

LFO Revised Budget Form #107BF04c

OREGON DEPARTMENT OF FORESTRY Annual Performance Progress Report (APPR) for Fiscal Year 2006-07

Original Submission Date: September 30, 2007

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Oregon Department of Forestry

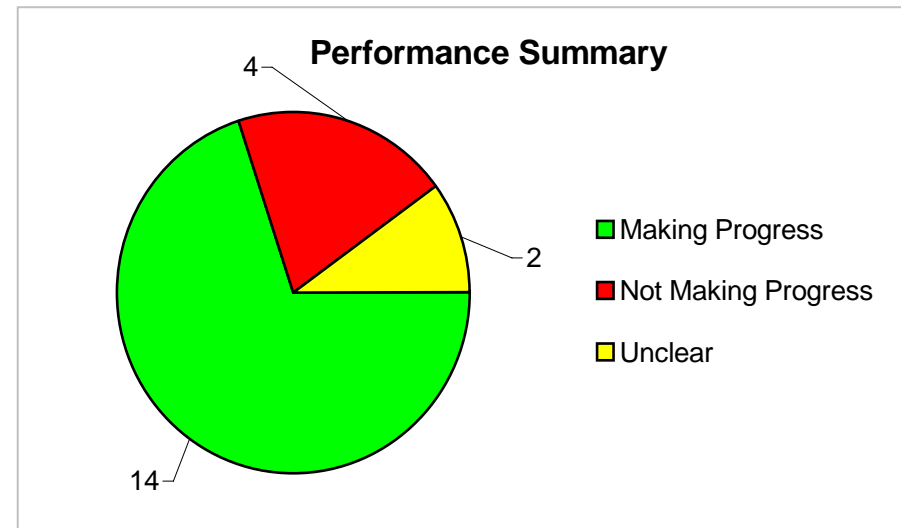
Agency Mission: To serve the people of Oregon by protecting, managing, and promoting stewardship of Oregon's forests to enhance environmental, economic, and community sustainability.

I. EXECUTIVE SUMMARY

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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 defined a list of vital actions. These vital actions are designed by each program to meet their portion of the agency's mandates and to assist in addressing the strategies and actions outlined in the Oregon Board of Forestry's strategic plan, the 2003 *Forestry Program for Oregon*. In this agency strategic planning process, a program's vital actions have been linked to the Board of Forestry's highest priorities, identified as "key actions" in the *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 vital 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

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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, and 88. 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 strategies and actions 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.

3. PERFORMANCE SUMMARY

The performance measure reports for Fiscal Year 2006-07 indicate the agency was effective in preventing and suppressing forest wildfires, with legislatively approved funding for initial attack being a big factor. Wildfire fire suppression work was completed with an emphasis on firefighter safety. The Department continues to be proactive in the detection and prevention of forest insect and disease problems. 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. The Department's forest nursery exhibited an improvement in its ability to predict non-contract demand for seedlings and selling seedlings grown on speculation. Due to the lack of targets, it is unclear to what extent Department programs are influencing Oregon coast Coho spawner abundance.

The Oregon Board of Forestry initiated the new board and commission governance measure this year and determined that it met 14 of 15 evaluation criteria.

Budget limitations in 2005-07 affected the Department's ability to assist family forest landowners develop management plans and help promote the completion of private forestland improvement projects. Federal funds available for private forest management incentive programs has declined. However, Forest Practices Act compliance by private landowners remains very high.

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, and expertise. The Department will use this information to further improve service to local governments and forest landowners and to promote further dialogue on these topics. Improvements can be made in the availability of department information for its customers.

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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. Federal funding received by the state for has also been reduced from historically high levels, further reducing landowner accomplishments. 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 such assistance. The result is a reduction in funding 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 will close in the spring of 2008 and will not have seedlings available for non-industrial private landowners after the 2008 Planting Season.

The nine percent variance between targeted and accomplished Fiscal Year 2007 State Forests timber sale plan objectives has resulted from three factors: the high turnover of timber sale preparation foresters within the limited duration positions located on some districts (an issue addressed in the 2007-09 budget), federal threatened and endangered species issues that are continuing to affect some planned sales, and, less significantly, adjustments made as the sale is placed in its contract format.

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.

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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 USED AND EFFICIENCY

The Department of Forestry's Legislatively Adopted Budget for 2005-07 was \$235.4 million total funds. This was \$27.9 million or 10.6% less than the 2003-05 legislatively approved expenditure level and \$2.9 million or 1.2% less than the Governor's recommended budget. The decrease was primarily due to the reduction of one-time Other Funds expenditures related to fire protection in the 2003-05 biennium and elimination of the industrial fire prevention program. The budget continued support for cooperative fire protection, State Forests management plan implementation, smoke management, and reforestation tax credit activities.

The adopted budget included 1,338 positions and 913.71 FTE, which reflects a net reduction of 20 positions but increased full-time equivalent positions (33.29 FTE). This was the result of the elimination of vacant positions and consolidating part-time and seasonal positions while adding positions for federally-funded National Fire Plan activities and State Forest Management activities, including nine positions to staff the Tillamook Forest Center. The adopted budget combined activities of the Forestry Assistance and Forest Practice programs into a new Private Forests Program. Combining the two programs leveraged the expertise and staffs from both programs to more effectively accomplish program objectives.

KPMs 3, 14, and 15 are efficiency measures that evaluate Department outputs per unit of resource input. While the Department continued to make progress in effectively and efficiently suppressing wildfires (KPM #14) and doing so in a safe manner (KPM #15), budget reductions and the resulting redistribution of job duties resulted in a lack of progress in Stewardship Forester efficiency (KPM #3).

II. KEY MEASURE ANALYSIS

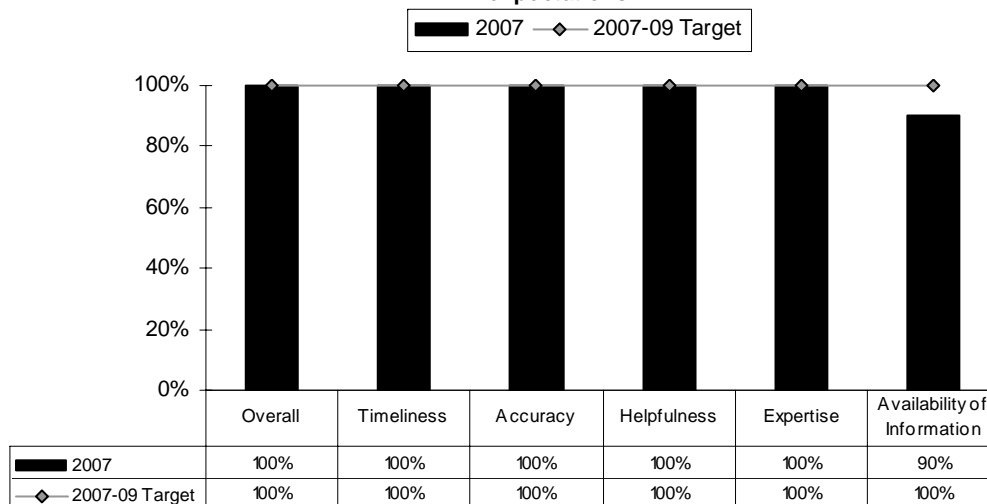
Agency Mission: To serve the people of Oregon by protecting, managing, and promoting stewardship of Oregon’s forests to enhance environmental, economic, and community sustainability.

KPM #629-1	CUSTOMER SERVICE TO COUNTY GOVERNMENTS AND FOREST LANDOWNERS – Percent of Oregon’s forested counties and Forest Protective Associations expressing that Oregon Department of Forestry (ODF) programs collectively meet or exceed expectations	Measure since: 2006
Goal	<i>Forestry Program for Oregon</i> Strategy A: Promote a sound legal system, effective and adequately funded government, leading-edge research, and sound economic policies	
Oregon Context	This measure is a relatively new customer service measure and is not directly linked to an existing Oregon Benchmark. 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.	
Data source	Based on annual consultations (via survey) with county commissions and Forest Protective Associations by Department District Foresters.	
Owner	David Clouse, Quality Assurance Program Director, 503-945-7266	

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.

