

AGRICULTURE, DEPARTMENT of

Annual Performance Progress Report (APPR) for Fiscal Year (2009-2010)

Proposed KPM's for Biennium (2011-2013)

Original Submission Date: 2010

Finalize Date:

2009-2010 KPM #	2009-2010 Approved Key Performance Measures (KPMs)
1	Food Safety - Ensure high levels of compliance with each of the ten risk factors identified by Centers for Disease Control in retail stores.
2	Motor Fuel - Percent of motor fuel samples found in compliance with posted octane levels.
3	Top 100 Exclusions - Percent of plant pests, diseases, or weeds on the Oregon 100 Most Dangerous Invaders list successfully excluded each year.
4	Noxious Weed Control - Percentage of state-listed noxious weeds successfully excluded from the state or with stable or decreasing populations.
5	T&E Plants - Percent of listed T&E plants with stable or increasing populations as a result of department management and recovery efforts.
6	Pesticide Investigations - Percent of pesticide investigations that result in enforcement actions.
7	Non-traditional production certification - Number of acres certified where the Department of Agriculture provided technical assistance or auditing services.
8	Trade Activities - Sales as a result of trade activities with Oregon producers and processors.
9	Ag Employment - Number of jobs saved or created as a result of activities to retain or expand existing Oregon agricultural and food processing capacity. Measured in numbers of jobs based on telephone and email surveys of companies assisted.
10	CAFOs - Percent of permitted Oregon Confined Animal Feeding Operations (CAFOs) found to be in compliance with their permit during annual inspections.
11	Smoke Management - No increase above 2002 levels in hours of 'significant smoke intrusions' due to field burning in key cities in the Willamette Valley as measured by nephelometer readings.
12 a	Water Quality - Percent of monitored stream sites associated with predominantly agriculture use with significantly increasing trends in water quality.
12 b	Water Quality - Percent of monitored stream sites associated with predominantly agriculture use with water quality in good to excellent condition.

2009-2010 KPM #	2009-2010 Approved Key Performance Measures (KPMs)
12 c	Water Quality - Percent of monitored stream sites associated with predominantly agriculture use with decreasing trends in water quality.
13	Customer Service - Percent of customers rating their satisfaction with the agency's customer service as "good" or "excellent": overall customer service, timeliness, accuracy, helpfulness, expertise and availability of information.

New Delete	Proposed Key Performance Measures (KPM's) for Biennium 2011-2013
	Title: Rationale:

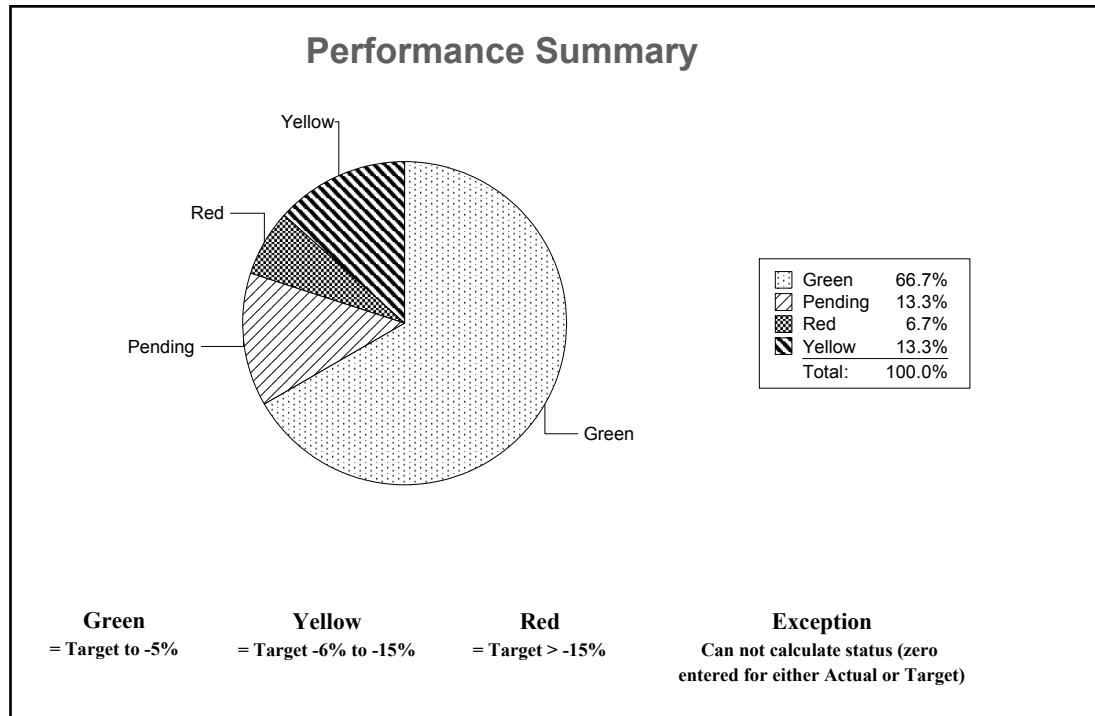
Agency Mission: The Oregon Department of Agriculture has a threefold mission: 1) Ensure Food Safety and Provide Consumer Protection; 2) Protect Agricultural Natural Resources; and 3) Promote Economic Development in the Agricultural Industry.

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1. SCOPE OF REPORT

The Oregon Department of Agriculture's (ODA) key performance measures represent programs that tie to the Oregon Benchmarks and directly link to the agency mission. These measures are a limited representation of the programs and services delivered by ODA. The ODA mission is diverse and encompasses activities authorized by 30 different chapters of the Oregon Revised Statutes, touching virtually every Oregonian. Internal performance measures are maintained for ODA programs and services.

2. THE OREGON CONTEXT

The ODA's high level outcomes are directly linked to the agency's three-fold mission: to ensure food safety and provide consumer protection, protect natural resources, and promote economic development in the agricultural industry. The programs executed within ODA are integral to carrying out the agency mission. ODA works with other natural resource agencies as a contributor for many of the state's environmental related benchmarks. The agency administers programs that are strong contributors to Oregon's water quality and salmon recovery efforts.

3. PERFORMANCE SUMMARY

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

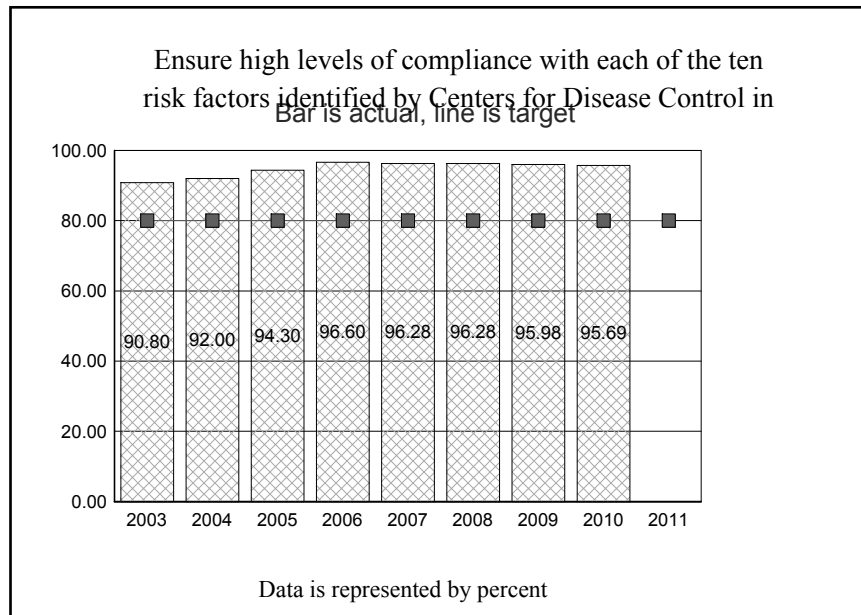
4. CHALLENGES

Due to ODA's diversity of programs and services it is challenging to develop performance measures that capture information and accomplishments that are meaningful to the public as well as the agency's core customers.

