

# **FORESTRY DEPARTMENT**

**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	CUSTOMER SERVICE TO COUNTY GOVERNMENTS AND FOREST LANDOWNERS – Percent of Oregon’s forested counties and forest protective associations rating that ODF programs collectively provide “good” or “excellent” customer service: overall, timeliness, accuracy, helpfulness, expertise, availability of information.
2	FOREST EDUCATION – Total annual number of visitors engaged in learning about forests through visits to the Tillamook Forest Center.
3	FAMILY FOREST LANDOWNER MANAGEMENT PLANNING – Percent of Forest Practices Act notifications to conduct operations from family forest landowners with written management plans (includes stewardship plans and third-party certifications).
4	STEWARDSHIP FORESTER EFFICIENCY – Private forest acres with improved management (includes tree planting and forest stand improvement) accomplished per year per Stewardship Forester FTE.
5	PRIVATE LANDOWNER INCENTIVES – Forest management incentive funds provided to private landowners.
6	FOREST NURSERY SERVICES – Percent of non-contract seedling demand met by ODF nursery speculation stock.
7	STATE FOREST TIMBER SALES – Percent of state forests timber sale plan objectives met.
8	REFORESTATION OF PRIVATE FORESTLANDS – Percent of private forest acres where required reforestation is successfully completed.
9	REFORESTATION OF STATE FORESTS – Percent of state forests reforestation plan objectives met.
10	PRIVATE LANDOWNER INVESTMENT IN STREAM RESTORATION – Cumulative private forest landowner investment in voluntary water quality, riparian, and aquatic habitat restoration projects under the Oregon Plan for Salmon and Watersheds or other initiatives.
11	OREGON COAST COHO ABUNDANCE – Oregon Coast Evolutionary Significant Unit naturally produced coho spawner abundance in coastal rivers.
12	FOREST PRACTICES ACT COMPLIANCE – Percent of inspected commercial forest operations that are in compliance with the Forest Practices Act.
13	INTENSIVE MANAGEMENT OF STATE FORESTS – Percent of state forests intensive management plan objectives met, such as pre-commercial thinning and fertilization.

<b>2007-2008 KPM #</b>	<b>2007-2008 Approved Key Performance Measures (KPMs)</b>
14	INSECT DAMAGE IN EASTERN OREGON FORESTS – Percent of aerially surveyed Eastern Oregon forests that are free of insect damage.
15	FIRE SUPPRESSION EFFECTIVENESS – Percent of wildland forest fires under ODF jurisdiction controlled at 10 acres or less.
16	WILDLAND FIREFIGHTER SAFETY – Lost time days per thousand fire line exposure hours (lower is better)
17	PREVENTION OF HUMAN-CAUSED WILDLAND FOREST FIRES – Number of human-caused wildland forest fires per 100,000 Oregon residents (lower is better).
18	FOREST FUEL REDUCTION – Total forest acres treated with prescribed fire, mechanical, or other methods primarily for fuel reduction on private and federal lands.
19	AIR QUALITY PROTECTION – Total number of restricted area units burned per total number of smoke intrusions into designated areas.
20	URBAN AND COMMUNITY FOREST MANAGEMENT – Percent of Oregon cities actively managing their urban and community forest resources.
21	FOREST BIOMASS UTILIZATION-- Million bone-dry tons of forest biomass converted to biofuels, electricity or steam.
22	BOARD OF FORESTRY PERFORMANCE – Percent of total best practices met by the Board of Forestry.

New Delete	<b>Proposed Key Performance Measures (KPM's) for Biennium 2009-2011</b>
NEW	<p><b>Title:</b> PRIVATE FORESTLAND MANAGED AT OR ABOVE FOREST PRACTICES ACT STANDARDS. a. Acres of industrial private forestlands managed under an approved certification system, stewardship agreement, or other approved management plan including wildlife habitat conservation and management plans.</p> <p><b>Rationale:</b> This KPM measures the amount of forest land where landowners have consciously decided to manage their lands at or above the Oregon Forest Practices Act, to meet international or state standards for sustainability, and/or to meet state policy goals for forestland. It capture the goals of discontinued KPMs regarding family forest landowner management planning and stewardship forester efficiency, while at the same time broadening the KPM to include all private forestland and a broader set of management planning that meets state standards and objectives.</p>
NEW	<p><b>Title:</b> PRIVATE FORESTLAND MANAGED AT OR ABOVE FOREST PRACTICES ACT STANDARDS. b. Acres of non-industrial private forestlands managed under an approved certification system, stewardship agreement, or other approved management plan including wildlife habitat conservation and management plans.</p> <p><b>Rationale:</b> This KPM measures the amount of forest land where landowners have consciously decided to manage their lands at or above the Oregon Forest Practices Act, to meet international or state standards for sustainability, and/or to meet state policy goals for forestland. It capture the goals of discontinued KPMs regarding family forest landowner management planning and stewardship forester efficiency, while at the same time broadening the KPM to include all private forestland and a broader set of management planning that meets state standards and objectives.</p> <p>Nonindustrial Private includes forests owned by individuals, non-governmental conservation or natural resource organizations, unincorporated partnerships, associations, clubs, and Native American tribes.</p>

New Delete	Proposed Key Performance Measures (KPM's) for Biennium 2009-2011
NEW	<p><b>Title:</b> FOREST STREAM WATER QUALITY: a. Percent of monitored stream sites associated predominately with forestland with significantly increasing trends in water quality.</p> <p><b>Rationale:</b> The department was instructed by the 2007 Legislature to revisit Department of Forestry 2007-09 KPM 11: Oregon Coast Evolutionary Significant Unit naturally produced coho spawner abundance in coastal rivers and consider establishing a better high level outcome measure. The department concurred with this direction and has been communicating with the Governor's Office and with other state agencies participating in the Oregon Plan for Salmon and Watersheds to develop a better coordinated and more useful suite of water quality-related agency key performance measures. This proposed new measure for 2009-11 will be based on a subset of the data collected from statewide water quality sampling conducted by the Department of Environmental Quality and is consistent with approved key performance measures already being used by both the Department of Agriculture and DEQ.</p>
NEW	<p><b>Title:</b> FOREST STREAM WATER QUALITY: b. Percent of monitored stream sites associated predominately with forestland with significantly decreasing trends in water quality.</p> <p><b>Rationale:</b> The department was instructed by the 2007 Legislature to revisit Department of Forestry 2007-09 KPM 11: Oregon Coast Evolutionary Significant Unit naturally produced coho spawner abundance in coastal rivers and consider establishing a better high level outcome measure. The department concurred with this direction and has been communicating with the Governor's Office and with other state agencies participating in the Oregon Plan for Salmon and Watersheds to develop a better coordinated and more useful suite of water quality-related agency key performance measures. This proposed new measure for 2009-11 will be based on a subset of the data collected from statewide water quality sampling conducted by the Department of Environmental Quality and is consistent with approved key performance measures already being used by both the Department of Agriculture and DEQ.</p>

New Delete	Proposed Key Performance Measures (KPM's) for Biennium 2009-2011
NEW	<p><b>Title:</b> FOREST STREAM WATER QUALITY: c. Percent of monitored stream sites associated predominately with forestland with water quality in good to excellent condition.</p> <p><b>Rationale:</b> The department was instructed by the 2007 Legislature to revisit Department of Forestry 2007-09 KPM 11: Oregon Coast Evolutionary Significant Unit naturally produced coho spawner abundance in coastal rivers and consider establishing a better high level outcome measure. The department concurred with this direction and has been communicating with the Governor's Office and with other state agencies participating in the Oregon Plan for Salmon and Watersheds to develop a better coordinated and more useful suite of water quality-related agency key performance measures. This proposed new measure for 2009-11 will be based on a subset of the data collected from statewide water quality sampling conducted by the Department of Environmental Quality and is consistent with approved key performance measures already being used by both the Department of Agriculture and DEQ.</p>
NEW	<p><b>Title:</b> VOLUNTARY PUBLIC AND PRIVATE INVESTMENTS MADE TO CREATE HEALTHY FORESTS - Cumulative public and private forest landowner investments made in voluntary projects for the Oregon Plan for Salmon and Watersheds or for the Oregon Conservation Strategy.</p> <p><b>Rationale:</b> The newly created Oregon Conservation Strategy is an important guidance document for all landowners. It is added to this KPM to more fully measure voluntary investments to create healthy forests that provide public benefits.</p> <p>The Department's mission statement includes public and private landowners willingly making investments to create healthy forests. The previous KPM addressed voluntary restoration strategies for the Oregon Plan for Salmon and Watersheds. Contributions made to implement the Oregon Conservation Strategy are added to this KPM.</p> <p>With the creation of the Conservation Strategy, Oregon has its first overarching state strategy for conserving fish and wildlife. It is not a regulatory document but instead presents issues, opportunities and recommended voluntary actions that will improve the efficiency and effectiveness of conservation in Oregon. Forest landowners play a key role in this strategy though maintaining the forest land base and making investments to keep and maintain healthy forests.</p> <p>This KPM captures and tracks the trends in voluntary investment. This trend reflects the Departments ability to encourage these investments. Tracking this trend also provides the state the ability to understand and mitigate barriers to voluntary investments made to meet state fish and wildlife goals.</p>

New Delete	<b>Proposed Key Performance Measures (KPM's) for Biennium 2009-2011</b>
NEW	<p><b>Title:</b> STATE FORESTS NORTH COAST HABITAT - Complex forest structure as a percent of the State Forests landscape.</p> <p><b>Rationale:</b> This KPM is being added as the agency streamlines its KPM reporting to focus on fewer measures that more directly relate to the Board of Forestry's strategic goals, as expressed in the Forestry Program for Oregon. The KPM focuses on one of the agencies highest level outcomes, providing habitat-related benefits for Oregonians through the active management of state-owned forestlands to achieve "greatest permanent value". The KPM will measure a difficult benefit to quantify but one that is a desired outcome of conducting active management; specifically, to "contribute to biological diversity of forest stand types and structures at the landscape level" by managing for the sustainable production of forest products.</p>
NEW	<p><b>Title:</b> AIR QUALITY PROTECTION - Total number of smoke intrusions into designated areas per total number of units burned.</p> <p><b>Rationale:</b> The department recommends modifying this KPM to make "total number of smoke intrusions into designated areas" the numerator and "total number of units burned" the denominator. The scope is expanded from Western Oregon to statewide.</p>
NEW	<p><b>Title:</b> FOREST PRACTICES ACT COMPLIANCE Percent of commercial forest operations that are in compliance with the Forest Practices Act</p> <p><b>Rationale:</b> This is a revision of KPM 12, 'Forest Practices Act Compliance – Percent of inspected commercial forest operations that are in compliance with the Forest Practices Act.' The word "inspected" is dropped from the description because we will move to a statistically valid sample of all operations instead of our current system of percent in compliance based on operational inspections.</p>

<b>New Delete</b>	<b>Proposed Key Performance Measures (KPM's) for Biennium 2009-2011</b>
<b>NEW</b>	<p><b>Title:</b> DAMAGE TO OREGON FORESTS FROM INSECTS, DISEASES, AND OTHER AGENTS Percent of forest lands without significant damage &amp; mortality as assessed by aerial surveys.</p> <p><b>Rationale:</b> The original KPM 8 was titled “Insect damage in eastern Oregon forests.” This new measure broadens the scope to include damage from agents other than insects and expands the measure to forests statewide.</p> <p>Significant damage is defined as that which can be delineated and assigned agent/intensity codes by observers during the course of aerial surveys.</p> <p>A target of 96 percent of Oregon forest lands without significant damage from these agents is based on a review of over 50 years of aerial survey data.</p>
<b>NEW</b>	<p><b>Title:</b> STATE FORESTS TOTAL REVENUE - Percent increase in total revenue produced by State Forests</p> <p><b>Rationale:</b> This KPM is being added as the agency streamlines its KPM reporting to focus on fewer measures that more directly relate to the Board of Forestry’s strategic goals, as expressed in the Forestry Program for Oregon. The KPM focuses on one of the agencies highest level outcomes, directly providing forest-related benefits and values for Oregonians through the active management of state-owned forestlands to achieve “greatest permanent value”. The measure reflects all revenue generated on and distributed from state forests, which in turn directly links to economic and social benefits (e.g. forest-related business, jobs, taxes and recreation).</p>
<b>DELETE</b>	<p><b>Title:</b> AIR QUALITY PROTECTION – Total number of restricted area units burned per total number of smoke intrusions into designated areas.</p> <p><b>Rationale:</b></p>

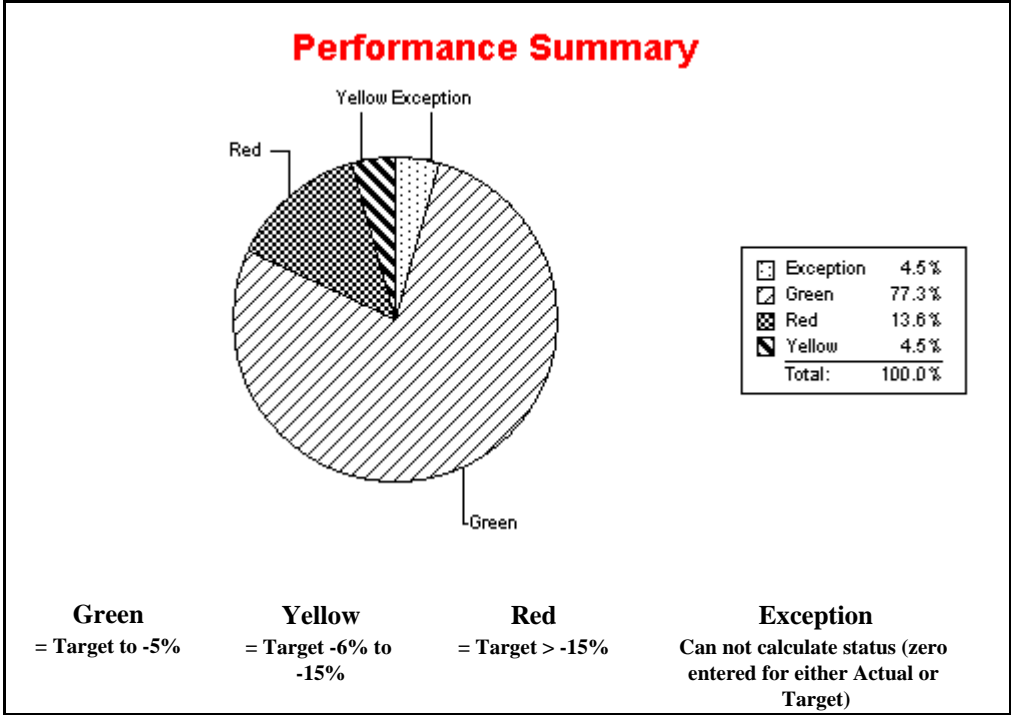
New Delete	<b>Proposed Key Performance Measures (KPM's) for Biennium 2009-2011</b>
<b>DELETE</b>	<p><b>Title:</b> FOREST FUEL REDUCTION – Total forest acres treated with prescribed fire, mechanical, or other methods primarily for fuel reduction on private and federal lands.</p> <p><b>Rationale:</b> The department was instructed by the 2007 Legislature to revisit this KPM and be reworked to reflect a breakdown between Condition Class 2 and Condition Class 3 lands, defining each class and the ability of the state to influence the outcome of each. The department recommends deletion of this KPM for 09-11. Even with the above changes, the data does not clearly reflect the impacts and migrations from one condition class to another and may not indicate unacceptable damages by wildfire even when forests are within the historic fire regime condition class. Also, the data would be more meaningful for a statewide perspective if private lands were included. However, that data is not currently available.</p> <p>The lack of an accurate data source is the biggest impediment to having a viable KPM. There is work being done that may create useable data but the time frame is unknown as to when it would be available.</p>
<b>DELETE</b>	<p><b>Title:</b> INSECT DAMAGE IN EASTERN OREGON FORESTS – Percent of aerially surveyed Eastern Oregon forests that are free of insect damage.</p> <p><b>Rationale:</b></p>
<b>DELETE</b>	<p><b>Title:</b> INTENSIVE MANAGEMENT OF STATE FORESTS – Percent of state forests intensive management plan objectives met, such as pre-commercial thinning and fertilization.</p> <p><b>Rationale:</b> This KPM is a more appropriate for a program-level, not as an agency-level measure. Therefore, this KPM is being deleted as the agency streamlines its KPM reporting to fewer measures directly related to the Board of Forestry’s strategic direction to the agency, the Forestry Program for Oregon.</p>
<b>DELETE</b>	<p><b>Title:</b> FOREST PRACTICES ACT COMPLIANCE – Percent of inspected commercial forest operations that are in compliance with the Forest Practices Act.</p> <p><b>Rationale:</b></p>

New Delete	<b>Proposed Key Performance Measures (KPM's) for Biennium 2009-2011</b>
<b>DELETE</b>	<p><b>Title:</b> OREGON COAST COHO ABUNDANCE – Oregon Coast Evolutionary Significant Unit naturally produced coho spawner abundance in coastal rivers.</p> <p><b>Rationale:</b> The department was instructed by the 2007 Legislature to revisit this KPM and consider establishing a better high level outcome measure. The department concurs with this direction. It has found that the Department of Fish and Wildlife data used to generate the results for the measure are continually being revised, there have been ongoing delays in the establishment of meaningful targets, and there are questions about the ability of the department’s programs to influence the results. In light of these problems, the department recommends immediately deleting this key performance measure for 2007-2009. The department is coordinating with other state agencies participating in the Oregon Plan for Salmon and Watersheds to develop a better coordinated and more useful suite of water quality-related agency key performance measures.</p>
<b>DELETE</b>	<p><b>Title:</b> REFORESTATION OF STATE FORESTS – Percent of state forests reforestation plan objectives met.</p> <p><b>Rationale:</b> This KPM is a more appropriate for a program-level, not as an agency-level measure. Therefore, this KPM is being deleted as the agency streamlines its KPM reporting to fewer measures directly related to the Board of Forestry’s strategic direction to the agency, the Forestry Program for Oregon.</p>
<b>DELETE</b>	<p><b>Title:</b> REFORESTATION OF PRIVATE FORESTLANDS – Percent of private forest acres where required reforestation is successfully completed.</p> <p><b>Rationale:</b> This KPM will now be a subset of the revised KPM on forest practices act compliance. This new compliance will measure the percent of commercial forest operations that are in compliance with the Forest Practices Act through a statistically valid sample. Although reforestation is an important measure of forestland productivity, the compliance KPM adequately addresses this issue.</p>
<b>DELETE</b>	<p><b>Title:</b> STATE FOREST TIMBER SALES – Percent of state forests timber sale plan objectives met.</p> <p><b>Rationale:</b> This KPM is a more appropriate for a program-level, not as an agency-level measure. Therefore, this KPM is being deleted as the agency streamlines its KPM reporting to fewer measures directly related to the Board of Forestry’s strategic direction to the agency, the Forestry Program for Oregon.</p>