Percent of Oregon’s forested counties and Forest Protective Associations expressing that ODF programs collectively meet or exceed expectations.



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

This is a relatively new measure, now in its second year. Survey results for this year and 2006 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.

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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. The lower rating for availability of information relates to outdated and obsolete agency information systems, which have now received needed financial attention in the 2007-09 budget.

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. Of the 24 groups surveyed this year, 19 responded for a 79% return rate. We also included comments received from the Board of Forestry's Forest Trust Land Advisory Committee. The survey covered calendar year 2006.

II. KEY MEASURE ANALYSIS

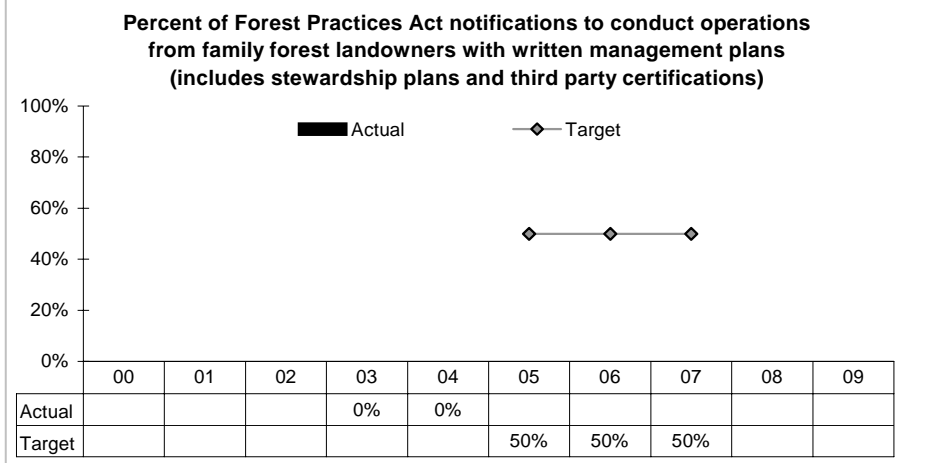
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KPM #629-2	FAMILY FOREST LANDOWNER MANAGEMENT PLANNING – Percent of Forest Practices Act notifications to conduct operations from family forest landowners with written management plans (includes stewardship plans and 3rd-party certifications)	Measure since: 2005
Goal	<i>Forestry Program for Oregon</i> 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.	
Oregon Context	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. As of 2001, Benchmark 82 indicated that Oregon has been effective in retaining its forests land base. Since that time increased development pressure coupled with ballot measure 37 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 85 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.	
Data source	Based on Private and Community Forestry Program records.	
Owner	Peter Daugherty, Private Forests Program Director, 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.



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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, and USDA-Natural Resource Conservation Service.

2. ABOUT THE TARGETS

Currently, 21 percent of family forest acres are covered under a written plan. The Department's target is to move this to 50 percent which represents a 1.4 million acre increase of family forest acres with forest 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?

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." 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.

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.

II. KEY MEASURE ANALYSIS

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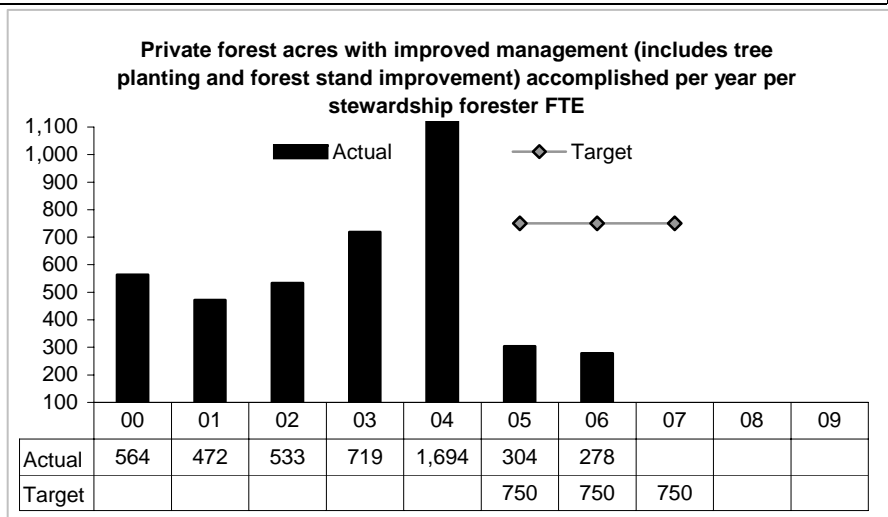
KPM #629-3	STEWARDSHIP FORESTER EFFICIENCY – Private forest acres with improved management (includes tree planting and forest stand improvement) accomplished per year per Stewardship Forester FTE	Measure since: 1989
Goal	<i>Forestry Program for Oregon Strategies B and C:</i> Ensure that Oregon's forests 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.	
Oregon Context	Benchmark 83 indicates Oregon is effective in maintaining the productive capacity of its forests. Improved forest management practices leads to improved forest productivity.	
Data source	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.	
Owner	Peter Daugherty, Private Forests Program Director, 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

2006 accomplishments are 37 percent of the target. The reduction in accomplishments per FTE reflects the redistribution of job duties across a greater number of FTE in 2005. Additionally, federal funding received by the state for these types of projects has been reduced from historically levels reducing landowner accomplishments. The Department plans to monitor this measure for three years to determine if 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.

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5. **FACTORS AFFECTING RESULTS**

There are several factors affecting this measure. They include a reduction in Federal funding for these types of projects; budget reductions have reduced stewardship forester FTE and the development of the integrated Private Forests Program from the merger of the past Forestry Assistance and Forest Practices programs).

6. **WHAT NEEDS TO BE DONE**

The Department will be tracking accomplishments for three years before re-evaluating 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.

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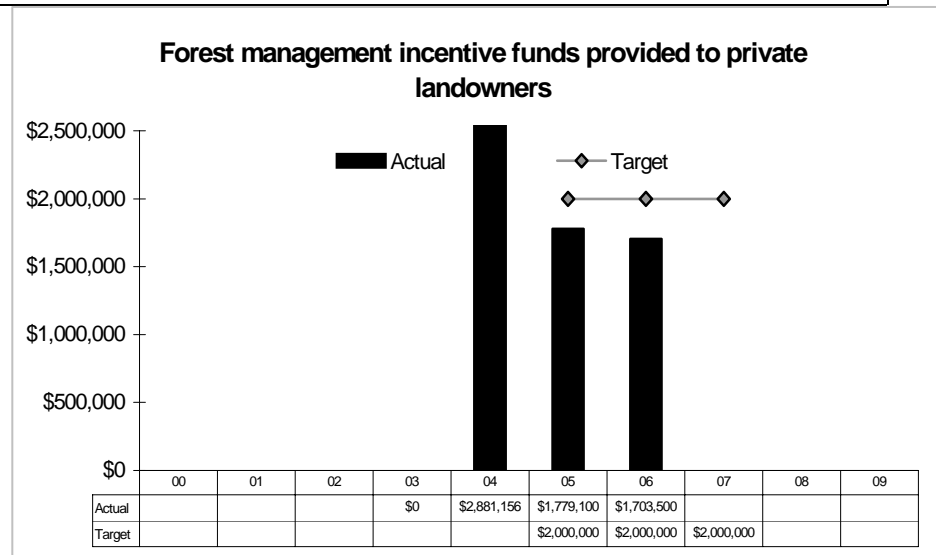
KPM #629-4	PRIVATE LANDOWNER INCENTIVES – Forest management incentive funds provided to private landowners	Measure since: 1989
Goal	<i>Forestry Program for Oregon</i> Strategies B, C, D, E, and F: Ensure that Oregon's forests provide diverse social and economic outputs and benefits valued by the public 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.	
Oregon Context	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. As of 2001, Benchmark 82 indicated that Oregon has been effective in retaining its forests land base. Since that time increased development pressure coupled with ballot measure 37 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 85 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.	
Data source	Based on Private and Community Forestry Program records. Only includes incentive programs with ODF involvement.	
Owner	Peter Daugherty, Private Forests Program Director, 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 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 funding anticipated to be received annually through 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.



