

AGRICULTURE, DEPARTMENT of
Annual Performance Progress Report (APPR) for Fiscal Year (2014-2015)

Original Submission Date: 2015

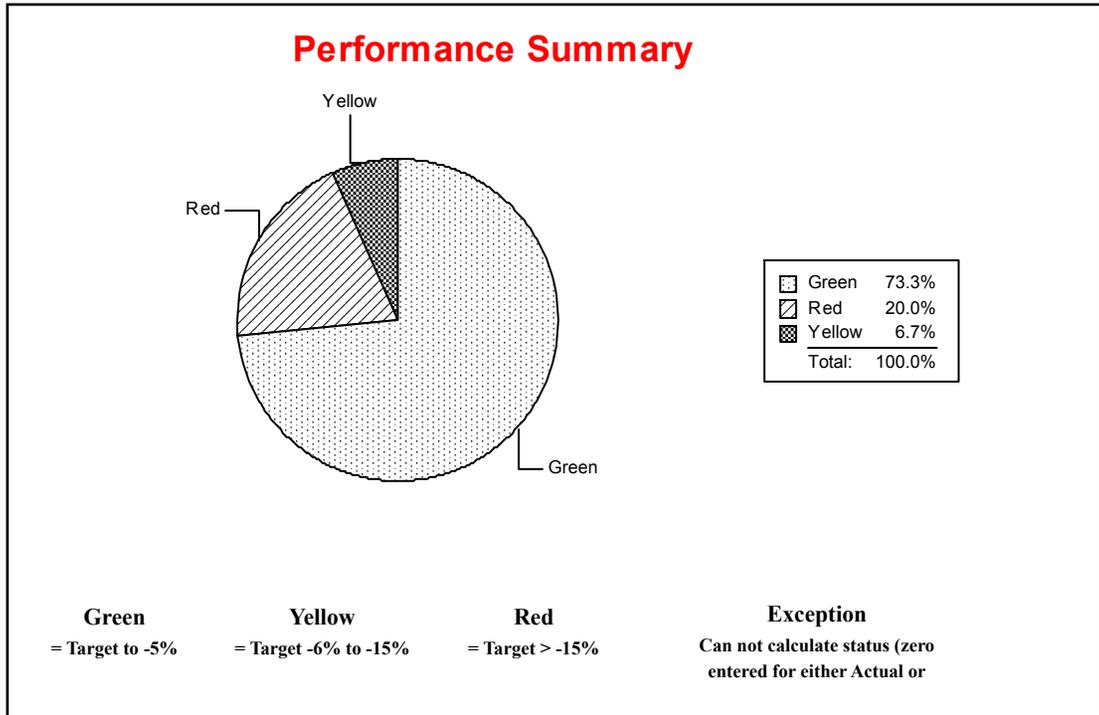
Finalize Date: 11/4/2015

2014-2015 KPM #	2014-2015 Approved Key Performance Measures (KPMs)
1	Food Safety - Ensure high levels of compliance with each of the ten risk factors identified by Centers for Disease Control in retail stores.
2	Weighing and Measuring Devices - Percent of weighing and measuring devices examined found in compliance with Oregon's weights and measures laws.
3	Top 100 Exclusions - Percent of plant pests, diseases, or weeds on the Oregon 100 Most Dangerous Invaders list successfully excluded each year.
4	Noxious Weed Control - Percentage of state "A" & "T" listed noxious weed populations successfully excluded from the state or kept decreasing or stable.
5	T&E Plants - Percent of listed T&E plants with stable or increasing populations as a result of department management and recovery efforts.
6	Pesticide Investigations - Percent of pesticide investigations that result in enforcement actions.
7	Non-traditional 3rd party certification services - Number of days required to process and issue certification after audit completion.
8	Trade Activities - Sales as a result of trade activities with Oregon producers and processors.
9	Ag Employment - Number of jobs saved or created as a result of activities to retain or expand existing Oregon agricultural and food processing capacity. Measured in numbers of jobs based on telephone and email surveys of companies assisted.
10	CAFOs - Percent of permitted Oregon Confined Animal Feeding Operations (CAFOs) found to be in compliance with their permit during annual inspections.
11	Smoke Management - No increase above 2002 levels in hours of 'significant smoke intrusions' due to field burning in key cities in the Willamette Valley as measured by nephelometer readings.
12 a	Water Quality - Percent of monitored stream sites associated with predominantly agriculture use with significantly increasing trends in water quality.
12 b	Water Quality - Percent of monitored stream sites associated with predominantly agriculture use with water quality in good to excellent condition.

2014-2015 KPM #	2014-2015 Approved Key Performance Measures (KPMs)
12 c	Water Quality - Percent of monitored stream sites associated with predominantly agriculture use with decreasing trends in water quality.
13	Customer Service - Percent of customers rating their satisfaction with the agency's customer service as "good" or "excellent": overall customer service, timeliness, accuracy, helpfulness, expertise and availability of information.

New Delete	Proposed Key Performance Measures (KPM's) for Biennium 2015-2017
	Title: Rationale:

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



1. SCOPE OF REPORT

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

2. THE OREGON CONTEXT

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

3. PERFORMANCE SUMMARY

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

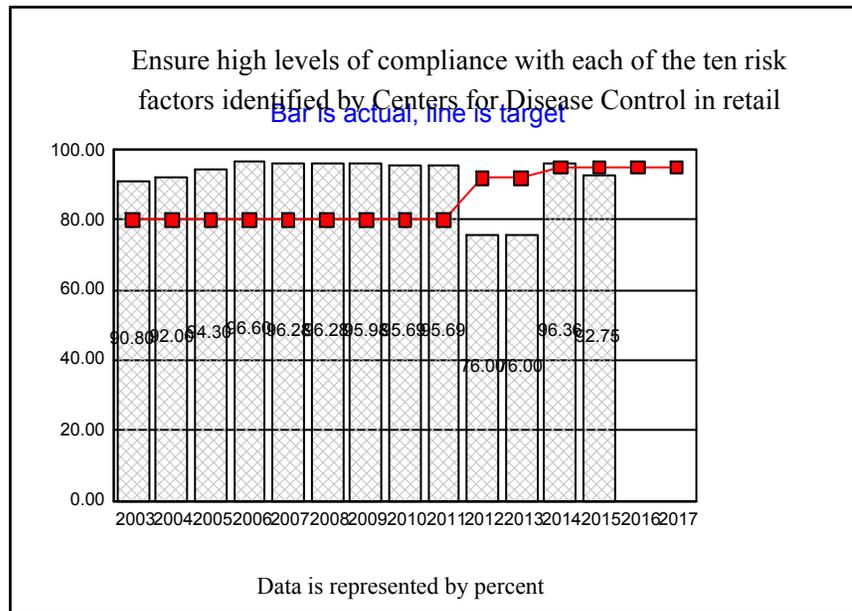
4. CHALLENGES

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

5. RESOURCES AND EFFICIENCY

ODA has a biennial budget of \$105.8 million. The budget is supported by 57 percent Other Funds (licenses and fees for service), 22 percent General Fund, 6 percent Lottery Funds (primarily Ballot Measure 66 funds) and 15 percent Federal Funds. Examples of efficiency efforts by ODA include development of strong links with higher education including creating technical exchanges with Oregon State University, one of the country's leading land grant institutions. In addition, ODA's pesticide division has agreements with community colleges and other educational institutions throughout the state to provide pesticide training and examinations. Inmates at the state penitentiary are constructing gypsy moth traps for ODA's survey programs as well as performing third party grading services offered by the shipping point inspection program. The food safety program has an interagency agreement with the Oregon Health Authority and the Food and Drug Administration (FDA) to streamline food safety inspections. The Animal Health Laboratory works extensively with Oregon State University's diagnostic laboratory to ensure that customer needs are met.

KPM #1	Food Safety - Ensure high levels of compliance with each of the ten risk factors identified by Centers for Disease Control in retail stores.	2005
Goal	To meet the agency's principal mission of providing consumer protection through food safety .	
Oregon Context	This measure does not relate to Oregon Benchmarks.	
Data Source	Sources include: State and federal audit reports, ODA and FDA inspection reports, consumer comments, and industry feedback.	
Owner	Stephanie Page, Food Safety and Animal Health Program Area Director - (503) 986-4720	



1. OUR STRATEGY

The Food Safety Program works cooperatively with local, state, and federal food safety agencies, and with Oregon’s food producers and manufacturers, to

advance food safety and protect consumers. The program uses a combination of education and regulatory activities to achieve a high rate of compliance with science-based food safety laws, rules, and standards.

