory actions to encourage Oregon’s agricultural producers to maintain and enhance water quality. This is accomplished through 39 basin plans allowed for under legislation established in 1993. Partners include the agricultural community, Soil and Water Conservation Districts, USDA Natural Resources Conservation Service and the OSU Extension Service.

2. ABOUT THE TARGETS

The targets were developed with the understanding that many of the water quality standards have been recently established and that time is needed for changes to occur. Riparian vegetation takes time to develop and affect erosion and water temperature. Our goal is to move streams into the good to excellent condition, resulting in a reduction in the areas with significantly increasing trends. While our hope is that streams with decreasing trends would be eliminated, realistically, there will always be some streams in this category due to changes in ownership to owners with limited knowledge in natural resources management.

3. HOW WE ARE DOING

While this measure was established in 2005 using DEQ data pertinent to agriculturally dominated areas, this data has been collected by DEQ at least since 1999 in some cases. Because of the amount of variability in this data, statistically significant trends have not been shown at this time.

4. HOW WE COMPARE

There are no private or public industry standards. Results of the 2005 and 2006 performance measures are similar to those reported by the Department of Environmental Quality.

5. FACTORS AFFECTING RESULTS

The limiting factor for greater improvement is technical assistance and outreach to landowners. ODA works with its partners to maximize assistance and outreach, but all are limited by resources. The number of ambient monitoring sites reflecting predominantly agricultural use continues to decline, with 38 sites monitored in 2005 and 36 in 2006. This relatively small number of monitoring stations is more apt to show variations in water quality from year to year because just one monitoring location represents 3% of the data set.

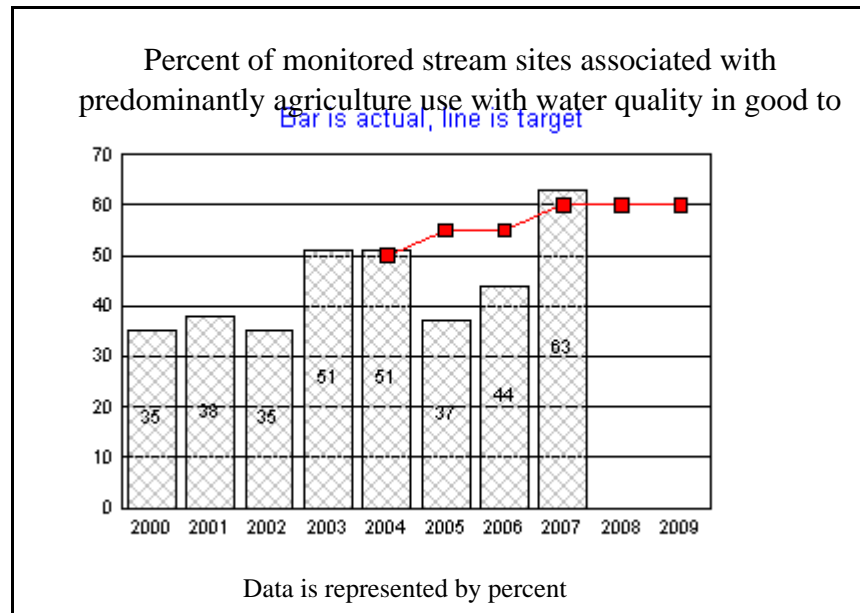
6. WHAT NEEDS TO BE DONE

We continue to learn from experience by assisting landowners on how to improve their management for water quality while remaining in production agriculture.

7. ABOUT THE DATA

Data is reported on a calendar year basis. Data can be accessed through the DEQ data resource sites.

KPM #12b	Water Quality - Percent of monitored stream sites associated with predominantly agriculture use with water quality in good to excellent condition.	2005
Goal	To protect agricultural natural resources.	
Oregon Context	OBM #78 water quality trends. The agency's Water Quality Program contributes to this trend.	
Data Source	DEQ's ambient monitoring program.	
Owner	Ray Jaendl, Administrator, Natural Resources Division (503) 986-4713	



1. OUR STRATEGY

The agency uses a combination of voluntary, educational efforts and regulatory actions to encourage Oregon’s agricultural producers to maintain and enhance water quality. This is accomplished through 39 basin plans allowed for under legislation established in 1993. Partners include the agricultural community, Soil and Water Conservation Districts, USDA Natural Resources Conservation Service and the OSU Extension Service.

