

# LINKS TO OREGON BENCHMARKS

<b>Agency Name: Forestry, Oregon Department of</b>	<b>Last revised – 01-16-03</b>
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Related Oregon Benchmarks (OBMs) or High-Level Outcomes (HLOs): OBMs 75 (healthy air), 78 (water quality), 81 (forestland preserved for forest use), 82 (sustainable timber harvests), and 88 (species not at risk). International Agreements on Criteria for the Conservation and Sustainable Management of Temperate and Boreal Forests form the basis for Board of Forestry long-range strategies and are listed here as agency goals.

Agency Goal	OBM# HLO#	Key Performance Measure	PM #	PM Since	New or Mod.?	2000 Value	2005 Target	Lead Division or Unit (Optional)
Goal 1: Maintain Biological Diversity	88	Percent of inspected commercial forest operations that are in compliance with the Forest Practices Act.	629-1	1988		98.6%	100%	Forest Practices Program
Goal 1:	88	Operation contacts per program FTE	629-2	1988		233	205	Forest Practices Program
Goal 2: Maintain Productive Capacity	81, 82	Percent of harvest acres (not including federal and state forests) requiring compliance determinations that were in compliance with Forest Practices Act reforestation standards	629-3	1988		99.6% (1999 Value)	96%	Forest Practices Program
Goal 2:	81, 82	Acres planted by the Forest Resource Trust	629-4	1994		68	200	Forest Resource Trust
Goal 2:	81, 82	Acres with improved management (includes planning, tree planting, timber stand improvement, tax program certifications) accomplished per FTE	629-5	1989-91		4323	2100	Service Forestry
Goal 2:	81, 82	Number of seed zones/elevations/stock types from which seedlings are available	629-6	1991		309	300	Nursery
Goal 2:	81, 82	Percent of non-contract seedling demand met by speculation stock (i.e. Nursery seedling sales as a percent of demand by geographic area, and species or stock type for seedlings grown on speculation for non-industrial landowners).	629-7	1990		65%	85%	Nursery
Goal 2:	81, 82	Average fire size index (based on the average extra cost per fire and acres burned, adjusted to the severity of the fire season).	629-8	1990		2.88	0	Protection from Fire
Goal 2:	81, 82	Percent of wildland forest fires controlled at 10 acres or less.	629-9	1990		97.4%	94%	Protection from Fire
Goal 2:	81, 82	Number of man-caused wildland forest fires per 1000 Oregon residents	629-10	1990		0.219	0.272	Protection from Fire

Agency Goal	OBM# HLO#	Key Performance Measure	PM #	PM Since	New or Mod.?	2000 Value	2005 Target	Lead Division or Unit (Optional)
Goal 2:	81, 82	Percent of state forests timber sale plan objectives met.	629-11	1989-91		88%	100%	State Forests Management
Goal 2:	81, 82	Percent of state forests reforestation plan objectives met	629-12	1989-91		95%	100%	State Forests Management
Goal 2:	81, 82	Percent of state forests intensive management objectives met	629-13	1989-91		95%	100%	State Forests Management
Goal 3: Maintain Ecosystem Health and Vitality	81, 82	Percent of acres planned for survey that are surveyed to detect and evaluate insect and disease problems.	629-14	1990		125%	100%	Forest Health
Goal 3:	81, 82	Percent of forest health assists accomplished compared to planned objective.	629-15	1990		300%	100%	Forest Health
Goal 3:	81, 82	Forest health assists accomplished per FTE	629-16	1990		483	400	Forest Health
Goal 3:	81, 82	Acres surveyed per FTE	629-17	1990		8621	8,500	Forest Health
Goal 3:	78	Percent of local fund match leveraged by urban forestry grant programs	629-18	1992		90%	100%	Urban Forestry
Goal 3:	78	Percent of 240 cities and 100 organizations receiving Urban Forestry Program assistance	629-19	1992		41%	40%	Urban Forestry
Goal 3:	78	Number of urban forestry technical assists per FTE	629-20	1992		142	120	Urban Forestry
Goal 4: Maintain Soil and Water Quality		To be developed.						
Goal 5: Maintain Global Carbon Cycles		To be developed.						
Goal 6: Maintain and Enhance Long-term Social and Economic Benefits to Meet the Needs of Societies	75	Number of prescribed burn impacts on Class I wilderness areas (lower number is better)	629-21	1990		0	3	Smoke Management
Goal 6:	75	Number of Restricted Area units burned per intrusion (higher number is better).	629-22	1990		651	400	Smoke Management
Goal 6:	75	Percent of western Oregon emission reduction goal	629-23	1990		58%	80%	Smoke Management
Goal 6:	75	Percent units burned versus registered in Restricted Area (higher number is better)	629-24	1990		75%	75%	Smoke Management
Goal 6:	75	Efficiency index of Smoke Management Program	629-25	1990		6.8	7	Smoke Management
Goal 7: Improve Legal, Institutional, and Economic Frameworks		To be developed.						