5. RESOURCES AND EFFICIENCY

ODA has a biennial budget of \$86 million. The budget is supported 58 percent by other funds (licenses and fees for service), 16 percent by state general fund, 12 percent by state lottery fund (primarily Ballot Measure 66 funds) and 14 percent by federal funds. Examples of efficiency efforts by ODA include development of strong links with higher education, creating technical exchanges with Oregon State University, one of the country's leading land grant institutions. In addition, ODA has agreements with community colleges and other educational institutions throughout the state, providing training and examinations for pesticide users by the Pesticide Division. Inmates at the state penitentiary are constructing gypsy moth traps for ODA's survey programs as well as performing third party grading services offered by the shipping point inspection program. The Food Safety Program has an interagency agreement with the Oregon Department of Human Health and the Food and Drug Administration (FDA) to streamline food safety inspections. The Animal Health Laboratory works extensively with Oregon State University's diagnostic laboratory to ensure that customer needs are met. ODA works closely with the Oregon Department of Energy and several federal agencies and non-profits in the areas of energy efficiency and renewable energy on Oregon's farms and ranches.

KPM #1	Food Safety - Ensure high levels of compliance with each of the ten risk factors identified by Centers for Disease Control in retail stores.	2005
Goal	To meet the Department's prime mission of providing consumer protection through food safety.	
Oregon Context	This measure does not relate to Oregon Benchmarks.	
Data Source	Inspection reports	
Owner	Food Safety Division, Vance Bybee (503) 986-4720	



1. OUR STRATEGY

A. Identify risk factors that are most likely to cause foodborne illness. B. Educate industry and consumers to recognize and take necessary steps to reduce or prevent risk factors. C. Through inspection and consultation, promote industry compliance with current standards and regulations

identified to reduce risk. D. Require that industry take corrective action when risk factors discovered. E. Assist industry and consumers during recall of product identified as a potential risk.

2. ABOUT THE TARGETS

Food Safety Division's target for retail establishments is a minimum of 80% compliance with the ten risk factors identified by the Centers for Disease Control. Those factors are: demonstration of knowledge; restriction of ill employees; adequate hand washing; cooking temperatures; adequate reheating; cooling time and temperatures; holding temperatures; food from an approved source; protection from contamination; cleaning/sanitizing.

3. HOW WE ARE DOING

The retail industry meets or exceeds the established compliance targets.

4. HOW WE COMPARE

There are no direct comparisons; however, antidotal evidence suggests that food safety in Oregon continues to rank as one of the nation's best.

5. FACTORS AFFECTING RESULTS

Over the past year, food safety has been significantly affected by numerous national and local recalls, a poor economy, and high staff attrition.

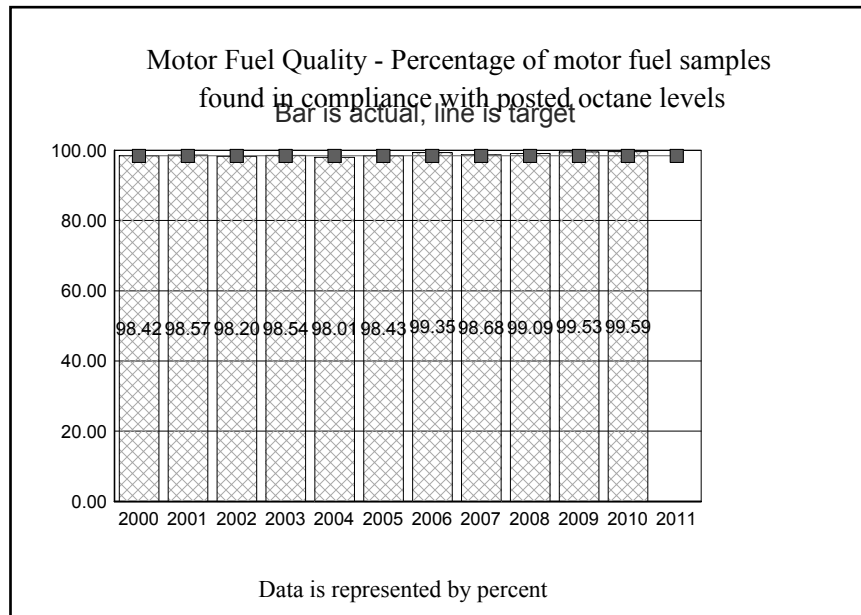
6. WHAT NEEDS TO BE DONE

As the demands on the food safety system increase, i.e., recalls, the Food Safety Division must increase the staff and resources necessary to maintain parity.

7. ABOUT THE DATA

This data has been collected from inspection reports for the 2009/2010 fiscal year.

KPM #2	Motor Fuel - Percent of motor fuel samples found in compliance with posted octane levels.	1998
Goal	This measure is linked to the agency's mission to ensure food safety and provide consumer protection.	
Oregon Context	ODA Mission	
Data Source	Internal Agency Systems	
Owner	Measurement Standards Division - Andrea Boyer, Office Manager Phone: 503-986-6476	



1. OUR STRATEGY

Division inspectors verify gasoline octane to ensure consumers are getting the octane they are paying for. Approximately 1.5 billion gallons of gasoline are sold to consumers in the state of Oregon each year. Routinely monitoring the quality of gasoline sold in Oregon helps assure consumers and businesses that the gasoline meets national quality standards. At the current retail price of gasoline, there is about ten cents per gallon difference

between 87 to 89 octane and between 89 to 92 octane. During routine inspections, random samples of gasoline are screened to ensure they meet posted octane levels. This measure is linked to the agency's mission to provide consumer protection.

2. ABOUT THE TARGETS

In 1997 Oregon adopted national standards for motor fuel following a pilot project checking samples of gasoline for octane levels. It was determined that more than three percent of the fuel screened failed to meet national standards. The goal was to cut that number in half, obtaining a target compliance rate of 98.4 percent. Our goal is that 98.4 percent of gasoline sold in Oregon meets its labeled octane. Raising the target would not be of value as some error is expected to occur due to equipment.

3. HOW WE ARE DOING

In the last six years the Oregon Department of Agriculture (ODA) has continued to exceed its target compliance rate for motor fuel samples meeting posted octane levels. As of June 30, 2010, 3,684 samples of gasoline have been screened to ensure they meet the antiknock index (or octane rating) posted on dispensers at gas stations. Of the 3,684 samples, 15 failed the inspectors screenings for octane requirements, resulting in a 99.59 percent compliance rate. This means that less than one percent of the fuel is sub-octane. Maintaining a fully funded inspection program ensures that consumers receive the octane they pay for and businesses are competing on a level playing field.

4. HOW WE COMPARE

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

5. FACTORS AFFECTING RESULTS

The biggest factor affecting results is the quality of fuel transported into the state. The presence of a viable program and continued unannounced screening of product throughout the supply chain (i.e., terminal, wholesaler, retailer) ensures that product continues to meet national standards. Fuel screenings are routinely conducted as part of weights and measures inspections. Reductions to related weights and measures inspections would result in a decrease in fuel inspections, and therefore would adversely affect Oregon's fuel quality program.