New Delete	<b>Proposed Key Performance Measures (KPM's) for Biennium 2009-2011</b>
<b>DELETE</b>	<p><b>Title:</b> FOREST NURSERY SERVICES – Percent of non-contract seedling demand met by ODF nursery speculation stock.</p> <p><b>Rationale:</b> Private nurseries are growing more seedlings for non-industrial private forest landowners and customers are purchasing fewer seedlings from Phipps Nursery than in previous years. Due to this continued decline in market share, Phipps Nursery will close in 2008 and will not have seedlings available for non-industrial private landowners after the 2008 planting season. The decline in seedling sales from Phipps Nursery was expected as private nurseries increase the number of seedlings grown. Therefore ODF recommends deletion of this KPM.</p>
<b>DELETE</b>	<p><b>Title:</b> PRIVATE LANDOWNER INCENTIVES – Forest management incentive funds provided to private landowners.</p> <p><b>Rationale:</b> This KPM was not deemed a priority to maintain as a KPM. It measures both the level of funds available, and then department's ability to distribute those funds. Oregon has little control over the level of federal funds available and distribution of those funds is not deemed a limiting factor of significance to report in a KPM.</p>
<b>DELETE</b>	<p><b>Title:</b> STEWARDSHIP FORESTER EFFICIENCY – Private forest acres with improved management (includes tree planting and forest stand improvement) accomplished per year per Stewardship Forester FTE.</p> <p><b>Rationale:</b> This KPM was not adequately measuring stewardship forester efficiency. Many of these activities are taken on by landowners independent of the department, and there are many tasks that stewardship foresters help landowners with that are not captured by this KPM. Stewardship forester efficiency is an important component for program management and the department will seek other ways to measure this.</p>
<b>DELETE</b>	<p><b>Title:</b> FAMILY FOREST LANDOWNER MANAGEMENT PLANNING – Percent of Forest Practices Act notifications to conduct operations from family forest landowners with written management plans (includes stewardship plans and third-party certifications).</p> <p><b>Rationale:</b> The new KPM measuring acres of private forestland managed at or above forest practices act standards better addresses the underlying principle of this KPM. Both KPMs recognize that management plans are an indicator of well-managed forests. The old KPM measured the proportion of those currently engaging in operations that had written management plans. The new one expands this to include total acres with approved management plans, and better measures how much of Oregon is covered by these management plans.</p>

New Delete	<b>Proposed Key Performance Measures (KPM's) for Biennium 2009-2011</b>
<b>DELETE</b>	<p><b>Title:</b> FOREST EDUCATION – Total annual number of visitors engaged in learning about forests through visits to the Tillamook Forest Center.</p> <p><b>Rationale:</b> Based on conversations with LFO and BAM in December 2007, ODF has recommends continuing to report on the Tillamook Forest Center KPM through the 07-09 biennium, but sunset this KPM at the close of the biennium. During the 09-11 biennium, ODF will develop a statewide forest education related KPM that can be a more comprehensive and meaningful measure of forest education effectiveness and accomplishment. Throughout this time period, a significant amount of qualitative and quantitative evaluation data about the Center and the department's overall education related activities will continue to be available. Working with LFO, BAM and the department’s forest education charter group, ODF will develop and adopt a statewide forest education KPM that can be put in place during the 11-13 biennium.</p>
<b>DELETE</b>	<p><b>Title:</b> PRIVATE LANDOWNER INVESTMENT IN STREAM RESTORATION – Cumulative private forest landowner investment in voluntary water quality, riparian, and aquatic habitat restoration projects under the Oregon Plan for Salmon and Watersheds or other initiatives.</p> <p><b>Rationale:</b></p>
<b>DELETE</b>	<p><b>Title:</b> WILDLAND FIREFIGHTER SAFETY – Lost time days per thousand fire line exposure hours (lower is better)</p> <p><b>Rationale:</b> The department was instructed by the 2007 Legislature to revisit this KPM consider reducing the target from 1.22 to .64 lost time days per thousand hours from fireline exposure. The department was prepared to reduce the target of this KPM to the Legislature’s recommendation. However, upon additional consideration we think that any target other than “0” could be construed as promoting an “acceptable loss” concept to our employees. The department recommends using “0” as the target for this key performance measure for 2007-2009. Although ODF has recommended changing the KPM for the current biennium, the department regards this KPM as a program level measurement and would like to delete it for the 2009 – 2011 biennium. The department will be reviewing the possibility of an agency wide safety KPM for the 11-13 biennium.</p>

<b>FORESTRY DEPARTMENT</b>	<b>I. EXECUTIVE SUMMARY</b>
<b>Agency Mission:</b> To serve the people of Oregon by protecting, managing, and promoting stewardship of Oregon's forests to enhance environmental, economic, and community sustainability.	
<b>Contact:</b> Clark Seely, Associate State Forester	<b>Contact Phone:</b> 503-945-7203
<b>Alternate:</b> David Morman, Forest Resources Planning Program	<b>Alternate Phone:</b> 503-945-7413



**1. SCOPE OF REPORT**

The Oregon Department of Forestry (ODF) has ten programs that uniquely contribute to achieving the overall mission and vision of the agency and its statutory mandates. To support their unique roles, each program has developed individual vision and mission statements, strategic emphasis areas, strategies, and actions. These actions are designed by each program to meet their portion of the agency’s mandates and to assist in addressing the goals and objectives outlined in the Oregon Board of Forestry’s strategic plan, the 2003 Forestry Program for Oregon. In this way, the Department is able to effectively communicate how its programs contribute to the achievement of these board priorities while also achieving the Department’s overall mission, vision, and statutory requirements.

Performance measurements inform strategic planning, budgeting, quality improvement, and program/employee appraisal processes. As a first step, Department programs have made their action statements measurable when possible. In addition, the Department's performance measures are intended to track over time a representative subset of the outputs and outcomes of the agency's actions. These performance measures provide further indication of the Department of Forestry's success in achieving its mission and vision, and in assisting with the achievement of the Forestry Program for Oregon.

Of the Department's ten programs, the five agency operating programs are directly linked to the key performance measures. These programs include:

- Private Forests Program
- Protection From Fire Program
- State Forests Program
- Urban Forests Program
- Forest Resources Planning Program

The five agency administrative programs do not have direct connection with the key performance measures, but support the operating programs' accomplishments and contribute to overall agency performance. These administrative programs include:

- Information Technology Program
- Human Resources Program
- Business Services Program
- Agency Affairs Program
- Quality Assurance Program

## **2. THE OREGON CONTEXT**

In addition to addressing Board of Forestry strategies, the Department of Forestry has indirect influence on Oregon Progress Board Benchmarks 75, 77, 79, 82, 83, 86, 88, and 89a. This influence is the result of the administration of Department programs, as well as through coordination with other agencies and organizations in order to promote the adoption of policies consistent with the goals and objectives of the Board of Forestry. Benchmark 75 (Air Quality) indicates Oregon forest wildfires affect the state's air quality. The Department's Smoke Management Program plays a key role in managing smoke from prescribed forest burning. Benchmark 77 indicates Oregon carbon dioxide emissions are rising. Maintaining a

healthy, productive forest land base and the use of forest fuels for energy generation can offset fossil fuels and reduce carbon dioxide emissions from forest wildfires. Benchmark 79 (Stream Water Quality) indicates further improvements can be made to the state's water quality. However, water quality on forestlands remains high compared to other land uses. All streams and rivers on forestlands regulated under the Forest Practices Act receive protection appropriate to the beneficial uses of those water bodies. Benchmark 82 (Forest Land) indicates Oregon has been effective in retaining its forest land base, and Benchmark 83 (Timber Harvest) indicates Oregon is also effective in maintaining the productive capacity of these forests. Benchmark 86 (Freshwater Species) indicates the percent of freshwater salmonids and other fish considered at risk has remained steady since 1999. Oregon forestlands receive greater water quality and riparian protection than other land uses. Benchmark 88 (Terrestrial Species) indicates a low percentage of monitored plant species and terrestrial vertebrate animal species are at risk. Many of these species have limited habitats that are either not located on forestlands or are unaffected by commercial forest operations. Benchmark 89a (Natural Habitats—Forests) is still under development but its outcomes will be significantly affected by the Department of Forestry's programs.

### **3. PERFORMANCE SUMMARY**

The performance measure reports for Fiscal Year 2007-08 indicate the agency was effective in preventing forest wildfires. A severe 2007 fire season including increased fire danger, significant lightning events, and the drawdown of available firefighting resources combined to reduce the Department's wildfire suppression effectiveness. However, legislatively approved funding for initial attack resources continued to play a critical role in maintaining the Department's suppression capacity. Wildfire fire suppression work was completed with an emphasis on firefighter safety. The agency continues to be successful in meeting management objectives on state-managed forestlands, and administering an effective Smoke Management Program. The Department's work is influencing positive outcomes for private landowner investments in stream restoration and reforestation, forest fuel treatments, and biomass utilization for energy. Until its closure in 2008, the Department's forest nursery maintained its ability to predict non-contract demand for seedlings and selling seedlings grown on speculation.

It remains unclear to what extent Department programs are influencing Oregon coast Coho spawner abundance. Attendance trends for the Tillamook Forest are still being established following its 2006 opening. The Department continues to be proactive in the detection and prevention of forest insect and disease problems; however an increased amount of tree damage was observed during the performance period.

Budget limitations in 2007-09 affected the Department's ability to assist family forest landowners develop management plans and to track performance. Department Stewardship Foresters are helping promote the completion of private forestland improvement projects in an efficient manner. Forest Practices Act compliance by private landowners remains very high. Federal funds continue to be made available to private forest landowners through forest management incentive programs administered by the Department.

Budget limitations have also affected the Department's ability to assist Oregon cities actively managing their and community forest resources.

The Oregon Board of Forestry determined that it met 15 of 15 evaluation criteria for its board and commission governance measure.

Surveys conducted of County Commissioners and Forest Protective Association members indicate that overall, the Department's customer service efforts are effective. Department programs were rated at high levels as meeting or exceeding expectations in the customer service categories: timeliness, accuracy, helpfulness, expertise, availability of Department information. The Department will use this information to further improve service to local governments and forest landowners and to promote further dialogue on these topics.

#### **4. CHALLENGES**

There are several challenges affecting performance, most of which deal with lack of organizational capacity (i.e. lack of adequate funding and/or personnel), or external factors beyond the control of the agency.

The availability of Department Stewardship Foresters has a direct bearing on landowner knowledge, and a somewhat indirect bearing on a landowner's willingness to follow the law. As new rules are developed or as new operators and landowners become active, past reductions of Stewardship Foresters and support staff such as the program training coordinator will potentially impact the consistent high level of compliance. The 2007-2009 Private Forest Program budget partially restores field and monitoring resources reduced in the last three biennia. Maintenance of federal funding received by the state for private forest landowner management incentive programs administered by the Department is critical. The federal government is the primary source for landowner financial assistance. Current federal budget deficits and a restructuring of programs within USDA are major factors affecting funding levels for incentives for forest landowner improvement projects such as tree planting and pre-commercial thinning which provide the opportunity to enhance the health and sustainability of Oregon's forests. The National Fire Plan has brought a new funding source to the state's fire-prone areas but there is no assurance that funding will continue.

In addition to funding inadequacies, the Department of Forestry has struggled in areas such as urban and community forest management due to lack of personnel. Currently, two FTE are dedicated to this entire program, statewide. A statewide survey conducted in 2004 clearly showed that if cities had received assistance from the Department of Forestry, they were more likely to have components of an actively managed urban forest program.

Private nurseries are growing more seedlings for non-industrial private forest landowners and customers are purchasing fewer seedlings from Phipps Nursery than in previous years. Due to this continued decline in market share, Phipps Nursery closed in July 2008 and will not have seedlings available for non-industrial private landowners after the 2008 Planting Season.

Factors such as lower log prices and strong winter storms affected the accomplishment of the FY 2008 State Forests Program timber sale plan, resulting the withdrawal of some sales and the addition of others and a net increase of 17 million board feet in sales over planned levels.

Annual variations in Oregon coast Coho spawner abundance is largely driven by changes in ocean conditions and other factors not directly related to habitat on forestlands.

Wildland fires are becoming more dangerous and complex to fight. This increase is due to several interconnected trends, including the steady increases in forest fuels available for burning and climate change. These trends have resulted in fires which burn hotter, with more intensity and which become larger, more difficult, and more expensive to suppress than in the past. Adding to the complexity is the increase in wildland-urban interface properties and residences.

Over the past several years, federal funding of fuels reduction grants have been declining and this trend is expected to continue. Limitations on the ability of federal agencies to effectively manage their lands also limits their abilities to reduce significantly enlarged fuel loading. On other ownerships, the general health of the economy has a great influence on the marketability of forest fuel material and the resulting level of utilization. On all ownerships, the overall weather patterns may either limit or enhance the ability of owners to dispose of their fuels by burning.

Among the factors affecting the amount of Oregon forest biomass utilized for energy are the following:

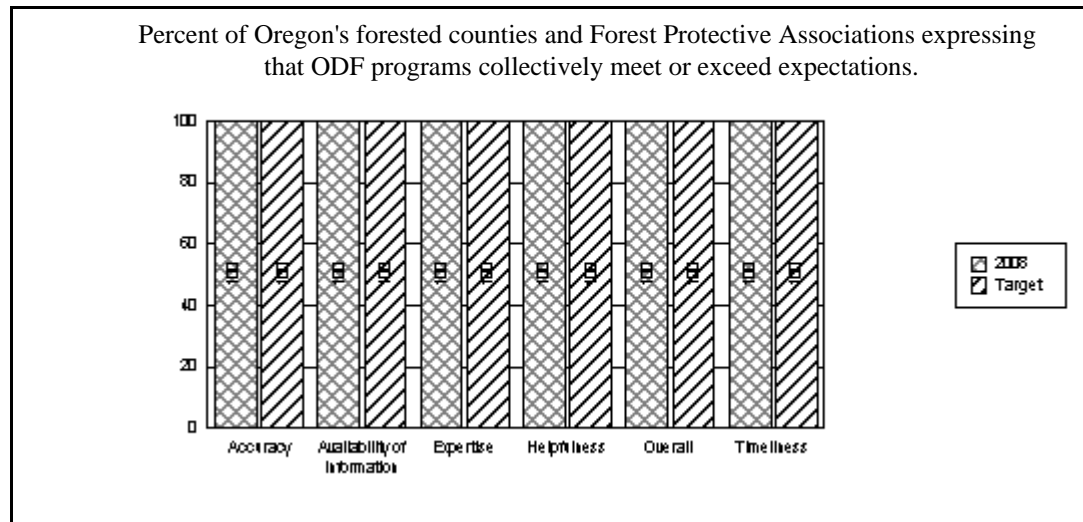
- Alternative energy prices
- Alternative uses of forest biomass
- Transportation costs
- Forest restoration activities on federal forestlands
- Private sector investment on biomass energy facilities
- Forest biomass consumed by wildfires

## **5. RESOURCES AND EFFICIENCY**

The Department's 2007-09 Legislatively Adopted Budget is \$271.8 million which includes 1,311 positions (920.96 FTE). Adjusted for inflation, the department's budget has been relatively stable for more than 30 years. The number of full-time equivalent positions also has remained about the same over this period. However, much has changed, including introduction of the Forest Practices Act and the Oregon Plan for Salmon and Watersheds, increased management activities on state forests, increased fire severity, and direction from the governor and legislature to become more involved in charting a sustainable future for federal forests. The workload continues to rise as Oregon's growing population increases the demand for forest benefits, and as many forest management activities, such as wildfire protection, become more costly and complex.

KPMs 4, 15, and 16 are efficiency measures that evaluate Department outputs per unit of resource input. While the Department continued to make progress in safely performing wildland fire suppression (KPM #16), slippage occurred in the effectiveness of fire suppression overall (KPM #15) due to increased seasonal severity and the challenge of adequate resources. We saw a gain in efficiency in the work of Stewardship Foresters (KPM #4) over the previous year, but still well below the gains made in 2004 and 2005.

<b>KPM #1</b>	CUSTOMER SERVICE TO COUNTY GOVERNMENTS AND FOREST LANDOWNERS – Percent of Oregon’s forested counties and forest protective associations rating that ODF programs collectively provide “good” or “excellent” customer service: overall, timeliness, accuracy, helpfulness, expertise, availability of information.	2006
<b>Goal</b>	Forestry Program for Oregon Strategy A: Promote a sound legal system, effective and adequately funded government, leading-edge research, and sound economic policies	
<b>Oregon Context</b>	By providing excellent customer service, the Department will impact the protection and management of all Oregon forest resources and assist private landowners, public landowners, and local governments meet their objectives.	
<b>Data Source</b>	Based on annual consultations (via survey) with county commissions and Forest Protective Associations by Department District Foresters.	
<b>Owner</b>	Clark Seely, Associate State Forester, 503-945-7203	



**1. OUR STRATEGY**

County boards and commissions, county staffs, and Forest Protective Associations are asked to evaluate the Department of Forestry’s performance in the areas of timeliness, accuracy, helpfulness, expertise, and available information, as required by Department of Administrative Services (DAS)

guidelines. County governments were selected for the customer service measure because all four of the Department's operational programs (State Forests, Protection from Fire, Urban Forestry and Private Forests) either directly or indirectly affect forested counties and their citizens. Non-forested Sherman and Gilliam Counties are not included in the survey. Forest Protective Associations were selected for the customer service measure because two of the Department's operational programs (Protection from Fire and Private Forests) either directly or indirectly affect private forest landowners. In addition, the Forest Trust Land Advisory Committee completes the survey, representing State Forests Program customers.

## **2. ABOUT THE TARGETS**

The Department strives to ensure that 100 percent of county governments and landowner associations express that their expectations for Department performance have been met or exceeded.

## **3. HOW WE ARE DOING**

Survey results for this year and the two previous years (2006 and 2007) indicate that the Department of Forestry has been very successful in meeting or exceeding the expectations of county governments and forest landowners and generally confirms personal experience of local Department leadership around the state.

## **4. HOW WE COMPARE**

This is a relatively new measure and the system for comparison with performance by other agencies is not yet in place by the Department of Administrative Services.

## **5. FACTORS AFFECTING RESULTS**

The ongoing relationships between Department of Forestry field offices and county commissions, county staffs, and Forest Protective Associations largely determine the results of this performance measure. Relationships with county governments are likely to be easier to maintain in more rural, forest resource dependent counties with smaller governments than in counties with significant urban populations and larger county government bureaucracies. Familiarity with, and interest in Department of Forestry programs and accomplishments is likely to be greater in the former.

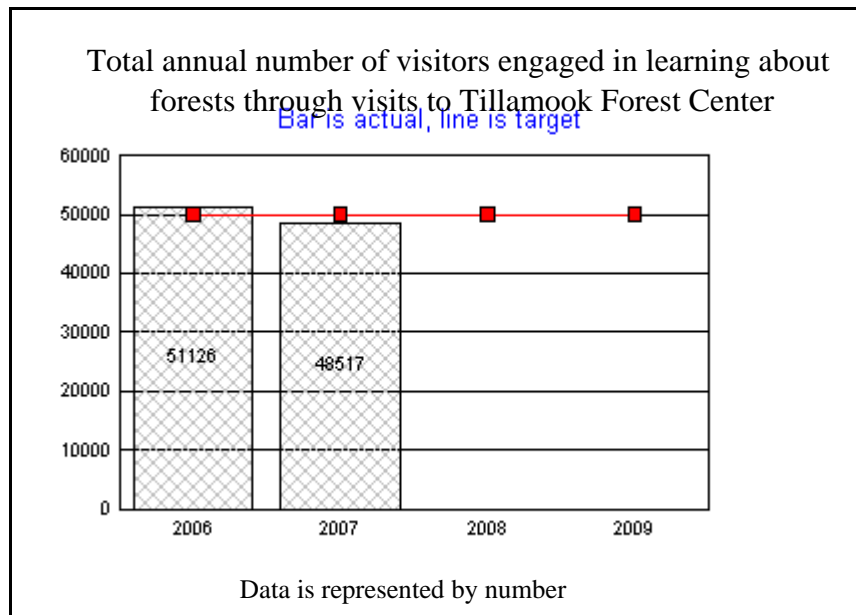
## **6. WHAT NEEDS TO BE DONE**

Performance measure results can be used to address areas of Department deficiencies and to build new and stronger relationships and communication links with county governments and Forest Protective Associations over time.

**7. ABOUT THE DATA**

Each year, half the forested counties and half of the protection associations are surveyed. We also included comments received from the Board of Forestry's Forest Trust Land Advisory Committee. Of the 23 groups surveyed this year, 16 responded for a 70% return rate. The survey covered calendar year 2007.