The program is responsible to license and inspect nearly every type of food establishment in Oregon except for restaurants. Risk values (high, medium, low) are assigned to each licensed establishment based on history, production type, activity hazards, volume, potential foodborne illnesses naturally associated with the product, and market size. Inspection frequencies are based on the establishment’s risk value, inspector workloads, and training and certification requirements. Establishments are required to take corrective actions when inspections reveal that manufacturing practices and/or food products create potential risks of illness, injury, or death.

In addition to conducting state required inspections to evaluate compliance with federal and state food safety laws and rules, the program also performs inspections on contract for the federal Food and Drug Administration (FDA).

2. ABOUT THE TARGETS

The food safety program's scope includes, but is not limited to: food and beverage manufacturing firms; establishments predominantly retailing food not intended for immediate consumption; dairy farms and processors; and shellfish growers, harvesters and processors. Specific laws and rules apply to each type of establishment; for example, the Pasteurized Milk Ordinance (PMO) applies to dairy farms and processors.

Compliance targets for specific establishment types are:

- For manufacturing firms, a minimum of 90% compliance with the requirements found in the Code of Federal Regulations Title 21.
- For dairy farms and processors, a minimum of 90% compliance with requirements primarily found in the PMO.
- For shellfish establishments, a minimum of 90% compliance with requirements primarily found in the National Shellfish Sanitation Program (NSSP).
- For retail establishments, a minimum of 80% compliance with the following ten risk factors identified by the Centers for Disease Control.
 - Demonstration of Knowledge
 - Restriction of Ill Employees
 - Adequate Hand Washing
 - Cook Temperatures
 - Adequate Reheat
 - Cool Time and Temperature

- Holding Temperatures
- Food From Approved Source
- Protection From Contamination

- Clean/Sanitize

3. HOW WE ARE DOING

All areas of industry regulated by the food safety program meet or exceed targeted compliance standards.

4. HOW WE COMPARE

Since every state establishes different standards for food safety, there are no direct comparisons. However, federal audits of ODA's manufactured food, dairy, and shellfish programs have been positive.

5. FACTORS AFFECTING RESULTS

The food industry constantly changes due to advances in technology, federal and state law modifications, market trends, and the economy. Food safety staff participate in continuous training to maintain and improve the quality of educational information and regulatory oversight that we provide to industry and to consumers.

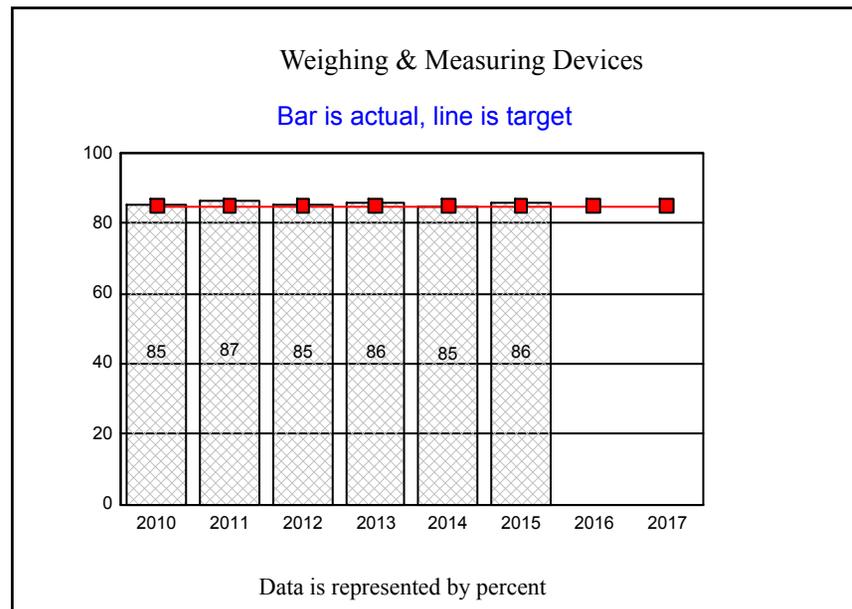
6. WHAT NEEDS TO BE DONE

The food safety program must maintain staffing levels and resources necessary to continue open and professional relationships with industry partners, conduct a sufficient number of inspections to motivate compliance, and ensure public safety. Additionally, the program must track and respond to areas of noncompliance that are noted during inspections in a uniform and consistent manner, including ensuring resolution of enforcement actions.

7. ABOUT THE DATA

These data are from inspection reports beginning October 1, 2014 and ending on September 1, 2015. They include results from 5,624 routine, FDA contract and FDA audit inspections.

KPM #2	Weighing and Measuring Devices - Percent of weighing and measuring devices examined found in compliance with Oregon's weights and measures laws.	1998
Goal	This measure is linked to the agency's mission of providing consumer protection and encouraging economic development by promoting fair competition among businesses and ensuring the accuracy and confidence in Oregon's Commercial Weighing System.	
Oregon Context	This measure is linked to Oregon's 10-Year Outcome in the Economy and Job Strategies (1.1 and 2.2)	
Data Source	Internal Agency Systems	
Owner	Jason Barber, Internal Service and Consumer Protection Program Area Director – (503) 986-4767	



1. OUR STRATEGY

Commercial transactions involving weight and measure touch virtually every aspect of economic life in Oregon, and the rest of the country. Approximately 57,300 licensed weighing and measuring devices located at approximately 12,000 businesses make up Oregon’s commercial weighing system, in which durable and nondurable goods move through the state’s supply chain (manufacturers, shippers, wholesalers, distributors, retailers) ultimately making their way to the end consumer (i.e., over 28,000 retail motor fuel dispensers sell 2.1 billion gallons of vehicle gasoline and diesel to Oregon consumers each year). ODA Weights and Measures officials (18 field inspectors and 2 field supervisors) act as an impartial third-party overseeing the commercial marketplace to ensure equity in transactions for both the buyer and seller, while at the same time working to prevent and eliminate fraud and other deceptive and misleading practices. Inspectors are able to examine approximately 92% of the devices annually for accuracy. These inspections ensure compliance with regulation and protect business and consumers. Results from examination reports are entered into a database daily, with corrective actions, rejections, and in some cases administrative or criminal enforcement actions, taking place in the field.

2. ABOUT THE TARGETS

The 85% compliance target rate was developed by using data from the “National Weights and Measures Benchmarking and Needs Assessment Survey” prepared in 2005, for the National Institute of Standards and Technology (NIST), Weights and Measures Division. An 85% device compliance rate is close to the national mean average when looking at the types of devices specific to ODA’s device inspection program.

3. HOW WE ARE DOING

ODA has met or exceeded this KPM every year since 2009.

4. HOW WE COMPARE

Compared to states with similar types of device inspection programs, national statistics, survey data, third party audits and input from NIST representatives, ODA’s weights and measures program ranks extremely high in the nation and is recognized as having a model program, often times being called upon for technical training and advice.

5. FACTORS AFFECTING RESULTS

The number of weighing and measuring devices used commercially in Oregon. The introduction and use of new technologically advanced weighing and measuring devices in Oregon’s commercial weighing system thus requiring a need for specialized training for weights and measures inspectors. Staff turnover and training. The introduction of new duties to the weights and measures inspection (food safety audits and egg-laying hen care inspections). The ability to acquire and maintain up-to-date specialized testing equipment are the main factors affecting the ability to meet or exceed the target compliance rate .

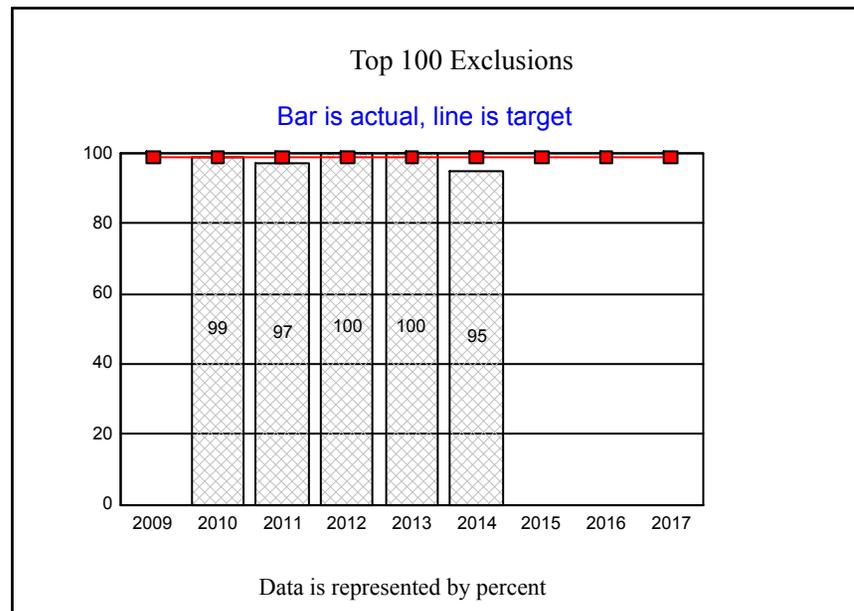
6. WHAT NEEDS TO BE DONE

ODA's weights and measures program needs to be able to maintain sufficient numbers of highly trained staff in order to meet the regulatory and compliance requirements of a growing commercial weighing system. The program also needs the capacity to maintain and acquire specialized testing equipment and advancements in mobile applications in order to achieve efficiency outcomes through the use of more advanced and automated IT inspection tools and case management systems.