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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.

7. **ABOUT THE DATA**

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

II. KEY MEASURE ANALYSIS

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KPM #629-5	FOREST NURSERY SERVICES – Percent of non-contract seedling demand met by ODF nursery speculation stock	Measure since: 1991
Goal	<i>Forestry Program for Oregon</i> 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.	
Oregon Context	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.	
Data source	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.	
Owner	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.

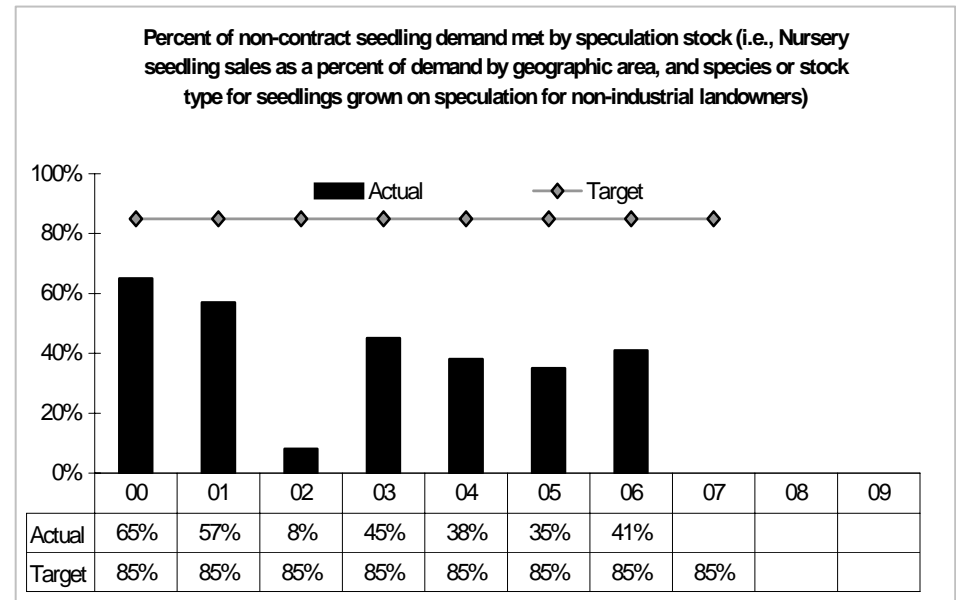
The Performance measure demonstrates the agency is actively promoting the availability of seedlings for all Non Industrial Private Forest Landowners for reforestation and conservation planting. Planting seedlings maintains and enhances sustainability for Oregon’s forests.

2. ABOUT THE TARGETS

Target represents actual sales as a percentage of demand which is predicted by Phipps two years in advance of seedling harvest. Target demonstrates the Nursery’s effectiveness in predicting non-contract demand and producing and selling seedlings to meet the demand.

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 41 percent as compared to 35 percent in the previous year, but overall accomplishment is still well below the target.



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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 will close in the spring of 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.

II. KEY MEASURE ANALYSIS

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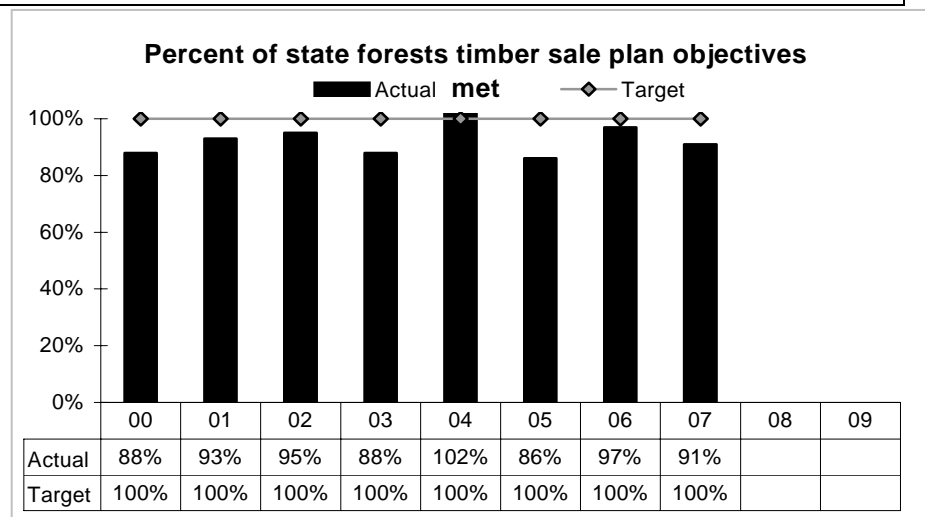
KPM #629-6	STATE FOREST TIMBER SALES – Percent of state forests timber sale plan objectives met (higher is better)	Measure since: e.g. 1999
Goal	<i>Forestry Program for Oregon Strategies B and C:</i> Ensure that Oregon's forests provide diverse social and economic outputs and benefits valued by the public 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.	
Oregon Context	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.	
Data source	Actual timber harvest volumes based on field district accomplishment reports.	
Owner	Nancy Hirsch, State Forests Program, 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 2006 data shows that timber sales were at 97 percent of target and the 2007 data shows that they were at 91 percent of target.

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

The nine percent variance between targeted and accomplished Fiscal Year 2007 sale plan objectives has resulted from three factors.

- The high turnover of timber sale preparation foresters within the limited duration positions located on some districts. This has resulted in lower rate of sale completion while the positions are recruited and the new foresters become familiar with their duties and district.

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- A second factor is that federal threatened and endangered species issues are continuing to affect some planned sales, resulting in modifications. The impact is usually due to the loss of acres available for harvest resulting from placing sales "on hold" while additional activities related to these species can occur, which affects total volume.
- The third less significant factor is related to the adjustments made as the sale is placed in its contract format. Field preparation of the sale can identify changes to the sale boundaries and harvest method layout, which can result in minor adjustments in the acreage and timber volume estimates made during the planning process.

6. WHAT NEEDS TO BE DONE

The program will:

- Develop a more stable workforce. The 2007-2009 legislatively approved budget converts limited duration positions to permanent position, including positions specific to planning harvest operations. In addition, the program completed a staffing/workload analysis that explored more efficient and effective methods of accomplishing its goals with the existing workforce; the program is currently implementing the results of that analysis. These two actions will improve the effectiveness of district timber sale planning activities.
- Continue T & E survey efforts as required under the federal ESA, which are likely to identify new T & E sites requiring protection, thus continuing to have impacts on planned sales. The program will continue the present practice to identify a pool of "alternate" planned sales that can be used to "in-fill" for those planned sales that are impacted by T & E species.
- Improve the early planning of operations so that there are fewer adjustments to the final sale boundaries.

7. ABOUT THE DATA

The data is associated with fiscal years 2006 and 2007, 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.