2. ABOUT THE TARGETS

The targets were developed with the understanding that many of the water quality standards have been recently established and that time is needed for changes to occur. Riparian vegetation takes time to develop and affect erosion and water temperature. Our goal is to move streams into the good to excellent condition, resulting in a reduction in the areas with significantly increasing trends. While our hope is that streams with decreasing trends would be eliminated, realistically, there will always be some streams in this category due to changes in ownership to owners with limited knowledge in natural resources management.

3. HOW WE ARE DOING

While this measure was established in 2005 using DEQ data pertinent to agriculturally dominated areas, this data has been collected by DEQ at least since 1999 in some cases. Because of the amount of variability in this data, statistically significant trends have not been shown at this time.

4. HOW WE COMPARE

There are no private or public industry standards. Results of the 2005 and 2006 performance measures are similar to those reported by the Department of Environmental Quality.

5. FACTORS AFFECTING RESULTS

The limiting factor for greater improvement is technical assistance and outreach to landowners. ODA works with its partners to maximize assistance and outreach, but all are limited by resources. The number of ambient monitoring sites reflecting predominantly agricultural use continues to decline, with 38 sites monitored in 2005 and 36 in 2006. This relatively small number of monitoring stations is more apt to show variations in water quality from year to year because just one monitoring location represents 3% of the data set.

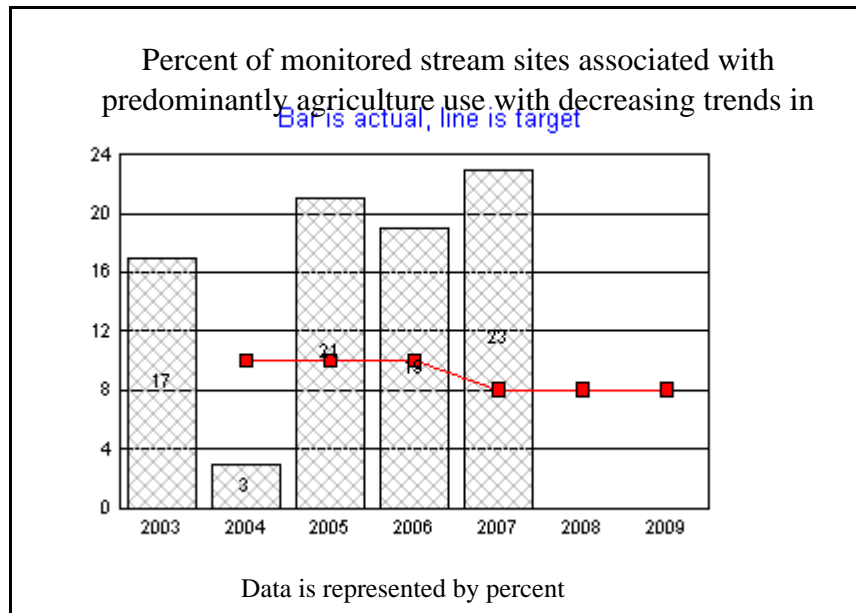
6. WHAT NEEDS TO BE DONE

We continue to learn from experience by assisting landowners on how to improve their management for water quality
0. while remaining in production agriculture.

7. ABOUT THE DATA

Data is reported on a calendar year basis. Data can be accessed through the DEQ data resource sites.

KPM #12c	Water Quality - Percent of monitored stream sites associated with predominantly agriculture use with decreasing trends in water quality.	2005
Goal	To protect agricultural natural resources.	
Oregon Context	OBM #78 water quality trends. The agency's Water Quality Program contributes to this trend.	
Data Source	DEQ's ambient monitoring program.	
Owner	Ray Jaindl, Administrator, Natural Resources Division (503) 986-4713	



1. OUR STRATEGY

The agency uses a combination of voluntary, educational efforts and regulatory actions to encourage Oregon’s agricultural producers to maintain and enhance water quality. This is accomplished through 39 basin plans allowed for under legislation established in 1993. Partners include the agricultural community, Soil and Water Conservation Districts, USDA Natural Resources Conservation Service and the OSU Extension Service.