<b>KPM #2</b>	FOREST EDUCATION – Total annual number of visitors engaged in learning about forests through visits to the Tillamook Forest Center.	New
<b>Goal</b>	Forestry Program for Oregon Strategies A, B, and D and G	
<b>Oregon Context</b>	Oregon Benchmarks 19 (3rd grade reading and math) , 20 (8th grade reading and math), 21 (certificate of initial mastery, 82 (forestland), and 82 (timber harvests)	
<b>Data Source</b>	Tillamook Forest Center Education and Interpretive Program.	
<b>Owner</b>	Jim Quiring, Tillamook Forest Center, 503-815-6817	



**1. OUR STRATEGY**

One of the priority components of the Oregon Department of Forestry’s biennial budget request for 2007-2009 was related to obtaining the necessary resources to open and operate the new Tillamook Forest Center (TFC). The project, called for and authorized by previous legislation,

was a 10-year public-private partnership effort to develop a unique, state-run forest education facility that shares the story of the fires, reforestation, and current management of the Tillamook State Forest. The Center was also planned to serve an important visitor information function given the increasing interest in state forest recreation. During the biennial budget process, given the high priority the Department of Forestry placed on the project, it was determined that the agency should report TFC visitation via a key performance measure. This measure implemented to reflect that need.

Since opening in April 2006, the Center has adopted a variety of its own qualitative and quantitative evaluation tools that examine various aspects of visitation and program attendance. These detailed evaluations—designed to be used by the TFC team and State Forests Program—provide insight about the impact of the Center’s programs on visitors’ knowledge about the forest (and all forests). These tools have also served as a source of excellent feedback to shape specific programs and delivery methods relating to program topics. A significant amount of monitoring and measurement data is available relative to TFC operations. Currently, quantitative data addressing “total annual number of visitors engaged in learning about forests through visits to Tillamook Forest Center” is being reported for the KPM.

## **2. ABOUT THE TARGETS**

Baseline use counts have been collected and tabulated on a calendar year basis during the first two years of operations at the Tillamook Forest Center and the Target of 50,000 annual visitors has been established. These targets represent our goal for visitation even though winter storm closures and high fuel prices are influencing a trend toward reduced numbers of visitors. The Center wishes to maintain a high target (goal) and will seek to attain it through a professionally developed Marketing Plan which will be implemented in calendar year 2009. Targets will be reassessed following the completion and implementation of the Marketing Plan.

## **3. HOW WE ARE DOING**

Visitor counts for 2006, the first year of Center operations, totaled 51,126. This total was for the months of April through December. (The Center first opened to the public on April 1, 2006.) Use during these first nine months was predictably high due to the anticipation built by pre-opening publicity. Visitor counts for the full twelve months of 2007 totaled 48,517. Monthly totals ran lower than in the previous year, although a late-summer marketing effort helped to keep fall numbers higher.

## **4. HOW WE COMPARE**

The following museums and visitor centers are located in Northwest Oregon and provide some basic comparison to the Tillamook Forest Center.

Tillamook Forest Center – 22 miles east of Tillamook, located on Oregon Highway 6

Summer Hours: Open daily, Memorial Day to Labor Day, 10 a.m. to 5 p.m.

Winter Hours: Open Wed – Sun, 10 a.m. to 4 p.m.

Free admission

Annual Visitors: Approximately 50,000

World Forestry Center -- Portland

Open Daily (Closed Major Holidays) 10:00 – 5:00

Adults: \$7.00

Seniors: \$6.00

Children: \$5.00

0 – 3 & members free

Annual Visitors: Approximately 50,000

Garibaldi Museum – Garibaldi, US Hwy 101

Open May – October 12:00 – 4:00 P.M.

Under 50: \$3.00 each

Over 50: \$2.50 each

3 – 7 yrs: \$ .50

0 – 3 yrs: Free

Annual Visitors: 2,000 – 3,000

Columbia River Maritime Museum – Astoria, US Hwy 101

Open year round (Closed Thanksgiving and Christmas) 9:30 – 5:00 P.M. daily

Adults: \$8.00

Seniors 65+: \$7.00

6 – 17: \$4.00

0 – 5: Free

Annual Visitors: Over 100,000

Tillamook County Pioneer Museum – Tillamook, US Hwy 101

Open year round: Tuesday – Friday (Closed major holidays)

General: \$3.00

Seniors: \$2.00

12 – 17: \$ .50

0 – 11: Free

Visitors 2006-07: 9,332

Tillamook Air Museum – Tillamook, US Hwy 101

Open year Round: Daily 9:00 – 5:00 (Closed Major Holidays)

Adults: \$11.50

Seniors: \$10.50

6 – 17 \$ 7.00

0 – 5 Free

Annual Visitors: Approximately 85,000

Tillamook Cheese Visitor Center – Tillamook, US Hwy 101

(One of Oregon’s most popular tourist destinations)

Open daily: 8:00 a.m. to 8:00 p.m.

Free

Annual Visitors: Approximately 1,000,000

## 5. FACTORS AFFECTING RESULTS

The Tillamook Forest Center is a new facility on the northwest travel scene, which Oregonians, out-of-state travelers, and international travelers are still discovering. In addition, its location along State Highway 6 places it in a more remote location than other regional facilities which are located in more populated areas or along more heavily traveled highways.

## 6. WHAT NEEDS TO BE DONE

Looking ahead through 2008, the Center has contracted with a strategic marketing agency (Creative Company, McMinnville, OR) to develop a five-year marketing plan and strategy that will have potential to contribute to an increase in visitor use. The Center is also developing a process through which to gather more qualitative and comprehensive feedback from visitors. During the summer of 2008, a visitor exit survey is being

readied for use at the Center which will provide feedback on perceived levels of increased knowledge occurring as a result of visitor experiences at the Center. This type of feedback will begin to provide data for a new qualitative performance measure for the Center, which can also inform the process of addressing a broader qualitative performance measure for the statewide educational work of the Department of Forestry. In addition, the Center is seeking improved highway signing which will offer travelers a better chance to recognize the Center and to increase the lead-time within which to make a decision to stop.

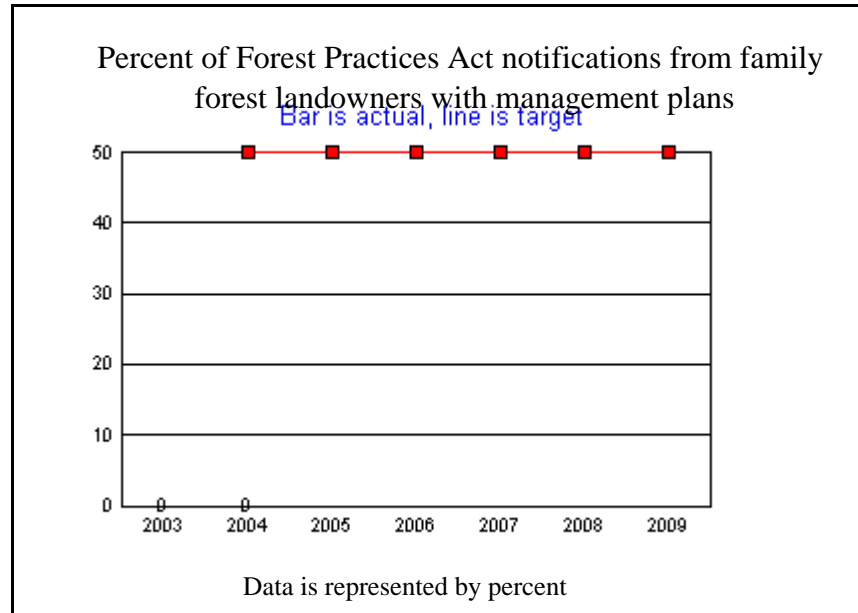
The Department of Forestry will continue to report on the existing KPM through the 07-09 biennium but proposes to sunset the reporting of these TFC numbers as a KPM at the close of the biennium. While these quantitative numbers will not be reported after the 07-09 biennium, they will continue to be gathered and used as an important part of program planning for the Center.

The Department of Forestry has been directed to review the appropriateness of having such a specific set of data tracked as an agency key performance measure. KPM 2 focuses specifically on State Forest related education programs carried out at one specific (though important and effective) location. It will be more useful for the agency to replace KPM 2 with an agency-wide measure that evaluates the outcome and perceived change in knowledge brought about by the agency's forest education work.

## 7. ABOUT THE DATA

Data is currently hand counted and gathered on a calendar year basis. It is quantitative data on a single site. This data is valuable to the work of programming at the Center and will continue to be gathered.

<b>KPM #3</b>	FAMILY FOREST LANDOWNER MANAGEMENT PLANNING – Percent of Forest Practices Act notifications to conduct operations from family forest landowners with written management plans (includes stewardship plans and third-party certifications).	2005
<b>Goal</b>	Forestry Program for Oregon Strategies A, B, C, D, and E: Promote a sound legal system, effective and adequately funded government, leading-edge research, and sound economic policies. Ensure that Oregon's forests provide diverse social and economic outputs and benefits valued by the public in a fair, balanced, and efficient manner. Maintain and enhance the productive capacity of Oregon's forests to improve the economic well-being of Oregon's communities. Protect, maintain, and enhance the soil and water resources of Oregon's forests. Contribute to the conservation of diverse native plant and animal populations and their habitats in Oregon's forests.	
<b>Oregon Context</b>	Benchmark 79 indicates further improvements can be made to the state's water quality. However, water quality on forestlands remains high compared to other land uses. Benchmark 82 indicates that Oregon has been effective in retaining its forests land base. However, increased development pressure, coupled with statutory changes and economic factors, has increased the risk of conversion of forestland to other uses. Currently 70 percent of family forestland acres are owned by individuals 55 years and older; conversion often occurs when forestland changes owners. Benchmark 83 indicates Oregon is also effective in maintaining the productive capacity of these forests. Benchmark 86 indicates the percent of freshwater salmonids and other fish considered at risk has remained steady since 1999. Oregon forestlands receive greater water quality and riparian protection than other land uses. Benchmark 88 indicates a low percentage of monitored plant species and terrestrial vertebrate animal species are at risk. Many of these species have limited habitats that are either not located on forestlands or are unaffected by commercial forest operations. All streams and rivers on forestlands regulated under the Forest Practices Act receive protection appropriate to the beneficial uses of those water bodies.	
<b>Data Source</b>	Based on Private Forests Program records.	
<b>Owner</b>	Peter Daugherty, Deputy Chief Private Forests Division, 503-945-7482	



## 1. OUR STRATEGY

The Private Forests Program delivers a range of services to industrial and family forest landowners. These services are designed to maintain and enhance the economic, social and environmental benefits derived from Oregon's private forests. Well-managed forests strengthen public confidence which in turn provides landowners a level of confidence to make the needed long term forest management investments that benefit Oregon.

The Forest Practices Act (FPA) provides a regulatory set of practices that assure a continual supply of forest products and the overall maintenance of soil, air, water, fish and wildlife resources. Forest landowners who have a written management plan for their property have a basic understanding of how to properly manage their land, and know where to access technical information and assistance. The higher the percentage of operations conducted with a management plan in place is an indicator of increased well-managed forests.

The Department assists forest landowners in developing written management plans by providing examples and templates of plans, working directly with landowners and administering federal cost share funds to landowners to offset costs of plans written by consultants. The Department also partners with several organizations to promote the development of management plans. They include OSU's Forestry Extension, Oregon Tree Farm System, consulting foresters, USDA Forest Service, state and private forestry, and USDA-Natural Resource Conservation Service.

## 2. ABOUT THE TARGETS

The Department target of 50 percent of family forestland notifications being conducted under written management plans represents a reasonable goal. Ideally all notifications would come from owners with written plans. The current notification system does not link notifications to management plans. ODF does track the number of family forestland acres covered by written plans. Currently, 21 percent of family forest acres are covered under a written plan. To increase the acres covered to 50 percent and additional 1.4 million acres would need to be covered by written management plans. A larger percentage of forested acres covered by written management plans is an indicator that family forestland owners have a greater awareness of the requirements of Oregon's FPA, their forests, and how to balance their objectives with what is needed to have a well managed forest.

## 3. HOW WE ARE DOING

The Department does not currently have the accomplishment tracking system to monitor this KPM, and Program budget reductions the past two biennia have necessitated the postponement of revising existing activity and accomplishment tracking systems to monitor the measure. It is currently estimated that the revised tracking system will have data available in 2009 if proposed system improvements are made. Stewardship foresters did help landowners bring an additional 20,096 acres under management plans in 2007. This measure will become a strong indicator of how the agency is progressing towards the Forestry Program for Oregon vision of informed "landowners voluntarily investing in the management of their forests."

## 4. HOW WE COMPARE

While there is data on the number and acres of family forestland management plans, there isn't data on the relationship between management planning and landowners conducting forest operations. Oregon Department of Forestry is participating in the USDA Forest Service, Forest Stewardship Analysis Project and as a result (when nationally completed) will be able to compare numbers and acres of written plans by state.

## 5. FACTORS AFFECTING RESULTS

Along with forestry related agencies and organizations, the market place is also encouraging the development of written management plans through forest certification. Landowners wanting to sell timber are increasingly finding that industry milling facilities are requiring that their log supply come from certified forests. This market access requirement is motivating landowners to develop management plans, since forest certification systems require management planning.

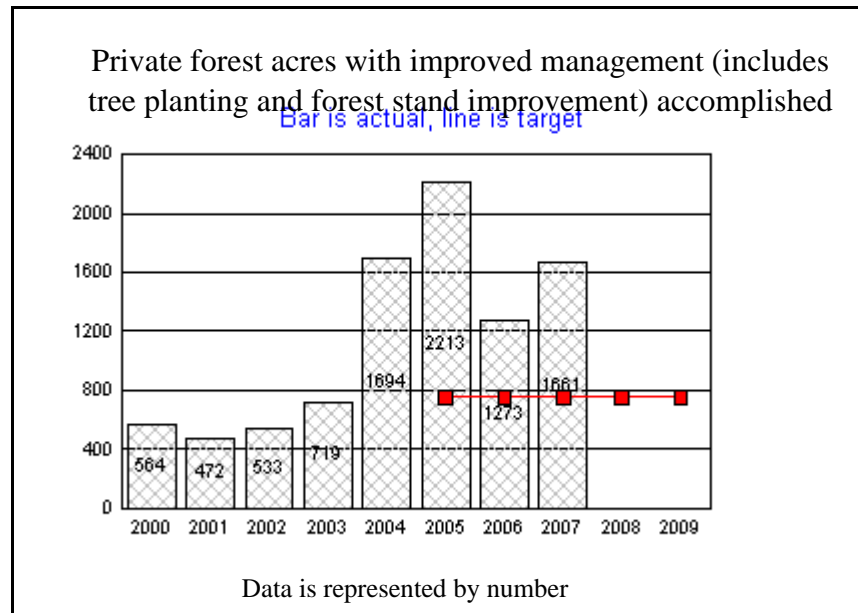
## 6. WHAT NEEDS TO BE DONE

To ensure the KPM is meaningful completion of the tracking system is necessary. When the relationship of the number of landowners with management plans conducting forest operations is understood either additional resources, partnerships with other sources or reprioritizing existing resources may be necessary.

**7. ABOUT THE DATA**

Data do not currently exist.

<b>KPM #4</b>	STEWARDSHIP FORESTER EFFICIENCY – Private forest acres with improved management (includes tree planting and forest stand improvement) accomplished per year per Stewardship Forester FTE.	1989
<b>Goal</b>	Forestry Program for Oregon Strategies B and C: Ensure that Oregon's forests provide diverse social and economic outputs and benefits valued by the public in a fair, balanced, and efficient manner. Maintain and enhance the productive capacity of Oregon’s forests to improve the economic well-being of Oregon’s communities.	
<b>Oregon Context</b>	Benchmark 83 indicates Oregon is effective in maintaining the productive capacity of its forests. Improved forest management practices leads to improved forest productivity.	
<b>Data Source</b>	Actual count based on a defined list of “improved management’ activities and Stewardship Forester inspection records. FTE based on state, federal, and other funds in support of incentives.	
<b>Owner</b>	Peter Daugherty, Deputy Chief Private Forests Division, 503-945-7482	



**1. OUR STRATEGY**

Private forestland improvement projects provide the opportunity to enhance the health and sustainability of Oregon's forests and increase the long term supply of forest products and other resource values these forests can provide. Stewardship foresters provide forest landowners educational and technical assistance, and field administration of financial assistance programs that result in forest improvement projects. The acres improved are divided by the number of field forester FTEs to track the efficiency of the Department's delivery methods.

**2. ABOUT THE TARGETS**

Accomplishments include project acres such as tree planting and precommercial thinning that are not required by the Forest Practices Act. Activities such as commercial forest thinning improve the health of the forest but are not tracked as a component of this measure. Activities tracked include acres of non producing forestlands planted, and acres of existing young forests that are non-commercially thinned, released from competing vegetation, pruned, fertilized, or have forest fuels reduced.

**3. HOW WE ARE DOING**

2007 accomplishments are 221 percent of the target. The variation in accomplishments per FTE reflects changes in federal funding received by the state for these types of projects. The Department has monitored this measure for three years and will evaluate whether the target should be adjusted to better reflect field forester efficiency.

**4. HOW WE COMPARE**

Comparative data on tree planting and forest stand improvement accomplishments does not currently exist. A national spatial analysis program is being developed state-by-state that, when completed, will have information that will allow Oregon to compare its efforts with those of its neighboring states.

**5. FACTORS AFFECTING RESULTS**

There are several factors affecting this measure. Changes in federal funding for these types of projects affect the number of owners who can participate. While the results are measured per FTE, a minimum number of FTE is required to maintain continuity of the program. The accomplishment reporting system is not integrated into the daily work flow, affecting consistency of data.

**6. WHAT NEEDS TO BE DONE**

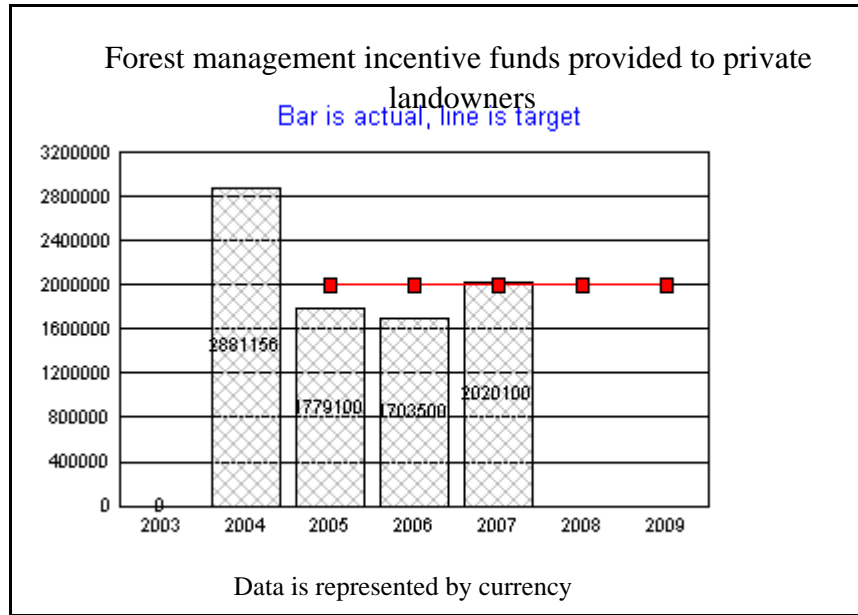
The Department has tracked accomplishments for three years and will reevaluate stewardship forester efficiency in providing landowner assistance. Additionally, upgrades to current reporting systems need to occur to provide more accurate reporting.

**7. ABOUT THE DATA**

Data is recorded by state fiscal and calendar year through a combination of accomplishment reporting systems designed for either the past Forestry Assistance or Forest Practice Program. This mix of reporting systems has made reporting accomplishments more difficult for field foresters. A revised system has been scheduled but put on hold because of budget reductions.

Note: In previous reports, calendar years 2005 and 2006 were incorrectly reported; the numbers have been corrected in this report.