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KPM #629-7	REFORESTATION OF PRIVATE FORESTLANDS – Percent of private forest acres where required reforestation is successfully completed	Measure since: 1990
Goal	<i>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.</i>	
Oregon Context	As of 2001, Benchmark 82 indicated that Oregon has been effective in retaining its forests land base. Since that time increased development pressure coupled with ballot measure 37 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.	
Data source	Based on Private and Community Forestry Program records and annual compliance inspections.	
Owner	Peter Daugherty, Private Forests Program Director, 503-945-7482	

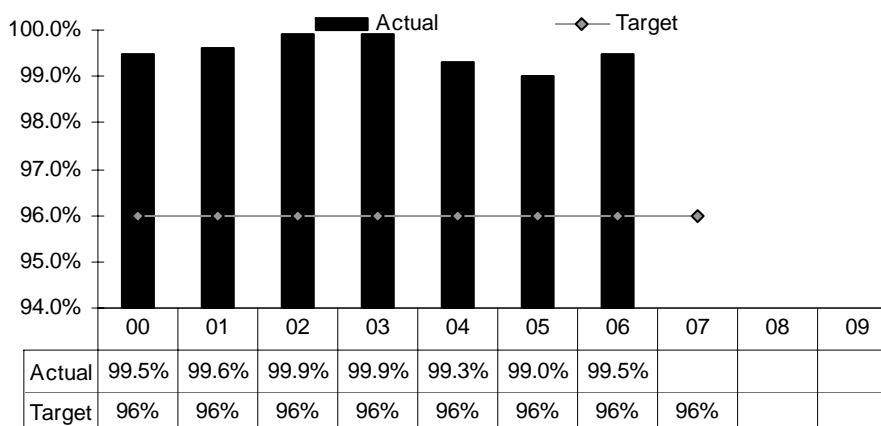
1. OUR STRATEGY

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.

2. ABOUT THE TARGETS

Reforestation is a requirement of the Forest Practices Act (FPA). 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.

Percent of harvest acres (not including federal and state forests) requiring compliance determinations that were in compliance with Forest Practices Act reforestation standards



3. HOW WE ARE DOING

The success rate of forest operations requiring reforestation that receive compliance checks has consistently been in the 99 percentile.

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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**

Industrial and many family forest landowners are committed and well informed regarding reforestation. 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. 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 2006, 272,787 acres required reforestation; foresters inspected 135,937 acres or 49.6 percent of acres requiring reforestation.

II. KEY MEASURE ANALYSIS

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.

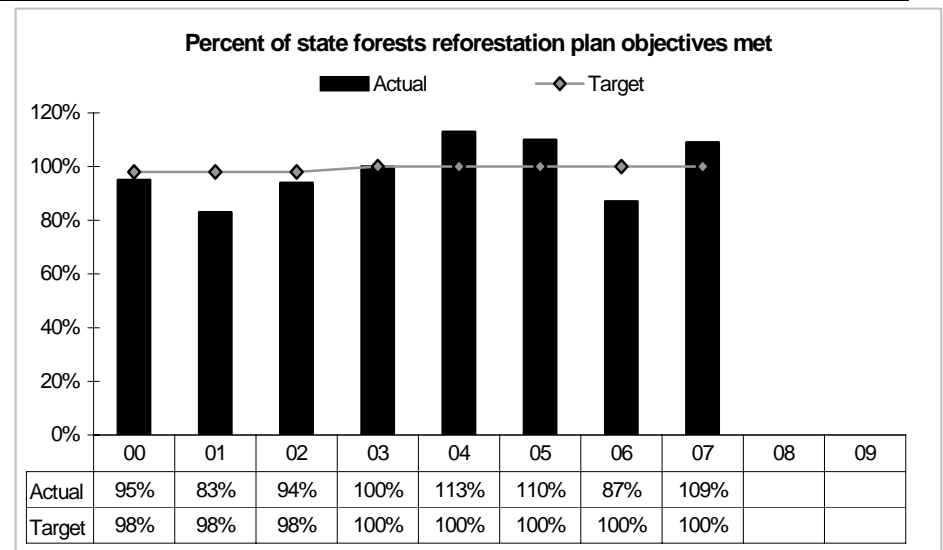
KPM #629-8	REFORESTATION OF STATE FORESTS – Percent of state forests reforestation plan objectives met	Measure since: e.g. 1999
Goal	<i>Forestry Program for Oregon Strategy C: Maintain and enhance the productive capacity of Oregon’s forests to improve the economic well being of Oregon’s communities.</i>	
Oregon Context	Benchmark 81 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.	
Data source	Actual count based on field district accomplishment reports.	
Owner	Nancy Hirsch, State Forests Program, 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 109 percent of the 2007 target and the actual acres planted are 119 percent of the planned goal.

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.

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 higher 2007 accomplishments were a result of more initial planting and interplanting 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 years 2005 and 2006, 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).

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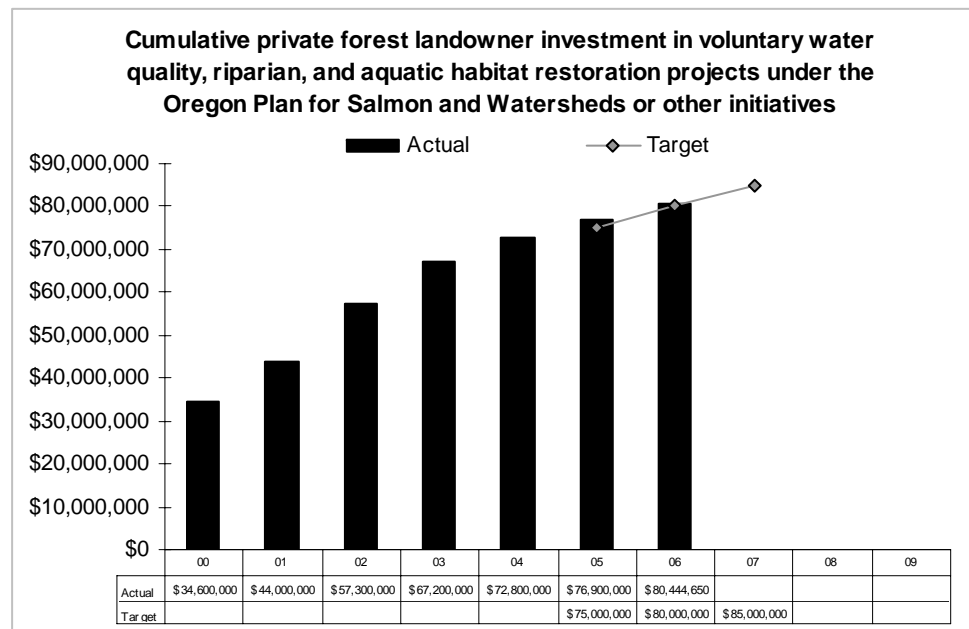
KPM #629-9	PRIVATE LANDOWNER INVESTMENT IN STREAM RESTORATION – Cumulative private forest landowner investment in voluntary water quality, riparian, and aquatic habitat restoration projects under the Oregon Plan or other initiatives	Measure since: 2005
Goal	<i>Forestry Program for Oregon Strategy D: Protect, maintain, and enhance the soil and water resources of Oregon's forests.</i>	
Oregon Context	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.	
Data source	Based on data obtained annually from the Oregon Watershed Enhancement Board. The dollar amounts represent investments from private forestland owners only.	
Owner	Peter Daugherty, Private Forests Program Director, 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 2006 were \$80.4 million compared to a target of 80.0 million.

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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.

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.

II. KEY MEASURE ANALYSIS

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.