# PERFORMANCE MEASURE DATA SUMMARY

Agency Name: <b>Forestry, Oregon Department of</b>	Last revised – 01-16-03
Contact Person: David Morman	Phone: (503) 945-7413
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Performance Measure Definition (numbered as shown below)	Data					Targets					
	1997	1998	1999	2000	2001	2000	2001	2002	2003	2004	2005
629-1 Percent of inspected commercial forest operations that are in compliance with the Forest Practices Act.	97.4%	98%	98.1%	98.6%	98.8%	96.6%	96.6%	96.6%	100%	100%	100%
629-2 Operation contacts per Forest Practices Program FTE.	230	195	230	233	220	205	205	205	205	205	205
629-3 Percent of harvest acres (not including federal and state forests) requiring compliance determinations that were in compliance with Forest Practices Act reforestation standards.	99.5%	98.4%	99.6%	--	--	96%	96%	96%	96%	96%	96%
629-4 Acres planted by the Forest Resource Trust Program.	129	0	45	68	58	600	600	200	200	200	200
629-5 Acres with improved management (includes planning, tree planting, timber stand improvement, tax program certifications) accomplished per Service Forestry Program FTE.	4,096	2,124	2,286	4,323	2,363	4,200	4,200	2800	2100	2100	2100
629-6 Number of seed zones/elevations/stock types from which seedlings are available at the Nursery.	305	281	296	309	338	118	118	118	300	300	300

Performance Measure Definition (numbered as shown below)	Data					Targets					
	1997	1998	1999	2000	2001	2000	2001	2002	2003	2004	2005
629-7 Percent of non-contract seedling demand met by speculation stock (i.e. Nursery seedling sales as a percent of demand by geographic area, and species or stock type for seedlings grown on speculation for non-industrial landowners).	72%	64%	76%	65%	57%	85%	85%	85%	85%	85%	85%
629-8 Average fire size index (based on the average cost per fire and acres burned, adjusted to the severity of the fire season).	-1.71	5.56	10.92	2.88	-14.31	0	0	0	0	0	0
629-9 Percent of wildland forest fires controlled at 10 acres or less.	96.84%	95.95%	95.21%	97.4%	94.8%	94%	94%	94%	94%	94%	94%
629-10 Number of man-caused wildland forest fires per 1000 Oregon residents.	0.1046	0.1804	0.246	0.219	0.239	0.272	0.272	0.272	0.272	0.272	0.272
629-11 Percent of state forests timber sale plan objectives met.	59%	82%	92%	88%	93%	100%	100%	100%	100%	100%	100%
629-12 Percent of state forests reforestation plan objectives met.	78%	98%	99%	95%	83%	98%	98%	98%	100%	100%	100%
629-13 Percent of state forests intensive management objectives met.	93%	70%	80%	95%	100%	87%	87%	87%	100%	100%	100%
629-14 Percent of acres planned for survey that are surveyed to detect and evaluate insect and disease problems.	118%	131%	118%	125%	115%	100%	100%	100%	100%	100%	100%
629-15 Percent of forest health assists accomplished compared to planned objective.	217%	364%	226%	300%	350%	100%	100%	100%	100%	100%	100%
629-16 Forest health assists accomplished per FTE.	349	418	364	483	563	161	161	161	400	400	400
629-17 Acres (thousands) surveyed per FTE .	8,118	8,423	11,716	8,621	7,958	6,800	6,800	6,800	8,500	8,500	8,500
629-18 Percent of local fund match leveraged by urban forestry grant programs.	146%	194%	122%	90%	100%	100%	100%	100%	100%	100%	100%
629-19 Percent of 240 cities and 100 organizations receiving Urban Forestry Program assistance.	30%	39%	38%	41%	45%	25%	25%	25%	40%	40%	40%
629-20 Number of urban forestry technical assists per FTE.	136	103	102	142	196	85	85	85	120	120	120