<b>KPM #5</b>	PRIVATE LANDOWNER INCENTIVES – Forest management incentive funds provided to private landowners.	1989
<b>Goal</b>	Forestry Program for Oregon Strategies B, C, D, E, and F: Ensure that Oregon's forests provide diverse social and economic outputs and benefits valued by the public in a fair, balanced, and efficient manner. Maintain and enhance the productive capacity of Oregon's forests to improve the economic well-being of Oregon's communities. Protect, maintain, and enhance the soil and water resources of Oregon's forests. Contribute to the conservation of diverse native plant and animal populations and their habitats in Oregon's forests. Protect, maintain, and enhance the health of Oregon's forest ecosystems, watersheds, and airsheds within a context of natural disturbance and active management.	
<b>Oregon Context</b>	Benchmark 79 indicates further improvements can be made to the state's water quality. However, water quality on forestlands remains high compared to other land uses. Benchmark 82 indicates that Oregon has been effective in retaining its forests land base. However, increased development pressure, coupled with statutory changes and economic factors, has increased the risk of conversion of forestland to other uses. Currently 70 percent of family forestland acres are owned by individuals 55 years and older; conversion often occurs when forestland changes owners. Benchmark 83 indicates Oregon is also effective in maintaining the productive capacity of these forests. Benchmark 86 indicates the percent of freshwater salmonids and other fish considered at risk has remained steady since 1999. Oregon forestlands receive greater water quality and riparian protection than other land uses. Benchmark 88 indicates a low percentage of monitored plant species and terrestrial vertebrate animal species are at risk. Many of these species have limited habitats that are either not located on forestlands or are unaffected by commercial forest operations. All streams and rivers on forestlands regulated under the Forest Practices Act receive protection appropriate to the beneficial uses of those water bodies. Incentive funds are used to encourage forest landowners to enhance the management and protection of forest resources above the levels required by regulation.	
<b>Data Source</b>	Based on Private Forests Program records. Only includes incentive programs with ODF involvement.	
<b>Owner</b>	Peter Daugherty, Deputy Chief Private Forests Division, 503-945-7482	



**1. OUR STRATEGY**

Financial assistance in the form of cost-share or grants demonstrates a public commitment to forestland improvements. The Department manages a number of cost-share and grant programs that provide landowners technical and financial assistance to help improve their forestlands. The majority of financial assistance funding comes through the USDA Forest Service’s State and Private Forestry program. This measure demonstrates the program’s effectiveness in distributing incentive funds to private forest landowners to enhance the management and protection of forest resources.

**2. ABOUT THE TARGETS**

The target is the amount of landowner incentive funds obtained annually by the Department from the USDA Forest Service State and Private program. Federal funding received by the state for these types of projects has been reduced from historically levels. Examples of current funding sources include: Forest Stewardship Program, Forest Health bark beetle grants and National Fire Plan grants.

**3. HOW WE ARE DOING**

Federal funding in the traditional funds sources continue to decline however increases in other programs such as the National Fire Plan have

occurred. Some of these new funding sources meet current program objectives and can be delivered through current program delivery methods. We are in the process of assessing the adequacy of current delivery methods in meeting landowner objectives.

#### **4. HOW WE COMPARE**

Other states are facing the same issues as Oregon in the reduction of historical levels of federal funds for these types of projects.

#### **5. FACTORS AFFECTING RESULTS**

Since the federal government is the primary source for landowner financial assistance, current budget deficits and a restructuring of programs within USDA are major factors in reducing landowner support. The National Fire Plan has brought a new funding source to the state's fire prone areas.

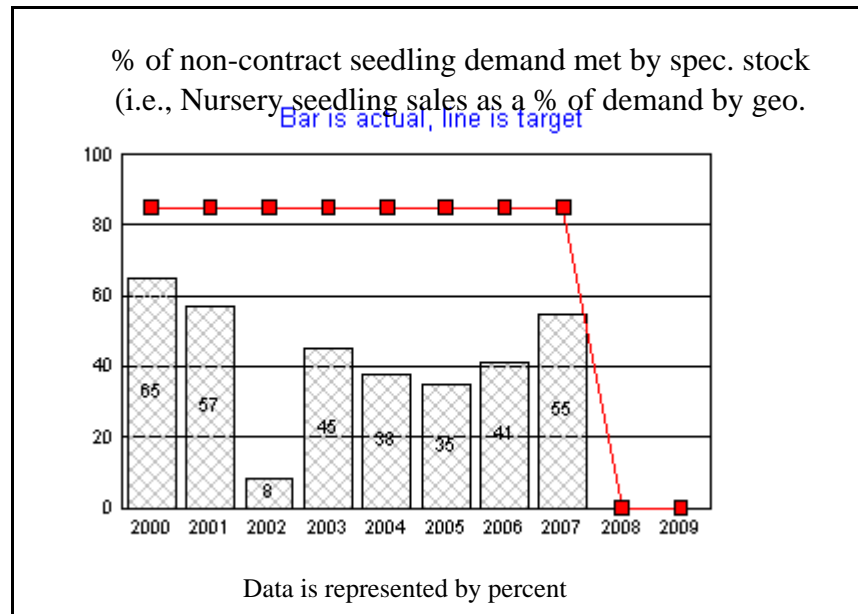
#### **6. WHAT NEEDS TO BE DONE**

Landowners, their associations, and the National Association of State Foresters are working with the USDA-Forest Service and Congress to have the 2007 Farm Bill provide a level of support that can better address the national needs family forest landowners can provide through more active management of their lands. Some success has been achieved in getting recognition of forestry in the farm bill; efforts are needed to implement forest incentive programs.

#### **7. ABOUT THE DATA**

This data is summarized by state fiscal year, and is tracked using the Department's Private Forest Program payment database.

<b>KPM #6</b>	FOREST NURSERY SERVICES – Percent of non-contract seedling demand met by ODF nursery speculation stock.	1991
<b>Goal</b>	Forestry Program for Oregon Strategies B and C: Ensure that Oregon's forests provide diverse social and economic outputs and benefits valued by the public in a fair, balanced, and efficient manner. Maintain and enhance the productive capacity of Oregon's forests to improve the economic well-being of Oregon's communities.	
<b>Oregon Context</b>	Benchmark 82 indicates Oregon has been effective in retaining its forest land base and Benchmark 83 indicates Oregon is also effective in maintaining the productive capacity of these forests. Prompt reforestation of harvested forestlands plays a central role in these benchmark results.	
<b>Data Source</b>	Based on Phipps Nursery data. "Speculation stock" means seedlings produced on the basis of speculating the projected demand for non-industrial private landowners' reforestation needs. The demand is determined two years in advance from seedling harvest. The performance measure is the percent of the target (demand) met by seedlings sold by the nursery.	
<b>Owner</b>	Anne Helms, Nursery Manager, 541-584-2214	



**1. OUR STRATEGY**

The performance measure demonstrates the effectiveness of the program in predicting non-contract demand for seedlings and producing and selling seedlings grown on speculation.

The Performance measure demonstrates the agency is actively promoting the availability of seedlings for all Non Industrial Private Forest Landowners for reforestation and conservation planting. Planting seedlings maintains and enhances sustainability for Oregon's forests.

**2. ABOUT THE TARGETS**

The target represents actual sales as a percentage of demand which is predicted by Phipps two years in advance of seedling harvest. The target demonstrates the Nursery's effectiveness in predicting non-contract demand and producing and selling seedlings to meet the demand. The target is reduced to zero in 2008 to reflect closure of the Nursery.

**3. HOW WE ARE DOING**

Performance shows an improvement in the Nursery's ability to respond to market demand and adjust the number of seedlings available for sale to better align actual sales to predicted demand. Actual sales as a percentage of predicted demand showed improvement to 55 percent as compared to 41 percent in the previous year, but overall accomplishment is still well below the target.

**4. HOW WE COMPARE**

There are no public and private industry standards that compare to the amount of seedlings grown with the variety of species, stocktypes, zones, elevations that the agency provides for the Non-Industrial Private Forest Landowners to meet their planting needs. The agency's goal is to have available seedlings for all reforestation needs for this landowner group, helping landowners plant appropriately for the health of Oregon's forestlands. The Nursery continues to provide seedlings for all reforestation needs but has reduced the number of seedlings in each group so the overall number of seedlings available better aligns with the demand.

**5. FACTORS AFFECTING RESULTS**

Private nurseries are growing more seedlings for non-industrial private forest landowners and customers are purchasing fewer seedlings from Phipps Nursery than in previous years. Due to this continued decline in market share, Phipps Nursery closed July 31, 2008, and will not have seedlings

available for non-industrial private landowners after the 2008 planting season. The decline in seedling sales from Phipps Nursery was expected as private nurseries increase the number of seedlings grown.

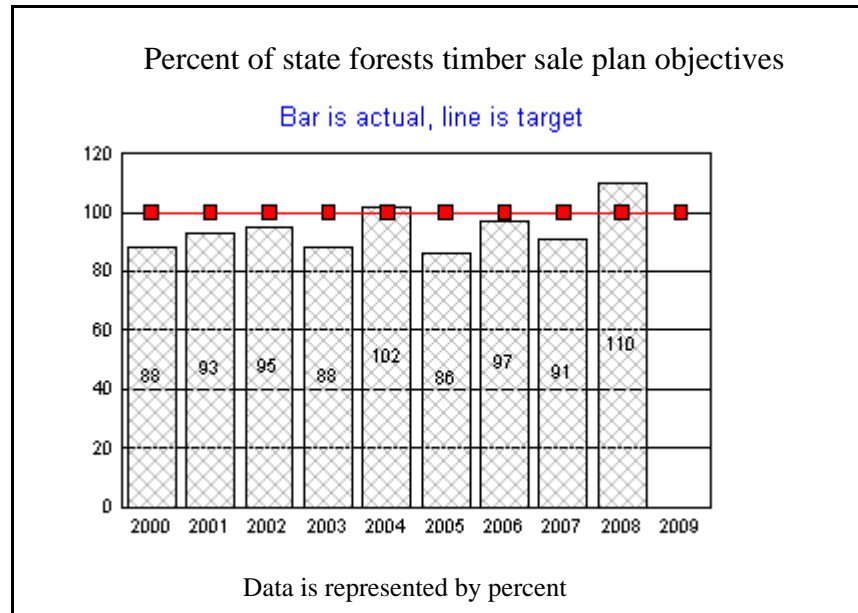
#### **6. WHAT NEEDS TO BE DONE**

Steps were taken to adjust availability to better align with current demand levels. Demand is determined two years in advance so this was the first year reduced seedling availability better aligned with current demand.

#### **7. ABOUT THE DATA**

The reporting cycle is based on a two year growing cycle. Seedling demand is determined two years in advance of seedling harvest making it difficult to predict actual needs at the time of seedling harvest. Historical data and current market conditions which are used in determining demand do not always indicate what the actual need will be. The strength of the data is the ability to measure the effectiveness of the program in determining seedling needs and providing data to help improve future demand levels. The weakness in the data is the lack of ability to determine what the actual seedling need will be.

<b>KPM #7</b>	STATE FOREST TIMBER SALES – Percent of state forests timber sale plan objectives met.	1999
<b>Goal</b>	Forestry Program for Oregon Strategies B and C: Ensure that Oregon's forests provide diverse social and economic outputs and benefits valued by the public in a fair, balanced, and efficient manner. Maintain and enhance the productive capacity of Oregon's forests to improve the economic well being of Oregon's communities.	
<b>Oregon Context</b>	Benchmark 83 indicates that Oregon timber harvests on public lands are below sustainable levels, although this is primarily the result of management decisions on federal lands. State Forests timber sales contribute to local economies and provide revenue to local governments.	
<b>Data Source</b>	Actual timber harvest volumes based on field district accomplishment reports.	
<b>Owner</b>	Mike Cafferata, Deputy Chief State Forests Division, 503-945-7348	



**1. OUR STRATEGY**

The State Forests Program strives to meet the “greatest permanent value” administrative rule (OAR 629-035-0020) on Board of Forestry lands, and to manage and protect Common School Fund lands “with the object of obtaining the greatest benefit for the people of the state, consistent with the conservation of this resource under sound techniques of land management” (Constitution). The activities associated with this measure include timber sale planning, contract preparation and harvest activities.

**2. ABOUT THE TARGETS**

Targets for this measure are set annually by the Program at the direction of the State Forester. The targets are established to assure a “sustainable and predictable production of forest products that generate revenues for the benefit of the state, counties, and local taxing districts (OAR 629-035-0020 (a)).”

**3. HOW WE ARE DOING**

The 2008 data shows that timber sales were at 110 percent of the objective. The Department planned to sell approximately 232 MMBF, but actually sold 255 MMBF.

**4. HOW WE COMPARE**

Comparable data are not available from public or private industry sources, as the production goals for the forest products vary by entity based on management objectives.

**5. FACTORS AFFECTING RESULTS**

Factors such as lower log prices and strong winter storms affected the accomplishment of the 2008 sale plan, resulting in a net increase of 17 MMBF:

Due to the national economy, log prices fell well below the anticipated values. As a result, a number of timber sales (containing approximately 20 MMBF) had to be withdrawn because they were no longer economically viable.

The strong storms that impacted the north coast of Oregon in December of 2007 caused catastrophic damage to portions of the Clatsop and Tillamook State Forests. The Department reacted quickly to this damage to prepare and sell timber sales to salvage the damaged timber. These

salvage sales contained approximately 37 MMBF of timber.

#### 6. WHAT NEEDS TO BE DONE

The Department needs to remain flexible in order to react to unpredictable events such as the economy and natural disasters.

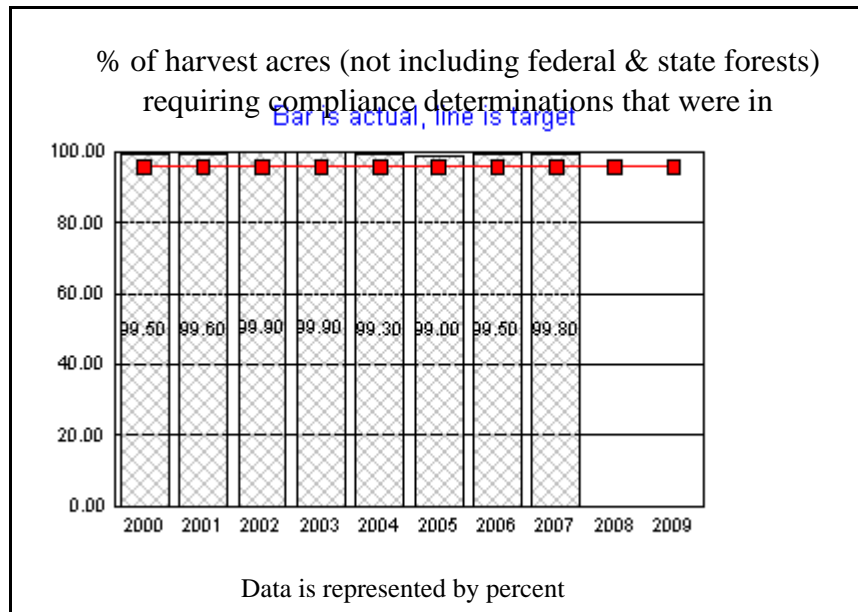
-- Over the next year, the salvage sales will require additional staff time to administer the timber sale contract than an equal volume of a normal timber sale. In addition, reforestation and young stand management activities and costs will be higher for several years as a result of the storm damage.

-- Continue to improve short- and long-range planning in order to maintain the flexibility to respond to unforeseen events.

#### 7. ABOUT THE DATA

The data is associated with fiscal year 2008, and is reliable and derived from a timber sale database that supports many program functions. The calculation is derived by determining sales that “roll over” into the next fiscal year added to the “planned” sales for that fiscal year. This “roll over” and “planned” sale total is then divided into the total number of actual sales contracted to be sold added to sales terminated during that fiscal year. Roll over sales are those sales not sold within the fiscal year they were planned to be sold.

<b>KPM #8</b>	REFORESTATION OF PRIVATE FORESTLANDS – Percent of private forest acres where required reforestation is successfully completed.	1990
<b>Goal</b>	Forestry Program for Oregon Strategies B and C: Maintain and enhance the productive capacity of Oregon’s forests to improve the economic well-being of Oregon’s communities. Ensure that Oregon's forests provide diverse social and economic outputs and benefits valued by the public in a fair, balanced, and efficient manner.	
<b>Oregon Context</b>	Benchmark 82 indicates that Oregon has been effective in retaining its forests land base. However, increased development pressure, coupled with statutory changes and economic factors, has increased the risk of conversion of forestland to other uses. Currently 70 percent of family forestland acres are owned by individuals 55 years and older; conversion often occurs when forestland changes owners. Benchmark 83 indicates Oregon is effective in maintaining the productive capacity of these forests. Prompt reforestation of harvested forestlands plays a central role in these Benchmark results.	
<b>Data Source</b>	Based on Private Forests Program records and annual compliance inspections.	
<b>Owner</b>	Peter Daugherty, Deputy Chief Private Forests Division, 503-945-7482	



### 1. OUR STRATEGY

Since the passage of the Forest Conservation Act of 1941, Oregonians have recognized that reforestation is essential for the economic well being of the state. Timely reforestation of forestland following harvest operations that reduce tree stocking below established stocking standards is essential to assuring a continuous growing and harvesting of timber that provide the state a sustainable supply of forest products, related jobs, clean water, wildlife habitat and other economic, environmental and social values.

Reforestation is a requirement of the Forest Practices Act. This measure tracks the success of landowner reforestation efforts, higher compliance is better. Administrative procedures for determining compliance include: 1) notifying each landowner at the time of a timber harvest operation that reforestation will be required if stocking is reduced below specific minimums; 2) informing each landowner upon completion of an operation of the part of the operation subject to reforestation requirements, the minimum number of trees per acre that must be established, and the deadline for establishment; and 3) making compliance examinations to determine whether the reforestation effort resulted in adequate number of trees within the required time period. Examinations are prioritized and done as workloads allow. Stewardship Foresters are not able to examine every reforestation unit.

### 2. ABOUT THE TARGETS

The target for this performance measure has historically been held constant at 96 percent.

### 3. HOW WE ARE DOING

The success rate of forest operations requiring reforestation that receive compliance checks has consistently been in the 99 percentile. Industrial and many family forest landowners are committed and well informed regarding reforestation. Reduced Stewardship Forester capacity and heavy workloads have reduced the number of compliance inspections accomplished. In response to heavier workloads and limited resources, the Department has prioritized inspections to help focus inspections on lands at higher risk of not meeting reforestation requirements. Operational policy provides a lower priority for completing inspections on units less than or equal to ten acres on non-industrial private lands. In 2007, 405,382 acres required reforestation; foresters reported inspections on 150,566 acres or 37.1 percent of acres requiring reforestation.

### 4. HOW WE COMPARE

The adjacent states with regulatory forest practice acts, Washington, California, and Idaho do not currently track reforestation compliance.

Washington has developed a compliance program but does not yet have data. California had a compliance data base but has switched to a focused monitoring program. Idaho conducts an annual audit primarily on water quality.

#### **5. FACTORS AFFECTING RESULTS**

Factors that impact successful reforestation include; good planning by landowners and operators, seedling availability, seedling quality and the availability of tree planting contractors. Technical assistance for landowners that do not have experience in reforestation has proven to be very effective; reductions in Stewardship Forester FTE in the last two biennium have impacted the amount of assistance that can be provided to landowners.