2. ABOUT THE TARGETS

The targets were developed with the understanding that many of the water quality standards have been recently established and that time is needed for changes to occur. Riparian vegetation takes time to develop and affect erosion and water temperature. Our goal is to move streams into the good to excellent condition, resulting in a reduction in the areas with significantly increasing trends. While our hope is that streams with decreasing trends would be eliminated, realistically, there will always be some streams in this category due to changes in ownership to owners with limited knowledge in natural resources management.

3. HOW WE ARE DOING

While this measure was established in 2005 using DEQ data pertinent to agriculturally dominated areas, this data has been collected by DEQ at least since 1999 in some cases. Because of the amount of variability in this data, statistically significant trends have not been shown at this time.

4. HOW WE COMPARE

There are no private or public industry standards. Results of the 2005 and 2006 performance measures are similar to those reported by the Department of Environmental Quality.

5. FACTORS AFFECTING RESULTS

The limiting factor for greater improvement is technical assistance and outreach to landowners. ODA works with its partners to maximize assistance and outreach, but all are limited by resources. The number of ambient monitoring sites reflecting predominantly agricultural use continues to decline, with 38 sites monitored in 2005 and 36 in 2006. This relatively small number of monitoring stations is more apt to show variations in water quality from year to year because just one monitoring location represents 3% of the data set.

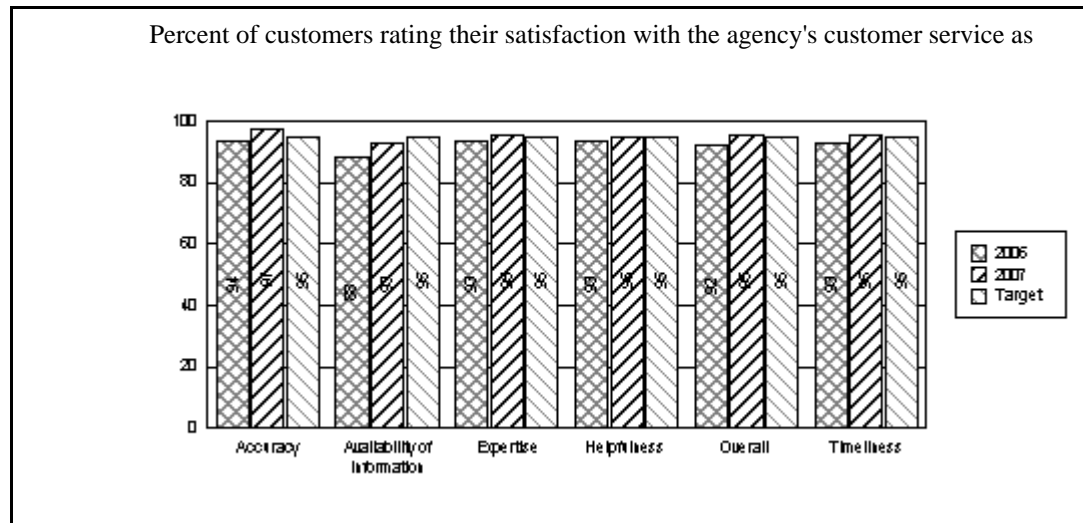
6. WHAT NEEDS TO BE DONE

We continue to learn from experience by assisting landowners on how to improve their management for water quality while remaining in production agriculture.

7. ABOUT THE DATA

Data is reported on a calendar year basis. Data can be accessed through the DEQ data resource sites.

KPM #13	Customer Service - 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.	2006
Goal	This measure is linked to the agency's vision to carryout its mission while providing customer satisfaction.	
Oregon Context	ODA mission	
Data Source	Customer satisfaction surveys were sent to a stratified random sample of customers that interacted with the agency between January 1 and March 31, 2007. This measure reports a combination of "good" and "excellent" responses as a percentage of total responses.	
Owner	Administration Office – Sherry Kudna – Phone: 503-986-4619	



1. OUR STRATEGY

The department has a three-fold mission to provide food safety and consumer protection, protect the natural resource base, and market agricultural products. It is the department’s strategy to employ core values that guide the actions of ODA employees as they carry out the mission of the agency in a way that provides customer satisfaction.

2. ABOUT THE TARGETS

Prior to inception of this measure the agency conducted a smaller scale customer satisfaction survey and found that on average, ninety percent of those surveyed reported that the agency exceeded their expectations relating to the overall satisfaction of service.