7. ABOUT THE DATA

Data used for this KPM was collected from field examination reports from July 1, 2014 through June 30, 2015.

KPM #3	Top 100 Exclusions - Percent of plant pests, diseases, or weeds on the Oregon 100 Most Dangerous Invaders list successfully excluded each year.	2005
Goal	TOP 100 EXCLUSIONS. Keep as many harmful invasive species out of the state as possible.	
Oregon Context	Directly related to Benchmark #89; the number of most threatening invasive species not successfully excluded or contained since 2000.	
Data Source	Annual Report Card of the Oregon Invasive Species Council.	
Owner	Helmuth Rogg, Plant Program Area Director - (503) 986-4663	



1. OUR STRATEGY

The Oregon Invasive Species Council (OISC) publishes an annual list of the 100 Most Dangerous Invasive Species Threatening to Invade

Oregon. The ODA Plant Pest and Disease programs employ strategies to keep out plant pests, diseases, and weeds on this list from establishing in Oregon. The Oregon Invasive Species Council, USDA, APHIS, PPQ; USDA, Forest Service; and BLM are primary partners.

2. ABOUT THE TARGETS

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

3. HOW WE ARE DOING

According to the 2014 report card: 5 species/taxa were removed from the list due to establishment in the state. Based on this information I would recommend reporting 95% for 2014. Also according to this document the OISC reporting their overall grade as a C+, because of the inability for the OISC to fund a hotline and website for early reporting. Also, the report card reported deficiencies in the statewide planning goal which was impaired due to a long period of time without a coordinator.

4. HOW WE COMPARE

Oregon's exclusion program for invasive species compare favorably to those of other states and most other countries. Oregon completed the largest gypsy moth eradication program ever attempted anywhere in the 1980s. Dozens of other infestations of gypsy moth, kudzu, Japanese beetle, salt marsh cordgrass, and Asian ambroisa beetle have since been eradicated. Comparative measures are not available.

5. FACTORS AFFECTING RESULTS

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

6. WHAT NEEDS TO BE DONE

Resources are decreasing at a time of increasing risk. A method to link resources to risk factors (trade and travel), would be highly desirable.

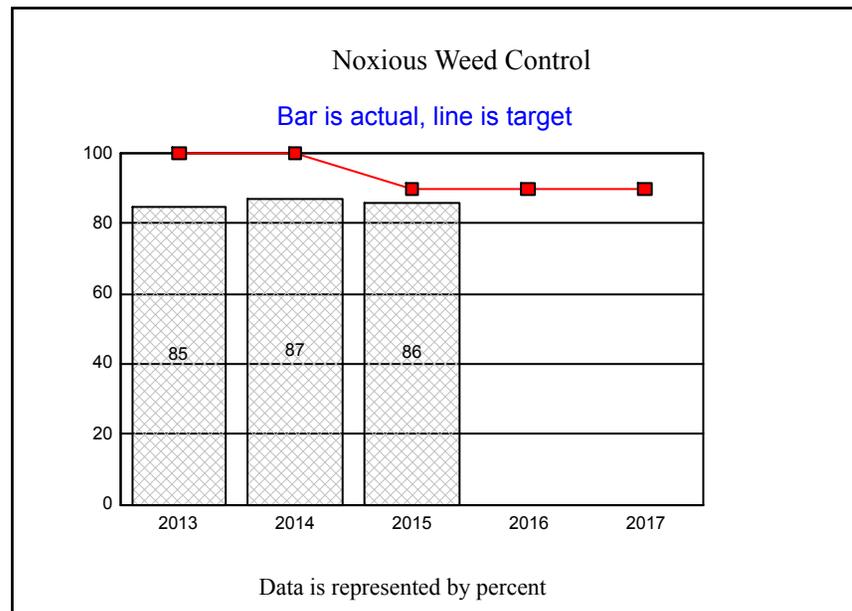
7. ABOUT THE DATA

For additional information see the Annual Report Cards of the Oregon Invasive Species

Council: <http://www.oregoninvasivespeciescouncil.org/media/reportcards/2014reportcardcontent.pdf> Annual Reports of the ODA, Plant

Division: <http://www.oregon.gov/ODA/shared/Documents/Publications/NurseryChristmasTree/PlantProgramsAnnualReport.pdf>

KPM #4	Noxious Weed Control - Percentage of state "A" & "T" listed noxious weed populations successfully excluded from the state or kept decreasing or stable.	2012
Goal	Rate the level of effort and success that is being achieved for controlling "A" and "T" designated noxious weeds. Is the noxious weed generally increasing, stable, decreasing, or undetected statewide.	
Oregon Context	Directly related to benchmarks 88 & 89 - Protection of agricultural natural resources.	
Data Source	Survey and release records, Oregon Department of Agriculture.	
Owner	Helmuth Rogg, Plant Program Area Director, (503) 986-4663	



1. OUR STRATEGY

The mission of the Noxious Weed Program is to protect Oregon’s natural resources and agricultural economy from the invasion and proliferation of exotic

noxious weeds. The State Weed Board sets priorities. “A” weeds are the highest priority for exclusion. “T” weeds are targeted for containment or suppression.

2. ABOUT THE TARGETS

Preventing and controlling the establishment of noxious weeds is the goal of this program. ODA has a very aggressive target of 100%.

3. HOW WE ARE DOING

Currently 86% of “A” and “T” weeds are being managed sufficiently to maintain stable or decreasing populations.

4. HOW WE COMPARE

Oregon has one of the best noxious weed programs in the country. The program has an excellent track record of detecting and treating invasions of potentially harmful noxious weeds. Kudzu, giant hogweed, Paterson’s curse, and purple starthistle are examples of new weeds detected in recent years. All known populations are under treatment and progress is being made towards eradication. The program operates a grant program that leverages state lottery funds and provides an incentive for landmangers all over the state to deal with high-priority weed issues.

5. FACTORS AFFECTING RESULTS

Given limited resources the State of Oregon has to prioritize and focus work annually on survey and control of noxious weeds. Another ongoing challenge is that it is not enough to kill noxious weeds once. The seed bank in the soil means weeds keep coming back for years. Successful eradication requires sustained efforts for long periods of time -- sometimes a decade or more.

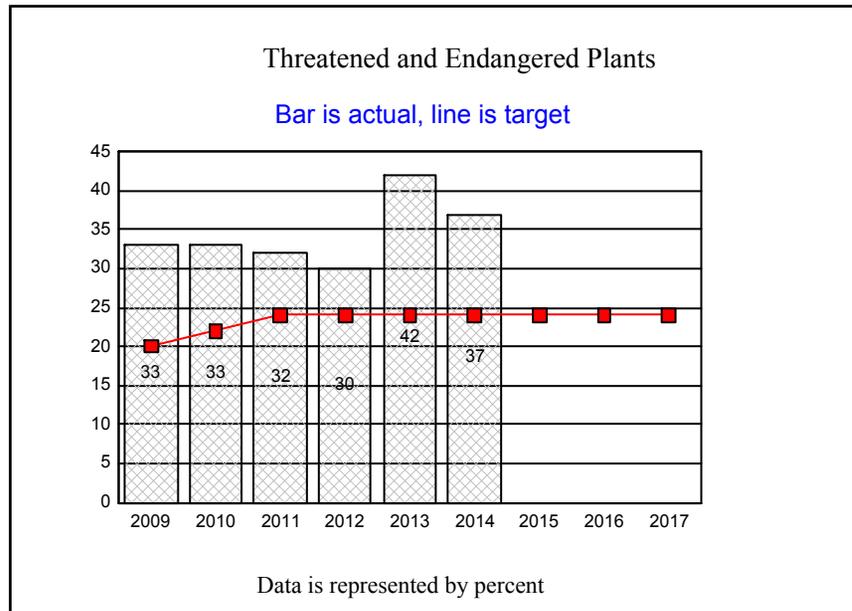
6. WHAT NEEDS TO BE DONE

Oregon's noxious weed program would benefit from a reliable source of funding tied to the activities that bring new weeds into the state. Increases in global trade and travel mean that more introductions of invasive species, including weeds, are inevitable. Exclusion and early detection rapid response (EDRR) is the best strategy for dealing with them. A 2001 economic analysis revealed a 34:1 benefit-to-cost ratio for weed EDRR programs. What Oregon needs is a link between trends in trade and travel and resources for response programs like the ODA noxious weed program. An updated economic analysis was released in December 2014 and revealed that just 25 of the 128 state listed noxious weeds are making an \$83.5 million negative impact to Oregon's economy annually, which highlights the value of noxious weed control program. An updated economic analysis was released in December 2014 and revealed that just 25 of the 128 state listed noxious weeds are making an \$83.5 million negative impact to Oregon's economy annually, which highlights the value of noxious weed control programs.