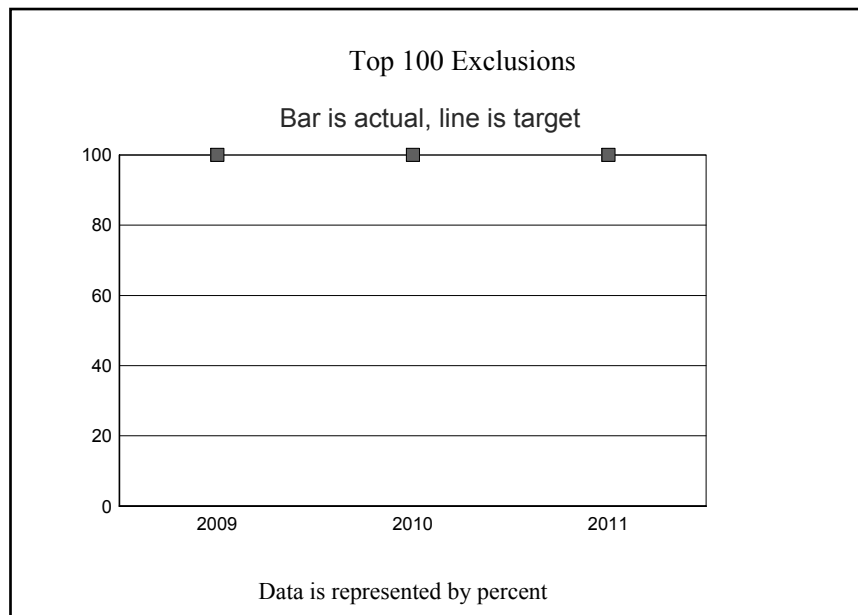
6. WHAT NEEDS TO BE DONE

ODA will continue regular screenings of gasoline in Oregon for octane requirements. Samples of fuel are shipped to independent laboratories when further examination is deemed necessary. ODA recently upgraded fuel testing equipment in order to maintain a viable program.

7. ABOUT THE DATA

Data is collected by inspectors who draw samples during routine inspections. The fuel is screened to ensure that it meets the octane level posted on the dispenser. Posted octane and screened octane are entered onto inspection reports and into an agency database for retrieval. This measure divides the total number of fuel screenings found in compliance with octane ratings by the total number of fuel samples screened. The reporting cycle is based on an Oregon fiscal year, July 1 through June 30.

KPM #3	Top 100 Exclusions - Percent of plant pests, diseases, or weeds on the Oregon 100 Most Dangerous Invaders list successfully excluded each year.	2005
Goal	TOP 100 EXCLUSIONS. Keep as many harmful invasive species out of the state as possible.	
Oregon Context	Directly related to Benchmark #89; the number of most threatening invasive species not successfully excluded or contained since 2000.	
Data Source	Annual Report Card of the Oregon Invasive Species Council.	
Owner		



1. OUR STRATEGY

The Oregon Invasive Species Council (OISC) publishes an annual list of the 100 Most Dangerous Invasive Species Threatening to Invade Oregon. The ODA Plant Division strives to keep out plant pests, diseases, and weeds on this list. The Oregon Invasive Species Council, USDA,

APHIS, PPQ; USDA, Forest Service; and BLM are our primary partners.

2. ABOUT THE TARGETS

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

3. HOW WE ARE DOING

Since 2002, only one species on the OISC 100 Most Dangerous list has become established—an aquatic snail. The OISC annual report card for 2009, gave Oregon’s invasive species exclusion programs an “A” grade.

4. HOW WE COMPARE

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

5. FACTORS AFFECTING RESULTS

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

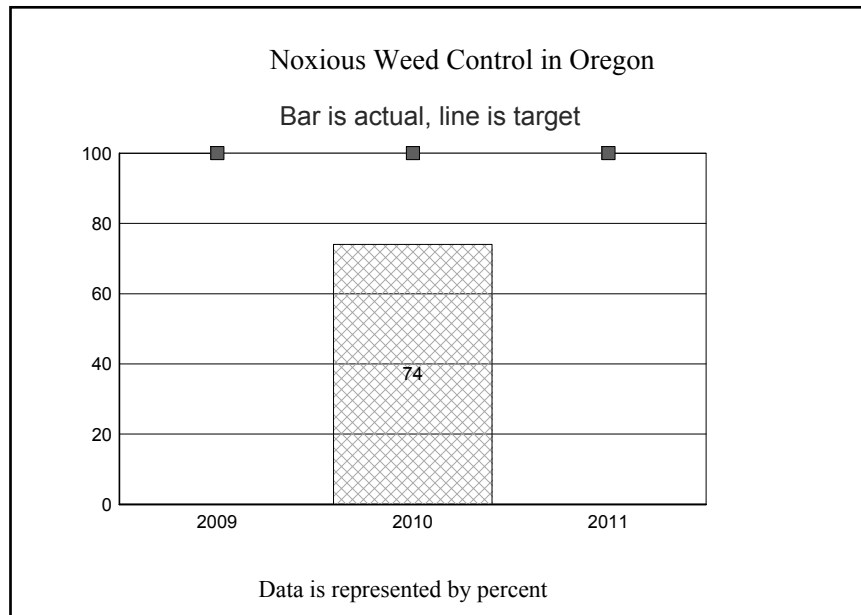
6. WHAT NEEDS TO BE DONE

Resources are decreasing at a time of increasing risk. A method to link resources to risk factors (trade and travel), would be highly desirable. A contingency fund for supporting emergency responses to invasive species introductions was created by the 2009 legislature. It is only partially funded and there is no method to refill it after an emergency.

7. ABOUT THE DATA

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

KPM #4	Noxious Weed Control - Percentage of state-listed noxious weeds successfully excluded from the state or with stable or decreasing populations.	2005
Goal	WEED CONTROL. Exclusion and eradication of noxious weeds from the State of Oregon.	
Oregon Context	Directly related to benchmark #87: percent of monitored terrestrial plants and animals not at risk.	
Data Source	Survey and release records, Oregon Department of Agriculture.	
Owner	Plant Division - Dan Hilburn, Administrator - 503-986-4663	



1. OUR STRATEGY

The Noxious Weed Control Program mission is to protect Oregon from the invasion and proliferation of exotic noxious weeds. Exclusion and early detection are primary focuses. Biological control using USDA approved biological control agents is another focus for weeds that are widespread.

The program partners with counties, Soil and Water Conservation Districts (SWCDs), cooperative weed management areas, and other land managers via a very successful grant program targeting high-priority noxious weeds.

2. ABOUT THE TARGETS

Our ambitious but realistic target is to reduce or keep 70% of the noxious weeds from getting worse. Control and containment is considered successful if populations are declining or stable. Weeds that continue to spread are a sign that there is more work to do.

3. HOW WE ARE DOING

This performance measure was redesigned in 2010. Currently 74% of noxious weeds are stable or declining.

4. HOW WE COMPARE

As far as we know this measure is unique. Oregon's noxious weed program is one of the best in the nation.

5. FACTORS AFFECTING RESULTS

Introductions of new weeds continually pose additional challenges. Extensive seed banks mean that eradication/control programs take many years, sometimes a decade or more. Complete eradication is only realistic for weeds that are detected early and treated quickly.

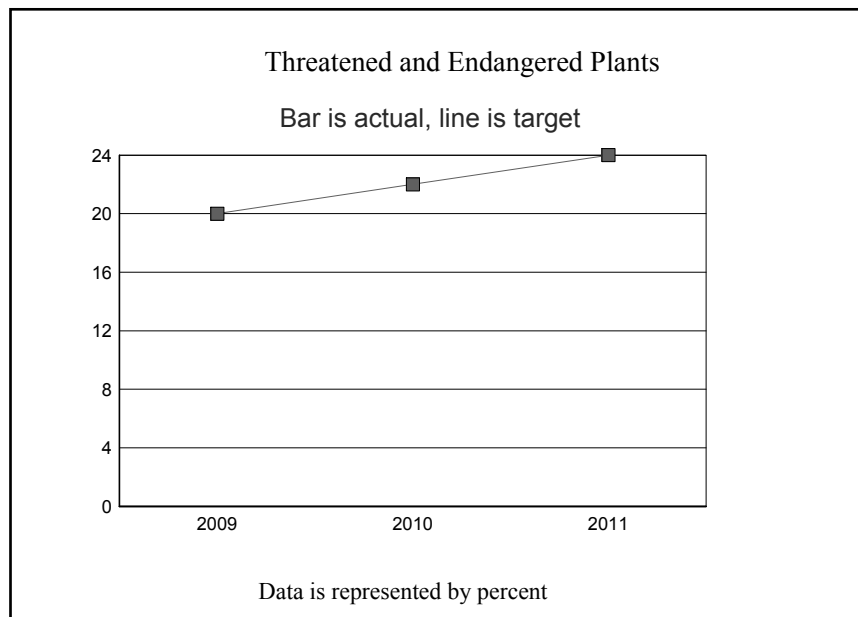
6. WHAT NEEDS TO BE DONE

Maintain base funding in order to leverage federal grants and allow for administration of lottery fund grants to partners. Base funding for county weed programs would add additional partners and levels the playing field in grant competition.