KPM #629-10	OREGON COAST COHO ABUNDANCE – Oregon Coast Evolutionary Significant Unit naturally produced coho spawner abundance in coastal rivers	Measure since: 2005
Goal	<i>Forestry Program for Oregon Strategy D: Protect, maintain, and enhance the soil and water resources of Oregon's forests.</i>	
Oregon Context	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.	
Data source	Based on data available from the Oregon Department of Fish and Wildlife Coastal Salmonid Inventory Project.	
Owner	David Morman, Forest Resources Planning Program, 503-945-7413	

1. OUR STRATEGY

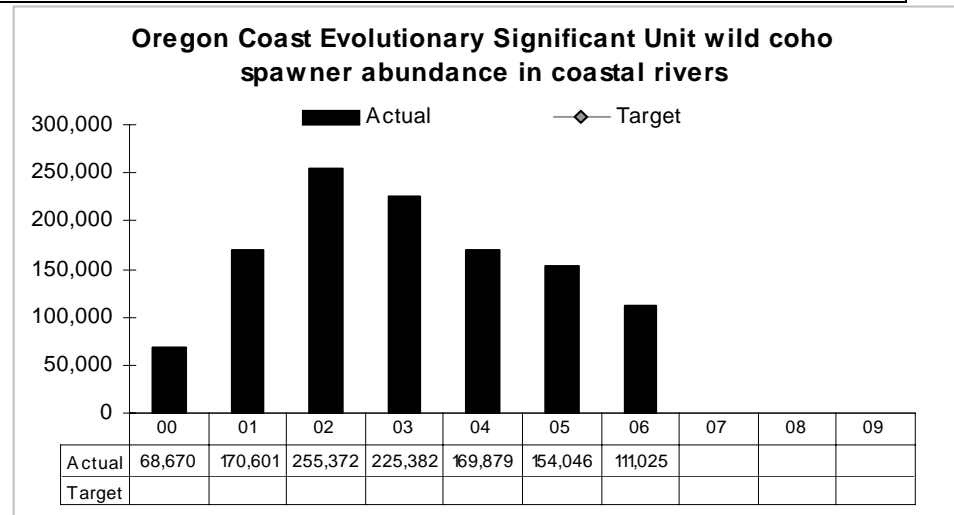
Through management of the Elliott and Northwest Oregon State Forests, through wildfire prevention and suppression activities within the ESU, and through administration of the Forest Practices Act and technical assistance to private landowners and communities within the ESU the department affects habitat 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. Annual targets will be adjusted to account for changing ocean conditions which significantly affect spawner abundance. Since abundance goals are based on marine survival that is not calculated until the adults return, it will be at least February 2008 before observed escapement can be assessed against recovery goals.

3. HOW WE ARE DOING

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.



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.

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

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 2005 have been revised. The 2006 estimate is preliminary.

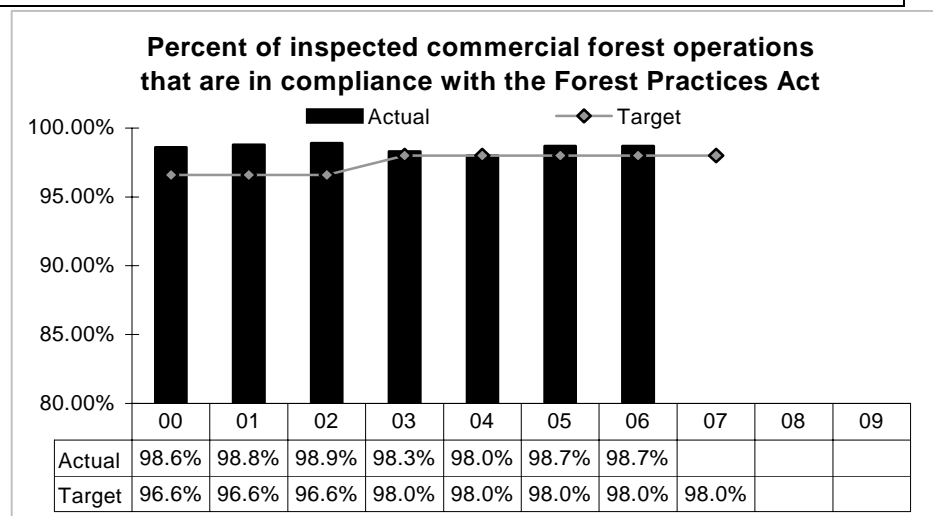
II. KEY MEASURE ANALYSIS

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.

KPM #629-11	FOREST PRACTICES ACT COMPLIANCE – Percent of inspected commercial forest operations that are in compliance with the Forest Practices Act	Measure since: 1988
Goal	<i>Forestry Program for Oregon</i> 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.	
Oregon Context	Benchmark 78 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 88s. 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.	
Data source	Actual count based on Stewardship Forester inspection records.	
Owner	Peter Daugherty Private Forests Program Director, 503-945-7482	

1. OUR STRATEGY

The Oregon Forest Practices Act 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.



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.

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.

3. **HOW WE ARE DOING**

Consistent high level of compliance with the provisions of the Forest Practices Act.

4. **HOW WE COMPARE**

The adjacent states with regulatory forest practices acts, Washington, California, and Idaho do not currently track compliance. Washington has developed a compliance program with its first results available data in November 2006. 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**

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. KPM #11 needs to be reworked to provide metric that reflects how the Forest Practices Act is doing across the landscape.

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.

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.

KPM #629-12	INTENSIVE MANAGEMENT OF STATE FORESTS – Percent of state forests intensive management plan objectives met, such as pre-commercial thinning and fertilization	Measure since: 1989
Goal	<i>Forestry Program for Oregon</i> 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.	
Oregon Context	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.	
Data source	Actual count based on field district accomplishment reports.	
Owner	Nancy Hirsch, State Forests Program, 503-945-7348	

1. OUR STRATEGY

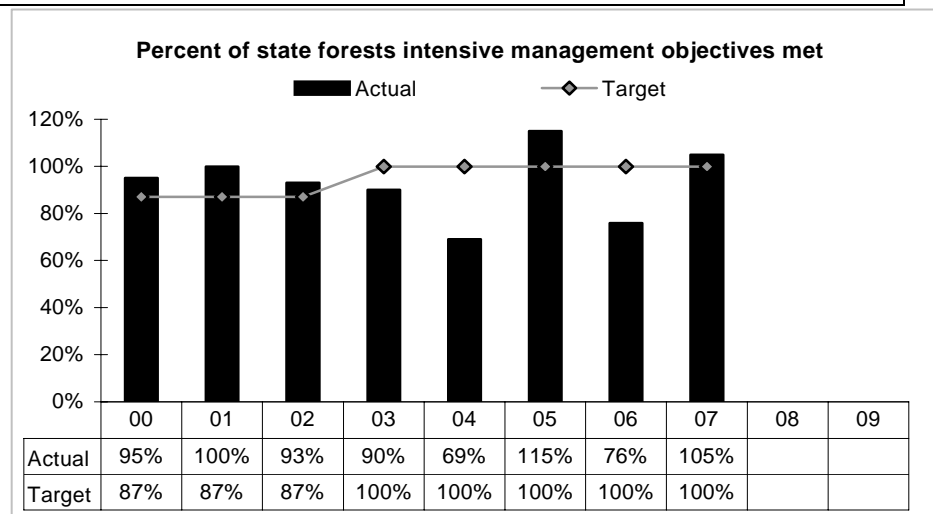
The State Forests Program strives to meet the “greatest permanent value” administrative rule (OAR 629-035-0020) on Board of Forestry lands, and to manage and protect Common School Fund lands “with the object of obtaining the greatest benefit for the people of the state, consistent with the conservation 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 2007, the accomplishments were 105 percent of target.



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.

4. **HOW WE COMPARE**

Comparable public or private industry standards are not available.

5. **FACTORS AFFECTING RESULTS**

In 2007, the 105 percent achievement rate is primarily the result of accomplishing more vegetation management 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 years 2005 and 2006, 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).

II. KEY MEASURE ANALYSIS

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.