7. ABOUT THE DATA

Data from weed surveys is updated annually in the WeedMapper database. Population trends are determined by comparing distribution data from the past with current survey results. Additional information is available online at: <http://www.oregon.gov/ODA/programs/Weeds/Pages/WeedMapper.aspx>.

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



1. OUR STRATEGY

The Native Plant Conservation Program focuses on assisting public agencies and Oregon's citizens with issues involving state-protected native plants on non-federal public lands. The program is charged with (1) producing legislatively mandated conservation and mitigation

plans for plants listed as threatened or endangered; (2) regulating research and commercial activities associated with listed plant species; (3) supporting state and local agencies and the public in dealing with the management and protection of native plants and habitats; and (4) assessing the status of native plant species in Oregon to ensure that state lists of protected species are defensible and up-to-date.

2. ABOUT THE TARGETS

Primary program goals are to (1) prevent state-listed plant species from becoming extinct, and (2) enact recovery programs to stabilize listed species as well as prevent future listings. There are currently 59 plant species protected as threatened or endangered in the State of Oregon. The current annual target is to engage in at least 15 recovery projects for 10 or more state-listed species each year, with the goal of stabilizing or increasing the recovery potential for as many populations as possible.

3. HOW WE ARE DOING

In FY 2015, ODA staff consulted with 20 federal, state, and local government agencies (including the Klamath Falls and Salem regional airports, Oregon Department of Forestry, Division of State Lands, Oregon Department of Parks and Recreation, Oregon Department of Transportation, Oregon Department of Energy, and various counties and cities) regarding listed species in relation to publicly funded land actions throughout the state. At least some level of conservation work was initiated or continued on 34 of Oregon's 59 listed plants, in 20 Oregon counties, including 16 recovery-related projects for 11 species. Of the 34 species evaluated in FY2015, the conservation status of 22 species is considered to be generally stable (but see #7, below), although not necessarily improving.

4. HOW WE COMPARE

All U.S. states have native plant conservation programs. Oregon's program is not typical, in that it is based in the Department of Agriculture. Most similar programs in other states are administered through Departments of Natural Resources or comparable agencies. Oregon is also unusual in that it does not provide state-funded staff positions to administer the program, requiring (as of 2015) between 85 and 90% of annual program support to be generated through competitive outside grants and contracts. Despite the handicaps, Oregon's program completes more on-the-ground recovery work than other states in the northwestern U.S. However, there is limited ability to use the data gathered to effect management change or improvement on state lands.

5. FACTORS AFFECTING RESULTS

The large number of native plant species found in Oregon (5th highest in the U.S.) results in a comparatively heavier work load for the program relative to most

other states. Minimal state resources further limit the programs ability to cope with public agency consultation requests, and affect the capacity to regularly evaluate the conservation status of listed species.

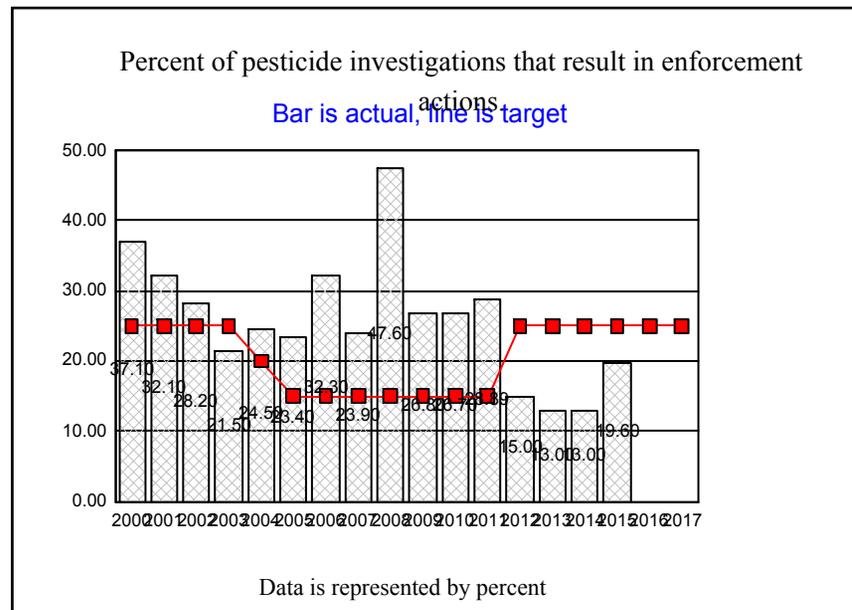
6. WHAT NEEDS TO BE DONE

Due to the factors cited under numbers 5 and 6, above, the current status of many state-listed plants can only be estimated. This is largely due to the fact that few census or recovery projects have the resources to evaluate all (or even most) populations of a species. Long-term demographic data covering the majority of a species' populations would be required to confidently predict the conservation trend for most species.

7. ABOUT THE DATA

Due to the factors cited under numbers five and six, above, data regarding the current status of most state- listed T&E plant species can only be estimated. Consistent, long-term investigations are required to adequately predict trends for any given species.

KPM #6	Pesticide Investigations - Percent of pesticide investigations that result in enforcement actions.	1999
Goal	This measure is linked to the agency's mission to ensure food safety, provide consumer protection, and protect agricultural natural resources.	
Oregon Context	OBM #69 - Safe Drinking Water, OBM # 79 - Stream Water Quality	
Data Source	Oregon Department of Agriculture pesticide enforcement database.	
Owner	Ray Jandl, Natural Resources Program Area Director - (503) 986-4713	



1. OUR STRATEGY

The Oregon Department of Agriculture (ODA) is responsible for regulating the sale, use, and distribution of pesticide products in Oregon. ODA provides pesticide education and outreach activities; licensing of pesticide operators, applicators, and dealers; conducts routine

compliance monitoring; and conducts complaint driven investigations to determine compliance with ORS 634, Pesticide Control Law. These activities reduce the potential for misuse of pesticide products that may result in adverse health or environmental harm or damage.

2. ABOUT THE TARGETS

Maintain at 25%. The rationale for the target is to document our ability to focus staff efforts on specific pesticide use activities and trends that have resulted in documented violations of ORS 634, pesticide control regulations. Through outreach and education, we strive to have educated applicators and retailers to insure compliance.

3. HOW WE ARE DOING

Based on the implementation and utilization of the new pesticide enforcement database, the percentage of pesticide investigations that result in enforcement is consistently below the target of 25%. The enforcement program will continue to focus resources on violation data to identify and address specific enforcement trends.

4. HOW WE COMPARE

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

5. FACTORS AFFECTING RESULTS

Factors that may affect annual results include new state or federal pesticide laws and regulations , limited staff or resources to provide education and outreach or compliance monitoring to prevent misuse, increased public awareness or concern regarding pesticide use practices, increased focus on pesticide use activities and trends previously documented.

6. WHAT NEEDS TO BE DONE

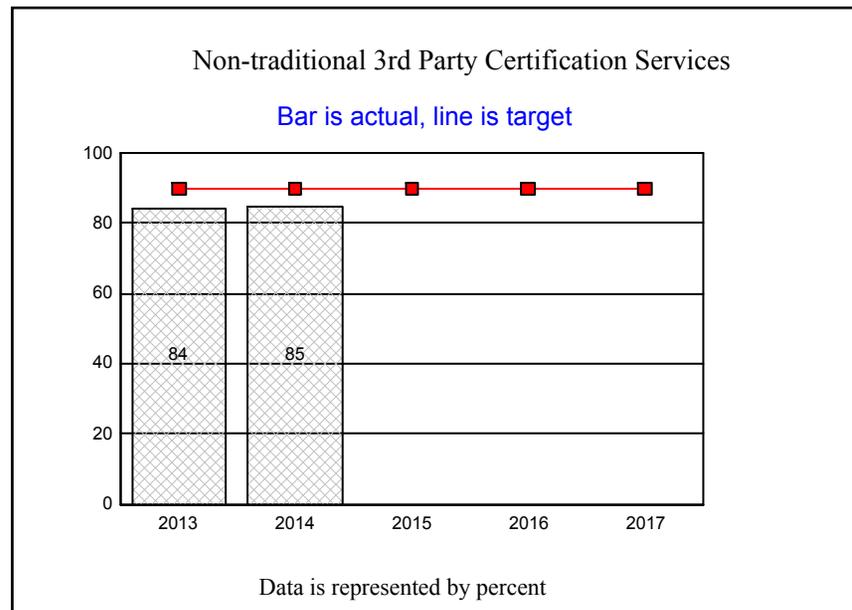
The pesticides program will continue to evaluate data and identify program resources to increase effectiveness , education, outreach, and compliance monitoring to further reduce the percent of investigations resulting in enforcement actions.