7. ABOUT THE DATA

The State Noxious Weed Board categorizes weeds as "A" (highest priority for exclusion/containment), "B" (too widespread for exclusion/containment), and "T" (to get A or B weeds to focus on). This performance measure is based on weed population trend information provided by weed control exports relating to all state listed noxious weeds.

KPM #5	T&E Plants - Percent of listed T&E plants with stable or increasing populations as a result of department management and recovery efforts.	2005
Goal	T & E Plants. Protect and conserve threatened and endangered native plants.	
Oregon Context	Directly related to benchmark #87a; percent of monitored terrestrial plants not at risk.	
Data Source	Annual Report of the ODA, Plant Division.	
Owner	Plant Division - Dan Hilburn, Administrator - 503-986-4663	



1. OUR STRATEGY

The program focuses on assisting public agencies and Oregon's citizens with management issues involving native plant species on state managed lands. The program (1) produces conservation plans for protected species; (2) regulates research and commercial activities associated with listed

plants; (3) supports state and local agencies and the public in dealing with management and protection of protected plants; and advises the federal government on the implication of listing Oregon plant species under the federal Endangered Species Act (ESA).

2. ABOUT THE TARGETS

3. HOW WE ARE DOING

The program survives mainly on federal grants. In 2009, 17 projects in 12 counties helped protect species including Oregon semaphore grass, Peck's milkvetch, and arrowleaf thelypody. Nine species (15%) of threatened or endangered plants are stable or increasing as a result of ODA management and recovery efforts.

4. HOW WE COMPARE

All states but one have native plant conservation programs. Oregon's program is unusual in that it is housed in the Department of Agriculture. Many other similar state programs are in Departments of Natural Resources.

5. FACTORS AFFECTING RESULTS

Funding for the program has been unstable since its inception.

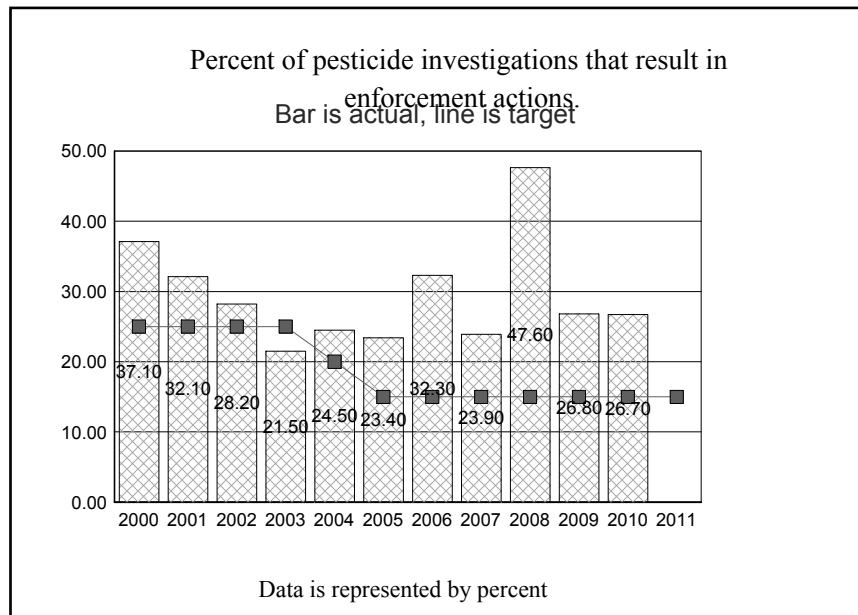
6. WHAT NEEDS TO BE DONE

ODA convened an outside panel to review this program in 2010. They panel recommended the program be redesigned to focus on working with partners through a grant program similar to the noxious weed grant program. OWEB funds were identified as a suitable source as native plant conservation is directly related to watershed protection and habitat restoration.

7. ABOUT THE DATA

Recovery of T&E plants requires a long-term effort. Since the program started, staff have worked on over 400 projects, and no T&E plants have gone extinct.

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



1. OUR STRATEGY

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

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

2. ABOUT THE TARGETS

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

3. HOW WE ARE DOING

The data for 2009 reflects a significant decrease in enforcement actions as compared to FY2008. It is hoped that this decrease is a direct result of increased surveillance, education, and outreach efforts conducted by the pesticides division.

4. HOW WE COMPARE

Performance measure is based on enforcement and compliance monitoring of Oregon's Pesticide Control Law, ORS 634. There are no relevant public or private industry standards for comparison.

5. FACTORS AFFECTING RESULTS

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

6. WHAT NEEDS TO BE DONE

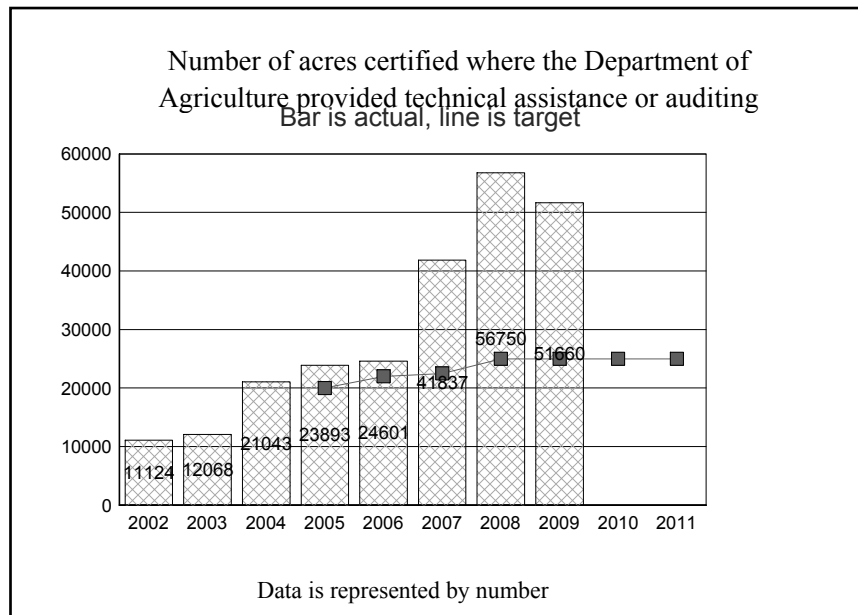
Based on the current data, the Pesticides Division will continue to evaluate and identify program resources to increase education and outreach efforts to reduce the percent of investigations resulting in enforcement actions. Pending available resources, targeted monitoring for compliance is being contemplated.

7. ABOUT THE DATA

Reporting cycle is based on State Fiscal year (July 1 to June 30). Data is from ODA Pesticides Division, Pesticide Enforcement Database. All investigations completed (includes AUO, AUF, NUO, NUF, EUP, PEI, MPI, IMP, EXP, ARI, DRI, PLR) within state fiscal year (July 1 to June 30).