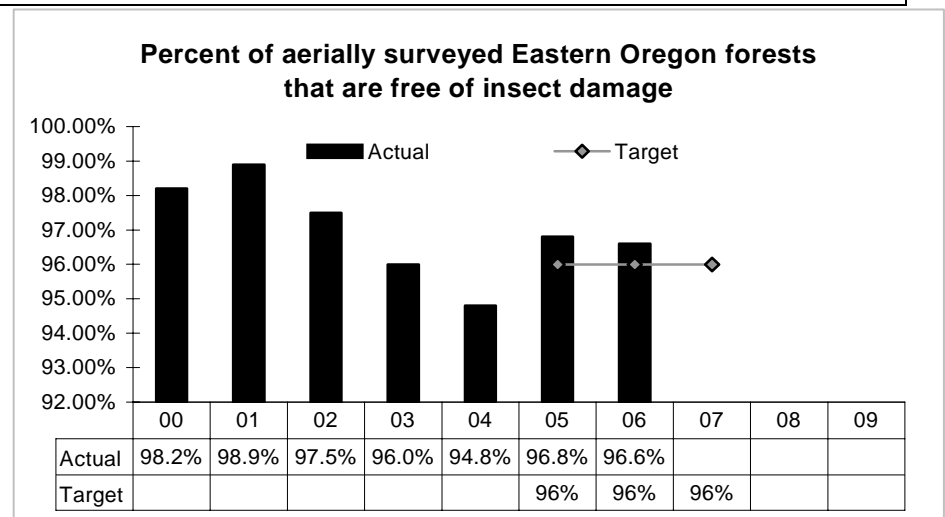
KPM #629-13	INSECT DAMAGE IN EASTERN OREGON FORESTS – Percent of aerially surveyed Eastern Oregon forests that are free of insect damage	Measure since: 2005
Goal	<i>Forestry Program for Oregon</i> Strategies C and F: Protect, maintain, and enhance the health of Oregon’s forest ecosystems, watersheds, 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.	
Oregon Context	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.	
Data source	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.	
Owner	Peter Daughtery, Private Forests Program Director, 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 is 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?

Except for 2004, eastern Oregon forests have met or exceeded the KPM target since the year 2000. This is despite ongoing mountain pine beetle outbreaks along the east slope of the Cascades and an increase in western spruce budworm in the northeast. The continued collapse of the Pandora moth outbreak in south-central Oregon helped temper the overall level of insect damage.

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.

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.

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.

II. KEY MEASURE ANALYSIS

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.

KPM #629-14	FIRE SUPPRESSION EFFECTIVENESS – Percent of wildland forest fires under ODF jurisdiction controlled at 10 acres or less	Measure since: 1990
Goal	<i>Forestry Program for Oregon</i> 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.	
Oregon Context	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.	
Data source	Based on data in the Protection from Fire “FIRES” database.	
Owner	Bill Lafferty, Protection From Fire Program Director, 503-945-7435	

1. OUR STRATEGY

The suppression of wildfire on forestlands. The performance measure demonstrates the effectiveness of the initial attack organization within the department. The measure also demonstrates the effectiveness of the use of fire severity funding, in those years where wildfire potential is high. The department exceeded the target of suppressing 94 percent of all wildfires at ten acres or less in size.

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.

3. HOW WE ARE DOING

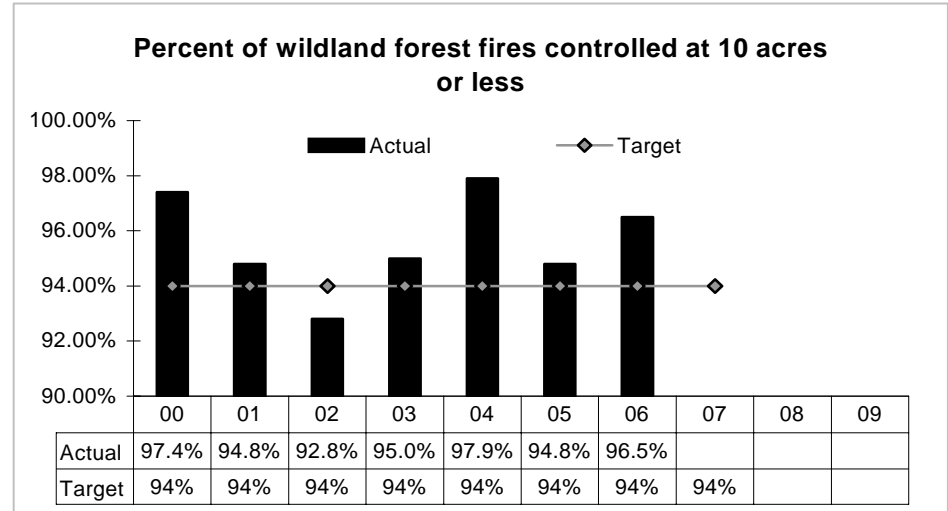
The target was exceeded by 2.5 percent, which is significant given the severity of recent fire seasons.

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.



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.

6. **WHAT NEEDS TO BE DONE**

This performance measure will be reviewed during the 2007-09 biennium.

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.

II. KEY MEASURE ANALYSIS

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.

KPM #629-15	WILDLAND FIREFIGHTER SAFETY – Lost time days per thousand fireline exposure hours (lower is better)	Measure since: 2005
Goal	<i>Forestry Program for Oregon Strategies C and F:</i> 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.	
Oregon Context	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.	
Data source	Based on data from the Oregon Department of Forestry’s Safety Section.	
Owner	Bill Lafferty, Protection From Fire Program Director, 503-945-7435	

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 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.

3. HOW WE ARE DOING

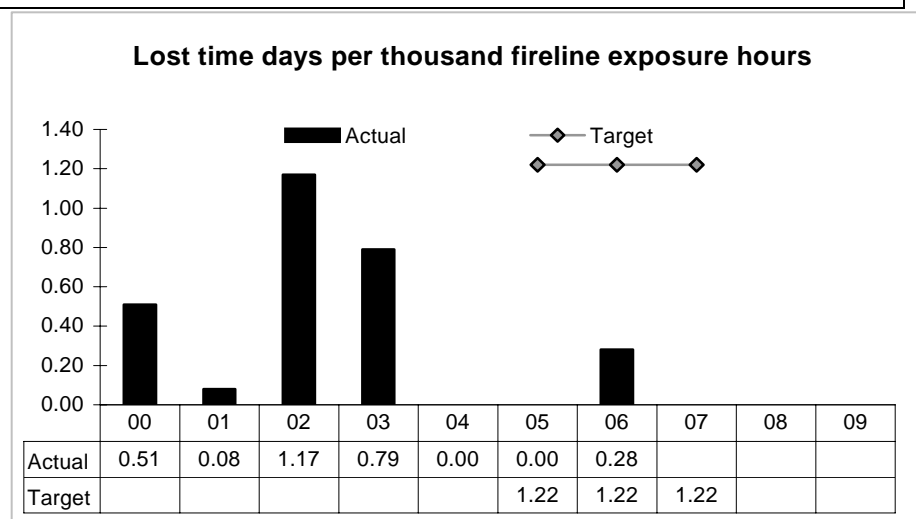
The target was exceeded in both 2005 and 2006, but 2006 does show an increase due to a high fire occurrence year.

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.



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.

6. **WHAT NEEDS TO BE DONE**

The Department will continue its strong focus on safety during fire suppression activities..

7. **ABOUT THE DATA**

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

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.