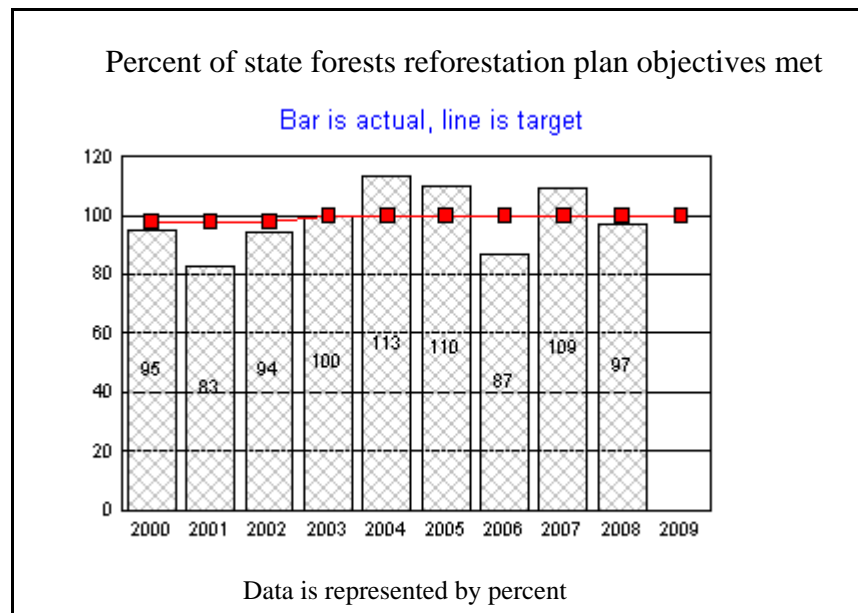
#### **6. WHAT NEEDS TO BE DONE**

Reforestation inspections of harvested units are currently limited to higher priority units due to a reduction in stewardship foresters. If a higher level of inspections is needed, additional resources need to be developed.

#### **7. ABOUT THE DATA**

This data is from the Department's FACTS and Civil Penalty data bases which are summarized by calendar year.

<b>KPM #9</b>	REFORESTATION OF STATE FORESTS – Percent of state forests reforestation plan objectives met.	1999
<b>Goal</b>	Forestry Program for Oregon Strategy C: Maintain and enhance the productive capacity of Oregon’s forests to improve the economic well being of Oregon’s communities.	
<b>Oregon Context</b>	Benchmark 82 indicates Oregon has been effective in retaining its forest land base and Benchmark 83 indicates Oregon is also effective in maintaining the productive capacity of these forests. Prompt reforestation of harvested forestlands plays a central role in these benchmark results.	
<b>Data Source</b>	Actual count based on field district accomplishment reports.	
<b>Owner</b>	Mike Cafferata, Deputy Chief State Forests Division, 503-945-7348	



**1. OUR STRATEGY**

The State Forests Program strives to meet the “greatest permanent value” administrative rule (OAR 629-035-0020) on Board of Forestry lands,

and to manage and protect Common School Fund lands “with the object of obtaining the greatest benefit for the people of the state, consistent with the conservation of this resource under sound techniques of land management” (Constitution). Planting, site preparation and tree protection are examples of activities related to the measure.

## 2. ABOUT THE TARGETS

Reforestation activities are dependent on the harvest schedule, the availability of suitable seedlings and environmental conditions. If harvests occur sooner or later than anticipated, there will be a corresponding increase or decrease in reforestation accomplishment. A difference in site conditions from what was anticipated can also lead to an increase or decrease in accomplishment. Limited seedling availability can affect planting accomplishment. Occasionally, a sale unit may not be completed within the planned timeline because of a number of factors, such as wildlife survey related to the federal Endangered Species Act. Weather, pest damage or other factors can reduce the number of high quality seedling available from the nurseries. Weather conditions are also a major factor in chemical site preparation and tree planting. The window of opportunity is sometimes so short for certain activities that conditions may not be suitable to accomplish any or all the work planned. This is especially true in chemical applications where weather parameters and physiological development of the vegetation are critical for attaining successful results. There are situations when there is a surplus of seedlings and ground becomes available earlier than planned. This is an opportunity to apply treatments earlier than planned, exceeding planned targets.

## 3. HOW WE ARE DOING

All reforestation activities accomplished are 97 percent of the 2008 target.

## 4. HOW WE COMPARE

Forest Practices Act reforestation compliance on Oregon private forestlands historically ranges between 95 and 100 percent.

## 5. FACTORS AFFECTING RESULTS

Reforestation activities are tied directly to when harvests are completed and the actual site conditions at that time. The lower 2008 accomplishments were primarily a result of less animal damage control projects than planned.

## 6. WHAT NEEDS TO BE DONE

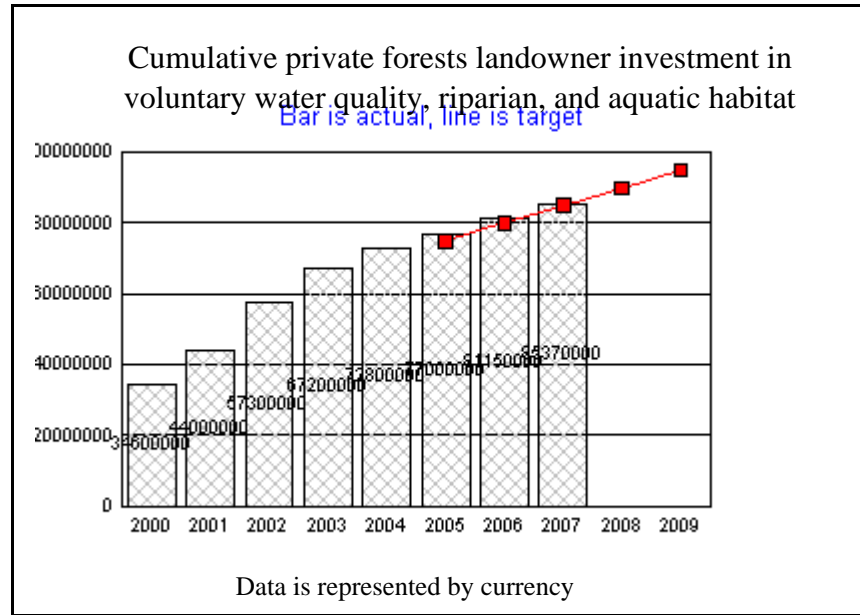
While targets were met for this performance measure when the two fiscal years are considered together, the State Forests Program foresters

continue to implement improvements in our planning and practices.

#### 7. ABOUT THE DATA

The data is associated with fiscal year 2008, and is derived from the annual Reforestation Report. The calculation is derived from dividing actual acres of accomplished activities (recorded in a 'stand tracking record' database) by the total of acres planned during the 'annual operation plan' process (a fiscal year activity).

<b>KPM #10</b>	PRIVATE LANDOWNER INVESTMENT IN STREAM RESTORATION – Cumulative private forest landowner investment in voluntary water quality, riparian, and aquatic habitat restoration projects under the Oregon Plan for Salmon and Watersheds or other initiatives.	2005
<b>Goal</b>	Forestry Program for Oregon Strategy D: Protect, maintain, and enhance the soil and water resources of Oregon's forests.	
<b>Oregon Context</b>	Benchmark 79 indicates further improvements can be made to the state's water quality. However, water quality on forestlands remains high compared to other land uses. Benchmark 86 indicates the percent of freshwater salmonids and other fish considered at risk has remained steady since 1999. Oregon forestlands receive greater water quality and riparian protection than other land uses and most voluntary habitat restoration projects under the Oregon Plan for Salmon and Watersheds have occurred on forestlands. All streams and rivers on forestlands regulated under the Forest Practices Act receive protection appropriate to the beneficial uses of those water bodies. The Department provides technical support to private landowners for restoration projects.	
<b>Data Source</b>	Based on data obtained annually from the Oregon Watershed Enhancement Board. The dollar amounts represent investments from private forestland owners only.	
<b>Owner</b>	Peter Daugherty, Deputy Chief Private Forests Division, 503-945-7482	



**1. OUR STRATEGY**

Voluntary restoration activities by landowners, combined with continued regulatory compliance, provide a foundation for the success of the Oregon Plan for Salmon and Watersheds in protecting and restoring water quality and fish habitat on forest lands. Department stewardship foresters regularly advise private forest landowners on opportunities for watershed restoration and provide technical assistance for such projects. This measure records reported forest landowners’ investments, over time, in fish and water quality restoration projects.

**2. ABOUT THE TARGETS**

Voluntary restoration action on privately owned lands is the essence of the Oregon Plan. The Oregon Watershed Restoration Inventory was established in 1995 to track restoration work as it is completed. Except for projects funded by OWEB, all reporting is voluntary. Forest landowners have made significant investments in improving water quality and fish habitat. The actual amount represents cumulative investment by forest landowners in voluntary restoration work. The target amounts are predicted cumulative expenditures in restoration activities. Over time, as more projects are completed annual expenditures may decrease as opportunities for restoration become less.

**3. HOW WE ARE DOING**

Reported cumulative investments for 2007 were \$85.4 million compared to a target of 85.0 million.

#### **4. HOW WE COMPARE**

The forest landowner sector has been a major contributor to Oregon Plan accomplishments, providing 77 percent of the private land accomplishments.

#### **5. FACTORS AFFECTING RESULTS**

The Oregon Plan has been successful because of the strong support from the forest landowner community for voluntary measures versus regulatory mandates. The Department has partnered with OSU, the Association of Oregon Loggers, and the Oregon Forest Resources Institute (OFRI) in the development of forest roads workshops and an illustrated road improvement manual for family forest landowners. Stewardship Foresters have provided education and technical assistance to landowners in support of restoration activities.

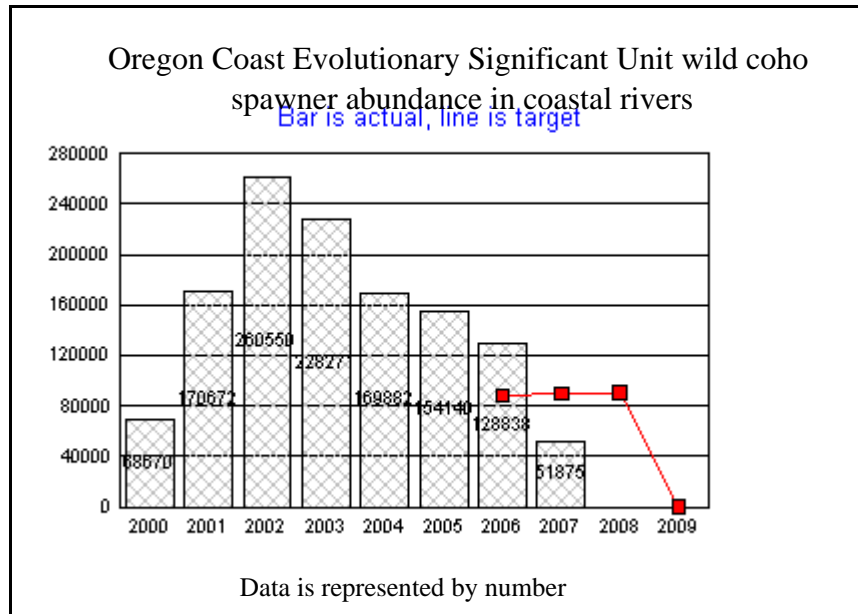
#### **6. WHAT NEEDS TO BE DONE**

Provide additional technical and financial assistance to landowners for restoration practices. Resources are needed to monitor the effectiveness of these projects.

#### **7. ABOUT THE DATA**

This data comes from a voluntary reporting system that is summarized by calendar year. Landowners and others implementing Oregon Plan projects enter the information into a system managed by OWEB.

<b>KPM #11</b>	OREGON COAST COHO ABUNDANCE – Oregon Coast Evolutionary Significant Unit naturally produced coho spawner abundance in coastal rivers.	2005
<b>Goal</b>	Forestry Program for Oregon Strategy D: Protect, maintain, and enhance the soil and water resources of Oregon's forests.	
<b>Oregon Context</b>	Benchmark 79 indicates further improvements can be made to the state’s water quality. However, water quality on forestlands remains high compared to other land uses. Benchmark 86 indicates the percent of freshwater salmonids and other fish considered at risk has remained steady since 1999. Oregon forestlands receive greater water quality and riparian protection than other land uses and most voluntary habitat restoration projects under the Oregon Plan for Salmon and Watersheds have occurred on forestlands. All streams and rivers on forestlands regulated under the Forest Practices Act receive protection appropriate to the beneficial uses of those water bodies.	
<b>Data Source</b>	Based on data available from the Oregon Department of Fish and Wildlife Coastal Salmonid Inventory Project.	
<b>Owner</b>	David Morman, Forest Resources Planning Program, 503-945-7413	



### 1. OUR STRATEGY

Through management of the Elliott and Northwest Oregon State Forests, through wildfire prevention and suppression activities within the ESU, and through administration of the Forest Practices Act and technical assistance to private landowners and communities within the ESU, the Department affects habitat conditions which, in turn, affect coho spawner abundance. This measure is a high level outcome indirectly influenced by a wide range of field activities in all three of the Department's major programs (State Forests, Protection From Fire, and Private Forests). Partners include industrial and family forest landowners.

### 2. ABOUT THE TARGETS

Goals for abundance were established in early 2007 through adoption of the Oregon Department of Fish and Wildlife Coho Conservation Plan. Ideally, annual targets were to be developed based on annual adjustments to account for changing ocean conditions which significantly affect spawner abundance. Abundance goals are based on marine survival that is not calculated until the adults return. Therefore, there is a time lag before observed escapement can be assessed against recovery goals. In the absence of targets adjusted for ocean condition, the Department proposes the use of a 20-year rolling average. Therefore, the target for 2009 will be established once spawner abundance data for 2008 becomes available.

### 3. HOW WE ARE DOING

Problems with data reporting, establishment of targets, and other factors affecting performance have become apparent since this key performance measure was adopted in 2005. Based on these issues, it is difficult to draw conclusions from this measure. In 2007, the Legislature recommended this key performance measure be revisited to establish a better high level outcome. The Department of Forestry agrees and recommends deletion of this key performance measure.

Nevertheless, the 2005 Coastal Coho Assessment concludes that the ESU is biologically viable, that is, coho populations generally demonstrate sufficient abundance, productivity, distribution and diversity to be sustained under current conditions. Historical land, water and fish management activities that were the major contributing factors for the legacy of coho declines have been stopped and primary habitat-related threats to coho viability are being addressed through ongoing conservation efforts.

### 4. HOW WE COMPARE

Data for this ESU are not directly comparable with other ESUs. Temporally, the data indicate the ESU retains sufficient productivity and is

supported by sufficient habitat to be sustainable through a future period of adverse ocean, drought and flood conditions similar to or somewhat more adverse than the most recent period of poor survival conditions (most of the 1980s and 1990s).

## 5. FACTORS AFFECTING RESULTS

Private forest landowners have made significant contributions to salmon restoration efforts under the Oregon Plan for Salmon and watersheds. These efforts exceed the rigorous water protection requirements of the Forest Practices Act and are factors in the generally improving trend in spawner abundance. Annual variations in abundance are largely driven by changes in ocean conditions and other factors not directly related to habitat on forestlands.

## 6. WHAT NEEDS TO BE DONE

Ongoing vigilance regarding conservation and restoration programs is necessary to sustain and improve viability of the ESU. Enhancement of complex freshwater overwinter rearing habitat provides the greatest potential to improve productivity of the ESU as a whole.

With adequate funding, the Department of Forestry will continue to emphasize:

Continued implementation and monitoring of management plans for state forests

-- Continued administration of the Oregon Forest Practices Act through prevention, enforcement, and effectiveness monitoring

-- Continued technical assistance to family forest landowners and urban and community forest managers

-- Continued support for the Oregon Plan for Salmon and watershed and voluntary restoration efforts by forest landowners

This key performance measure is problematic for a number of reasons. For example, the Oregon Department of Fish and Wildlife data used to generate the results for the current measure are continually being revised, and there have been ongoing delays in the establishment of meaningful targets. In addition, there are questions about the ability of the Department of Forestry's programs to influence the results as stated in the current key performance measure. In light of these problems, the Department recommends deleting this key performance measure. The Department is coordinating with other state agencies participating in the Oregon Plan for Salmon and Watersheds to develop a better coordinated and more useful suite of water quality-related agency key performance measures. Based on discussions to-date, the following new key performance measure has been proposed for 2009-11:

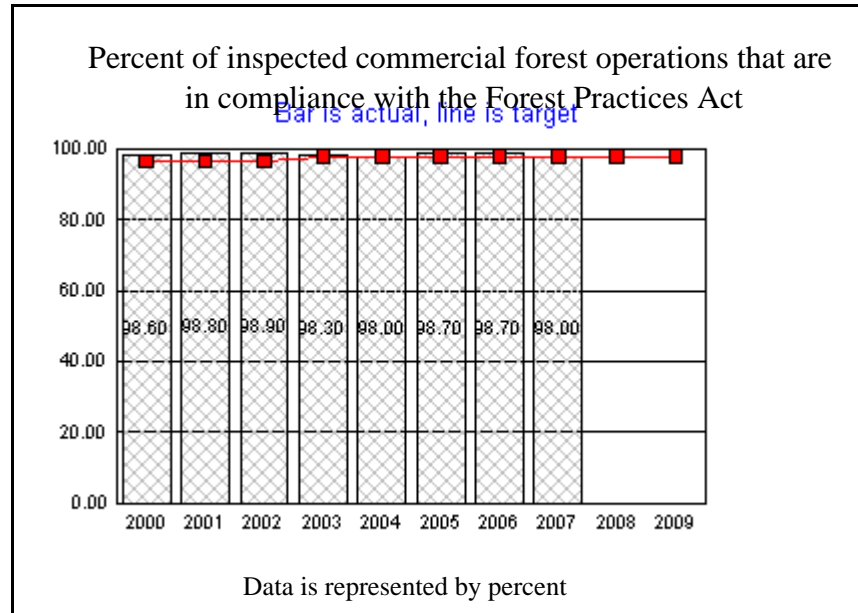
WATER QUALITY CONDITIONS – Percent of monitored stream sites associated with predominately forestry use with: A. significantly increasing trends in water quality; B. water quality in good to excellent condition; C. decreasing trends in water quality.

The proposed new measure for 2009-11 will be based on statewide water quality sampling conducted by the Department of Environmental Quality and is consistent with approved key performance measures already being used by both the Department of Agriculture and DEQ.

#### 7. ABOUT THE DATA

The data are based on the estimated total number of naturally produced adult coho spawning in streams within the boundaries of the Oregon Coast Coho ESU. Information comes from several sources, including spawning ground surveys, Winchester Dam counts, and management reports. Further information is available at the following web page: <http://oregonstate.edu/Dept/ODFW/spawn/cohoabund.htm>. Trend data are available from 1950 to present. Previously reported data for the years 2000 to 2006 have been revised. The 2007 estimate is preliminary.

<b>KPM #12</b>	FOREST PRACTICES ACT COMPLIANCE – Percent of inspected commercial forest operations that are in compliance with the Forest Practices Act.	1988
<b>Goal</b>	Forestry Program for Oregon Strategies A, C, D, and E: Contribute to the conservation of diverse native plant and animal populations and their habitats in Oregon’s forests. Promote a sound legal system, effective and adequately funded government, leading-edge research, and sound economic policies. Maintain and enhance the productive capacity of Oregon's forests to improve the economic well-being of Oregon's communities. Protect, maintain, and enhance the soil and water resources of Oregon's forests.	
<b>Oregon Context</b>	Benchmark 79 indicates further improvements can be made to the state’s water quality. However, water quality on forestlands remains high compared to other land uses. Benchmark 82 indicates Oregon has been effective in retaining its forest land base. Prompt reforestation of harvested forestlands and the forestation of non-stocked forestlands play a central role in this Benchmark result. Benchmark 86 indicates the percent of freshwater salmonids and other fish considered at risk has remained steady since 1999. Oregon forestlands receive greater water quality and riparian protection than other land uses and most voluntary habitat restoration projects under the Oregon Plan for Salmon and Watersheds have occurred on forestlands. Benchmark 88c. indicates the number of monitored “at risk” plants species has increased since 1991. Many of these species have limited habitats that are either not located on forestlands or are unaffected by commercial forest operations. Benchmark 88b. indicates that 98 percent of monitored vertebrate species are not “at risk.” A key element of the Forest Practices Act is wildlife habitat protection. All streams and rivers on forestlands regulated under the Forest Practices Act receive protection appropriate to the beneficial uses of those water bodies.	
<b>Data Source</b>	Actual count based on Stewardship Forester inspection records.	
<b>Owner</b>	Peter Daugherty, Deputy Chief Private Forests Division, 503-945-7482	



## 1. OUR STRATEGY

The Oregon Forest Practices Act (FPA) contains a set of “best management practices” in the areas of reforestation, harvesting, forest road construction and maintenance, slash disposal, chemical application, riparian area and wetland protection, and specified resource site (wildlife habitat) protection. Department policy is to gain compliance with the FPA through a program that maintains an effective balance of science and technology-based rules, incentives, educational and technical assistance, and uniform enforcement. The purposes of FPA administration are to help landowners meet their objectives while complying with the rules, educate responsible parties that have violated rules to avoid future violations, and repair to the extent possible damage that has occurred. Department Stewardship Foresters provide on-the-ground administration and enforcement of the FPA by inspecting priority operations for compliance. This performance measure demonstrates the effectiveness of the program through indicating how well forest operators are complying with the rules.