3. HOW WE ARE DOING

The data reveals that ODA has exceeded its ninety percent target for “good” or “excellent” responses in all areas, including overall satisfaction, timeliness, accuracy, helpfulness, expertise, and availability of information. All ratings improved in 2007 compared to 2006. In 2006 availability of information did not meet the target rate; in 2007 it was again the lowest rated even though it improved and exceeded the target.

4. HOW WE COMPARE

There are no established standards for minimum overall satisfaction. In future reporting cycles it may be possible to compare results to other State of Oregon agencies.

5. FACTORS AFFECTING RESULTS

One factor that could possibly affect survey results is the sampling frame. This sample included only customers with agency interaction January 1 thru March 31, 2005. Many agency programs are cyclical and may be under or over represented at different time frames throughout the year. The department is rotating the sampling frame in an attempt to include all types of agency customers. In 2006 the sampling frame included customers with interaction October 1 thru December 31, 2005.

6. WHAT NEEDS TO BE DONE

ODA will continue to provide quality customer service and will continue to conduct customer satisfaction surveys on an annual basis.

7. ABOUT THE DATA

β Survey name: ODA Customer Service Survey

β Surveyor: agency staff

β Date conducted: May 9, 2007 thru June 1, 2007

β Population: compliers, consumers, constituents, and clients

β Sampling frame: customers from the population that interacted with the Oregon Department of Agriculture between October 1, 2005 and December 31, 2005

β Sampling procedure: stratified random sample

β Sample characteristics: Population = 9,096; Sample = 1,021; Responses = 397; Response rate = 38.9 percent;

β Sample characteristics specific to each category:

- Overall service: Valid responses = 372; Response rate = 36.4 percent; Margin of error = 1.1 percent; Confidence level = 95 percent
- Timeliness: Valid responses = 375; Response rate = 36.7 percent; Margin of error = 1.7 percent; Confidence level = 95 percent
- Accuracy: Valid responses = 377; Response rate = 36.9 percent; Margin of error = 1.3 percent; Confidence level = 95 percent
- Helpfulness: Valid responses = 379; Response rate = 37.1 percent; Margin of error = 1.7 percent; Confidence level = 95 percent
- Expertise: Valid responses = 373; Response rate = 36.5 percent; Margin of error = 1.7 percent; Confidence level = 95 percent
- Availability of information: Valid responses = 364; Response rate = 35.7 percent; Margin of error = 2.1 percent; Confidence level = 95 percent

β Weighting: single survey, no weighting required

Agency Mission: The Oregon Department of Agriculture has a threefold mission: 1) Ensure Food Safety and Provide Consumer Protection; 2) Protect Agricultural Natural Resources; and 3) Promote Economic Development in the Agricultural Industry.

Contact: Lisa Hanson, Deputy Director

Contact Phone: 503-986-4632

Alternate: Sherry Kudna, Executive Assistant

Alternate Phone: 503-986-4619

The following questions indicate how performance measures and data are used for management and accountability purposes.

<p>1. INCLUSIVITY</p>	<p>* Staff : Agency staff developed performance measures for ODA program areas. Key performance measures have been limited to high-level outcomes that impact the agency’s three-fold mission. ODA’s performance measures are reviewed annually by the State Board of Agriculture and were reviewed by the legislature during 2007 legislative session. The agency proposed changes to its key performance measures during the legislative process based on stakeholder input and to improve the usefulness of ODA’s measures.</p> <p>* Elected Officials:</p> <p>* Stakeholders:</p> <p>* Citizens:</p>
<p>2 MANAGING FOR RESULTS</p>	<p>Key performance measures were amended during the 2005 and 2007 legislative sessions to better reflect ODA activities and make the measures more easily understood.</p>
<p>3 STAFF TRAINING</p>	<p>During the past year, ODA staff has had limited training on performance measures. However, staff continues to work with the measures in and effort to make them a meaningful evaluation tool.</p>
<p>4 COMMUNICATING RESULTS</p>	<p>* Staff : This report is available on ODA’s Web site. The report will be reviewed by the State Board of Agriculture and the legislature during the agency budget hearings.</p> <p>* Elected Officials:</p>

	<p>* Stakeholders:</p>
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	<p>* Citizens:</p>
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