KPM #629-16	PREVENTION OF HUMAN-CAUSED WILDLAND FOREST FIRES – Number of human-caused wildland forest fires per 100,000 Oregon residents (lower is better)	Measure since: 1990
Goal	<i>Forestry Program for Oregon Strategies C and F:</i> 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.	
Oregon Context	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.	
Data source	Based on data in the Protection from Fire Program “FIRES” database and the Portland State University Population Research Center.	
Owner	Bill Lafferty, Protection From Fire Program Director, 503-945-7435	

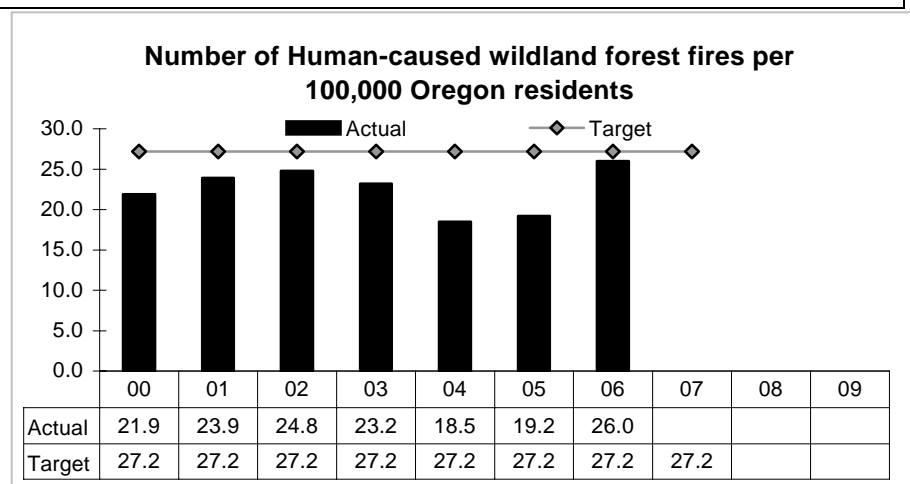
1. **OUR STRATEGY**

The performance measure demonstrates the effectiveness of the fire prevention program at preventing human-caused fires. The fire prevention program remains effective 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 department exceeded the target by keeping the number of human caused fires below the target number of fires per 100,000 Oregon residents. This outcome is significant given the severity of recent fire seasons and the continued growth in the number of homes built in and near forestlands.

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.

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.

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.

II. KEY MEASURE ANALYSIS

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.

KPM #629-17	FOREST FUEL REDUCTION – Total forest acres treated with prescribed fire, mechanical, or other methods primarily for fuel reduction on private and federal lands	Measure since: 1990
Goal	<i>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.</i>	
Oregon Context	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.	
Data source	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.	
Owner	Bill Lafferty, Protection From Fire Program Director, 503-945-7435	

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.

2. ABOUT THE TARGETS

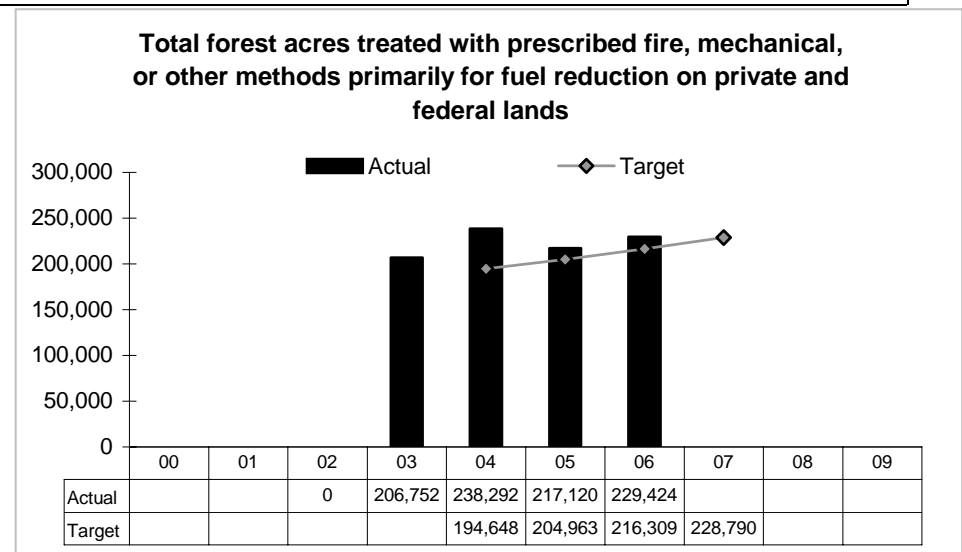
The higher the number, the more effective is the effort to reduce the amount of forest fuels. Especially on federal lands, there has been a dramatic increase in forest fuel accumulations over the past 50 years. This, in turn, has caused forest fires to burn with more intensity and has made them more difficult, more dangerous, and more costly to suppress.

3. HOW WE ARE DOING

The number of acres treated in 2006 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.

4. HOW WE COMPARE

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



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.

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.

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.

II. KEY MEASURE ANALYSIS

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.

KPM #629-18	AIR QUALITY PROTECTION – Total number of Western Oregon units burned per total number of smoke intrusions into designated areas	Measure since: 1990
Goal	<i>Forestry Program for Oregon</i> 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.	
Oregon Context	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.	
Data source	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.	
Owner	Bill Lafferty, Protection From Fire Program Director, 503-945-7435	

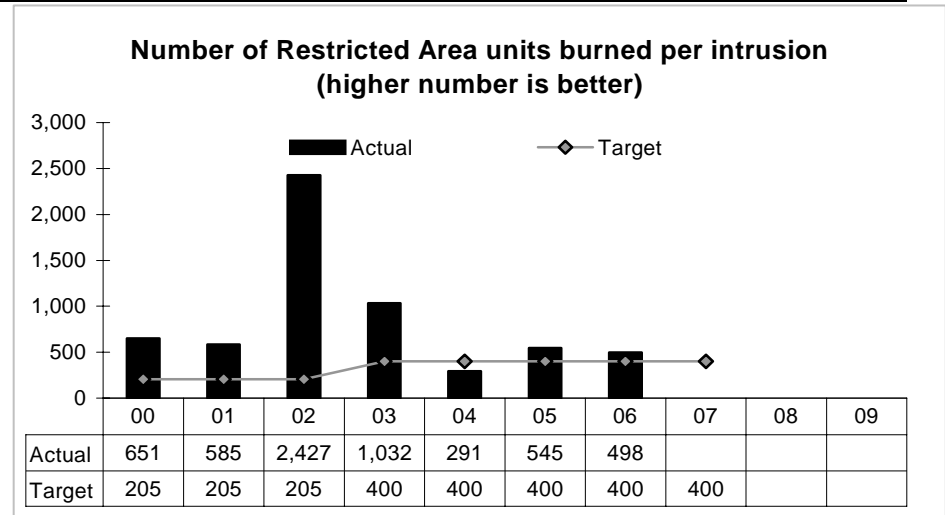
1. OUR STRATEGY

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 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.

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.

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 underway that will result in a new set of administrative rules to expand the program to encompass all forestland throughout the state and update the requirements and procedures for regulating and conducting prescribed burning on forestland. This effort should be completed in early 2008.

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.

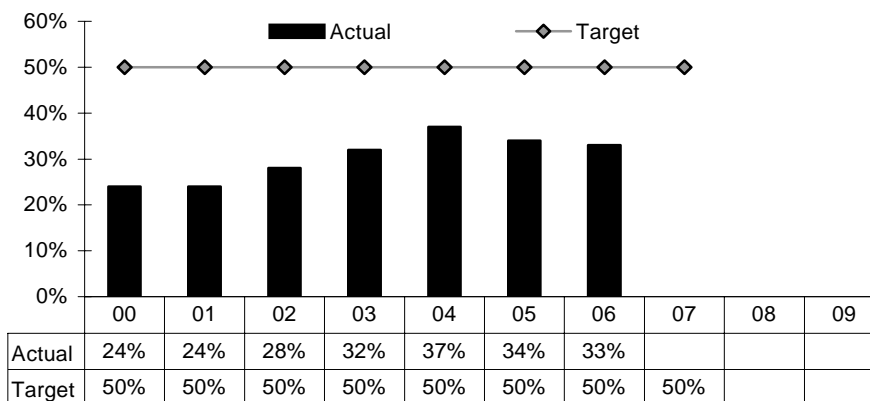
Agency Mission: To serve the people of Oregon by protecting, managing, and promoting stewardship of Oregon’s forests to enhance environmental, economic, and community sustainability.

KPM #629-19	URBAN AND COMMUNITY FOREST MANAGEMENT – Percent of Oregon cities actively managing their urban and community forest resources	Measure since: 1992
Goal	<i>Forestry Program for Oregon</i> 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.	
Oregon Context	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.	
Data source	Actual count based on Urban and Community Forests Program records. The department uses a ranking system to evaluate the sustainability of community forestry efforts.	
Owner	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.