## 2. ABOUT THE TARGETS

The Oregon Forest Practices Act contains a set of “best management practices” designed to protect forest resources and maintain the economic outputs from the forest. This performance measure demonstrates the effectiveness of the program through indicating how well forest operators are

complying with the rules. Ideally, forest operations would achieve 100 percent compliance with the Forest Practices Act. However, complexity of forest operations and unexpected events result in mistakes by even the best operators. The target of 98 percent reflects an estimate of achievable compliance.

### **3. HOW WE ARE DOING**

A consistently high level of compliance with the provisions of the Forest Practices Act has been the trend.

### **4. HOW WE COMPARE**

Of the adjacent states with Forest Practices Acts, California does not report compliance. Idaho reports compliance in a similar manner as Oregon: the percent of inspected operations in compliance with their Forest Practices Act. In 2007, Idaho reported that 96 percent of inspected operations were in compliance. Washington has developed a compliance auditing program and has reported interim results for 2006. Washington reported 81 percent compliance for activities audited.

### **5. FACTORS AFFECTING RESULTS**

Forest operations that are found to be in violation of FPA statutes and rules are the result of landowners' lack of knowledge or unwillingness to follow the law. The availability of Department field foresters has a direct bearing on landowner knowledge, and a somewhat indirect bearing on a landowner's willingness to follow the law. As new rules are developed, new operators and landowners become active, past reductions of Stewardship Foresters and support staff, such as the program training coordinator, will potentially impact the consistent high level of compliance.

### **6. WHAT NEEDS TO BE DONE**

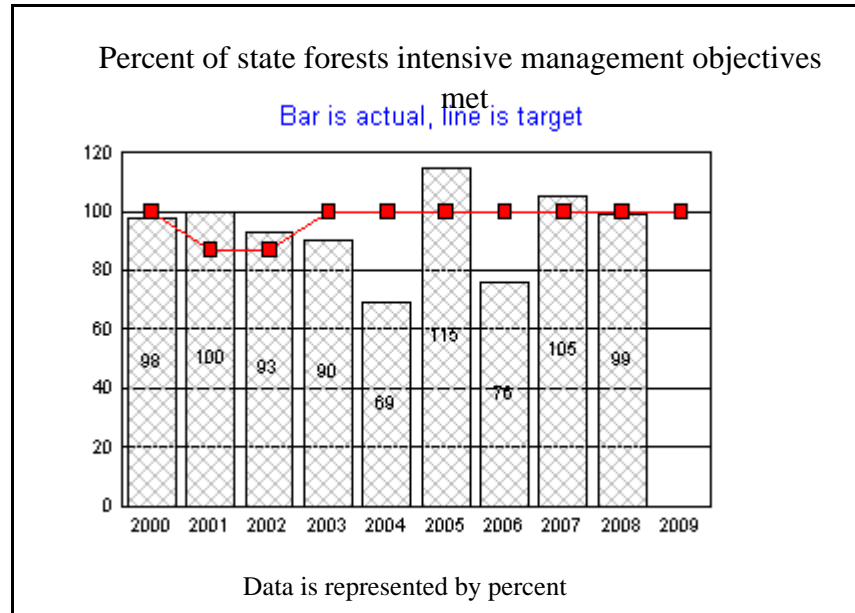
Continued emphasis on operator training and education to maintain high compliance. This has become more difficult as budget reductions have reduced the number of on-the-ground Stewardship Foresters and corresponding support staff such as the program training coordinator. Stewardship foresters are reporting inspections on less than 20 percent of notifications received in 2007. The 2007 Legislature directed the Department to rework KPM #12 to better reflect how well the Forest Practices Act is working across the landscape. The Department plans to develop a statistically valid compliance auditing program to replace the current measure.

### **7. ABOUT THE DATA**

This data is from ODF's FACTS and Civil Penalty data bases, and is summarized by calendar year. The Department has plans to revise its activities

and accomplishment tracking system.

<b>KPM #13</b>	INTENSIVE MANAGEMENT OF STATE FORESTS – Percent of state forests intensive management plan objectives met, such as pre-commercial thinning and fertilization.	1989
<b>Goal</b>	Forestry Program for Oregon Strategies B, C, and E: Contribute to the conservation of diverse native plant and animal populations and their habitats in Oregon’s forests. Ensure that Oregon's forests provide diverse social and economic outputs and benefits valued by the public in a fair, balanced, and efficient manner. Maintain and enhance the productive capacity of Oregon’s forests to improve the economic well-being of Oregon’s communities.	
<b>Oregon Context</b>	Benchmark 82 indicates Oregon has been effective in retaining its forest land base and Benchmark 83 indicates Oregon is also effective in maintaining the productive capacity of these forests. Benchmark 87a. indicates the number of monitored “at risk” plants species has increased since 1991. Many of these species have limited habitats that are either not located on forestlands or are unaffected by commercial forest operations. Benchmark 88b. indicates that 98 percent of monitored vertebrate species are not “at risk.” Intensive management activities play an important role in these benchmark results.	
<b>Data Source</b>	Actual count based on field district accomplishment reports.	
<b>Owner</b>	Mike Cafferata, Deputy Chief State Forests Division, 503-945-7348	



## 1. OUR STRATEGY

The State Forests Program strives to meet the “greatest permanent value” administrative rule (OAR 629-035-0020) on Board of Forestry lands, and to manage and protect Common School Fund lands “with the object of obtaining the greatest benefit for the people of the state, consistent with the conservation of this resource under sound techniques of land management” (Constitution). Fertilization and precommercial thinning are examples of activities related to intensive management.

## 2. ABOUT THE TARGETS

Intensive management targets are the result of identified needs or opportunities (i.e. pre-commercial thinning, release or fertilization). Activities are prescribed that will keep stands on pathways that attain management objectives and increase site productivity or value of the products produced. Planned intensive management activities are adjusted and refined to use the most cost-effective and appropriate methods up to the point of implementation. These activities experience continual adjustments throughout the year as a result of identifying new opportunities that may have a greater priority for implementation. These priority project adjustments require that available funding, supplies, and labor also be reallocated. Depending on the situation, such reallocations can result in the ability to accomplish additional projects beyond those identified during the planning

process or, conversely, in the inability to accomplish all the planned targets.

### 3. HOW WE ARE DOING

In 2008, the accomplishments were 99 percent of target.

### 4. HOW WE COMPARE

Comparable public or private industry standards are not available.

### 5. FACTORS AFFECTING RESULTS

In 2008, the 99 percent achievement rate is primarily the result of accomplishing less precommercial thinning and pruning for white pine blister rust control than planned.

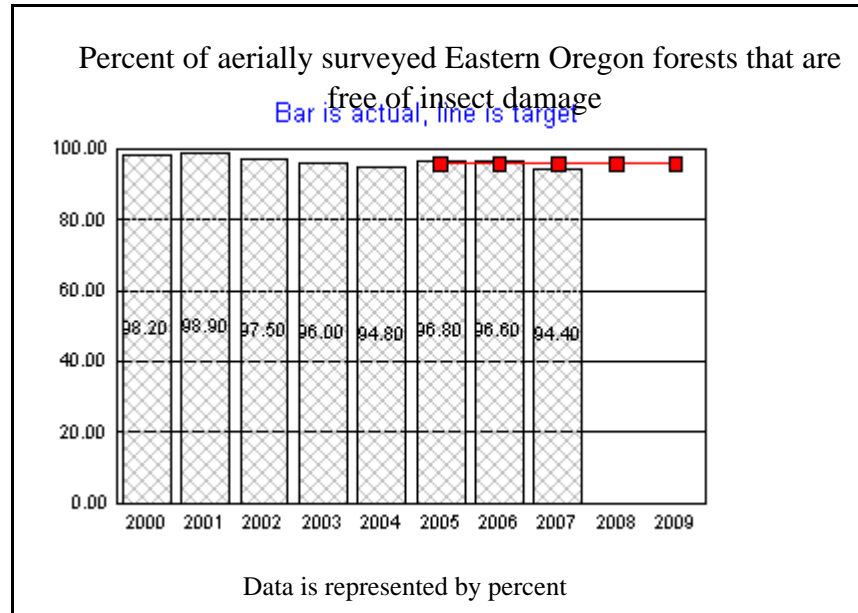
### 6. WHAT NEEDS TO BE DONE

The State Forests Program foresters will continue their efforts to plan a level of intensive management activities appropriate for the available resources.

### 7. ABOUT THE DATA

The data is associated with fiscal year 2008, and is derived from the annual Reforestation Report. The calculation is derived from dividing actual acres of accomplished activities (recorded in a 'stand tracking record' database) by the total of acres planned during the 'annual operation plan' process (a fiscal year activity).

<b>KPM #14</b>	INSECT DAMAGE IN EASTERN OREGON FORESTS – Percent of aerially surveyed Eastern Oregon forests that are free of insect damage.	2005
<b>Goal</b>	Forestry Program for Oregon Strategies C and F: Protect, maintain, and enhance the health of Oregon’s forest ecosystems, watersheds, and airsheds within a context of natural disturbance and active management. Maintain and enhance the productive capacity of Oregon’s forests to improve the economic well-being of Oregon’s communities.	
<b>Oregon Context</b>	Benchmark 82 indicates Oregon has been effective in retaining its forest land base and Benchmark 83 indicates Oregon is effective in maintaining the productive capacity of these forests. Forest health management activities such as insect and disease detection, prevention, and control play important roles in these Benchmark results.	
<b>Data Source</b>	The yearly percentage of eastern Oregon forests free of insect damage across all forest ownerships. Based on the annual aerial insect and disease survey, this data estimates the area free of damage from key insects such as bark beetles and defoliators. It does not capture damage due to root rot and other important forest diseases or indicate the risk of forest stands to insect and disease infestation.	
<b>Owner</b>	Peter Daughtery, Deputy Chief Private Forests Division, 503-945-7482	



### 1. OUR STRATEGY

This performance measure relies on an efficient and effective aerial survey of eastern Oregon insect damage. The Cooperative Insect and Disease Survey (USDA Forest Service and ODF) annually monitors conditions on all forestlands in Oregon. While insect damage is dynamic and a component of natural disturbances, increases can signal a decrease in the health of a forest. Other agents such as root disease, dwarf mistletoe, and other diseases are impossible to monitor over large areas.

### 2. ABOUT THE TARGETS

The target percentage of 96 percent of eastern Oregon forests that are free of insect damage has been established from analysis of 50 plus years of data. Survey data collected over time are valuable in showing trends, early detection, and developing early treatment strategies for insect infestations. Unfortunately, aerial survey data are not adequate for identifying key eastern Oregon forest diseases such as root diseases and dwarf mistletoe, nor does it indicate the risk of forest stands to insect and disease infestation.

### 3. HOW WE ARE DOING

With the exception of 2004 and 2007, eastern Oregon forests have met or exceeded the KPM target since the year 2000. The current year decline is largely attributable to an ongoing mountain pine beetle outbreak along the east slope of the Cascades and an increase in western spruce budworm in the northeast. Increased detection of two non-native insects, larch casebearer and balsam woolly adelgid has also significantly increased and is contributing to higher levels of insect damage overall.

#### **4. HOW WE COMPARE**

The annual survey data allows the comparison of year to year insect damage and the effectiveness of treatments across all forest ownerships. Disease damage and the standing risk of disease and insect infestation are not captured by this variable. Forest health monitoring programs differ greatly in their extent and data collection format by region and state. While most do collect aerial survey data of forest health conditions, Oregon is one of the few that completes cross-boundary/statewide coverage of forestlands. Comparisons on a smaller scale may be possible but given the diversity of stand type/conditions, weather, etc. it may not be a valid comparison.

#### **5. FACTORS AFFECTING RESULTS**

The state loses approximately 1.6 billion board feet of timber every year to insects and diseases. Thousands more acres are overstocked with trees, and thus are under producing and at risk of damage from certain insects and pathogens. While the aerial survey data provides valuable information about key eastern Oregon insects damage agents, aerial survey data are not adequate for forest diseases, nor does it indicate the risk of forest stands to insect and disease infestation. In eastern Oregon thousands of acres of dead and dying forests need treatment in order to reduce the fire hazard and start new fully productive, healthy forests. A century of fire suppression and land management practices has resulted in thousands of acres becoming over-stocked with trees and need to be thinned to reduce competition and thus avoid future bark beetle outbreaks.

Federal forest health grants for bark beetle treatments provide funds to landowners, administered by Department Stewardship Foresters, to implement forest stand management activities to improve forest health. Federal National Fire Plan funds also provide cost share funds to improve forest health in the wildland urban interface.

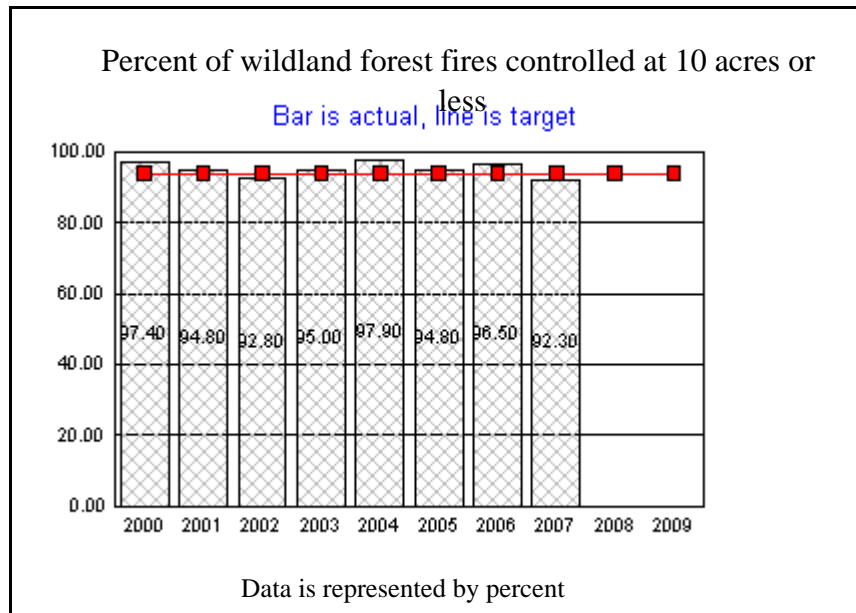
#### **6. WHAT NEEDS TO BE DONE**

Continue to provide annual survey to maintain early detection and prevention.

#### **7. ABOUT THE DATA**

The aerial survey is flown each summer and an annual report and maps are produced in the fall for distribution to land managers. Data is gathered by individuals recording observations as they fly a grid pattern over all forests. Oregon, with 50 plus years of consecutive annual survey reports, has developed the most complete record of insect activity in the nation.

<b>KPM #15</b>	<b>FIRE SUPPRESSION EFFECTIVENESS</b> – Percent of wildland forest fires under ODF jurisdiction controlled at 10 acres or less.	1990
<b>Goal</b>	Forestry Program for Oregon Strategies C and F: Protect, maintain, and enhance the health of Oregon’s forest ecosystems, watersheds, and airsheds within a context of natural disturbance and active management. Maintain and enhance the productive capacity of Oregon’s forests to improve the economic well-being of Oregon’s communities.	
<b>Oregon Context</b>	Benchmark 82 indicates Oregon has been effective in retaining its forest land base and Benchmark 83 indicates Oregon is also effective in maintaining the productive capacity of these forests. Aggressive wildfire suppression by the Department of Forestry has contributed to these outcomes.	
<b>Data Source</b>	Based on data in the Protection from Fire “FIRES” database.	
<b>Owner</b>	Travis Medema, Deputy Chief Fire Protection Division, 503-945-7271	



**1. OUR STRATEGY**

The performance measure demonstrates the effectiveness of the initial attack organization within the department to suppress wildfire on forestlands. The measure also demonstrates the effectiveness of the use of fire severity funding, in those years where wildfire potential is high.

**2. ABOUT THE TARGETS**

The higher the percentage, the more effective is the fire suppression system. This measure has been in place for over 30 years and is one the Department's oldest continuously used measures. The basis for this measure is that because burning conditions, changing fuel types and the exposure to fire starts varies regionally and from year to year it provides a relatively consistent means of measuring the performance of the overall wildfire suppression system. Based on legislative direction, the Department will propose to raising the target to 97 percent in 2009-11.

**3. HOW WE ARE DOING**

The Department did not meet the target of suppressing 94 percent of all wildfires at ten acres or less in size for the 2007 fire season. The severity of the fire season including increased fire danger, significant lightning events, and the drawdown of available firefighting resources, combined to control 92.3 percent of our fires at 10 acres or less.

**4. HOW WE COMPARE**

The Department's performance of the federal wildfire agencies in Oregon usually exceeds that of the federal wildfire agencies in Oregon.

**5. FACTORS AFFECTING RESULTS**

Increase in forest fuels. Increase in wildland-urban interface properties and residences.

**6. WHAT NEEDS TO BE DONE**

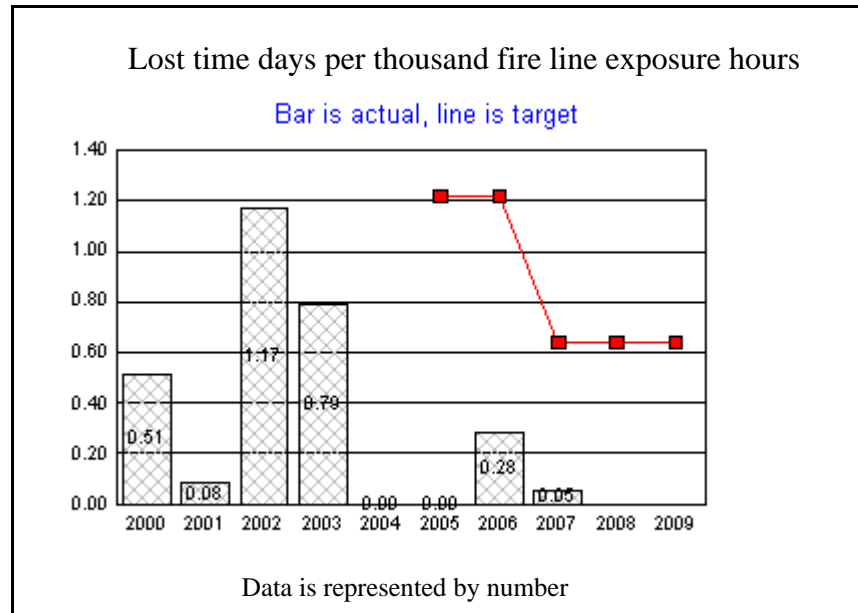
The Legislative direction for this performance measure was that "KPM #15 be supplemented with an additional measure that measures the effectiveness of achieving the most efficient level for base fire protection." The Department concurs with the need for a new KPM that addresses the overall effectiveness of established levels of fire protection. However, with current data systems, the Department doesn't have the capability to produce the values at risk, fire damage incurred and seasonal severity information based on actual fire occurrence at a statewide level. The proposal

is for an immediate modification of the target for the existing KPM to be set at 97 percent, rather than 94 percent of fires controlled at 10 acres or less, effective in 2009-11. This revision of the target more accurately describes the appropriate achievement of the most efficient level of fire suppression at the local district level given today's circumstances, and better reflects the importance, from a suppression cost standpoint, of limiting intermediate and large fire occurrence to no greater than 3 percent.