Performance Measure Definition (numbered as shown below)	Data					Targets					
	1997	1998	1999	2000	2001	2000	2001	2002	2003	2004	2005
629-21 Number of prescribed burn impacts on Class I wilderness areas (lower number is better).	0	0	0	0	0	3	3	3	3	3	3
629-22 Number of Restricted Area units burned per intrusion (higher number is better).	561	771	376	651	585	205	205	205	400	400	400
629-23 Percent of western Oregon emission reduction goal.	42%	40%	41%	58%	51%	80%	80%	80%	80%	80%	80%
629-24 Percent units burned versus registered in Restricted Area (higher number is better).	69%	64%	76%	75%	75%	60%	60%	60%	75%	75%	75%
629-25 Efficiency index of Smoke Management Program.	6	6.2	6.4	6.8	7	7	7	7	7	7	7

PERFORMANCE MEASURE DATA SOURCES (FORESTRY, OREGON DEPARTMENT OF)

Key Performance Measure	PM #	Data Source
Percent of inspected commercial forest operations that are in compliance with the Forest Practices Act	629-1	Actual Count Based on Forest Practices Forester Inspection Records
Operation contacts per program FTE (Explanatory Note: “Operation contacts” include pre-operation, active operation, and post-operation meetings between forest practices foresters and operators.)	629-2	Actual Count Based on Forest Practices Forester Inspection Records
Percent of harvest acres (not including federal and state forests) requiring compliance determinations that were in compliance with Forest Practices Act reforestation standards (Explanatory Note: When timber harvesting reduces stocking levels below minimum levels, the state forest practice rules require reforestation within specified timeframes. Not all timber harvesting triggers a requirement to reforest. Each year, forest practices foresters inspect harvested areas where the deadline for completing reforestation has passed. This performance measure quantifies the annual level of compliance with the reforestation standards of the forest practice rules on private and local government forestlands.)	629-3	Estimate Based on Inspected Sample Documented in Forest Practices Forester Inspection Records
Acres planted by the Forest Resource Trust	629-4	Actual Count Based on Forestry Assistance Program Records
Acres with improved management (includes planning, tree planting, timber stand improvement, tax program certifications) accomplished per FTE	629-5	Actual Count Based on Forestry Assistance Program Records
Number of seed zones/elevations/stock types from which seedlings are available	629-6	Based on the Nursery Seedling Availability List published each year for non-industrial landowners. This list is based on September crop inventories.
Percent of non-contract seedling demand met by speculation stock (i.e. Nursery seedling sales as a percent of demand by geographic area, and species or stock type for seedlings grown on speculation for non-industrial landowners). (Explanatory Note: This measure demonstrates the effectiveness on the Nursery in predicting non-contract demand for seedlings and selling seedlings grown on speculation.)	629-7	Based on information compiled by the Nursery from orders received from non-industrial landowners. The number of seedlings supplied compared to the number of seedlings requested determines the seedling demand by zone and stock type/species.
Average fire size index (based on the average extra cost per fire and acres burned, adjusted to the severity of the fire season). (Explanatory Note: “Fire season severity” is based on the statewide burning indices values during the period July to	629-8	Based on data in the Protection from Fire Program “FIRES” database and the Fire Danger Rating System.