Basis: any investigative activity may lead to documentation of a violation of ORS 634 and enforcement action issued. Enforcement actions measures are limited to (= =1) Notice of Violations and (==2) Imposition of Civil Penalty, (==3) Stop Sale, Use and Removal Order, or (==8) Notice of Embargo/Detainment to obtain additional information regarding the Pesticides Division compliance monitoring and enforcement program contact Chris Kirby, Pesticides Division Administrator (503) 986-4635.

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



1. OUR STRATEGY

Increasingly, fresh fruit and vegetable producers are being required to provide documented assurances that the products they deliver into the market

place have been produced and handled in a way that minimizes food borne illness potential. In response, this program provides compliance audits under the national program whereby allowing Oregon's fruit and vegetable industry to maintain and increase market share.

2. ABOUT THE TARGETS

This is a federal/state Good Agriculture, Good Handling audit program administered by the USDA, and performed by various state departments of agriculture, including Oregon's. Its designed to minimize the potential of microbial contaminants in fresh fruits and vegetables. In providing assurances of quality and wholesomeness of Oregon crops, it would be desirable to see an increase in the number of audits and acres of farms, under this voluntary certification program.

3. HOW WE ARE DOING

Because crop production in Oregon is tracked by calendar year, the data is incomplete. Year to date approximately 20,000 acres have either completed GAP audits or are in the process of being audited; it is anticipated that more than 55,000 acres will be audited for the 2010 crop year.

4. HOW WE COMPARE

Based on USDA's web-site as of 7/15/10 Idaho Department of Agriculture has 202 customers, California has 77, Washington Department of Agriculture has 183, and the Oregon Department of Agriculture has 281 customers.

5. FACTORS AFFECTING RESULTS

The fresh produce industry and it's customers have developed proprietary audits completed by their own staff or have contracted with firms to provide other audits. Idaho has recently had a large demand for GAP audits in potato fields, this is primarily because of new requirements for Federal government purchases. A similar situation has occurred in the state of Washington effecting audits of potatoes and apples.

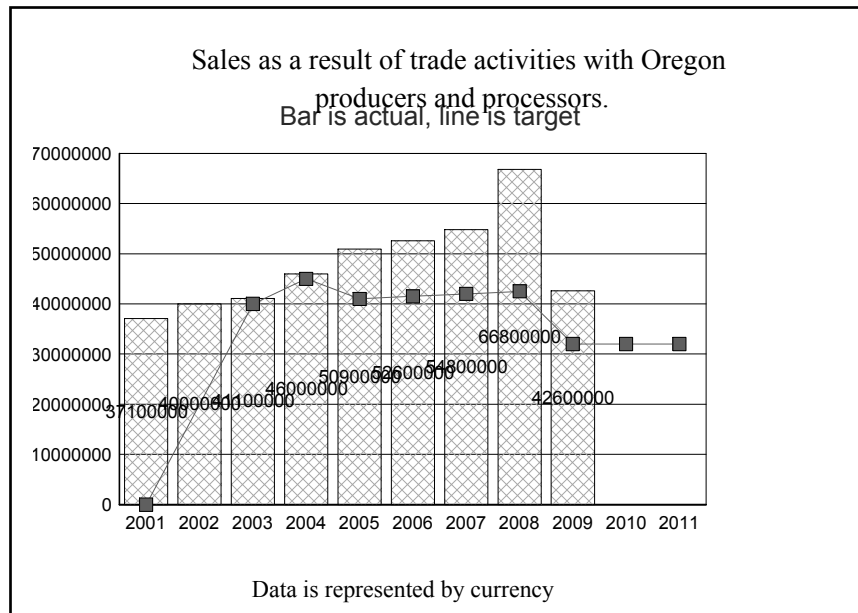
6. WHAT NEEDS TO BE DONE

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

7. ABOUT THE DATA

For this performance measure, data must be compiled on a calendar year basis. This is due to the fact that the harvests of Oregon crops have been completed by December of each year.

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



1. OUR STRATEGY

Economic impact. Provide customer service and conduct market access, price negotiation, advocacy and trade development activities that provide meaningful sales and economic benefit to Oregon's economy.

2. ABOUT THE TARGETS

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

3. HOW WE ARE DOING

In 2009, the volume and value of products benefiting from the Oregon Department of Agriculture (ODA) programs declined over previous years, due to a reduction in agency resources applied to this measure. On average, actual results are anticipated to increase over time.

4. HOW WE COMPARE

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

5. FACTORS AFFECTING RESULTS

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

6. WHAT NEEDS TO BE DONE

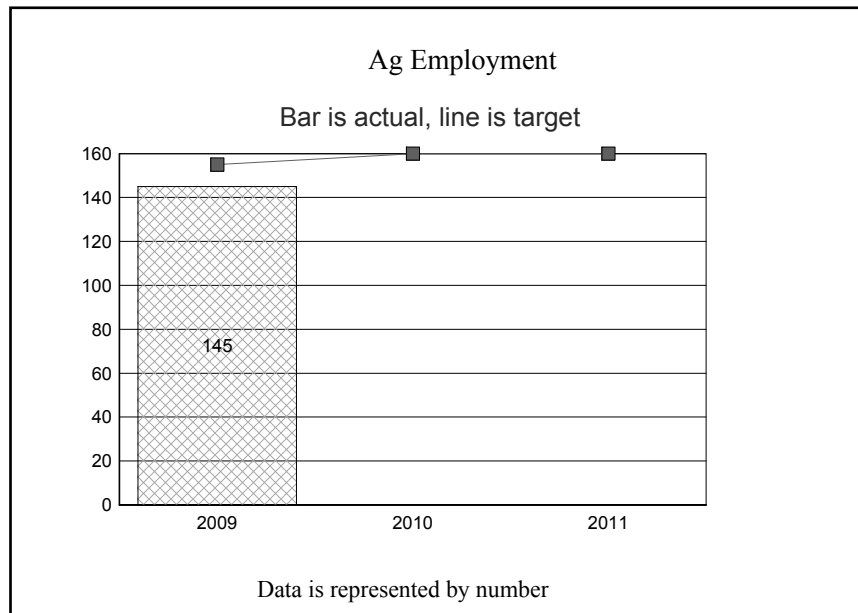
ODA will continue to build broad industry clusters to optimize market access and promotion activities in key markets as well as expand the range and reach of certification programs, allowing products to enter the market place at greater values.

7. ABOUT THE DATA

This data is collected on a calendar year, therefore, data for 2010 is not yet available. Capturing exact economic benefit is difficult and, therefore, is

an inherent weakness in the data. However, the strength of the data lies in verifiability of the numbers through analysis of participants and beneficiaries of ADMD activities.

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



1. OUR STRATEGY

Retain and create agricultural employment for Oregonians. Assist agricultural firms through the promotion and development work of the ADMD, in

cooperation with its partners, to encourage economic development, and streamline regulatory requirements and processes.

2. ABOUT THE TARGETS

The target is based on historical levels of jobs the Oregon Department of Agriculture (ODA) has assisted in developing. The number is anticipated to continue to increase over time.

3. HOW WE ARE DOING

ADMD came close to achieving its target in 2009. Future year's data will allow for trend analysis to determine whether increasing the target annually is feasible.