Percent of Oregon cities actively managing their urban and community forest resources



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.

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.

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.

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**

Additional field resources allocated to this program should result in a higher level of performance for this indicator in future years, if approved by future legislative action.

7. **ABOUT THE DATA**

Each 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.

II. KEY MEASURE ANALYSIS

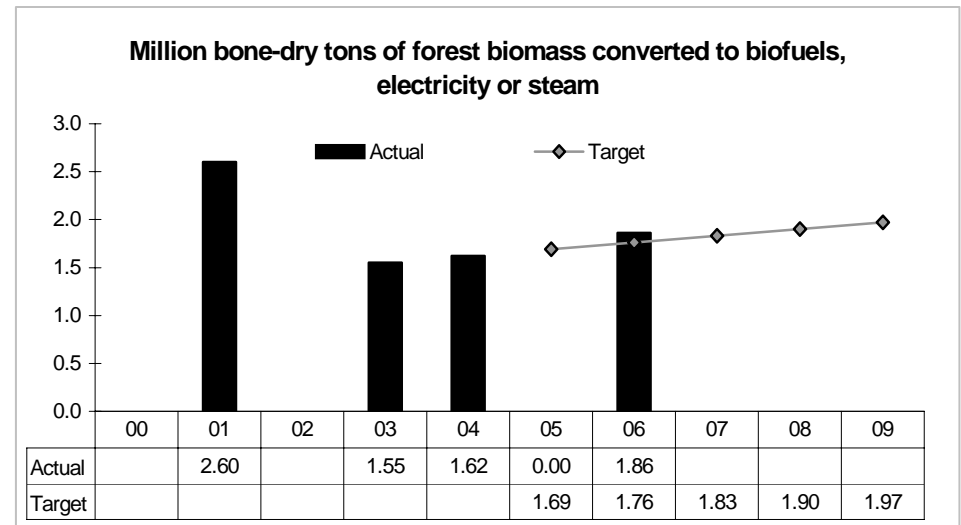
Agency Mission: To serve the people of Oregon by protecting, managing, and promoting stewardship of Oregon’s forests to enhance environmental, economic, and community sustainability.

KPM #629-20	FOREST BIOMASS UTILIZATION-- Million bone-dry tons of forest biomass converted to biofuels, electricity or steam (higher is better)	Measure since: 2005
Goal	<i>Forestry Program for Oregon</i> 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.	
Oregon Context	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.	
Data source	Based on information provided by the Oregon Department of Energy Biomass Energy Facility Directory.	
Owner	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. With 2006 data above targets and 2007 projected to be slightly below target we anticipate being on track to meet our goals in 2010. No data was collected in 2005 due to federal funding cuts. In trying to collect both years at once the data came back incomplete.

3. HOW WE ARE DOING

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

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.

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.

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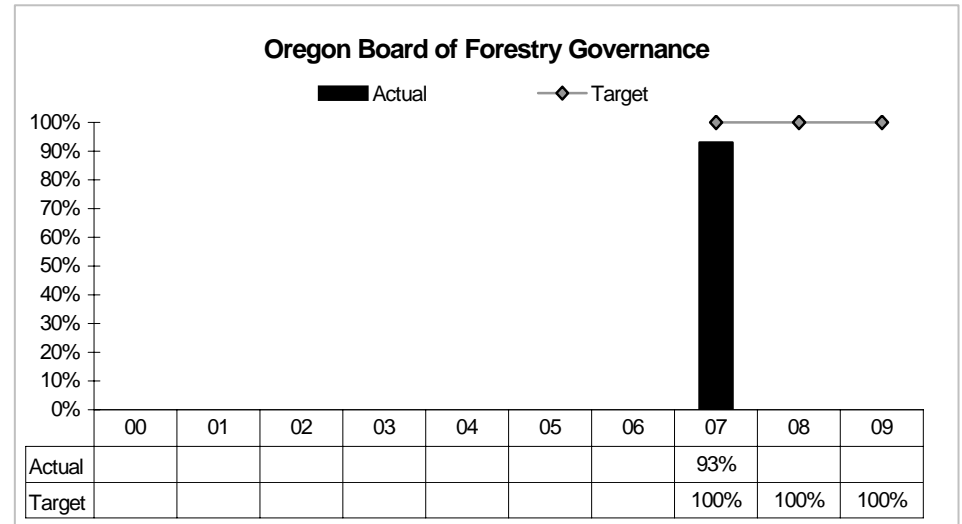
KPM #629-2007-09 22	OREGON BOARD OF FORESTRY GOVERNANCE – Percent of total best practices met by the Board	Measure since: 2007
Goal	To fulfill the statutory mandate of ORS 526.016 (1), “ The State Board of Forestry shall supervise all matters of forest policy and management under the jurisdiction of this state...”. The current policy expression of this mandate is embodied in the 2003 <i>Forestry Program for Oregon</i> , strategies A through G	
Oregon Context	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, 77, 79, 82, 83, 86 and 88.	
Data source	Individual board member self-evaluations of 16 best practices criteria leading to a consensus-based board evaluation decision	
Owner	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. Individual board member self-evaluations were completed in April and May of 2007, and the full consensus-based board self-evaluation was conducted as a public meeting agenda item at the Board’s June 6, 2007 meeting. Consensus was reached on all 16 criteria, and a final report was developed and approved at the September 5, 2007 meeting. The Board decided that it had met 14 of the 15 standard criteria, for a 93% achievement rate, which is a high level of achievement, but short of the target. The criteria not met was criteria #2, “Executive Director’s performance has been evaluated in the last year”. Performance appraisals have been completed on an annual basis, however the 2006 appraisal was not completed in a timely manner, and missed the annual deadline. The Board also decided that it had met the addition criteria relating to communications, #16.

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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 93% of best practices met is considered a high achievement level.

5. FACTORS AFFECTING RESULTS

The Board found that to some moderate degree, lack of trust, controversy 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.

III. USING PERFORMANCE DATA

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Alternate: David Morman, Forest Resources Planning Program Director	Phone: 503-945-7413

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

<p>1. INCLUSIVITY Describe the involvement of the following groups in the development of the agency’s performance measures.</p>	<p>Current agency performance measures were developed primarily by the staff of individual agency programs. Department programs have been given flexibility to develop measures that best meet their needs. Stakeholder involvement varies by measure, but in general has been limited prior to 2001. DAS guidelines for agency performance measures and new Board of Forestry and Department of Forestry strategic plans resulted in a comprehensive review and revision of all the measures during 2004 involving employee and stakeholder participation. With minor changes, the Legislature approved the department’s key performance measures in November 2006.</p>
<p>2. MANAGING FOR RESULTS How are performance measures used for management of the agency? What changes have been made in the past year?</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. Measure revisions during 2004 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>3. STAFF TRAINING What training has staff had in the past year on the practical value and use of performance measures?</p>	<p>The agency Leadership Team members have provided presentations to key personnel in different programs. In addition, the Quality Assurance Program Director attended 2.5 days of training on Governmental Accounting Standards Board (GASB) Service Effort Accomplishments (SEA) Reporting. Management attends quarterly Performance Measure roundtables, hosted by Oregon Progress Board. In addition, the Fiscal Services Unit Manager attended an Association of Governmental Accountants (AGA) Performance Measure Conference.</p>
<p>4. COMMUNICATING RESULTS How does the agency communicate performance results to each of the following audiences and for what purpose?</p>	<p>Agency performance measure information is posted on the Department of Forestry website: www.odf.state.or.us (Click on “About Us”). Prior to 2004, agency performance measure information was not widely communicated outside the budget development process. However, the Department’s updated performance measures are more fully integrated with agency strategic planning and provide a stronger link between strategic planning and budgeting. These measures have been developed with stakeholder involvement and will be communicated more widely to all employees and the public. The agency also better tiers the measures to higher level outcomes in the Progress Board benchmarks and the Board of Forestry’s strategic plan.</p>