Key Performance Measure	PM #	Data Source
September, as calculated using the National Fire Danger rating System and normalized to a running 10-year average of the index. A higher index means a greater potential effort would be needed to contain a fire.		
Percent of wildland forest fires controlled at 10 acres or less.	629-9	Based on data in the Protection from Fire Program “FIRES” database
Number of man-caused wildland forest fires per 1000 Oregon residents	629-10	Based on data in the Protection from Fire Program “FIRES” database and the Oregon Economic and Revenue Forecast
Percent of state forests timber sale plan objectives met.	629-11	Actual Count Based on Field District Accomplishment Reports
Percent of state forests reforestation plan objectives met	629-12	Actual Count Based on Field District Accomplishment Reports
Percent of state forests intensive management objectives met	629-13	Actual Count Based on Field District Accomplishment Reports
Percent of acres planned for survey that are surveyed to detect and evaluate insect and disease problems.	629-14	Actual Count Based on Forestry Assistance Program Records
Percent of forest health assists accomplished compared to planned objective. (Explanatory Note: "Forest health assist" refers to a personal visit by a forester to a landowner's property to provide information on the condition of the forest and what the landowner can do to reduce the loss or risk of loss from insects, diseases, and/or wildfire.)	629-15	Actual Count Based on Forestry Assistance Program Records
Forest health assists accomplished per FTE	629-16	Actual Count Based on Forestry Assistance Program Records
Acres surveyed per FTE	629-17	Actual Count Based on Forestry Assistance Program Records
Percent of local fund match leveraged by urban forestry grant programs	629-18	Actual Count Based on Forestry Assistance Program Records
Percent of 240 cities and 100 organizations receiving Urban Forestry Program assistance (Explanatory Note: There are 240 incorporated cities in Oregon and an estimated 100 other organizations identified [such as non-profit organizations, citizen advisory groups, county agencies, state agencies, tribal governments, homeowners associations] that can potentially benefit from Urban Forestry Program assistance.)	629-19	Actual Count Based on Forestry Assistance Program Records
Number of urban forestry technical assists per FTE	629-20	Actual Count Based on Forestry Assistance Program Records
Number of prescribed burn impacts on Class I wilderness areas (lower number is better) (Explanatory Note: The measure demonstrates the effectiveness of the Smoke Management Program in meeting Class I visibility goals. It documents the number of annual burn smoke impacts on Class I Wilderness Areas—Three Sisters, Mt. Jefferson, Mt. Washington, and Mt. Hood—during the	629-21	Actual Count Based on DEQ Data and ODF Smoke Management System Records

Key Performance Measure	PM #	Data Source
protected period of the year.)		
Number of Restricted Area units burned per intrusion (higher number is better). (Explanatory Note: The measure demonstrates the effectiveness of meteorological forecasting to prevent smoke intrusions into protected air spaces by regulated burns in Restricted Areas.)	629-22	Actual Count Based on ODF Smoke Management System Records
Percent of western Oregon emission reduction goal (Explanatory Note: The measure will no longer be used after this budget cycle. It is intended to demonstrate the effectiveness of the Smoke Management Program in not exceeding emission goals for air quality protection.)	629-23	Estimate Based on ODF Smoke Management System Records
Percent units burned versus registered in Restricted Area (higher number is better) (Explanatory Note: The measure demonstrates the effectiveness of the Smoke Management Program in providing burning opportunities for forest landowners.)	629-24	Actual Count Based on ODF Smoke Management System Records
Efficiency index of Smoke Management Program (Explanatory Note: The measure is based on the numeric scores of the four Smoke Management Program effectiveness measures divided by the number of budgeted FTEs.)	629-25	Based on Other Smoke Management Performance Measures

# Performance Measures Review

## FINAL

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**Agency:** Forestry Department  
**Date:** January 16, 2003  
**Reviewer:** Jeff Tryens  
**Approved:**

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**Mission:** The Oregon Board of Forestry will provide aggressive leadership in developing forest policy and programs that ensure the application of enlightened management to all public and private forest lands in Oregon.

### Summary

The department has 25 performance measures linked to seven goals and five Oregon Benchmarks. The measures are a combination of outputs, intermediate outcomes and efficiency measures. The measures conform to standard concepts and definitions. Data and targets are provided. The number of measures may be somewhat high. This is one of the most mature set of measures in state government today. (The department is currently engaged in a comprehensive review and update of the forestry program for Oregon. As part of this process, the department will revamp its performance measures. The department will begin using the new measures in the 2005-07 biennium.)

### Comments and recommendations specific to basic criteria

#### 1. Gauge progress towards goals and pertinent benchmarks

Goals are relatively few in number and are clearly stated. To date, measures are not available for three of the goals. This is one of the most mature systems in state government today. As such, it tends to focus on work products (outputs) than results. However, the current measures are still one of the better sets in state government. The benchmark links appear pertinent.

#### 2. A few key measures

The agency has 25 measures plus three to be developed. They are good measures of work completed and some key results. A few too many workload measures are included. As noted above, the department intends to significantly modify its key performance measures during the 2003-05 biennium.

#### 3. Conforms to standard concepts and definitions

The department's measures conform to standard concepts and definitions.

#### 4. Targets

Many of the targets are lower than the 2000 levels reported. Four of those measures are related to staff productivity. The department should provide an explanation for those targets that appear to be lower than expected.

#### 5. Accurate and reliable data

Data sources appear to be well documented and reliable. The agency explains the purpose and meaning of measures that may be somewhat opaque to the lay reader.