4. HOW WE COMPARE

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

5. FACTORS AFFECTING RESULTS

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

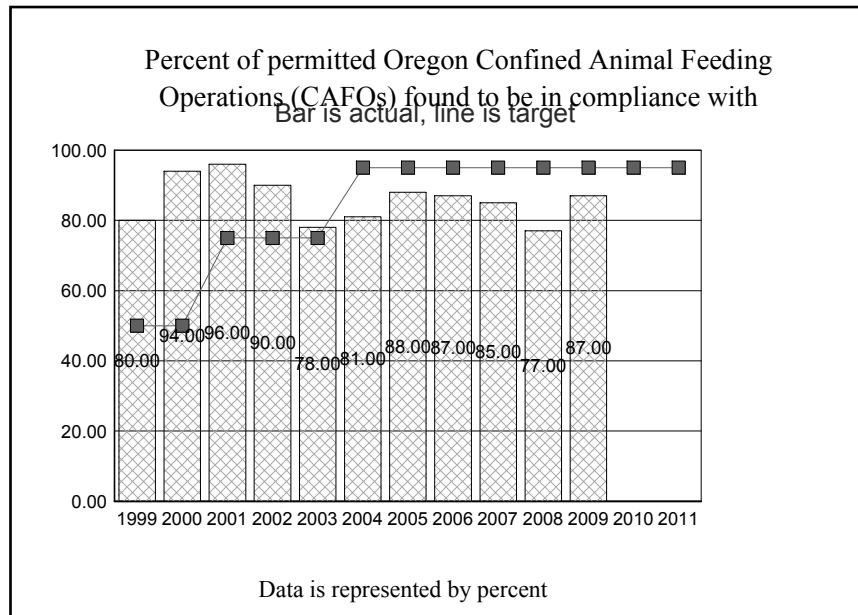
6. WHAT NEEDS TO BE DONE

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

7. ABOUT THE DATA

The data is collected on a calendar year basis, therefore, data for 2010 is not yet available. The strength of the data lies in verifiability of the numbers through analysis of participants and beneficiaries of ADMD activities.

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



1. OUR STRATEGY

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

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

2. ABOUT THE TARGETS

A new, more complex permit (NPDES) was issued in 2003 and updated in 2009. The new permit requirements posed increased challenges for the industry. ODA anticipated a drop in compliance and subsequent improvement once the permit was implemented due to education and assistance to operations required to have a permit.

3. HOW WE ARE DOING

This performance measure demonstrates ODA's ability to educate permitted CAFOs regarding permit requirements and state and federal water quality laws. The measure also allows ODA to bring swift resolution for permitted CAFOs in violation of permit or water quality laws and rules.

4. HOW WE COMPARE

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

5. FACTORS AFFECTING RESULTS

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

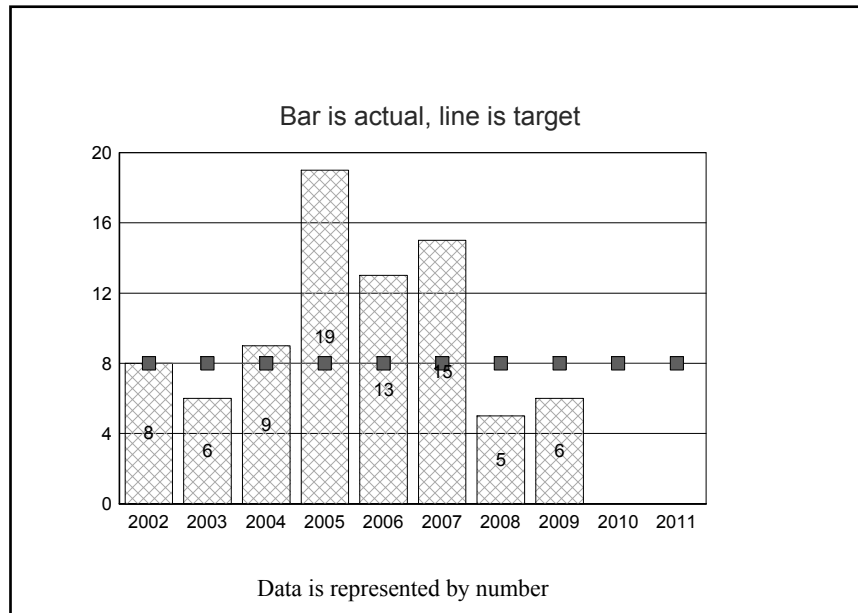
6. WHAT NEEDS TO BE DONE

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

7. ABOUT THE DATA

The data is collected on a calendar year basis, therefore, data for 2010 is not yet available. Results of inspections are maintained in the ODA CAFO database.

KPM #11	Smoke Management - No increase above 2002 levels in hours of 'significant smoke intrusions' due to field burning in key cities in the Willamette Valley as measured by nephelometer readings.	2002
Goal	Field Burning Smoke Impact Minimizations; The goal of the Smoke Management Program is to provide and allow grass seed growers the opportunity to open burn up to 15,000 acres in certain areas on the northern Willamette Valley.	
Oregon Context	OBM #75. Program is responsible for controlling movement of air pollutants due to field burning.	
Data Source	Smoke Intrusions are measured by nephelometers. Nephelometers measure concentrations of airborne particulate matter. There are four nephelometers in and around the area where field burning occurs. The nephelometers are operated and maintained by the Oregon Department of Environmental Quality (DEQ). The Oregon Department of Agriculture uses the meters under agreement with DEQ. Airborne particulate levels are reported and recorded hourly. The definition of "smoke intrusion" is outlined in OAR 603-077-0105(7)(a)(b)(c).	
Owner	ODA Natural Resources Division; Smoke Management Program; John Byers - Program Manager 503-986-4701.	



1. OUR STRATEGY

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

2. ABOUT THE TARGETS

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

3. HOW WE ARE DOING

The 2009 Oregon Legislative Assembly passed Senate Bill 528 which drastically reduced the number of acres allowed to be burned in the Willamette Valley from 65,000 to 15,000 acres. It is anticipated that these reductions will reduce the number of smoke related "impacts". However, predicting weather patterns that take smoke "up and out" of the valley is an inexact science, and smoke related impacts may continue to occur.

4. HOW WE COMPARE

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

5. FACTORS AFFECTING RESULTS

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

6. WHAT NEEDS TO BE DONE

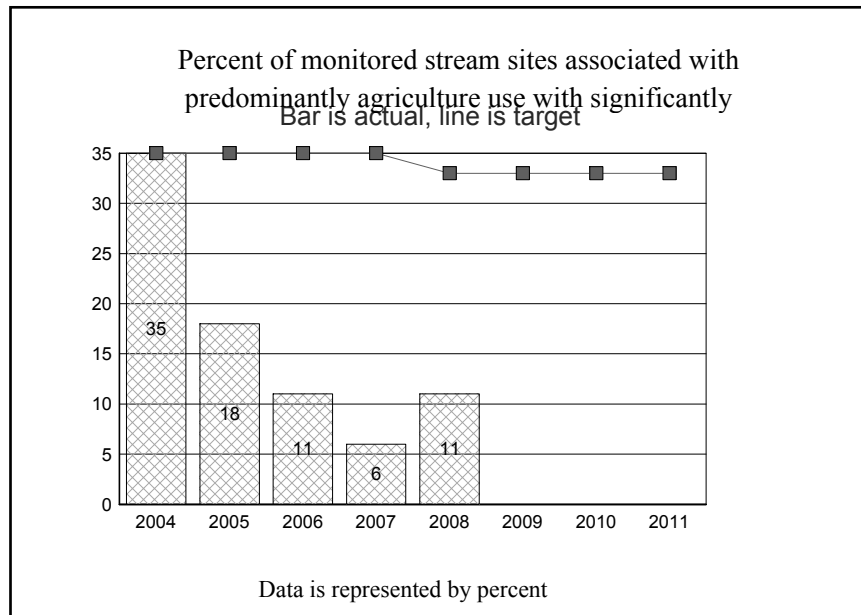
ODA continues to learn from past weather prediction experience, educate growers in proper field burning processes and carry out

enforcement actions as necessary. ODA works with the Oregon Department of Forestry Weather Office to continually improve our weather prediction capacities.

7. ABOUT THE DATA

Field burning is conducted annually in the summer following grass seed harvest in the Willamette Valley. The nephelometers sample particulate matter continually. ODA monitors and records the nephelometer readings during the field-burning season (June 15 through October 15). 2009 data is not yet available.