7. ABOUT THE DATA

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

Basis: any investigative activity may lead to documentation of a violation of ORS 634 and enforcement action issued. Enforcement action measures are limited to (=1) Notice of Violations and (=2) Imposition of Civil Penalty, (=3) Stop Sale, Use and Removal Order, or (=8) Notice of Embargo/Detainment to obtain additional information regarding the Pesticides Program compliance monitoring and enforcement program contact Ray Jaindl, Program Director at (503) 986-4713.

KPM #7	Non-traditional 3rd party certification services - Number of days required to process and issue certification after audit completion.	2013
Goal	Efficiency in customer service. The goal is to have 90% of non-traditional 3rd party certification services deliver certification within 15 days of audit completion.	
Oregon Context	Agency Mission	
Data Source	Records of audit dates completed onsite and processing dates.	
Owner	Lindsay Eng, Market Access and Certification Program Area Director - 503-986-4631	



1. OUR STRATEGY

The Oregon Department of Agriculture (ODA) conducts voluntary, fee-for-service certification audits in a number of different areas of crop production and handling to meet market and customer needs for agricultural products. Measuring timeliness not only allows ODA to gauge efficiency, but also the accuracy of

service delivery.

2. ABOUT THE TARGETS

Striving for a 90% target of audits completed and processed in 15 business days allows for multiple avenues of evaluating and improving program performance. During busy harvest seasons, when most certification services are required to occur, the program needs to have very effective systems in place to meet such a high target compliance rate.

3. HOW WE ARE DOING

In calendar year 2014, ODA processed a total of 509 certification audits in the USDA GAP/GHP, GFSI, and National Organic Program certified programs. This is a 12% increase in audits performed from 2013. The program is currently running at 85% compliance with the 15 business day benchmark.

4. HOW WE COMPARE

There are no specific requirements within government or private certification standards for timeliness. Most private organizations strive for two weeks to one month processing and technical review time, depending on the standard. Fifteen days is considered an acceptable compromise by our customers.

5. FACTORS AFFECTING RESULTS

Factors affecting results include: staffing concerns, auditor and administrative staff workload, reliance on outside partners for key tasks, and employee accuracy and competency. Changes in both management and audit staff in the Certification Program in 2014 caused delays in certification issuance. GFSI-benchmarked audit services had the highest performance (96%) due to the addition of an auditor for the season. The Organic Certification Program had the lowest performance (72%) in part due to the timing of the re-accreditation audit from USDA falling in August, which is one of the busiest months across Certification Programs.

6. WHAT NEEDS TO BE DONE

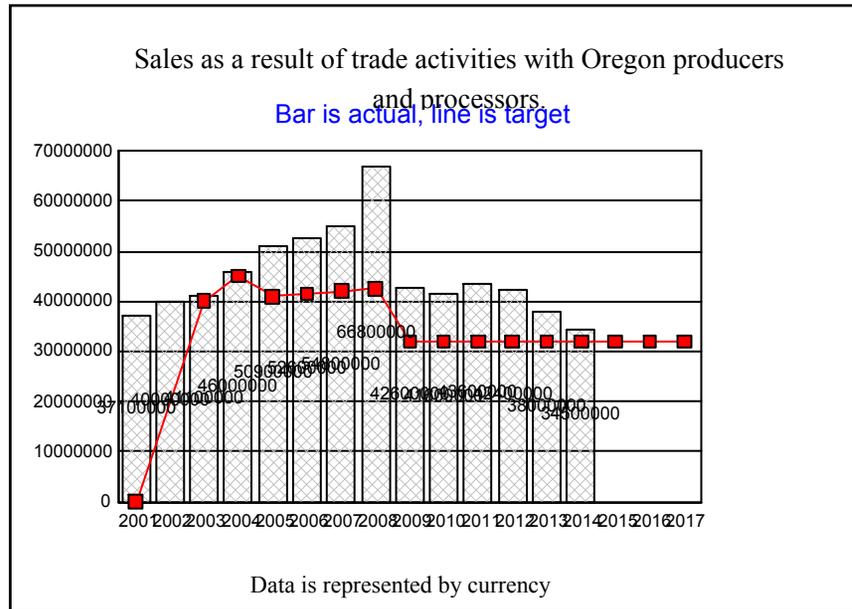
Based on current data, systems need to continue to be refined to increase efficiency and accessibility for auditors and staff located across the state. Access to a centralized database and better mobile server accessibility will assist in meeting targets as the staff are often away from a fixed office location for multiple days during audit seasons. Additionally, training on proper systems usage is essential for staff to achieve success in meeting targets. In 2015, an Administrative

Specialist was added to the Certification Program to review Organic applicant files and provide customer assistance, thus relieving the burden on field staff to cover these duties in addition to inspections and further streamlining the certification process.

7. ABOUT THE DATA

Capturing the exact economic benefit is difficult and, therefore, is an inherent weakness in the data. However, the strength of the data lies in verifiability of the numbers through analysis of participation and beneficiaries of program activities.

KPM #8	Trade Activities - Sales as a result of trade activities with Oregon producers and processors.	2001
Goal	TRADE ACTIVITY SALES - The measure is linked to the agency's mission to promote economic development in the agricultural industry.	
Oregon Context	This performance measure captures the program's efforts that affect agriculture's contribution to the state's economy. The program's activities of impact include market access, supervising price negotiations, and trade development activities - all of which are clearly beneficial and measurable as demonstrated by the data.	
Data Source	Analysis of participants and beneficiaries of market access, trade development, and marketing programs.	
Owner	Lindsay Eng, Market Access and Certification Program Area Director - 503-986-4631	



1. OUR STRATEGY

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

2. ABOUT THE TARGETS

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

3. HOW WE ARE DOING

In 2014, trade activities were focused more on addressing market opportunities and market access barrier needs, which results in longer term sales returns. Results continue to exceed the target and are expected to increase over time and as more information becomes available.

4. HOW WE COMPARE

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

5. FACTORS AFFECTING RESULTS

Fluctuation in the data is always affected by unique global economic conditions, crop size and price, as well as international barriers and exchange rates beyond control of the program and agricultural producers alike. In 2014, specifically, there was less price fluctuation or increase in the price of grass seed that occurred as a result of supervised price negotiations, reflected in a lower total economic benefit number for the program as a whole.

6. WHAT NEEDS TO BE DONE

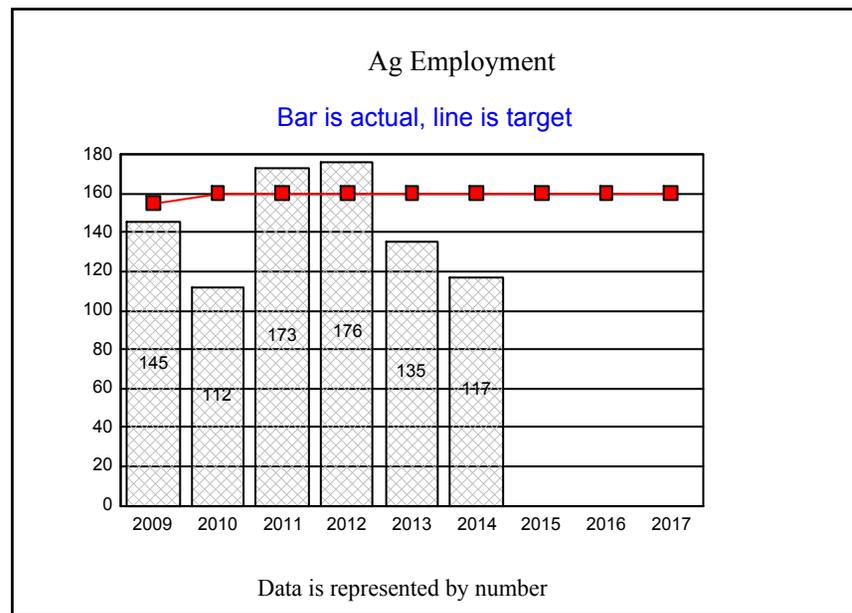
ODA will conduct an analysis of reporting methods on the broad range of programs and trade activities within this program and review other similar organizations conducting trade development activities. This will assist in identifying key success factors in gathering economic benefit data for assistance activities. The program will continue to support industry needs by optimizing market access opportunities and

promotion activities in key markets and expand certification programs to add value and allow products to enter the marketplace at a premium value for Oregon producers and processors.