**7. ABOUT THE DATA**

The reporting cycle is a calendar year. The data is taken from the Department's fire report system and is deemed to be extremely reliable.

<b>KPM #16</b>	<b>WILDLAND FIREFIGHTER SAFETY – Lost time days per thousand fire line exposure hours (lower is better)</b>	2005
<b>Goal</b>	Forestry Program for Oregon Strategies C and F: Protect, maintain, and enhance the health of Oregon’s forest ecosystems, watersheds, and airsheds within a context of natural disturbance and active management. Maintain and enhance the productive capacity of Oregon’s forests to improve the economic well being of Oregon’s communities.	
<b>Oregon Context</b>	Benchmark 82 indicates Oregon has been effective in retaining its forest land base and Benchmark 83 indicates Oregon is also effective in maintaining the productive capacity of these forests. Aggressive wildfire suppression by the Department of Forestry has contributed to these outcomes.	
<b>Data Source</b>	Based on data from the Oregon Department of Forestry’s Safety Section.	
<b>Owner</b>	Travis Medema, Deputy Chief Fire Protection Division, 503-945-7271	



**1. OUR STRATEGY**

Safety is a vital concern in fire suppression. The working environment is full of hazards. Poor safety results can cause injury, death, employee morale problems and increased costs. The performance measure demonstrates one key element of the effectiveness of fire suppression within the Department.

The Department has a safety officer present on all large fires. Daily safety briefings are conducted. All employees are given safety education and safety equipment.

**2. ABOUT THE TARGETS**

Firefighting is very dangerous and high risk. The lower the performance measure number, the more effective is the effort to keep Oregon's wildland firefighters safe. This measure is used to account for the widely varying level of firefighting activity, from year to year. The lowered target for 2007 is based upon Legislative direction. Additional direction has led to a Department proposal to reduce the target further to zero in 2009-11.

**3. HOW WE ARE DOING**

The target was exceeded in both 2006 and 2007. Even with significant fire activity in 2007 and even with the lowered target, it does show a decrease from 2006.

**4. HOW WE COMPARE**

Not applicable. The Department is unaware of any other wildland fire suppression agency that tracks safety statistics in this manner.

**5. FACTORS AFFECTING RESULTS**

The level of firefighting activity varies from year to year, due primarily to prevailing weather patterns. Generally, however, wildland fires are becoming more dangerous to fight. This increase is due to several interconnected trends, including the steady increases in forest fuels available for burning and climate change. These trends have resulted in fires which burn hotter, with more intensity and which become larger and more difficult to suppress than in the past.

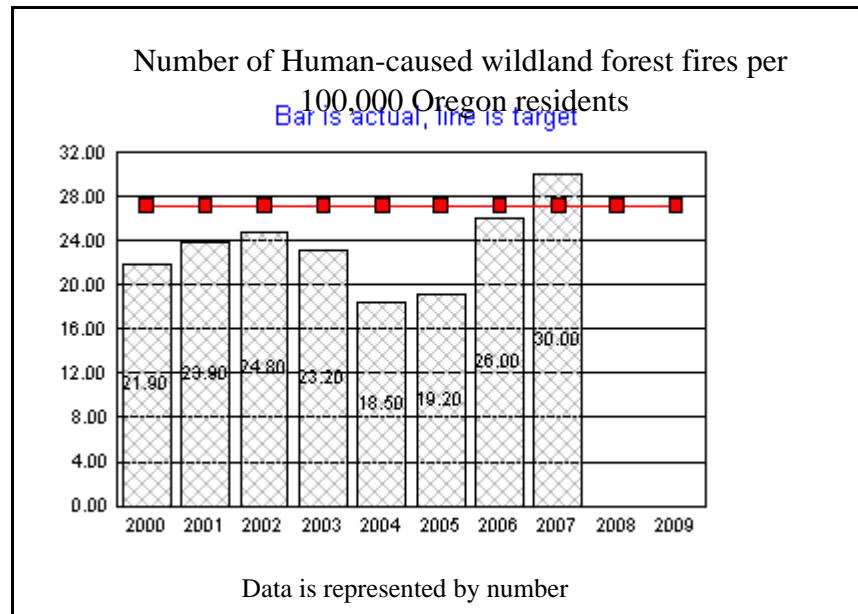
**6. WHAT NEEDS TO BE DONE**

The Department will continue its strong focus on safety during fire suppression activities. The Department concurs with the need to revise the target for this KPM. In our internal analysis discussions however, we have come to believe that the only reasonable target for this KPM is zero. Although there are practical industry standards that describe targets higher than zero for lost time days, we now believe that any target other than zero could be construed as promoting an “acceptable loss” approach to safety, and this is not our position or intent. Therefore, we would propose to change the target to zero for 2009-11.

**7. ABOUT THE DATA**

The data is generated through the Department’s tracking of employee injuries and work time in the payroll system.

<b>KPM #17</b>	PREVENTION OF HUMAN-CAUSED WILDLAND FOREST FIRES – Number of human-caused wildland forest fires per 100,000 Oregon residents (lower is better).	1990
<b>Goal</b>	Forestry Program for Oregon Strategies C and F: Protect, maintain, and enhance the health of Oregon’s forest ecosystems, watersheds, and airsheds within a context of natural disturbance and active management. Maintain and enhance the productive capacity of Oregon’s forests to improve the economic well-being of Oregon’s communities.	
<b>Oregon Context</b>	Benchmark 82 indicates Oregon has been effective in retaining its forest land base and Benchmark 83 indicates Oregon is also effective in maintaining the productive capacity of these forests. Aggressive wildfire suppression by the Department of Forestry has contributed to these outcomes.	
<b>Data Source</b>	Based on data in the Protection from Fire Program “FIRES” database and the Portland State University Population Research Center.	
<b>Owner</b>	Travis Medema, Deputy Chief Fire Protection Division, 503-945-7271	



**1. OUR STRATEGY**

The performance measure demonstrates the effectiveness of the fire prevention program at preventing human-caused fires.

Implementation of Regulated Use Closures which limit the activities that the public can engage in while on forestlands is one example of the state's prevention effort.

**2. ABOUT THE TARGETS**

The lower the number, the more effective is the fire prevention program. This measure is used to account for the steady upward growth in the state's population and it provides a good balance to account for urban resident use, who use forestlands for recreation, and rural resident use, who live in wooded areas or use it for a livelihood.

**3. HOW WE ARE DOING**

The fire prevention program remains effective at preventing human-caused fires. However, the department did not meet the target of keeping the number of human caused fires below the target number of fires per 100,000 Oregon residents. This outcome resulted from a combination of factors; the severity of recent fire seasons, the continued growth of homes built in and near forestlands, the continued increase of forest fuels and the growth of the state's population. Many of the new state residents lack basic knowledge of wildfire prevention needs and practices.

**4. HOW WE COMPARE**

There are no relevant comparable standards given the unique fire suppression responsibilities of the Department.

**5. FACTORS AFFECTING RESULTS**

Steady increase in Oregon's population and the use of forestland for recreation as well as increasing rural residential home sites.

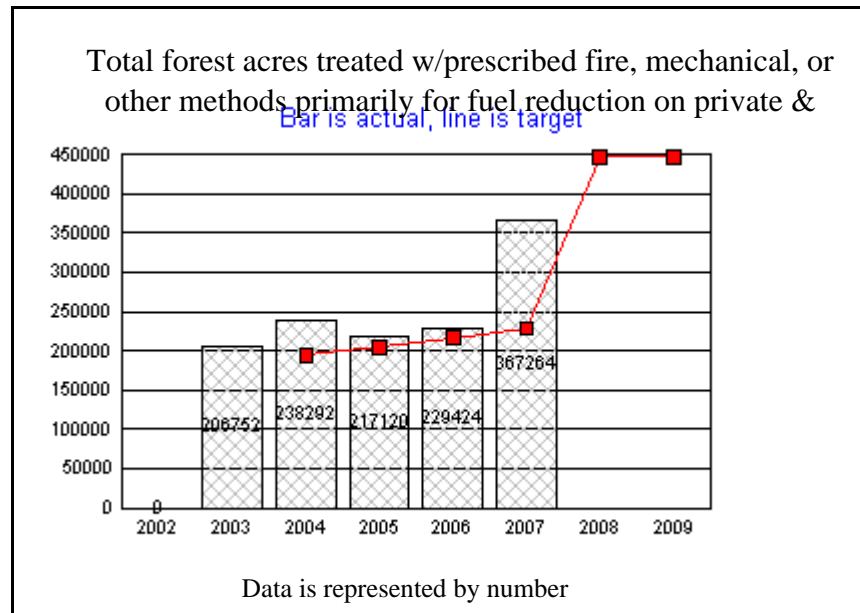
**6. WHAT NEEDS TO BE DONE**

Continued investment in the fire prevention effort and recognition of the unique circumstance of rural residential development.

**7. ABOUT THE DATA**

The reporting cycle is a calendar year. This data comes from the total Oregon population, as established by Portland State University, and the total number of human-caused fires. The data on human-caused fires comes from Fire Report information entered into the F.I.R.E.S. database. The value is determined by dividing the total number of human-caused fires into the number of 100,000 residents in Oregon.

<b>KPM #18</b>	FOREST FUEL REDUCTION – Total forest acres treated with prescribed fire, mechanical, or other methods primarily for fuel reduction on private and federal lands.	1990
<b>Goal</b>	Forestry Program for Oregon Strategies C and F: Protect, maintain, and enhance the health of Oregon’s forest ecosystems, watersheds, and airsheds within a context of natural disturbance and active management. Maintain and enhance the productive capacity of Oregon’s forests to improve the economic well-being of Oregon’s communities.	
<b>Oregon Context</b>	Benchmark 82 indicates Oregon has been effective in retaining its forest land base and Benchmark 83 indicates Oregon is also effective in maintaining the productive capacity of these forests.	
<b>Data Source</b>	Based on data collected by the Protection From Fire Program and the National Fire Plan Operations and Reporting System. Data is limited to federal land activities and private land activities conducted using federal funds.	
<b>Owner</b>	Travis Medema, Deputy Chief Fire Protection Division, 503-945-7271	



**1. OUR STRATEGY**

This measure reflects how much fuels reduction activity has occurred that helps restore and improve forest health. Fuels reduction is also a factor in minimizing catastrophic wildfire. Mechanical treatment of fuels also enhances economic activity in Oregon.

Administration of the Smoke Management Program to maximize prescribed burning while minimizing adverse air quality impacts is related to this measure.

Oregon is able to help influence the outcome based on collaboration during development of Community Wildfire Protection Plans and the efforts of the Board of Forestry's Federal Forestlands Advisory Committee.

**2. ABOUT THE TARGETS**

The higher the number, the more effective is the effort to reduce the amount of forest fuels. Especially on federal lands, there has been a dramatic increase in forest fuel accumulations over the past 50 years. This, in turn, has caused forest fires to burn with more intensity and has made them more difficult, more dangerous, and more costly to suppress. Previously, there were no targets established for 2008 and 2009. Using data from The Nature Conservancy's report titled, *The Condition of Oregon's Forests and Woodlands, 2006*, the targets for 2008 and 2009 were developed. The 447,000 acres represent the annual acres of forest and woodlands needing treatment in a 25-year restoration timeframe.

**3. HOW WE ARE DOING**

The number of acres treated in 2007 exceeded the target. This reflects Oregon's success in dealing with the strong national emphasis on reducing fuels in forested areas. Success in this effort is important because of the enhanced wildfire and insect threats created by excess fuels, in combination with climate change and increasing use of forested areas for recreation activities and residential development. The department recommends setting new targets for the future.

**4. HOW WE COMPARE**

Data is not available to compare Oregon's effort with that in other states.

**5. FACTORS AFFECTING RESULTS**

Oregon has been very successful in seeking out and receiving federal funds to fund fuels reduction efforts on thousands of acres of private lands in the Wildland-urban interface. However, over the past several years, federal funding of fuels reduction grants have been declining and this trend is expected to continue. Limitations on the ability of federal agencies to effectively manage their lands limits the amount of fuels which can reduce while, at the same time, adding to the significantly enlarged fuel loading. On other ownerships, the general health of the economy has a great influence on the marketability of forest fuel material and the resulting level of utilization. On all ownerships, the overall weather pattern may either limit or enhance the ability of owners to dispose of their fuels by burning. Biomass utilization is dependent on the economics of obtaining material (including transportation costs) vs. revenue gained by the sale of electrical output created.

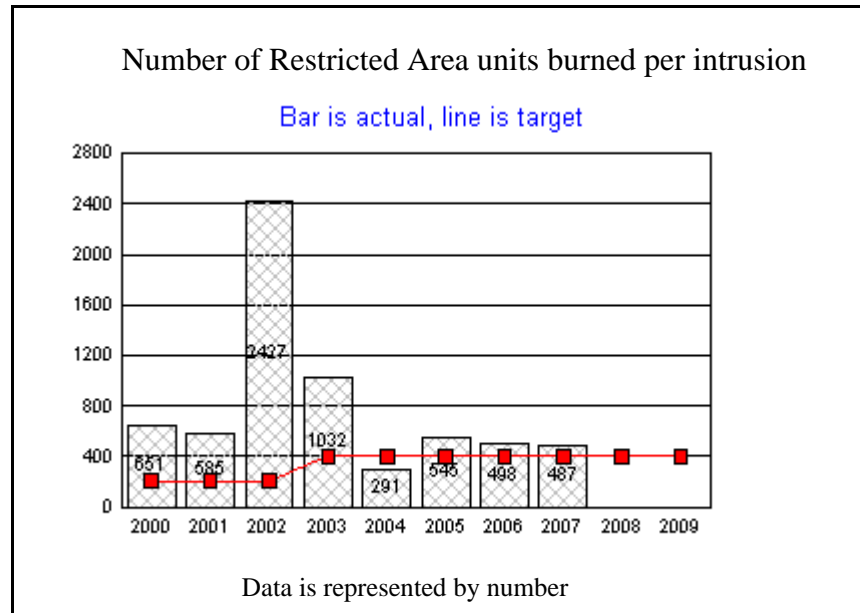
## 6. WHAT NEEDS TO BE DONE

Current fuel reduction activities and efforts need to be continued and strengthened. The decrease of timber harvest on federal lands continues to exacerbate the fuel loading situation. Without a continued aggressive forest fuels reduction effort, increases in the already high amounts of fuel loading can be expected to result in larger, more dangerous, more destructive, and more costly to suppress fires. The Legislative direction was that “KPM #18 be reworked to reflect a breakdown between Class II and III, defining each class and ability of state to influence outcome of each” The Department concurs with a need for revision of this KPM. The Department has developed the data sets necessary to implement the legislative direction, which will reflect a breakdown between Wildfire Regime Condition Class 2 and Condition Class 3 lands, the defining of each class, and an analysis of the ability of the state to influence the outcome of each. The data to support the revision will be from two sources that are considered reliable. The first source is from the Department’s own smoke management program and the second source is from the federal government’s National Fire Plan Operating & Reporting System (NFPORS) data base. With these changes, the Department recommends utilizing this revised key performance measure for 2007-09 beginning with the FY09 reporting period.

## 7. ABOUT THE DATA

The reporting cycle is a calendar year. Data pertaining to the number of acres burned, comes from the Department’s smoke management program and is generally reliable. Data pertaining to other disposal methods comes from a variety of sources, which may vary from year to year, and may not always be reliable. Though not always reliable, the data still provides a good indication of overall trends. The value is determined by adding the number of acres treated by prescribed fire and the number of acres treated by other methods. The acres treated by Fire Regime Condition Class, FRCC are as follows; 2 – 135,932 acres, 3 – 151,060. FRCC 1 represents ecosystems with low (less than 33 percent) departure from a defined reference period – that is, landscapes still within the natural or historical range of variability; FRCC 2 indicates ecosystems with moderate (33 to 66 percent) departure; and FRCC 3 indicates ecosystems with high (greater than 66 percent) departure from reference conditions. Much of the other data is obtained from the federal government’s NFPORS database and should be considered reliable data.

<b>KPM #19</b>	AIR QUALITY PROTECTION – Total number of restricted area units burned per total number of smoke intrusions into designated areas.	1990
<b>Goal</b>	Forestry Program for Oregon Strategy F: Protect, maintain, and enhance the health of Oregon’s forest ecosystems, watersheds, and airsheds within a context of natural disturbance and active management.	
<b>Oregon Context</b>	Benchmark 76 indicates Oregon continues to make improvements in air quality. The Department’s Smoke Management Program plays a key role in managing smoke from prescribed forest burning.	
<b>Data Source</b>	Actual count based on ODF Smoke Management System records. “Western Oregon” is that geographic area west of the crest of the Cascades plus the Deschutes and Mt. Hood N.F. for which permits to burn on forestlands are required year round.	
<b>Owner</b>	Travis Medema, Deputy Chief Fire Protection Division, 503-945-7271	



**1. OUR STRATEGY**

The performance measure demonstrates the effectiveness of the meteorological forecasting and smoke management instructions.

Western Oregon: All Class 1 forestlands west of the summit of the Cascade Mountains and those lands east of the summit that are within the Deschutes and Mt. Hood National Forests. These lands include those for which permits to burn forestland are required year round.

Unit: A specifically identified parcel of forestland which has been entered into the Oregon Department of Forestry's smoke management database for the purpose of prescribed burning.

Intrusion: The presence of ground level prescribed burning smoke in a city or other location which has been specifically designated as an area that is to be protected from prescribed burning smoke under the Oregon Smoke Management Plan.

**2. ABOUT THE TARGETS**

The targets were developed during the 1990's and have increased over time due to the effectiveness of the program to decrease the number of intrusions. The higher the number, the more effective is the effort to protect air quality. Western Oregon is that portion of the state where permits to burn on forestland are required throughout the year. Also included in this area is the Deschutes National Forest and those portions of the Mt. Hood National Forest that are east of the summit of the Cascade Mountains. Prescribed burning is important because it removes hazardous, dead forest fuels, aids in the ability to more effectively reforest harvested units, and helps return forestland to its historically natural condition.

**3. HOW WE ARE DOING**

The smoke management program is doing a good job of protecting Oregon's air quality while, at the same time, allowing forest landowners to dispose of unwanted accumulations of forest fuels.

**4. HOW WE COMPARE**

There are no comparable public or private industry standards.

**5. FACTORS AFFECTING RESULTS**

Overall weather patterns vary from year to year and influence the difficulty of making the decisions needed to protect air quality.

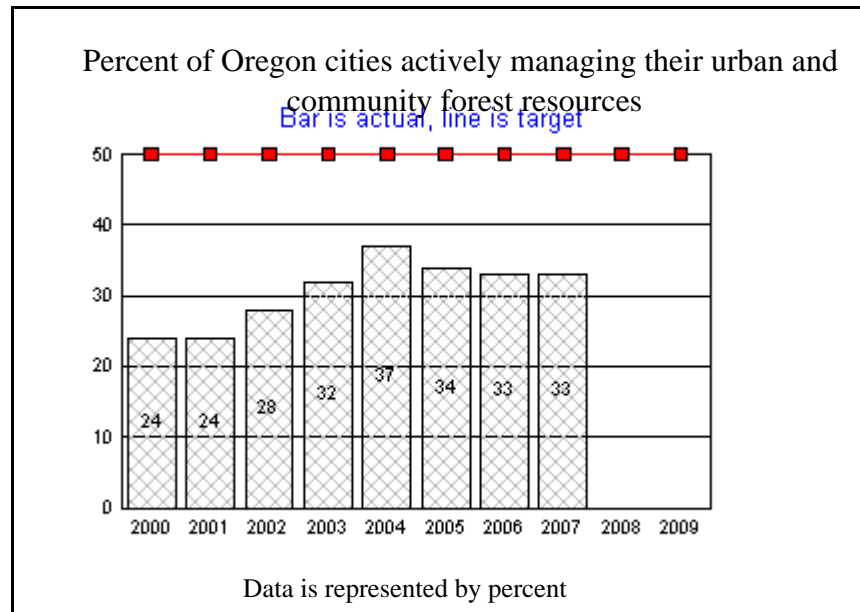
#### **6. WHAT NEEDS TO BE DONE**

Program revision is now complete that resulted in a new set of administrative rules to expand the program to encompass most forestland throughout the state and update the requirements and procedures for regulating and conducting prescribed burning on forestland. This KPM should now be reviewed and updated with information from new OARs.