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



1. OUR STRATEGY

The Oregon Department of Agriculture (ODA) uses a combination of voluntary, educational efforts and regulatory actions to encourage Oregon's agricultural producers to maintain and enhance water quality. This is accomplished through 39 basin plans allowed for under legislation established

in 1993. Partners include the agricultural community, Soil and Water Conservation Districts, USDA Natural Resources Conservation Service and the OSU Extension Service.

2. ABOUT THE TARGETS

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

3. HOW WE ARE DOING

While this measure was established in 2005 using the Department of Environmental Quality (DEQ) data pertinent to agriculturally dominated areas. Because of the amount of variability in this data, statistically significant trends have not been shown at this time.

4. HOW WE COMPARE

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

5. FACTORS AFFECTING RESULTS

In 2010 the Oregon Department of Agriculture worked with the DEQ and the Oregon Department of Forestry (ODF) to re-evaluate land use descriptions identified for DEQ's ambient monitoring sites. As a result a modified and expanded suite of ambient sites representing sites influenced by agriculture were identified. Some of the original ambient sites were retained, but many were dropped and new ones added. Because of this, results from this year forward will not be directly comparable to previous years. It should be noted that some of the ambient monitoring sites chosen to represent agriculture were also chosen by ODF to represent forestry influence. This is because some sites have combined agricultural-forestry usage. Also, not all the ambient sites designated as being 'agriculture' by DEQ were used in this analysis because we felt that some of them were unduly influenced by other land uses in addition to agriculture.

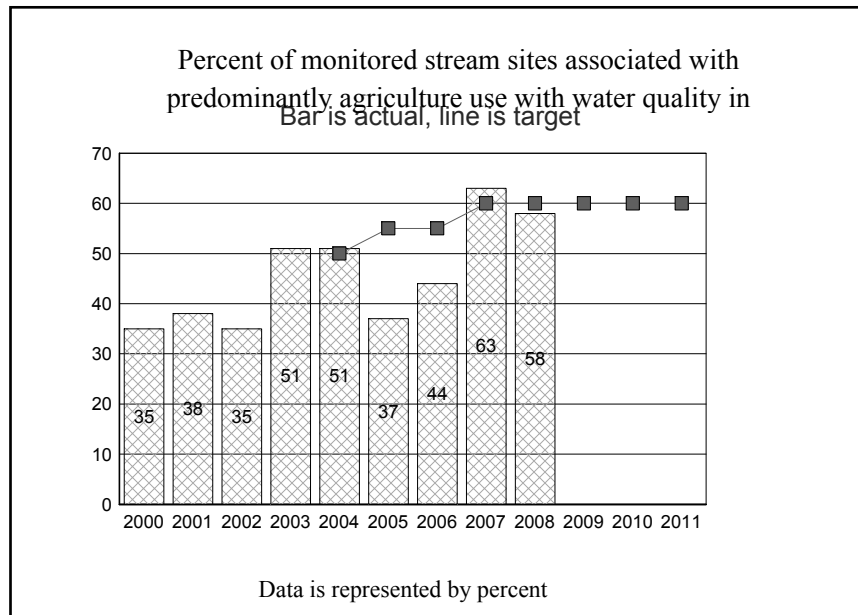
6. WHAT NEEDS TO BE DONE

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

7. ABOUT THE DATA

Data is being analyzed and updates to the graph for 2009 will hopefully be done within next 30 days.

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



1. OUR STRATEGY

The Oregon Department of Agriculture (ODA) uses a combination of voluntary, educational efforts and regulatory actions to encourage Oregon's agricultural producers to maintain and enhance water quality. This is accomplished through 39 basin plans allowed for under legislation established

in 1993. Partners include the agricultural community, Soil and Water Conservation Districts, USDA Natural Resources Conservation Service and the OSU Extension Service.

2. ABOUT THE TARGETS

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

3. HOW WE ARE DOING

While this measure was established in 2005 using the Department of Environmental Quality (DEQ) data pertinent to agriculturally dominated areas. Because of the amount of variability in this data, statistically significant trends have not been shown at this time.

4. HOW WE COMPARE

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

5. FACTORS AFFECTING RESULTS

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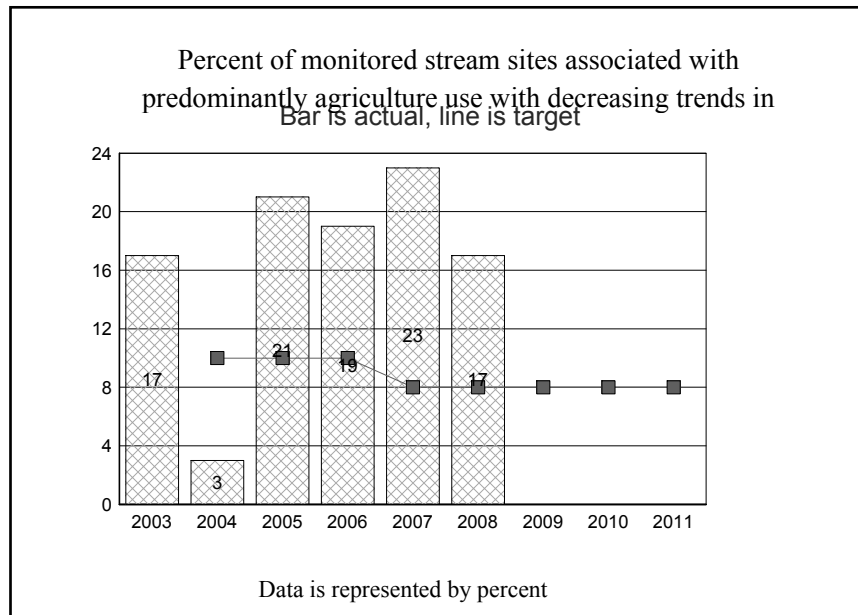
6. WHAT NEEDS TO BE DONE

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

7. ABOUT THE DATA

Data is being analyzed and updates to the graph for 2009 will hopefully be done within next 30 days.

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



1. OUR STRATEGY

The Oregon Department of Agriculture (ODA) uses a combination of voluntary, educational efforts and regulatory actions to encourage Oregon's agricultural producers to maintain and enhance water quality. This is accomplished through 39 basin plans allowed for under legislation established

in 1993. Partners include the agricultural community, Soil and Water Conservation Districts, USDA Natural Resources Conservation Service and the OSU Extension Service.

2. ABOUT THE TARGETS

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

3. HOW WE ARE DOING

While this measure was established in 2005 using the Department of Environmental Quality (DEQ) data pertinent to agriculturally dominated areas. Because of the amount of variability in this data, statistically significant trends have not been shown at this time.

4. HOW WE COMPARE

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

5. FACTORS AFFECTING RESULTS

In 2010 the Oregon Department of Agriculture worked with the DEQ and the Oregon Department of Forestry (ODF) to re-evaluate land use descriptions identified for DEQ's ambient monitoring sites. As a result a modified and expanded suite of ambient sites representing sites influenced by agriculture were identified. Some of the original ambient sites were retained, but many were dropped and new ones added. Because of this, results from this year forward will not be directly comparable to previous years. It should be noted that some of the ambient monitoring sites chosen to represent agriculture were also chosen by ODF to represent forestry influence. This is because some sites have combined agricultural-forestry usage. Also, not all the ambient sites designated as being 'agriculture' by DEQ were used in this analysis because we felt that some of them were unduly influenced by other land uses in addition to agriculture.