7. ABOUT THE DATA

This data is collected on a calendar year basis, therefore, data for 2015 is not yet available. Capturing the exact economic benefit is difficult and, therefore, is an inherent weakness in the data. However, the strength of the data lies in verifiability of the numbers through analysis of participants and beneficiaries of program activities.

KPM #9	Ag Employment - Number of jobs saved or created as a result of activities to retain or expand existing Oregon agricultural and food processing capacity. Measured in numbers of jobs based on telephone and email surveys of companies assisted.	2005
Goal	AG EMPLOYMENT - This measure is linked to the agency's mission to promote economic development in the agricultural industry.	
Oregon Context	This performance measure captures the agricultural development and marketing division activities that affect agriculture's contribution to the state's economy. This measure is linked to the state's objective to retain and provide new jobs for Oregonians.	
Data Source	Analysis of participants and beneficiaries of program activities.	
Owner	Lindsay Eng, Market Access & Certification Program Area Director - (503) 986-4631	



1. OUR STRATEGY

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

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

2. ABOUT THE TARGETS

The target is based on the historical level of jobs the Oregon Department of Agriculture (ODA) has assisted in developing or maintaining as a result of business development activities, recruitment, and trade growth activities.

3. HOW WE ARE DOING

The marketing program continues to identify opportunities for retention and expansion for Oregon agricultural food processing firms. Several large business development projects in 2014 remain pending and it is expected that those contributions to Oregon's employment will come to fruition in future years.

4. HOW WE COMPARE

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

5. FACTORS AFFECTING RESULTS

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

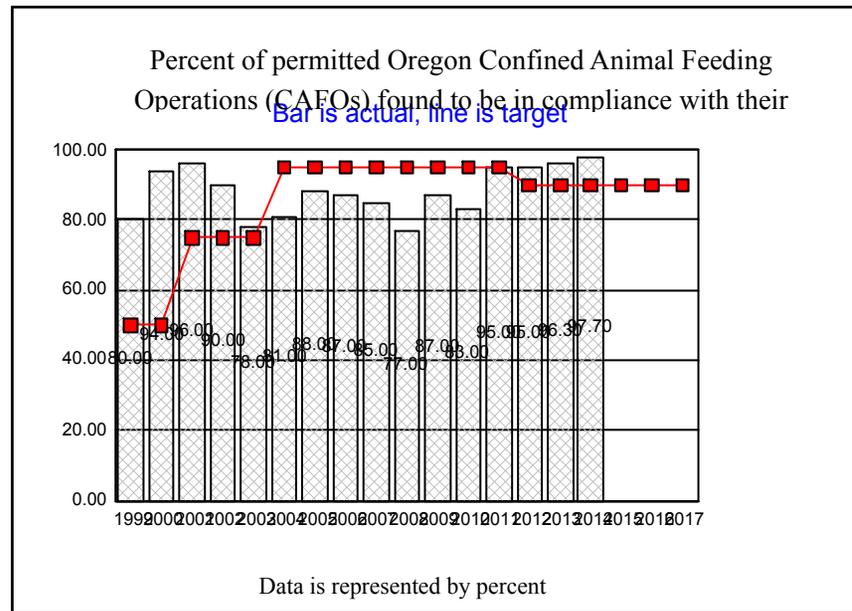
6. WHAT NEEDS TO BE DONE

The ODA will continue to work with the industry and its economic development partners to retain and create jobs for Oregonians. The marketing program will look at traditional programs of business and investment recruitment as it relates to the current climate and analyze current activities that contribute to this metric.

7. ABOUT THE DATA

The data is collected on a calendar year basis, therefore, data for 2015 is not yet available. The strength of the data lies in verifiability of the numbers through analysis of participants and beneficiaries of program activities.

KPM #10	CAFOs - Percent of permitted Oregon Confined Animal Feeding Operations (CAFOs) found to be in compliance with their permit during annual inspections.	2005
Goal	To protect agricultural natural resources.	
Oregon Context	OBM #78 indicates overall water quality trends are improving. The agency's CAFO program contributes to this trend.	
Data Source	CAFO program records and complaint log.	
Owner	Ray Jaendl, Natural Resources Program Area Director - (503) 986-4713	



1. OUR STRATEGY

The Federal Clean Water Act provides for the regulation of confined animal feeding operations (CAFO) under a National Pollutant

Discharge Elimination System (NPDES) permit. This authority has been granted to Oregon through an agreement with the US Environmental Protection Agency (EPA). The Oregon Department of Agriculture (ODA) has been authorized by state statute to oversee and implement a program that allows for this sort of agricultural operation to continue while protecting Oregon's water quality. For all operations requiring a permit, the ODA conducts an annual inspection and reviews animal waste management plans. This ensures regular contact with operations and is an opportunity to identify problems early.

2. ABOUT THE TARGETS

A more complex permit (NPDES) was issued in 2003 then updated in 2009 and 2015. The permit requirements pose increased challenges for the industry. ODA anticipated a drop in compliance and subsequent improvement once the permit was implemented due to education and assistance to operations required to have a permit.

3. HOW WE ARE DOING

This performance measure demonstrates ODA's ability to educate permitted CAFOs regarding permit requirements and state and federal water quality laws. The measure also allows ODA to bring swift resolution for permitted CAFOs in violation of permit or water quality laws and rules. Overall most facilities are able to operate in compliance with the permit. The ODA continues to work with the remaining five percent to address challenges in meeting the requirements of the permit.

4. HOW WE COMPARE

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

5. FACTORS AFFECTING RESULTS

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

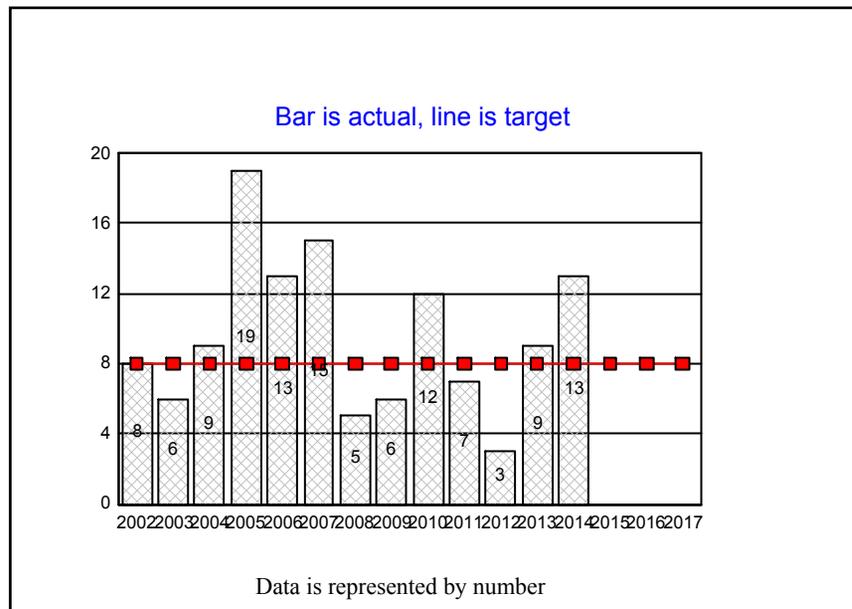
6. WHAT NEEDS TO BE DONE

ODA believes that continuing to provide a variety of permit assistance services while carrying out enforcement actions when necessary will maintain a 95% or better compliance with the permit. ODA considers that the 95 percent compliance is a realistic goal.

7. ABOUT THE DATA

The data is collected on a calendar year basis. Results of inspections are maintained in the ODA CAFO database.