#### **7. ABOUT THE DATA**

The reporting cycle is a calendar year. Data concerning the number of units from the Department's smoke management program and is reliable. Data pertaining to the number of intrusions also comes from the Department's smoke management program but is based on subjective personal observations made in the field and is subject to variation. In addition to weather variations, economic market conditions can also influence the outcome, by substantially increasing or decreasing the number of units available for burning.

<b>KPM #20</b>	<b>URBAN AND COMMUNITY FOREST MANAGEMENT – Percent of Oregon cities actively managing their urban and community forest resources.</b>	1992
<b>Goal</b>	Forestry Program for Oregon Strategies C, D, E, F, and G: Maintain and enhance the productive capacity of Oregon's forests to improve the economic well-being of Oregon's communities. Protect, maintain, and enhance the soil and water resources of Oregon's forests. Contribute to the conservation of diverse native plant and animal populations and their habitats in Oregon's forests. Protect, maintain, and enhance the health of Oregon's forest ecosystems, watersheds, and airsheds within a context of natural disturbance and active management. Enhance carbon storage in Oregon's forests and forest products.	
<b>Oregon Context</b>	Benchmark 82 indicates Oregon has been effective in retaining its forest land base. Active management of Oregon's urban and community forests plays an important role in this Benchmark result.	
<b>Data Source</b>	Actual count based on Urban and Community Forests Program records. The Department uses a ranking system to evaluate the sustainability of community forestry efforts.	
<b>Owner</b>	Paul D. Ries, Urban and community Forests Program Manager, 503/945-7391 or pries@odf.state.or.us	



**1. OUR STRATEGY**

The percentage of Oregon cities actively managing their urban forests is a reflection of statewide progress towards meeting the strategies of the Forestry Program for Oregon. The urban forest consists of the trees growing along our streets, in our parks, in natural areas, and in downtown business districts. If cities are managing their urban forests, they are reaping the economic, environmental, and social benefits trees provide. An increasing percentage is a reflection of the technical, educational, and financial assistance provided by the Oregon Department of Forestry in helping cities proactively deal with tree issues and develop and implement municipal urban forestry programs. The Department provides assistance to Oregon cities to help them deal proactively with tree issues in the realms of economic development, public safety and risk management, environmental protection and management, and community livability.

**2. ABOUT THE TARGETS**

There are 242 cities in Oregon. Not every city has the interest and ability to manage their urban forest resources. Interest in urban forest management can fluctuate in correlation to current events – for example, the January 2004 ice storm raised a lot of awareness about the problem of hazard trees. The target for this performance measure is that 50 percent of the cities in Oregon will take an active role in managing their urban forests.

**3. HOW WE ARE DOING**

Currently, about one third (33 percent) of Oregon cities are actively managing their urban forest. Oregon had a record high number of cities recognized as Tree City USA communities in 2006, with 45 cities. Cities are responding to the need to proactively manage their urban forests.

**4. HOW WE COMPARE**

The number of cities with urban forestry programs is steadily growing, increasing from 24 percent in 2000 to 34 percent in 2005, and dipped slightly to 33 percent in 2006. It is not known if other western states track of this same type of performance measure. However, based on other available information Oregon probably lags in performance behind the states of Washington, California, and Idaho but probably exceeds the performance of Montana, Nevada, Arizona, and New Mexico.

**5. FACTORS AFFECTING RESULTS**

The Department of Forestry has a very limited staff to serve the entire State. Recent reductions in federal funds have reduced the staff level to only

2.0 FTE for the entire program, statewide. A statewide survey conducted in 2004 clearly showed that if cities had received assistance from the Department of Forestry, they were more likely to have components of an actively managed urban forest program. The components considered to be signs of active management include urban forestry trained professional staff (city employee or private contractor), a citizen advisory committee, a tree ordinance, and an inventory-based management plan. These are nationally agreed-upon factors that every state collects.

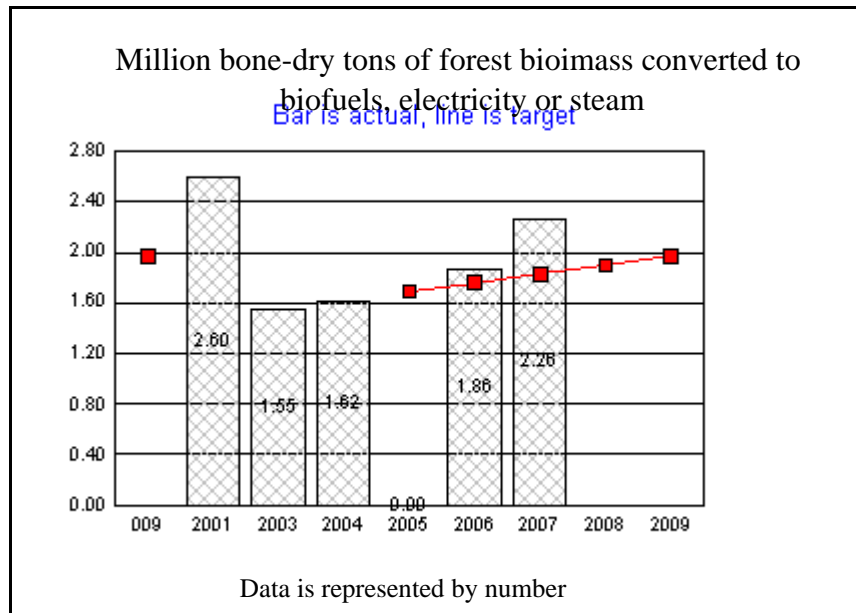
#### **6. WHAT NEEDS TO BE DONE**

If approved by future legislative action, additional field resources allocated to this program will result in a higher level of performance for this indicator in future years.

#### **7. ABOUT THE DATA**

Each calendar year, the Department of Forestry assesses the status of each Oregon cities as to their level of urban forest management activities. These records are maintained on the Department's computer network, and form the basis for this performance measure.

<b>KPM #21</b>	FOREST BIOMASS UTILIZATION-- Million bone-dry tons of forest biomass converted to biofuels, electricity or steam.	2005
<b>Goal</b>	Forestry Program for Oregon Strategies B and G: Ensure that Oregon's forests provide diverse social and economic outputs and benefits valued by the public in a fair, balanced, and efficient manner. Enhance carbon storage in Oregon's forests and forest products.	
<b>Oregon Context</b>	Benchmark 75 indicates Oregon continues to make improvements in air quality. The department's Smoke Management Program plays a key role in managing smoke from prescribed forest burning. Benchmark 76 indicates Oregon carbon dioxide emissions are rising steadily. The use of forest fuels for energy generation can reduce carbon dioxide emissions from both fossil fuels and forest wildfires.	
<b>Data Source</b>	Based on information provided by the Oregon Department of Energy Biomass Energy Facility Directory.	
<b>Owner</b>	David Morman, Forest Resources Planning Program, 503-945-7413	



### 1. OUR STRATEGY

Increasing the use of biomass for biofuels, electricity or steam production reduces the amount of carbon released into the atmosphere from prescribed fire and wildfire. This performance measure demonstrates the effectiveness of the agency in delivering assistance to private forest landowners and promoting forest restoration activities on federal forestlands that result in the treatment of forest fuels to lessen wildfire risk and improve forest health.

The department's administration of the Smoke Management Program, where alternatives to burning are encouraged is related to this measure. The department is leading the Oregon Forest Biomass Workgroup and was given new authorities through Chapter 772 Oregon Laws 2005 to facilitate increased for biomass utilization. The department has also participated in Department of Energy and Governor's Office workgroups assessing carbon sequestration and renewable energy. Other examples include providing technical and financial assistance to landowners for hazardous fire and fuel reduction projects.

### 2. ABOUT THE TARGETS

Targets are based on reduction of carbon dioxide emissions to 1990 levels by 2010. For biomass to keep on track for its share would require a 70,000 Bone Dry Ton (BDT) increase each year to 2010. The 2006 biomass use is above targets and 2007 also exceeds the target for a number of reasons. First, there were four more woody biomass steam and electric generation facilities brought on-line in 2006 and 2007 (Freres, Rough and Ready, Hampton, Douglas County Forest Products). In addition, Swanson Group in Springfield reinstated a woody biomass boiler at a Springfield facility. Only 61 of 64 facilities had reported their data, but when that data becomes available it will only further increase the amount of biomass utilized above the target. No data were collected in 2005 due to federal funding cuts.

### 3. HOW WE ARE DOING

On track or exceeding targets. Although specific data is missing for 2005, related information indicates performance that year was also very close to the target.

### 4. HOW WE COMPARE

Data are not currently available to answer this question.

### 5. FACTORS AFFECTING RESULTS

Among the factors affecting the amount of Oregon forest biomass utilized for energy are the following:

- Alternative energy prices
- Alternative uses of forest biomass
- Transportation costs
- Forest restoration activities on federal forestlands
- Private sector investment on biomass energy facilities
- Forest biomass consumed by wildfires

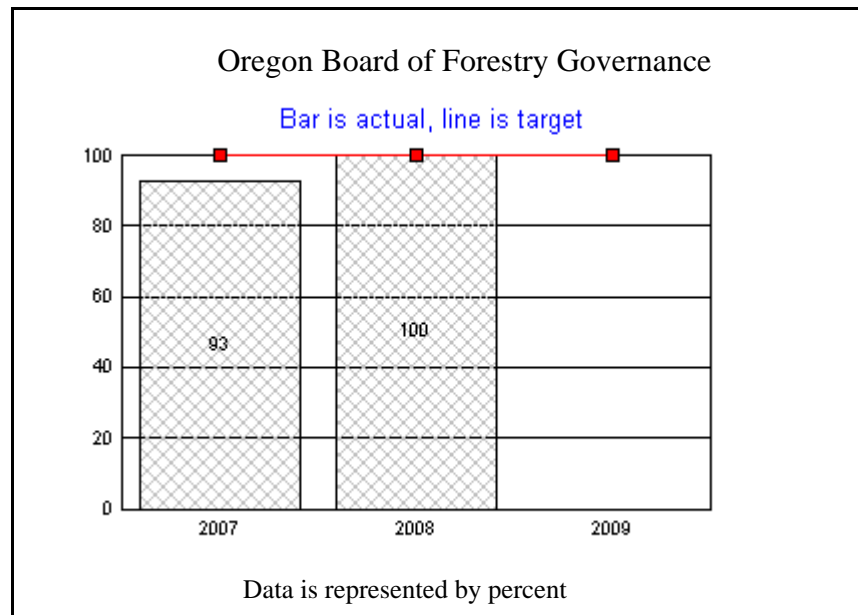
#### **6. WHAT NEEDS TO BE DONE**

Given the growing importance and public interest in biomass as an energy source, the Department of Forestry should work aggressively to implement the provisions of Chapter 772 Oregon Laws 2005, make interested parties aware of important credits and other renewable energy legislation passed by the 2007 Legislature, develop broad support for policy recommendations resulting from the Oregon Forest Biomass Workgroup process, and work with the Department of Energy to develop a consistent and reliable data source for this measure.

#### **7. ABOUT THE DATA**

Historical data are available for 2001, 2003, and 2004. Data comes from Oregon Biomass Energy Facility Directory 2005 (for 2004 data) produced by Oregon Department of Energy by adding Bone Dry Tons consumed as listed on pages A-1 through A-7. An Oregon Department of Energy survey of all 64 woody biomass energy facilities in Oregon in spring 2008 distinguishes between mill residues; forest sourced woody biomass and urban wood waste. Urban sources are not reported here. The 2007 Oregon Biomass Energy Facility Directory using 2006 and 2007 actual data is to be published in October 2008. Specific data regarding the increase in forest sourced woody biomass (slash, thinning) will be in that directory.

<b>KPM #22</b>	BOARD OF FORESTRY PERFORMANCE – Percent of total best practices met by the Board of Forestry.	2007
<b>Goal</b>	To fulfill the statutory mandate of ORS 526.016 (1), “ The State Board of Forestry shall supervise all matters of forest policy and management under the jurisdiction of this state...”. The current policy expression of this mandate is embodied in the 2003 Forestry Program for Oregon, strategies A through G.	
<b>Oregon Context</b>	The Oregon Board of Forestry, established in 1911, is the seven member citizen board that oversees and provides vision and direction to the management of Oregon’s 28 million acres of forest. In this context, the Board is engaged with fulfillment of Oregon Benchmarks 75 (air quality), 77 (carbon dioxide emissions), 79 (stream water quality), 82 (forestland), 83 (timber harvest), 86 (freshwater species), 88 (terrestrial species), and 89 (natural habitats).	
<b>Data Source</b>	Individual board member self-evaluations of 16 best practices criteria leading to a consensus-based board evaluation decision.	
<b>Owner</b>	Stephen D. Hobbs, Ph.D., Chair, Oregon Board of Forestry (Administrator, Clark W. Seely, Associate State Forester, 503-945-7203)	



### 1. OUR STRATEGY

Following adoption by the 2006 Oregon Joint Legislative Audit Committee, the Oregon Board of Forestry, at its September 6, 2006 meeting, adopted the new state boards and commissions governance performance measure as developed by the Oregon Department of Administrative Services and the Oregon Legislative Assembly. In addition to the 15 standard best management practice criteria, the Board chose to add an additional criteria relating to communications, “The board values public input and transparency in conducting its work through outreach to and engagement of stakeholders and by using its work plan communications tools. The board also values input and communications with its standing advisory committees, special ad hoc committees and panels and external committees with board interests.” This addition provides a total of 16 criteria.

### 2. ABOUT THE TARGETS

Based upon the 15 standard criteria, the Board chose to establish the target at 100%. In developing the target, the Board wanted to “set a high standard and be ambitious in its pursuit of best practices.”

### 3. HOW WE ARE DOING

The Board chose to begin the evaluation process as soon as possible, and conducted its first evaluation during 2007. For 2008, individual board member self-evaluations were completed in April and May of 2008, and the full consensus-based board self-evaluation was conducted as a public meeting agenda item at the Board’s June 4, 2008 meeting. Consensus was reached on all 16 criteria, and a final report was developed and approved at the July 24, 2008 meeting. The Board decided that it had met 15 of the 15 standard criteria, for a 100 percent achievement rate. The Board also decided that it had met the additional criteria relating to communications, #16.

In the Board’s discussion, they acknowledged and agreed that they are making good progress overall, but identified several areas to improve upon including prioritizing and balancing their workload and agendas, timely progress on work plans, refinement of their planning system, improved interactions with other boards and commissions, and improved communications (two-way) with stakeholders and other decision-makers.

### 4. HOW WE COMPARE

As a new State of Oregon governance performance measure, data from all boards and commissions from which to compare is not yet compiled and reported by the Department of Administrative Services. Generally, an achievement of 100 percent of best practices met is considered a high

achievement level.

## 5. FACTORS AFFECTING RESULTS

The Board found that to some moderate degree, differing viewpoints and interests among stakeholders, lack of support by other decision-makers, data management challenges, and in some cases, general inaction on the part of the Board to come to decisions, affect their results. In addition, such policy issues as the management of federal forest lands and Ballot Measure 37 affect the Board's results. On a positive note, the Board agreed that constituent expectations, the high productivity of state forest lands, collegiality among board members, consensus-based decision-making, and excellent ODF staff work all contributed to high success and achievement.

## 6. WHAT NEEDS TO BE DONE

In an adaptive management context, the Board will continue to utilize the performance evaluation system, learn from the results, implement changes to its policy and procedures as needed, and continue to communicate with stakeholders.

## 7. ABOUT THE DATA

Based on the 15 standard criteria and the one additional Board-established criteria, the individual board members completed a self-evaluation for each of the 16 criteria on a four category scale, ranging from "Strongly Agree" to "Strongly Disagree" that the criteria had been met. The individual evaluations were reviewed and numerically averaged to produce a starting point for the collective Board evaluation. The collective evaluation considered each criteria, and by consensus, a decision was reached whether the criteria was "met" or "not met". The performance result was calculated as a percentage based on the number of "met" criteria out of the total standard 15 criteria.

**FORESTRY DEPARTMENT**

**III. USING PERFORMANCE DATA**

**Agency Mission:** To serve the people of Oregon by protecting, managing, and promoting stewardship of Oregon's forests to enhance environmental, economic, and community sustainability.

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

<p><b>1. INCLUSIVITY</b></p>	<p>* <b>Staff :</b> Current agency performance measures were initially developed primarily by the staff of individual agency programs. Department programs have been given flexibility to develop measures that best meet their program-level needs. A subset of these program measures were then elevated by the Department to agency key performance measures.</p> <p>* <b>Elected Officials:</b> The measures were reviewed and further modified through direction by the 2007 Oregon Legislature.</p> <p>* <b>Stakeholders:</b> Citizen and other stakeholder involvement varies by measure. However, DAS guidelines for agency performance measures and Board of Forestry and Department of Forestry strategic planning processes have resulted in a comprehensive review and revision of all the measures involving employee and stakeholder participation.</p> <p>* <b>Citizens:</b> Citizen and other stakeholder involvement varies by measure. However, DAS guidelines for agency performance measures and Board of Forestry and Department of Forestry strategic planning processes have resulted in a comprehensive review and revision of all the measures involving employee and stakeholder participation.</p>
<p><b>2 MANAGING FOR RESULTS</b></p>	<p>The performance measures have historically been used primarily in the budget development process, and to a lesser extent for external reporting and for Department program management and evaluation. Recent key performance measure revisions were intended to place the agency's performance measures more at the center of the Department's strategic planning, quality improvement, budgeting, and employee appraisal processes. Nationally, the Department has been a leader in developing and implementing sustainable forest management indicators based on an internationally recognized framework for evaluating temperate and boreal forests.</p>

<p><b>3 STAFF TRAINING</b></p>	<p>Agency staff have attended all the special forums presented by the Department of Administrative Services and Legislative Fiscal Office as changes to the KPM system have been developed. In addition, agency staff attend the quarterly Performance Measure roundtables, hosted by DAS and LFO. In addition, various agency managers have attended performance measure training sessions within their specialty areas.</p>
<p><b>4 COMMUNICATING RESULTS</b></p>	<ul style="list-style-type: none"> <li>* <b>Staff :</b> The Department’s performance measures are fully integrated with agency strategic planning and provide a strong link between strategic planning and budgeting.</li>   <li>* <b>Elected Officials:</b> The Department’s key performance measures are highlighted in presenting its portion of the Governor’s Recommended Budget to the Oregon Legislature. Considerable coordination with the Legislative Fiscal Office occurs between legislative sessions.</li>   <li>* <b>Stakeholders:</b> Agency performance measure information is posted on the Department of Forestry website: <a href="http://www.odf.state.or.us">www.odf.state.or.us</a> (Click on “About Us”). The agency also links performance measure outcomes to higher level outcomes in the Progress Board Benchmarks and the Oregon Indicators of Sustainable Forest Management.</li>   <li>* <b>Citizens:</b> Agency performance measure information is posted on the Department of Forestry website: <a href="http://www.odf.state.or.us">www.odf.state.or.us</a> (Click on “About Us”). The agency also links performance measure outcomes to higher level outcomes in the Progress Board Benchmarks and the Oregon Indicators of Sustainable Forest Management.</li> </ul>