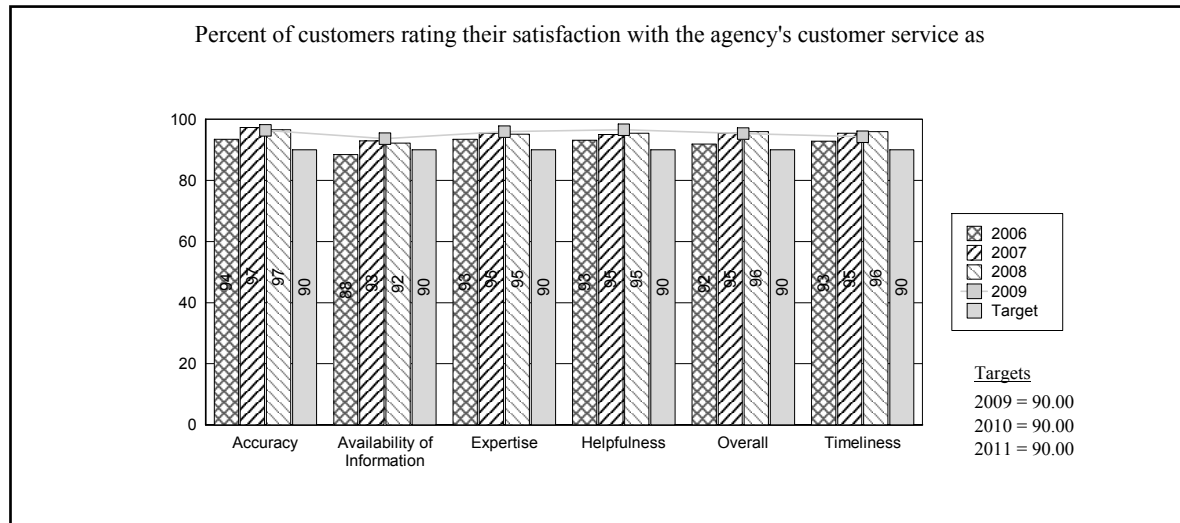
6. WHAT NEEDS TO BE DONE

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

7. ABOUT THE DATA

Data is being analyzed and updates to the graph for 2009 will hopefully be done within next 30 days.

KPM #13	Customer Service - Percent of customers rating their satisfaction with the agency's customer service as "good" or "excellent": overall customer service, timeliness, accuracy, helpfulness, expertise and availability of information.	2006
Goal	This measure is linked to the agency's vision to carryout its mission while providing customer satisfaction.	
Oregon Context	ODA mission	
Data Source	Customer satisfaction surveys were sent to a stratified random sample of customers that interacted with the agency between July 1 and September 30, 2009. This measure reports a combination of "good" and "excellent" responses as a percentage of total responses.	
Owner	Administration Office Sherry Kudna Phone: 503-986-4619	



1. OUR STRATEGY

The Oregon Department of Agriculture (ODA) has a three-fold mission to provide food safety and consumer protection, protect the natural resource base, and market agricultural products. It is ODA's strategy to employ core values that guide the actions of employees as they carry out the mission of the agency in a way that provides customer satisfaction. The ODA conducts an annual customer survey on randomly selected customers having

recent contact with the agency in the preceding three months. The three month period is rotated each year since many programs are seasonal.

2. ABOUT THE TARGETS

Prior to inception of this measure the agency conducted a smaller scale customer satisfaction survey and found that on average, ninety percent of those surveyed reported that the agency exceeded their expectations relating to the overall satisfaction of service. The goal was to continue to carryout the agency mission while maintaining this ninety percent target, meaning ninety percent of customers rate the agency in all areas as "good" or "excellent".

3. HOW WE ARE DOING

The data reveals that ODA has exceeded its ninety percent target for good or excellent responses in all areas, including overall satisfaction, timeliness, accuracy, helpfulness, expertise, and availability of information. This means the agency continues to serve its customers with quality customer service. Ratings for helpfulness, expertise, and availability of information improved in 2009 while ratings for accuracy, timeliness and overall service decreased slightly. In 2006 availability of information did not meet the target rate; since then it has exceeded the target, however it remains the lowest rated.

4. HOW WE COMPARE

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

5. FACTORS AFFECTING RESULTS

One factor that could possibly affect survey results is the sampling time frame. This sample included only customers with agency interaction July 1 through September 30, 2009. Many ODA programs are cyclical and may be under or over represented at different time frames throughout the year. The ODA is rotating the sampling frame in an attempt to include all types of agency customers. In 2008 the sampling frame included customers with interaction April 1 through June 30, 2008. In 2007 the sampling time frame included customers with interaction January 1 through March 31, 2007 and in 2006 the sampling time frame included customers with interaction from October 1 through December 31, 2005.

6. WHAT NEEDS TO BE DONE

ODA will continue to provide quality customer service and will continue to conduct customer satisfaction surveys on an annual basis. This may become a more challenging task in the future due to increasingly limited resources.

7. ABOUT THE DATA

Survey name: ODA Customer Service Survey

Surveyor: agency staff

Date conducted: November 2 through December 31, 2009

Population: compliers, consumers, constituents, clients

Sampling frame: customers from the population that interacted with the Oregon Department of Agriculture between July 1, 2009 and September 30, 2009

Sampling procedure: stratified random sample

Sample characteristics: Population = 18,935; Sample = 960; Responses = 410; Response rate = 42.7 percent

Sample characteristics specific to each category:

Overall service: Valid responses = 385, Response rate = 40.1%, Margin of error = 2.1%, Confidence level = 95%

Timeliness: Valid responses = 386, Response rate = 40.2%, Margin of error = 2.3%, Confidence level = 95%

Accuracy: Valid responses = 385, Response rate = 40.1%, Margin of error = 1.8%, Confidence level = 95%

Helpfulness: Valid responses = 382, Response rate = 39.8%, Margin of error = 1.8%, Confidence level = 95%

Expertise: Valid responses = 376, Response rate = 39.2%, Margin of error = 2.0%, Confidence level = 95%

Availability of info: Valid responses = 364, Response rate = 37.9%, Margin of error = 2.5%, Confidence level = 95%

Weighting: Single survey, no weighting required.

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

Contact: Lisa Hanson, Deputy Director	Contact Phone: 503-986-4632
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Alternate: Sherry Kudna, Executive Assistant	Alternate Phone: 503-986-4619
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The following questions indicate how performance measures and data are used for management and accountability purposes.

1. INCLUSIVITY	<p>* Staff: Agency staff developed performance measures for ODA program areas. Key performance measures have been limited to high-level outcomes that impact the agency's three-fold mission. ODA's performance measures are reviewed annually by the State Board of Agriculture and were reviewed by the legislature during the 2007 legislative session. The agency proposed changes to its key performance measures during the legislative process based on stakeholder input and to improve the usefulness of ODA's measures.</p> <p>* Elected Officials: ODA's performance measures are reviewed annually by the State Board of Agriculture and were reviewed by the legislature during the 2007 legislative session. The agency proposed changes to its key performance measures during the legislative process based on stakeholder input and to improve the usefulness of ODA's measures.</p> <p>* Stakeholders: ODA's performance measures are reviewed annually by the State Board of Agriculture and were reviewed by the legislature during 2007 legislative session. The agency proposed changes to its key performance measures during the legislative process based on stakeholder input and to improve the usefulness of ODA's measures.</p> <p>* Citizens:</p>
2 MANAGING FOR RESULTS	Key performance measures were amended during the 2005, 2007, and 2009 legislative sessions to better reflect ODA activities and make the measures more easily understood.
3 STAFF TRAINING	During the past year, ODA staff has had limited training on performance measures. However, staff continues to work with the measures in an effort to make them a meaningful evaluation tool.
4 COMMUNICATING RESULTS	* Staff: This report is available on ODA's Web site. The report will be reviewed by the State Board of Agriculture and the legislature during the agency budget hearings.

* **Elected Officials:** This report is available on ODA's Web site. The report will be reviewed by the State Board of Agriculture and the legislature during the agency budget hearings.

* **Stakeholders:** This report is available on ODA's Web site. The report will be reviewed by the State Board of Agriculture and the legislature during the agency budget hearings.

* **Citizens:** This report is available on ODA's Web site. The report will be reviewed by the State Board of Agriculture and the legislature during the agency budget hearings.