KPM #11	Smoke Management - No increase above 2002 levels in hours of 'significant smoke intrusions' due to field burning in key cities in the Willamette Valley as measured by nephelometer readings.	2002
Goal	Field Burning Smoke Impact Minimizations; The goal of the Smoke Management Program is to provide and allow grass seed growers the opportunity to open burn up to 15,000 acres in certain areas on the northern Willamette Valley.	
Oregon Context	OBM #75. Program is responsible for controlling movement of air pollutants due to field burning.	
Data Source	Smoke Intrusions are measured by nephelometers. Nephelometers measure concentrations of airborne particulate matter. Nephelometers are in and around the area where field burning occurs. The nephelometers are operated and maintained by the Oregon Department of Environmental Quality (DEQ). The Oregon Department of Agriculture uses the meters under agreement with DEQ. Airborne particulate levels are reported and recorded hourly. The definition of “smoke intrusion” is outlined in OAR 603-077-0105(7)(a)(b)(c).	
Owner	Ray Jaindl, Natural Resources Program Area Director - (503) 986-4713	



1. OUR STRATEGY

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

2. ABOUT THE TARGETS

This performance measure is outlined by Oregon Administrative Rule (OAR) 603-077-0101 through 603-077-0195. These OARs were adopted in response to Oregon Revised Statutes 468A.550, 468A.555 to 468A.620, and 468A.992.

3. HOW WE ARE DOING

In the Silverton Hills of Marion County and a small section of northwestern Linn County, grass seed and cereal grain residue is burned following harvest (primarily July – September). “Field burning” is conducted following careful meteorological examination to ensure maximum smoke evacuation, while reducing the potential of smoke “impacts” on the public. Precise prediction of weather patterns conducive to complete evacuation is an inexact science. On Thursday August 21, 2014, an upper level trough provided westerly winds and 6,000 foot mixing heights. This weather pattern is conducive to field burning. 2,326 acres were field burned, sending the bulk of the smoke up and over the cascades. Unfortunately, some low-level smoke pushed its way into the lower Cascade foothills, resulting in 5 hours of “moderate” smoke impacts, the highest number of recorded moderate smoke impacts of the season.

4. HOW WE COMPARE

ODA strives to protect the public from smoke impacts while still allowing grass seed growers the opportunity to burn as mandated by Oregon law. There are no other private industry standards or other state programs to compare to.

5. FACTORS AFFECTING RESULTS

Many meteorological factors are considered prior to allowing any field burning. Temperature, wind speed and direction, mixing heights (how high the smoke

may go) and pressure gradients are all taken into account before field burning permits are issued. Although effective, current weather forecasting technology is not perfect. The rapidly changing nature of weather, and poor field burning lighting techniques can create smoke intrusion.

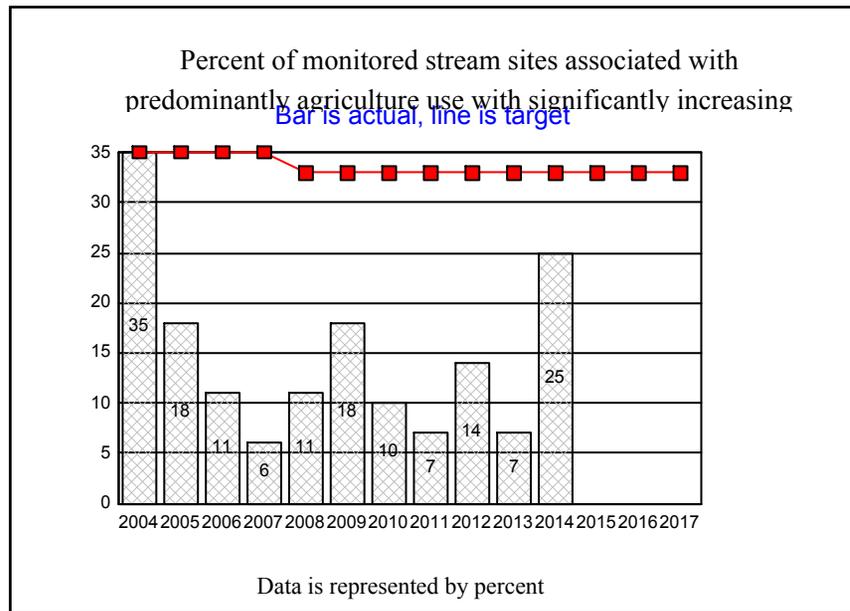
6. WHAT NEEDS TO BE DONE

ODA continues to work with the Oregon Department of Forestry Meteorology Department to improve smoke behavior-weather prediction capabilities. ODA works with growers to ensure that "rapid ignition" techniques are used to light the field burns and fields are prepared in such a manner to foster maximum fire produced smoke plumes.

7. ABOUT THE DATA

Field burning is conducted annually in the summer following grass seed harvest in the Willamette Valley. The nephelometers sample particulate matter continually. ODA monitors and records the nephelometer (used to measure particulate matter in the air) readings during the field-burning season (July 1 through October 15).

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



1. OUR STRATEGY

The Oregon Department of Agriculture (ODA) uses a combination of voluntary, educational efforts, and regulatory actions to encourage

Oregon's agricultural producers to maintain and enhance water quality. This is accomplished through 38 basin plans created in response to legislation established in 1993. Partners include the agricultural community, soil and water conservation districts, USDA Natural Resources Conservation Service (NRCS), and Oregon State University (OSU) Extension Service.

2. ABOUT THE TARGETS

Agricultural activities can directly affect water quality through control of erosion, filtering of bacteria, and shading of the water surface. The Department of Environmental Quality (DEQ) models all of the water quality parameters collected and evaluates them in a manner to provide a statewide performance measure. These targets were established recognizing that streams are dynamic and that there will always be some streams in declining and streams in improving conditions, but the goal is to achieve a higher level of streams in an improving or good to excellent condition.

3. HOW WE ARE DOING

This measure was established in 2005 using the DEQ data pertinent to agriculturally dominated areas. Because of the amount of variability in this data, statistically significant trends have not been shown at this time. This number is an improvement from last year and is a surprise because it was a drought year and in drought years you would expect lower water quality. Some interesting things happened this year with some of the ambient sites. This is the first time since 2004 when we began reporting on this measure that Floras Creek at Hwy 101, Lewis and Clark River at Logan Road, and Rock Creek at the mouth all scored Good to Excellent. Unfortunately, Wallowa River at Minam dropped to having fair water quality after having been ranked good to excellent consistently for a long time. We will continue to monitor this site to determine if this was a single year anomaly or trend.

4. HOW WE COMPARE

There are no private or public industry standards to compare.

5. FACTORS AFFECTING RESULTS

In 2010 the Oregon Department of Agriculture worked with the DEQ and the Oregon Department of Forestry (ODF) to re-evaluate land use descriptions identified for DEQ's ambient monitoring sites. As a result a modified and expanded suite of ambient sites representing sites influenced by agriculture were identified. Some of the original ambient sites were retained, but many were dropped and new ones added.

Because of this, results from 2010 forward will not be directly comparable to previous years. It should be noted that some of the ambient monitoring sites chosen to represent agriculture were also chosen by ODF to represent forestry influence. This is because some sites have combined agricultural-forestry usage. Also, not all the ambient sites designated as being 'agriculture' by DEQ were used in this analysis because ODA believes that some of the sites were unduly influenced by other land uses in addition to agriculture .

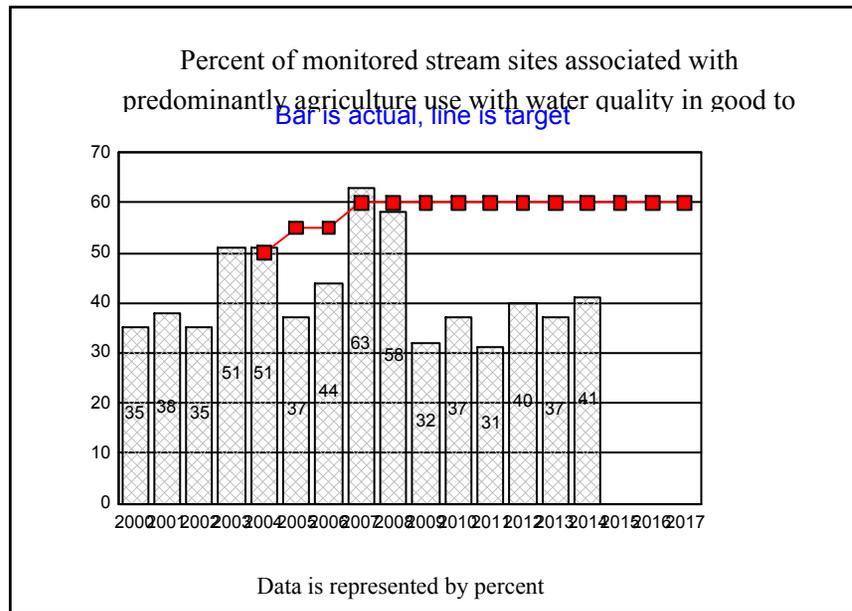
6. WHAT NEEDS TO BE DONE

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

7. ABOUT THE DATA

The data compiled by DEQ is drawn from the DEQ's ambient monitoring network. Quality control and assurance procedures delay availability of this information. Thus, this information becomes available up to one year after being collected. Data for 2015 will be available after January 1, 2016. Increases and decreases in trends identified in 12a, 12b, and 12c directly impact each other. Changes in one may result in changes in the other measure. Also, if a trend can not be identified for that years data, and the stream is not in good to excellent condition, then that stream will not be accounted for in that year in either of the three measures. Thus, addition of all three measures may not amount to 100%.

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



1. OUR STRATEGY

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Oregon's agricultural producers to maintain and enhance water quality. This is accomplished through 38 basin plans in response to legislation established in 1993. Partners include the agricultural community, soil and water conservation districts, USDA Natural Resources Conservation Service (NRCS) and Oregon State University (OSU) Extension Service.

2. ABOUT THE TARGETS

Agricultural activities can directly affect water quality through control of erosion, filtering of bacteria and shading of the water surface. Department of Environmental Quality (DEQ) models all of the water quality parameters collected and evaluates them in a manner to provide a statewide performance measure. These targets were established recognizing that streams are dynamic and that there will always be some streams in declining and streams in improving conditions, but the goal is to achieve a higher level of streams in an improving or good to excellent condition.

3. HOW WE ARE DOING

This measure was established in 2005 using the DEQ data pertinent to agriculturally dominated areas. Because of the amount of variability in this data, statistically significant trends have not been shown at this time. This number is an improvement from last year and is a surprise because it was a drought year and in drought years you would expect lower water quality. Some interesting things happened this year with some of the ambient sites. This is the first time since 2004 when we began reporting on this measure that Floras Creek at Hwy 101, Lewis and Clark River at Logan Road, and Rock Creek at the mouth all scored Good to Excellent. Unfortunately, Wallowa River at Minam dropped to having fair water quality after having been ranked good to excellent consistently for a long time. We will continue to monitor this site to determine if this was a single year anomaly or trend.

4. HOW WE COMPARE

There are no private or public industry standards to compare.

5. FACTORS AFFECTING RESULTS

In 2010 the Oregon Department of Agriculture worked with the DEQ and the Oregon Department of Forestry (ODF) to re-evaluate land use descriptions identified for DEQ's ambient monitoring sites. As a result a modified and expanded suite of ambient sites representing sites influenced by agriculture were identified. Some of the original ambient sites were retained, but many were dropped and new ones added.

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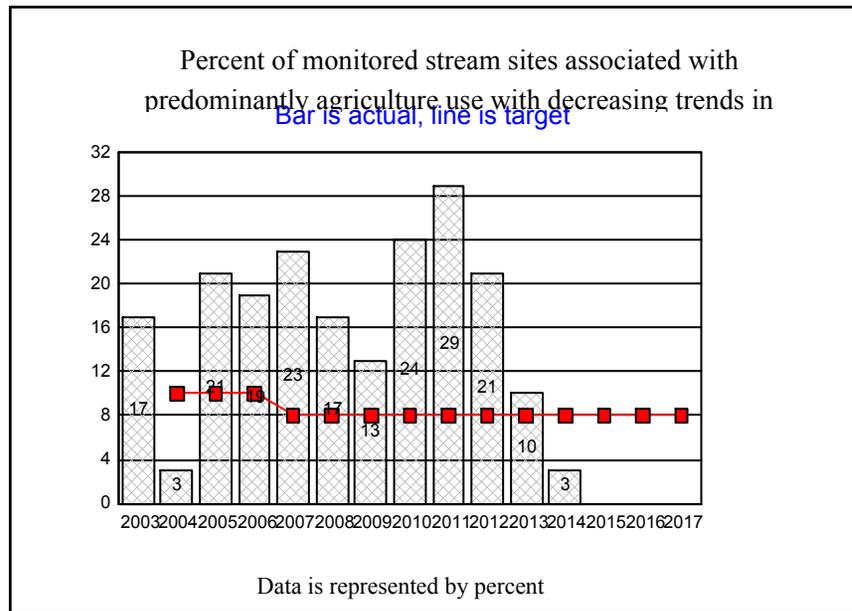
6. WHAT NEEDS TO BE DONE

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

7. ABOUT THE DATA

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



1. OUR STRATEGY

The Oregon Department of Agriculture (ODA) uses a combination of voluntary, educational efforts, and regulatory actions to encourage

Oregon's agricultural producers to maintain and enhance water quality. This is accomplished through 38 basin plans created in response to legislation established in 1993. Partners include the agricultural community, soil and water conservation districts, USDA Natural Resources Conservation Service (NRCS) and Oregon State University (OSU) Extension Service.

2. ABOUT THE TARGETS

Agricultural activities can directly affect water quality through control of erosion, filtering of bacteria and shading of the water surface. Department of Environmental Quality (DEQ) models all of the water quality parameters collected and evaluates them in a manner to provide a statewide performance measure. These targets were established recognizing that streams are dynamic and that there will always be some streams in declining and streams in improving conditions, but the goal is to achieve a higher level of streams in an improving or good to excellent condition.

3. HOW WE ARE DOING

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4. HOW WE COMPARE

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5. FACTORS AFFECTING RESULTS

In 2010 the Oregon Department of Agriculture worked with the DEQ and the Oregon Department of Forestry (ODF) to re-evaluate land use descriptions identified for DEQ's ambient monitoring sites. As a result a modified and expanded suite of ambient sites representing sites influenced by agriculture were identified. Some of the original ambient sites were retained, but many were dropped and new ones added.

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6. WHAT NEEDS TO BE DONE

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

7. ABOUT THE DATA

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



1. OUR STRATEGY

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

randomly selected customers having recent contact with the agency. The survey is conducted for three months and is performed during a different quarter each year.

2. ABOUT THE TARGETS

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

3. HOW WE ARE DOING

The data reveals that ODA was below its ninety percent combined target for good or excellent responses in all areas except availability of information. The agency completed a complete web redesign over the last year and one of the goals of this redesign was to make it easier for the public to access information. The agency anticipates the results in the availability of information category to be above 90 for the 2015 customer service survey as customers become familiar with ODA's new website design.

4. HOW WE COMPARE

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

5. FACTORS AFFECTING RESULTS

One factor that could possibly affect survey results is the sampling time frame . Many ODA programs are cyclical and may be under or over represented at different time frames throughout the year . The ODA rotates the sampling time period in an attempt to include all types of agency customers.

6. WHAT NEEDS TO BE DONE

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

7. ABOUT THE DATA

Survey Name: Oregon Department of Agriculture - 2013 Customer Service Survey
Surveyor: Online - Survey Monkey
(staff included invitation to participate in the survey in their email signature line.)
Date Conducted: July 1 - September 30, 2013
Population: Compliers, consumers, constituents, and clients
Sampling frame: Customers that interacted with the Oregon Department of Agriculture between July 1 and September 30, 2013
Sampling Procedure: Online Survey Tool
Sample Characteristics: Population - undetermined; Sample - undetermined; Responses - 202; Response rate - undetermined

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

Contact: Lisa Hanson, Deputy Director

Contact Phone: 503-986-4632

Alternate: Sherry Kudna, Executive Assistant

Alternate Phone: 503-986-4619

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

1. INCLUSIVITY

* **Staff:** Agency staff developed performance measures for ODA program areas. Key performance measures have been limited to high-level outcomes that impact the agency's three-fold mission. ODA's performance measures were reviewed by the legislature during the 2015 legislative session. The agency proposed changes to its key performance measures during the legislative process based on stakeholder input and to improve the usefulness of ODA's measures.

* **Elected Officials:** ODA's performance measures were reviewed by the legislature during the 2015 legislative session. The agency proposed changes to its key performance measures during the legislative process based on stakeholder input and to improve the usefulness of ODA's measures.

* **Stakeholders:** ODA's performance measures were reviewed by the legislature during 2015 legislative session. The agency proposed changes to its key performance measures during the legislative process based on stakeholder input and to improve the usefulness of ODA's measures.

* **Citizens:**

2 MANAGING FOR RESULTS

Key performance measures have been amended during legislative sessions to better reflect ODA activities and make the measures more easily understood.

3 STAFF TRAINING

During the past year, ODA staff has had limited training on performance measures. However, staff continues to work with the measures in an effort to make them a meaningful evaluation tool.

4 COMMUNICATING RESULTS

* **Staff:** This report is available on ODA's Web site. The report will be reviewed by the legislature during the agency budget hearings.

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

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

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